

Structure

Proficiency Code: A

The first major impediment to FMA success within the CSI is a lack of useful collaboration tools between units, amplified by the lack of data and language standards for the FMA process. CSI's need an easy way to collaborate, share ideas and rapidly build off each other's successes.

Example:

Upon arriving at Schriever AFB on Tuesday, SSgt Super logs into the network and reviews the day's tasking's. This week she is finishing an FMA effort for one of the space operations missions at Schriever. Since this is the second mission she has completed FMA on ("FMA'd" is the verb coined during the sprint) Sara implemented some procedural improvements and has developed an *FMA template* for her mission type. To help the other MDTs in her unit and provide continuity for her MDT she logs into the AF MDT Common Body of Knowledge (CBK).

This collaborative social environment serves as a social repository for MDT information sharing, TTPs, and baseline templates. Upon logging in Sara uploads her FMA template in the AF standardized format with a summary and any special instructions. She then submits comments to the MDT "*best practices*" forum that detail her lessons learned and the process improvements that proved successful at the 50 NOG. Once complete, like Facebook, these items are automatically shared to the all members of her unit, a practice quite natural to our millennial and Generation-Z Airmen.

As a top contributor to the CBK, SSgt Super receives a message from the system asking for help on behalf of Amn Byran Kandoo at Whiteman AFB. When Sara logs in she sees that her process improvement recommendations regarding FMA and industrial systems have been up-voted by other MDT members across the AF and are now near the top of the MDT best practices list. Amn Kandoo is part of a recently created MDT and is asking for help scanning industrial control systems with Nessus. Seeing that Byran is logged in, Sara connects with him directly via the CBK and provides firsthand knowledge about how her team solved the problem and what tools worked best. She even points him toward an FMA template she used once in the past to jumpstart her first FMA effort.

Amn Kandoo, armed with the tips provided in the CBK and by SSgt Super, quickly establishes basic cyber key terrain, threats, and controls using the FMA template he received from CBK. Amn Kandoo applies the template and begins minor modifications to tailor the FMA for his installation. The template, while incomplete, provides immediate insights to the Program Management Office (PMO) supporting a nuclear mission on the installation. Mr Sammie, an SES overseeing the PMO, uses data tags provided in the FMA data standards to quickly identify cyber linkages to vital mission threads. Once his team engages with the MDT and the appropriate intel resources to prioritize risks, Mr Sammie ensures needed cybersecurity controls are addressed in

the next PMO deployment and aligns with the MDTs across the AF on the best active risk mitigation measures for the newly identified vulnerabilities.

Collaboration using the CBK allows the experiences of SSgt Super to inform and guide Amn Kandoo. The result is a quicker MDT FMA effort that affects needed changes in mission systems to assure Air Force operational capabilities. Collaboration is vital to fostering best of breed FMA and MDT innovations, but the FMA process cannot succeed without proper leadership involvement. This brings us to our next theme, “top cover,” a colloquialism meaning the highest ranking individuals (the CEOs of the Air Force) empower a process to be conducted for the benefit of the mission and with the resources needed.

Source Material: Air Force Cyberworx Report 17-001, FMA Data Standardization and Collaboration Page 6 -7. <https://apps.dtic.mil/dtic/tr/fulltext/u2/1032933.pdf>