



Real Project Management for the Security Professional

*for NCMS 59th Annual Training Seminar
New Orleans, LA*



Adrian Felts, PMP, FMP

June 6-8, 2023

YOU MAY ASK YOURSELF

HOW DID I GET HERE?

Personal, unique career path

BS Biology 1994



Lab Research 1994 - 2000



BW Defense Analyst 2000



2009

PM, BD, Operations 2001-2015

Consulting, Training 2015 - now



2022

PM, BD 2016

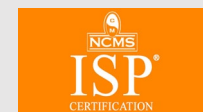


2021

PM, BD, FSO 2017



PM, FSO, Operations, Facilities 2020



2023?

PM, Operations, Facilities, Physical Security Now

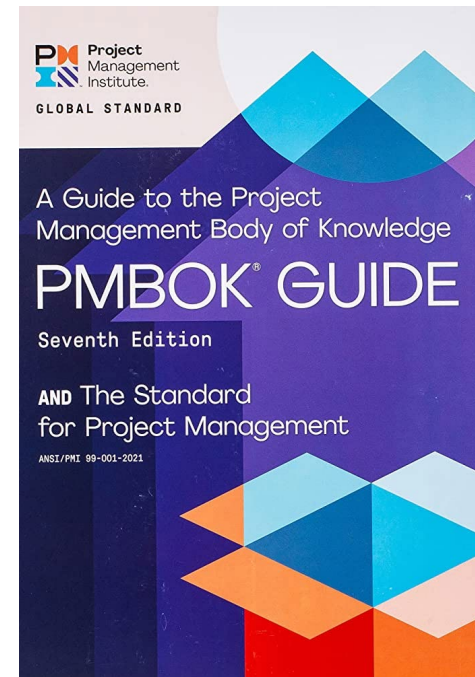
My Goals for this Workshop

- Provide you with a ***common project management vocabulary***.
- Provide a general overview of project management concepts and ***how they apply to a role in the management of a security program***.
- Provide a ***project management knowledge baseline*** that you can apply while managing your security program.
- ***Share two resources*** that I've found to be useful in the execution of self-inspections.

Discuss the application of PM principles in the execution of a security self-assessment.

Agenda

- Project Management Definitions
- Security Program Project Examples
- The PM Processes (PMBOK)
 - Process Group 1: Initiation
 - Process Group 2: Planning
 - Process Group 3: Execution
 - Process Group 4: Monitoring & Controlling
 - Process Group 5: Closing
- Resources



The Definitions

Project Management



The use of knowledge, skills, tools, and techniques to meet or exceed stakeholder needs and expectations.

Project



A complex non-routine one-time effort limited by *time*, *budget*, *resources*, and *performance* specifications designed to meet customer needs.

A temporary endeavor undertaken to create a product or service in a defined period of time.

Project Manager



Responsible for project success or failure.

Maintains strong communication between all stakeholders for the life of the project.

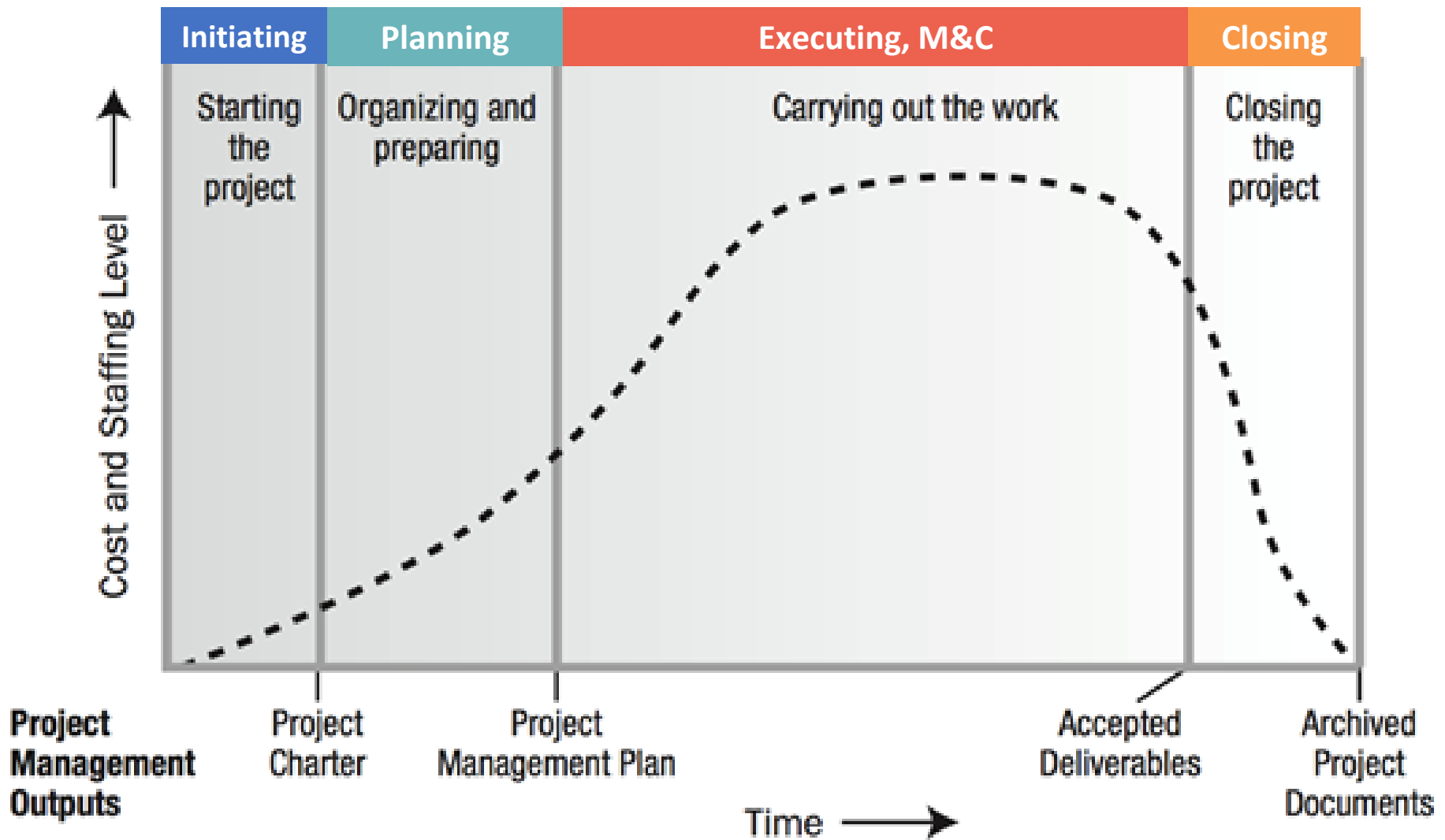
The SME! Large and in charge!

Project Life Cycle - The Process Groups



- Define project at a broad level.
- Plan project & develop roadmap.
- Put the plan into action & create deliverables. Manage risk.
- Close the project & deliver final product.

Project Lifecycle Over Time



Security Project Examples

Building a SCIF or open storage area

Purchasing and implementing a new piece of software

Completing the PCL and FCL processes

Investigating and reporting a spill

Implementation of a new classified network

Hosting a classified meeting

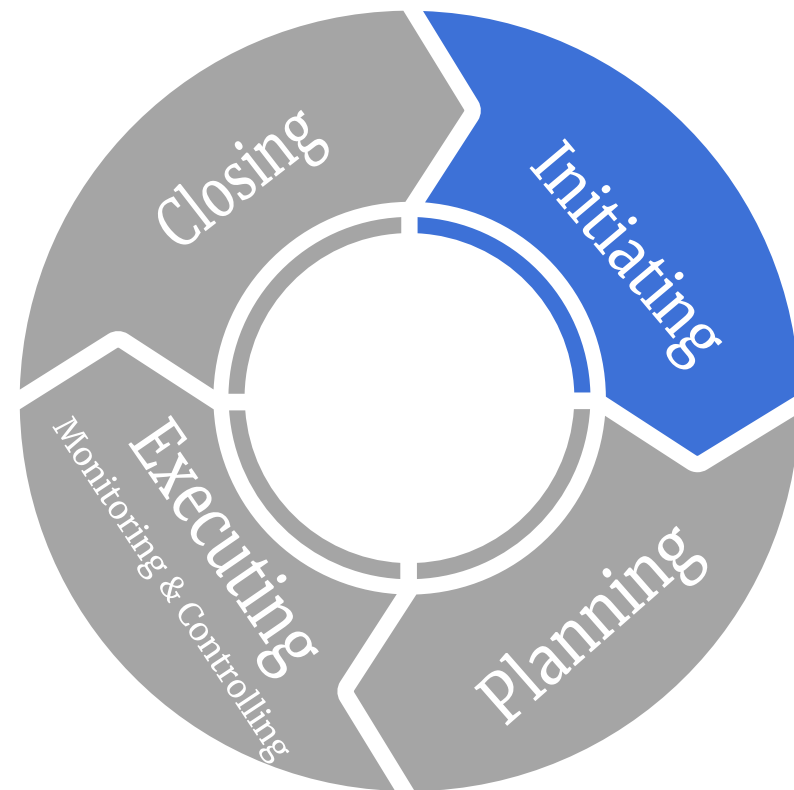
Training program development and implementation

Inspections

Self-Assessments

Initiating Process Group

Getting Started



Large & In Charge

- Set target date for completion
- Set other major milestones
- ID stakeholders and build register
- ID any initial assumptions, constraints, and risks

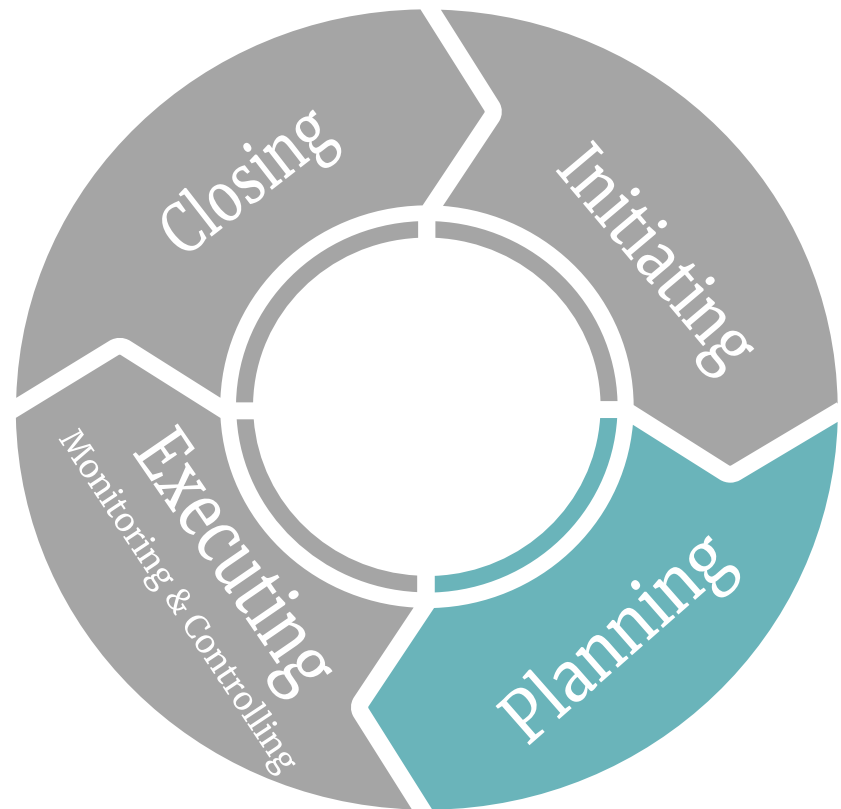


Stakeholder Register

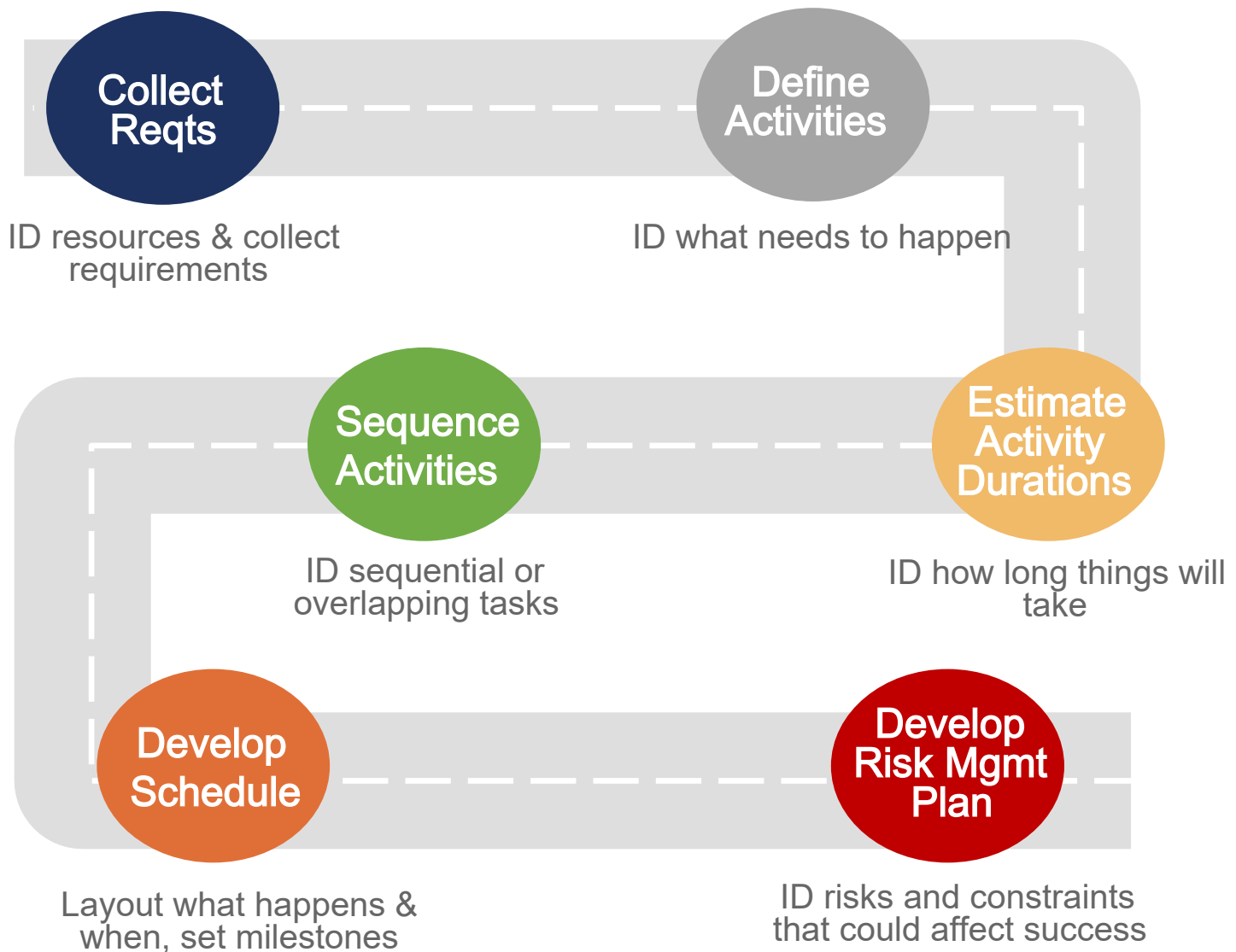
Stakeholder	Role	Hot buttons	Communication Method
FSO	Lead	Wears many hats (time)	Positive thoughts
A-FSO	Assists FSO	Needs training (new)	in person, virtual, email, phone
Security Assistants	Assists as needed	Needs training (p/t)	
KMP/SMO/Corp Security	Internal customer	Value proposition	
PM(s)	DD254, document, system owners	Time is valuable, inspection is an annoyance; there are many	
ISSO(s), ISSM(s)	Inputs for IS portion of checklist	Wears many hats (time)	
ISR, ISSP, CISA	GOV cognizance	Unique	via NISS, encrypted email, phone, other

Planning Process Group

Plan to Work and Work the Plan

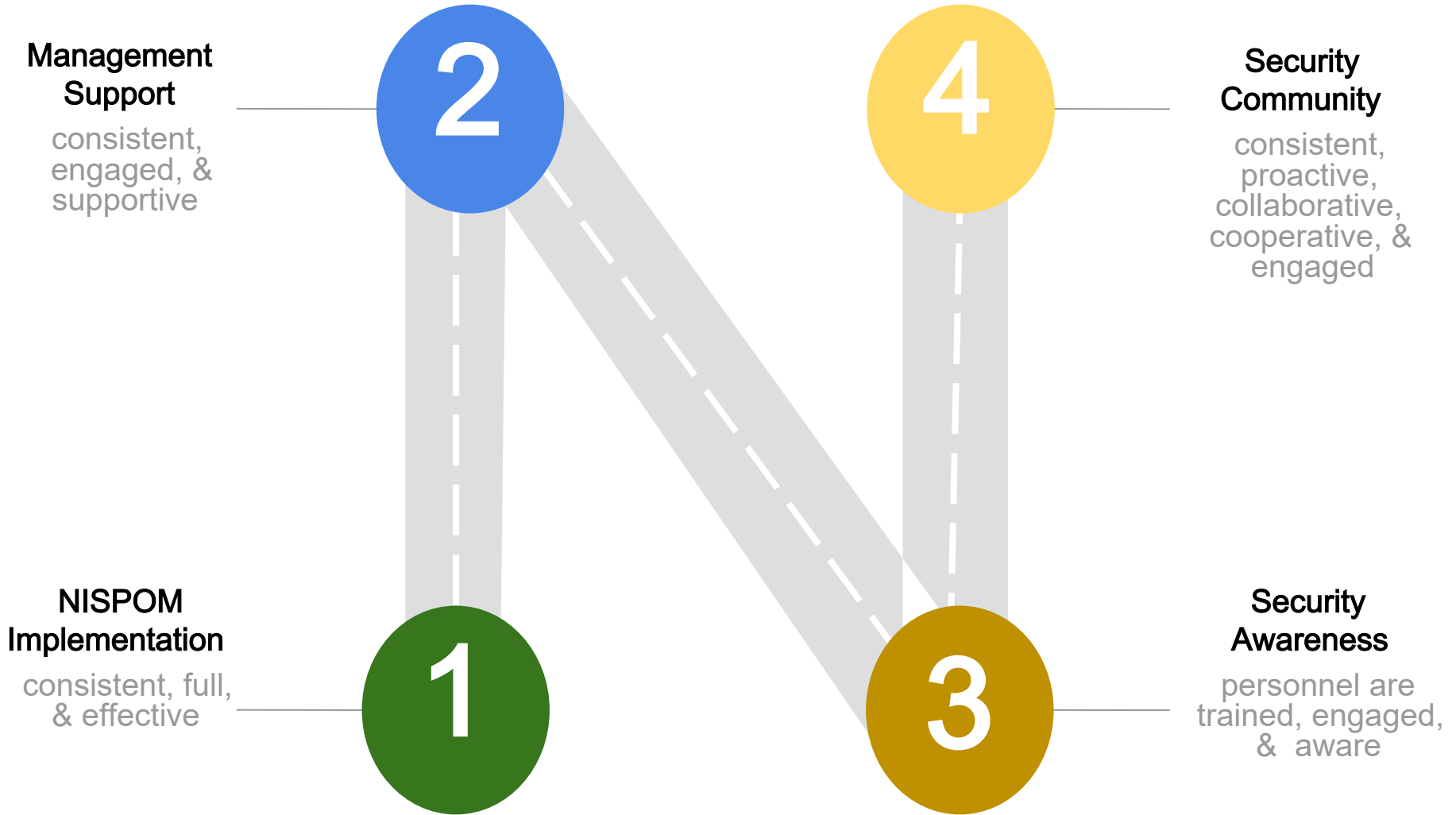


Planning the Self-Assessment



Collecting Requirements - Resources

DCSA Superior Rating Inspection Card



Collecting Requirements - Resources



DEPARTMENT OF DEFENSE
DEFENSE COUNTERINTELLIGENCE AND SECURITY AGENCY
27130 Telegraph Road, Quantico, VA 22134

INDUSTRIAL SECURITY LETTER

Industrial security letters (ISLs) are issued as necessary to inform cleared contractors, Government contracting activities, and DoD Components of developments relating to the National Industrial Security Program. The contents of these letters are for information and clarification of existing policy and requirements. These ISLs only pertain to those entities for whom the Department of Defense is the Cognizant Security Agency. Suggestions for Industrial Security Letters are appreciated and should be submitted to the local Defense Counterintelligence and Security Agency industrial security office. Inquiries concerning specific information in ISLs should be addressed to the local DCSA industrial security office.

ISL 2021-02

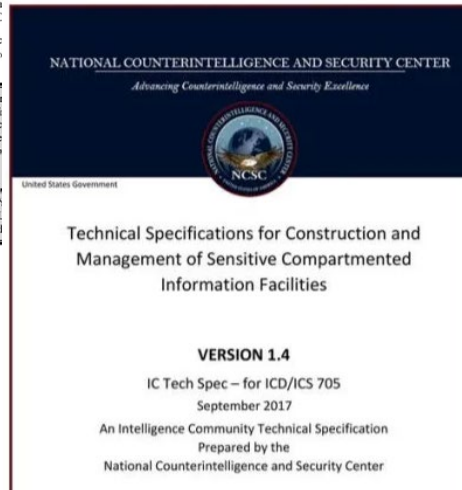
August 12, 2021

On February 24, 2021, the rule at 32 CFR part 117, "National Industrial Security Program Operating Manual (NISPOM)" became effective. The rule provides that contractors must implement changes no later than 6-months from the effective date of the published rule, which is August 24, 2021 ("implementation date"). However, DoD has processed an amendment to the NISPOM rule to extend the compliance date solely for reporting and pre-approval of foreign travel reporting until no later than 18 months from the effective date of the rule for those contractors under DoD security cognizance.

CLARIFICATION AND GUIDANCE ON REPORTABLE ACTIVITIES (NISPOM rule, § 117.8(a) and § 117.8(c)(1)). This ISL provides guidance to contractors and covered individuals on the submission of adverse information for Personnel with Access to C

If a government contracting ac CFR part 117, NISPOM, the c reports.

Covered individuals, i and this ISL, "covered i granted eligibility for ac of a determination for e CFR, part 117, Preamb 32 CFR § 117.3(b).
Uncleared personnel v their occupancy of a " by the NISP or this ISL guidance concerning d

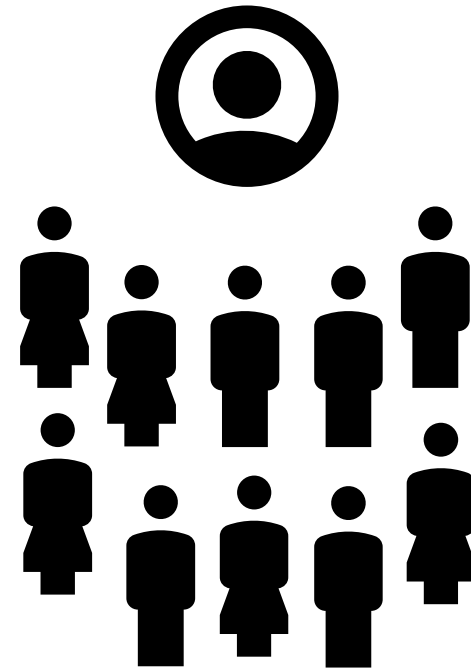


DEPARTMENT OF DEFENSE CONTRACT SECURITY CLASSIFICATION SPECIFICATION <i>(The requirements of the DoD Industrial Security Manual apply to all security aspects of this effort.)</i>		1. CLEARANCE AND SAFEGUARDING a. FACILITY CLEARANCE REQUIRED b. LEVEL OF SAFEGUARDING REQUIRED	
2. THIS SPECIFICATION IS FOR: <i>(X and complete as applicable)</i> a. PRIME CONTRACT NUMBER b. SUBCONTRACT NUMBER c. SOLICITATION OR OTHER NUMBER		3. THIS SPECIFICATION IS: <i>(X and complete as applicable)</i> a. ORIGINAL <i>(Complete date in all cases)</i> DATE (YYYYMMDD) b. REVISED <i>(Supersedes all previous specs)</i> REVISION NO. DATE (YYYYMMDD) c. FINAL <i>(Complete item 5 in all cases)</i> DATE (YYYYMMDD)	
4. IS THIS A FOLLOW-ON CONTRACT? YES <input type="checkbox"/> NO <input type="checkbox"/> If Yes, complete the following: Classified material received or generated under _____ (Preceding Contract Number) is transferred to this follow-on contract.			
5. IS THIS A FINAL DD FORM 254? YES <input type="checkbox"/> NO <input type="checkbox"/> If Yes, complete the following: In response to the contractor's request dated _____, retention of the classified material is authorized for the period of _____.			
6. CONTRACTOR <i>(Include Commercial and Government Entity (CAGE) Code)</i> a. NAME, ADDRESS, AND ZIP CODE b. CAGE CODE c. COGNIZANT SECURITY OFFICE <i>(Name, Address, and Zip Code)</i>			
7. SUBCONTRACTOR ZIP CODE b. CAGE CODE c. COGNIZANT SECURITY OFFICE <i>(Name, Address, and Zip Code)</i>			
NCE b. CAGE CODE c. COGNIZANT SECURITY OFFICE <i>(Name, Address, and Zip Code)</i>			
ATION OF THIS PROCUREMENT			

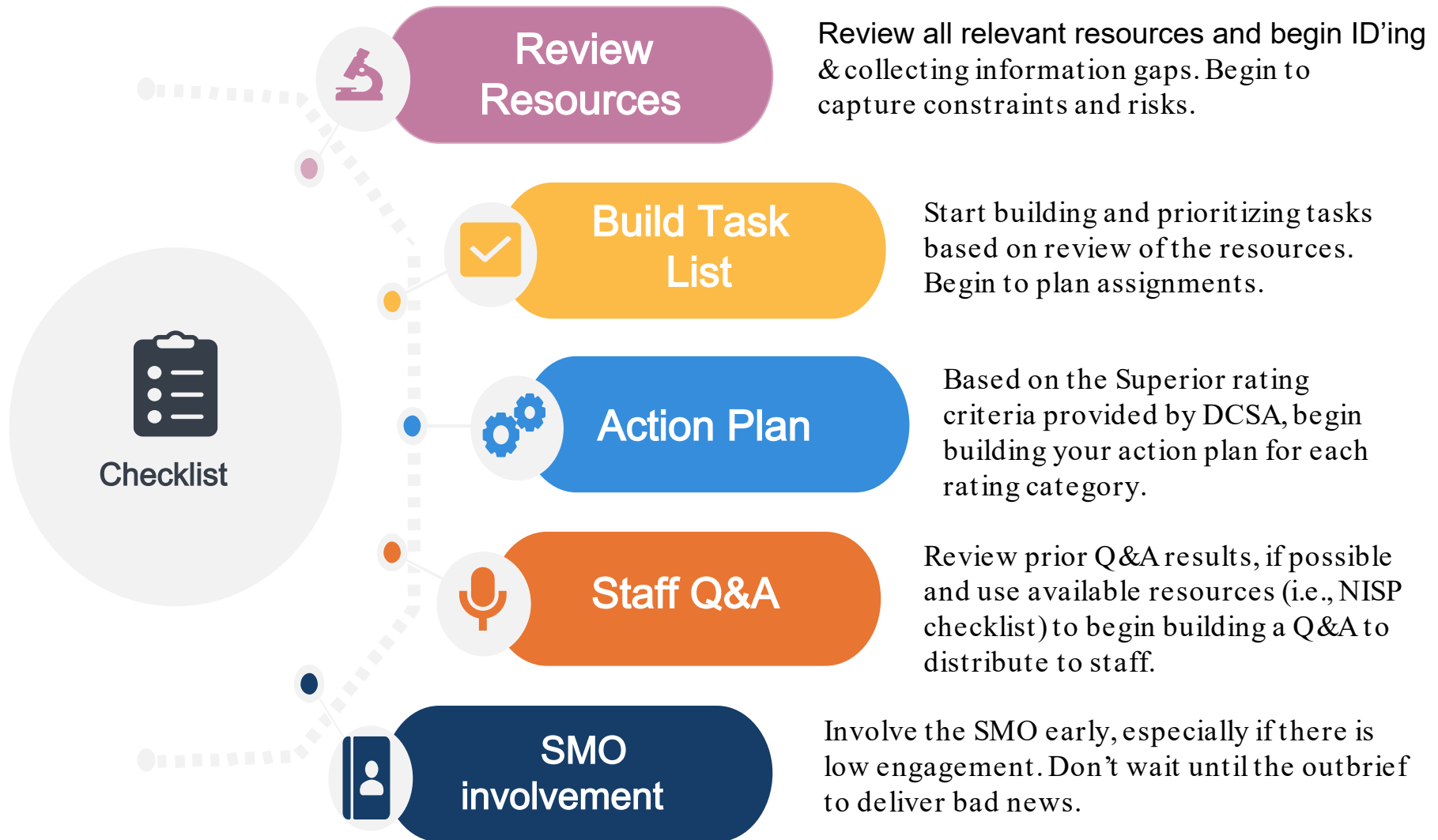


Contract, PWS, SOW
Security Binder,
SPP, CCDLs

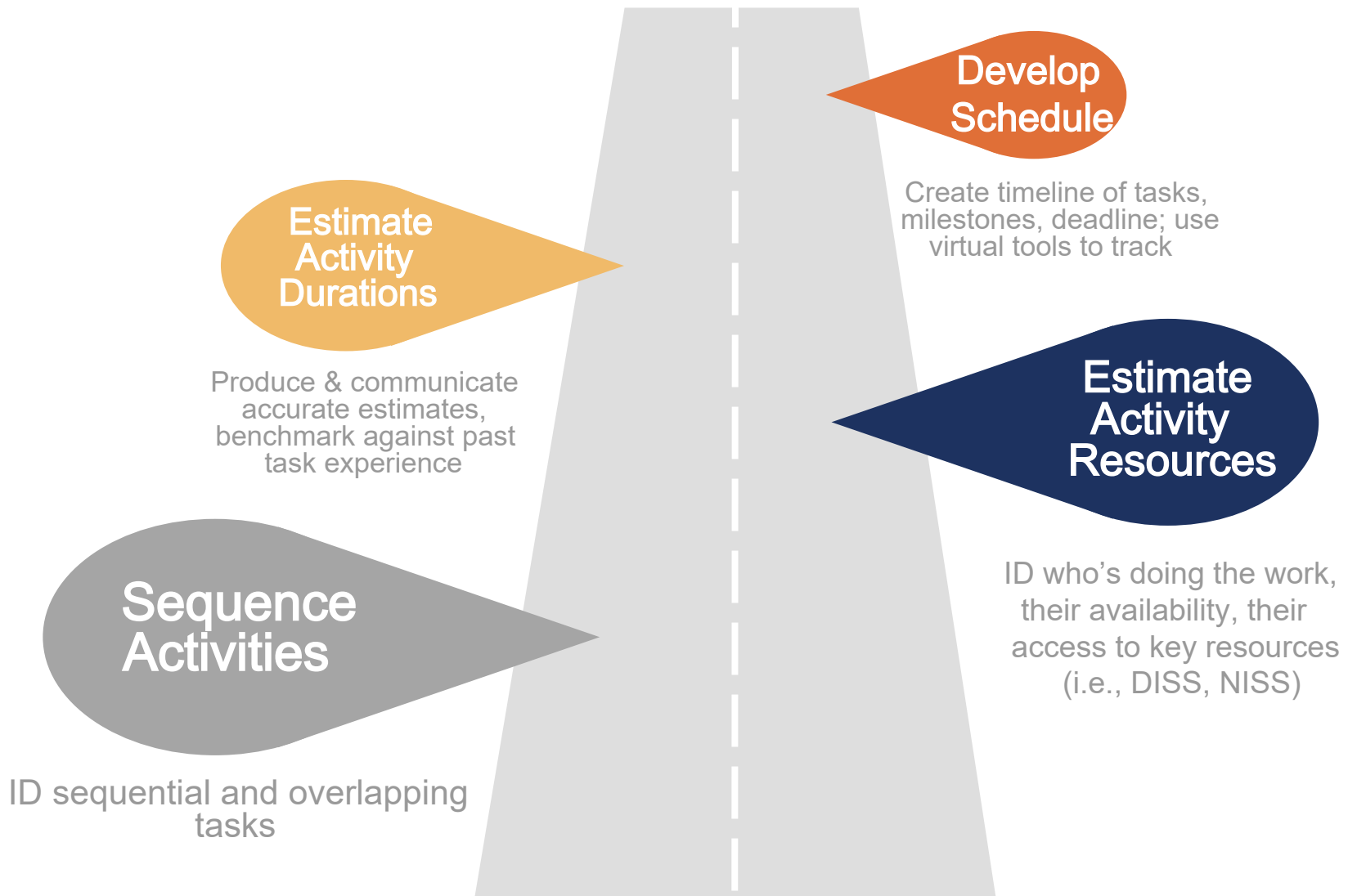
- Internal stakeholder meetings
 - Corp Security
 - PMs
 - SMO/KMPs
 - ISSO/ISSM
- External meetings w/ SMEs
 - Lessons learned & best practices
 - Other FSOs
 - NCMS Chapter contacts
 - NCMS Hub (i.e., best practices)
 - Consultants










Defining Activities



Sequence and Schedule Activities

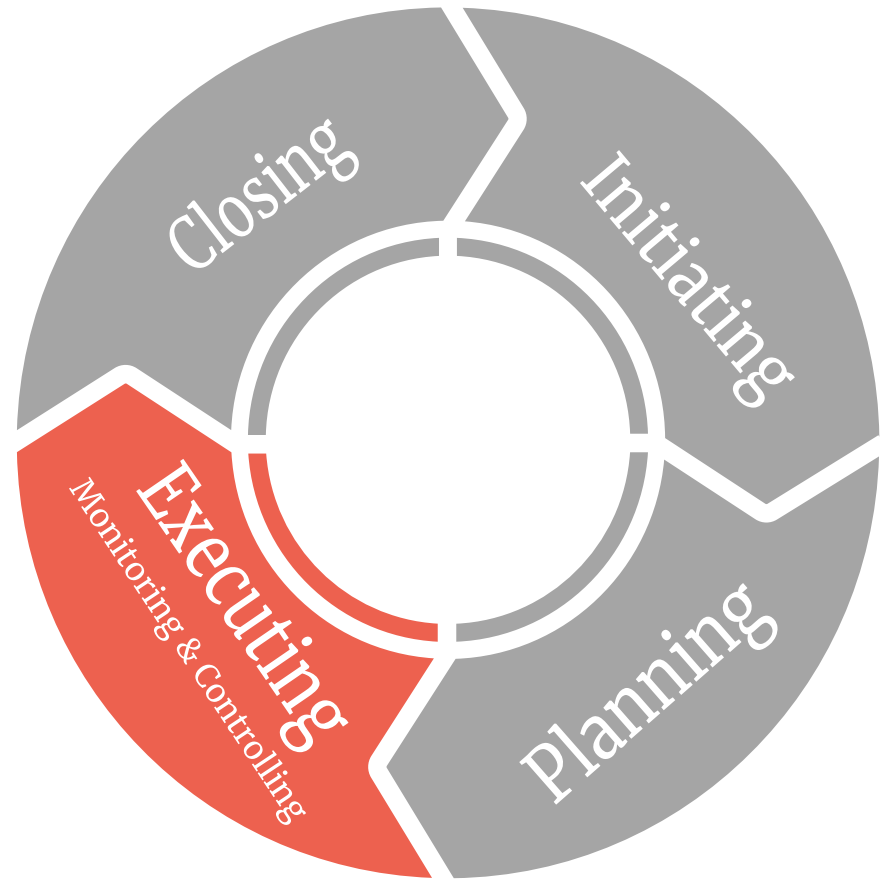


Self-Assessment Risk Register

Risk	Impact	Mitigation	Due Date	Owner
CCDL update		engage relevant PM(s)	prior to ISR visit	FSO/PM
Incomplete DD245s		engage relevant PM(s), contract officer	prior to ISR visit	FSO
Incomplete inventory		engage document owners, PM(s)	ASAP	FSO / owners
SMO not engaged		educated SMO re: criteria area #2	prior to ISR visit	FSO / SMO
Classified docs missing markings		ID missing info, consult SCGs, derivative class training	ASAP	FSO / PM(s) / owners
Delinquent training		ID, manager involvement?, assign training	ASAP	FSO / A-FSO / mgmt
SPP missing 32 CFR refs		UPDATE!	ASAP	FSO

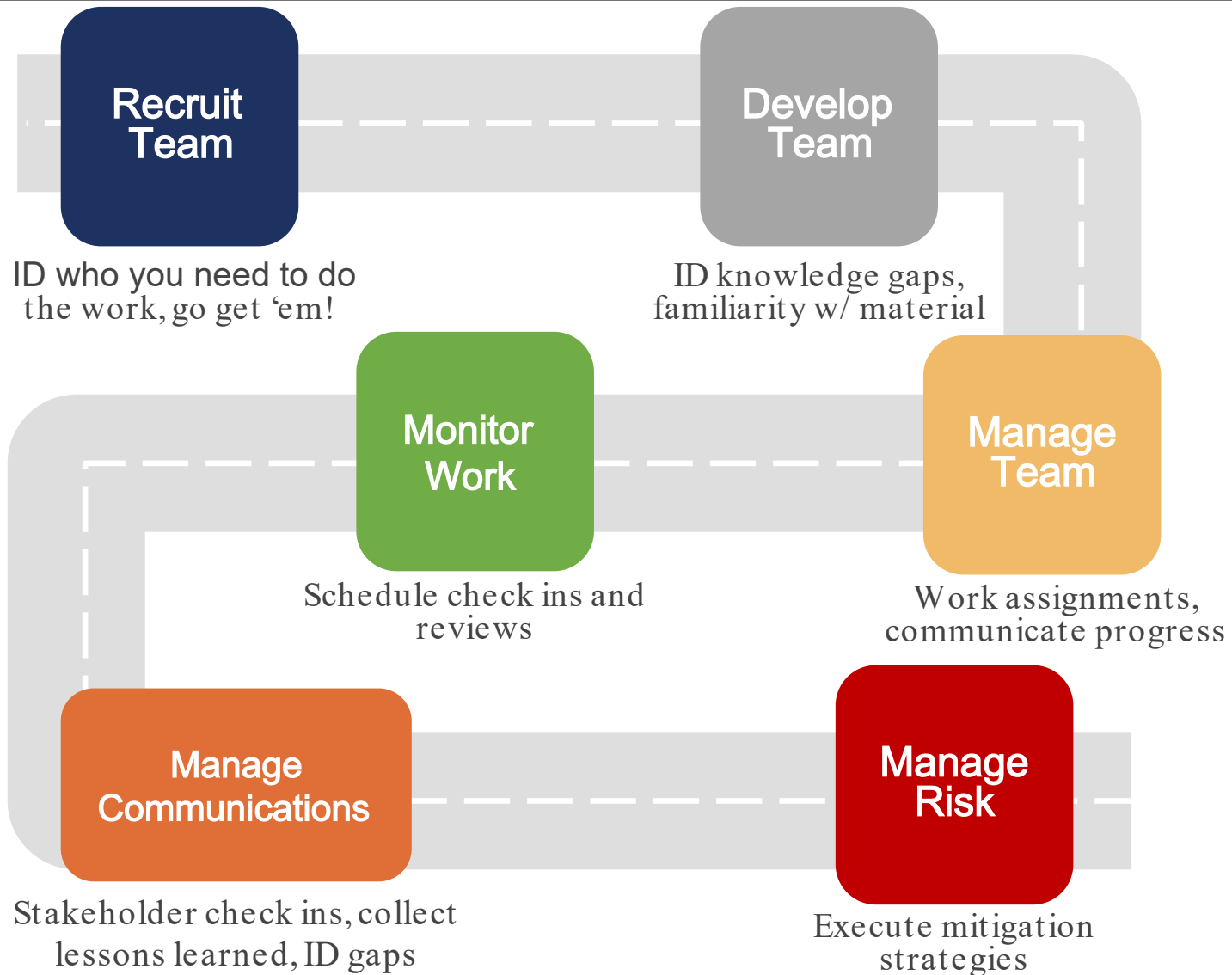
Executing/Monitoring & Controlling Process Groups

*Perform & Monitor the Work
Control & Mitigate the Risks*



Executing/Monitoring & Controlling the Self-Assessment

Process Groups
Three & Four



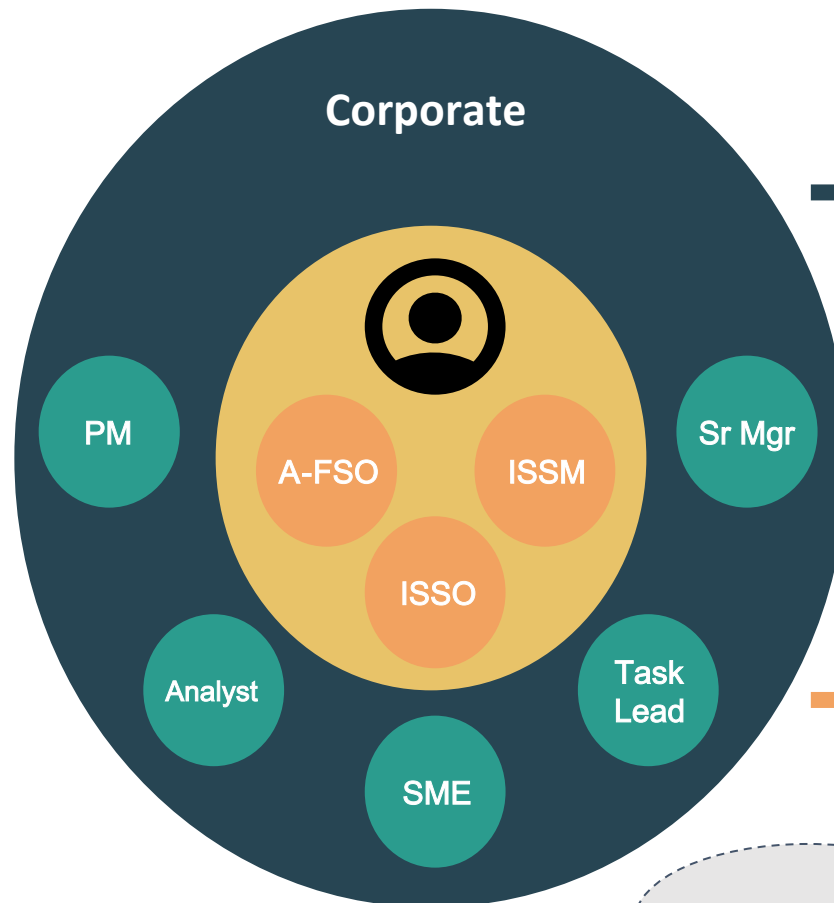
Recruit the Project Team

You are the PM!

As the leader of the team, you bring the players together.

Corporate/SMO/KMP

Superior Rating Card Criteria #2 requires an engaged and educated SMO- they are part of the team & can assist in setting the tone.



Classified projects

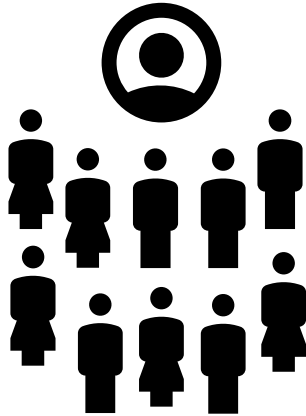
Negotiate w/ PMs for their time or the time of delegates who are familiar w/ holdings, activities, CCDLs.

Shared support

Matrixed managed organizations may lend p/t support to Security. Negotiate, set priorities & expectations early.

Develop the Project Team

Kickoff Meeting



Set Expectations

- Goals
- Review resources
- ID training needs
- Communicate schedule
- Communicate risk mgmt strategies
- Method to collect lessons learned

SECURITY REVIEW AND RATINGS

SECURITY RATING REFERENCE CARDS

SUPERIOR RATING CRITERIA



Course Resources for NISP Self-Inspection IS130.16

Student Guide

- NISP Self-Inspection Student Guide 

Certificate of Completion

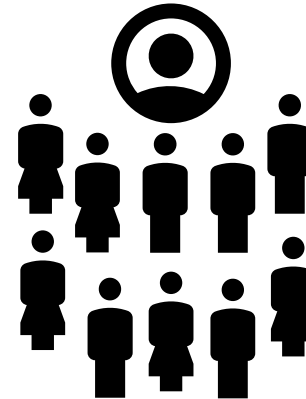
- Certificate of Completion

Monday	Tuesday	Wednesday	Thursday	Friday
Kickoff, Review, Training				
	Execute, Analyze, Draft			
			Review, Finalize	
				Deliver

Activities

- Updating NISP checklist
- Drafting SMO summary
- Security binder review
- Collecting staff Q&A responses
- Activity checklists, perimeter checks, personal effects
- DISS/NISS review & updates
- Annual training compliance
- DD254 review & updates
- Inventory review, markings, declassification in place, working papers
- eMass data updated
- Standard Practice Procedures (SPP) review & updates
- ID reportable findings for DCSA

Execute the Work



Assign & Monitor

- Set check ins
- Delegate as needed
- Monitor risks, ID new ones
- Collect lessons learned
- Update stakeholders
- Find and fill gaps
- Compliance check
- Schedule check



Risk Assessment Updates

- mitigation strategy execution
- red → green
- stakeholder involvement
- ID new risks
- constraints vs. derailers
- collect lesson learned
- review benchmarks from others (i.e., NCMS Hub or chapters)

Example Risk ID and Mitigations

NISPOM (Category 1)	SPP out of date	32 CFR references missing	ID, update, publish
Mgmt Support (Category 2)	Disengaged SMO	Communicate impact, meetings w/ sr stakeholders	Educate SMO
Sec Awareness (Category 3)	Delinquent training	ID staff who are delinquent, mgr buy-in	Deadline & plan to complete

Closing Process Group

Wrap it Up



Activities

- Update NISS
- Conduct internal outbrief
- Review lessons learned w/ stakeholders
- Follow up w/ staff re: interview results; assign training as needed
- Create plan to get to or remain at a Superior rating
- Release team from their self-assessment duties
- Celebrate!

Deliver!



Deliverables

- NISP Checklist
- SMO Summary
- SMO/KMP Debrief
- Updated CCDLs
- Communicate reportable findings to DCSA

Resources

Slides and resources are available here:



www.centridian.com



The Society of Industrial Security Professionals



RE: Pre-inspection Preparation Checklist

Posted By [Adrian Felts](#) 11-21-2022 17:39

Found In Library: [General FSO](#)



Self-inspection summary for SMO

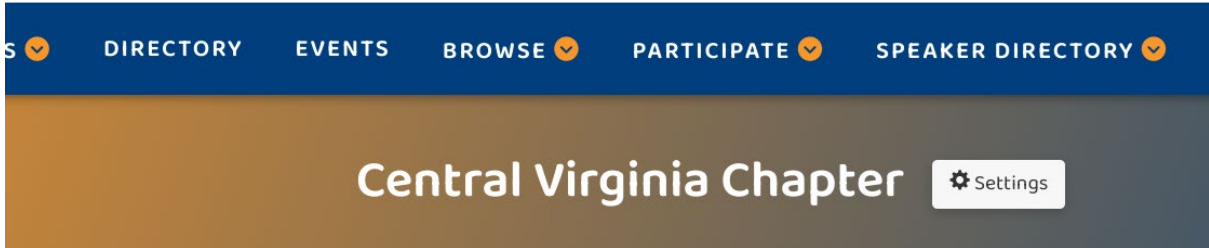
Posted By [Adrian Felts](#) 12-20-2022 15:09

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