The world is rapidly changing and the Defense Security Service (DSS) is changing too. Where the agency once concentrated on schedule-driven National Industrial Security Program Operating Manual (NISPOM) compliance, DSS is now moving to an intelligence-led, asset-focused, and threat-driven approach to industrial security oversight.

Through 2017, DSS in partnership with industry will be developing, testing, and refining this new methodology for helping cleared facilities better protect national security information and technology. The new methodology will allow DSS to work more effectively with cleared industry and program managers to design tailored security programs with the ultimate goal of helping to ensure that contracted capabilities, technologies, and services are delivered uncompromised.

### CURRENT NEWS

#### PRIORITIZATION FIELD TEST

In May 2017, eight Field Offices from across the country participated in a three-phase exercise to test the prioritization process for the new methodology. In the first phase, the ISRs in each Field Office were tasked to collect data on all of their assigned facilities, complete an Excel workbook on NIPRNet developed specifically for the exercise, and then score each facility before returning the workbooks to Headquarters.

In the second phase, Headquarters added a prioritization score to the field score, included a threat multiplier, and developed a total score. This total score was returned to the Field Offices via SIPRNet where in the third phase the ISRs were given the opportunity to either accept or override the scores. The findings of this exercise are currently being compiled and the results will be briefed to Director Dan Payne in June.

#### INDUSTRY WEBINAR

In April 2017, thirty-one representatives from cleared industry participated in the first in a series of DSS in Transition and Industry webinars. It was a promising start to what we are confident will be a close partnership for receiving feedback on the development of the new DSS methodology and assessing the effectiveness of our communication efforts to industry. During the webinar, we outlined the history of the DSS in Transition initiative, detailed the components of the new DSS methodology, and presented an overview of the findings from our integrated process teams.

Moving ahead, we plan on leveraging the collective background, experience, and expertise of the participants as an, “industry focus group.” In this regard, we will be looking to them to provide feedback, identify gaps, and validate approaches as we develop the new DSS methodology and ramp-up our communication efforts. The next DSS in Transition and Industry webinar is scheduled for July 2017. Meanwhile, you can view the April 2017 webinar by clicking on the following link: [http://cdse.adobeconnect.com/p8xk8gnjsy9/](http://cdse.adobeconnect.com/p8xk8gnjsy9/).
The New Methodology is a fluid and dynamic model consisting of four components that will continue to evolve. The **Prioritization Component** prioritizes assets and facilities based on national intelligence information. The key to this component is that it’s designed to be field-driven and not headquarters centric. Our plan is to empower our field force to make informed decisions on priorities in their portfolios.

The **Asset Identification Component** further defines prioritized assets. Assets can be understood as items of value related to a program or classified contract, the loss or compromise of which would adversely affect national security. We currently are in the process of developing both long-term and near-term approaches for defining prioritized assets. We plan to learn as we go, make continuous improvements, and apply the same approach to developing the other components in the new methodology.

The **Threat, Vulnerability, Impact (TVI) Analysis and Review Component** analyzes and considers threats to assets, identifies vulnerabilities to those assets, and captures NISPOM compliance requirements. We will use the Technology Trends Forecast, Threat Alerts, and related sources to help identify these threats, using a matrix to help determine vulnerabilities.

The **Tailored Security Program (TSP) Component** provides a template and necessary guidance to industry for initially developing a baseline for the TSP. Our expectation is that the baseline will closely resemble an enhanced Standard Practice Procedure (SPP) and form the foundation for the TSP. Once TSPs have been developed and implemented by industry, DSS will evaluate, validate, and continuously review them.

The four components taken together will form a continuous loop with the results from all components feeding back into the overall process.

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**THE OVERALL APPROACH**

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**Prioritization**

**Current Inputs**

- Major Input: Prioritized Technologies / NIPF Priorities / All-Source
- Also: F(TVI) Assessments
- Technology Trends Report
- On The Ground Understanding

**Failure Inputs**

- Data Generated Feeds
- Future Prioritization

**Asset Identification**

**Current Inputs**

- Identify Assi
- Commerce Study
- New Entrant or Changed Conditions
- * FCB to Sustain Asset List

**Failure Inputs**

- Plan for Allocating Resources
- Also: DSS Director Strategic Guidance
- Past SVAs
- Business Analysis

**TVI Analysis & Review**

**Current Inputs**

- Analysis
- Points of Contact
- V1
- V2
- V3
- V4
- 12x13 Matrix
- NISPOM
- C1
- C2
- C3
- C4
- Continuously walk through 12x13 matrix to tailor assessment at facility

**Failure Inputs**

- TVI Review
- V1:
- V2:
- V3:
- V4:
- C1:
- C2:
- C3:
- C4:

**Tailored Security Program**

- Collaboratively developed with DSS, Facility, and PMs to define countermeasures
- Validate Countermeasure Implementation & Value
- Assess Effectiveness
- Use MOEs for Continuous Improvement

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**Did you know?**

...that over 75% of all change management efforts fail? One of the most common reasons why is that people are inherently resistant to change. This can manifest itself in many ways. For example, people resisting change often make statements like, “we’ve always done it this way, so why should we change?” or “we are already kind of doing things this way, so we won’t change much.”

DSS in Transition is an enterprise-wide change initiative. It will face the same type of resistance. Don’t let it happen. Participate in making this change a reality. Everyone in DSS has the opportunity to learn about, engage in, and provide feedback on DSS in Transition. By getting involved, you can help DSS not only beat the odds, but also shape the future of industrial security oversight.
IMPLEMENTATION

Over the last several months, DSS developed and implemented Integrated Process Teams (ITPs) that have been engaged in developing and testing each specific component of the new methodology. The Prioritization IPT’s efforts culminated in May 2017 with an exercise involving eight DSS field offices to pilot and refine the processes and tools required to prioritize assets and cleared contractor facilities. Additionally, the Asset and TVI Analysis and Review IPTs have developed draft concepts of operation that have been delivered to DSS leadership for review and the TSP IPT is just now beginning its work. Eventually, each component of the new methodology will be integrated into one comprehensive concept of operations, tested, and refined before it is provided to the field for implementation.

PARTNERING WITH INDUSTRY

In April 2017, DSS launched an ongoing series of meetings with a core group of 18-volunteer representatives from cleared industry. The purpose of these meetings is to update cleared industry on the findings of the IPTs and to solicit their perspectives, ideas, and comments on the new DSS methodology. Thus far, DSS has hosted at CDSE two in-person meetings as well as a number of teleconferences to answer questions, discuss issues, and solicit input on the way ahead.

In addition, DSS also has assembled an additional 40+ volunteers from cleared industry as a focus group to provide ongoing input on the effectiveness of our communication efforts. As we ramp-up our communication activities, we will be looking to them to learn how we can improve both our message and delivery.

DSS IN TRANSITION – FIVE BASIC PRINCIPLES

- This is an enterprise-wide initiative: It is how DSS will be doing business in the future and will influence and inform everything the Agency does.
- We are learning by doing: As we design, test, and validate the new methodology, it will continue to evolve.
- There is no turning back: DSS is committed to moving to an intelligence-led, asset-focused, and threat-driven approach to industrial security oversight.
- Partnering with industry: As the new methodology is developed, cleared industry will provide feedback, participate in exercises, and support the refinement of the process.
- This change benefits everyone: It will enable those involved in industrial security to become more efficient, effective, and successful in their roles.

DiT COMMUNICATION PRODUCTS

Information Sheet
- Provides a broad range of talking points on DiT and the new DSS methodology for use internally and externally

FAQs
- Answers commonly asked questions about DiT, the new methodology, and transition timeline

Quick Reference Guide
- Features key messages on DiT and the new DSS methodology in a 4” x 6” laminated card

Tri-Fold Card
- Defines the need, goal, and approach for DiT in a business card size tri-fold

Access Articles
- Offers a collection of articles on DiT published in the DSS magazine

Webinars
- Delivers DiT updates, discussions, and answers to questions via live webinar sessions that have been recorded

Infographics
- Displays DiT key messages in a one page picture (see following page for an example)

General Briefing
- Supplies slides and talking points for general audiences

Briefing for Senior Leadership
- Highlights DiT purpose, approach, and expected outcomes in a customized set of slides and talking points for senior level audiences

Please contact the DSS Change Management Office for customized communication products

VISIT US ON THE WEB  http://www.dss.mil
DSS EMPLOYEES – VISIT US ON SHAREPOINT  http://dssinside.dss.mil/transition
The Defense Security Service (DSS) is changing its approach to industrial security oversight.

DSS is moving from a focus on schedule-driven compliance to an intelligence-led, asset-focused, and threat-driven approach to industrial security oversight.

The New Methodology is a fluid and dynamic model that will continue to evolve.

It consists of four primary components:

- Asset Prioritization
- Asset Identification
- Threat, Vulnerability, and Impact Analysis
- Tailored Security Programs

Cleared industry is partnering with DSS on the New Methodology to:

- Support the design and development of the components
- Participate in practical exercises to validate processes
- Analyze and challenge approaches and assumptions
- Provide feedback on communication strategies, methods, and messages

Our goal is to help ensure contracted capabilities, technologies, and services are delivered uncompromised.