

THE WAY FORWARD: AN UPDATE ON DIA'S STRATEGIC INITIATIVES

If we do not continually adapt to the world around us, we risk the intelligence advantage we provide to our warfighters, our policymakers, and our nation.

This brochure outlines the strategic initiatives underway at DIA that are driving the way forward. Each of these initiatives is designed to do one or more of the following:

- Apply lessons learned from over a decade of war;
- Integrate capabilities to maximize our agility for a rapidly changing global landscape;
- Find efficiencies in business processes to accomplish our mission even in the face of significant resource constraints; and
- Shape and professionally develop the agency's workforce with the expertise and skill-sets for an increasingly wide range of demands.

Simply put, these projects, programs, and plans encapsulate how DIA will succeed—leveraging and integrating the right talent and expertise to guarantee that we continue to stay ahead of our adversaries.

These initiatives focus on providing our top-notch workforce with the very best tools, methods, and opportunities to meet intelligence demands and use DIA resources more effectively. Some of these initiatives may not affect you directly, but each and every one of them will fundamentally shift the way we do business on a day-to-day basis and transform the entire Defense Intelligence Enterprise at its core.

The initiatives in this brochure are just the beginning. Each of these plans is intended to spark new ideas, new practices, and innovative thinking among the leadership and our employees. We will add new initiatives as the Enterprise drives forward, and retire others once they successfully transition to a new phase.

Change is no longer an option—it is a necessity for our nation's security. We will not be able to succeed by accepting the status quo. We must work together and stay the course to ensure an agile, responsive, and sustainable Enterprise prepared to contend with any threat in defense of the nation. I look forward to tackling this challenge together.




Michael T. Flynn
Lieutenant General, USA
Director



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One Mission. One Team. One Agency.

www.DIA.ic.gov/Initiatives



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BE A PART OF THE WAY FORWARD

To review the full details, milestones, and updates of each initiative, along with new initiatives, read the spiral-bound booklet or visit www.DIA.ic.gov/initiatives.

Visit the website if you have ideas on how the agency can improve.

INTELLIGENCE INTEGRATION

Integrated Intelligence Centers (IICs)

DIA is transforming its operating model to focus on Centers that proactively network agency capabilities worldwide. Four regional IICs and one functional IIC closely integrate our analysis, collection, and science and technology capabilities—together with embeds from our IC partners—to provide agile, comprehensive support to defense intelligence customers from the tactical to strategic level.

Management of Defense All-Source Analysis

The Defense Intelligence Enterprise succeeds through true burden-sharing and cooperation across 17 globally dispersed organizations. DIA is working to ensure that the Enterprise maximizes its analytic capabilities by implementing new tools for collaboration and reinforcing analytic governance efforts, such as the Defense Intelligence Analysis Program (DIAP).

Partner Engagement

Increased cooperation with U.S. allies will be critical to addressing skyrocketing defense intelligence requirements in a constrained fiscal environment. DIA is improving partner interoperability through a holistic engagement strategy focused on capacity-building training, bilateral exercises, embedded liaisons, multi-lateral fusion centers, regional conferences, senior engagements, and increased network connectivity.

Reserve Integration Office (RIO)

DIA established the RIO to more effectively leverage our intelligence reservists, whose employment across the Defense Intelligence Enterprise has been uneven and under-utilized. RIO will facilitate greater synergy between Reserve Component forces and Enterprise offices across the globe in order to effectively fill gaps in personnel and subject-matter expertise.

ANALYSIS AND OPERATIONS

All-Source Analysis Training

DIA is transforming all-source analyst training to create a cadre of intelligence officers prepared to meet diverse and growing customer demands. This initiative includes the introduction of a rigorous program called Professional Analyst Career Education (PACE) that focuses on advanced analytic tradecraft and on strengthening an integrated analytic corps across DIA, the Service Intelligence Centers, and the Combatant Commands.

Defense Cyber

DIA is leveraging agency expertise and core mission competencies to fulfill increasing warfighter and policymaker defense cyber requirements. This initiative will establish a matrixed, cohesive Defense Intelligence Enterprise effort to tackle the complex cyber problem set and collectively enhance understanding of defense cyber priorities, requirements, and resources.

Analytic Modernization

The Analytic Modernization initiative is designed to take advantage of recent technological breakthroughs in how information is analyzed and disseminated. DIA is focused on improving analytic production and analyst skill sets by incorporating technologies that leverage cloud architectures, big-data methodologies, digital-dissemination capabilities, and the proliferation of foreign social media and ubiquitous sensors.

DIA Support to Special Operations Forces (SOF)

DIA is committed to supporting global SOF efforts with a prepared expeditionary workforce and robust reach-back analytic support. DIA has established a SOF Tiger Team to ensure that the agency is meeting growing USSOCOM demands through integrated and timely analysis, collection, and technical assistance that can meet forces in the field.

PERFORMANCE

Auditability

The Office of the Inspector General (OIG) and the Office of the Chief Financial Officer (CFO) are working together to implement DIA's first unqualified financial statement audit. This initiative is focused on providing reliable, accurate, and relevant financial statement information to decision-makers, improving DIA resource alignment, and leveraging the audit process to improve corporate accountability and transparency at all levels.

Innovation Office (INO)

The INO was formed to leverage best practices, technology, and tools from across the Enterprise and private industry. INO facilitates an agency environment that encourages the workforce to challenge the status quo to find better, faster, more successful paths to accomplishing the mission. Working with DIA leaders, this initiative is creating an innovation infrastructure founded on a bottom-up approach that converts ideas into action.

Task Forces: Contracting, Data, and Training

These three short-term initiatives review and make recommendations for improving DIA's posture in areas that are critical for effective and efficient corporate business operations.

Contracting (TF-C)

TF-C is reviewing DIA acquisition activities, assessing agency spending, improving business processes, identifying cost savings, and creating Enterprise transparency.

Data (TF-D)

TF-D is examining DIA data retrieval, storage, and analytic processes while addressing the growing challenge of capturing, processing, and analyzing increasing amounts of information.

Training (TF-T)

TF-T is integrating defense intelligence training, standardizing tradecraft, and maximizing the return on each training dollar.

MISSION ENABLERS

Expeditionary Readiness Center (EXRC)

DIA established the EXRC as the "one-stop shop" for pre-deployment information and training, streamlining the deployment process for DIA personnel, as well as interagency and Department of Defense partners. The EXRC is building on more than 10 years of experience training and deploying personnel to improve the agency's response to future crises and ensure that expeditionary support remains a core DIA mission.

Reshape DIA Culture

DIA's Culture Initiative is charged with building and reinforcing an environment for the entire Defense Intelligence Enterprise that empowers the workforce, encourages integration across disciplines, emphasizes innovation, and enables the unified effort required to support DIA's unique mission.

Intelligence Community's Information Technology Enterprise (IC ITE) Integration

To convert to the Office of the Director of National Intelligence's single interagency IT architecture, DIA is working to standardize Defense Intelligence Enterprise systems, reduce duplicative IT lines of effort, and identify applications for consolidation in exchange for long-term IC interoperability.

The SOURCE

The SOURCE maximizes the Defense Intelligence Enterprise's online presence and improves day-to-day business operations through integrated web services. Over the next year, it will add capabilities to serve as the foundation for DIA's knowledge-management strategy, to include Enterprise intelligence production, mission services, requirements management, and agency communications.