



DEFENSE COUNTERINTELLIGENCE AND SECURITY AGENCY  
SECURITY TRAINING DIRECTORATE

# FORWARD TOGETHER

SECURITY TRAINING DIRECTORATE  
FY22 ANNUAL REPORT

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## MESSAGE FROM THE ASSISTANT DIRECTOR



I am very pleased to present the Defense Counterintelligence and Security Agency (DCSA) Security Training Directorate (ST) Annual Report for Fiscal Year 2022 (FY22). The Directorate was formed in 2021 by bringing together three highly accomplished organizations with the common aim of preparing security professionals to protect our nation's most critical assets. As a unified organization, we deliver high-quality, relevant, and timely training, quality assurance, research, and support so our customers can tackle the existing and emerging threats to our nation.

This past year, ST focused on how we could combine and leverage our collective capabilities to do even more to meet our customers' evolving needs. Our leadership created a vision of a more efficient and effective organization and together we crafted a thoughtful strategic plan that will guide us toward that brighter future. We continue to implement changes across the Directorate that will improve the way we work with our customers and partners while enhancing the diverse offerings that are critical to their missions.

In addition, ST continued to deliver products and services that develop the capabilities of our mission partners. We expanded our instructor-led virtual and in-person trainings

for security professionals. We held virtual conferences to connect industry, government, and military personnel with security thought leaders and enhance attendees' knowledge and skills. We conducted on-site inspections of federal polygraph programs and furthered research to improve credibility assessments. Our goal is to ensure that our customers receive the services they need, when and how they need it, to support their success.

As Assistant Director, it is my duty to not only deliver on our mission for our customers, but also to provide a world-class customer experience. I am proud of the work we have done thus far to increase our capacity to proactively meet our customers' needs in innovative and collaborative ways. In the coming year, we will continue to develop our workforce and streamline our operations to create an organization that exceeds customer expectations.

We know that our nation's security depends on our success. As one Directorate, we will continue to provide the essential capabilities that enable security professionals to defend our nation from the threats of today and tomorrow.

Very respectfully,  
**Mr. Kevin Jones**  
*Assistant Director, Security Training*



# WHO WE ARE

Established in 2021, the Defense Counter-intelligence and Security Agency (DCSA) Security Training Directorate (ST) develops the capabilities of security professionals across the Defense Security Enterprise and other federal organizations, where applicable, to prepare them to address tomorrow's challenges.

ST equips the nation's gatekeepers to protect our most critical assets by providing them with security training, education, quality assurance, and research. To be successful, we must have the operational agility to rapidly respond to the needs of the Defense Security Enterprise and develop and deliver curricula

that build tangible capabilities and close gaps in abilities as they arise. The activities of our customers span a broad spectrum of security areas, including credibility assessment, industrial security, information security, personnel security, physical security, special access programs, and insider threat.

ST was formed by bringing together three centers that provide security-related training to DCSA personnel and other cleared government personnel: the Center for Development of Security Excellence

(CDSE), the National Training Center (NTC), and the National Center for Credibility Assessment (NCCA). When DCSA was established in October 2019, CDSE was previously aligned under DCSA's predecessor, the Defense Security Service (DSS) and NTC was

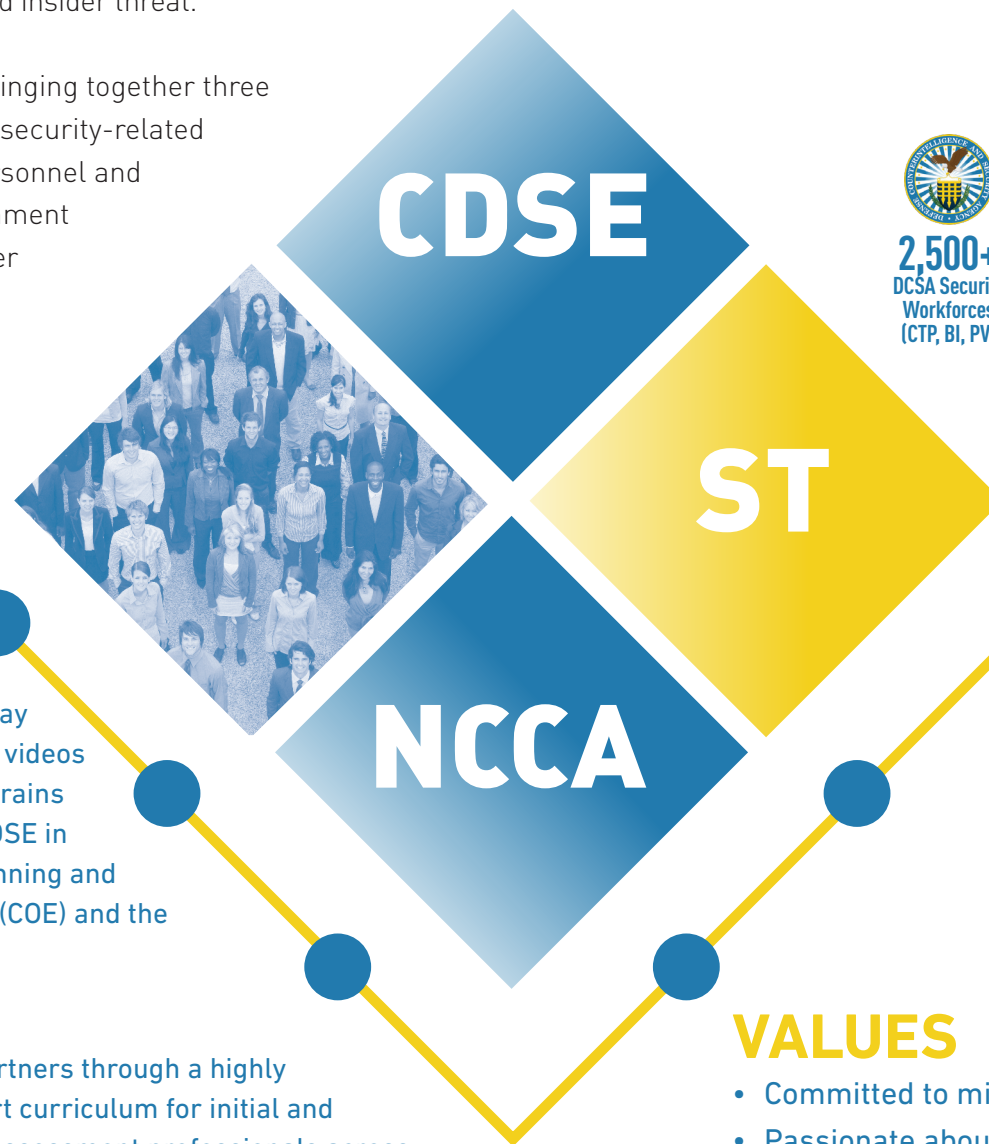
moved into the newly formed agency. Two years later, NCCA joined DCSA, NTC joined CDSE as its Background Investigations (BI) Training Division, and ST was established as an organization unifying CDSE and NCCA.

## Center for Development of Security Excellence (CDSE)


For over ten years, CDSE has been the DOD's premier provider of security training, education, and certification and has branched out to serve personnel across the Federal Government, industry under the National Industrial Security Program (NISP), and DOD-sponsored employees of foreign governments. In addition to virtual and in-person courses, CDSE offers a wide array of resources, such as job aids, webinars, security awareness games, and training videos to prepare and assist security professionals throughout their career. NTC, which trains background investigators and investigation case analysts, was included within CDSE in 2021 as the Background Investigation (BI) Training Division. CDSE is an award-winning and nationally recognized entity, accredited by the Council on Occupational Education (COE) and the Federal Law Enforcement Training Accreditation (FLETA).

## National Center for Credibility Assessment (NCCA)

Established in 1951, NCCA supports nine DOD and 21 non-DOD federal agency partners through a highly qualified, well-educated polygraph examiner workforce. Providing state-of-the-art curriculum for initial and continuing education, NCCA plays a crucial role in the development of credibility assessment professionals across the Federal Government. NCCA has the statutory and policy responsibility for overseeing all federal polygraph programs and advancing those programs through the integration of new techniques and technologies. NCCA conducts continuous research and development activities, routinely delivering the next generation of innovative credibility assessment capabilities.



## AUDIENCES

-   
**2,500+**  
 DCSA Security Workforces (CTP, BI, PV)
-   
**13,000+**  
 Industry Facilities
-   
**20,000**  
 DOD Security Practitioners
-   
**4M**  
 DOD Workforce
-   
**1,000+**  
 Federal Polygraph Examiners
-   
 Federal Agencies
-   
 Foreign Governments

## VISION

Delivering innovative training and capabilities to safeguard the nation's critical assets.

## MISSION

Provide security products and services to ensure maximal human performance in credibility assessment, industrial security, information security, insider threat, personnel security, physical security, and special access program missions through training, education, quality assurance and research.

## VALUES

- Committed to mission
- Passionate about service
- Unwavering in integrity
- Driven to innovate
- Invested in people

## LEADERSHIP

- Mr. Kevin Jones, Assistant Director
- Ms. Erika Ragonese, Deputy Assistant Director
- Ms. Sharon Ward, Chief of Staff
- Ms. Barbara Campbell, Chief of Strategy
- Ms. Heather Mardaga, Director, CDSE
- Mr. Zach Vaughn, Director, NCCA

# ST STRATEGIC PLAN 2022-2027

## THE CHALLENGE

The scope of work of the modern security professional is ever-expanding, becoming more complex and unconventional in light of new technologies and the rise of power competitions between nation states.

## THE OPPORTUNITY

Coming together as one Directorate, we can leverage our collective strengths to make it easier to equip security professionals with the knowledge and skills they will need to face the threats of the future.

### PROACTIVELY ADDRESS CUSTOMER NEEDS

We strive to be the go-to place for security training for learners throughout their careers by providing thought leadership, shaping policy, and empowering customers to achieve their missions.



### VISION FOR OUR FUTURE



### COLLABORATIVE AND RECOGNIZED AS A GREAT PLACE TO WORK

We aspire to increase collaboration across our three geographies, find efficiencies across the two centers, and offer employees opportunities for development and advancement.

### INNOVATIVE & CUTTING EDGE

We aim to utilize cutting-edge design and delivery methods that drive results, and to leverage digital tools and data analytics to improve our offerings.



### OUR VALUE IS RECOGNIZED

We want to develop mutually beneficial partnerships where our work is recognized and resourced with funding, contracts, technology, and people necessary to meet evolving customer needs.



Learners learn **WHAT** they need, **WHEN** they need it, and **HOW** they want it.

## STRATEGIC GOAL

Empower and professionalize the security workforce to execute its mission through enhanced and standardized security education, training, and credentialing.

## STRATEGIC OBJECTIVES



**1** Advance products and services to meet the evolving needs of mission partners.



**2** Leverage technology to modernize the customer experience and rapidly deliver products.



**3** Partner to expand our customer base to promote the consistent application of security standards.



**4** Develop and empower an innovative and collaborative ST workforce capable of addressing the demands of the future.

## STRATEGIC OUTCOMES

**Credentials** (e.g., degrees, certificates, certifications) for professionals to earn to demonstrate academic achievements that signal security competence.

**Tools** that deliver training and assess credibility in new, innovative, effective, and efficient ways.

**Current, accurate, and relevant content** that is readily available to customers, enabling them to continuously perform and support evolving responsibilities that protect national security.

**Expanded skilled workforce** that further protects national security, and supports the DSE, other government agencies, industry, and foreign governments.

## FY22 HIGHLIGHTS

The past year was one of growth and advancement for the Security Training Directorate. The Directorate was officially established at the start of the year, as CDSE, NTC, and NCCA came together as one organization. The ST Leadership Team spent the first half of the year creating a common vision for the newly-formed Directorate and then crafting a five-year strategic plan to leverage and develop its collective competencies. We integrated the three legacy organizations through governance and the unification of common business processes. With a clear and compelling path forward, ST is well-positioned to build on its past successes and continue preparing security professionals to defend our nation's most critical assets.

The Directorate began to implement its strategic plan this past year with a focus on executing several top priority projects. These include the following:

- ◆ Ensuring BI and Adjudications personnel enroll in required functional training with minimum time between onboarding and training.
- ◆ Reinvesting in human resources, developing more virtual training offerings, and changing methods of delivery to increase NCCA's capacity to meet the demands of our IC agency partners.

- ◆ Defining and promoting learning journeys and credentialing roadmaps for security professionals and generating measures that customers and stakeholders can use as indicators of readiness.
- ◆ Developing a proven, repeatable methodology for analyzing, planning, and resourcing new training missions.
- ◆ Continuously enhancing and maturing existing fielded credibility assessment technology and transitioning to new technology for greater accuracy, reliability, and standardization.

We continue to work on these projects and others with results expected in the coming year.

In FY22, ST also expanded its capabilities with the addition of two key staff members. Renee O'Brien joined ST as our Chief Learning Officer, in charge of overseeing and improving our extensive training and education products and services. Working with Ms. O'Brien is Dr. Joselito Lualhati, a psychometrician who will help to evaluate and enhance the impact of our work. Together, they will streamline training development and delivery processes and ensure maximum effectiveness of our offerings..

Another achievement this past year was ST's partnership with the Program Executive Office (PEO) through the Security Education and Training System (SETS) Working Group. To ensure SETS would meet the needs of a wide range of stakeholders, the SETS Working Group met with stakeholders across DCSA to incorporate capabilities and requirements into the SETS value streams and activities. The group then interviewed 17 benchmark organizations with similar requirements to better understand how those organizations utilize their learning management systems (LMS) and what lessons they learned from implementing and operating their chosen systems. The results of this work will help implement a system that improves the ST customer and learner experience by reducing manual processes, making it easier to maintain learning products, enabling mass communication, ensuring security and compatibility with Controlled Unclassified Information (CUI), and improving identity management.

## FY22 BY THE NUMBERS



**4,294,695**  
course completions



**10,306**  
certifications and credentials



**240**  
courses offered

# CDSE FY22 OVERVIEW

“CDSE continued to provide the most up-to-date and relevant security products and services, adapting its technology to ensure our products reach everyone in this new hybrid work environment.”

— Heather Mardaga, Director, CDSE

During the fiscal year, CDSE accomplished many great things as the community continues to tackle this new, post-pandemic world and how training, education, and certification fit into that. CDSE delivered in-person instructor-led training (ILT), including the “Introduction to Special Access Programs (SAPs)” and “DOD Security Specialist Course (SSC),” while also providing virtual instructor-led training (VILT) courses. CDSE even delivered the DOD SSC in two modalities concurrently – synchronous (ILT) and asynchronous (VILT).

36

ILT/VILT iterations

1,089

ILT/VILT Completions

CDSE also expanded digital badging to all 37 American Council on Education (ACE) credit courses, which includes all Education Program courses and select training courses. This allowed students to share the credit recommendations earned from these courses in addition to the certification badges already available since FY21. In FY22, CDSE issued 2,374 digital badges across all programs. The use of these badges, as well as the increase in communication about the ACE program as a whole, contributed to 801 instances in which students transferred ACE credits to a college or university.

To further collaborate across DOD and industry, CDSE hosted three virtual conferences in FY22:

- ◆ The Virtual DCSA Security Conference for Industry (vDSCI), with over 2,300 attendees from industry

- ◆ The Insider Threat Awareness Conference, with over 1,500 attendees from government
- ◆ The Virtual DOD Security Conference (vDSC), with approximately 2,000 attendees from government and military

CDSE also hosted many webinars throughout the year, with the standout being our webinar about security and mental health. CDSE developed this webinar as part of the Defense Security Enterprise Advisory Group (DSEAG) effort to destigmatize mental health treatment for people holding a security clearance.

24,492

Live Webinar Attendees

23,763

Recorded Webinar Attendees

Process improvement was a goal across many of our programs. Specifically, the Security Professional Education Development (SPeD) Program Management Office (PMO) underwent significant changes including the addition of credentials, reaccreditation for certifications, and an updated user interface for its candidate management system.

In addition, CDSE continued to show the value of our products and services by receiving seven awards in FY22, including six Horizon Interactive Awards and the Learning Elite Bronze Award for Learning and Development.



155

Awards to Date



## RETURN TO THE CLASSROOM

As part of its post-pandemic reconstitution of the workforce, CDSE delivered ILT locally and via mobile training teams, including SAP in Maryland and Australia and DOD SSC in Maryland.

helps students use their time efficiently and saves on travel dollars across the DOD. By providing both options, these trainings allow students to play to their strengths, whether in the classroom or online.

In August, CDSE delivered the “Introduction to SAPs” course to 43 Australian nationals. This was the first instructor-led version of this course since 2019 due to the COVID-19 pandemic. Students were composed of service members, civilians, and contractors supporting the Joint Strike Fighter (JSF). CDSE has maintained its training relationship with the Australian government for 11 years, and Australia has requested continued CDSE support as it develops an Australian-specific course.

CDSE recognizes that the Enterprise still has a need for virtual training. Therefore, CDSE still offers the majority of its courses online, and some courses provide the option to enroll in VILT or ILT (i.e., SSC or Getting Started Seminar for FSOs). Recently, CDSE reached a major milestone by simultaneously using both modalities of ILT and VILT for the DOD SSC. This

### What we heard from DOD SSC students:

“This course truly exceeded my expectations. I have taken many trainings over the last 15 years working for the U.S. Army Corps of Engineers and this by far was the best. The information covered each week was directly related to a Security Specialist.”

“The whole purpose is to not just take the course but to leave it with more knowledge, feeling more educated in your field, and as a result become a better security specialist for your organization. I would rate this 5 out of 5, I would not change a thing with this course. Thanks for the opportunity of being able to take it.”



## MENTAL HEALTH WEBINAR

As the security environment continues to evolve, distributing information to the security community in a timely and thoughtful way becomes essential. CDSE's webinars provide a platform through which the organization can disseminate information while allowing participants to ask questions in real time.

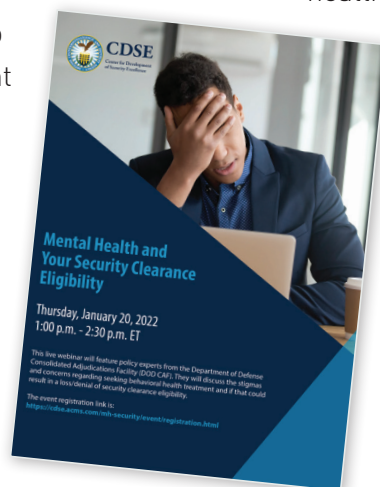
In FY22, CDSE leveraged the webinar platform to support DSEAG's effort to destigmatize mental health treatment for people holding national security eligibility, an effort promulgated by Under Secretary of Defense for Intelligence and Security, the Honorable Ronald S. Moultrie.

In January 2022, DCSA Consolidated Adjudication Services (CAS) personnel and others

within the agency collaborated with CDSE to host the webinar, "Mental Health and Your Security Clearance Eligibility." This live webinar featured DOD CAS psychologists, Dr. Michael Priester and Dr. Elisabeth Jean-Jacques.

The webinar's purpose was to destigmatize mental health in relation to national security eligibility.

Drs. Priester and Jean-Jacques explained that seeking behavioral health treatment rarely results in a loss or denial of eligibility and discussed other stigmas and concerns surrounding mental health in the adjudicative process. This webinar provided participants with valuable information and generated insightful questions from the audience. It was one of CDSE's most attended webinars with 1,426 live participants and 236 views after the event.



## SPeD PMO PROCESS IMPROVEMENTS

The SPeD Certification Program has always had the candidate in mind when it comes to how the program is managed. In addition to accreditation requirements, the program must comply with requirements in DOD Instruction 3305.13, "DOD Security Education, Training, and Certification," and DOD Manual 3305.13, "DOD Security Accreditation and Certification," as well as the requirements of national accreditation. In FY22, the SPeD PMO made several improvements and changes to the program to streamline the candidate's experience.

SPeD's user interface saw the most noticeable change. The SPeD Certification Program migrated its candidate management system, known as My SPeD Certification (MSC), from Pearson Credential Manager (PCM) to Clarus. Improvements include a more efficient candidate application and exam scheduling process, as well as system design improvements that make the candidate experience more intuitive.

These system changes coincided with changes the PMO made to the certification maintenance and renewal program. The maintenance and renewal program provides additional flexibility to certificants who wish to obtain professional development units (PDUs) and provides additional PDU opportunities for certain training activities. Specifically, some certificants may choose to obtain additional PDUs by participating in a working group that helps the SPeD PMO improve certification programs (e.g., by updating test content).

In August 2022, the National Commission for Certifying Agencies (NCCA) re-accredited the Industrial Security Oversight Certification (ISOC). The ISOC's re-accreditation further served to reassure candidates that they are earning a worthwhile certificate which is nationally recognized for meeting certification industry best practices. The SPeD Certification Program currently maintains six certifications with NCCA accreditation.

In FY22, SPeD PMO added a new credential – the Antiterrorism Credential (ATC) – to its portfolio to enhance professional development opportunities for security professionals. The ATC provides antiterrorism officers with an additional professional credential that, when combined with existing AT Level II training requirements, demonstrates candidates are subject matter experts (SMEs) in AT.

In addition, the PMO transformed the Special Program Security Certification into a credential, now known as the Special Program Security Credential (SPSC). The SPSC is designed to provide additional value to targeted audiences and stakeholders. The revised SPSC allows greater flexibility to ensure the SPSC aligns with changes occurring in the SAP community. This credential is ideal for personnel who will be or are already performing security officer functions on, or on behalf of, DOD Special Access Programs.



# NCCA FY22 OVERVIEW

“Our accomplishments were only possible because of our people — their absolute dedication to the mission, their spirit of innovation, and their ability to recognize the necessity for change and place agency needs above their own.”

— Zach Vaughn, Director, NCCA

In 2022, NCCA navigated the challenges of the COVID-19 pandemic and successfully accomplished all mission objectives, while simultaneously transitioning from the Defense Intelligence Agency (DIA) to DCSA.

## INSTRUCTION

NCCA continued with in-person initial polygraph training as scheduled, holding three 13-week “Psychophysiological Detection of Deception (PDD)” courses at Ft. Jackson, SC. At the conclusion of these courses, NCCA graduated 92 new polygraph examiners from 20 federal agencies. NCCA employed COVID-19 precautions in its courses, following DOD and other agency guidelines to ensure a safe environment for students, faculty, staff, and soldiers.

NCCA would not be able to accomplish its training mission without the partnership with its host installation, Ft. Jackson. With the Army’s support, 3,226 basic training soldiers participated as polygraph test subjects for NCCA students in FY22.

NCCA hosted 26 in-person and online continuing education (CE) courses in FY22, providing over 150 hours of instruction to 1,172 students. Such courses included NCCA’s annual week-long “Federal Interagency Polygraph Seminar (FIPS).” Due to COVID considerations, NCCA held FIPS virtually again this year, providing an opportunity for over 350 examiners to obtain their mandated CE hours. In

addition, NCCA registrars validated and logged over 255,000 CE hours into the records of 1,100 federal polygraph examiners.

## OVERSIGHT

In FY22, NCCA conducted 21 on-site inspections of federal polygraph programs, accomplishing 100% of its scheduled, federally mandated oversight mission. During this process, the Quality Assurance Program (QAP) team reviewed more than 400 completed polygraph examinations related to agency hiring actions, national security suitability determinations, and criminal investigations. Additionally in 2022, QAP responded to over 115 requests for polygraph technical guidance from across the Federal Government.

## RESEARCH

NCCA’s Research Division executed \$3.15M in research activities to modernize polygraph and credibility assessment capabilities to address technology needs across its enterprise of 30 interagency partners. The bulk of this effort was in partnership with Oak Ridge National Laboratory (ORNL) to study and test a new ocular credibility assessment system and on the development of an algorithm that will identify polygraph countermeasures. At the end of FY22, NCCA finalized the lease on a new Research Collaboration center which will foster a collaborative partnership with the Applied Research Lab for Intelligence and Security (ARLIS) and the University of South Carolina (USC).

**AT-A-GLANCE**

- 30 federal polygraph programs served
- 3 in-residence initial polygraph courses
- 92 new polygraph examiners trained in 2022
- 21 on-site oversight inspections
- 115 requests for polygraph technical guidance
- 26 NCCA-led CE courses
- 1,172 CE students
- 3,226 Army soldiers as test subjects
- \$3.15M in research activities

# EXPANSION OF VIRTUAL INSTRUCTION

One of NCCA’s top priorities is to expand its virtual course offerings. Using the Blackboard Ultra LMS, NCCA will be able to provide more virtual learning opportunities for federal polygraph examiners, including courses that traditionally have been held in person. NCCA made significant strides in this area in 2022, first and foremost achieving an authorization to operate (ATO) for Blackboard Ultra Learn IL-2. Other highlights from the year include:

- ◆ Developing and launching the pilot version of the four-hour “Countermeasures II” course, marking the first asynchronous offering of this federally mandated course.
- ◆ Partnering with the Blackboard Course Development Team to train over 35 members of NCCA’s faculty and staff in class development and the implementation of new technologies offered within the platform to enhance student engagement and the overall learning experience.
- ◆ Converting 37 directed readings from PDFs into asynchronous CE courses on Blackboard.
- ◆ Launching the NCCA Blackboard mobile app.
- ◆ Enrolling 10% of the federal polygraph community into Blackboard as part of a phased implementation plan.
- ◆ Creating a multiple campus prototype in Blackboard in support of SETS planning toward an Enterprise solution.
- ◆ Developing 18 assessments, 22 lab rubrics, and 9 surveys in Blackboard in preparation for PDD students to use Blackboard features alongside their in-person 13-week course in 2023.

- ◆ Partnering with SETS PEO and receiving the greenlight for DCSA to sponsor Blackboard Ultra for IL-4 certification, which is anticipated in 2023.

NCCA is in the final stages of course development for three popular credibility assessment CE courses, planning to launch them on Blackboard in spring 2023. To meet the Intelligence Community’s need for increased polygraph examiner student volume and throughput, NCCA began transitioning portions of the in-residence course to a virtual environment. By 2025, NCCA will increase capacity in the initial polygraph examiner training course by more than 20%. NCCA continues to partner with SETS and the Office of the Chief Information Office (OCIO) in 2023 to attain an ATO for Genius, its new student registration and information management system.





## QUALITY ASSURANCE INSPECTIONS

An integral part of the credibility assessment enterprise, NCCA's QAP ensures a standard of polygraph services to federal stakeholders that is ethical and professional and maintains the highest technical standards. To this end, QAP provides guidance and oversight regarding polygraph standards, quality control procedures, continuing education, and best practices for 30 federal law enforcement, security, and intelligence agencies.

Despite continuing challenges from pandemic restrictions, QAP conducted 21 on-site Comprehensive Examination Reviews and biennial inspections during FY22, accomplishing 100% of its scheduled, federally mandated oversight mission.

On a biennial basis, QAP inspects each of the 30 federal polygraph programs. The polygraph oversight inspection begins up to a year in advance of the onsite inspection. The inspection team reviews the program's polygraph policies and examiner CE records, determines the logistical requirements to facilitate an onsite visit, and identifies a random sample of examinations for the inspection.

During the onsite phase of the inspection, QAP spends four to five days comprehensively evaluating all aspects of the polygraph program. This includes detailed analysis of the random sample of examinations to ensure compliance with federal standards and agency policy. QAP identifies deficiencies and assists with constructing corrective actions. Once the program addresses its deficiencies and takes corrective action, the Director of NCCA issues formal notification indicating its full compliance with federal standards.



During FY22, QAP comprehensively reviewed over 400 completed polygraph examinations related to agency hiring actions, national security suitability determinations, and criminal investigations. QAP assisted agency management in formulating corrective actions for administrative and operational deficiencies, reducing potential vulnerabilities within national security, ensuring polygraph programs continued to operate in compliance with federal standards, and allowing programs to retain federal polygraph reciprocity. Additionally, QAP responded to over 115 requests in FY22 for technical guidance from across the Federal Government. These requests, often unique and requiring lengthy and detailed analyses, covered a wide array of technical polygraph matters.

## NCCA EXPANDS PARTNERSHIP WITH ARLIS

NCCA's Research Division established a much-desired partnership with USC as part of the ARLIS consortium. For many years, NCCA sought a more formal relationship with its neighboring university, recognizing the benefits that exist for both organizations. NCCA's transition into DCSA opened the door to make this a reality.

The NCCA-USC partnership will promote student interest in science, math, and engineering, particularly as it relates to credibility assessment. At the same time, NCCA will gain new perspectives on its research from academia and exposure to emerging research and technologies pertaining to credibility assessment. The NCCA-USC partnership will enhance professional development for both stakeholders by allowing the exchange of new ideas within both entities, solidifying knowledge, and increasing expertise in desired fields.

A key component of this partnership involves the Research Division establishing a Research Collaboration Center closer to the university. Working closely with DCSA's Logistics Management Office, NCCA secured a lease for office space that is minutes away from the university in June 2022. The space is currently being prepped by the agency for occupancy and NCCA's 11-person Research Division is preparing to move in February 2023.

In 2022, USC also joined the Intelligence and Security University Research Enterprise (INSURE) created by ARLIS. INSURE is a consortium of universities working together to respond to difficult intelligence and security problems. USC's participation in INSURE opens the door for NCCA to fund research studies and activities with the university through the existing DCSA-ARLIS relationship.



# ST IN THE YEAR AHEAD

The Security Training Directorate strives to continuously improve both what we offer and how we operate to meet our customers' evolving needs. In the coming year, we will undertake the following efforts (organized by their associated ST strategic objectives).



## OBJECTIVE 1: ADVANCE PRODUCTS AND SERVICES TO MEET THE EVOLVING NEEDS OF MISSION PARTNERS.

- ◆ ST will define and promote learning journeys and credentialing roadmaps for security professionals and articulate levels of competency that customers and stakeholders will be able to use as indicators of readiness.
- ◆ The SPeD Certification Program will update its maintenance cycles and PDU recalculation.
- ◆ CDSE's Education Program will seek candidacy for accreditation from the Middle States Commission on Higher Education.
- ◆ CDSE will launch the first iteration of an instructor-led training on "Assessing Risk and Applying Security Controls to NISP Systems."



## OBJECTIVE 2: LEVERAGE TECHNOLOGY TO MODERNIZE THE CUSTOMER EXPERIENCE AND DELIVER NECESSARY PRODUCTS RAPIDLY.

- ◆ NCCA's Research Division will leverage technology to modernize the customer experience and rapidly deliver products by collaborating with USC, ORNL, ARLIS, the Air Force Office of Scientific Research, and other research institutions.
- ◆ ST, in partnership with the DCSA PEO, will drive the development and operation of system capabilities and IT solutions that enable security education and training.



## OBJECTIVE 3: PARTNER TO EXPAND THE CUSTOMER BASE TO PROMOTE THE CONSISTENT APPLICATION OF SECURITY STANDARDS.

- ◆ ST will establish foundational and enhanced mission training that enables the DCSA workforce to protect national security while also building critical skills for specific mission areas.
- ◆ CDSE and NCCA will fulfill course capacity requirements via advanced planning with stakeholders to meet their onboarding demands, by investing in human capital and course delivery capabilities, and by offering virtual training to increase throughput.

ST must prepare our customers to defend the nation's most critical assets from existing and emerging threats. It is our pleasure to serve the Defense Security Enterprise



## OBJECTIVE 4: DELIVER AND EMPOWER AN INNOVATIVE AND COLLABORATIVE ST WORKFORCE CAPABLE OF ADDRESSING THE DEMANDS OF THE FUTURE.

- ◆ ST will work with mission partners to develop a clear, Enterprise-wide process for validating and resourcing training requests and requirements.
- ◆ ST will develop a proven, repeatable methodology for analyzing, planning, and resourcing new training missions to assess whether and how it can support new training missions.

and we welcome any and all feedback on how we may improve our performance. We look forward to delivering these improvements and others in the year ahead.