



PIPELINE

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The Honorable John H. Gibson II, was confirmed by the Senate on November 7, 2017 as the new Deputy Chief Management Officer (DCMO). Above, Mr. Gibson conducted his first DCMO Town Hall, December 5, 2017.



Our New DCMO, The Honorable John H. Gibson II

The Pentagon Welcomes the New Deputy Chief Management Officer, the Honorable John H. Gibson II



The Honorable John H. Gibson II, is the Deputy Chief Management Officer of the Department of Defense.

Prior to his confirmation by the U.S. Senate, Mr. Gibson was President, Chief Executive Officer of XCOR Aerospace, Inc., a developer of rocket engine systems and components and space launch systems. Mr. Gibson was also Chairman of the Advisory Committee, Looking Glass Investments.

Mr. Gibson previously held several senior leadership positions with Beechcraft including Senior Vice President of Global Mission Support, Vice President of Special Mission

Aircraft, and Vice President of Finance, Government, and Defense Business. Mr. Gibson also served as the Assistant Secretary of the Air Force (Financial Management and Comptroller), as well as Deputy Under Secretary of Defense (Management Reform). In addition, prior to his initial government service, Mr. Gibson held numerous other leadership and management positions in the private sector.

Mr. Gibson received a BA in Economics and a BBA in Finance from the University of Texas at Austin and an MBA from the University of Dallas, and is a recipient of the Air Force Award for Exceptional Civilian Service.

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ANNOUNCEMENTS

JAN 11 Max Boot kicks off the OSD Historical 2018 Speakers Series

JAN 17 WHS All Hands



JAN 25 Dr. Martin Luther King, Jr. Observance Ceremony

Director's Corner



In 2018 WHS must continue to improve upon the processes and progress made during 2017. My overarching goals for 2018 are: more efficiently provide "value" to the taxpayer by continuing process improvements; anticipate and meet the needs of our customers; respect and develop a professional workforce; and reduce operational costs across WHS by 1% to 5%.

-- Barbara A. Westgate

By all accounts, 2017 was a very successful year. The Acquisition Directorate (AD) had an outstanding and historic year, processing over \$1.6B in obligations and over 4,300 actions. These numbers represent the highest production level in AD's history and demonstrates its continued and dedicated contracting support to the growing needs of WHS mission objectives. During this historic work volume surge, AD also met its small business goals, and, for the first time in history, met the agency's competition goal of 57%.

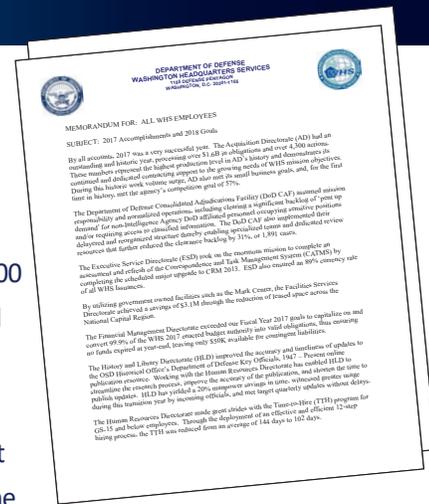
The Department of Defense Consolidated Adjudications Facility (DoD CAF) assumed mission responsibility and normalized operations, including clearing a significant backlog of 'pent up demand' for non-Intelligence Agency DoD affiliated personnel occupying sensitive positions and/or requiring access to classified information. The DoD CAF also implemented their delayed and reorganized structure thereby enabling specialized teams and dedicated review resources that further reduced the clearance backlog by 31%, or 1,891 cases.

The Executive Service Directorate (ESD) took on the enormous mission to complete an assessment and refresh of the Correspondence and Task Management System (CATMS) by completing the scheduled major upgrade to CRM 2013. ESD also ensured an 89% currency rate of all WHS Issuances.

By utilizing government owned facilities such as the Mark Center, the Facilities Services Directorate achieved a savings of \$3.1M through the reduction of leased space across the National Capital Region.

The Financial Management Directorate exceeded our Fiscal Year 2017 goals to capitalize on and convert 99.9% of the WHS 2017 enacted budget authority into valid obligations, thus ensuring no funds expired at year-end, leaving only \$50K available for contingent liabilities.

The History and Library Directorate (HLD) improved the accuracy and timeliness of updates to the OSD Historical Office's *Department of Defense Key Officials, 1947 – Present* online publication resource. Working with the Human Resources Directorate (HRD) has enabled HLD to streamline the research process, improve the accuracy of the publication, and shorten the time to publish updates. HLD has yielded a 20% manpower savings in time, witnessed greater usage during this transition year by incoming officials, and met target quarterly updates without delays.



Director's Corner (cont'd)



The 2017 Aspiring Leadership Program.

The HRD made great strides with the Time-to-Hire (TTH) program for GS-15 and below employees. Through the deployment of an effective and efficient 12-step hiring process, the TTH was reduced from an average of 144 days to 102 days.

The WHS Immediate Office and Staff (IO/Staff) successfully achieved the goal to develop representative metrics for each of the 72 primary WHS services, while streamlining and reducing the staff.

2018 will offer many challenges. But within every challenge resides an opportunity to excel. As I stated during our 40th Anniversary celebration, our professionalism and commitment to the security of the Nation has withstood the test of time for 40 years. By providing superior service to the Department, and creating innovative ways to deliver those services, we will continue to offer abundant value to the taxpayer and the customers we support. Make no mistake about it, what we do day-in and day-out matters to the Department and the Nation.

- Barbara A. Westgate



October 18, 2017, WHS held a ceremony to celebrate 40 years of outstanding service to the Department of Defense.

WHS Celebrates 40th Anniversary

On Wednesday, October 18, 2017, WHS held a ceremony to celebrate 40 years of outstanding service to the Department of Defense. More than 250 WHS, Pentagon and former WHS employees attended the event, which was held in the Pentagon courtyard.

The celebration featured remarks by Mr. David Tillotson III, Acting Deputy Chief Management Officer, Mr. Michael L. Rhodes, Director of Administration and Ms. Barbara A. Westgate, Director, WHS.

Westgate opened the event with a few comments and recognized the longest tenured and most junior members of the WHS workforce. Mr. Bernard Crews was hired in 1973 and has worked in the same shop ever since. Mr. Stephen Page joined the team in 2017.



Mr. Stephen Page joined the WHS team in 2017.



Mr. Bernard Crews joined WHS in 1973.

WHS Celebrated 40th Anniversary, (cont'd)



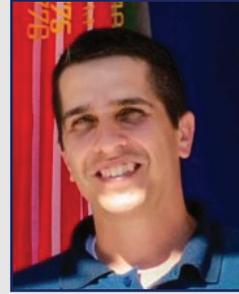
Terry McGregor
Acquisition Directorate



Jason Petralia
Consolidated Adjudications Facility



Kelly Guerrero
Executive Services Directorate



Daniel Ginger
Facilities Services Directorate



Jacqueline Newton
Facilities Services Directorate



Henry Bentley
Financial Management
Directorate



Thomas Christianson
History & Library Directorate



Laura Boulter
Human Resources Directorate



Christy Bowers
Human Resources Directorate



Glenda Barlow
WHS Immediate Office & Staff

CELEBRATING 40 YEARS OF SUPERIOR SERVICE TO THE DEPARTMENT OF DEFENSE, 1977-2017

Westgate also presented commemorative coins to 10 WHS employees for their dedication, professionalism and commitment to excellence in service.

Rhodes' comments highlighted his experiences with the WHS team over the last 11 years, keying in on the evolution and expansion of the scope of WHS' responsibilities. He said WHS, "continues to be a tool and an asset for the Secretary [of Defense], to be able to be responsive and provide for the needs and requirements as they evolve."

While much has changed, Rhodes said it was all possible because of these "secret and silent enablers."

Tillotson also had kind words for WHS, stating that if it weren't for WHS, "within 48 hours nobody would be in this building [the Pentagon]." He explained by saying it would be uninhabitable, unsupportable and unsustainable. "It is a small city, and it doesn't operate without what you do each and every day."



He added, "and on 9/11, it was the WHS team that kept the building open and operational."

Mr. Tillotson, Mr. Rhodes and Ms. Westgate closed the event with the cutting of the 40th anniversary cake.

Ms. Westgate extended her appreciation to all members of the WHS team. "You embody our department's core values of service, innovation and excellence each and every day." She also expressed her hopes that those in attendance had learned something new about the diverse mission of WHS and an appreciation for what WHS does to support the DOD.



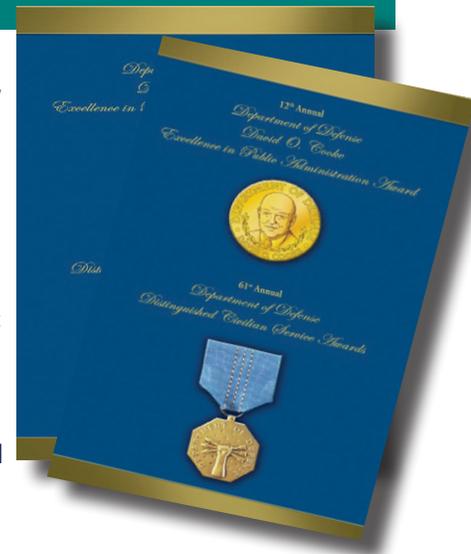
Eight Department of Defense (DoD) employees were recognized at the annual awards ceremony for the Distinguished Civilian Service Award and the David O. Cooke Excellence in Public Administration Award in the Pentagon's Hall of Heroes, November 16, 2017.

David O. Cooke Excellence in Public Administration Award and the Distinguished Civilian Service Award

Eight Department of Defense (DoD) employees were recognized at the annual awards ceremony for the Distinguished Civilian Service Award and the David O. Cooke Excellence in Public Administration Award in the Pentagon's Hall of Heroes, November 16, 2017.

The recipients of the two prestigious DoD-level awards exemplified a combination of honorable character and skill attributes. Specifically, the recipient of the David O. Cooke Excellence in Public Administration Award, Ms. Hallie Balkin, Naval Supply Systems Command, Fleet Logistics Command, demonstrated great leadership potential as a future Federal executive and epitomized unusual competence, initiative, resourcefulness, leadership and creativity. The award is modeled after Mr. Cooke, the former "Mayor" of the Pentagon, a public servant who devoted 55 years of his life to the DoD.

The Distinguished Civilian Service Award was presented to honorees whose careers reflect exceptional devotion to duty and extremely significant contributions of broad scope in policy, scientific, technical or administrative fields of endeavor that have led to





General Ellen Pawlikowski Commander, Air Force Materiel Command, attended the ceremony to present the Defense Distinguished Service Medal to Mr. Mitchell Miller, Technical Advisor, Avionics Department, Integration and Weapon System Cyber Resiliency from Wright-Patterson AFB.



increased effectiveness and efficiency in the operation of the DOD. The awardees included Mr. John Hayter Jr., Naval Air Systems Command; Mr. Paul Vosti, Asian and Pacific Affairs, Office of the Undersecretary of Defense for Policy; Mr. Mitchell Miller, Integration and Weapon System Cyber Resiliency; Mr. Richard Ritter, Missile Defense Agency, Office of the Undersecretary of Defense for Acquisition, Technology and Logistics; Ms. Kristinia Harrington, National Reconnaissance Office, Office of the Undersecretary of Defense for Intelligence; Ms. Sheri Ferguson, Evans Army Community Hospital; and Mr. Robert Charles, U.S. Army Medical Research and Materiel Command.

Mr. Anthony M. Kurta, Performing the Duties of Undersecretary of Defense for Personnel and Readiness, presided over the ceremony, hosted by Mr. Michael Rhodes, Office of the Deputy Chief Management Officer, Director of Administration.



2017 Spirit of Hope Award Ceremony

Vice Chairman of the Joint Chiefs of Staff, Gen. Paul Selva, and Office of the Deputy Chief Management Officer, Director of Administration, Mr. Michael Rhodes, pose with Spirit of Hope awardees and organizational representatives inside the Hall of Heroes, October 26, 2017. Each year, the Military Services, the U.S. Coast Guard, and the Office of the Secretary of Defense present the DoD Spirit of Hope Award to individuals or organizations that epitomize selfless service and dedicated commitment to our military, and are reflective of the significant impact of Mr. Hope.



WHS Directorate in the Spotlight - Acquisition Directorate



The WHS Acquisition Directorate Moves to the Mark Center.

AD on the Move

Acquisition Directorate Relocation – 2017

Acquisition Directorate's relocation from Crystal City (Crystal Gateway (CG) 2) to the Mark Center in November 2017 was a success! The relocation was part of the WHS overarching effort to reduce the Department of Defense (DoD) leased space footprint, thereby reducing rent costs to the Government. The move consolidated AD into a single unified space with reduced seating by leveraging telework and mobile employment opportunities. Employees continue to maintain productivity with the reduced footprint. One very important aspect of this move is that it also allows better access to our customers (many of who are co-located in the Mark Center).

The move occurred over the course of two weeks and productivity remained consistent through leveraging workforce mobility. During the move, there was a close partnership with the Facilities Services Directorate (FSD) which made the move a success. AD will host an Open House for our customers to meet our contracting staff in the near future and we look forward to our collective and continued successes.



Acquisition Directorate Year End Closeout – 2017

The Acquisition Directorate (AD) had an outstanding year. We processed over \$1.6B in obligations and over 4,300 actions, all while meeting our Small Business goals and the agency's competition goals. These historic numbers are only possible through the dedicated efforts of the AD staff and the customers we support.

Mr. David Sanders expressed his outlook for the coming year like this: "The key now is to build upon FY17 successes and continue advancing our craft into FY18. We must continuously improve contracting processes, prepare for even greater work volumes and diversity of acquisition methods, collaborate more effectively both within AD and with our customers, as well as constantly improve our systems and tools in ways that help us exceed customer expectations." He follows up on that drive with a bold and overarching objective: "Our dedicated focus is to become the Contracting Office of Choice – a place where people want to work, and a resource our customers want to do business with!"

The Four Keys to AD's Continued Success

There are four keys to AD's continued success in FY18 and beyond. Here is a brief summary of each:

AD's Relationship with the FMD – AD had a very successful FY17 year-end made possible in large part by a close partnership with FMD. This partnership is reflected in AD's achieving significant success with us diligently tracking AD/ FMD actions to allow reconciliation by the end of FY17. Although the reconciliation of actions by the end of FY17 was flawless, the pre FY18 FMD/ AD systems had no integration ability therefore all reconciliations were manual (this includes the reconciliations of FY17). This manual reconciliation required AD to track outstanding commitments manually and to coordinate meticulously with FMD for contract requests, awards and obligations. With the FY18 FMD conversion to Defense Agency Initiative (DAI), portions of the processes are now automated thereby improving efficiencies for both contract award and the accountability of funds. AD is now receiving customer requirements directly from the FMD finance system as opposed to the e-mail process. Now, distribution of the requirements to the specific AD Branch is done from a central AD Point of Contact.



Acquisition Directorate,
Mr. David Sanders

AD

Furthermore, obligations are immediately recorded to the financial books at the time of contract award. This new automated process cuts down on the manual labor and improves the workflow within AD.

Contracting as a Team Sport – AD personnel collaborate as a unified team to maintain a customer centric focus through both familiar and unfamiliar customer requirements. Collaboration occurs across AD divisions and branches to match resources to demand. The culture within AD is one of dedication to fulfilling our customer's needs and that takes teamwork and trust to accomplish.

Tracking Requirement in SharePoint – With the implementation of SharePoint as AD's contract action tracking tool, AD provides better visibility and transparency into the status of all actions in real-time, and directly to its customers. Building on the base SharePoint tool, one of their partner/customers is even having their CORs input status information on these same actions. This two way status capability helps to ensure that issues are surfaced and corrective actions executed quickly. This work represents a foreshadowing of the future of collaboration between AD and its customers.

Training and Development of the Entire Acquisition Workforce – AD is keenly focused on critical areas where improvement is needed throughout the entire Acquisition Workforce. This focus led to the development of the Acquisition Workforce Community of Practice (AWCoP) which is one means of bringing acquisition professionals together to share best practices and to look to scale up those practices across the directorate. The objective is to make a focus on best practices the modus operandi for establishing standard and repeatable process throughout the Directorate.

DoD History Speaker Series

The History Speaker Series is a lecture series sponsored by the OSD Historical Office, the Joint History Office, and the service history offices. This lecture series uses discussions of history and institutional memory to inform policymakers within the Defense Department and the wider defense and national security communities. The series has recently hosted a number of timely speakers including Dr. Francis Gavin on the value of history in policy formation, Dr. Eliot Cohen on the uses and limits of soft power, and a panel of scholars on the enduring significance of the U.S. entry into the First World War.

Max Boot kicks off the 2018 Speakers Series with a talk on his new volume 'The Road Not Taken: Edward Lansdale and the American tragedy in Vietnam'. In chronicling the adventurous life of legendary CIA operative Edward Lansdale, *The Road Not Taken* definitively reframes our understanding of the Vietnam War.

The event will be held on Thursday, January 11, 2018 from 1200-1300 at the Pentagon Library Conference Center, Room B6. NO RSVP REQUIRED. For those without a CAC, please contact Micheal Fasulo at micheal.j.fasulo.ctr@mail.mil or Tom Christianson at thomas.e.christianson.civ@mail.mil to request an escort.

“War, Psychological Trauma, and the American Medical Experience in World War I”

On November 8, 2017, as part of their Speakers Series, the Office of the Secretary of Defense's (OSD) Historical Office in conjunction with the history offices of the military departments, featured Ms. Rachel Levandoski, a contract historian in the OSD Historical Office and a University of North Carolina Ph.D. candidate specializing in 20th century American military history and the social history of medicine.

Levandoski's presentation covered the psychological traumas of war, social history and our never-ending efforts to understand it. She shared with us perspectives from both military and civilian doctors, medical professionals, psychiatrists, the journalists that covered the medical studies and the war, and the effects their opinions and findings had on the public's understanding of mental illnesses.

“There has been an evolution of terms and their definitions for mental illnesses, and methods in attempts to predict and diagnose them; the core of which hinges on the medical



The History Speaker Series featured Ms. Rachel Levandoski, a contract historian in the OSD Historical Office and a University of North Carolina Ph.D. candidate specializing in 20th century American military history and the social history of medicine.

community's ability to agree on what constitutes “normal behavior” and how these illnesses deviate from that standard.”

Levandoski told of one example in British papers where she found an acronym, GOK, God Only Knows, which was annotated on the charts for some who were “wounded without wounds.” Today's understanding of the diagnosis would refer to it as “Shell Shock.” She went on to say that while “Shell Shock” and Post-Traumatic Stress Disorder (PTSD) have been given very similar labels in their symptoms and diagnosis, the terms are not interchangeable.

Levandoski covered the interesting background on the philosophies behind how mental illnesses could be cured and how

DoD History Speaker Series (cont'd)



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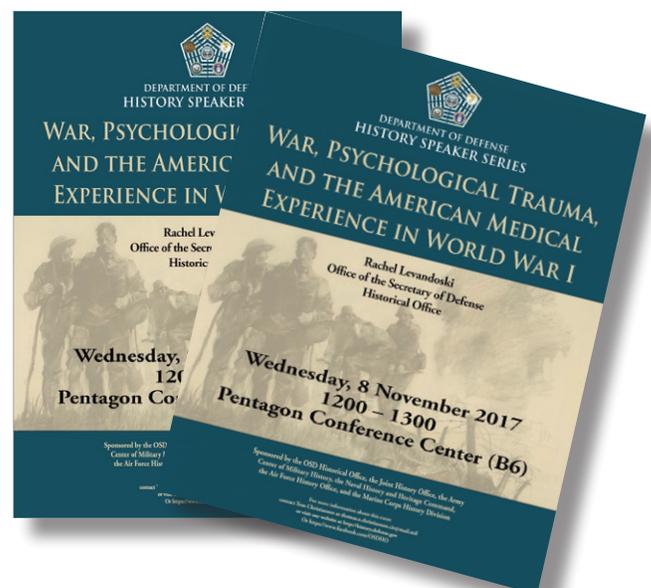
moving into WWII a new belief developed that maybe, just maybe, with continuous exposure to stress, "every man has his breaking point."

Levadoski had many conclusions from her research, a couple of which are that both laymen and professionals should listen to the afflicted and their symptoms and that we shouldn't restrict ourselves to diagnostic labels.

For more information about this event contact Tom Christianson at Thomas.e.christanson.civ@mail.mil or visit their website at <http://history.defense.gov> or <https://www.facebook.com/OSDHO> and go here [<http://history.defense.gov/Whats-New/Events/>] for future events hosted by the Pentagon Historical Office.

You can find videos for previous Speakers Series events at: <http://history.defense.gov/Whats-New/Speaker-Series-Videos/>.

You may also visit their website at <http://history.defense.gov> or <https://www.facebook.com/OSDHO> and go here [<http://history.defense.gov/Whats-New/Events/>] for future events hosted by the Pentagon historical office.



Show Some Love With The CFC



Ms. Westgate and Ms. Case hosted the WHS Combined Federal Campaign Kick Off Ceremony for Washington Headquarters Services, October 17, 2017.



There are several changes to the program this year, including the ability to pledge your time to a charity. You can find organizations who seek volunteer assistance by using the search function on the CFC website.



While volunteering is encouraged, all volunteer time must be conducted outside of official duty hours.

Paper and online pledges will be accepted through January 12, 2018. Whether you pledge time, money, or both, we thank you for Showing Some Love for those in need!

The Washington Headquarters Services (WHS) CFC goal for 2017 is \$125,000.

Federal retirees, both civilian and military, can begin to make charitable contributions via their annuities. This means they can continue to support their favorite causes through a process as simple as payroll deduction.

Please contact: Curtis Rumbaugh at curtis.r.rumbaugh.civ@mail.mil to learn more about these and other changes that make the CFC the easiest way for you to support the causes you care about.

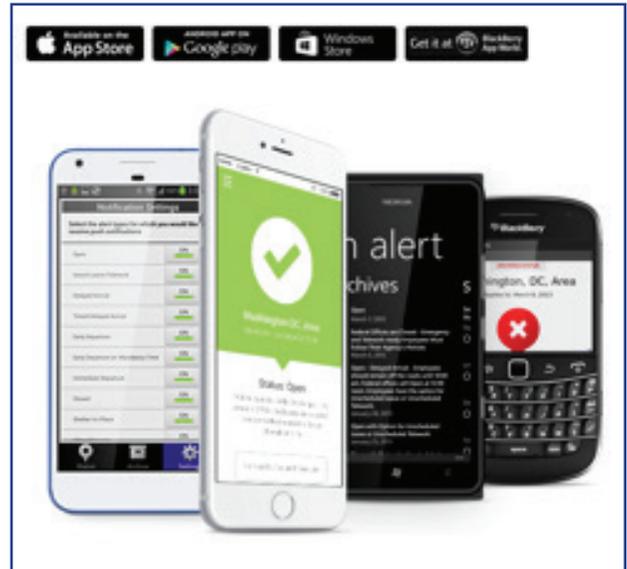
Inclement Weather? Check the Government's Operating Status on the *OPM App*

When inclement weather strikes the National Capital Region (NCR), one of the first questions asked by Pentagon and Mark Center employees is, "Is the federal government open and operating today?"

Turning on the television or radio news is one way to check the operating status; another is to check for related email messages. But there is a third option that is fast and easy and doesn't require logging into emails, grabbing the remote control, or even getting out of bed: use the Office of Personnel Management's *OPM Alert* mobile application.

OPM Alert is the official app of OPM and delivers real time operating status for federal government offices in the NCR. It also provides optional push notifications for specific alerts such as shelter-in-place, early dismissal, delayed arrival and others.

OPM Alert is free to use and is available for Android, Apple, Windows and Blackberry devices.



For more information on the OPM Alert mobile app, visit <https://www.opm.gov/policy-data-oversight/snow-dismissal-procedures/mobile-app/>



The New Blended Retirement System and Your Thrift Savings Plan

The Thrift Savings Plan (TSP) is the federal government's "defined contribution" plan; it works like a 401(k) and is a special type of Individual Retirement Account (IRA). It is offered to federal civilian employees and uniformed Service members; they can contribute a portion of their salaries to their TSP accounts. When they reach retirement age, TSP participants can decide how best to use the money that's accumulated in their accounts.



What are the differences between my current TSP and that under the BRS?

As a member of the uniformed services, you are eligible for a TSP account whether you select to opt-in to the Blended Retirement System (BRS) or stay in the legacy system.

If you already voluntarily contribute to a TSP account, understand, this is not part of the legacy retirement system, but rather an additional tool in your tool belt for your long-term financial health.

The ability to receive service contributions into your TSP is one of the added benefits to the BRS.



How do service contributions work?

If you choose BRS, and BRS only, your service will begin contributing an amount equal to 1% of your base pay into your TSP account each pay period. This does not come out of your pay. It's called a Service Automatic Contribution. In addition, if you elect to contribute a percentage of your own pay into your TSP account, your service will match a portion of it. This is called a Service Matching Contribution. See the table for details.

- You could receive a total government contribution of up to 5% in the BRS.
- Service Matching Contributions are discontinued once you have 26 years of service.

Are contributions from my service also mine to keep if I separate from service?

There are a few differences between federal civilian and uniformed services TSP accounts, one of which is federal civilian service does not count toward vesting in a uniformed services TSP account, and uniformed service does not count toward vesting in a civilian

TSP account. Seek an installation Personal Financial Manager (PFM) for more details.

To be fully vested, have ownership, of your account means you are entitled to all of the funds in it. Like any uniformed services member with a TSP account, BRS members are always vested in their own contributions and their earnings. They're also immediately vested in Service Matching Contributions and their earnings.

To become vested in Service Automatic (1%) Contributions, you must complete at least two years of service. If you've completed two years of service before you opt-in, you're immediately vested in your entire account.

Remember, the choice you make in 2018 could have a crucial impact on how you live your life in retirement.



Resources:

- Thrift Savings Plan Website: <https://www.tsp.gov/index.html>
- TSP YouTube Channel: <https://www.youtube.com/user/TSP4gov>
- TSP YouTube Video on BRS: https://www.youtube.com/watch?v=FNC5O_nLL4Q
- TSP on BRS Fact Sheet: <https://www.tsp.gov/PDF/formspubs/tspsf1.pdf> or <https://www.tsp.gov/PDF/formspubs/tspsf01.pdf>



CYBERSECURITY TIPS FOR TRAVELERS

Cybersecurity should not be limited to the home, office or classroom. It is important to practice safe online behavior and secure our internet-enabled mobile devices whenever we travel, as well. The more we travel and access the internet on the go, the more cyber risks we face. No one is exempt from the threat of cybercrime, at home or on the go, but you can follow these simple tips to stay safe online when traveling.

CYBERSECURITY WHILE TRAVELING

Before You Go

Update your mobile software. Treat your mobile device like your home or work computer. Keep your operating system software and apps updated, which will improve your device's ability to defend against malware.

Back up your information. Back up your contacts, photos, videos and other mobile device data with another device or trusted cloud service.

Keep it locked. Get into the habit of locking your device when you are not using it. Even if you only step away for a few minutes, that is enough time for someone to steal or destroy your information. Use strong PINs and passwords.

While You Are There

Stop auto connecting. Disable remote connectivity and Bluetooth. Some devices will automatically seek and connect to available wireless networks. And Bluetooth enables your device to connect wirelessly with other devices, such as headphones or automobile infotainment systems. Disable these features so that you only connect to wireless and Bluetooth networks when you want to.

Think before you connect. Before you connect to any public wireless hotspot – like on an airplane or in an airport, hotel, train/bus station or café – be sure to confirm the name of the network and exact login procedures with appropriate staff to ensure that the network is legitimate. Do not conduct sensitive activities, such as online shopping, banking, or sensitive work, using a public wireless network. Only use sites that begin with <https://> when online shopping or banking. Using your mobile network connection is generally more secure than using a public wireless network.

Think before you click. Use caution when downloading or clicking on any unknown links.

Delete emails that are suspicious or are from unknown sources. Review and understand the details of an application before installing.

Guard your mobile device. To prevent theft and unauthorized access or loss of sensitive information, never leave your mobile devices – including any Universal Serial Bus (USB) or external storage devices – unattended in a public place. Keep your devices secured in taxis, at airports, on airplanes, and in your hotel room.

COMMON CYBERSECURITY THREATS WHILE TRAVELING

Unsecured wireless networks. While public wireless networks provide great convenience, allowing people to connect to the internet from almost anywhere, they are unsecure and can allow cyber criminals access to internet-enabled devices. Beyond the typical public wireless networks found at airports, restaurants, hotels and cafés, they are increasingly available in other places, such as on airplanes and in public parks.

Publicly accessible computers. Hotel business centers, libraries, and cyber cafés provide computers that anyone can use. However, travelers cannot trust that these computers are secure. They may not be running the latest operating systems or have updated antivirus software. Cyber criminals may have infected these machines with malicious viruses or installed malicious software. One example is keylogger malware which, when installed, captures the key strokes of the computer's users and sends this information to criminals via email. Through this malware, criminals are able to receive users' personal information, such as name, credit card numbers, birthdates and passwords.

Physical theft of devices. Thieves often target travelers. Meal times are optimum times for thieves to check hotel rooms for unattended laptops. If you are attending a conference or trade show, be especially wary — these venues offer thieves a wider selection of devices that are likely to contain sensitive information, and the conference sessions offer more opportunities for thieves to access guest rooms.

Retiring? Here's how to get a thank you letter from the Secretary of Defense and the President



Retiring is something that nearly everyone looks forward to. But along with ceremonies, completing out-processing checklists and packing up all of the office tchotchkes collected over the years, there are two special items to consider including in the retirement activity planning list: a Retirement Letter from the Secretary of Defense and a Letter of Appreciation from the President of the United States.

A U.S. flag flown over the Pentagon [<http://www.pfpa.mil/services/flagpnt.html>] and a Department of Defense (DoD) Certificate of Retirement are among the usual gifts presented to government employees at their retirement ceremony. Some retirees pursue retirement recognition from their state congressmen or governor. There is even a DOD Civilian Retiree Card [<http://www.cac.mil/Portals/53/Documents/Civilian-Retiree-One-Sided-Trifold.pdf>] that provides access to some Morale, Welfare and Recreation facilities.

How to Apply

Presidential Letters of Appreciation are available to military and civilian retirees with 30 or more years of creditable service. This honor is available to civilians, Service members who served in multiple branches, or those who served in both military and civilian positions. Requests must be submitted at least 90 days in advance of the actual retirement or presentation date, whichever comes first.

To be eligible to receive a Letter of Retirement from the Secretary of Defense (SD), a Commander or supervisor at the level of GS-15 or higher must submit a memorandum to the SD's Executive Secretary outlining at least 25 years of service, retirement ceremony date, organization name and other details, at least 60 days in advance.

Click here [<http://www.esd.whs.mil/CMD/ploa/>] to visit the Executive Services Directorate Correspondence Management Division web page for more about Presidential Letters of Appreciation. Download instructions for a Letter of Appreciation from the Defense Secretary here [<http://www.esd.whs.mil/Portals/54/Documents/CMD/Temp>

If you have any questions or article suggestions for the Pipeline, please email us at WHS.COMMUNICATIONS@MAIL.MIL.