2018 Intelligence & National Security Summit: Reimagining the Trusted Workforce

Panel

- **Brian Dunbar**, Assistant Director, Special Security Directorate, NCSC
- **Carrie Wibben**, Director, Counterintelligence & Security Directorate, Office of the Director for Defense Intelligence, OUSD(I)
- **Jeff Jonas**, Founder & CEO, Senzing
- **Matthew Eanes**, Director, PAC PMO, U.S. Office of Management and Budget
- **Patricia Stokes**, Director, Defense Vetting Directorate, Defense Security Service
- **Chuck Alsup**, President, Intelligence and National Security Alliance (moderator)

**Topic Overview**

Government efforts to maintain a trusted workforce that meets mission needs in a timely manner have traditionally fallen short due to inefficiencies and agencies' stovepiped approaches to security clearance investigations and adjudications. However, government is beginning to transform the security clearance system by updating policies to modify antiquated and inefficient practices; developing and testing the use of new technologies; relying more upon continuous monitoring and evaluation of employees’ behavior rather than periodic investigations; and eliminating the enormous backlog in security clearance investigations.

**Panel Summary**

Comprised of four government representatives and one private-sector expert, this panel discussed the status and path ahead for clearance reform and transformation efforts, including how these efforts should reduce clearance backlogs and timelines; new ways to approach risk management; and the use of emerging technology for investigations and continuous monitoring and evaluation.
Key Insights:

• While the Executive Order that will transfer full responsibility for the security clearance apparatus to the Department of Defense is still pending, government agencies are already doing substantial work to transform the clearance system in addition to preparing for organizational transitions.
• The security clearance backlog is already decreasing due to recent mitigation measures.
• Achieving the proper balance between security and meeting mission needs will require shifting from an ethos of risk aversion to one of risk management.
• ODNI and DOD plan to implement (and in some cases are already testing) automated processes and artificial intelligence in their continuous evaluation systems.
• Agencies have not yet determined whether and how continuous evaluation programs should consider an employee’s social media.

Recommendations:

• Industry partners should know that government welcomes their ideas on how to improve clearance reform.
• Government and industry organizations should be able to explain their continuous evaluation and insider threat algorithms.
• Emerging technologies (such as automation, artificial intelligence, and machine learning) should be used in investigations and continuous evaluation to manage risk, particularly by focusing attention on those indicators and cases that require human judgment.

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