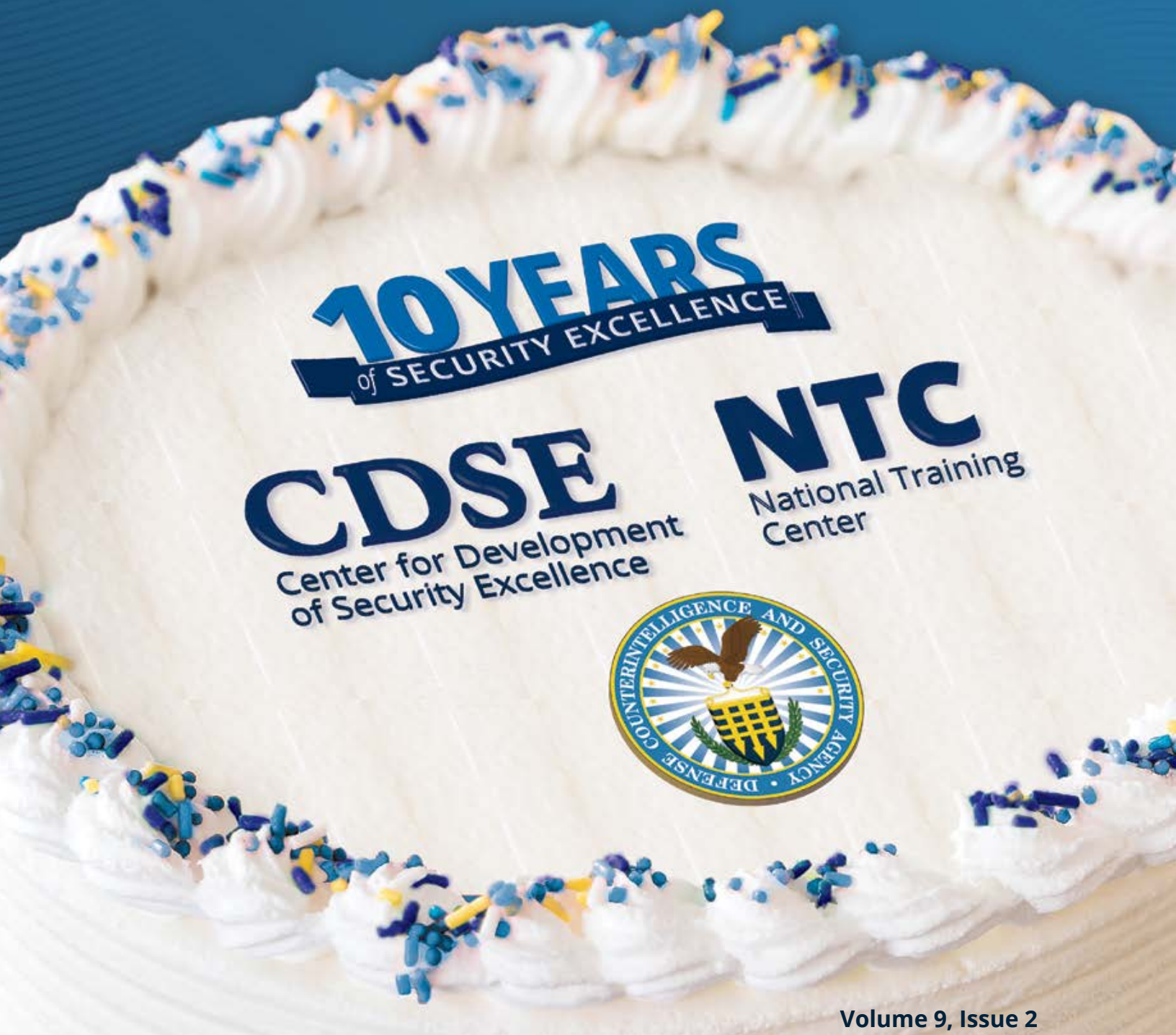


DCS ACCESS

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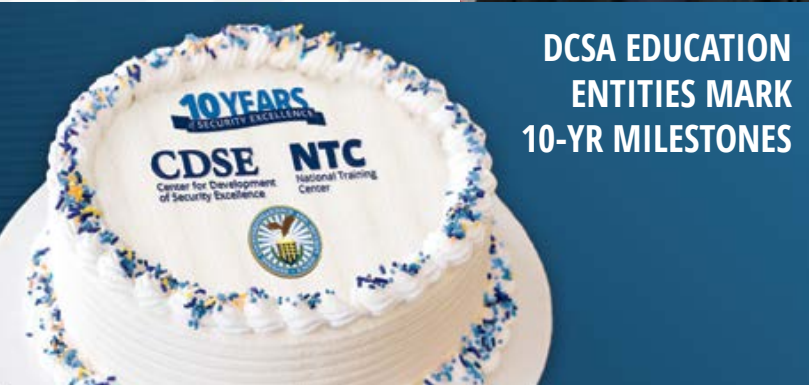
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**REALTY SPECIALIST
CONTINUES NEW YEAR'S
TRADITION SUPPORTING
THE TOURNAMENT OF
ROSES PARADE**

FROM THE ACTING DIRECTOR

DCSA ACCESS

Published by the Defense Counterintelligence and Security Agency (DCSA) Office of Communications and Congressional Affairs (OCCA)

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This Department of Defense (DoD) magazine is an authorized publication for members of DoD. Contents of the DCSA ACCESS Magazine are not necessarily the official views of, or endorsed by, the U.S. government, DoD, or DCSA. The editorial content of this publication is the responsibility of OCCA.

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What a milestone! DCSA's two training institutions — the Center for Development of Security Excellence (CDSE) and the National Training Center (NTC) — are celebrating 10 years of providing critical training that supports the whole of government. This issue of ACCESS is dedicated to these special anniversaries and all their remarkable achievements since their inception. While a decade of service marks a significant accomplishment, what makes this even more outstanding is their unwavering commitment to excellence. Both have developed successful training programs and curriculums, while achieving and maintaining unique national-level accreditation. Combined, these institutions have

hosted thousands of in-person classes and recorded millions of online course completions. I appreciate all they have accomplished in their first 10 years, and we all look forward to what they will achieve in the next 10.

Just before this issue of the ACCESS was finalized, the Department of Defense announced that William Lietzau, currently the director of the Personnel Vetting Transformation Office, will become the next director of the Defense Counterintelligence and Security Agency. Since his appointment at the PVTO, Bill has been deeply engaged in our merger and transition efforts and has a broad understanding and appreciation of our personnel vetting and critical technology protection missions, as well as our collective vision for the future.

I am honored to have served as the acting director of DCSA these past months. There will be time for reflection and contemplation as we complete the leadership transition. But I know that DCSA will remain mission-focused and forward-thinking. The entire DCSA team made a lot of progress even in the midst of the merger and acquisition, but the work is not done. There is still work to be done reinforcing the foundation of the organization in a way that will best position the agency for the next phase: transformation. It's an exciting time.

I am truly grateful for each DCSA team member's support and hard work as well as the partnerships we fostered externally. I am proud to have been a member of this dedicated workforce.

A handwritten signature in blue ink that reads "Charles S. Phalen, Jr." in a cursive style.

Charles S. Phalen, Jr.

Acting Director

Q&A WITH CHRISTY K. WILDER



Editor's Note: The following is the latest installment in a series of features on the DCSA senior leadership team.

Christy K. Wilder is the Deputy Director of the Defense Counterintelligence and Security Agency (DCSA) focused on the Personnel Vetting mission.

From the inception of the National Background Investigations Bureau (NBIB) to its retirement in 2019, Ms. Wilder served as the organization's chief of staff and then deputy director, overseeing the organization as a whole, including implementing the NBIB director's priorities, coordinating and managing business operations, presiding over governance, and facilitating strategic business initiatives. She also played a pivotal role in the standup of NBIB as the deputy lead of the transition team, charged with creating the new organization by October 1, 2016, to support the president's goals of reforming the security clearance process and strengthening how the government conducts background investigations.

In the six years before her appointment, Ms. Wilder held several positions within the Office of the Director of National Intelligence (ODNI), including taking the lead on congressional engagements on government-wide counterintelligence and security initiatives, serving as the oversight branch manager for the Special Security Directorate, and overseeing and assessing the end-to-end vetting processes across government.

Ms. Wilder started her federal career in 2003, working for the Defense Security Service (DSS), before the personnel vetting mission transferred to the Federal Investigative Services (FIS) in the Office of Personnel Management (OPM) in 2005. She served in myriad positions, including as a special agent conducting background investigations, acting supervisory agent-in-charge, and operations and policy analyst, among others. During her time as a special agent, she was selected to support significant programs, ad hoc initiatives, including the first international tiger team, the White House presidential transition, the integrity assurance and recovery program to ensure the integrity of background investigations, and modernization of the investigative processes.

Q: Tell us about your background?

A: Well, I've had a different path than many federal employees. I have a master's in psychology and spent five years after graduation working with juveniles in the court system. I also volunteered at an inpatient intensive care/detox unit. Then, after the attacks of September 11, 2001, my husband's job required us to move, and I found a position as a background investigator with DSS as a term/GS-7. It was supposed to be temporary; however, the government offered me a permanent position, which I accepted since it seemed to be a good fit. I've always enjoyed helping people, and this was a job that allowed me to do that, while also making an impact on our nation's security.

After several years as an investigator, I took a position at ODNI, the Security Executive Agent. There, I helped write the 2012 Federal Investigative Standards, which more formally established the security executive agent role, and assessed the effectiveness of security programs within every agency. The move to help standup NBIB and eventually become a leader in that organization, followed by our transfer to Department of Defense (DoD), has really created a full-circle moment for me.

Q: Tell us about your role in DCSA? What are your priorities for the organization and what do you intend to focus on?

A: My position is really dual-hatted. I am one of two deputy directors at DCSA, so I have a responsibility to ensure the agency's entire workforce is cared for and enabled to do their jobs. An important piece of this is ensuring that everyone in the organization understands their role and where they fit in the organization. I have to be plugged in internally, as well as externally, to anything that is impacting the workforce. Whether it be technology challenges that are affecting a large segment of our workforce or congressional hearings on our mission, I have to know what is going on.

At the same time, I am responsible for the Personnel Vetting mission from soup to nuts, including not only the people but the operational guidance, the processes, and the ongoing transformation. My priority for the vetting mission is primarily the same as the larger DCSA mission, ensuring the workforce

— the screeners, investigators, reviewers, adjudicators, support staff, etc. — understand the big picture. This is something we're still working on, but I believe we're getting there.

Q: How do you support the director and his vision for DCSA?

A: I support the director by understanding his vision and implementing it. I also represent the equities of the workforce to the director so he can understand their challenges and help develop informed solutions. I view my role as not only supporting the workforce to ensure they have everything they need to execute the mission, but to empower them to push up creative solutions for senior leadership coordination. Some of the best and most effective ideas have come from those closest to the challenges.

Q: You were involved in the stand up of NBIB in 2016 and then the transfer to DoD. How did that earlier experience help you navigate the October transfer?

A: One thing I learned is the value of communicating with the workforce — two-way communication that allows us to listen as much as we speak. We as senior leaders may not have all the answers all the time, but there is always information that can be shared with the workforce. I've found that employees tend to fill the information void on their own if we are not proactive in communicating, and that can lead to unintended and unnecessary distractions and anxiety.

The last five years have been incredibly challenging with tremendous change. We were able to manage that change while still accomplishing the mission. I am very proud of the fact that since 2016, despite the turmoil and change, we still have the support of the NBIB employees. Now, one of my goals for Personnel Vetting is to find stable ground. We are going to continue to change and transform the way we do business — something that has been happening with NBIB and DoD prior to transfer, but we also need some stability in our structure and priorities while we do that. I think with the official transfer to DCSA complete, we can now start to find that stability.

Q: How has the Personnel Vetting mission changed since you started your career with DSS back in 2003?

A: I think the biggest change I have seen is a different approach to vetting. It's now more expansive and broader. There is a growing recognition that insider threats can be those with physical or logical access to our information or buildings and are not limited to those with access to classified information. There's a growing recognition that insider threats aren't limited to just those with access to classified information, but can also be those with access to our buildings, technology, personally identifiable information (PII), etc. So, I think there is a fundamental shift in how we view a trusted workforce and the tools we use to deter, detect, and continuously vet those that work for or on behalf of the government.

Q: You spent a good amount of your federal career (2008-2017) serving at ODNI. How did your time there shape your outlook on the federal government?

A: My time at ODNI gave me a better perspective on all that goes into making and changing national-level policies, including the importance of establishing strong partnerships with other key leaders. I'm able to use that knowledge, and those relationships, in my current position as we participate in the decision-making process for efforts like Trusted Workforce 2.0.

Q: What do you see as the biggest challenges facing the Personnel Vetting mission?

A: The teams have made tremendous progress in bringing down the government-wide investigative and DoD adjudicative inventories and continue to improve processes daily. As we get better at this, I see two challenges. The first is the continued engagement of senior leaders across the govern-

ment. There's a tendency to focus on problems, and then, when they're viewed as solved, to move onto the next one. We still have a long way to go to complete the transformation of the vetting process and we will continue to need senior-level support across the executive and legislative branches. The second challenge is the infrastructure, mainly ensuring legacy IT systems continue to work until the new IT system is deployed supporting our vetting policies, processes, and procedures.

Q: What do you see as the biggest opportunities in Personnel Vetting?

A: I think the biggest opportunities in Personnel Vetting are our efforts to reform our policies through Trusted Workforce 2.0. Acting Director Phalen often talks about how, since the 1950s, there haven't been major changes to investigation and adjudication policies. We're finally at a point across the federal government where we realize that our policies need to be continuously reviewed to keep up with emerging threats and technological advancements. The changes that Trusted Workforce 2.0 will bring are paramount to having a more secure, trusted, and agile workforce for our federal government.

Q: Is there anything else you would like the workforce or our external stakeholders to know about you or your position here at DCSA?

A: I think it's important for everyone, both internally and externally, to know that DCSA has some of the most dedicated people in the federal government. With all of the change and transition, our employees have really weathered the storm. I like to think that a big part of the reason why people have stuck with the mission is that they believe in what they're doing, and I'm grateful for that. Our workforce knows that the work they do truly impacts our nation's security, and I hope that our stakeholders know that too.





DCSA EDUCATION ENTITIES MARK 10-YEAR MILESTONES



CDSE WORKS TO PROFESSIONALIZE THE SECURITY WORKFORCE

By Mary Phillips
Center for Development of
Security Excellence

On March 9, 2020, the Center for Development of Security Excellence (CDSE) celebrated a decade of security learning achievement, delivering award-winning curricula and content to security professionals and practitioners in government, military, and industry.

Since its beginnings as a training office under the U.S. Department of Defense Security Institute (DoDSI), in Richmond, Virginia, CDSE has come a long way. In 1999, the training office moved to Linthicum, Maryland, and was renamed the Defense Security Service (DSS) Academy with a workforce of 27 government employees. Following the Base Realignment and Closure (BRAC) Act in 2005, CDSE was established in 2010 with a new expanded mission and vision to



Students at the CDSE facility listen to Instructor Andrew Reyes teaching the “DoD Personnel Security Adjudications” course.

become the premier provider for security training. Since then, the organization has educated, trained, and certified millions of security professionals and others who are entrusted to protect national security and help ensure the nation’s competitive advantage.

Currently, CDSE has approximately 100 employees (with additional contractor support) contributing to the mission to professionalize the security workforce. The Center recorded 7.5 million student course completions and received more than 150 awards by the end of 2019. Under the leadership of Director Kevin Jones and Deputy Director Erika Ragonese, the journey remains challenging and rewarding.

Jones has worked for the Defense Security Service (DSS) since 1979 in a number of progressively responsible positions. Ragonese joined 15 years ago and was selected to serve as deputy director in 2019. She began as a contractor and was later hired to assist with operationalizing the security training mission by

bringing best practices and technology solutions from industry to help build capabilities.

Looking back, CDSE’s trainings in the early days were predominately instructor-led, and classes were supplemented with correspondence courses using compact discs, portable document format, and online tests.

“The ability to train 3,000 individual students was a good year back then,” said Ragonese. Today, annual course completions represent nearly 1.3 million, based on 2019 year-end figures.

Currently, the combination of instructor-led training, virtual instructor-led training, and eLearning has improved CDSE’s ability to provide enhanced learning opportunities — affordably reaching more students domestically and internationally through effective use of technology. Virtual access to content represents a tremendous benefit to students and significant cost savings for the security community as the high costs of training are largely associated with travel and lodging. The addition of the Security Professional Education Development (SPeD) certification program boosted CDSE’s mission to professionalize the DoD’s security workforce. This initiative, established in 2011 with the DoD Manual (DoDM) 3305.13-M on DoD Security Accreditation and Certification, ensures security practitioners possess a common set of competencies that promote interoperability, facilitate professional development, and support continuous learning.

With the evolution of technology and on-demand access, CDSE’s workforce delivers an expansive security curriculum covering 10 content areas, including counterintelligence, cybersecurity, general security, industrial security, information security, insider threat, operations security, personnel security, physical security, and special access programs.

Additionally, each content area manager develops performance support tools and resources such as job aids, webinars, security awareness games, toolkits, and short videos to help students easily access security information and become more effective in their professional roles. Last year alone, CDSE won 13 awards for its content and exceeded benchmarks for customer satisfaction based on feedback from 250,000 students' survey data on courses, exams, products, and services. In fact, the Center received an 84% customer satisfaction score for eLearning courses, exceeding not only the 73% comparative benchmark average but also the customer satisfaction scores for other public sector and non-profit organizations tracked by Verint ForeSee analytics.

"Our awards and accreditations validate that we're exceeding standards, and the feedback we receive has only made us improve," said Ragonese.

Employees are often described as innovative and enterprising, which has created a unique culture for the CDSE workforce. "Our mission is more influenced by our imaginations. People like what they do and feel a sense of pride in the end result," said Jones. "CDSE started as a place with limited resources, but in my mind, we've created a space, not a place."

Building a trusted workforce through security education, training, and certification is an enabler for the protection of national security. The threat is persistent, and the need is consistent. "There are more than 12,500 facilities in the National Industrial Security Program (NISIP), and each of them requires a facility security officer," said Jones. "Controlled Unclassified Information (CUI) has an audience of millions," he continued, "and this adds more people that will need to be trained by CDSE."

Looking to the future, DoD and industry have come to rely on CDSE to train its growing workforce of security professionals as the United States strives to maintain its technological advantage on the frontlines through critical technology protection. Thus, reliance on security knowledge and best practices for the DoD and cleared workforce through training and education will remain of utmost importance to national security. To meet anticipated growth, effective and efficient use of technology will become a force multiplier for delivering security knowledge to students that is persistent and available — anytime and anywhere.



Walter Hayward, CDSE instructor, teaches the "Introduction to Special Access Programs" course.

NTC PROVIDES TRAINING FOR INTERNAL INVESTIGATIVE WORKFORCE

When the National Background Investigations Bureau (NBIB) moved to the Defense Counterintelligence Security Agency (DCSA) on October 1, 2019, it brought with it a training entity — the National Training Center (NTC) located in Slippery Rock, Pennsylvania. NTC is primarily focused on training the internal investigative workforce while the Center for Development of Security Excellence (CDSE) is focused on the security community at large. Both come from humble origins and have grown into respected, accredited training institutions. Both recently marked their 10-year anniversaries.

NATIONAL TRAINING CENTER

The NTC building in Slippery Rock was completed in November 2009, and the first class was held a month later. Although NBIB has had some form of organized training for background investigators since 2005 (mostly at the Boyers facility), there was no formal training organization as the mission was always part of another office. David Corwin was hired as the NTC director to change that.

“I was hired by Merton Miller, previous director of the Federal Investigative Services,” said Corwin. “Mert had a vision to professionalize the training process for investigators, and he asked me to establish a formal training organization. Mert also had the goal to ensure that NTC was an accredited entity.”

Corwin said the team spent the first year deciding “who we wanted to be” and which accreditation they wanted to achieve. “We looked at peer organizations like the FBI, the Secret Service, and the Air Force Office

of Special Investigations (AFOSI). Each has an accredited training academy,” Corwin said. That research led Corwin and his team to finally pursue the Federal Law Enforcement Training Accreditation (FLETA).

Corwin said NBIB saw accreditation as a pathway to quality and stakeholder confidence. Prior to entering into the FLETA process in 2010, NBIB did not have formal training guidance documents and did not fully adhere to principles of any specific, systematic approach to training. Training staff also had limited interaction with other federal training entities and were not always aware of the latest training techniques or best practices shared in the federal community. This also resulted in a lack of standardization in training NBIB employees.

The Federal Background Investigator Training Program (FBITP) and the Essentials of Suitability Adjudication Program (ESAP) were the first two FLETA accreditations awarded to NTC in 2013. NTC itself received FLETA Academy accreditation in 2014, and the Investigations Case Analyst Program (ICAP) quickly followed, achieving accreditation in 2015. NTC remains the only federally accredited personnel security academy and training program in the United States.

All NTC instructors are technical experts and meet annual certification and training requirements. NTC instructors receive their initial platform academic training for certification by attending the Federal Law Enforcement Training Center’s (FLETC) law enforcement instructor training program. Each instructor’s classroom performance is evaluated and documented annually, and they are required to complete specialized training and approved instructional training each year. In addition to the instructors, NTC uses field class counselors and quality adjunct instructors to support their investigations training programs.



Students undergo the basic investigators course at National Training Center in Slippery Rock, Pennsylvania. (Photos by Christopher P. Gillis, OCCA)

According to Corwin, the basic investigator course served as the basis for the 2012 Background Investigator National Training Standards put out by the Security Executive Agent (Office of the Director of National Intelligence) and the Suitability Executive Agent (Office of Personnel Management).

Following the five-week course, investigators return to their home stations and work with a mentor and the special agent in charge (SAC) to complete their training and pass a check ride. Only then is an investigator considered fully trained.

“There are 78 performance indicators in the national training standards, and we teach most of them in the FBITP,” said Corwin. “The remainder are taught at field locations in the follow-on investigator field course (IFC).”

The basic course is normally offered six to seven times per year and can host anywhere from six to 21 students per the program’s course control document. However, there were several years in which the NTC had to teach up to 60 students per class due to a recent hiring surge which increased the class size. “It was a challenge,” said Corwin. “Having 60 students rather than six to eight is an entirely different classroom dynamic.”

“In some years, we’ve trained 90 agents, in other years 400,” Corwin said. He estimates that in the past 10 years, NTC has hosted 1,097 classes for 19,592 students.

In addition to on-site training, NTC also conducts formal recurring training in the field. There are 10 remote personnel in the NTC staff of 47 who are positioned across the United States and train at field sites as requested or required. “Field agents receive refresher training every one-to-three years,” said Corwin. “We also offer on-demand training. For instance, SACs can request that we visit and conduct refresher training or address specific needs.”

NTC offers the SAC course in conjunction with field operations under Deputy Assistant Director Mark Sherwin. It is a five-day course normally offered twice a year to six to eight students. Corwin explained that SACs help develop the course, identify the technical

components they want in the course, and provide the courses subject matter experts. NTC personnel develop the curriculum to ensure consistency and standardization.



A student takes notes during a course at the National Training Center.

“We try to be very flexible and remain customer driven,” said Corwin. In response to the hubbing initiative that brought people being investigated and their acquaintances to one location for in-person interviews as a part of the investigative process, NTC provided specialized training to AFOSI reservists to work specific cases. “The AFOSI reservists weren’t doing the entire investigation, just a portion of it, but they still had to be trained to standards.”

NTC holds curriculum review summits (CRS) for both operational areas, field investigators, and quality reviewers. The purpose of the CRS is to blend instructional experts and subject matter experts to serve as a forum to determine training requirements, create or revise training in accordance with established requirements and customer needs, and function as a quality control tool to ensure the validity and viability of the training. For example, for the field, the NTC sits down with the three region chiefs to discuss policy and guidance changes, training feedback, and customer requirements. “We teach what we need to teach,” said Corwin.

This review can lead to changes in the existing courses. For instance, the basic investigator course started at three weeks and has now evolved to over five. “When we went from a four-week to a five-week FBITP, we analyzed the cost, demonstrated the need, and were able to save money with the longer course,” he said.

Corwin can’t predict what’s next for the NTC curriculum. He does know, however, that change is inevitable. “I have seen some of the doctrine associated with Trusted Workforce 2.0, but I haven’t seen any guidelines or supporting policy,” he said. “I know it will affect how and what we train, but it’s too early yet to know how large the changes will be or what will be needed.”

Corwin is also open to exploring a professional certification under the Security Professional Education Program (SPeD) for background investigators. He routinely engages with CDSE leadership with the goal of possibly incorporating elements of each other’s training curriculum.

“Senior leaders recognize that CDSE and NTC led by example during the NBIB to Department of Defense (DoD) transfer effort. This success was due to the NTC and CDSE teams coming together not as two different organizations, but as a collection of like-minded professionals eager to make a difference,” Corwin said.

ACHIEVING FLETA ACCREDITATION DEMONSTRATES MEETING ESTABLISHED PROFESSIONAL STANDARDS

The National Training Center (NTC) located in Slippery Rock, Pennsylvania, holds Federal Law Enforcement Training Accreditation (FLETA) for its basic training programs for background investigators, quality reviewers, and suitability adjudicators (prior to its moving to the Office of Personnel Management in 2018) as well as FLETA accreditation for the Academy.

The FLETA board was established in 2002 to accredit training academies and programs. The purpose was to develop an independent accreditation process that provided law enforcement an opportunity to voluntarily demonstrate they meet an established set of professional standards. Currently, 17 federal training academies and 85 federal training programs have FLETA accreditation.

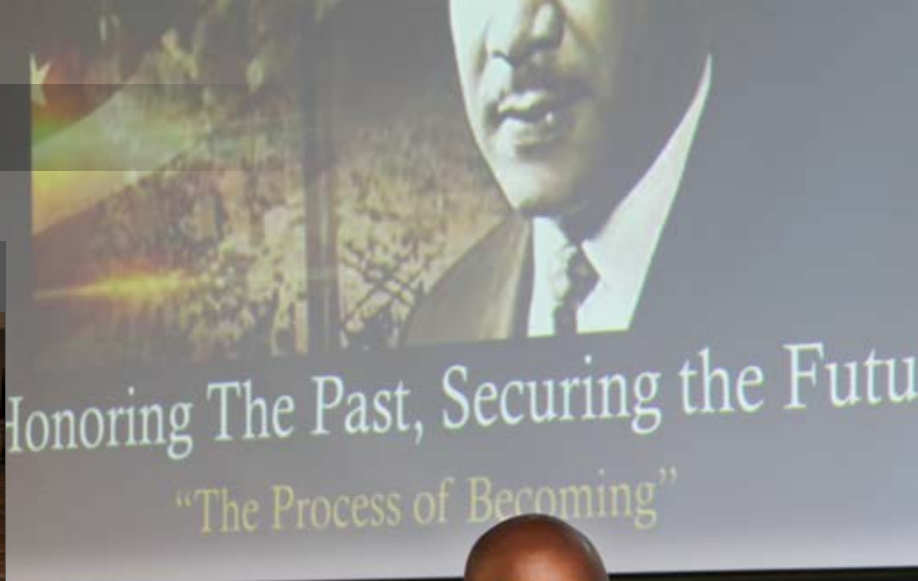
To achieve accreditation, agencies must submit to an independent review of their academy and/or program to ensure compliance with the 51 FLETA standards and procedures in the areas of: program administration, training staff, training development, training delivery, and distance

learning with an additional 50 standards for academies. Accreditation is a cyclical process occurring every five years. Each year, agencies must submit annual reports in preparation for re-accreditation, which is a new and independent review of the academy/program. The FLETA process is voluntary and provides a mechanism for continuous and systematic improvements to federal training.

The Federal Background Investigator Training Program (FBITP) and Essentials of Suitability Adjudication Program (ESAP) were both granted FLETA accreditation in April 2013 and re-accreditation in April 2018. In May 2014, NTC became the 16th federally accredited academy in the United States after meeting all 72 FLETA academy standards. In November 2015, the FLETA board unanimously granted accreditation to the Investigations Case Analyst Program (ICAP).

DCSA, through NTC, has the only federally accredited personnel security academy and training program in the United States.





The DCSA Voices sing "Lean on Me" to kick off the Black History Month celebration.



Dumfries Mayor Derrick Wood peppered his presentation with examples of his life from manning a barbecue grill to his path into politics.



DCSA CELEBRATES BLACK HISTORY MONTH



Saxophonist Christopher Knight, Uknighthed Expressions, Inc., plays the national anthem during the event.

The Defense Counterintelligence Security Agency (DCSA) Office of Diversity and Equal Opportunity (DEO) celebrated Black History Month and the life and legacy of Martin Luther King, Jr. on February 19 at the Russell-Knox Building in Quantico, Virginia.

The keynote speaker, Dumfries Mayor Derrick Wood, spoke on the event's theme: "honoring the past, securing the future." He recognized the role individuals play promoting cross-cultural awareness and diversity. "You see what you've been programmed to see," said Wood. "You are living history right now... the greatest tragedy is living life without a purpose."



The DCSA Voices close out the Black History Month celebration.

After live performances by the agency's acapella group Voices of DCSA and saxophonist Christopher Knight, Acting Director Charles Phalen honored African American contributions to the nation and their critical contribution to the agency's achievements. "African American heritage is entrenched in this country for all the right reasons... We are certainly better for this."

CENTRAL REGION HOSTS LEADERSHIP TRAINING WORKSHOP

By Christopher P. Gillis
Office of Communications and Congressional Affairs

The Defense Counterintelligence Security Agency (DCSA) Central Region Personnel Vetting team held a strategic planning and training meeting in December in Pensacola, Florida.

The Central Region Director Adam Farbman kicked off the training with opening remarks, introductions, and requested feedback from attendees about their current challenges, past successes, and future initiatives.

“These meetings are not only an excellent platform to collaborate with other important components across the mission space, they are absolutely critical because they allow the Central Region leadership team the opportunity to problem solve in real time,” said Farbman. “We make it a goal to walk away with solutions to the problems we discuss.”

The first session began with a multi-disciplinary, collaborative focus and a DCSA mission partner briefing. Regina Johnson, Critical Technology Protection (CTP) Southern Region director, provided CTP guidance and information, and Jay Cable, Counterintelligence (CI) director — Southern Region, provided a CI briefing and answered various questions.

The newest Central Region Special Agent in Charge (SAC) Jacqueline Raeth, from the Augusta Field Office, offered her perspective on the workshop. “It’s really valuable having such a large group because, even though there are differences in our offices, you are more likely to find similarities, and that’s where you can get the beneficial ideas and exchange of information,” said Raeth. “I think the thing that has been beneficial is having the ears of senior leadership and being able to address the issues that we are having that they may not even be aware of.”



Supervisory Agent in Charge Scott Benson (second from left), from the St. Louis Field Office, provides opening remarks, alongside (from left) Supervisory Agent in Charge Amy Atkinson, Cincinnati Field Office; Supervisory Agent in Charge Ralph “Chad” Walker, Clarksville Field Office; and Supervisory Agent in Charge Chad Saunders, Fort Walton Beach Field Office.

Adam Wolvovsky, Strategic Initiatives, finished the morning session with up-to-date information about Trusted Workforce 2.0. The afternoon session began with Don Carey in the Human Capital Management Office (HCMO), who provided an overview of the personnel performance system with relevant examples for legacy National Background Investigations Bureau (NBIB) personnel. Heather Green, Vetting Risk Operations Center (VROC) director, provided an overview of the Continuous Evaluation/Continuous Vetting process and answered various questions.

John Haradon, the SAC for the Great Lakes Field Office, provided insight on how the group values these types of workshops, training, and networking opportunities. “One of the main takeaways is how seldom we actually get face time — not just with our colleagues, but to actually have people come in from outside our

Attendees of Personnel Vetting, Central Region’s strategic planning and training workshop listen to a briefing on the change champion network in Pensacola Beach, Florida.

area and listen to them,” Haradon said. “It’s really refreshing to hear a fresh — not necessarily new — perspective, but to also get feedback that you don’t normally hear from the source, as opposed to waiting a few months and hearing it later.”

Acting Director Charles Phalen and Deputy Director Christy Wilder opened the second day with brief remarks, then took questions from the group.

Western Region Director Tom Thompson briefed the SACs on the latest time and motion study, while Francine Seislove, the Northern Region director and acting director of the Business Transformation Office, presented the latest initiatives from that office.

Multiple topics were discussed on day two, such as the mentor sharing field operations initiative, the regional leadership development program, and other ongoing trainings, projects, and pilots in the Central Region. The afternoon sessions were reserved for two SAC roundtable panels. SACs Chad Saunders, Scott Benson, Amy Atkinson, and Chad Walker facilitated the first panel on managing workload in a steady state, and SACs Haradon, Eric Chilton, Kirsten Moe, and James Dunlap led the second panel on quality.

In addition to providing SACs with critical peer-to-peer learning, these panels also highlighted the creative, solution-oriented approaches SACs employ across the region to meet mission requirements. “I’ve been through a transition before, when we moved from DoD to OPM in 2005, but this one is different. And it seems to me to be more involved,” said Scott Badger, the Fort Bragg Field Office SAC. “These past couple of days have certainly given me a better context — a better view — of what all has to be accomplished for this transition to be successful.”

“I came onboard in 1987. When we went from DoD to OPM in 2005, in a day, we lost the DoD culture that many of us were trained and brought up in,” he continued. “This transition, for me, is like coming home.”



Special Agent in Charge Scott Badger reviews his notes during the workshop. (Photos by Christopher P. Gillis, OCCA)

Mark Sherwin, deputy assistant director of Personnel Vetting, followed up the afternoon session with a state of field operations status update, and Farbman closed the workshop after all the group’s input and questions were recorded.

The excitement attendees felt about the future of the Personnel Vetting mission, and their critical roles in it, was a common theme shared throughout the meeting. The Central Region SACs were eager to learn about other mission components while sharing theirs. It was the consensus among all who attended that these types of engagements with peers and senior leaders will be key to future success, as DCSA moves from collaboration across the mission space to full mission integration.

SETTING THE DIRECTION FORWARD AT THE CRITICAL TECHNOLOGY PROTECTION SUPERVISORS' WORKSHOP

By Christopher P. Gillis
Office of Communications and Congressional Affairs

DCSA's Critical Technology Protection (CTP) mission hosted its annual supervisor training workshop at the Russell-Knox Building in Quantico, Virginia, in late January. The theme for the event was "Setting the Direction Forward."

Bill Stephens, acting deputy director of CTP, provided opening remarks. Stephens discussed the critical importance of the overall mission — how and why we do what we do and the value of identifying certainty versus uncertainty.

"This is a time of profound change for the organization. We are getting better at articulating and understanding why we do what we do. Now we have to focus on how we do it," Stephens said. "I can say that critical technology is the future, and we need to get better at it."

He continued, "We are on the front line of the fight, it's very exciting and interesting. I am very impressed with our capabilities."

In closing, Stephens encouraged attendees to hone their skills, whether cyber, non-cyber, or counterintelligence. "Adapt to change," he said. "This is a great place for a career if you're in the security business. There is nowhere better."

The morning concluded with presentations by Chief of Staff Ellen M. Ardrey, transformation team members Kristin Brennan and Amber Elliott, and Bill Lietzau, director of the Personnel Vetting Transformation Office (PVTO).

NISP Authorizing Official Karl Hellmann, Irving Field Office Chief Jen Norden, and Alexandria 3 Field Office Chief Robin Nickel followed with information on "Setting the Direction Forward" in operations and business plan execution. Philadelphia Field Office Chief Joe Cashin then presented a session on the single security review process, its status, and schedules.

Julia Ruffini, chief of the National Access Elsewhere Security Oversight Center (NAESOC), conducted the



Information System Security Professional Team Lead John Forster from the Morrisville Resident Office asks a question during the Critical Technology Protection Supervisors Conference at the Russell-Knox Building in Quantico, Virginia.

last session of the day with some insightful information on the progress and status of the NAESOC and next steps for the organization.

DCSA Acting Director Charles Phalen kicked off day two and provided an update on where he sees DCSA going in the future. However, he encouraged the team to take control of their own future. "***We have to drive this thing,***" Phalen said. "***We can't wait for someone to tell us what to do.***"

Director Phalen expressed that the mission of the agency is twofold: First, to produce trusted people for military, government, or industry. He emphasized that this doesn't just mean providing security clearance determinations for access to classified information. It also means producing suitability determinations for positions such as caregivers at Veterans Affairs (VA) or economists at the Securities and Exchange Commission (SEC). The second mission, Phalen reiterated, is to protect the critical technology that gives the United States its competitive edge. "Our job — your job — is trying to help industry protect that activity. That's why we're here. Continue to focus on these missions and understand why we're here."

Director Phalen also touched on future transformation efforts, such as Trusted Workforce 2.0, which will fundamentally change the Personnel Vetting mission. "This is a large effort across government, and it has a lot of support," he said. "There might not be as much attention on Critical Technology Protection, but I can tell you, it is a high priority in DoD and the acquisition community. A lot of people are concerned about the loss of critical technology, and they are looking at us to lead the way. They're looking to you."

In closing, Director Phalen shared his thoughts on the agency's culture and how the supervisors could help shape it. "Does the workforce trust you, do they trust me?" he asked. "Do they believe in what we're doing here? Engaging directly with the workforce goes a long way in making them feel part of the mission. I believe in what we're doing here, and I know you do too. We have strong support for the value of the mission, and that will help drive our future."

The remainder of the morning focused on technical presentations and process improvements. Assistant Director for Business Analysis and Mitigation Strategies (BAMS) Jen Gabeler and Facility Clearance Branch (FCB) Chief Adriane Johns discussed the re-engineering of FCB. Gus Greene, director of Industrial Security Field Operations discussed IO support to CTP, followed by Frank Malafarina, Allison Carpenter, and Stephanie Andrews, from the Counterintelligence (CI) mission, with information on CI support to CTP. Industrial Security Integration and Application (IP) Chief Ben Richardson provided a briefing on IP support to CTP, followed by a detailed Q&A session.



Peter Martini, Industrial Security Field Operations, briefs the Standard Practices and Procedures (SPP) tool during the CTP Supervisors Conference.

The afternoon featured breakout sessions which allowed the attendees to focus on specific areas related to their positions, ranging from CI, authorization of IT systems, to security vulnerability assessments.

Day three focused on leadership and mandatory training, ethics training, performance management, employee relation trends, and conducting inquiries. The afternoon session presented supervisors with an open panel discussion with five key DCSA offices: the Office of the Chief Information Officer (OCIO), Logistics Management Division (LMD), Human Capital Management Office (HCMO), Office of Security, and the DoD Senior Intelligence Oversight Official. Each functional lead provided introductions and brief remarks on its mission, and the majority of the time was allocated for questions by supervisors.

Attendees at the CTP Supervisors Conference listen to a presentation.
(Photos by Christopher P. Gillis, OCCA)



eMASS

BRINGS NEW FUNCTIONALITY TO AUTHORIZATION PROCESS

By Selena Hutchinson
NISP Authorization Office

The recent launch of the National Industrial Security Program (NISP) Enterprise Mission Assurance Support Service (eMASS) is designed to modernize the system of record used by NISP members to manage Assessments and Authorization (A&A) activities. eMASS is specifically designed for the Risk Management Framework (RMF) process and replaces the Office of the Designated Approving Authority (ODAA) Business Management System (OBMS).

eMASS aligns members of the NISP with other government, DoD, military services, and Intelligence Community users. It is a web-based, off-the-shelf government solution developed and maintained by the Defense Information Systems Agency (DISA). The system automates a broad range of services for comprehensive, fully integrated cybersecurity management, including controlled scorecard measurement, dashboard reporting, and RMF package report generation. For the first time, commercial users, including cleared industry, have been granted access to eMASS.

NISP eMASS includes all the reports required by the RMF process and can generate new reports based on user needs. The system's purpose is to allow users to share access to specific data in near real-time and in a secure manner, while integrating several capabilities such as reporting on a system's cybersecurity compliance, simplifying the RMF workflow automation, standardizing the exchange of information, and tracking systems security controls during the entire life cycle.

NISP eMASS provides increased functionality and introduces the following features:

- Increases company/facility control over user account information, including options to designate an administrator, assign a replacement accounts manager when staff roles change, and create and maintain groups for accountability.
- Creates the system security plan, plan of action and milestones (POA&M), and continuous monitoring strategy based on user input.
- Tracks system security plans throughout the A&A process.

The key to the eMASS transition was the careful and methodical preparation behind the scenes. In preparation, DCSA completed a number of challenging steps, led by Program Manager India Dyson from DCSA's NISP Authorization Office (NAO). First, a pilot of the system was conducted with the help of industry partners, and job aids and overlays were developed for new industry users. Agency users were well trained and readily available to assist cleared industry during the transition process, and trained field information systems security professionals were available to respond to issues. Finally, NAO participated in several industry conferences and workshops, in addition to posting social media and website announcements, to ensure industry was well informed during the transition.

The push for centralized eMASS training was essential to the successful system modernization effort and focused on implementation of RMF workflow, processes, and artifacts. DCSA's phased transition to RMF began on October 1, 2016, and full implementation was achieved on January 1, 2018. The eMASS transition was completed May 6, 2019.

Effective communication and acquired knowledge acted as the catalyst that helped make the new and

improved system of record a success. Overall, this system modernization will increase cleared industry's cybersecurity posture and give users added functionality to accomplish their work. As DCSA looks to the future, it is well positioned to be the leader in cybersecurity and risk management, which is essential to the protection of critical technologies and our war fighters.

THE FUNDAMENTALS OF eMASS

eMASS is not a case management system, nor is it a single, integrated system. There are separate eMASS "instances" (i.e., databases) for each DoD component (e.g., Army, Navy, Air Force, DISA, etc.) and DCSA has two. DCSA's first instance is used by the Office of the Chief Information Officer (OCIO), which adheres to all DoD guidance. The second is the one used by members of the NISP who follow the guidance outlined in the DCSA Assessment and Authorization Processing Manual (DAAPM). To obtain access to the NISP eMASS, a DD Form 2875 — System Authorization Access Request is required, along with evidence of completion of DISA eMASS training, a DoD common access card (CAC) or commercial equivalent, and DCSA sponsorship.

DISA provides an online eMASS course that is required in order to obtain an account. Additionally, NAO has sponsored and conducted in-depth classroom training over the past two years for all field and headquarters personnel in preparation for becoming operational.

In addition to the eMASS account itself, users must be assigned to specific roles within the system that give them permission to read and/or write information in the record and allow them to see systems in which they have been assigned a role. To maintain system control, all users are required to log into eMASS at least once every 30 days. Accounts left dormant for more than 30 days are automatically deactivated. eMASS also enforces a 30-minute inactivity timeout for logged-in users. Users will receive periodic email messages from DISA informing them of planned outages, system upgrades, etc.

DCSA has an eMASS information and resource portal that features new content, tools, and job aids for cleared industry users and contains products that can be used in conjunction with the DISA website.



REALTY SPECIALIST CONTINUES NEW YEAR'S TRADITION SUPPORTING THE TOURNAMENT OF ROSES PARADE

By Beth Alber

Office of Communications and Congressional Affairs

Everyone loves a parade. The pageantry of the occasion. The marching bands walking in rhythm to their music. The spectacle of the floats. But behind the scenes, it's like a major military logistical operation to make a parade successful. A DCSA realty specialist knows this only too well, considering he has supported the Tournament of Roses Parade in Pasadena, California, for the past 16 years.

"My first experience with the Rose Parade was in high school when our service club needed volunteers to help decorate a float for the upcoming parade," said Ethan Quang Ngo, a Logistics Management Division (LMD) employee who manages the legacy National Background Investigations Bureau (NBIB) office leases. "My friends and I spent a couple of weekends in a big warehouse gluing seeds and attaching roses in little vials to our float, and I remember the excitement and pride of watching that float go by on TV."

Held annually on New Year's Day, the parade has been a part of America's New Year's celebrations for nearly 130 years. The parade started with flower-decorated

horse carriages, but over time, self-propelled floats replaced the carriages, and now, floats are required to be covered in natural materials (such as flowers, plants, seeds, etc.). During the parade, many volunteer tournament members are seen wearing white suits with red ties, name tags, membership pins, and official ribbons. These volunteers are known as "White Suiters."

"In my twenties, I decided to apply for membership in the Tournament of Roses, which is the organization that puts on the Rose Parade," Ngo said. "We are a 900-plus member organization comprised of volunteers from all walks of life, with members often participating their entire lives. It's not unusual to find members who have been doing this for 25 to 30 years."

"Except for the small administrative staff who work for the tournament full time, we all have regular jobs and commitments throughout year. And then, around the end of December, we come together to put on the show," he continued.



DCSA Realty Specialist Ethan Quang Ngo (fourth from left) stands with other White Suiters before the start of the Tournament of Roses Parade on January 1, 2020, in Pasadena, California.

After becoming a White Suiter, volunteers are assigned to a committee, with responsibilities ranging from directing visitors on New Year's Day to marshaling parade participants so that they stay on time to serving food at the end of the parade route.

"In my first year as a tournament member in 2004, I was assigned to man a street barricade on New Year's Eve until the end of the parade the following morning," said Ngo. "It wasn't glamorous. It was cold, but when you're there, you feel the energy and excitement from the people around you — people who camped out overnight to reserve their spot for the parade."

Since then, Ngo has assisted the parade in other ways, as tournament members are rotated through different assignments every two years. "This past year, I was a part of the committee that worked with members of the press covering the parade," he said. "We arranged for their access credentials to the press stands so they could set up their cameras to film and photograph the parade."

Having supported many parades, Ngo has had many memorable moments. "They say it never rains on the Rose Parade, but one year, it was not only raining, it was pouring and windy," he said. "It was only my second parade, so I was on street assignment, and it was miserable."

"I remember LeAnn Rimes was the opening act, and I have so much respect for her because she honored her commitment despite the wet and cold," Ngo continued. "She was strapped atop a float in shorts and a short-sleeve top. I was wearing much more, and I know I was cold!"

In 2009, Ngo moved to Washington, DC, for his career, but he is still drawn back to Pasadena every year. "Even though I moved to DC, I still make my annual trek to Los Angeles to visit my family and to volunteer for the Rose Parade," he said. "When you're there, you feel a sense of camaraderie — that you're a part of something big and special. It's kind of addictive, and it keeps me coming back year after year."

TOWN HALL HIGHLIGHTS CHALLENGES & SOLUTIONS

By Cindy McGovern

Office of Communications and Congressional Affairs



Logistics Management Division Chief Jim Crail provides information on the purchase of business cards during the townhall in Boyers, Pennsylvania. (Photo by Cindy McGovern, OCCA)

“We are four months and 12 days past the transfer,” said Acting Director Charlie Phalen in February to legacy National Background Investigations Bureau (NBIB) employees gathered in an auditorium at the Boyers, Pennsylvania, facility, as well as those watching remotely. “While the transfer was largely successful, we are still finding some stray threads that we need to work.”

These “stray threads” were the reason Director Phalen and a team of senior leaders held a morning of office hours and a three-hour afternoon town hall. The office hours allowed legacy NBIB employees to engage directly with representatives from the Office of Security, Office of the Chief Financial Officer (OCFO), Human Capital Management Office (HCMO), Logistics Management Division (LMD), and the Office of the Chief Information Officer (OCIO). An expert on the Intelink employee portal was also on hand to assist employees with access to the site.

Phalen kicked off the afternoon town hall and expanded on his “stray thread” analogy. “One consistent thread across DCSA is defining our culture, our ethos,” he said. “The simplest answer is: we help answer the question ‘can this person be trusted?’ And ‘is the environment they’re working in secure — both real or virtual.’”

DCSA was organized around two core missions: Personnel Vetting and Critical Technology Protection. Counterintelligence runs through all activities, as does training and education. He added that DCSA will be building the next generation information systems, like

the National Background Investigation Services (NBIS), which will give the agency an edge in processing its cases and workload as the one-stop-shop for all Personnel Vetting matters.

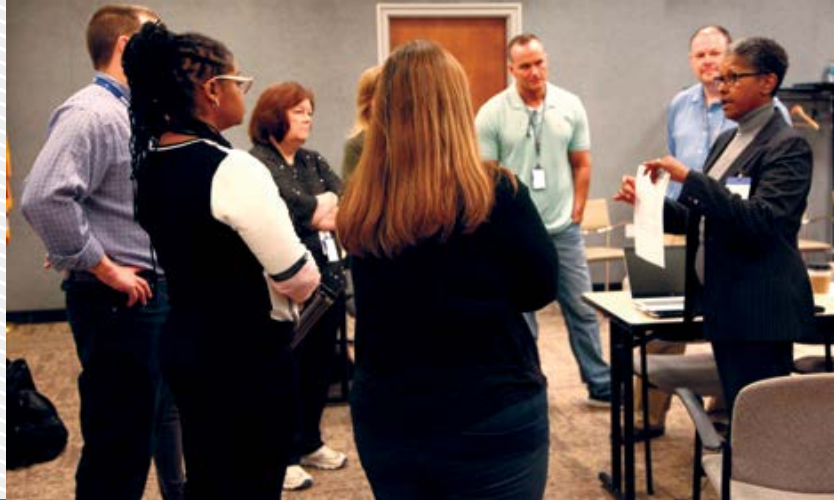
Phalen emphasized that his goal for day one, October 1, 2019, was for the respective missions to continue work uninterrupted. In that, we largely succeeded, he said, but enabling elements are still “working really hard to make things better.” He sympathized with the frustrations produced during the transition period and shared some of his own struggles with system access. “Progress is being made,” he said. “The functional teams are dedicated to seeing all outstanding issues resolved.”

Following his remarks, the panelists from each enabling element introduced themselves and provided a brief description of how they and their teams support the agency. Employees were able to ask questions about IT access issues, inquire about Defense Civilian Intelligence Personnel System (DCIPS) and individual personnel issues, get help with business cards/forms, and address myriad other concerns.

Employees were provided an opportunity to submit questions in advance, and the most frequently asked questions were posed to the panelists. The questions ran across all functional areas, with most falling under HCMO, such as dress code, fitness, leave, and time and attendance policy. Training, tuition assistance, promotions, and career opportunities were also points of discussion, as well as badges and credentials, information technology challenges, and new equipment.

In her closing remarks, Christy Wilder, DCSA deputy director — Personnel Vetting, said, “There is a team behind each of our five panelists, and they are working for you.” She went on to express her appreciation for the questions and feedback the workforce continues to provide and emphasized how the workforce has enabled the leadership team to identify and prioritize key challenges. She encouraged participants to “keep the emails coming to the transition email box, and we will continue to work the solutions.”

Events such as this provide an opportunity to the workforce to engage directly with senior leadership. The workforce received some answers to their questions and had an opportunity to further express their concerns. Senior leaders gained a better understand of the full impact of the challenges on the workforce to better direct and prioritize their resolution efforts. The functional teams are taking the feedback received during the town hall and are working on follow-up actions.



Top Right: DCSA Acting Director Charles Phalen (left) talks with the Director of Security, Insider Threat and Mission Assurance Delice Bernhard (center) and Acting Chief Information Officer Jimmy Hall before the start of the townhall. (Photo by Cindy McGovern, OCCA)

Second from top: Acting Chief Financial Officer Cherry Wilcoxon (center) provides a list of resource advisors during office hours. (Photo by Christopher P. Gillis, OCCA)

Right: Acting Chief Information Officer Jimmy Hall (center) responds to questions from DCSA employees. (Photo by Christopher P. Gillis, OCCA)

Below: DCSA employees wait for the start of the townhall in the Iron Mountain facility auditorium. (Photo by Cindy McGovern, OCCA)





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