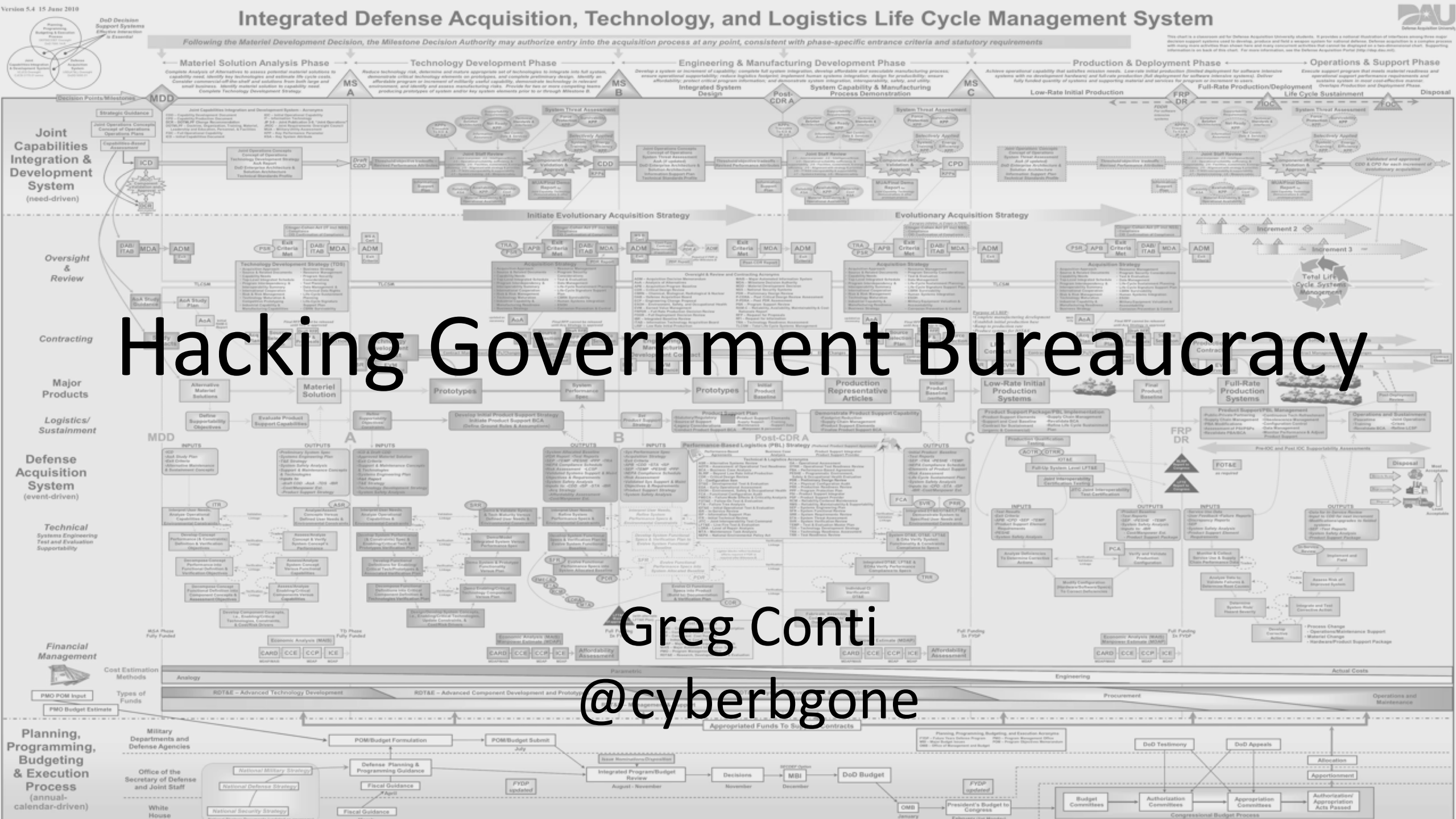

Integrated Defense Acquisition, Technology, and Logistics Life Cycle Management System
Following the Materiel Development Decision, the Milestone Decision Authority may authorize entry into the acquisition process at any point, consistent with phase-specific entrance criteria and statutory requirements
Materiel Solution Analysis Phase
Technology Development Phase
Engineering & Manufacturing Development Phase
Production & Deployment Phase
Operations & Support Phase
MDD
MS A
MS B
MS C
Post-CDR A
FRP DR
IOC
FOC
Joint Capabilities Integration & Development System
(need-driven)
Oversight & Review
Contracting
Major Products
Logistics/ Sustainment
Defense Acquisition System
(event-driven)
Technical
Financial Management
Planning, Programming, Budgeting & Execution Process
(annual-calendar-driven)
Initiate Evolutionary Acquisition Strategy
Evolutionary Acquisition Strategy
Increment 2
Increment 3
Total Life Cycle Systems Management
Hacking Government Bureaucracy
Greg Conti
@cyberbgone

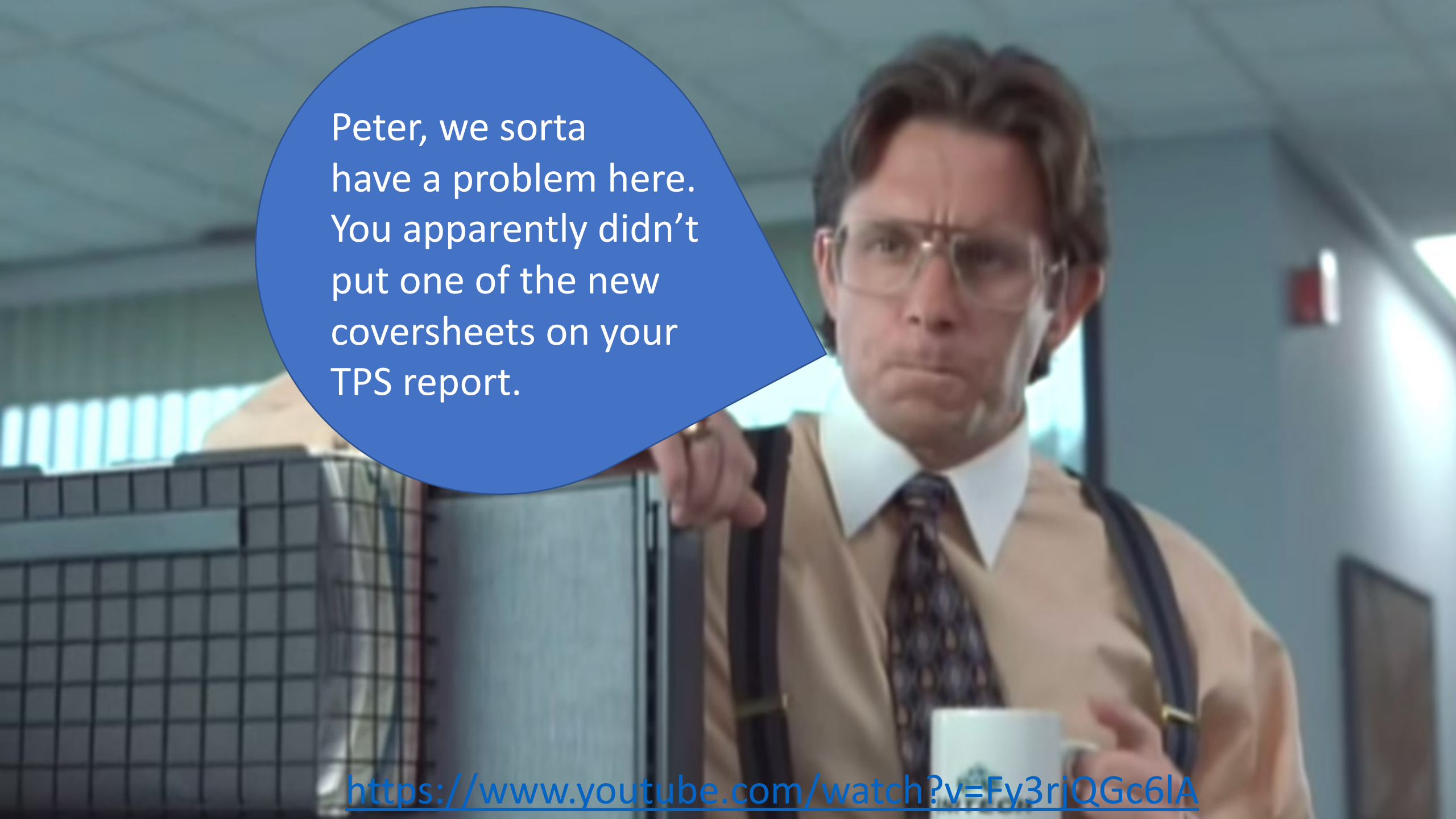
The views expressed in this talk are those of the authors and do not reflect the official policy or position of Kopidion, the United States Government, or any of our other current or past employers.

Background

Pre-”Cyber”

Post-”Cyber”

Post-Army



https://www.youtube.com/watch?v=Fy3rjQGc6lA

How Long Does it Take to Cut a Ribbon?

Problem

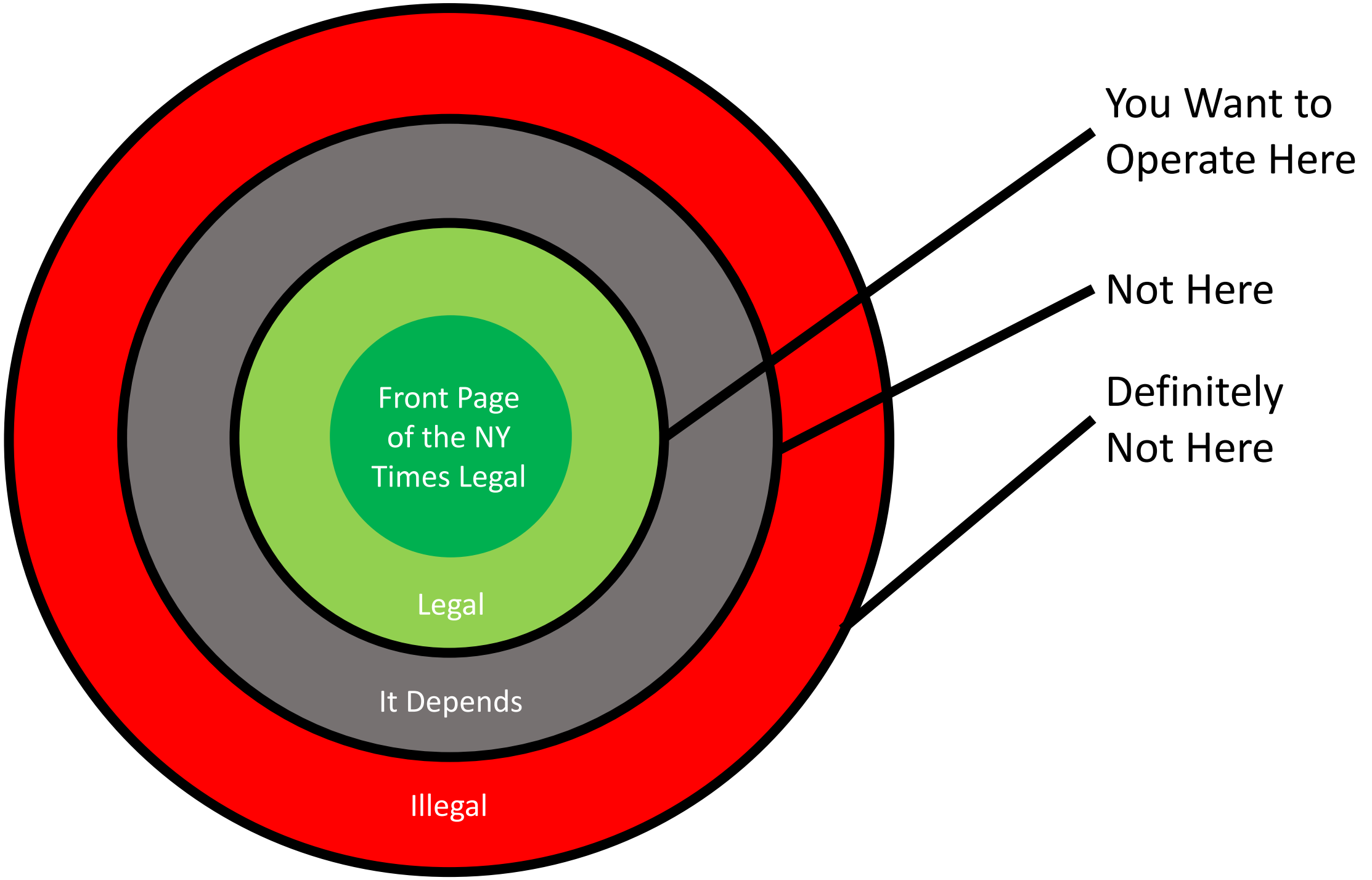
- Bureaucracies will crush your mission, organization, your people and soul
- Not taught in the classroom
- The mission of cyber in the DoD is essential
- Recruiting, retention, reputation, and mission accomplishment will suffer
- Learning to navigate/hack bureaucracy is essential to operational and professional success
- Bureaucracy in software

HT: @jckichen @KangriCarrier

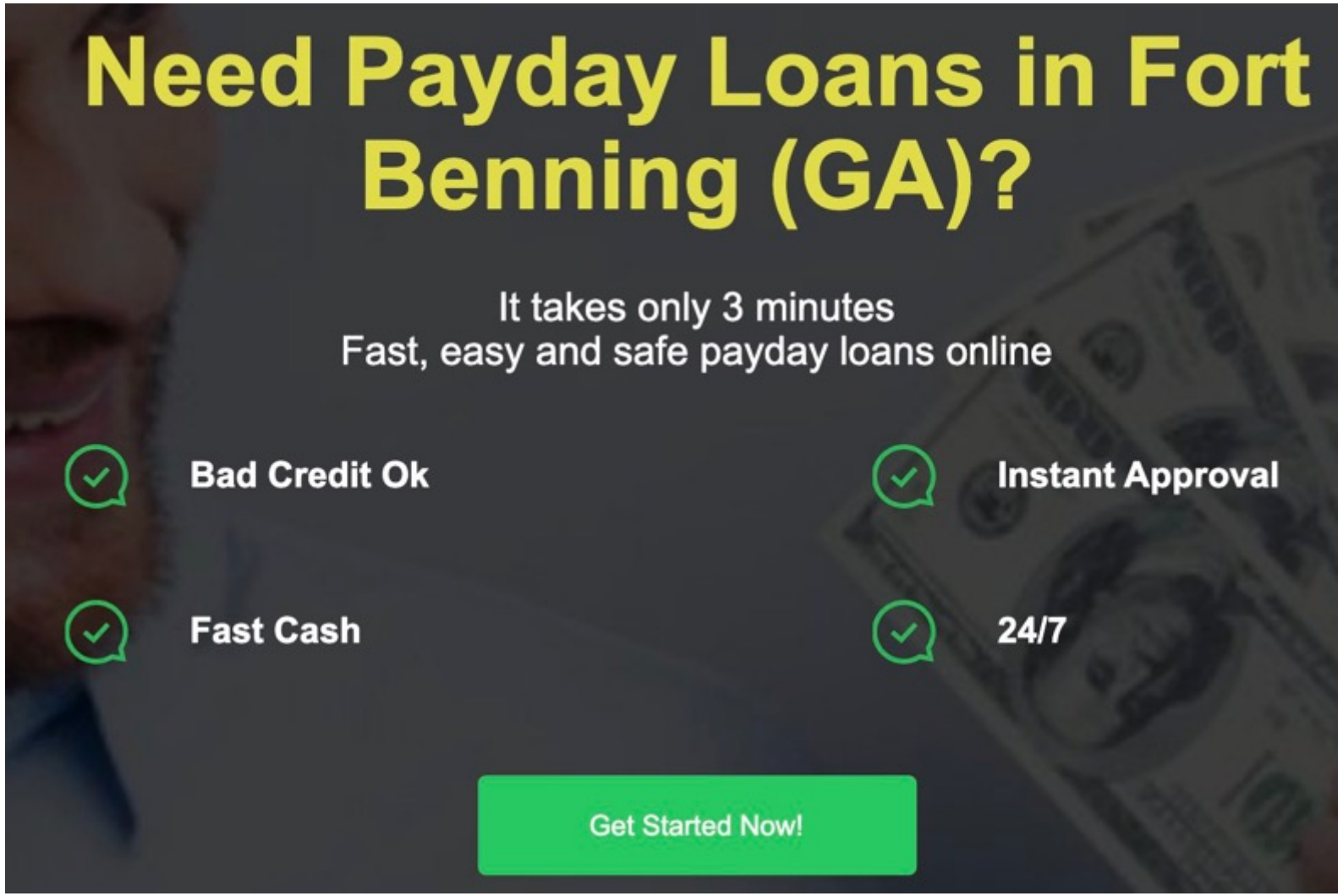
Not Addressing: Game of Thrones

Safety Briefing

- To be clear, I’m not suggesting illegal or unethical behavior
- Use common sense and don’t cross the line
- Risk assessments are your friend


Front Page of the NY Times Legal
Legal
It Depends
Illegal
You Want to Operate Here
Not Here
Definitely Not Here

And Legal May or May Not Mean Ethical



Understand that Some Restrictions are There for a Reason

https://fineartamerica.com/featured/funny-signs-signhumor-advertising-m-r-m.html

NAVY YARD
"THE DIFFICULT
WE DO NOW;
THE IMPOSSIBLE
TAKES A LITTLE
LONGER."

924
924 127679
910 127338
902

PROTECTING THE HOMELAND
PROTECTING
THE HOMELAND

DARPA's (Mudge's) Cyber Fast Track

"At DARPA, Mudge hoped to bring his 'hacker ethos' to the conservative organization, creating a Cyber Fast Track (CFT) program that gave small grants to more agile individuals and small research groups to provide innovative security technology."

https://duo.com/blog/duo-tech-talk-a-behind-the-scenes-look-at-creating-darpa-s-cyber-analytic-framework

UNITED STATES SPACE FORCE
DEPARTMENT OF THE AIR FORCE
MMXIX

DEFENSE INNOVATION UNIT

Center for Cyber Security Studies
UNITED STATES NAVAL ACADEMY

CYBERWORX™

"'Hacking the bureaucracy' is about being a public-sector entrepreneur. It's about having an outsized impact, at a scale beyond the resources under your control."
- Nick Sinai

Bureaucracies Have Defensive Shields and Weapon Systems

- Lawyers
- Policies and Law
- NDAs/EULAs
- Unempowered CSRs
- Voice Mail Hell
- Apathy
- Pettiness

Bureaucracies Can Be Attacked

- Legal DDOS
- Funding
- Rotating Leaders
- Bad Press
- Public Shaming
- Leaks
- Billets
- Congressional Hearings

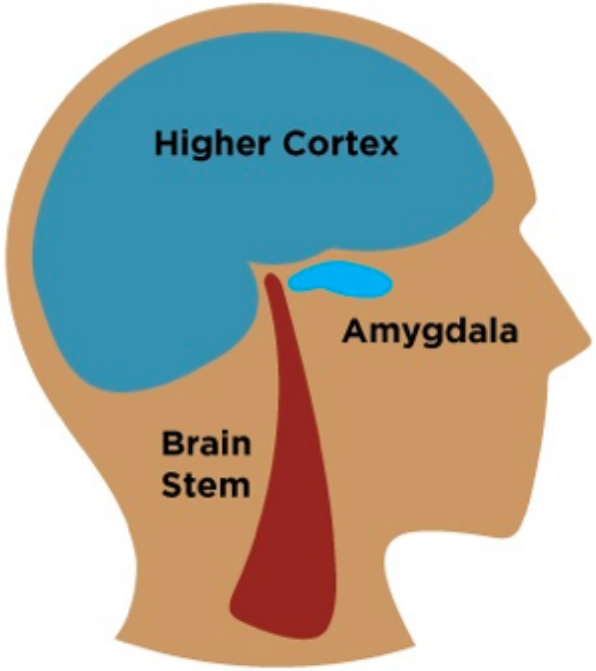
Basic Blocking and Tackling

https://www.nbcsports.com/washington/ravens/baltimore-ravens-roundup-defensive-tackle-michael-pierce-signs-restricted-free-agent-tender

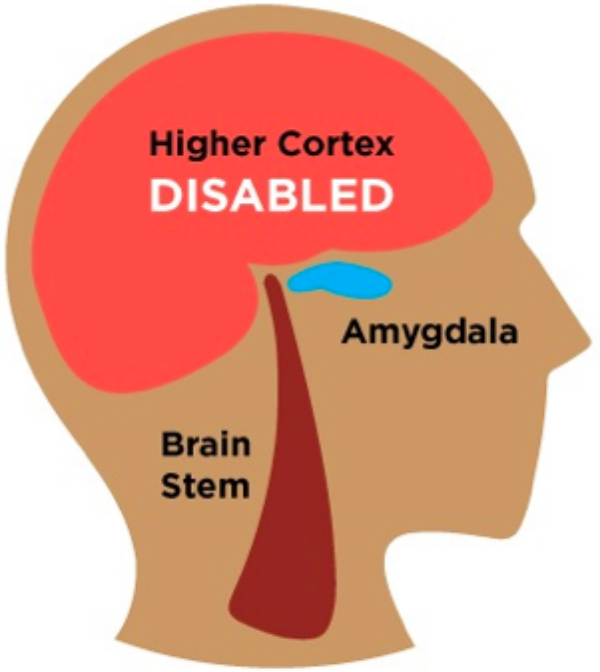
RTFM (Read the Manual)

- Follow instructions
- Know the policy as well as or even better than the person you are dealing with.
- If they want a form filled out in black ink, 10 days in advance, with a notarized signature, give it to them.

Don’t Be Emotionally Hijacked…



LOW Emotion
(Calm, Relaxed)



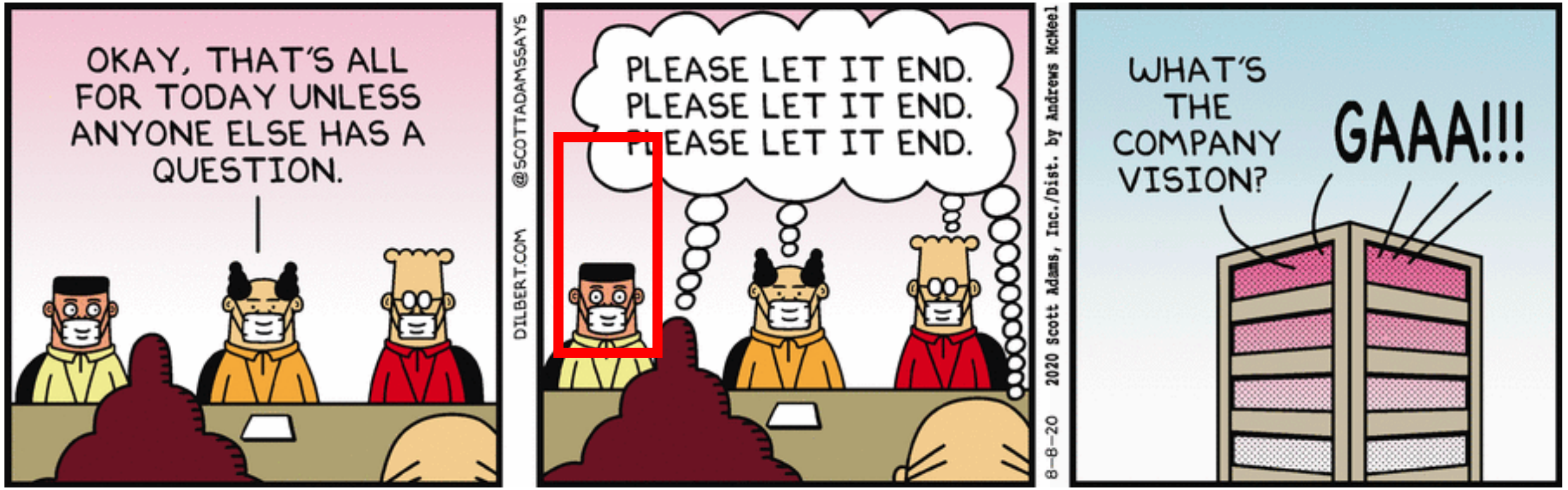
HIGH Emotion
(Anger, Fear, Excitement, Love, Hate, Disgust, Frustration)

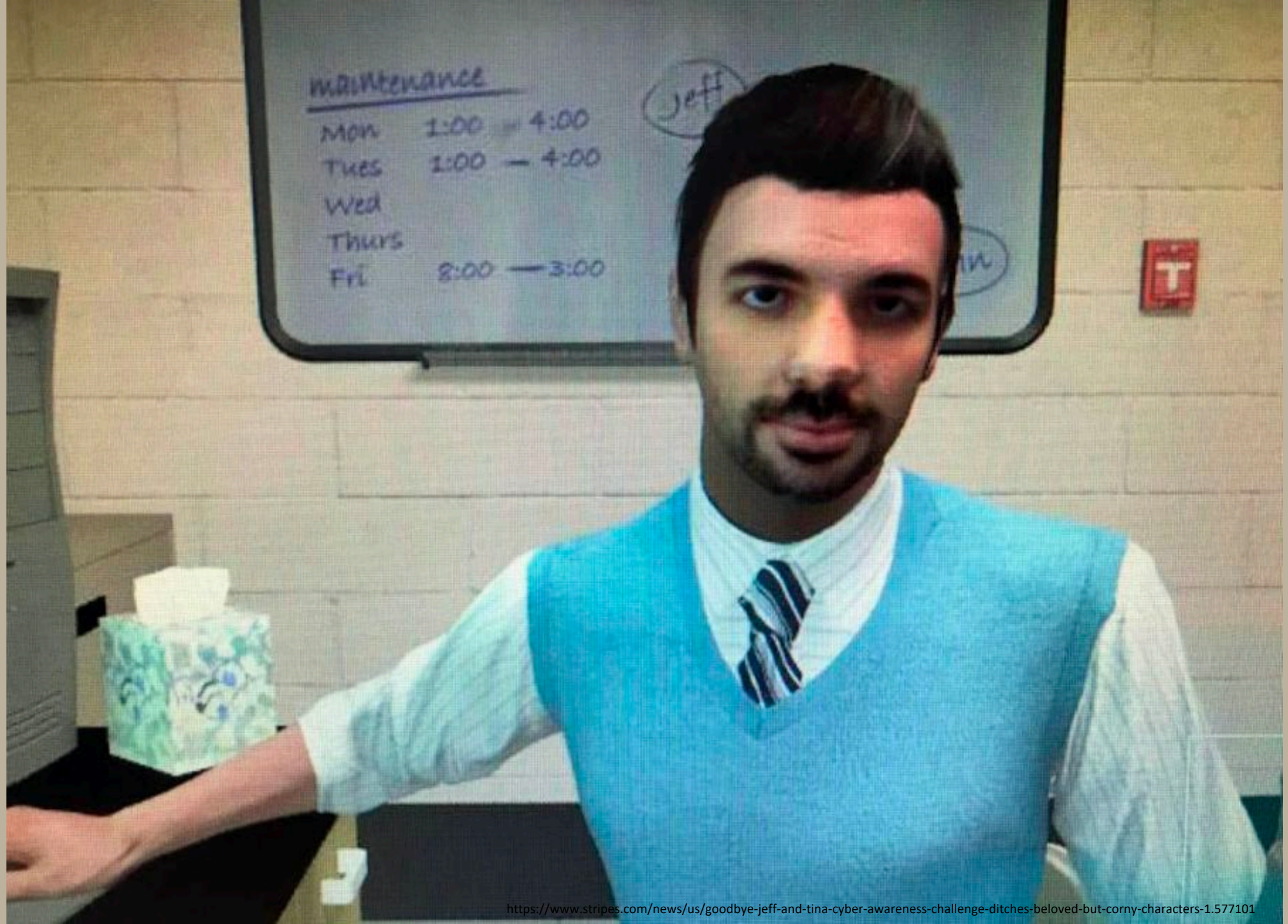
…even if you are baited

https://blog.ttisi.com/emotional-intelligence-prevents-amgydala-hijack

I WANT YOU TO BE NICE....
UNTIL IT'S TIME TO NOT BE NICE.

Keep a Sense of Humor

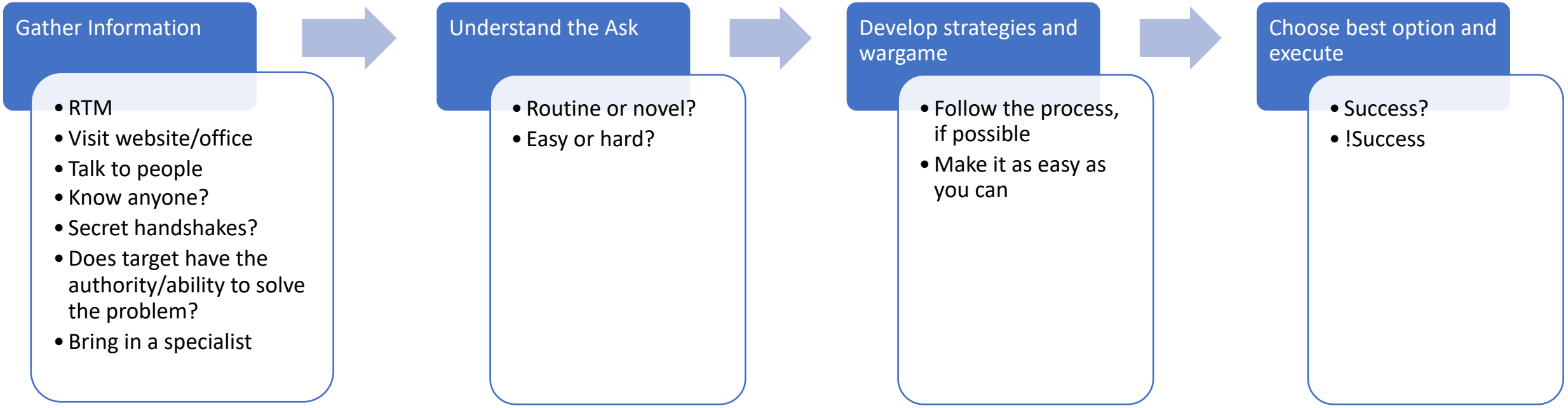




https://www.stripes.com/news/us/goodbye-jeff-and-tina-cyber-awareness-challenge-ditches-beloved-but-corny-characters-1.577101

Improving Your Technique

https://www.aikidoyuishinkai.org/founder-of-aikido/



Success

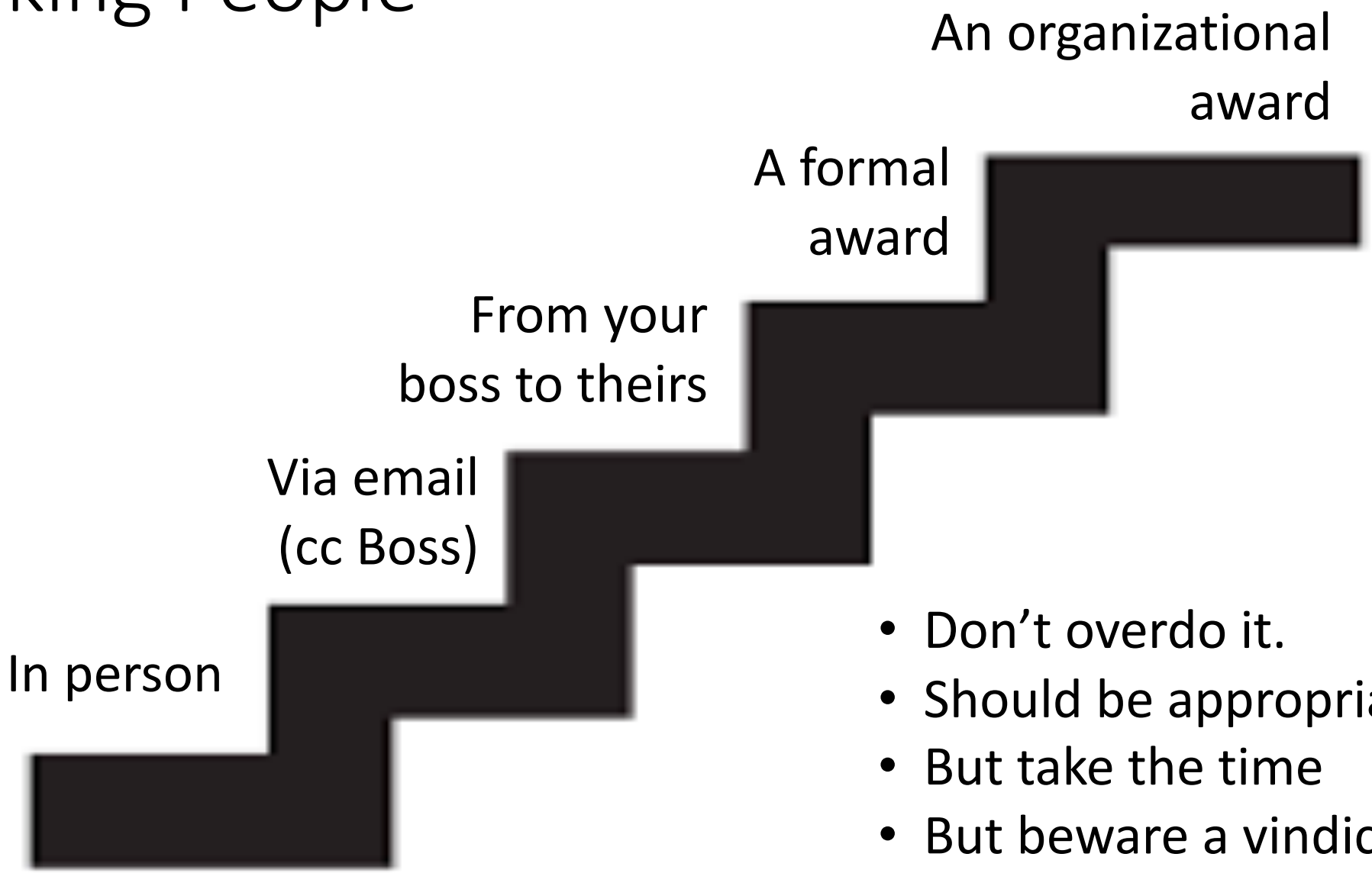
- Yay!
- Thank them*

*Various degrees of thanking them

!Success

- Thank them anyway
- Don’t burn the bridge
- Take a deeper look
- Choose your battles
- Were they right in saying no?
- Adapt and improvise in next phase

Thanking People



- Don’t overdo it.
- Should be appropriate
- But take the time
- But beware a vindictive boss

The Five Love Languages

1. Words of Affirmation

X 2. Gifts

X 3. Acts of Service

X 4. Quality Time

X 5. Physical Touch

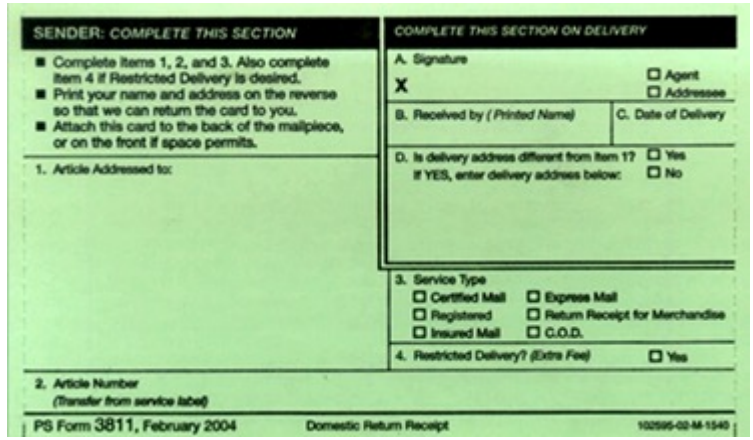
On second thought, these might not be entirely crazy in an *official capacity*. For example…

- Transferring excess equipment
- Helping with an organizational web page update
- Sharing an extra person, etc.

Check with an ethics and/or legal advisor.

Ask forgiveness, not permission

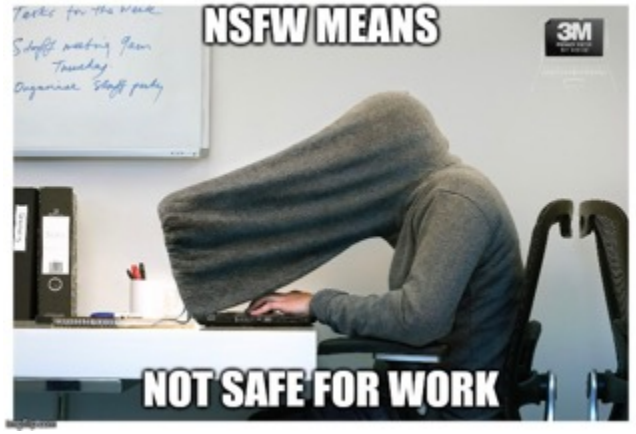
Always get their name



Try to get receipt confirmation

Always keep a copy

Make sure you have perspective



Be careful when using work machines

Who is the Decision Maker?
How Do I Request an Exception to Policy?

https://fineartamerica.com/featured/funny-signs-signhumor-advertising-m-r-m.html

Route Around Bureaucracy

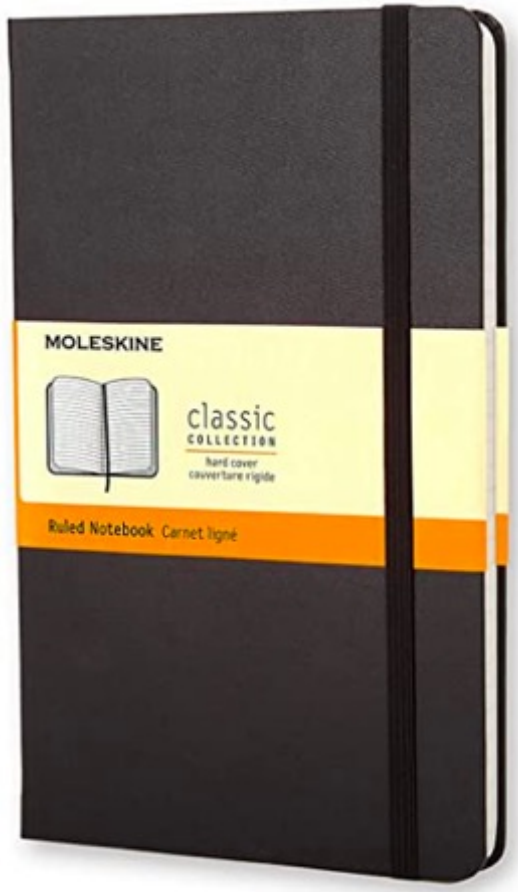
You

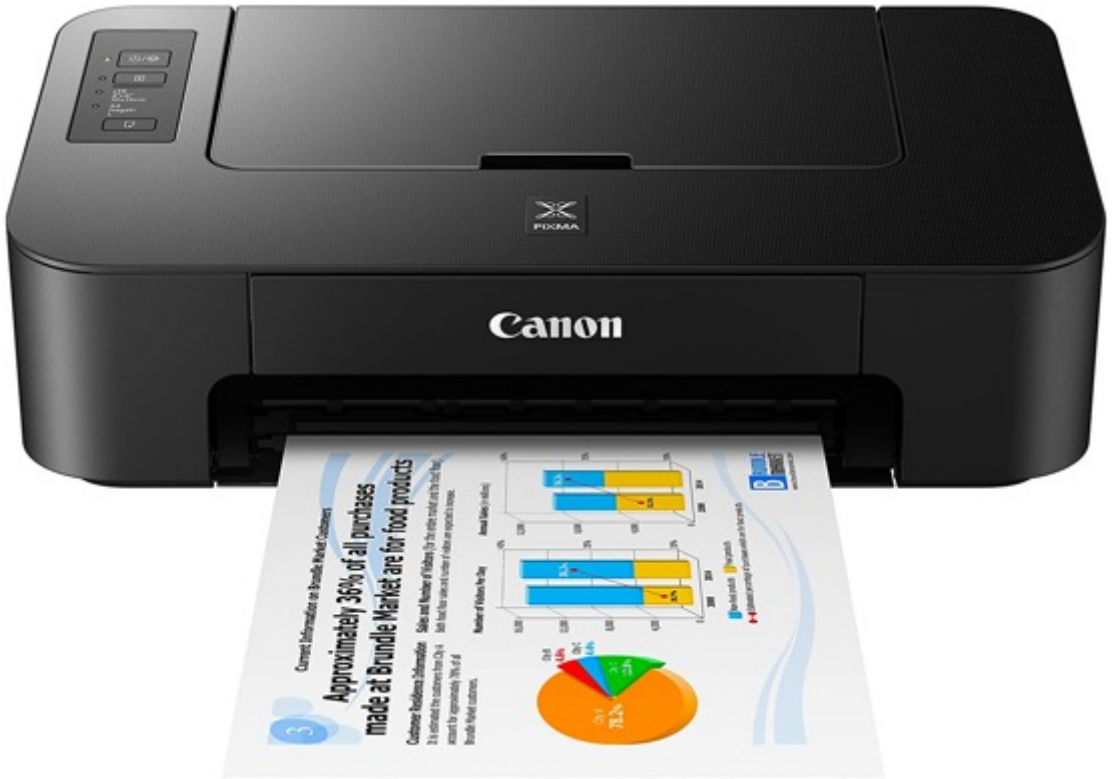
Goal

https://tarpits.org/experience-tar-pits/la-brea-tar-pits-and-hancock-park

- Avoid the fight
- Avoid getting drug into the fight
- Deescalate
- Compromise
- Partner
- Not invented here/ Don’t rediscover fire

If Things Start Going South





If You Must Fight, Know Your Adversary

If someone is a senior in an bureaucracy, it isn't by chance.

Who are you in this picture?

https://play.google.com/store/apps/details?id=com.BestAikidoTechnique.ParamountDev&hl=en_US

Happy or bitter

Careerist self-promoter

Brand new or experienced

Loves/hates current job

Ground down by the bureaucracy

On a power trip

Works for a tyrant, or a great boss

Well intentioned, but overwhelmed

High (or low) EQ/IQ

Willing to make a common sense decision

Apathetic or Caring

Personas

Empowered or unempowered

Must. Color. Inside. The. Lines.

Put yourself in their shoes/head

$$\text{Risk} = \frac{\text{Threats x Vulnerabilities x Impact}}{\text{Security Controls}}$$

Threats x Vulnerabilities x Impact

- How much power do they have?
- Is there a hidden relationship to be aware of?
- How senior are they?
- Have they been selected for promotion?
- How established are they?
- What is their reputation?

- How are you vulnerable?
- How senior are you?
- How established are you?

- How long until they (or you) move?
- Will you encounter them again, directly or indirectly?
- Assume a _long_ memory, except when it is short
- Consider intended, and unintended effects.
- What will this do to your reputation?

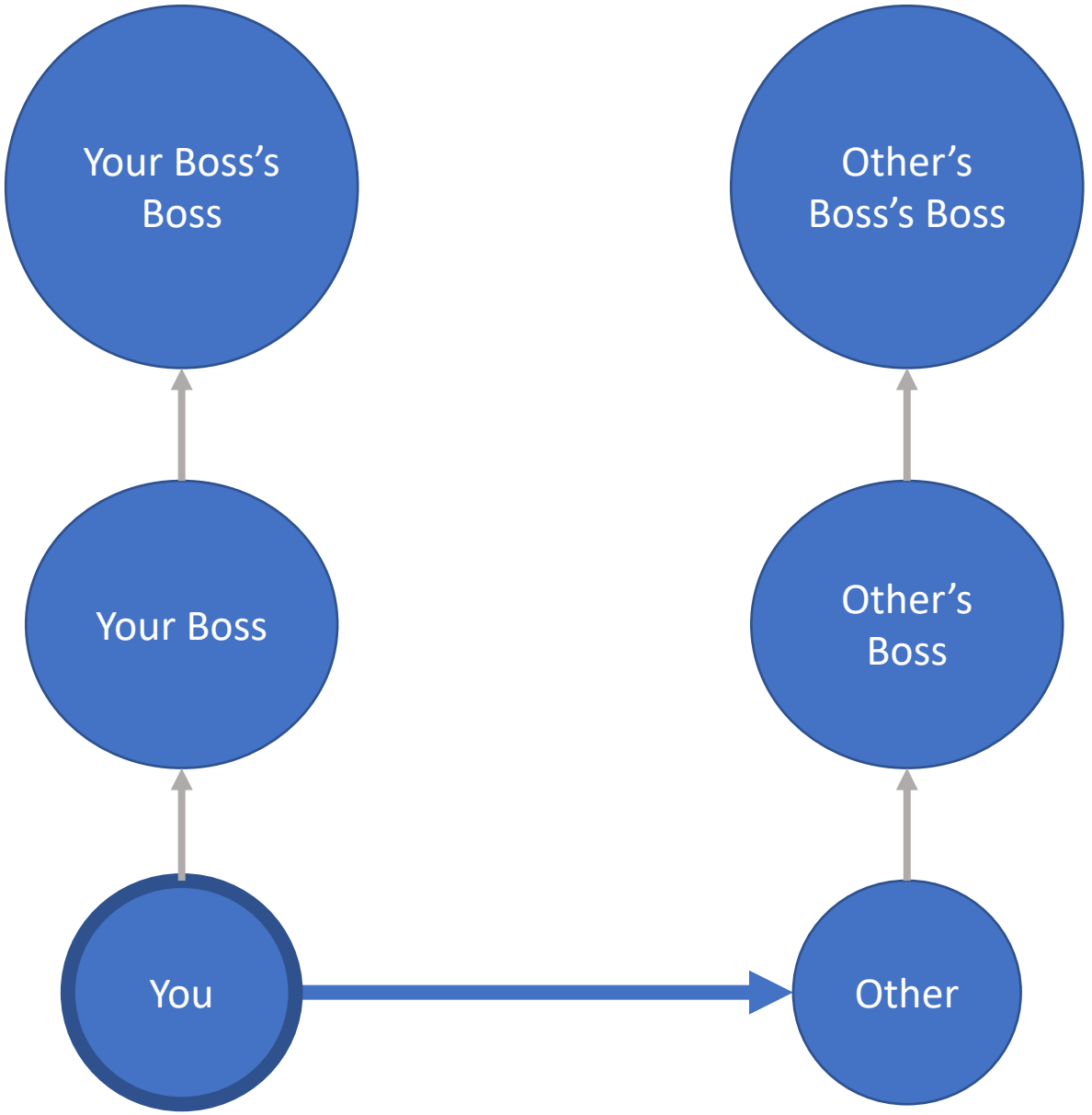
$$\text{Risk} = \frac{\text{Threats} \times \text{Vulnerabilities} \times \text{Impact}}{\text{Security Controls}}$$

- How “right” are you?
- How “wrong” are they?
- Do you have top cover?
- Do you have tangible evidence?

Escalation

- Must be done carefully and rarely
- Exhaust all reasonable means first
- Do a risk analysis
- Make sure what you are asking for is appropriate

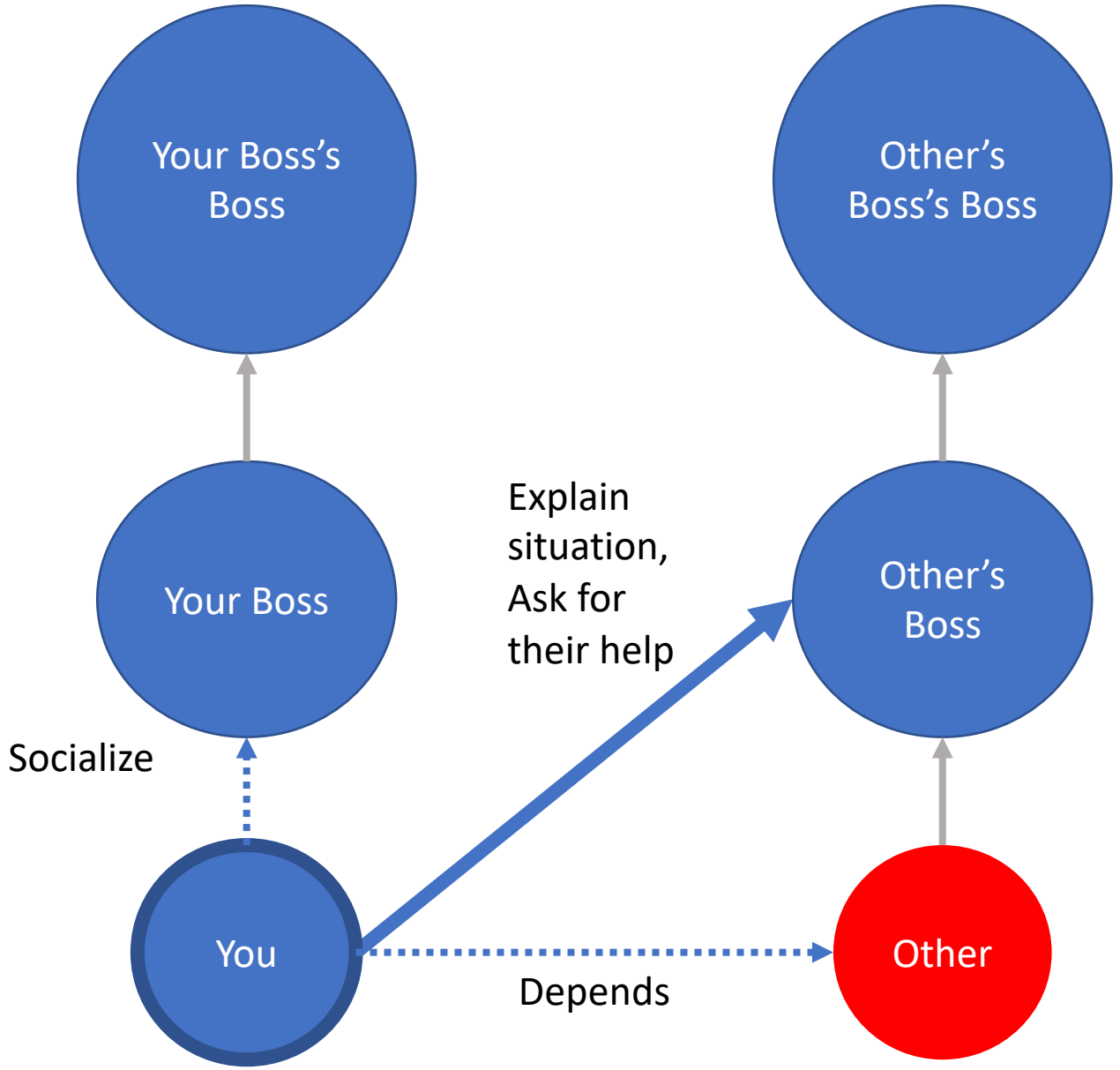
Solves: 90%



Escalation

- Must be done carefully and rarely
- Exhaust all reasonable means first
- Do a risk analysis
- Make sure what you are asking for is appropriate

Solves: 90-95%



Escalation

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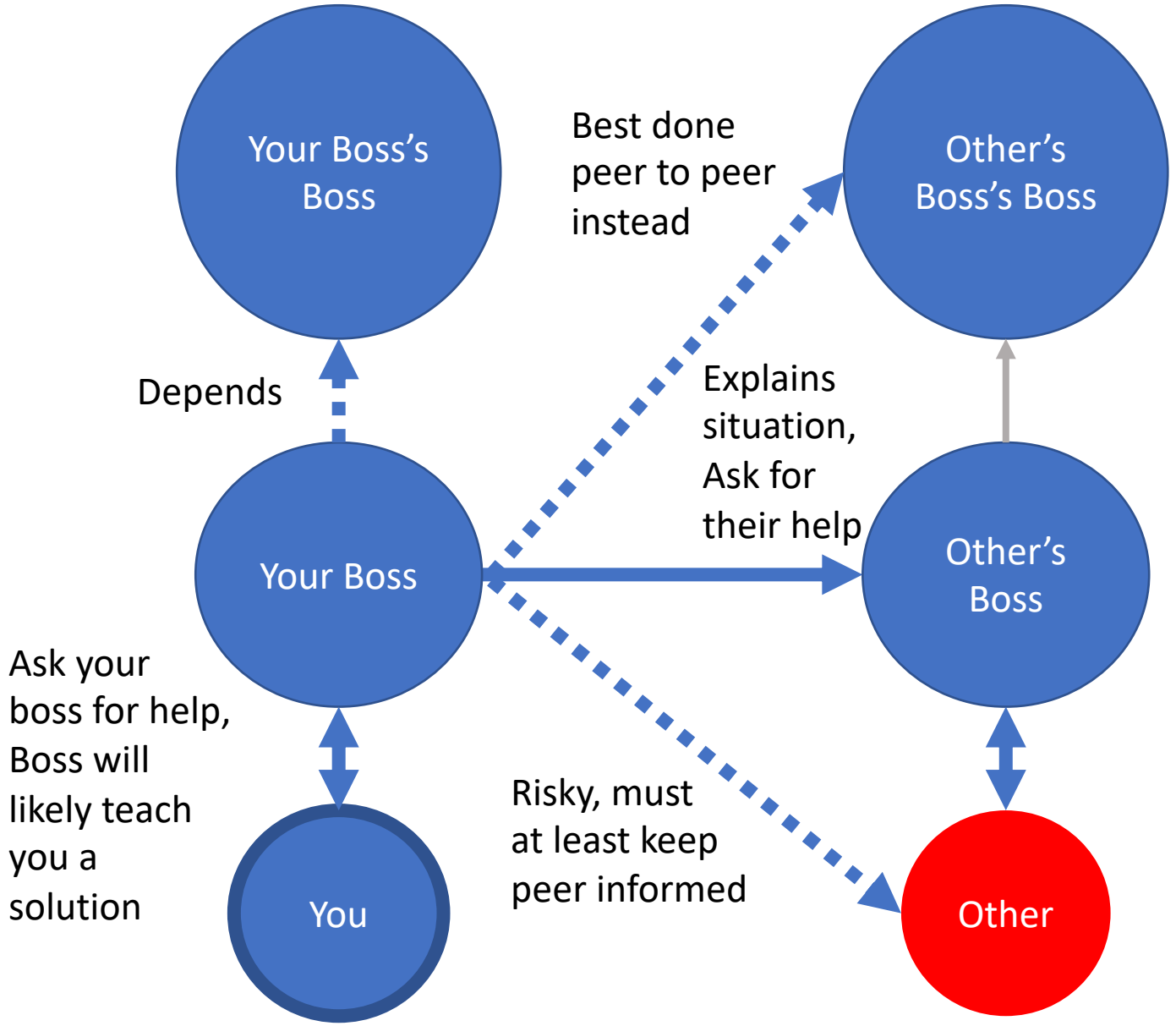


Solves: 95-98%

Escalation

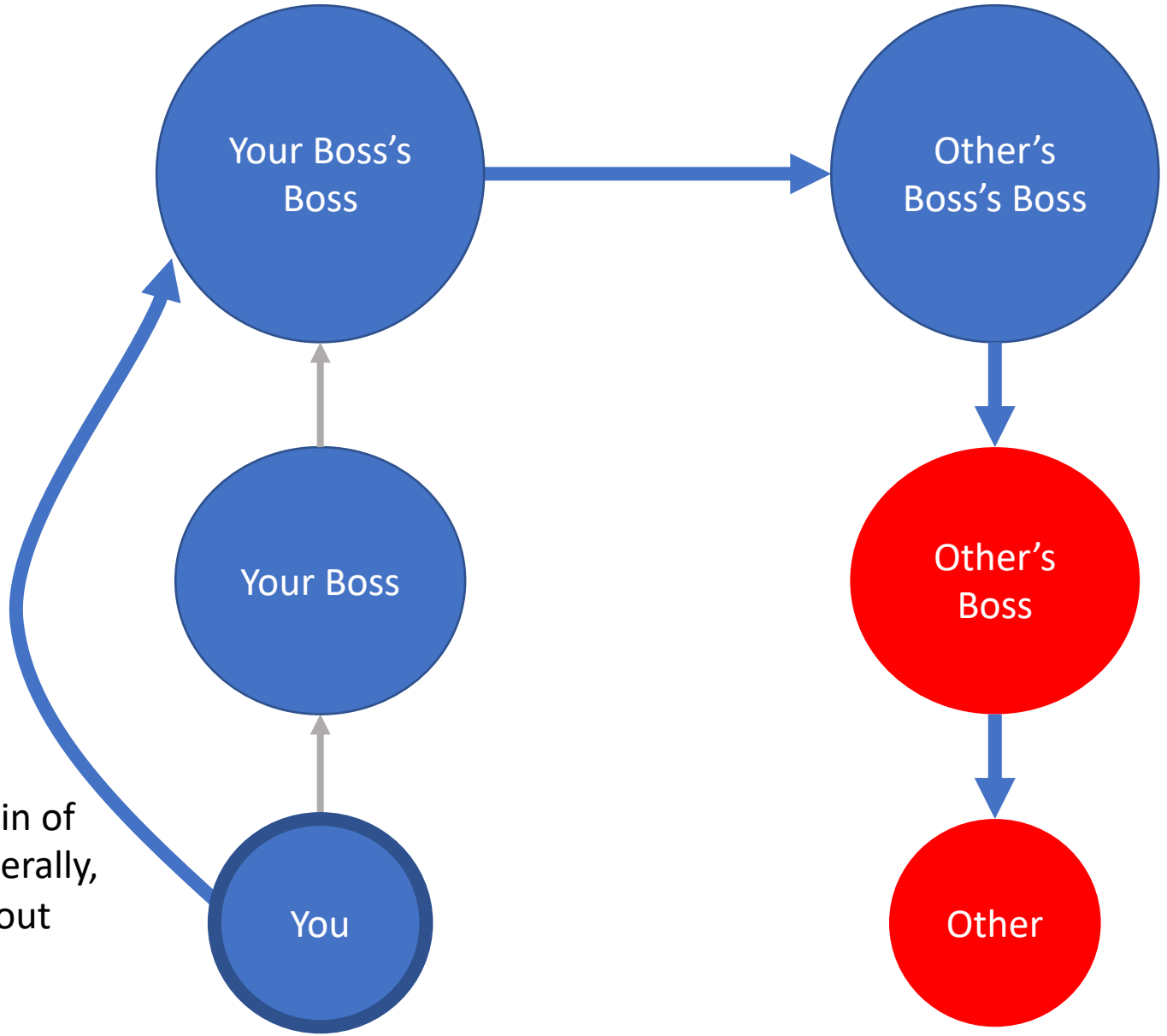
- Must be done carefully and rarely
- Exhaust all reasonable means first
- Do a risk analysis
- Make sure what you are asking for is appropriate

I'm talking routine bureaucracy in the following examples.

I'm not referring to EO, EEO, Sexual Harassment where there are deliberate reporting processes in place.

Solves: 98-99.9%

Jumping the chain of command is generally, a bad idea, without good reason



Escalation

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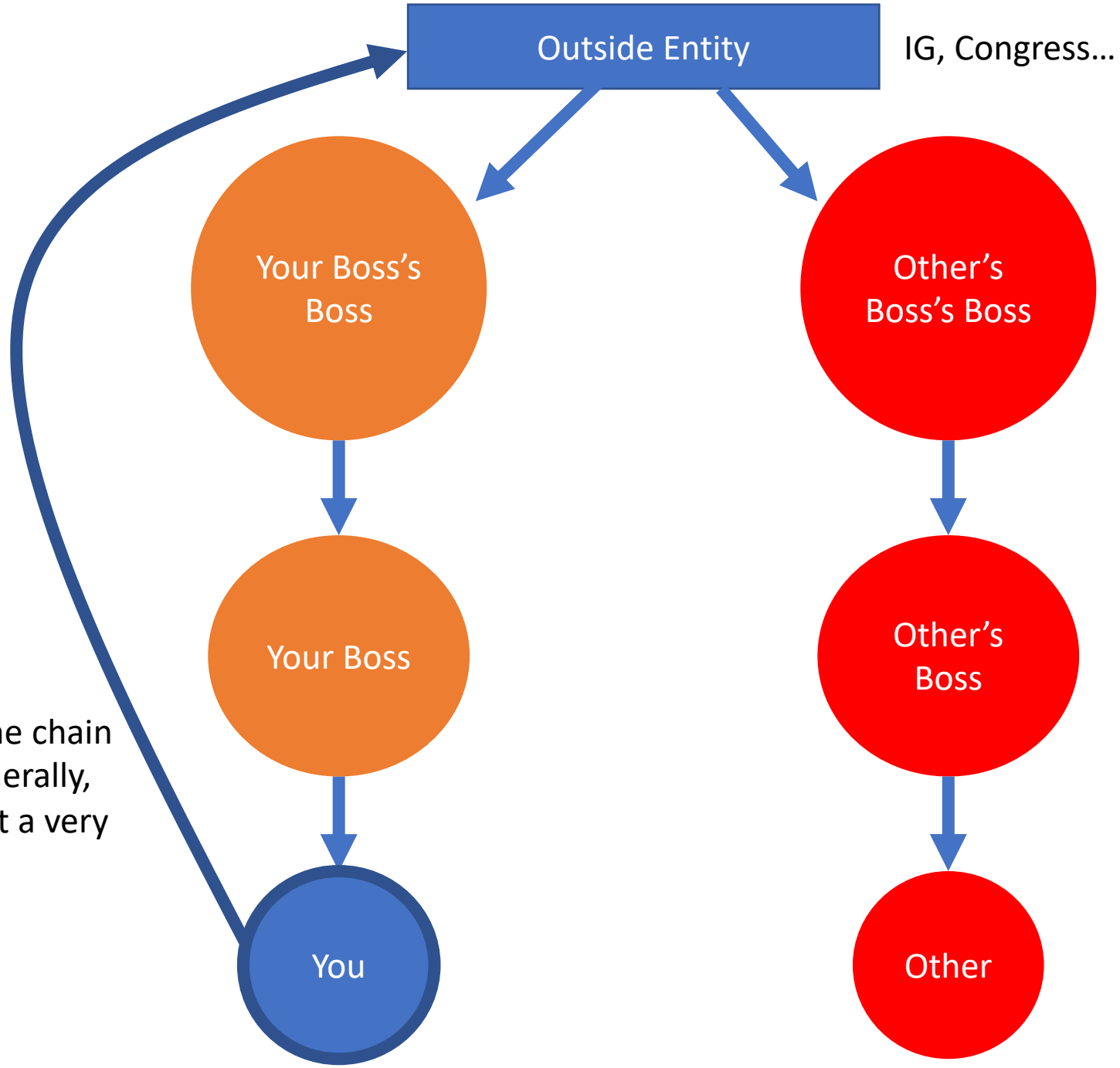
- Make sure what you are asking for is appropriate

I'm talking routine bureaucracy in the following examples.

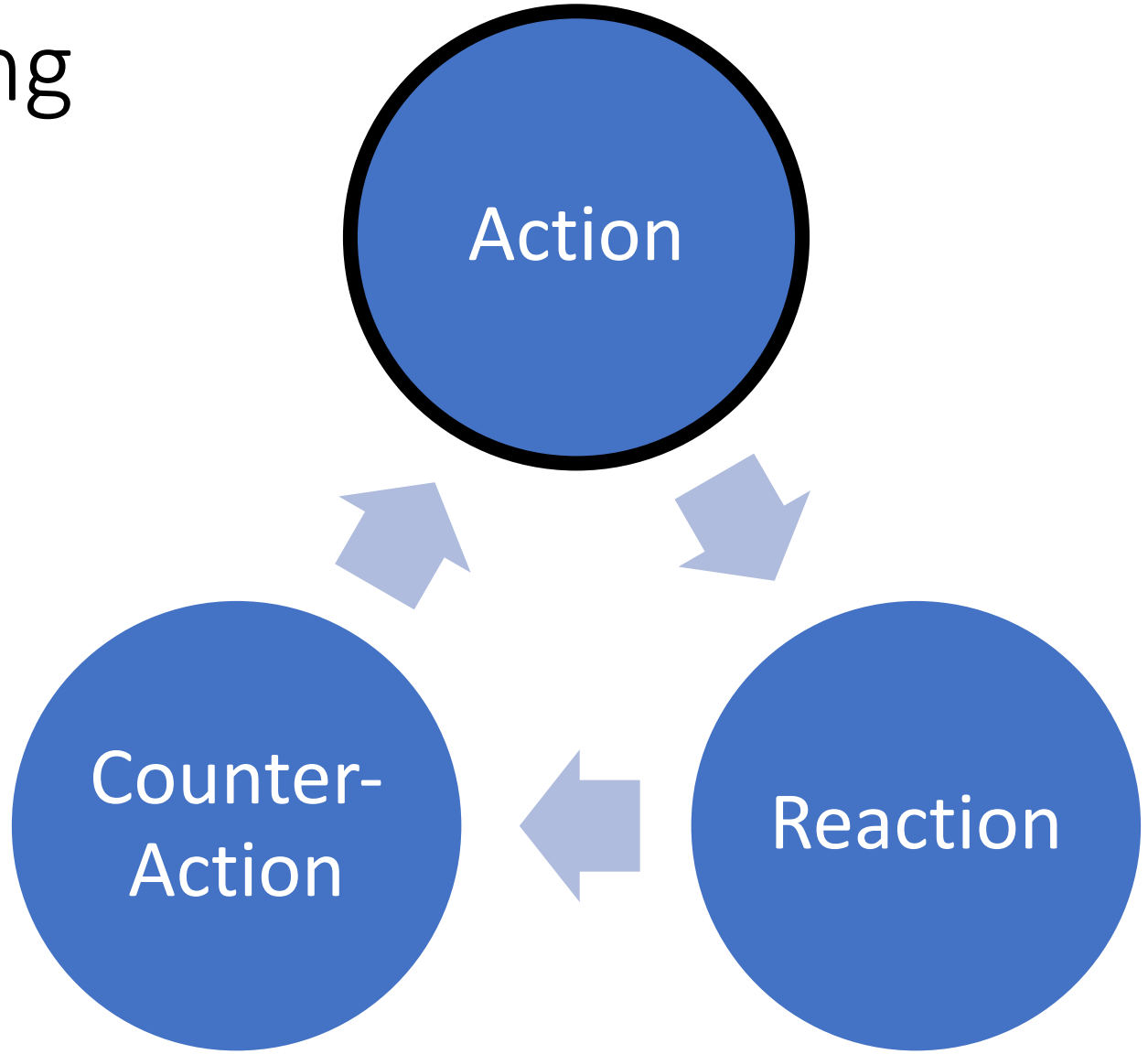
I'm not referring to EO, EEO, Sexual Harassment where there are deliberate reporting processes in place.

Jumping outside the chain of command is generally, a bad idea, without a very good reason

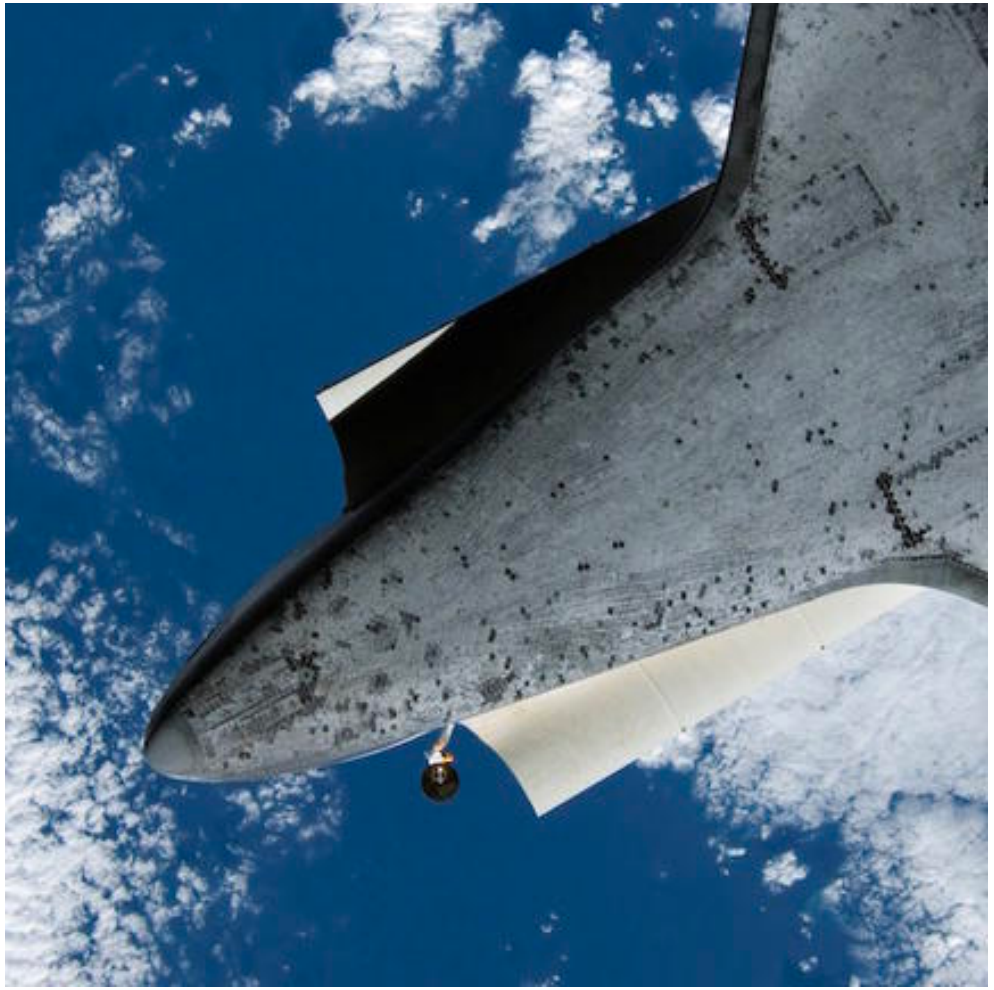
Solves: 99.9-99.95%



Wargaming

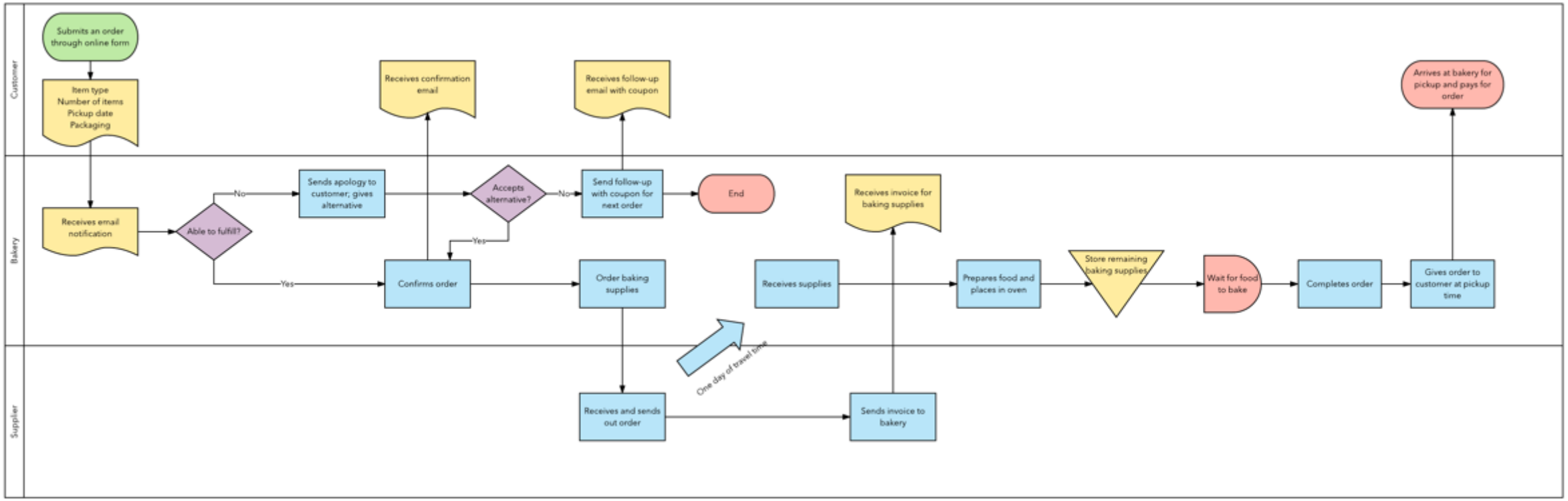


What You as a Leader Can Do



- Shield your people from the bureaucracy so they can focus on the mission
- Don’t burn yourself out, you can’t boil the ocean by yourself (ablation)
- Don’t let organizations under your span of control become part of the problem
- Try to get delegated authority
- Understand there are two sides to every story
- Teach, coach, mentor
- Learn (from your people, a mentor)
- Complement your personality with an opposite type

Beware the Easy Fix



Lean Six Sigma Process Diagram

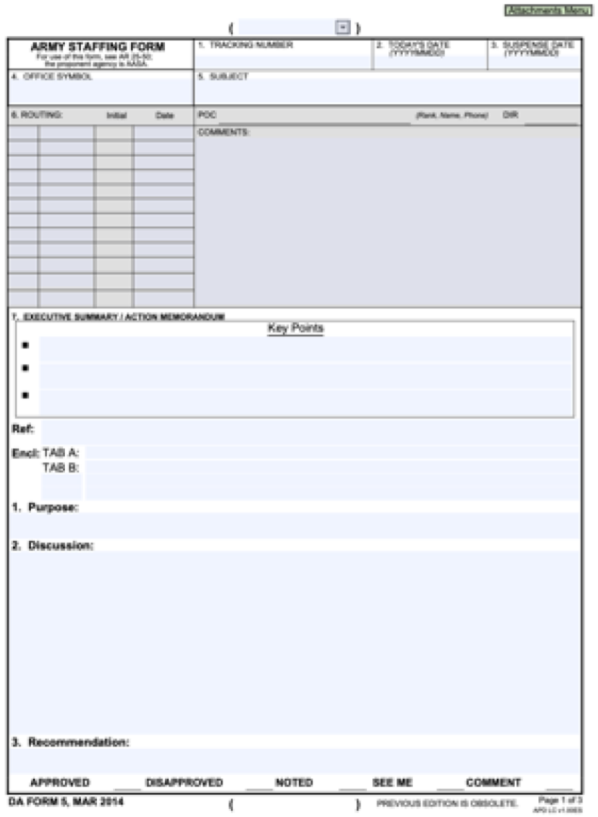
http://library.goldensaras.com/process-flow-diagram-six-sigma?action=instant_read&campaign=xamwiring&refhost=subd.dogan.bocep.mohammedshrine.orgorg

Relationship Building…

…You Reap What You Sow

https://commons.wikimedia.org/wiki/File:Felsoetold_Wheat_field,_Hungary.jpg

Staffing, Consensus, and Concurrence



ARMY STAFFING FORM

1. TRACKING NUMBER | 2. TODAY'S DATE (YYYYMMDD) | 3. SUSPENSE DATE (YYYYMMDD)

4. OFFICE SYMBOL | 5. SUBJECT

6. ROUTING: Initial Date | POC (Rank, Name, Phone) DIR | COMMENTS:

7. EXECUTIVE SUMMARY / ACTION MEMORANDUM

Key Points

Ref:

Encl: TAB A:
TAB B:

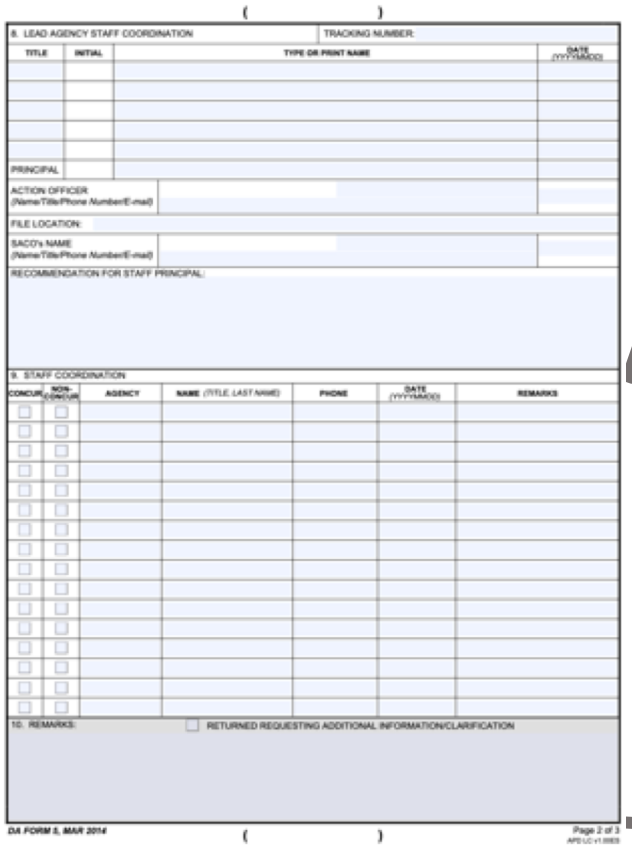
1. Purpose:

2. Discussion:

3. Recommendation:

APPROVED ____ DISAPPROVED ____ NOTED ____ SEE ME ____ COMMENT ____

DA FORM 5, MAR 2014 PREVIOUS EDITION IS OBSOLETE. Page 1 of 3



8. LEAD AGENCY STAFF COORDINATION | TRACKING NUMBER:

TITLE | INITIAL | TYPE OR PRINT NAME | DATE (YYYYMMDD)

PRINCIPAL

ACTION OFFICER (Name/Title/Phone Number/E-mail)

FILE LOCATION:

SACO's NAME (Name/Title/Phone Number/E-mail)

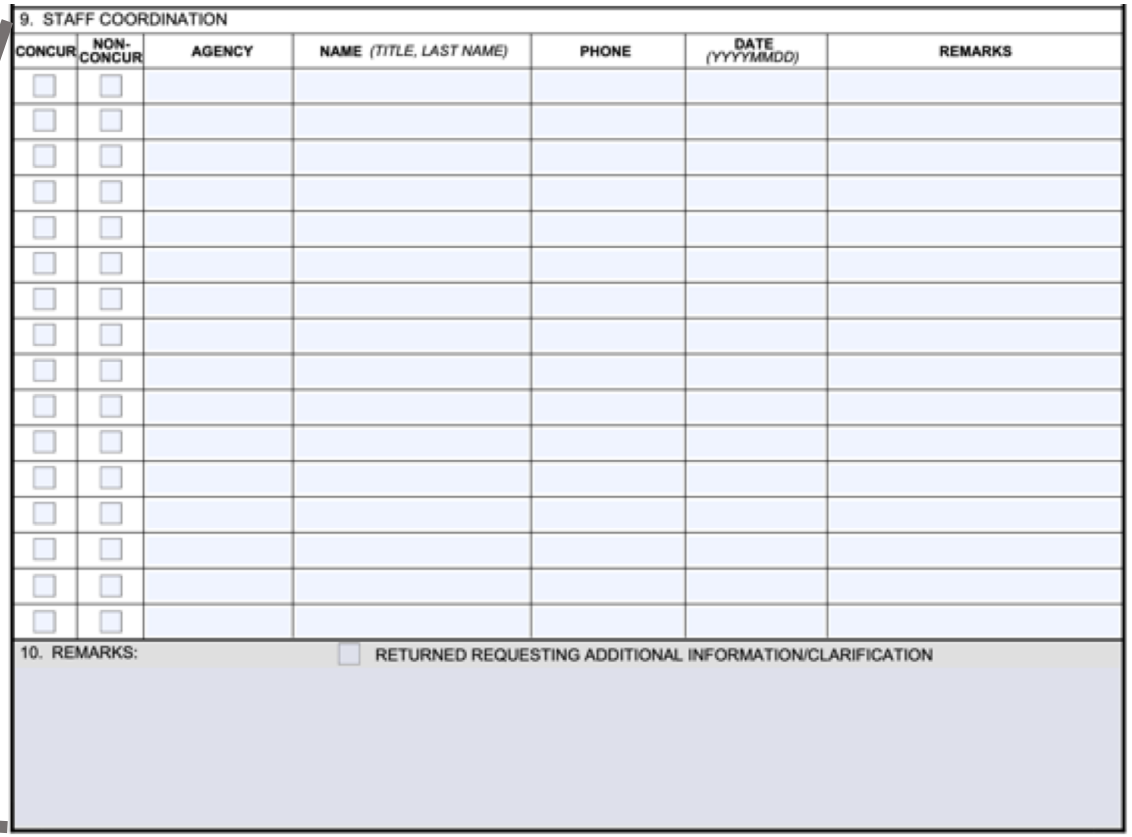
RECOMMENDATION FOR STAFF PRINCIPAL:

9. STAFF COORDINATION

CONCUR	NON-CONCUR	AGENCY	NAME (TITLE, LAST NAME)	PHONE	DATE (YYYYMMDD)	REMARKS

10. REMARKS: RETURNED REQUESTING ADDITIONAL INFORMATION/CLARIFICATION

DA FORM 5, MAR 2014 Page 2 of 3



9. STAFF COORDINATION

CONCUR	NON-CONCUR	AGENCY	NAME (TITLE, LAST NAME)	PHONE	DATE (YYYYMMDD)	REMARKS
☐	☐					
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10. REMARKS: ☐ RETURNED REQUESTING ADDITIONAL INFORMATION/CLARIFICATION

https://armypubs.army.mil/pub/eforms/DR_a/pdf/DA%20FORM%205.pdf

Initiative

- Prediction
- Timing
- Speed
- Pictures or it didn’t happen

Top Cover

- Keep your boss/champion informed
- Provide updates
- Provide talking points
- Name drop sparingly
- Seek out a senior leader champion

Communication

- Speak in the language of your audience
- Many audiences speak military doctrine not quantum physics*
- Tell your story (internally and externally)

*anything technical is considered quantum physics

Budget

What is this? A hammer? No, it is a weapon system.

How much should it cost? $50,000 or $52,382.19? $52,382.19

Seriously though, pay attention to those budget classes at school. They matter. Take your budget stuff seriously. Get into the POM. Your budget will be attacked.

https://en.wikipedia.org/wiki/Claw_hammer#/media/File:Claw-hammer.jpg

Senior Leader Champions

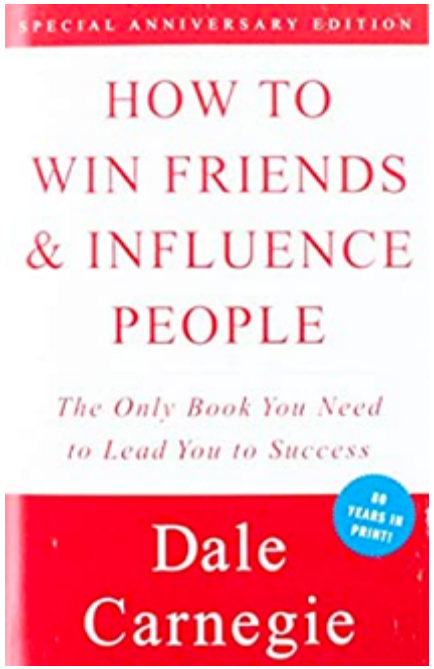
- Try to have their staff in the room
- Develop multiple champions
- Use the “Easy Button” sparingly
- Office calls
- Preparatory fires
- Keep informed

Senior Leaders

- Are the safety valve of the system
- Commanders/Command NCOs >> Line Leaders
- 4>3>2>1
- NCO<->NCO, WO<->WO
- Easy button
- Have limited political capital and bandwidth
- Don’t put them at risk
- Might not be the only ones reading their email
- Definitely not the only ones who can view their calendar

Perhaps Most Important

https://commons.wikimedia.org/wiki/File:Kolejka.jpeg

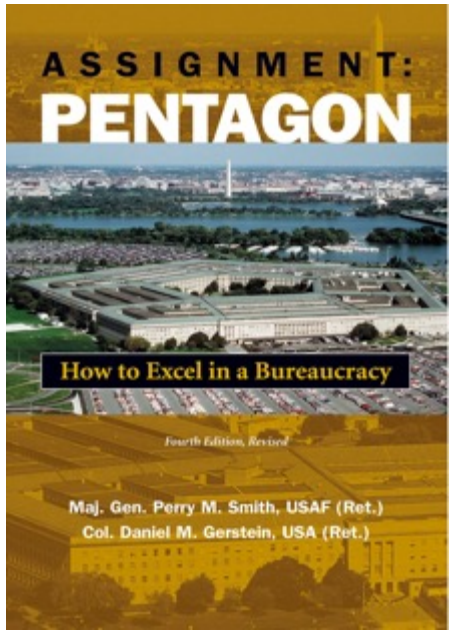

SPECIAL ANNIVERSARY EDITION
HOW TO WIN FRIENDS & INFLUENCE PEOPLE
The Only Book You Need to Lead You to Success
80 YEARS IN PRINT!
Dale Carnegie

Second Edition
SOCIAL
ENGINEERING
The Science of Human Hacking
CHRISTOPHER HADNAGY
WILEY

AN HBO ORIGINAL SERIES
GAME OF THRONES
THE COMPLETE SERIES

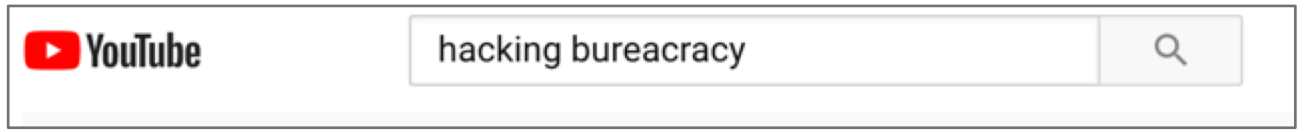
UNCLASSIFIED
[redacted]
SIMPLE SABOTAGE FIELD MANUAL
Strategic Services
(Provisional)
STRATEGIC SERVICES FIELD MANUAL No. 3
UNCLASSIFIED
[redacted]

Work sucks.
A comedy from Mike Judge, creator of 'Beavis and Butt-head' and co-creator of 'King of the Hill'
OfficeSpace


ASSIGNMENT:
PENTAGON
How to Excel in a Bureaucracy
Fourth Edition, Revised
Maj. Gen. Perry M. Smith, USAF (Ret.)
Col. Daniel M. Gerstein, USA (Ret.)

Leading Cybersecurity Innovation:
Lessons Learned from Government, Academia, and Industry
Gregory Conti // greg.conti@ironnet.com // @cyberbgone

Teaching Electronic Privacy and Civil Liberties to Government


YouTube
hacking bureacracy

Parting Thoughts…

Questions??? Techniques???

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