



# **NDIA Critical Program Information (CPI) Workshop 5 June 2019**

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## CPI Workshop Attendee Organizations

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- Sponsors:
  - NDIA
  - OUSD(R&E)
  - Raytheon
- OUSD/A&S
- DAU
- HQDA ASA ALT (USA)
- NAVAIR (USN)
- NAVSEA (USN)
- NSWC Dahlgren (USN)
- ATEA (SAF/AQL) (USAF)
- AFMC AFLCMC/EN
- SAF/AQRE
- USCG
- MDA/EIR
- MDA/DEB
- USSOCOM
- Booz Allen Hamilton
- Boeing
- British Aerospace
- Honeywell
- Lockheed Martin
- Northrop Grumman
- Raytheon

- Hear from USG, Primes on CPI issues in an **Unclassified / FOUO** forum
- New tool proposed as best practice:
  - CPI Assessment & Identification Guide (CAIG)
  - CPI/LO/CLO Workbook
- Discuss how these can be used to improve CPI identification & assessment
- Obtain Endorsement from OSD DSP and Workshop participants for use of this CAIG and Workbook across DoD



**This May be the First Government / Industry Forum Dedicated to the Discussion of Identification and Assessment of CPI**

- Industry experience: **CPI ID often not accurate, consistent, nor repeatable:**
  - Well-meaning teams can come to different conclusions
  - Teams motivated to find no CPI can identify much less CPI than sincere teams



*Must Identify the Crown Jewels Before You Can Protect Them*

- Government experience: **CPI ID often not horizontal within/across companies & DoD**
  - Service & MDA CPI tools largely based on OSD CPI Decision Aid, 2009
    - Services uses different questions; can lead to different results
    - Updated definition of CPI in DODD 5200.39, May 2015

- There was disagreement with many points during the coordination process
- ...and that is the point of today's Workshop
- Raytheon offered to the LO/CLO TSC & OSD to develop a CPI Guide
  - Coordinate with Primes through Cabal; services; OSD



***Must Identify the Crown Jewels Before You Can Protect Them***

- Develop a Guide providing a more **consistent, repeatable,** and **accurate** process
  - Common approach for all
- DASD/SE: Develop the guide from the perspective of the CPI identifier in the field
  - Don't worry about the myriad of current approaches
  - Do what is right

## Approach:

- Develop the “CPI/LO/CLO Workbook” (FOUO) based on DoD guidance and Raytheon training material
- Then developed the “CPI Assessment and Identification Guide (CAIG)” (FOUO)

- **CPI Assessment and Identification Guide (CAIG)**
  - Narrative description of CPI ID process (complements Workbook)
    - CPI policy & guidance
    - CPI ID strategy
    - Application and conventions
    - Best Practices / Warnings / Tips
- **CPI/LO/CLO Workbook**
  - Leads CPI facilitator through CPI/LO/CLO process
  - Ensures thorough documentation
- Multiple iterations and beta testing
  - Comments incorporated from Primes, USAF, USN

**CPI/LO/CLO Workbook is the Basis of the CPI ID & Assessment Guide (CAIG) and Documentation**

# CAIG & Workbook Reviewers

## Comments received and adjudicated:

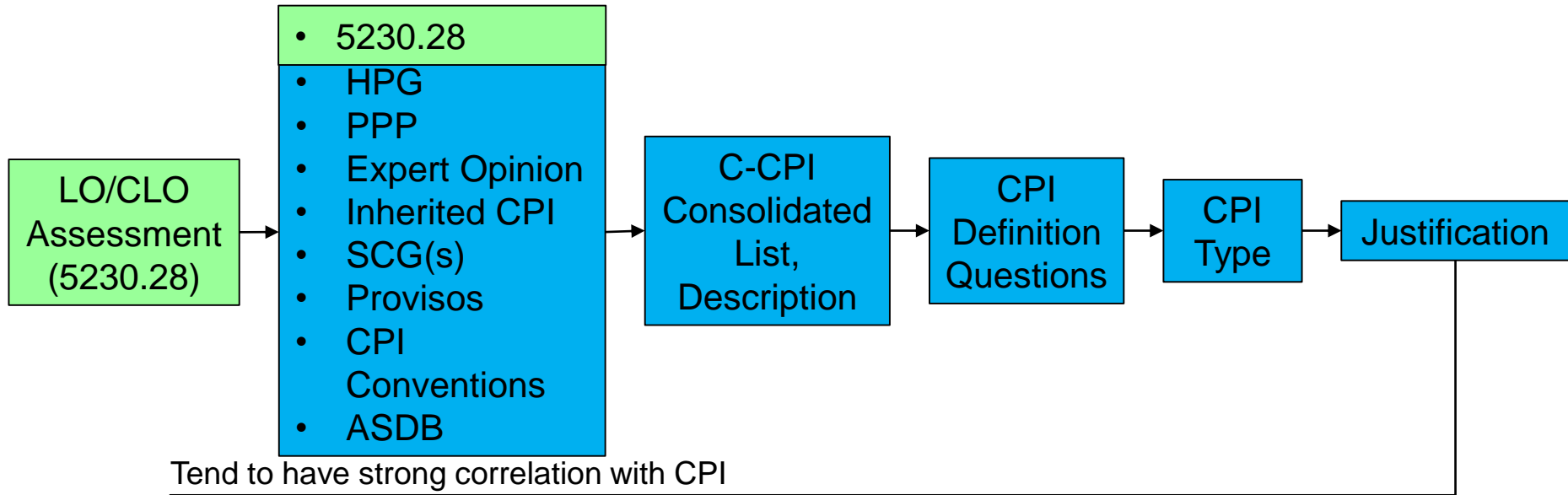
- USAF (Matt Perticone)
- Bill Walters (USN)
- DASD/SE (Stephanie Brockway)
- NDIA (Holly Dunlap, David Chesebrough)
- The AT “Cabal” or designees:
  - BAE (Tate Keegan)
  - Boeing (Brian Gleason)
  - NGC (George Kalb)
  - LMCO (Karen Christensen-Grubb)
  - Raytheon (Lori Masso, Eric Herr, Kento Miller, and many others)

## Comments received but not yet adjudicated:

- USA (Matt Bondy)
- USAF (Mark Patterson)

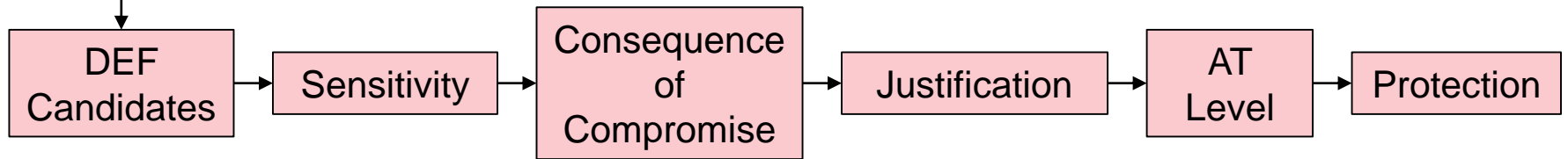


## C-CPI Identification

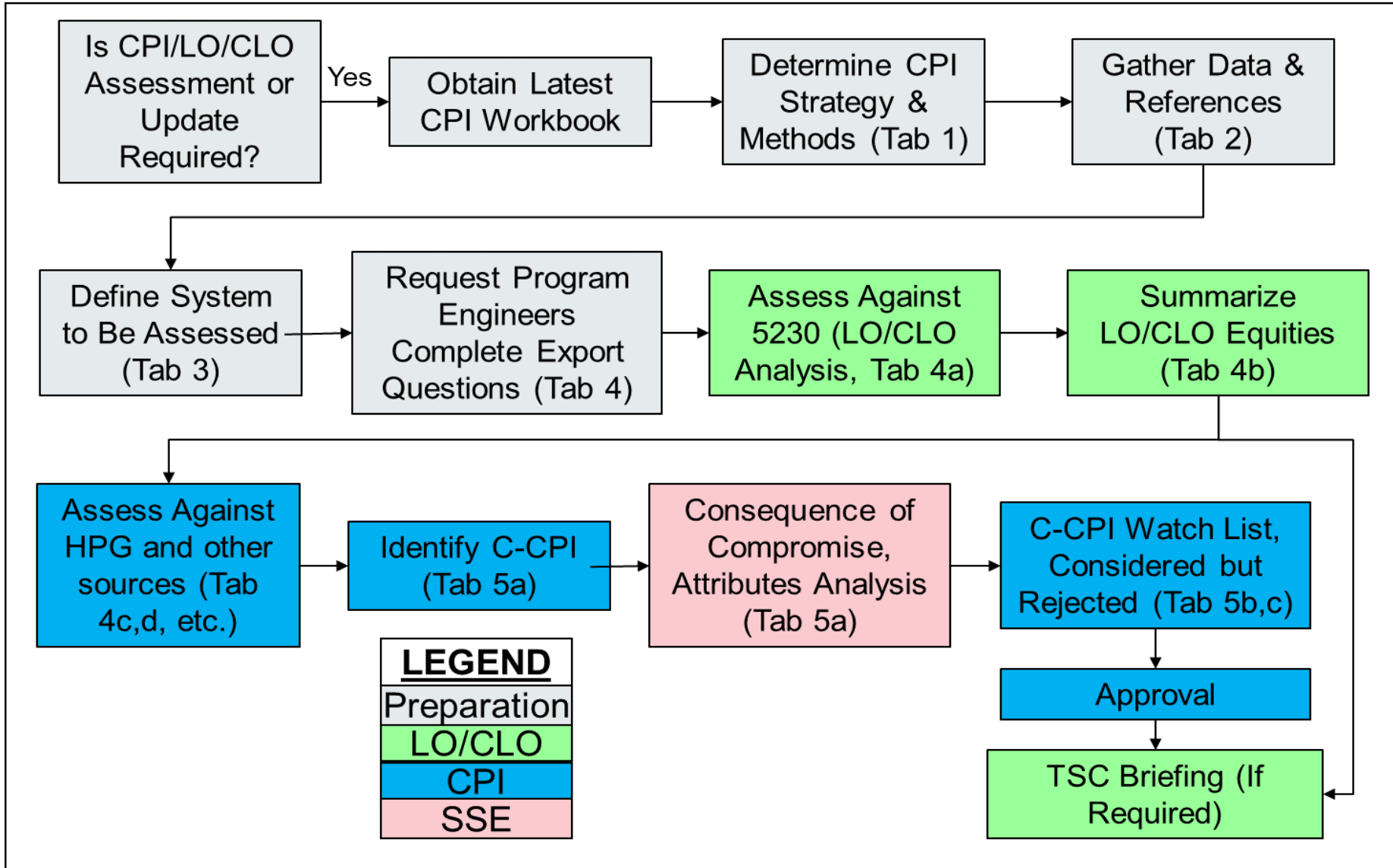


Tend to have strong correlation with CPI

## SSE Assessment



## CPI Assessment Work Flow (Tab 1)



- **ODASD(SE):** CPI identification should be conducted early & throughout the RDT&E lifecycle; rapid acquisition not exempt
- **ATEA:** CPI identification & assessment historically **subjective, incomplete, and inconsistent** between Components
  - PMs massage CPI assessments to get the AT requirement they want (e.g.; no CPI = no AT)
  - Need:
    - Eliminate the subjectivity of CPI assessments
    - Eliminate inconsistent CPI identification, Consequence of Compromise
    - DoD requires a consistent way for all to ID CPI
  - Supports broad use of the CAIG and CPI/LO/CLO Workbook

- **DON:** Issues in CPI consistency in identification, characterization
  - Need to improve CPI process to make it more consistent and repeatable
  - Need DoD-wide tool for ID of warfighting capability for use by all interested parties – to include AT, Cyber, Hardware/Software Assurance and Supply Chain Risk Management
  - Want to pilot CAIG & Workbook in DON and NAVAIR
- **USAF:** Need consistent way to identify CPI
  - CAIG/Workbook gets us a long way; certainly best practice
- **MDA:** Same as USAF; wants to integrate into MDA
- **SOCOM:** Encouraged by CAIG presentation. Security co-equal with cost/schedule/performance at SOCOM

- **Boeing:** Good tool; using it now
- **British Aerospace:** Identical to the way we do assessments; complete concurrence, go forward with this
- **Lockheed Martin:** Accurate; tremendous idea; outstanding
- **Northrop Grumman:** Concur with CAIG/Workbook
  - Similar to current internal tools, but consolidated
  - Will be more consistent, accurate, repeatable across a wide variety of assessors—goes a long way

- DOD ATEA Web site to maintain latest version
  - <https://at.dod.mil/>
  - Will be posted shortly
  - Workshop participants will get updated versions by secure transfer email
  - Can request classified tabs
- Raytheon and CABAL will maintain / update, including new DOD policies & guidance
- Primes (through the Cabal) are ready to support DOD CPI leadership

- CAIG and CPI/LO/CLO Workbook intended to make CPI assessments and identification more:
  - Consistent
  - Accurate
  - Repeatable
- CPI/LO/CLO Workbook should be tailored by users for their needs and conventions
- Developed, tested, and iterated by a wide range of CPI facilitators / assessors and programs
- Includes Primes and USG assessor experience

### **Recommendations**

1. DSP endorse/issue Memo for CAIG & Workbook
2. OUSD(R&E) to include in DAG, and reference in 5200.39

# CPI Workshop

## THANK YOU

- LO/CLO Tri-Service Committee
  - Todd Spates (OUSD(R&E))
  - Kevin “Klingon” Kirk (USAF)
  - Russ Bodine (USA)
  - Emily Burkholder (USN)
  - Dr. Jim Bober (MDA)
- Ray Shanahan (OUSD(R&E), formerly DASD/SE)
- Stephanie Brockway (DASD/SE)
- Service AT Leads
  - Russ Bodine / Matt Bondy (USA)
  - Bill Walters (USN)
  - Lt Col Nathan “Wolf” Pitcher (USAF)
  - Robert Donath (MDA)
- NDIA
  - David Chesebro
  - Holly Dunlap
- The AT “Cabal”
  - Todd Burns / Brian Gleason (Boeing)
  - Tate Keegan (BAE)
  - George Kalb (NGC)
  - John Halpin / Karen Christensen-Grubb (LMCO)
  - Lori Masso, Eric Herr (Raytheon)
- USG Reviewers
  - USAF (Matt Perticone)
  - USN (Bill Walters)
- Staff