Security Clearance, Suitability/Fitness, and Credentialing Reform

Goal Leaders

Daniel Coats, Director of National Intelligence, Office of the Director of National Intelligence

Joseph Kernan, Under Secretary of Defense for Intelligence, Department of Defense

Margaret Weichert, Deputy Director of Management, Office of Management and Budget and Acting Director, Office of Personnel Management

December 18, 2018
Overview

Goal Statement

A Federal workforce entrusted to protect Government information and property and to promote a safe and secure work environment, sustained by an enhanced risk management approach. Supported by:

- Improved early detection enabled by an informed, aware, and responsible Federal workforce
- Quality decisions enabled by improved investigative and adjudicative capabilities
- Optimized government-wide capabilities through enterprise approaches
- Strong partnership with Insider Threat Programs to strengthen the identification, deterrence, and mitigation of problems before they negatively impact the workforce or national security.

Urgency

Our world is changing at a pace that requires the security, suitability/fitness, and credentialing community to anticipate, detect, and counter both internal and external threats, such as those posed by trusted insiders who may seek to do harm to the Federal Government’s policies, processes, and information systems.
Goal Leaders:

- Daniel Coats, DNI
- Joseph Kernan, USD(I)
- Margaret Weichert, DDM OMB and Acting Director, OPM

The Security Clearance, Suitability, and Credentialing Performance Accountability Council (PAC) Principal agencies include the Office of Management and Budget, the Office of the Director of National Intelligence, Office of Personnel Management, and Department of Defense. The PAC* is responsible for driving government-wide implementation of security, suitability, and credentialing reform.

* PAC members are the Office of Management and Budget, Office of the Director of National Intelligence, Office of Personnel Management, Department of Defense; the Departments of State, the Treasury, Justice, Energy, and Homeland Security; the Federal Bureau of Investigation, the General Services Administration, the National Archives and Records Administration, the National Security Council, and the National Background Investigations Bureau.
**Goal**
A Federal workforce entrusted to protect Government information and property and to promote a safe and secure work environment, sustained by an enhanced risk management approach.

<table>
<thead>
<tr>
<th>Sub-Goal</th>
<th>Major Strategies to Achieve Sub-Goal</th>
</tr>
</thead>
</table>
| **1** Trusted Workforce   | • Develop aligned and consistent policy for reporting potential security risks or observable behaviors of concern  
                          | • Train and educate the Federal workforce on their vital role in the early detection of potential issues or risks  
                          | • Build an SSC awareness campaign to reinforce the early identification of reportable behaviors  
                          | • Study other related mission areas for potential information-sharing opportunities to streamline processes                                                                                       |
| **2** Modern Policies &  | • Establish an agile, data-driven, and transparent policy-making process that simplifies traditional overly complex policy development processes  
                          | Processes                                               | • Review current end-to-end SSC processes and identify the most cost-effective and efficient methods to vet the Federal workforce  
                          | • Professionalize the SSC workforce through community training, certificate programs, and collaboration with universities                                                                 |
| **3** Secure Mission-Capable IT | • Modernize the lifecycle through the use of agency federated systems and shared services  
                          |                                                        | • Identify enhanced security and interoperability standards and capabilities to better inform IT cost and planning decisions  
                          | • Provide agencies with a mechanism to adopt modern technology, automate manual processes, reduce duplicative investments, and decrease the cyber threat footprint |
| **4** Continuous Performance Improvement | • Establish and implement outcome-based performance metrics and measures  
                          |                                                        | • Develop a Research and Innovation program to inform policy, process, and technology with empirical data-driven decisions  
                          | • Establish a Continuous Performance Improvement model that will continuously evaluate the performance of the SSC policies and processes                                                                 |
Summary of Progress

**NBIB Reduces Background Investigation Inventory by 18%**. Through the implementation of measures approved by the Security Executive Agent (ODNI) and Suitability and Credentialing Executive Agent (OPM) and internal business process improvements, NBIB has now reduced the background investigation inventory from a high of 725,000 in June to 594,000 in December. Reductions are expected to continue as policy changes are implemented.

**ODNI Issues Policy Mandating Government-wide Reciprocity of Background Investigations.** On November 9th, the Security Executive Agent issued policy for the reciprocity of background investigations and national security adjudications. The policy aligns and establishes the requirements for reciprocal acceptance of background investigations and national security adjudications for initial or continued eligibility for access to classified information or eligibility to hold a sensitive position. It will improve mission readiness through an efficient, timely, and effective security clearance process that supports the Federal Government’s ability to recruit and mobilize top talent where and when needed.

**OPM issues New Training for Suitability and Fitness to Promote Reciprocity.** The Suitability Executive Agent (OPM) joined the Department of Defense (DoD) Defense Civilian Personnel Advisory Service to amend the training objectives of the National Training Standards for Suitability Adjudicators to respond to requests for suitability training that could be offered to fitness and other adjudicators. After socializing the new training objectives with all stakeholders, OPM used the new standards to reformulate its reimbursable training. In July, OPM began offering a new class, *Fundamentals of Suitability Adjudication for Suitability and Fitness Adjudicators*. Expansion of this offering resulted in more adjudicators being trained in the final quarter than in the previous three quarters combined, promoting reciprocity by increasing the use of like standards across agencies.

**NBIB Partners with Customer Agencies and Industry to Create Efficiencies.** NBIB has partnered with customer agencies and industry to target high volume geographical areas, centralize investigative workforce, and automate processes. These initiatives have improved efficiencies through a reduced level of effort to complete investigative elements, such as travel time, and improved the partnerships between the Government and industry to meet a common mission. Additionally, NBIB is in collaboration with the Uniformed Military Services to pilot the Trusted Information Provider (TIP) Program, an initiative aimed at reducing duplication of information previously collected during the recruitment process. When implemented, the TIP Program will further improve the timeliness, efficiency, effectiveness, and cost of a Federal background investigation.
**Challenge:** Information of concern often goes unreported in the Federal Government, which inhibits an agency’s ability to address potential issues before escalation.

**Theory of Change:** The SSC must work toward instilling a sense of shared responsibility by enabling a trusted workforce through consistent reporting requirements, employee and supervisor training, awareness campaigns for reportable behaviors, and identification of gaps in information sharing with sister missions.

### Milestone Summary

<table>
<thead>
<tr>
<th>Key Milestones</th>
<th>Milestone Due Date</th>
<th>Milestone Status</th>
<th>Owner</th>
<th>Recent Actions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Identify and provide recommendations to improve cross-mission information sharing.</td>
<td>Mar-2018</td>
<td>Complete</td>
<td>PAC PMO, ODNI, OPM</td>
<td>Began analysis of requirements consistent with the Trusted Workforce 2.0 effort.</td>
</tr>
<tr>
<td>Expand reporting requirements to the entire workforce.</td>
<td>Oct-2021</td>
<td>On Track</td>
<td>OPM</td>
<td></td>
</tr>
</tbody>
</table>
- **Challenge:** The SSC community faces an ever-changing global environment with an increasing mobile workforce, emerging global threats, and advancements in cutting-edge technology and innovations.

- **Theory of Change:** To successfully modernize our processes, the SSC community must develop agile capabilities that integrate the latest innovative technologies to facilitate continuous vetting of more of our trusted workforce and promote delivery of real-time information to the appropriate SSC professional responsible for making risk-based decisions.

### Milestone Summary

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</thead>
<tbody>
<tr>
<td>Establish standards and requirements for Trusted Information Providers to provide shared data with Investigative Service Providers.</td>
<td>Oct-2018</td>
<td>Missed (Previously On Track)</td>
<td>ODNI, OPM</td>
<td>Policy draft developed but delayed one quarter to harmonize standards with the Trusted Workforce 2.0 effort.</td>
</tr>
<tr>
<td>Key Milestones</td>
<td>Milestone Due Date</td>
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<td>Owner</td>
<td>Recent Actions</td>
</tr>
<tr>
<td>--------------------------------------------------------------------------------</td>
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</tr>
<tr>
<td>positions.</td>
<td></td>
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</tr>
<tr>
<td>Refine standards and guidelines under the new Federal vetting approach.</td>
<td>Dec-2018</td>
<td>On Track</td>
<td>ODNI, OPM</td>
<td>Completed first draft of new approach policy as part of the Trusted Workforce 2.0 effort.</td>
</tr>
<tr>
<td>Develop quality standards for adjudicative determinations and expand quality</td>
<td>Jul-2019</td>
<td>On Track</td>
<td>ODNI, OPM</td>
<td>Reviewed research regarding methodologies to improve quality of adjudications.</td>
</tr>
<tr>
<td>tools to include adjudications.</td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Provide the PAC a recommendation for the expansion of continuous vetting across</td>
<td>Sep-2019</td>
<td>Complete (Previously On Track)</td>
<td>OPM</td>
<td>Developed and provided a recommendation as part of the Trusted Workforce 2.0 efforts and began incorporating feedback into the new approach policy documents.</td>
</tr>
<tr>
<td>the entire Federal workforce to regularly review their backgrounds to determine whether they continue to meet applicable requirements.</td>
<td></td>
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</table>
## Milestone Summary

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<th>Recent Actions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reduce the inventory of background investigations to a steady and sustainable state.</td>
<td>Mar-2021</td>
<td>On Track</td>
<td>NBIB, ODNI, OPM</td>
<td>NBIB continues to implement measures approved by the Executive Agents to reduce and mitigate the background investigation inventory, which has now reduced from 725k to 594k.</td>
</tr>
<tr>
<td>Stand up DoD background investigation capability and complete phased transition of cases from NBIB to DoD.</td>
<td>Oct-2021</td>
<td>On Track</td>
<td>DoD</td>
<td>Transfer plan complete and under legal review and first draft of implementation plan complete.</td>
</tr>
<tr>
<td>Implement business transformation efforts to reengineer the process, enhance customer engagement, and support policy and process transformation and transition efforts.</td>
<td>Oct-2021</td>
<td>On Track</td>
<td>DoD, NBIB</td>
<td>DoD and NBIB completed high-level business process efforts and began lower-level decomposition efforts.</td>
</tr>
</tbody>
</table>
**Challenge:** The end-to-end SSC process relies heavily on data sharing and information technology (IT) to operate efficiently, effectively, and securely.

**Theory of Change:** The SSC mission must develop and deploy a modern, secure, and mission-capable, end-to-end digital environment that builds on a foundation of government-wide standards, promotes interoperability and information sharing, and collaboration across the SSC community.

### Milestone Summary

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<tr>
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<tbody>
<tr>
<td>Implement a shared unclassified record repository to store background investigation and adjudication history.</td>
<td>Oct-2019</td>
<td>On Track</td>
<td>DoD, NBIB, ODNI, OPM</td>
<td>Completed system rollout of DISS to all DoD users, including Industry. DISS rollout to SSA is pending, and the process of rolling out to Treasury and Labor is underway.</td>
</tr>
<tr>
<td>Implement a shared service to provide an unclassified information exchange for ready and efficient access to data, and continue to make iterative improvements.</td>
<td>Oct-2019</td>
<td>On Track</td>
<td>DoD, NBIB, ODNI, OPM</td>
<td>Contract awarded and development work started as part of NBIS.</td>
</tr>
</tbody>
</table>
### Key Milestones

**Sub-Goal 3: Secure & Modern Mission-Capable IT**

<table>
<thead>
<tr>
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</thead>
<tbody>
<tr>
<td>Implement a shared service capability that leverages automation to determine the sensitivity and risk level of a position, and continue to make iterative improvements.</td>
<td>Oct-2019</td>
<td>On Track</td>
<td>DoD, NBIB, ODNI, OPM</td>
<td>Initial pilot capability deployed into production for limited population (Army and OPM).</td>
</tr>
<tr>
<td>Implement a shared service capability that supports the development of background investigation reports, and continue to make iterative improvements.</td>
<td>Oct-2019</td>
<td>On Track</td>
<td>DoD, NBIB, ODNI, OPM</td>
<td>Contract awarded and development work started as part of NBIS.</td>
</tr>
<tr>
<td>Implement a shared service capability that supports the adjudication of background investigations, and continue to make iterative improvements.</td>
<td>Oct-2019</td>
<td>On Track</td>
<td>DoD, NBIB, ODNI, OPM</td>
<td>Deployment of adjudication management capability to SSA is pending and efforts to coordinate with Treasury are underway. eAdjudication capability modified to improve performance.</td>
</tr>
<tr>
<td>Implement a shared service capability that supports security or suitability manager functions that take place after adjudication (e.g. reciprocity, visit requests), and continue to make iterative improvements.</td>
<td>Oct-2019</td>
<td>On Track</td>
<td>DoD, NBIB, ODNI, OPM</td>
<td>Completed system rollout of DISS to all DoD users, including Industry. DISS rollout to SSA is pending and the process of rolling out to Treasury and Labor is underway.</td>
</tr>
</tbody>
</table>
**Challenge:** The SSC has faced challenges in monitoring performance and identifying and driving enterprise-level enhancements to policy, oversight, and operational processes.

**Theory of Change:** To initiate the necessary culture shift across the enterprise, the SSC community must institutionalize and integrate a continuous performance improvement model that will establish outcome-based performance metrics and measures; inform policy, process, and technology with empirical-based decisions; and continuously evaluate its performance and identify efficient and effective ways to perform its mission.

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<th>Owner</th>
<th>Recent Actions</th>
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</thead>
<tbody>
<tr>
<td>Improve public transparency of progress and performance.</td>
<td>Apr-2019</td>
<td>On Track</td>
<td>PAC PMO, ODNI, OPM</td>
<td>Release of Q4 key indicators (see slides 14-22). Participating with industry on effort to gather reciprocity data.</td>
</tr>
<tr>
<td>Improve decision-making by increasing access to research findings across the Executive Branch.</td>
<td>May-2019</td>
<td>On Track</td>
<td>PAC PMO, ODNI, OPM</td>
<td>Finalized six projects, including projects on falsification in the background investigation process and improving SF-86 questions. Kicked off new efforts, including projects on improving access to criminal history records, exploring machine learning, and evaluating the economics of the ecosystem.</td>
</tr>
<tr>
<td>Continue to mature the research &amp; innovation program to support SSC priorities.</td>
<td>Oct-2019</td>
<td>On Track</td>
<td>PAC PMO, ODNI, OPM</td>
<td>Initiated efforts for FY19 Research &amp; Innovation program at PAC PMO.</td>
</tr>
<tr>
<td>Focus Area</td>
<td>Key Indicator Title</td>
<td>Description</td>
<td></td>
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<td>--------------------</td>
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<td>-----------------------------------------------------------------------------</td>
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<tr>
<td><strong>Timeliness</strong></td>
<td>End-to-End Process Timeliness (2 slides)</td>
<td>Average number of days to complete end-to-end processing for the national security population</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Volume</strong></td>
<td>NBIB Investigations Inventory</td>
<td>Total inventory of pending NBIB investigations by anticipated workload effort</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>NBIB Investigations Case Flow</td>
<td>Total number of cases closed and scheduled per month, which drives changes to the Investigations Inventory</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>NBIB Investigator Headcount</td>
<td>Total number of investigators performing investigations for NBIB per year by both federal and contractor population</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Risk</strong></td>
<td>DoD National Security Population Eligibility and Access</td>
<td>Total number of federal, military, and contractor personnel eligible for a national security position and personnel currently in access for the Defense Department</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>DoD Continuous Evaluation Enrollment</td>
<td>Total number of DoD personnel enrolled in the Department's Continuous Evaluation (CE) Program</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Out-of-Scope National Security Population (2 slides)</td>
<td>Total number of Federal workforce eligible for a national security position with out-of-scope (outdated) investigations by security clearance level</td>
<td></td>
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</tr>
</tbody>
</table>
Key Indicator: End-to-End Process Timeliness

Average Timeliness for Processing the Fastest 90% of Security Clearance Cases

- PR Goal: 195
- TS Goal: 114
- S Goal: 74

Days Processed

Quarterly Period (FY12 to FY18)

- FY12 Q1: Initial Secret (S)
- FY12 Q2: Initial Top Secret (TS)
- FY12 Q3: Periodic Reinvestigation (PR)
- FY12 Q4: Initial Secret (S)
- FY13 Q1: Initial Top Secret (TS)
- FY13 Q2: Periodic Reinvestigation (PR)
- FY13 Q3: Initial Secret (S)
- FY13 Q4: Initial Top Secret (TS)
- FY14 Q1: Periodic Reinvestigation (PR)
- FY14 Q2: Initial Secret (S)
- FY14 Q3: Initial Top Secret (TS)
- FY14 Q4: Periodic Reinvestigation (PR)
- FY15 Q1: Initial Secret (S)
- FY15 Q2: Initial Top Secret (TS)
- FY15 Q3: Periodic Reinvestigation (PR)
- FY15 Q4: Initial Secret (S)
- FY16 Q1: Initial Top Secret (TS)
- FY16 Q2: Periodic Reinvestigation (PR)
- FY16 Q3: Initial Secret (S)
- FY16 Q4: Initial Top Secret (TS)
- FY17 Q1: Periodic Reinvestigation (PR)
- FY17 Q2: Initial Secret (S)
- FY17 Q3: Initial Top Secret (TS)
- FY17 Q4: Periodic Reinvestigation (PR)
- FY18 Q1: Initial Secret (S)
- FY18 Q2: Initial Top Secret (TS)
- FY18 Q3: Periodic Reinvestigation (PR)

Time Period

- FY12 to FY18

Days Processed:
- Q1: 0 to 50
- Q2: 50 to 100
- Q3: 100 to 150
- Q4: 150 to 200
- Q5: 200 to 250
- Q6: 250 to 300
- Q7: 300 to 350
- Q8: 350 to 400
- Q9: 400 to 450

Goal Levels:
- S: 74 days
- TS: 114 days
- PR: 195 days

Note: The graph visualizes the average timeliness for processing the Fastest 90% of Security Clearance Cases over the fiscal years FY12 to FY18, indicating the time periods and goal levels for Initial Secret (S), Initial Top Secret (TS), and Periodic Reinvestigation (PR).
Key Indicator: End-to-End Process Timeliness

Average number of days to complete end-to-end processes at the 90th percentile, by case type as defined under IRTPA

(PAC Methodology) Fastest 90%

<table>
<thead>
<tr>
<th>Case Type</th>
<th>Initiate</th>
<th>Investigate</th>
<th>Adjudicate</th>
<th>End-to-End (Initiate + Inv. + Adj.)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Average Days</td>
<td>Average Days</td>
<td>Average Days</td>
<td>Average Days</td>
</tr>
<tr>
<td></td>
<td>Q1 18</td>
<td>Q2 18</td>
<td>Q3 18</td>
<td>Q4 18</td>
</tr>
<tr>
<td>Initial Secret Cases</td>
<td>Volume  344,920</td>
<td>Goal: 14 Days</td>
<td>11</td>
<td>13</td>
</tr>
<tr>
<td>Periodic Reinvestigations</td>
<td>Volume  198,943</td>
<td>Goal: 15 Days</td>
<td>26</td>
<td>26</td>
</tr>
</tbody>
</table>

Red Text: Goal Not Met
Green Text: Goal Met
Key Indicator: NBIB Investigations Inventory

High Fieldwork Intensive – Cases that typically require investigators to do more extensive work in the field (i.e., case issues that require manual follow-up). These are used for higher risk positions.

Less Fieldwork Intensive/Special Agreement Checks – Cases that typically require little to no work in the field (i.e. automated fingerprint checks or clean cases). These are used for lower risk positions.
Key Indicator: NBIB Investigations Case Flow

1. **NBIB Cases Scheduled and Closed - Annual**
   - FY05 to FY18 data through Q4
   - Graph showing cases scheduled, closed, and inventory over time periods FY05 to FY18.

2. **NBIB Cases Scheduled and Closed - Quarter**
   - Q4 FY15 to Q4 FY18 data
   - Graph showing cases scheduled, closed, and inventory over quarter periods FY15 to FY18.
Key Indicator: NBIB Investigator Headcount

NBIB Investigator Headcount - Annual

NBIB Investigator Headcount - Quarter
### DoD National Security Population Eligibility & Access

#### Key Indicator:
DoD National Security Population Eligibility & Access

![Bar chart showing personnel numbers across different fiscal years and quarters for DoD clearance eligibility and access.]

<table>
<thead>
<tr>
<th>Time Period</th>
<th>FY13 (Baseline)</th>
<th>FY14</th>
<th>FY15</th>
<th>FY16</th>
<th>FY17</th>
<th>FY18Q1</th>
<th>FY18Q2</th>
<th>FY18Q3</th>
<th>FY18Q4</th>
<th>Number Decreased (from baseline)</th>
<th>FY13-FY18Q4 % Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Eligible - In Access</td>
<td>2500</td>
<td>2400</td>
<td>2200</td>
<td>2280</td>
<td>2280</td>
<td>2300</td>
<td>2310</td>
<td>2311</td>
<td>2760</td>
<td>260</td>
<td>10%</td>
</tr>
<tr>
<td>Eligible - No Access</td>
<td>2100</td>
<td>1600</td>
<td>1500</td>
<td>1250</td>
<td>1210</td>
<td>1230</td>
<td>1220</td>
<td>1266</td>
<td>1399</td>
<td>-701</td>
<td>-33%</td>
</tr>
<tr>
<td>Total</td>
<td>4600</td>
<td>4000</td>
<td>3700</td>
<td>3530</td>
<td>3490</td>
<td>3530</td>
<td>3530</td>
<td>3577</td>
<td>4159</td>
<td>-441</td>
<td>-10%</td>
</tr>
</tbody>
</table>
Key Indicator:
DoD Continuous Evaluation Enrollment

DoD Continuous Evaluation Program Enrollment

<table>
<thead>
<tr>
<th>Time Period</th>
<th>FY 15</th>
<th>FY 16</th>
<th>Q1</th>
<th>Q2</th>
<th>Q3</th>
<th>Q4</th>
<th>Q1</th>
<th>Q2</th>
<th>Q3</th>
<th>Q4</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel (000s)</td>
<td>125.0%</td>
<td>123.1%</td>
<td>0.8%</td>
<td>3.4%</td>
<td>109.8%</td>
<td>4.9%</td>
<td>-0.2%</td>
<td>-0.8%</td>
<td>-1.4%</td>
<td></td>
</tr>
</tbody>
</table>

Change Quarter Over Quarter
Key Indicator: Out-of-Scope National Security Population

DoD and IC Top Secret & TS/SCI Out of Scope Population

Non-DoD IC
- Aug '14 Baseline: 48K
- FY18 Q1: 35K
- FY18 Q2: 35K
- FY18 Q3: 34K
- FY18 Q4: 36K
- Change Since Last Quarter: +6% (2K)
- Change Since Baseline: -25% (12K)

DoD IC
- FY18 Q1: 52K
- FY18 Q2: 53K
- FY18 Q3: 54K
- FY18 Q4: 57K
- Change Since Last Quarter: +6% (3K)
- Change Since Baseline: +10% (5K)

DoD
- FY18 Q1: 319K
- FY18 Q2: 345K
- FY18 Q3: 363K
- FY18 Q4: 374K
- Change Since Last Quarter: +3% (11K)
- Change Since Baseline: +17% (55K)

Totals
- FY18 Q1: 414K
- FY18 Q2: 433K
- FY18 Q3: 451K
- FY18 Q4: 467K
- Overall change since baseline: +11% (48K)
Key Indicator:
Out-of-Scope National Security Population

- DoD Secret Out of Scope Population

- Overall change since baseline: -46% (218K)

- Change since last quarter and baseline:
  - Eligible - In Access: +6% (7K), Eligible - No Access: -7% (9K)
  - Eligible - In Access: +113% (69K), Eligible - No Access: -70% (287K)
  - Totals: -1% (2K), -46% (218K)
Contributing Programs

**PAC Member Agencies**

- Office of Management and Budget
- Office of Personnel Management
- Department of Energy
- Department of Justice
- Department of the Treasury
- General Services Administration
- National Background Investigations Bureau
- Office of the Director of National Intelligence
- Department of Defense
- Department of Homeland Security
- Department of State
- Federal Bureau of Investigation
- National Archives and Records Administration
- National Security Council

**PAC Ex Officio and Other Contributing Agencies**

- Agency for International Development
- Department of Agriculture
- Department of Health & Human Services
- Department of Labor
- Drug Enforcement Administration
- National Geospatial-Intelligence Agency
- National Security Agency
- Social Security Administration
- Central Intelligence Agency
- Department of Commerce
- Department of Housing & Urban Development
- Department of Transportation
- Environmental Protection Agency
- National Reconnaissance Office
- Nuclear Regulatory Commission
- Defense Intelligence Agency
- Department of Education
- Department of Interior
- Department of Veterans Affairs
- National Aeronautics & Space Administration
- National Science Foundation
- Small Business Administration
Acronyms

CE – Continuous Evaluation
DDM – Deputy Director of Management
DNI – Director of National Intelligence
DoD – Department of Defense
EA – Executive Agent
EIB – Enterprise Investment Board
IRTPA – Intelligence Reform and Terrorism Prevention Act of 2004
IT – Information Technology
NBIB – National Background Investigative Bureau
ODNI – Office of the Director of National Intelligence
OMB – Office of Management and Budget
OPM – Office of Personnel Management
PAC – Performance Accountability Council
PMO – Program Management Office
SSC – Security, Suitability/Fitness, and Credentialing
SecEA – Security Executive Agent
Suit & CredEA – Suitability & Credentialing Executive Agent
USD(I) – Under Secretary of Defense for Intelligence