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Operations Security Working Groups: Why We Need Them

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Agenda

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- Benchmarking
- OPSEC Working Groups (OSWG)
  - What they are
  - Establishing
  - Effective Groups
  - Functions
- Leadership/Sub-working Groups
- Meetings
- Summary

Benchmarking

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- How many have OSWGs?
- How many OSWGs have sub-groups?
- How many think they help?
- How efficient are they?
- Are they worth the effort?

Are they worth the trouble?

Are OSWGs Necessary?

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- DOD – DODD 5205.02E, directs services to create OSWGs to advise/support ops, threat, force protection WGs
- DOE – No requirement
- DOJ/FBI – No requirement
- DHS – MD Number: 11060.1, DHS Chief Sec Ofcr (CSO), Component CSOs, and key security officials who are responsible for implementing OPSEC requirements and initiatives throughout DHS
- DOT – No requirement
- DOC – No requirement
- Any others?

Not a lot of high-level support

What Are OSWGs?

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- A key element of every OPSEC program
  - Assist with priority establishment
- Designated, formal
- Performs necessary support functions required for an effective program
  - Assessments, surveys, and other field activities
- Acts as a leadership/corporate forum/conduit for OPSEC concerns and issues

OPSEC Program Manager's Role

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- The OPSEC Program Manager's (OPM) Role:
  - Facilitate the OSWG
  - Guide the group
  - Help with a charter
  - Establish a group (if there isn't one)
  - Motivate
  - Assist with training
  - Provide networking opportunities

Whatever it take to achieve success

Establishing An OSWG

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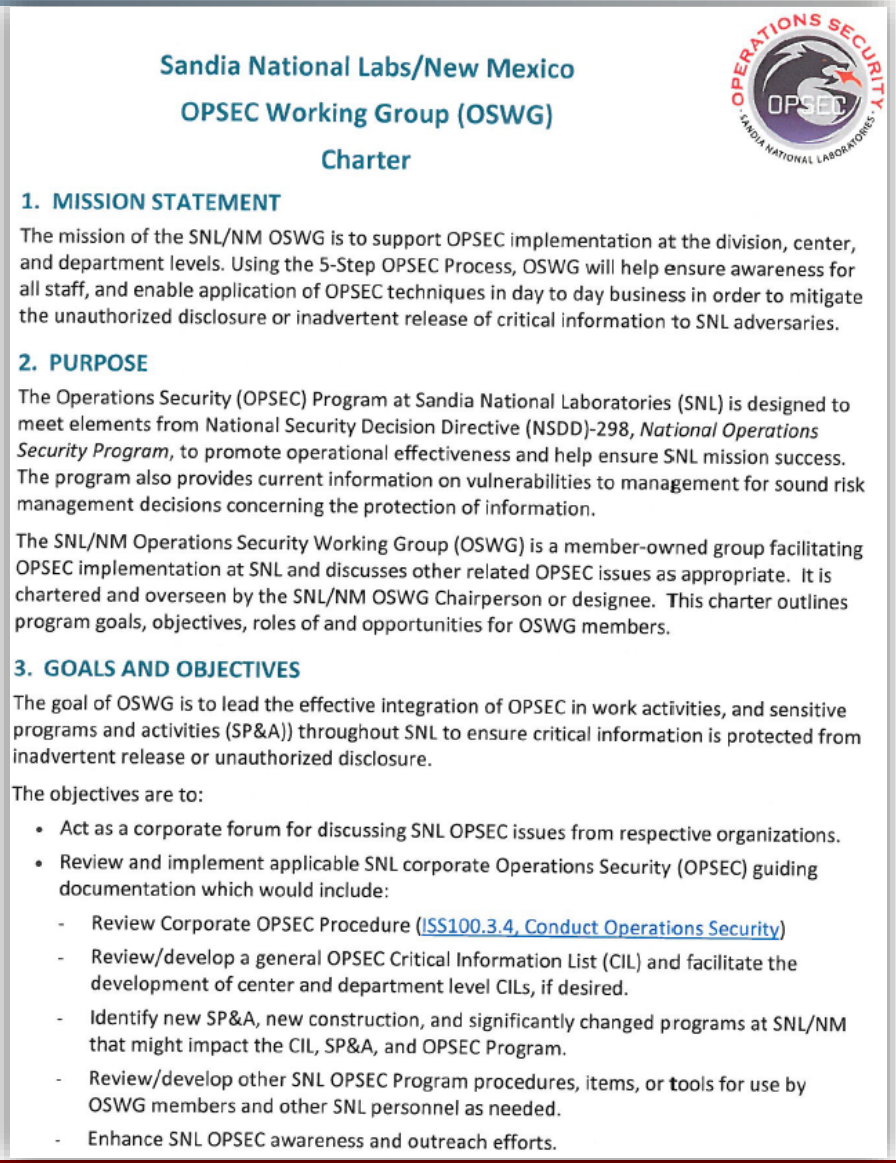
Here's what you can do to establish:

- Get leadership buy-in
- Ensure leaders know time will be limited, but worth enhancing org's security
- Charter
- Goals
- Market
- Meet



Sandia National Labs/New Mexico
OPSEC Working Group (OSWG)
Charter

OPERATIONS SECURITY OPSEC SANDIA NATIONAL LABORATORIES

1. MISSION STATEMENT

The mission of the SNL/NM OSWG is to support OPSEC implementation at the division, center, and department levels. Using the 5-Step OPSEC Process, OSWG will help ensure awareness for all staff, and enable application of OPSEC techniques in day to day business in order to mitigate the unauthorized disclosure or inadvertent release of critical information to SNL adversaries.

2. PURPOSE

The Operations Security (OPSEC) Program at Sandia National Laboratories (SNL) is designed to meet elements from National Security Decision Directive (NSDD)-298, *National Operations Security Program*, to promote operational effectiveness and help ensure SNL mission success. The program also provides current information on vulnerabilities to management for sound risk management decisions concerning the protection of information.

The SNL/NM Operations Security Working Group (OSWG) is a member-owned group facilitating OPSEC implementation at SNL and discusses other related OPSEC issues as appropriate. It is chartered and overseen by the SNL/NM OSWG Chairperson or designee. This charter outlines program goals, objectives, roles of and opportunities for OSWG members.

3. GOALS AND OBJECTIVES

The goal of OSWG is to lead the effective integration of OPSEC in work activities, and sensitive programs and activities (SP&A)) throughout SNL to ensure critical information is protected from inadvertent release or unauthorized disclosure.

The objectives are to:

- Act as a corporate forum for discussing SNL OPSEC issues from respective organizations.
- Review and implement applicable SNL corporate Operations Security (OPSEC) guiding documentation which would include:
  - Review Corporate OPSEC Procedure (ISS100.3.4, Conduct Operations Security)
  - Review/develop a general OPSEC Critical Information List (CIL) and facilitate the development of center and department level CILs, if desired.
  - Identify new SP&A, new construction, and significantly changed programs at SNL/NM that might impact the CIL, SP&A, and OPSEC Program.
  - Review/develop other SNL OPSEC Program procedures, items, or tools for use by OSWG members and other SNL personnel as needed.
  - Enhance SNL OPSEC awareness and outreach efforts.

OSWG Composition

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- Operations/Exercises
- Safety
- Procurement/Contracting
- Human Resources
- Finance
- Security Forces/AT-FP
- Public Affairs/Media Relations
- Medical & Health
- Physical Security
- TSCM
- Environmental
- Foreign Visits Dept.
- Information Security
- Industrial Security
- Computer Security/COMSEC
- Logistics & Facilities
- Personnel/HR, Services
- Education & Training
- Line organizations
- Program Specific
  - Weapons, Energy, etc.

OSWG Goal(s)

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- Enhance/support the base/site's OPSEC Program
  - Facilitate information/policy dissemination to lower echelon organizations
  - Assist commanders/managers for program implementation/employment at lower echelon organizations.
- Augment the OPSEC Program Office (OPO), when/if necessary.
- To lead the effective integration of OPSEC into work activities of the organization to ensure sensitive and unclassified assets and program's critical information are protected from inadvertent compromise or disclosure.

Member Responsibilities

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OSWG members should:

1. Be familiar with their organizational missions, programs and activities
2. Assist in implementing OPSEC at organization level(s)
3. Promote OPSEC awareness within their organization
4. Contribute to OPSEC awareness through continual comments on OPSEC perspectives
5. Report OPSEC concerns to OPO and management
6. Reinforce as a component of organization culture
7. Seek out training opportunities

Effective OSWGs

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- Leadership buy-in and support
- Bound by a charter
- Sets the example for overall security principles
- Promotes OPSEC advocacy throughout organization(s)
- Diverse, represents a broad base knowledge for the site/organization/activity
- Active, trusted, valued
- Tools, training, roles and responsibilities

OPSEC enhances; doesn't replaces other programs

Effective OSWGs

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- Translates OPSEC requirements from directives into organization process requirements
- Uses OPSEC processes for managing risks and performing (surveys) assessments
- Provides timely, useable recommendations
- Seeks balanced perspective between line organizations and other security programs
- Ability to notice or identify issues and concerns close proximity to the actual program/activity/mission location

Effective OSWGs

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- Facilitates access to top level management
  - Briefs management on OPSEC threats and informs on OPSEC concerns
  - Solicits feedback from management on concerns and support required to support programmatic activities
- Can have a positive impact on security incidents, violations, and issues.
- Share information, processes, lessons
- Can save: lives, money, mission, reputation

OSWG Functions

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The OSWG functions should include:

- Participate in the development and regular review of the OPSEC Plan.
- Assist in developing, prioritizing, and routinely reviewing the critical information and related indicators.
- Assist in the review and periodic update of the local OPSEC threat statement.
- Assist in prioritization and support for ongoing or proposed OPSEC actions, to include assessments and surveys.
- Assist establish/prioritize assessments

OSWG Functions

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- Consider OPSEC concerns relating to new programs and missions, changes in existing programs, and alterations to the organization's mission and sensitive activities or programs
  - Identifies to OPM
  - Throughout the entire lifecycle
- Assistance with Risk determinations
- Assistance with OPSEC Measures
  - Supporting awareness, training, and education
  - Measures effectiveness

OSWG Functions

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- Helps develop and set priorities for OPSEC program goals, objectives, milestones, assessment/survey schedules, etc.
  - Provides input on aligning support resources
- Participates in yearly review and development of OPSEC Plan and important documents
  - Local Threat Statements
  - Critical Information List
  - Indicator List
  - Counter-Imagery Plan
  - Treaty support plans

OSWG Functions

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- Identifies organizational changes that may need OPSEC assessments (surveys) or other support
- Review outgoing communications (web, papers, etc.)
- Identifies new construction or physical changes of an organizations layout to OPM; conducts/support walkthroughs to identify potential vulnerabilities
- Request assessments or other program support

OSWG Functions

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- OPSEC Planning
- Incorporated into all organizations activities
- OSWG members should be involved with all operational planning
  - Beginning to end of program/project lifecycle
  - Incorporate into exercises (all levels/types) and field training

A resource mangers should be able to rely on

OSWG Functions

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- Assists with any international treaty/challenge inspection
  - Work through others, i.e.: Military bases, companies/organizations, or agencies concerning treaty/challenge inspections
  - May notify organizations of upcoming visits
  - Be involved in countermeasure planning and implementation

OSWG Functions

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- Identifies OPSEC concerns for on-going foreign national visits and reviews
  - Review job postings/work descriptions
  - Call discuss with hosts and escorts
  - Review any cyber access
  - Walk down buildings
  - Perform pre-visit briefings

OSWG Functions

- Training, education, awareness (as an OPSEC Measure)
- Consider unique training for each organization or mission
- Support:
  - Forward OPSEC Awareness emails, blogs, articles, brochures, fact/tip sheets, etc.
  - Display awareness materials: Posters, bulletins, alerts, etc.
  - Integrate OPSEC into organization meetings, publications, etc.
  - Perform/request OPSEC presentations/activities

Leadership-Oversight/Sub-Group Opportunities

Establishing Sub-Working Groups

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The complexity/size of an organization may necessitate the creation of multiple OSWGs or sub-groups

- A sufficient number needed to perform the required functions.
- Multiple OSWGs/sub-groups provide:
  - Broad OPSEC coverage within the base/site, facility, organization, or activity.
  - Programs to formally integrate a wide range of talent and draw upon a broader base of ideas and resources.
  - Focus on specific missions/functions.
  - OPM involvement/consultation
- Include in charter

Developing Sub-Working Groups

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Key reasons for developing, utilizing, supporting, Sub-Working Groups:

- There is no one person who knows everything there is to know about the organizations' facilities, programs, and activities
- One person/group cannot do it all alone
- Smaller groups and more agile and responsive
- OPSEC is part of the culture and mindset
  - More people who speak/practice/support, the quicker it will be part of the entire culture

Developing Sub-Working Groups

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When developing/setting up (multiple) Sub-Working Groups, consider the following factors:

- Mission(s)
- Type(s) of facility/operation
- Number of employees
- Geographic separation or footprint
- Mission/organizational similarities
- Cost
- Risk
- Culture
- Leadership/management support

Developing Sub-Working Groups

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Organizational/Mission Sub-Groups:

- Research, Development, Test & Evaluation
- Critical Infrastructure and Key Resources
- Energy
- Weapons
- Infrastructure
- Science and Technology
- Administrative
- Ad hoc (training, task/project-oriented, etc.)

Sub-Working Group Functions

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Sub-Group actions can include:

- Assignment of a sub- (ad hoc) committees.
- Assessment of documents and processes associated with sensitive programs and activities.
- Review of the local communications/processes
  - Lower echelon newsletters, publications, encryption use, etc.
- Discussion of technology transfer and the applicability to local critical technologies.
- Briefings on foreign intelligence collection, local threats, or other adversary threats.

Sub-Working Group Functions

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- Identify and conduct topical/programmatic assessments of site activities (i.e., new activities, recycling/waste streams, computer networks and their supporting systems)
- Review of web/public information releases.
  - Social media sites, newspapers, etc.
- Consideration of the potential impact of actions taken under arms control and nonproliferation treaties, and agreements.
- Discussion/development of local OPSEC education and awareness briefings and beta testing.

Report results/concerns to the main OSWG

How Often Should the OSWG Meet?

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- Monthly
- Quarterly
- Semi-Annual
- Annually

- Sub-Groups/Ad-hoc

Meetings

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The OSWG meetings should include:

- Introductions and new members
- Kudos and accomplishments
- Goals, milestones, and metrics
- Tools and projects
- Core documents (plans, CIL, indicators, etc.)
- Presentations from:
  - OSWG members
  - Counterintelligence/threat updates
  - Guest speakers
- Best practices/lessons learned
- Roundtable
- Next meeting/location

Document/disseminate meeting minutes

Training and Motivators

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- Do you have an internal training program for OSWG members?
  - Do you rely only on national-level training?
  - Do you tailor training for specific lower echelon organizations
- Do you have a reward/proficiency program?
  - Can influence participation and training

Are They Worth The Effort?

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Answer to the question near the beginning of the briefing: Are they worth the effort?

Yes.

Summary

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- Embody the terms
  - Think. Protect. OPSEC.
  - Think. Assess. Protect.
  - Security is everyone's responsibility

- ***Effective*** Working Groups are the backbone of ***Effective*** OPSEC Programs

Questions

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