

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

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Federal Aviation  
Administration



# 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

Windows 7

## Get PIV Ready!


All employees need to use their PIV cards to log into the FAA network. If you can unlock this screen with your PIV card, you are PIV Ready. If not, get PIV Ready today!



United States Government APR2016  
DOT  
SMITH JANE

Go go [my.faa.gov/go/PIVready](http://my.faa.gov/go/PIVready) and activate your card now

**July 1** - Alaska Region, Central Region, Great Lakes Region, Northwest Mountain Region, Southern Region & Western-Pacific Region  
**July 8** - Aeronautical Center & Maintenance Data Terminals



Federal Aviation Administration



# 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



# Q&A

