

DCS ACCESS

Official Magazine of the Defense Counterintelligence and Security Agency

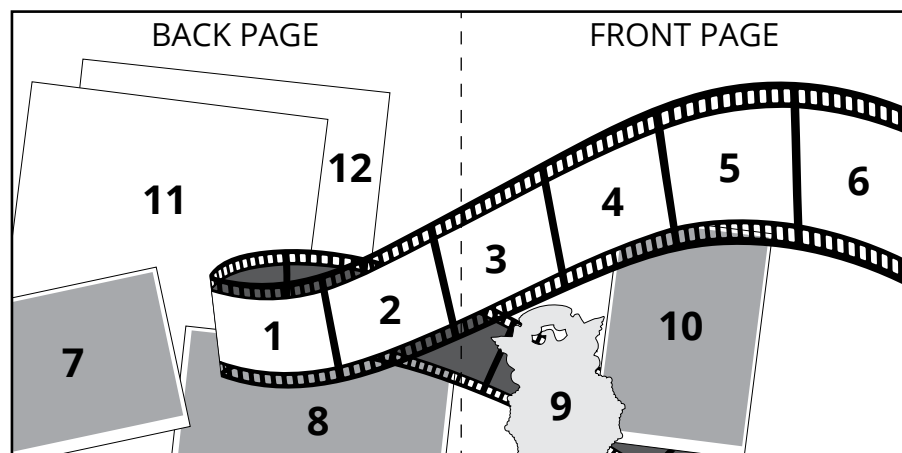


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ON THE COVER



- Former Sen. Barbara Mikulski (D-Md.) (center) at the opening of the Personnel Investigations Center (PIC) at Fort Meade, Md., in 2001.
- Women's Equality Day panel at the Russell-Knox Building in 2015.
- The Oklahoma City National Memorial: The Field of Empty Chairs represent the lives taken in the bombing on April 19, 1995.
- The 10th anniversary of the Federal Investigations Processing Center in Boyers, Pa., in 2007.
- NCMS Conference attendees learn DSS's counterintelligence mission.
- The groundbreaking ceremony of the DoD Consolidated Adjudications Facility (CAF) at Fort Meade, Md., in 2011.
- The first Director of the Defense Investigative Service (DIS) Brig. Gen. Joseph Cappucci (right) presents the first badge to Secretary of Defense Melvin Laird.
- The Russell-Knox Building in Quantico, Va.
- The new DCSA Badge.
- Brig. Gen. Joseph J. Cappucci, the first DIS Director.
- Charter establishing DIS in 1972.
- Executive Order 13869 transferring federal background investigations from the Office of Personnel Management (OPM) to the Department of Defense (DoD) in April 2019.

DCSA ACCESS

Published by the Defense
Counterintelligence
and Security Agency
Public Affairs Office

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FROM THE ACTING DIRECTOR



After hundreds of hours of strategic planning and close collaboration across the federal government, the Defense Counterintelligence and Security Agency (DCSA) is now the largest, most significant security agency in our nation. By fusing together multiple mission sets that are logically connected, DCSA is comprised of approximately 13,500 federal employees and contractors and supports a combined total of 105 agencies. This common sense solution to create synergy and reduce redundancy in the personnel vetting and critical technology protection mission

spaces is a fine example of "good government" in action.

We would never have made it to this point without the dedication and commitment of each of our employees. Not only have they made this first phase of our transition successful, they were also able to maintain the momentum and progress being made in our mission sets without interruption. I am truly grateful to each member of our team for their support and hard work, and I could not be prouder to be a member of this dedicated workforce.

This commemorative issue of ACCESS Magazine honors our great workforce for the role they play in this organization. It also pays homage to the legacies of the Department of Defense Consolidated Adjudications Facility (DoD CAF), the Defense Security Service (DSS), the National Background Investigations Bureau (NBIB), and other elements that now make up DCSA. Our goal in this edition is to provide a historical perspective on how we got here and demonstrate the agency's invaluable role in our country's national security. We also asked colleagues across mission areas to share "in their own words" what it is like to work for DCSA. You will find from reading their stories that there is one clear link across them all: a commitment to service and our mission.

While we take this opportunity to thank our workforce and review our past, we must also look to the future. Our adversaries are constantly attempting to steal information, compromise our technological innovations, and infiltrate our workforce. We cannot minimize how important this agency is to protecting this country.

I'm excited about our future and look forward to sharing the DCSA story with the nation. Please enjoy this commemorative issue of ACCESS Magazine!

Charles S. Phalen, Jr.
Acting Director

HISTORY OF THE AGENCY>>>

DCSA traces its origins to two distinct missions — personnel security and industrial security. Since its inception, the agency has been defined and redefined by these inextricably linked core mission sets. Underpinning both missions, counterintelligence and security education have further demonstrated the interconnectedness and partnership between all of the agency's mission areas in support of national security and a trusted workforce.

1953



Executive Order (EO) 10450 authorizes the **Civil Service Commission (CSC)** with the oversight authority to conduct the federal government's civilian personnel security program, with extensive responsibility for conducting background investigations of individuals in sensitive positions.

1960



EO 10865 authorizes DoD to create an agency-wide industrial security program. DoD Directive 5220.22 establishes the **Defense Industrial Security Program (DISP)**.

1962

The **Industrial Security Manual** is created to set the standard for security of contracts in the DISP.

1965

The **Office of Industrial Security** is established under the Defense Supply Agency (DSA), now the Defense Logistics Agency (DLA), and the Defense Contract Administration Services (DCAS). It unites 100 agency offices with authority over defense contracts. Air Force Col. James Cogswell becomes the first chief.

The **Defense Industrial Security Clearance Office (DISCO)** is established under DCAS and the DSA to create a nationally centralized system to review the eligibility of industry personnel's access to U.S. classified information. Its first director, Army Col. Lachlan M. Sinclair, oversees the consolidation of over 16,000 contractor facilities and 1.5 million individual clearance records under one entity.



1966

The **DoD Outstanding Industrial Security Achievement Award** launches to reward excellence in industrial security. The same year, it's renamed in honor of Air Force Col. James Cogswell.



1983

DIS enters a memorandum of understanding with the **Government Accountability Office (GAO)** to conduct personnel security investigations on GAO personnel — the first “customer” outside of DoD.



1977

CSC consolidated its investigation operations from four major cities to **Boyers, Pa.**



1972

Recognizing the need to centralize all DoD personnel security investigations under one roof, the **Defense Investigative Service (DIS)** is established. The agency unites 3,000 personnel and 20 districts under the guidance of its first director, Air Force Brig. Gen. Joseph Cappucci.

1984

Because of mission expansion, DISI changes its name to the **Defense Security Institute (DSI)**.

1980

DISCO is transferred to DIS, streamlining the nation’s personnel vetting processes. In the same year, DIS also acquires the Defense Industrial Security Program, the Key Asset Protection Program, and the Arms, Ammunition, and Explosives Security Program from DLA.

1978



The **Office of Personnel Management (OPM)** is created, taking on CSC’s authority for federal suitability and civilian security programs. EO 12968 establishes the Investigations Service with additional responsibilities for conducting security investigations.

DIS acquires the operational control of the **Defense National Agency Check Center (DNACC)** and the **Defense Central Index of Investigations (DCII)** — expanding its enterprise-wide IT systems for conducting personnel security clearances.

In the same year, the **Defense Industrial Security Institute (DISI)** is established at the Defense General Supply Center in Richmond, Va.

HISTORY OF THE AGENCY

1988

OPM fully automates the investigative case entry through **PIPS (Personnel Investigations Processing System)**.

1986

DSI changes its name to the **DoD Security Institute (DoDSI)**.

1993

Executive Order 12829
replaces the DISP with
the **National Industrial
Security Program (NISP)**.

DIS begins drafting the NISP Operating Manual (NISPOM), replacing the nearly 45-year-old Industrial Security Manual.

In the same year, DIS establishes the Counterintelligence Office to integrate counterintelligence into the agency's mission.

1994

The **NISPOM** is operational.



April 19, 1995

The Oklahoma City bombing kills 168 people, including five DIS employees: Robert Westberry, Harley Cottingham, Peter DeMaster, Norma “Jean” Johnson, and Larry Turner.



1995

Executive Order 12968
establishes a uniform federal
personnel security program.



1997

DIS is renamed the **Defense Security Service (DSS)**.





2012 •

Department of Defense consolidates seven adjudication facilities including DISCO into the **DoD Consolidated Adjudications Facility (DoD CAF)**.

2014 •

The **DoD Insider Threat Management Analysis Center (DITMAC)** is established to better detect insider threats following the 2013 Washington Navy Yard Shooting.



2011 •

The ribbon is cut on the new DSS headquarters at the **Russell-Knox Building** in Quantico, Va.



1999 •

DoDSI moves to Linthicum, Md., and is renamed **DSS Academy**.

2010 •

DSSA becomes the **Center for Development of Security Excellence (CDSE)**, the premier provider for security education, training, and certification for the DoD and industry under the NISP.

2005 •

After two years of planning, personnel security investigations are **transferred from DSS to OPM**.

>>> HISTORY OF THE AGENCY <<<<<<<<<<<<<<<<



2016

The **National Background Investigations Bureau (NBIB)** is established within OPM and charged with protecting U.S. national security and the integrity of the federal workforce. NBIB assumes over 95% of the government's background investigations.

2017

The National Defense Authorization Act (NDAA) for Fiscal Year 2018 is signed into law. Section 925 requires the **phased transfer of DoD background investigation from OPM to DSS.**

January 2019 .

The Secretary of Defense places the **DoD CAF** and select functions of the **Defense Information Systems Agency (DISA)** and the **Defense Manpower Data Center (DMDC)** under the authority, direction, and control of DSS. The CAF transfer is to be completed by October 1, 2019, while others will be completed by October 1, 2020.



June 24, 2019

DSS is renamed the **Defense Counterintelligence and Security Agency (DCSA)**.



April 24, 2019 .

EO 13869 directs **DSS** to assume the primary responsibility of conducting the background investigation mission for the federal government, transferring **NBIB** to **DoD**. The EO directed the e completed by October 1, 2019.

October 1, 2019

NBIB and DoD CAF officially transfer to DCSA as it becomes the **largest security agency in the federal government**, bringing the personnel vetting and industrial security missions together under one roof.

The Center for Development of Security Excellence (CDSE) and the National Training Center (NTC) become components of the **National Security Learning Center (NSLC).**

October 1, 2020

Transfer of multiple information technology systems including **DISA's National Background Investigation Services (NBIS)** and **DMDC's Secure Web Fingerprint Transfer (SWFT)** system are completed.

Executive Order 10450
Set Security Requirements for Government Employment, 1953

"WHEREAS the interests of the national security require that all persons privileged to be employed in the departments and agencies of the Government, shall be reliable, trustworthy, of good conduct and character, and of complete and unswerving loyalty to the United States; and

"WHEREAS the American tradition that all persons should receive fair, impartial, and equitable treatment at the hands of the Government requires that all persons seeking the privilege of employment or privileged to be employed in the departments and agencies of the Government be adjudged by mutually consistent and no less than minimum standards and procedures among the departments and agencies governing the employment and retention in employment of persons in the Federal service."

Executive Order 12829
Established the National Industrial Security Program, 1993

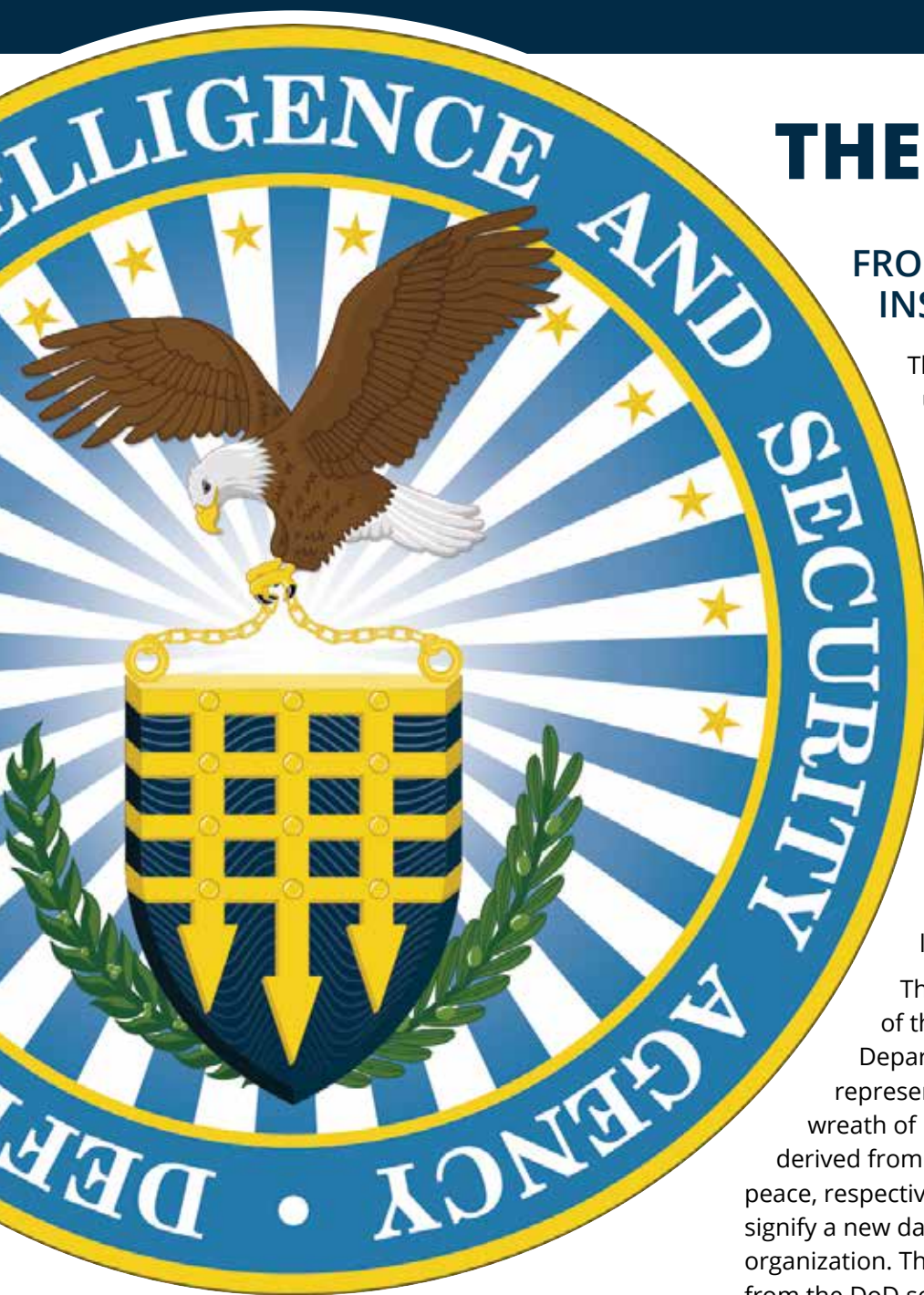
"This order establishes a National Industrial Security Program to safeguard Federal Government classified information that is released to contractors, licensees, and grantees of the United States Government. To promote our national interests, the United States Government issues contracts, licenses, and grants to nongovernment organizations. When these arrangements require access to classified information, the national security requires that this information be safeguarded in a manner equivalent to its protection within the executive branch of Government. The national security also requires that our industrial security program promote the economic and technological interests of the United States. Redundant, overlapping, or unnecessary requirements impede those interests. Therefore, the National Industrial Security Program shall serve as a single, integrated, cohesive industrial security program to protect classified information and to preserve our Nation's economic and technological interests."

Transferred Responsibility for Background Investigations to the Department of Defense, 2019

“Section 925 of the National Defense Authorization Act for Fiscal Year 2018 (10 U.S.C. 1564 note) provides that the Secretary of Defense has the authority to conduct security, suitability, and credentialing background investigations for Department of Defense personnel and requires the Secretary, in consultation with the Director of the Office of Personnel Management, to provide for a phased transition to the Department of Defense of the conduct of such investigations conducted by the National Background Investigations Bureau (NBIB).

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THE DCSA SEAL

FROM THE ARMY INSTITUTE OF HERALDRY

The portcullis, a massive metal gate used to protect and secure castles during times of attack, symbolizes the Defense Counterintelligence and Security Agency's mission of defending the nation. The eagle, a symbol of the United States, is in flight, lifting and lowering the portcullis using its chains, which illustrates the gatekeeping function of the organization — denying or granting entry to the continuous flow of classified information, materials, technology, and personnel seeking access to federal agencies. This flow is characterized by the series of wavy lines on the shield.

The three arrowheads at the base of the portcullis are adapted from the Department of Defense (DoD) seal and represent the Army, Navy, and Air Force. The wreath of laurel and olive branches are also derived from the DoD seal and connote merit and peace, respectively. The rays emitting from the center signify a new day and therefore the birth of a new organization. The thirteen gold stars, also adapted from the DoD seal, represent Congress. The dark blue refers to the United States, while the light blue is associated with the Department of Defense. White signifies deeds worthy of remembrance, and gold is indicative of zeal and achievement.

— *The Army Institute of Heraldry*

INCOMING ELEMENTS



DoD CONSOLIDATED ADJUDICATIONS FACILITY

MISSION

Located at Fort Meade in Maryland, the Department of Defense (DoD) Consolidated Adjudications Facility (CAF) determined security clearance eligibility of all non-intelligence DoD personnel occupying sensitive positions and/or requiring access to classified material. These determinations included all military service members, civilian employees, and contracting personnel under the National Industrial Security Program (NISP), as well as Congress and the Supreme Court. The CAF also determined employment suitability and credentialing of DoD employees and contractors.

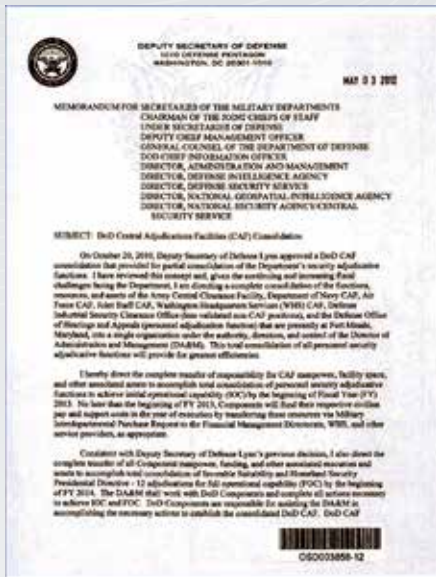
HISTORY

In May 2012, the Deputy Secretary of Defense directed the establishment of the DoD CAF. The CAF would be comprised of the functions, resources, and assets of the Army Central Clearance Facility, Department of the Navy CAF (DoN CAF), Air Force CAF, Joint Staff CAF, Washington Headquarters Services (WHS) CAF, Defense Industrial Security Clearance Office (DISCO), and the adjudicative functions of the Defense Office of Hearings and Appeals (DOHA).

The oldest CAF element is the DISCO, which became operational on March 1, 1965. DISCO, led by its first director, Army Col. Lachlan M. Sinclair, was established to determine the eligibility of industrial personnel for access to U.S. and foreign classified information on a nationally centralized basis.

The Army Central Personnel Security Clearance Facility (CCF) was established October 1, 1977, as a field activity of the U.S. Army Personnel Center. In 2002, the Army realigned the CCF as a subordinate command of the Army Intelligence and Security Command.

In June 1985, the Secretary of the Navy signed a memo to centralize adjudications less than a month after John Walker's arrest for espionage by the Federal Bureau of Investigation (FBI) that revealed significant vulnerabilities to the Navy's security clearance process. The DoN CAF was established in 1986 to review security clearance investigations conducted by DIS to determine suitability for the issuance or retention of security clearances.



Deputy Secretary of Defense memo directing the consolidation of personnel security adjudicative functions on May 3, 2012.



DSS Director Stan Sims (left) and previous DISCO directors John Faulkner and Virginia Heimrich honor the legacy of DISCO during its Base Realignment and Closure (BRAC) ceremony.

In January 2019, the Secretary of Defense placed the DoD Consolidated Adjudications Facility (CAF) and select functions of the Defense Information Systems Agency (DISA) and the Defense Manpower Data Center (DMDC) under the authority, direction, and control of DSS. The CAF transfer was completed on October 1, 2019.



The headquarters of the former DISCO, located in Columbus, Ohio.



Sen. Ben Cardin (D-Md.) (center) looks on at the DoD CAF ribbon cutting at Ft. Meade, Md.

BY THE NUMBERS



692

EMPLOYEES



7

ADJUDICATION FACILITIES



85%

CLEARANCE DECISIONS FOR
FEDERAL GOVERNMENT



78,000

INQUIRIES TO CALL CENTERS
IN ONE YEAR



1.14M

SECURITY ACTIONS
COMPLETED ANNUALLY

DID YOU KNOW



There are 13 adjudicative guidelines an individual must meet to obtain a security clearance.



INCOMING ELEMENTS



DEFENSE SECURITY SERVICE

MISSION

The Defense Security Service (DSS) strengthened national security at home and abroad through security oversight and education operations. DSS oversaw the protection of U.S. and foreign classified information and technologies in the hands of cleared industry under the National Industrial Security Program by providing professional risk management services. As the security functional manager for the Department of Defense (DoD), DSS provided security education, training, certification, and professional development for DoD as well as other U.S. government personnel, contractor employees, and representatives of foreign governments.

HISTORY

DSS — previously the Defense Investigative Service (DIS) — traced its origins to two distinct missions: personnel security and industrial security.

PERSONNEL SECURITY

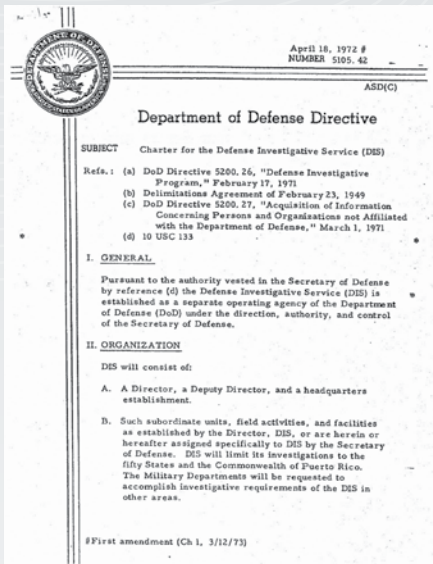
In 1970, a Blue-Ribbon Defense Panel stated that DoD personnel security investigative work was a non-combatant function in which some consolidation might lead to savings. This led to a recommendation and approval by the president to create an "Office of Defense Investigation." In 1971, a Secretary of Defense memorandum established DIS, which became operational on October 1, 1972, under the direction of Air Force Brig. Gen. Joseph Cappucci, a former commander of the Air Force Office of Special Investigations. DIS's charter — its tasks, responsibilities, and authorities — was published in DoD Directive 5105.42, which designated DIS as a separate operating agency under the direction of the Secretary of Defense with a single mission to conduct all DoD personnel security investigations. In 1997, DIS was renamed DSS.

INDUSTRIAL SECURITY

In 1965, the Office of Industrial Security was established under the Defense Contract Administration Service (DCAS) as part of the Defense Supply Agency (DSA) with Air Force Col. James S. Cogswell as its first chief. The consolidation brought together more than 100 different offices of the Army, Navy, and Air Force that had cognizance over plants handling defense contracts. On October 1, 1980, the Office of Industrial Security, the Key Asset Protection Program, and the Arms, Ammunition and Explosives Security Program were transferred to DIS from the Defense Logistics Agency (DLA). In 1993, the National Industrial Security Program (NISO) was created by Executive Order 12829 and was intended to replace not only the Defense Industrial Security Program (DISP), but the industrial security programs of the Central Intelligence Agency, the Department of Energy, and the Nuclear Regulatory Commission.

SECURITY EDUCATION AND TRAINING

Security education and training underpin both the personnel vetting and industrial security missions. Between 1953 and 1955, the Army Intelligence School developed a central training facility to bring more uniformity to the DISP at Fort Holabird, Md. The Army Intelligence



Original DIS charter from April 18, 1972.

DID YOU KNOW



In 1983, the Chief of Naval Operations approved a proposal to put Defense Investigative Service agents on aircraft carriers. The program was designed to allow agents to conduct assessments aboard ships either during pre-deployment work-ups or after leaving their last port.

School continued to provide training in the DISP until 1972 when the school was relocated to Fort Huachuca in Arizona.

The Defense Industrial Security Institute (DISI) was founded in 1972 under the Defense Logistics Agency (DLA) to train industrial security specialists and facility security officers. DISI was located at the Defense General Supply Center in Richmond, Va. After the industrial security mission transferred from DLA to DIS, DISI began training special agents to conduct personnel security investigations. This training mission grew to include personnel security specialists working at the Defense Industrial Security Clearance Office (DISCO) and the Personnel Investigative Center (PIC), further expanding to include training for the military services and DoD agencies in information, personnel and physical security, adjudications, and Special Access Programs.

On January 1, 1984, DISI was re-designated the Defense Security Institute (DSI) to more accurately reflect its mission and scope of responsibilities. In 1986, the name was changed to Department of Defense Security Institute (DoDSI) to further recognize the mission and scope of the organization.

In 1999, DoDSI moved to Linthicum, Md., and was renamed the DSS Academy. Further solidifying its security training mission, the DSS Director was named the functional security manager for DoD security training in December 2007. In 2010, DSSA was renamed the Center for Development of Security Excellence (CDSE).

COUNTERINTELLIGENCE

The agency's counterintelligence mission was established in May 1993 pursuant to a Deputy Assistant Secretary of Defense, Counterintelligence and Security Countermeasures memorandum. The memo established DIS as responsible for: developing a CI employee awareness program; training CI investigators in a rapidly changing threat environment; reviewing subject interviews with CI relevance and extracting significant information; serving as a clearinghouse for referrals of potential espionage cases to CI agencies for investigation; conducting internal inquiries into CI-related incidents, and building an in-house CI program.

BY THE NUMBERS



950

EMPLOYEES & CONTRACTORS



33

AGENCIES UNDER THE NISP



4

REGIONS NATIONWIDE

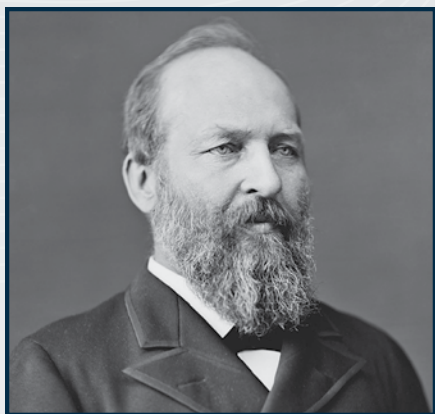


45

FIELD LOCATIONS



The Russell-Knox Building in Quantico, Va.



U.S. President James A. Garfield.

INCOMING ELEMENTS

NATIONAL BACKGROUND INVESTIGATIONS BUREAU

MISSION

The National Background Investigations Bureau (NBIB) served as the primary investigative service provider for the federal government with the sole mission of ensuring the integrity and trustworthiness of the federal workforce. NBIB conducted and provided roughly 95% of the federal government's background investigations for over 100 federal agencies, completing over 2 million investigations annually. Although some agencies have the authority to conduct their own investigations, many leveraged NBIB's products and services as part of their programs.

HISTORY

In 1883, Congress passed the Pendleton Civil Service Reform Act after President James Garfield was assassinated by a frustrated job seeker. After President Chester A. Arthur was sworn in, he strongly advocated for civil service reform. His efforts established the rules for determining the fitness of applicants for a public service career and authorized the U.S. Civil Service Commission (CSC) to conduct investigations for enforcing civil service laws, rules, and regulations.

Before he was president, Theodore Roosevelt served as director of the commission from 1889 to 1895. In this role, he vigorously enforced the civil service laws and extended them to many government positions. The commission's early investigations dealt with matters such as misconduct, fraud, and irregularity in examinations as well as the fitness of appointees.

By the 1920s, the commission's employees completed more cases annually than ever before. The value of these investigative products was so widely recognized that the commission began conducting investigations for multiple law enforcement agencies. This demand only grew during World War II as background investigations were widely used to determine the suitability and loyalty of applicants for strategic positions closely related to the war program. In 1947, Executive Order 9835 established the Federal Employees Loyalty Program, which prescribed a minimum investigation and a Federal Bureau of Investigation (FBI) fingerprint and name check.

In 1953, President Dwight D. Eisenhower issued EO 10450, which established a government-wide security program to ensure that the employment of present and future federal employees was consistent for national security background and suitability investigations for individuals in sensitive positions. The primary focus of the program was, and has continued to be, national security and suitability investigations.

The following decades saw the mission transfer and transform across the federal government. When Congress created the Office of Personnel Management (OPM) in 1978, the commission's authority for the federal suitability program, civilian security program, and background investigation program was transferred to OPM. In subsequent years, OPM's investigations program was privatized, the Defense Security Service (DSS) Personnel Security Investigation (PSI) program was transferred to OPM,

and the Federal Investigative Services Division (FISD) was established, which later became Federal Investigative Services (FIS) in 2010.

On October 1, 2016, Executive Order 13467 established NBIB and absorbed FIS to continue serving as the primary investigative service provider of background investigations for the federal government. On September 29, 2019, NBIB and the entire background investigative mission transferred from OPM to the Department of Defense. The success and legacies of NBIB and its predecessors will carry on under the Defense Counterintelligence and Security Agency (DCSA).



OPM's Federal Investigations Processing Center in Boyers, Pa. (1977)



The Pittsburgh Investigations Facility ribbon cutting in 2008.

BY THE NUMBERS



3,622

EMPLOYEES



8,585

CONTRACTORS



122

FIELD LOCATIONS



4.1M

WORKFORCE ENTRUSTED
WITH CLEARANCES



2M+

INVESTIGATIONS CONDUCTED
ANNUALLY



95%

FEDERAL BACKGROUND
INVESTIGATIONS

DID YOU KNOW



The 274,000-square-foot Boyers facility is located 265 feet underground and has 38 miles of roadways. It was originally an active limestone mine.





THE AGENCY

DEFENSE COUNTERINTELLIGENCE AND SECURITY AGENCY

GUIDING PRINCIPLES

Committed to Mission

Passion for Service

Unwavering Integrity

Empowered to Act

Fiercely Innovative

Invested in People

MISSION

The Defense Counterintelligence and Security Agency (DCSA) is a strategic asset to the nation and our allies – continuously ensuring a trusted federal, industrial, and affiliated workforce, and enabling industry's delivery of uncompromised capabilities by leveraging advanced technologies and innovation. We uniquely blend critical technology protection, trusted personnel vetting, counterintelligence, and professional education and certification to advance and preserve America's strategic edge.

DCSA VISION

Guardians of our nation's assets — ensuring trust, countering threats and vulnerabilities, and advancing delivery of uncompromised technology.

DCSA HISTORY

In 2016, the National Defense Authorization Act (NDAA) for Fiscal Year 2017 directed the Department of Defense (DoD) to conduct a study and submit a report on the feasibility of moving the background investigative mission from the National Background Investigations Bureau (NBIB) and the Office of Personnel Management (OPM) to DoD — specifically the Defense Security Service (DSS).

The following year, the FY18 NDAA gave the Secretary of Defense the authority to conduct background investigations for DoD personnel (roughly 70 to 80% of the case load).

That June, the President's Management Agenda expressed the administration's preference for consolidating the investigative mission within one central location and keeping the personnel vetting process aligned to maintain efficiencies and effectiveness.

On April 24, 2019, the President signed Executive Order 13869, shifting primary responsibility for federal government background investigations from OPM to DoD, to be completed by October 1, 2019. This Executive Order reflected the administration's commitment to reforming the personnel vetting enterprise to ensure a trusted federal workforce and achieve an efficient, effective, and secure personnel vetting operation that meets government-wide needs for background investigations.

On June 24, 2019, the agency was renamed the Defense Counterintelligence and Security Agency.

On October 1, 2019, NBIB and DoD CAF officially transferred to DCSA as it became the largest security agency in the federal government, bringing the personnel vetting and the industrial security missions together under one roof. The Center for Development of Security Excellence (CDSE) and the National Training Center (NTC) became components of the National Security Learning Center (NSLC).



Executive Order 13869 transferring responsibility of federal background investigations from OPM to DoD on April 24, 2019.

BADGES THROUGH THE YEARS



DEFENSE
COUNTERINTELLIGENCE
AND SECURITY AGENCY



DEFENSE
INVESTIGATIVE SERVICE



DEFENSE SECURITY
SERVICE



FEDERAL INVESTIGATIVE
SERVICES



FEDERAL INVESTIGATIONS
SERVICE



NATIONAL BACKGROUND
INVESTIGATIONS BUREAU

BY THE NUMBERS



13.5K

EMPLOYEES &
CONTRACTORS



167

FIELD LOCATIONS



33

AGENCIES IN THE NISP



105

GOVERNMENT AGENCIES
VETTED BY DCSA



4.1M

CLEARED PERSONNEL
VETTED BY DCSA

DID YOU KNOW



President Truman issued the executive order in 1951 that created the first set of uniform standards to safeguard the handling of classified government information.

DCSA AWARDS

COUNTERINTELLIGENCE AWARD

Established in 2010, the Excellence in Counterintelligence Award recognizes cleared companies supporting the U.S. government that exhibit the most impressive counterintelligence efforts and cooperation to deter, detect, and disrupt the theft of sensitive or classified U.S. information and technology by foreign entities.

Potential recipients are nominated by both DCSA headquarters and field operations, followed by a DCSA senior leader panel review. Companies are selected based on assessment of the counterintelligence and insider threat reports they submit that led to full field investigations by federal agencies. Other significant company actions considered include: detecting and countering foreign intelligence activities

such as disruptions, prosecutions, convictions, debarments, and administrative actions. No more than four winners are selected each year.

The CI award directly supports DCSA's Risk-based Industrial Security Oversight (RISO) program by reinforcing behaviors that meet or exceed National Industrial Security Program Operating Manual (NISPOM) provisions and reporting requirements for insider threat programs and suspicious contacts. It is intended to encourage highly mature and effective CI programs that enhance national security and promote the uncompromised delivery of sensitive and classified services and capabilities to the Department of Defense and other U.S. government agencies.

THE DIRECTOR AWARDS



The DCSA Director Awards program was launched in 2012 as the agency's exclusive honorary recognition program, providing an important way to recognize individual and team accomplishments in support of the agency's mission, strategic goals, and values. This agency-wide program allows for multiple opportunities throughout the calendar year for management and peers to recognize employees for exemplary service.

The criteria for the Director Awards reflect a unique combination of business factors and principles that the agency values. The business factors and agency core values align with agency strategy moving forward and will help form the basis of a high-performance culture in which every employee is encouraged to produce results that help the agency accomplish its mission and achieve its vision.

EMPLOYEE OF THE YEAR & EMPLOYEE OF THE YEAR — SENIOR

The Employee of the Year and *Employee of the Year — Senior* awards recognize employees who exhibit the highest standards of excellence, dedication, and accomplishment in support of advancing DCSA's mission.

TEAM OF THE YEAR

The *Team of the Year* award recognizes core groups of employees who accomplish a specific task or deliver a specific product that advances the achievement of the agency mission. This award recognizes teams that, as a group, exhibit the highest standards of excellence, dedication, and accomplishment in support of advancing the DCSA mission.

EXCELLENCE IN INNOVATION OF THE YEAR

The *Excellence in Innovation of the Year* award is awarded to individuals or teams that develop and implement innovative products, services, processes, or technologies to meet new or existing requirements, articulate needs, and improve the way government operates. The purpose of this award is to develop new solutions that go beyond marginal improvements in existing products, services, processes, or technologies. It is designed to encourage dialogue across the community, challenge peers to think and work differently, and take calculated risks to move government in a new direction.

HUMANITARIAN OF THE YEAR

The *Humanitarian of the Year* award is presented to employees or teams that contribute to human welfare, improving the quality of life and health of a group of individuals in the United States or abroad. The employee or team nominated must demonstrate significant leadership, outstanding volunteer service accomplishments, and a commitment to humanity and selflessness without regard to personal or organizational gain or profit. The employee or team must establish or further a legacy and/or sustainable program that is of ongoing value and benefit to others.



The presentation table at the Director Awards.

DID YOU KNOW



A cherry tree was planted on the National Mall near the Jefferson Memorial Bridge in memory of the five employees killed in the Oklahoma City Bombing.



DCSA AWARDS

James S. Cogswell Award

FROM 1966 TO TODAY

For more than 50 years, the James S. Cogswell Award for Outstanding Industrial Security Achievement has affirmed how important partnership between government and industry is to safeguarding classified information, materials, and programs. Established to recognize companies who embody remarkable industrial security procedures, the Cogswell Award is the most prestigious honor the Defense Counterintelligence and Security Agency (DCSA) can bestow on cleared industry. Presented at the annual National Classification Management Society (NCMS) training seminar, less than 1% of cleared contractors are honored to receive the award.

The award was established in 1966 and named to honor the guiding principles of Air Force Col. James Cogswell in elevating the status of U.S. industrial security nationally. As the first Chief of the Office of Industrial Security, Cogswell united 110 security offices and 11 Defense Contract Administration Service regions into the Defense Industrial Security Clearance Office (DISCO). He also oversaw publishing of the first Industrial Security Manual.

To receive consideration, companies must go beyond the basic requisites of the National Industrial Security Program (NISP). They must achieve two consecutive, superior DCSA assessment ratings and their assigned Industrial Security Representative (ISR) must nominate them. The company then enters an eight-month internal DCSA review process, in which nominations are ranked and submitted to DCSA senior leadership, who decide the winners.

Although there's no single quality that makes a Cogswell winner, consistent habits — such as staying current on developing trends and technologies, team building, and steady training — have shown to triumph competition. "It takes everyone working together like an orchestra," expressed a recent awardee.



Brig. Gen. Arthur E. Exon (left), director of the Defense Contract Administration Services, presents the Cogswell Award to Dr. John B. Smyth (right), president of Smyth Research Associates on February 14, 1967.

Diagnosed with cancer in 1965, Cogswell worked tirelessly until his retirement in 1966 to lay the foundation of today's industrial security. He passed away on January 29, 1968 and was buried in Arlington National Cemetery with full military honors. "My father believed passionately in what he was doing," Cogswell's son Michael said at the Fifty Years of Industrial Security Excellence ceremony in 2016. "He saw the need for collaboration between industry and the government. I am pleased to see that collaboration continues to this day, and I am proud and humble to see his legacy live on in this award."

Today, the Cogswell Award remains a badge of honor that industry partners wear with pride. "We're privileged to receive the Cogswell Award. It certainly puts all of our hard work into perspective," voiced a past winner.





ASK THE LEADERSHIP

Acting Director Charles S. Phalen, Jr.

Editor's Note: Effective July 1, 2019, Charles Phalen was named the Acting Director of the Defense Counterintelligence and Security Agency (DCSA). Until October 1, 2019, Mr. Phalen was dual-hatted, remaining the Director of the National Background Investigations Bureau (NBIB) during the transfer. After that date, Director Phalen began leading the united agency in its mission to secure classified and sensitive information and technology in the U.S. industrial base against attack and compromise, ensure the federal and contractor workforce can be trusted with sensitive and classified information, and preserve military readiness and warfighting capabilities by identifying and defeating threats presented by and to the defense supply chain.

In his previous position, Mr. Phalen was Vice President of Corporate Security for Northrop Grumman Corporation and led the security organization responsible for overseeing the security policies, procedures, and processes that protect company employees, information, and property worldwide.

Prior to that, Mr. Phalen spent 30 years in the federal service. His most recent government positions include Director of Security, Central Intelligence Agency (CIA); Assistant Director, Security Division, Federal Bureau of Investigation (FBI); Chief, Protective Programs Group, CIA Office of Security; Executive Officer, CIA Office of Security; Center Chief, CIA Office of Facilities and Security Services; and Chief, Facilities and Information Security Division, National Reconnaissance Office. Previously, he managed security activities involving investigations, operations support, risk analysis, and facility and asset protection in the United States and abroad.

Mr. Phalen has a bachelor's degree in law enforcement and criminology from the University of Maryland. He is active in a number of external security organizations and forums.

"Fundamental to success in any merger is getting to know and embracing the new and broader mission set and developing the relationships that are essential to mission execution."

— DCSA Acting Director
Charles S. Phalen, Jr.

ASK THE LEADERSHIP

Q: What led you to this position?

A: There isn't really a short answer, but: A long time ago, while working on my law enforcement and criminology degree, I took a job with a large retailer in the Washington area, and over the next eight years, I got a solid basis in the security business. It covered identification of threat vectors to include not just shoplifting and burglary but also the notion that some of your colleagues were stealing company property — insider threat before that phrase took hold. I also got my first taste of a merger and acquisition action in this role and learned a lot from that.

I joined CIA's Office of Security and, to distill those next three decades into a short story, I saw the world — literally — both the good and the evil, through an increasingly widening aperture. This included tours at the National Reconnaissance Office, where I first ran into cleared industry and something called the Defense Investigative Service, or DIS, as well as the FBI. I also had a hand in five organizational restructures, divestitures, or mergers in the last two decades at CIA. Interestingly, not unlike today's DCSA merger, these events were all spurred on by an event or crisis. The challenge then, as it is now, was to reduce impulsive instincts and enact changes that were well thought out and executable. These years also cemented my appreciation for the fundamental precept of this business: While there are thousands of moving parts in any security enterprise, it all boils down to two questions: Can I trust the individuals that work in and with the federal government, and am I operating in safe and secure physical and virtual environments?

After retiring from CIA, I joined Northrop Grumman. During my five years there, I saw most of the same problems, but often from a different end of the telescope. That view was both enlightening and challenging and served to reemphasize one of the key lessons I learned over the years: the importance of partnership. Three years ago, I joined NBIB as it was officially standing up. Its predecessor organization had faced a rough road, caused by one of those crisis events. But in the months leading to the standup, a lot of folks worked hard to lay the groundwork that paved the way toward the success we see today in investigative inventory reduction and process improvement.

And now we have another opportunity!

Q: The standup of DCSA brings together three major organizations: the former Defense Security Service, the National Background Investigations Bureau, and the DoD Consolidated Adjudications Facility. How do you break down existing stovepipes and create one cohesive organization?

A: Fundamental to success in any merger is getting to know and embracing the new and broader mission set and developing the relationships that are essential to mission execution. There was a long stretch between the administration's decision and the executive order that authorized that action. During that time, the employees in all the impacted organizations began to meet. This merged approach transcends a formal organization chart. In fact, the development of these relationships and the gaining of greater insight into the mission and business processes should, to a large extent, drive the formation of the organization and not the reverse.

Q: What do you see as the biggest strengths of this new organization?

A: First, the obvious one: We have an organization that provides a broad set of end-to-end processes in support of the U.S. government. This agency services the Department of Defense (DoD) and over 100 other federal entities, engages with 12,500 cleared facilities, and conducts investigations on about 2 million individuals each year. This cross-cutting approach is fundamental to ensure the government has a trusted workforce and trusted workspace — real or virtual — to conduct vital national business.

Second, the combination of business areas creates career and personal growth opportunities for all our employees. It starts across the organization to learn and understand how all the moving parts of this enterprise come together to provide a comprehensive protection program. As we move into the future, it will further enhance individual growth into leadership roles with greater appreciation of the complexities of this mission.

Q: What do you see as the biggest challenges?

A: We are coming together at a time when there are significant changes afoot in the counterintelligence and security world. These cross all our business areas to include how we think about trusted humans, how we think about protecting the life cycle of something that is secret or sensitive, and how we think about and counter our traditional and emerging enemies. We have a big role in these national-level activities and need to ensure that we balance the need to innovate the processes, while staying focused on why we do any of this.

Q: What is your message to our partners?

A: To our government partners, I would say we have been working well together for years and nothing in this merger should change our focus or inhibit our relationship. As DCSA evolves, we will look for new opportunities to provide you with better tools and products to enhance your programs.

To our industry partners, I've been where you are and understand many of the challenges. Our guidance and instruction must be clear, consistent, and executable. We need to work together on executing the program, and we will keep a firm focus on these aspects.

To the DCSA workforce, I may have already said enough above, but in short: this is an exciting time to be in this business. We are often defined by organization charts, regulations, state lines, etc. — and we must honor all that — but our success in both short and long terms will be defined by “us” and our collective effort against the threats from a very real “them.” I am happy we are all joining together for this mission.



IN THEIR OWN WORDS

For this commemorative issue, ACCESS Magazine went straight to the workforce to hear “in their words” what it’s like to work at the Defense Counterintelligence and Security Agency (DCSA). We got responses from employees all over the country, across DCSA’s diverse mission sets. Adjudicators, Industrial Security Agents, and Background Investigators alike answered questions such as: What do you want the rest of DCSA to know about your job? What do you love about your job? What is challenging? What have you learned? What has changed? What do others not know about your job? And how does your job contribute to the agency’s larger mission? The following are their responses.



Mykal Cummins

*Background Investigator,
Field Operations*

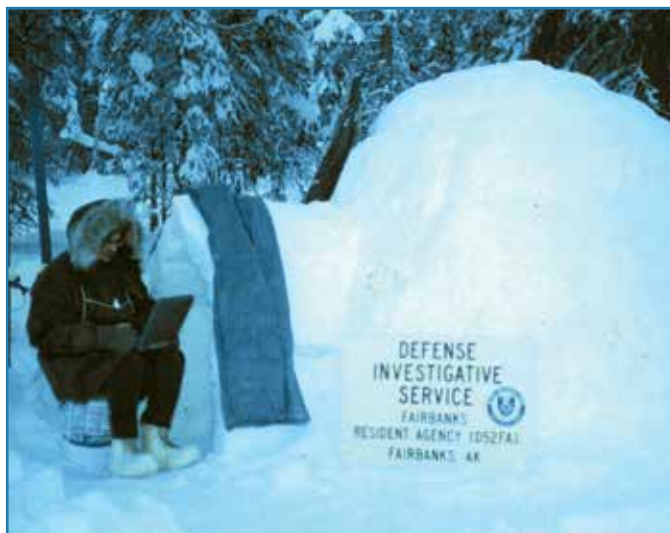
The background investigation process itself is important to the agency’s larger mission because of the impact investigations have on public trust and national security. Background investigations assist the U.S. government in its obligation to determine the reliability and trustworthiness of its personnel. The quality of investigations — taking the time to complete the case to standard the first time — is extremely important. The extra time it takes to produce a quality product pays off in the long run, especially because there are a wide variety of case types that require different kinds of fieldwork. There is a lot of critical thinking, preparation, and planning that goes into the background investigation process.



Ivory Lawrence

*Personnel Security Specialist,
Vetting Risk Operations Center*

My job is customer focused, meaning, I primarily focus on communicating with stakeholders to share personnel security process and procedures, provide current information, clarify DoD/DSS personnel security policy and guidance. I expedite and process cases for key management personnel, which require immediate attention due to loss of employment and loss of facility clearance. I also analyze and review security applications for personnel security determinations for industry personnel identified to work with classified national security information based on the 13 adjudicative guidelines.



Defense Investigative Service offices in Fairbanks, Alaska.



Ann Marie Smith

*Industrial Security Agent,
San Francisco Field Office*

As an Industrial Security Agent (ISA), I work as the primary touchpoint for facilities to ask questions, acquire approvals, understand requirements, and assess risk under the National Industrial Security Program (NISP). This requires critical thinking skills and a holistic understanding of all security disciplines. An ISA coordinates the efforts of other agency elements, interacts with facilities, and relies upon them to expertly perform in their specialty areas. DCSA brings together all elements of the NISP in our recently restructured Risk-based Industrial Security Oversight (RISO) execution, and the ISA is the center of that interaction.



Paige Blache

Program Manager — Special Access and International Programs, Industrial Security Integration and Applications

Action Officers in Special Access and International Programs provide oversight that is not high profile but is critical in many ways. Our unique tasks challenge us to apply specific security measures, with the rich payoff of knowing that we contribute to national security in ways that are impactful to the highest degree. The work of International Programs never stops because — whether government shutdown, terrorist attack, hurricanes, or blizzards — our mission-essential functions must continue, ensuring that our international security arrangements are honored. The world doesn't stop because we do. So during down times, there are Action Officers deployed to guarantee that the business of defense continues, securely transferring equipment, data, and personnel around the globe.



Carlos Hernandez

*Adjudicator,
DoD Consolidated
Adjudications Facility*

As a former Army officer and in my current capacity as a supervisor for the CAF, I want our new DCSA community to know that my job is extremely sensitive, diverse, relevant, and life-changing. Here is why: it is sensitive because we actively protect personal information from falling in the wrong hands. Diverse in terms of workforce cultural backgrounds, education levels, subject matter expertise, and the population we serve. Relevant because we are ultimately responsible for supporting national security efforts by making quality and timely security clearance eligibility determinations for the Department of Defense and Fourth Estate agencies. And life-changing because those eligibility determinations could potentially be the difference between preventing unauthorized access to classified information by untrustworthy individuals, and/or an internal threat incident from ever occurring.

DID YOU KNOW



The federal government's use of Secret, Confidential, and Private classifications can be traced back to the War of 1812.



Vivien Bracken

Investigative Assistant, Field Operations

I like my job as an Investigative Assistant (IA) because everyone is dedicated to the mission, and my supervisors as well as my peers genuinely care about me as a person and my professional growth. I give my best everyday remembering that national security is at risk. I know that as an employee, I play a role in protecting this great nation. The most important part about my work is our mission: we are the first line of defense in national security. This job requires paying attention to detail, especially when conducting records searches, which I have to make sure to report accurately. It also requires the ability to adapt to changes because regulations and policies are constantly changing.



C.M. Davis

*Background Investigator,
Field Operations*

We are the soldiers working on the frontline, vetting personnel for public trust and national security positions. We are the first layer of security when it comes to protecting the federal government. Our job has a big impact on our agency's overall mission. We do the initial and ongoing work that puts the defense, counterintelligence, and security in our agency's name! The most important aspect of our jobs is vetting personnel to the best of our abilities. The more planning that investigators do ahead of field time results in a quicker investigation and productivity.




IN THEIR OWN WORDS



Joe Gandia

*Background Investigator,
Field Operations*



I strongly believe the federal workforce is the most important contributor to our nation's might, advancements, and world-leading efforts. Yet, when compared to other physical assets such as our nation's infrastructure, computer systems, technology, and military power, the federal workforce is still the most vulnerable and susceptible to attacks, blackmail, and coercion. One cannot stop all insider threats. However, I believe that when our duties as Background Investigators are executed with thoroughness and seriousness, it produces a workforce capable of preventing the vast majority of insider attacks to our nation.

COUNTERINTELLIGENCE BY THE NUMBERS



49,000

Raw Reports from Industry



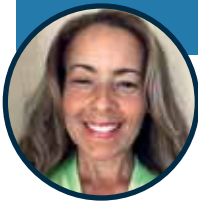
8,700

Suspicious Contact Reports in a Year




8,500

**Intelligence Information
Reports Produced**



Dora Stewart

Background Investigator, Field Operations



My job helps ensure the security of our nation. As a Background Investigator, I directly contribute to the customer agency's ability to differentiate individuals who are reliable, trustworthy, of good moral character, and unwavering in their loyalty to the United States from those who are not. I've learned that you should never think that you've heard it all. Something new and challenging happens every day in this job. The most important aspect about my job is ensuring that Adjudicators have the most accurate information so that a proper decision can be made.



Rochelle Foster


Registrar, Center
for Development of
Security Excellence

I like to think that my job has a direct correlation to the agency's mission. As a leader at CDSE, I am committed to the actions of others setting standards of excellence in their work, which supports securing the business operations of our nation's critical assets. The Office of the Registrar has the distinct role of administering a wide variety of quality student support services to DoD security professional and industry partners as they seek to meet their professional development needs. I don't always have or know all the answers, contrary to what some people may believe about their leaders. From time to time, I seek the insights of my employees to explore creative and innovative solutions for alternative options. After 10 years of leading the Office of the Registrar, it is still a learning process that compels me to keep learning with my staff, not just lead them.



Steven Saulnier

Industrial Security Agent, Alexandria Field Office



As an Industrial Security Agent (ISA), I enjoy the fact that every day is different, whether it's cross directorate collaboration within DCSA or with our stakeholders in government and industry. Partnering with other DCSA directorates and all our external stakeholders is critical to the success of our mission. Educating and partnering with government and industry has been one of the highlights of the job. The most important thing that we do as ISAs is to be that primary point of contact with industry and government partners — providing clear and accurate security guidance throughout the National Industrial Security Program (NISP).



Angela Bass

*Background Investigator,
Field Operations*

My job contributes to the agency's larger mission as my colleagues and I are often the first line of defense in preventing someone from infiltrating our nation's military or government service. It is important for those not involved or familiar with the background investigation process to understand that Background Investigators are not just interviewing people, they are trying to put the pieces of a puzzle together. It is important that every person I interview or conduct business with is treated with respect and that their individual situations or issues are not judged.



Deana Piotrowski

*Supervisory Agent-in-Charge,
Field Operations*

Being a Supervisory Agent-in-Charge (SAC) is a job I truly like for so many reasons, in particular the ability to teach, coach, and train our staff one-on-one. The job that Background Investigators do is critical to the background investigation process and can directly impact national security. There is nothing more satisfying than spending time developing your employees and making them successful and satisfied in the work that they complete each day. I also enjoy building relationships within our community and creating a positive impact with local agencies and businesses.



LaTonya Turner sings the national anthem at the annual Memorial Day wreath laying ceremony at the Russell-Knox Building on May 23, 2019.



Eric Hayes

Adjudicator, DoD Consolidated Adjudications Facility

As an Adjudicator, I enjoy the challenge of figuring out the "whole person" to assess loyalty and trustworthiness. I've learned that each case is like a wrapped gift because you don't know what's inside until you open it. Sometimes you get what you want and other times it is an ugly sweater. When the investigators and analysts create a great product, their work truly makes a difference! You learn to be fluid because change is constant. In four years, I've seen guidelines, tracking systems, and policies overhauled. Like the rest of the community, you must be a critical thinker, but others should know we excel at time management. Focusing on what is relevant is how we close so many cases every day. It feels great knowing that I help detect insider threats and keep our country safe by only allowing trustworthy and reliable people to do important work.



Troy Nethercott

Background Investigator, Field Operations

We obtain records and personal testimony that contain facts in order to assist in the vetting of cleared individuals, ensuring their trustworthiness and suitability for the position they hold with the U.S. government. We provide Adjudicators with an accurate, unbiased, and thorough snapshot of an individual so that they can make an informed decision. Everyone's participation is vital, as we can only report what is given to us.



Tiffany Tai

Background Investigator, Field Operations

We are the first and last line of defense of ensuring a trusted workforce. In the field, Background Investigators notice trends and encounter unique situations. We interact with individuals directly, whereas analysts and reviewers look at profiles on paper. We're information gatherers, and that helps to keep our country safe. When we collect information, we learn and share our observations and findings with our teams to better equip all Background Investigators.

DID YOU KNOW

The first Personnel Investigations Processing System (PIPS) mainframe was installed at Boyers, Pa., in 1984.



Amanda Collado

Personnel Security Manager, Office of Security

I started with DCSA in April 2016 and currently serve as the Personnel Security Manager. In my current role I lead a team of security professionals to execute and enhance personnel vetting programs for the entire agency. My favorite part about my job is working with people and resolving personnel security issues. My job contributes to the agency's larger mission by providing clearance validations and indoctrinations for new government employees, initiating and monitoring clearances and investigations, working through continuous evaluation enrollments and reports, monitoring and reporting adverse information, and serving as a liaison to a number of other agencies.



Mbaye Konte

Background Investigator, Field Operations

As a Background Investigator, I play a pivotal role in the personnel vetting process. My responsibilities within the investigation are part of the agency's larger mission. However, I also understand the different dynamics that help with the investigative process. I share this responsibility with others that help support the agency's larger mission. The most important part of my work is conducting the subject interview.



Billie Jo Boss

Operational Support Specialist, Field Operations

As an Operational Support Specialist, I work behind the scenes to support the field's mission. Patience is key in dealing with so many different personalities and levels of skill sets. Every day is something new and you never know what it will bring. It is nice that leadership reaches out for our input on issues and decisions that affect our daily duties. Sometimes people forget the art of customer service, and being in support services, we work on a lot of internal customer service. This is just as important as the external services that we provide.



Eva "Cory" Kirkland

Background Investigator, Field Operations

Background Investigators vet the federal workforce! We are the first line of defense at keeping the federal workforce, military, and civilians safe. We are knocking on doors, pounding the pavement, pulling records, and confronting subjects. This is all done to give the best product we can, so that Adjudicators can determine if the applicant is suitable to be in a position of trust and have access to classified information. On top of that, we must do it in a timely manner. We do more than just a few source interviews a day. There is a lot of behind-the-scenes activity that must get accomplished. Our mission to vet the workforce is the most important part of my job. The government relies on us to make sure people are trustworthy and loyal to the United States.



IN THEIR OWN WORDS



Virtre Tiggle

*Supervisory
Agent-in-Charge,
Field Operations*

As a Supervisory Agent-in-Charge (SAC), I find the most important parts of my job are ensuring that the agency's mission and making sure my staff are successful. We contribute to the agency's mission by ensuring the success of the Background Investigators we support, who are working cases that impact our national security. The SAC position is more than managing the workload of a team. It is multifaceted, and every day is different. Seeing my team grow and become better at their work is what I really enjoy.



Kelly Christensen


Background
Investigator,
Field Operations

A complete investigation is an integral first line of defense in keeping the United States safe. Background Investigators do our best to ensure only the best qualified, professional, and trustworthy candidates are employed by the U.S. government. We thoroughly vet applicants and follow through on information that could prove to be problematic and/or dangerous. Our nation's security and public trust are the most important. Most people have no idea that the investigative process is ongoing, that people aren't cleared once and forgotten. They also don't know how much time Background Investigators spend behind the wheel and to what lengths they go to get an interview. The goal is always the same: deliver a quality product in a timely manner and ensure a workforce of the highest integrity.



Rebecca Webb

Background Investigator, Field Operations



Background Investigators are the face of the agency — we are the true stewards of the investigation. We are the seekers of truth and are responsible for painting an image of an individual that reflects what is honest, whole, and unbiased. One of the most important parts of our job is obtaining a well-rounded perspective of the individual who is seeking a position of trust within the government. This position requires constant self-motivation, vigilance, and determination from the scoping of cases to the transmission of typed reports.



Robert Manson


*Supervisory Personnel Security Specialist, Vetting
Risk Operations Center*

As a Division Chief in Operations in the VROC, my job is all about providing leadership and expertise; but most importantly, it is about coordination, relationship building, and maintenance. I spend a lot of time reaching out to various components of DCSA and contacts established outside of the agency to support the DCSA and VROC mission. It can be a challenge putting myself out there to people I don't know — yet. I've learned that DSS, now DCSA, has evolved tremendously. VROC is host to perhaps one of the most significant personnel security reforms, the Continuous Evaluation (CE) program.



Joseph Cashin

Field Office Chief, Philadelphia Field Office



The role of a Field Office Chief (FOC) is like no other in the agency. It operationally implements all disciplines in administering protections for national security information. The FOC is ultimately responsible for ensuring that we identify, respond to, and assist industry in effecting countermeasures against threats from our adversaries. In doing so for those cleared defense contractors in my area of responsibility, I ensure that the industrial security agents partner with our collocated counterintelligence agents and Information System Security Professionals (ISSPs) to understand all aspects of classified performance, including unclassified facets such as supply chain and information technology issues. This provides surety to developing protective measures through all aspects of a facility's business process and provides the U.S. government an uncompromised deliverable.



Robert Patterson

Background Investigator, Field Operations

The role of a Background Investigator is a crucial step in the mission of ensuring a trusted workforce. The work we do weeds out individuals who have an increased chance of compromising the security of the United States. That work has a ripple effect on the entirety of the vetting community and the federal government. Integrity is everything. Through interviews and our thorough investigative products, we ensure that Adjudicators are equipped to determine which individuals are of the highest integrity to work in roles directly impacting national security.



Selena Hutchinson

Deputy NISP Accreditation Officer, Industrial Security Field Operations

The NISP Accreditation Office (NAO) authorizes and continuously monitors the protection of classified DoD data residing on cleared contractor information systems. This is accomplished through the National Institute of Standards and Technology (NIST) Risk Management Framework (RMF) process and associated security controls. We apply standards for these classified systems consistent with the standards imposed by DoD on their own classified systems. Sometimes engaging with cleared industry can be challenging as they are often motivated by factors that we're unaware of and vice versa. No matter how much we think we're communicating guidance or other details, there is always room for improved communication.



Rachel Cassant

Background Investigator, Field Operations

Others may not realize this, but Background Investigators are the first line of defense to insider threats. I hold the responsibility to ensure individuals are properly investigated so that Adjudicators are equipped with the information they need to determine an individual's suitability for public trust and national security positions. One of the most important aspects of this job is having a functional understanding of counterintelligence and how it plays a role in the agency's broader mission.



Julie Wehrle

Curriculum Manager, Center for Development of Security Excellence

The CDSE Education Program curriculum offers tuition-free, graduate- and college-level courses that support the security education mission requirement to U.S. government civilian and military personnel worldwide. My job helps ensure that these government employees and military personnel, who seek leadership positions and responsibilities in DoD and elsewhere in the U.S. government, have the knowledge, critical thinking skills, and abilities to meet the challenges of their positions and make informed decisions.



OPM employees pose for a picture at the Federal Investigative Services Division, in Boyers, Pa.

IN THEIR OWN WORDS



Joelle Neufang

Background
Investigator,
Field Operations

Our mission is to deliver efficient and effective background investigations to safeguard the integrity and trustworthiness of the federal workforce. My job contributes directly to that mission as I am in the field every day conducting interviews, following up on leads and information, reviewing records, and making observations that are crucial to the delivery of efficient and effective background investigations. Our national security must always be the priority. A thorough background investigation on personnel in positions that could harm our nation's security is paramount to protecting our country, people, and interests.



Andres Hipolito

*Investigative Assistant,
Field Operations*

My job as an Investigative Assistant (IA) contributes to the mission of thorough and efficient background investigations by providing clerical and office support to my peers, Background Investigators, and to leadership. The IAs across the nation are the backbone of the agency and our success in this position supports the agency's ability to successfully complete its mission. It's an honor to be part of the team that is responsible for vetting federal, military, and contractor personnel.

DID YOU KNOW



Fingerprints became mandatory in 1951 for all security clearances.



Megan Clapp


Personnel Security Specialist,
Vetting Risk Operations Center

There is a lot of collaboration that occurs in the Continuous Evaluation (CE) program. The information found through CE involves a lot of contact with insider threat hubs, security components, the DoD CAF, and government stakeholders. There's a lot of team work behind one CE alert before the information in an Incident Report is adjudicated. The most challenging part of my job is helping Security Management Officers (SMOs) and Facility Security Officers (FSOs) change the stigma that a program like CE is designed to take away clearances, rather than get ahead of potential risk and help individuals get assistance. By educating the cleared population about the CE program, more individuals and employee assistance programs can be referred resources to mitigate stressors before incidents occur.



Lauren Leahy

Adjudicator, DoD Consolidated Adjudications Facility



Less than a year ago, I was a school psychologist working with children with special needs. A friend suggested my psychology degree and experiences would be an asset in personnel security even though I did not have a background in criminal justice. What most people do not know about adjudications is that subject matter expertise in a wide range of topics is necessary, such as history, criminal justice, psychology, current events, public policy and law, and so much more. My job is vital to the mission of DoD. I and other adjudicators make decisions daily that protect our national security and ensure only trustworthy individuals are eligible to access sensitive positions and information.



Laura Baker

Region Action Officer, Capital Region

Over the past eight years, my position has evolved to include overseeing Region Quality Assurance and metrics, assisting with headquarters tasks and operational projects in support of the Regional Director and Capital Region Field Offices, and assisting with all elements of Risk-based Industrial Security Oversight (RISO) and its development. Our position is an extension of the Assistant Region Director to ensure regional operations run smoothly and in accordance with our larger mission. DCSA's best assets are its people, and that is evident in the camaraderie and partnerships I have built throughout my career here and in industry.



DSS Director Stan Sims (center) commemorates graduates of the Fundamentals of Industrial Security Level 2 (FISL2) course on June 14, 2013.



Steven Postle

Background Investigator, Field Operations

The background investigative field allows me to be out front to ensure a trusted workforce. We gather critical information from sources and subjects that couldn't otherwise be obtained through any other means. There is a reason why Background Investigators are critical to the agency's mission. Background Investigators build rapport with sources, and through that rapport, gain insight into someone's character, conduct, and integrity that might never have been captured through automated processes. I firmly believe Background Investigators add value to the agency's critical mission. We investigate all personnel thoroughly, and with the same level of scrutiny, determine whether the person being considered for a position of public trust or national security is trustworthy.



Dennis Daniels

CUI Operations Officer, Industrial Security Integration and Application

As the Controlled Unclassified Information (CUI) Operations Officer, I manage all day-to-day operations for the DCSA CUI Division. I assist the CUI Division Chief with overseeing and managing the CUI program element, as well as developing and executing DCSA's portion of the CUI program. One of the best things about my job is the outstanding command climate created by my leadership. I work with outstanding colleagues who are very supportive. In addition, the CUI mission allows me to collaborate with other agencies throughout the Department of Defense.



Elizabeth Johnson-Recosana

Investigative Assistant, Field Operations

As an Investigative Assistant (IA), I make sure that the Background Investigators I work with have what they need to do their job. I keep track of our supplies, ensure accurate file retention, process timesheets so that everyone gets paid for their efforts, and do my best to mitigate any unexpected issues that arise. I've learned how each aspect of a background investigation can impact the overall process. Having a good working relationship with my team, as well as the other IAs in the office, is critical as many aspects of this job depend on timely collaboration. While some tasks are universal, each IA's responsibilities can vary greatly from team to team.



IN THEIR OWN WORDS



Marc Brandsness

*Program Manager, Center for
Development of Security Excellence*

The Security Professional Education Development (SPeD) Program

Management Office is the premier provider of professional credentialing products, program management, and support services to the federal government. This is our divisional value proposition and one of our core visions as we collaborate through our functional manager, the DCSA Director, to advise and assist DoD equities and our federal partners driving workforce development solutions. The influence and impact a small group of people can have on the greater federal security enterprise is enormous. As I answer this question I'm preparing to receive and brief security professionals for the Department of Justice.

EDUCATION BY THE NUMBERS



1.3M

Educational Course Completions



4

National Level Accreditation Certifications



540,000

CDSE Toolkits Used



33

ACE Credit Courses

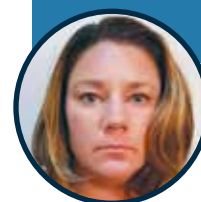


Jessica Lewis

Background Investigator, Field Operations

My job contributes to the agency's larger mission because we ensure that the right people are being employed in the right positions to

maintain our nation's safety and security. Requirements per case type have changed, giving more focus to the issues in order to determine a person's suitability to maintain a position of public trust and national security. The most important thing about my job is the work that I do every day, knowing that we all play a role in keeping our nation safe.



Carrie Hibbard

Background
Investigator,
Field Operations

As a Background

Investigator, I need to be flexible. I work independently, yet I am also part of a cohesive team that regularly help, teach, and learn from each other, working together to meet the agency's goals. I interact with the public, and every day is different. We are the first line of defense, adding an essential human element to the background investigation and clearance process. This human element is often crucial to identifying threats and issues that directly impact the agency's mission. I believe that it is most important for Background Investigators to conduct their duties with integrity and never lose sight of the purpose of their duties.



Randall S. Stacey

Senior Industrial Security Agent,
Herndon Field Office

As a Senior Industrial Security Agent (SISA), I am the primary DoD security interface for cleared contractor locations in the Quantico, Va., area. Both the Navy and Marine Corps contact me on a regular basis with questions and situations with cleared contractors. The complexity of the job can be overwhelming at times. Often, I find myself working as the intermediary between the contracting agency and the contractor. We are expected to use critical thinking and logical judgment to make the best decision on the way forward. In the field, we often say we are "jacks of all trades but masters of none."



DSS counterintelligence employees pose for National Sweater Day.



Kevin Flowers

*Field Office Chief,
San Francisco Field Office*

Being a Field Office Chief (FOC) is the most rewarding and challenging job I have ever had in my 30 years working for this agency. Leading a team of professionals making a difference in the protection of critical technology is truly rewarding! I know we are making it harder for our adversaries to get our critical technology. In doing so, they expose themselves leading to their identification and neutralization. The impacts that my team has made are truly phenomenal.



Faina Lunn

*Background Investigator,
Field Operations*

Being a Background Investigator means knowing that I am the first line of defense in protecting our nation. My job contributes to the agency's larger mission by thoroughly investigating individuals to ensure a trusted workforce. The most important thing is knowing that every case belongs to an actual person and their career. We are in a position that if we do not conduct our work with integrity, it can jeopardize someone's clearance, position, and ultimately their livelihood.



Ryan Delaney

*Background Investigator,
Field Operations*

I believe my job is essential to the agency's larger mission. Without dedicated Background Investigators conducting interviews, gathering records, and information, the overall trust we have in the federal workforce would not be possible. The most important part of my work is ensuring a complete and accurate report of the subject and source interviews. We give the necessary information to fellow Background Investigators and DCSA's customers to ensure they can assess an individual's trustworthiness to work in specific programs and have access to sensitive information.



Michael Ray

*Supervisory Personnel Security
Specialist, Vetting Risk
Operations Center*

VROC is a fun and exciting place to work! With all the changes on the horizon in personnel security (such as Trusted Workforce 2.0), the environment is one that is dynamic, and VROC is helping to shape that new and improved environment. VROC is successful because we all work together as a team, from the director to our personnel security specialists, we all roll up our sleeves and get the job done. There is a sense of accomplishment when we can resolve issues for our stakeholders and know that our actions enabled a trusted individual to be able to support the warfighter.



On April 19, 1995, an ammonium nitrate fuel bomb, packed into a rented Ryder truck, exploded at 9:02 a.m. near the north side of Alfred P. Murrah Federal Building in downtown Oklahoma City, Ok. The explosion killed 168 people, demolished nine floors of the Murrah Building, and left a 30-foot-deep crater in the city square-block.

The Murrah building housed a mixture of government offices, including that of the Defense Investigative Service (DIS), the predecessor of the Defense Security Service and the Defense Counterintelligence and Security Agency (DCSA). Of the twelve employees housed in DIS's Oklahoma City Field Office, five were killed: Robert Westberry, Harley Cottingham, Peter DeMaster, Norma 'Jean' Johnson, and Larry Turner.

In the face of the tragedy, the DIS community came together and worked with Central Region personnel to assist and comfort to the families of the deceased, as well as the seven surviving co-workers who were not in the office at the time of the bombing.

To commemorate the lives of the men and women taken too soon, each victim is remembered:

Remembering Those Lost



**Special
Agent-in-Charge
Robert Westberry**

Westberry was born in Miami, Fl., and raised in Daytona Beach. He became a Daytona Beach police officer and later served as a Florida Highway Patrol trooper before joining the Naval Investigative Service as a criminal investigator. Westberry became a charter member of DIS in 1972 and served in a variety of assignments. He served in the San Antonio Field Office until he was reassigned to the Special Investigations Unit at Headquarters. From there, he was assigned as the Special Agent in Charge of the Columbia, South Carolina Field Office. In 1992, he moved to the Oklahoma City Field Office, where he was the Special Agent-in-Charge.



**Special Agent
Harley Cottingham**

Cottingham was born in Omaha, Ne. He served in the United States Navy, which included service in Vietnam. After receiving an honorable discharge, he graduated from the University of Nebraska with a bachelor's degree in criminal justice. Cottingham left the private sector to join the Veterans Administration in Lincoln, Ne., where he worked as a veterans' outreach counselor. He joined DIS in 1985 as a Special Agent in the Omaha, Nebraska Field Office. He was also reassigned to the Colorado Springs Field Office before being reassigned to the Oklahoma City Field Office in 1991.



**Special Agent
Peter DeMaster**

DeMaster was born in Minneapolis, Mn. He earned a bachelor's degree in mathematics from the University of Wisconsin-Superior. DeMaster joined the Air Force as a second lieutenant, where his duties included serving as an instructor in air surveillance techniques. He remained in the Air Force Reserve until 1992. DeMaster worked with the Internal Revenue Service and the U.S. Postal Service before joining DIS in 1983. His career with DIS was as a Special Agent assigned to the Oklahoma City Field Office.



in Oklahoma City




**Secretary
Norma "Jean"
Johnson**

Johnson, known as "Jean," was born in Bartlesville, Ok. She spent most of her life in Oklahoma and most of her personal time raising, breeding, and showing horses. She held clerical positions in the Oklahoma City Police Department and the Oklahoma County Sheriff's Department. She also worked for the Air Force Logistics Command and Defense Logistics Agency, both located at Tinker Air Force Base. Johnson joined the Oklahoma City Field Office as a secretary in 1989.




**Special Agent
Larry Turner**

Turner was born in Port Hueneme, Ca. He graduated from Drew High School in Monticello, Arizona. After several years in the private sector, he obtained a position as a state trooper with the Oklahoma Highway Patrol. While serving with the Highway Patrol, Turner earned a bachelor's degree from Central State University in Edmond, Ok. He joined the Oklahoma City Field Office as a Special Agent in 1986.



**For more information
about the Oklahoma City
Memorial, please visit:**



oklahomacitynationalmemorial.org

Photo by: Petty Officer 3rd Class Casey S. Scoular



EXECUTIVE ORDER

April 18, 1972 #
NUMBER 5105.42

ASD(C)

Department of Defense Directive

SUBJECT Charter for the Defense Investigative Service (DIS)

- Refs. : (a) DoD Directive 5200.26, "Defense Investigative Program," February 17, 1971
(b) Delimitations Agreement of February 23, 1949
(c) DoD Directive 5200.27, "Acquisition of Information Concerning Persons and Organizations not Affiliated with the Department of Defense," March 1, 1971
(d) 10 USC 133

I. GENERAL

Pursuant to
by ref

vested in the Sec
se Investigative
operating agency
direction, auth

