How FAA Required 50,000+ People to Use PIV Cards in 2 Months

Presented to:  
NIST Federal Computer Security Managers' Forum

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Date:  
August 27, 2015
Milestones

• **Knock out pre-requisites**
  - FAA issues PIV Cards (2009-2010)
  - FAA prepares computers and network (2011-2014)
  - FAA pilots 4,000 users (Sep 2014)
  - FAA sets target to PIV require everyone by Sep 2015 (Sep 2014)

• **Execute**
  - FAA appoints one person to lead its FICAM Program as his sole duty (Dec 2014)
  - FAA plans and gets executive approval (Feb-Mar 2015)
  - FAA migrates HQ then one region (May 2015)
  - FAA migrates three regions (June 2015)
  - White House directs agencies to "cybersprint" (June 2015)
  - FAA migrates remaining regions (Jul 2015)

• **Epilogue: Goals for 2016**
FAA prepares computers and network (2011-2014)

• Challenges: "What do I do if I..."
  – Forget my PIV Card at home
  – Break or lose my PIV Card, cardreader, configuration…
  – Don't have my PIV Card yet
FAA pilots 4,000 users (Sep 2014)

• Eat our own dog food
  – All 600 IT personnel (federal and contract employees)
  – Our colleagues in
    • Acquisitions
    • Budget & Finance
    • Property Management
    • Physical and Personnel Security
  – Multiple locations
FAA sets target to PIV require everyone by Sep 2015 (Sep 2014)

- Set SMART Goal ("Target") to keep you focused
  - Specific
  - Measurable
  - Achievable (realistic)
  - Relevant (to the federal mandate)
  - Time (specific date of deadline)

- Target
  - Everyone must log into Windows on the FAA domain with their PIV Card by September 30, 2015
FAA sets target to PIV require everyone by Sep 2015 (Sep 2014)

• Focus! Avoid distractions (scope creep)
  – Say "No" PIV to requests re signing, encryption
  – Say "No" to issues getting a network account

• Begin to set stakeholder expectations
  – Get executive support
  – Keep unions informed, but avoid rabbit holes
    • Invite but don't pursue
    • Accept offers to collaborate (time permitting)
    • Reject offers to form a "workgroup"
    • Call bluff offers to "participate"
FAA appoints one person to lead its FICAM Program as his sole duty (Dec 2014)

- Focus: assign one person
- Focus: limit his or her duties to achieve the target
FAA plans and gets executive approval (Feb-Mar 2015)

- Meet with *IT Directors* in...
  - December
  - January
  - February

- *Pause for Dyer*

- Meet with *Line of Business Executives* in...
  - March

- Get approval in March to *start in May*
Set users' expectations… (1/2)

- **Email**
  - Supervisors & CORs
  - Union Reps
  - All Users
  - Stragglers 2-3 times

- **Staff Awareness Desk Monday-Friday**
  - Set expectations
  - Answer questions
  - Offer basic tech support
    - Reset PIV PIN
    - Test PIV Cards
    - Test laptops
Set users' expectations… (2/2)

• Windows lock screen

• Rejected tactics for Stragglers
  – Call them
  – Notify their Supervisors
Plan: Phased Rollout

• Gather requirements: call IT colleagues weekly
  – How will PIV rollout affect you?

• Target-Driven Plan: September 30, 2015
  – 12 groups (HQ, 2 centers, 9 regions)
  – 1 group every 2 weeks
    • Monday? CIO suggested. Decline her suggestion.
    • Thursday: lowest call volume for Help Desk.

• Rejected Plans
  – One facility at a time (125 with over 50 people; 1,100 total)
  – By Line of Business/Staff Office
  – All at once
Actual rollout *with flexibility*

- **1 group (May 2015)**
  - HQ
  - 1 region

- **3 groups (June 2015)**
  - 1 center
  - 2 regions

- **White House directs agencies to "cybersprint" (June 2015)**

- **7 remaining groups (Jul 2015)**
  - 6 regions
  - 1 center (Academy campus)
Lessons Learned

• **Write target in agency *Business Plan***
  - Or equivalent: document signed by users' executive

• **Periodic information-sharing conference calls**
  - Local points of contact
  - IT stakeholders and PIV Issuers
  - Union reps

• **Be confident to say "No" to anyone**
  - Alternative: call their bluff

• **People will still miss the message**

• **Problems will arise**
  - Issues (classrooms)
  - Competing priorities (Dyre)

• **Gaps will remain**
  - A good plan today is better than the perfect plan tomorrow
Epilogue: Goals for 2016
(in order of priority)

1. **External Users**
   Use multifactor authentication for users *outside* our agency ("External" or "Affiliate" users who access sensitive info)

2. **PIV Contingency**
   Add a multifactor authentication contingency for agency users for when a PIV Card is not available or working

3. **Streamline user services**
   E.g., automate on- and off- boarding, user info during lifecycle

4. **Close PIV Logon gaps**
   Continue to PIV-Enable and PIV-Require additional information systems

5. **PIV-Enable boot encryption on all laptops**

6. **Adopt Derived PIV Credentials on mobile devices**