

2016

DEFENSE INTELLIGENCE AGENCY

STRATEGY



COMMITTED TO EXCELLENCE IN DEFENSE OF THE NATION

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For more than 50 years, DIA officers have met the full range of security challenges faced by our great Nation. Today, perhaps more than ever, complexity pervades the DIA mission. Not only are the security challenges we face complex, so is the Agency itself. With 16,500 intelligence professionals operating across the globe, we execute more than 87 distinct missions. Our work supports a wide customer base, ranging from the forward-deployed warfighter to the national policymaker to the acquisitions community.

Despite this diversity, DIA is united in a common vision—to be the indispensable source of Defense Intelligence expertise. For the past five decades, we have done just that. From our in-depth intelligence on foreign military capabilities and intentions, to our unique HUMINT and technical collection capabilities, to our secure network infrastructure and services, DIA provides customers with the intelligence necessary for decision advantage. No other organization can fulfill the critical role we play in enabling military strategy, planning, and operations.

In today's security environment, the proliferation of information, the rapid development of technology, and the expansion of both traditional and unconventional threats make our charge all the more challenging. It is against this backdrop that we crafted the 2016 DIA Strategy with the purpose of establishing a strategically coherent framework to meet the increasing demands for accurate, exquisite, and timely intelligence.

The goal of this strategy is to not only achieve the end state, but to foster a culture that continuously finds new and better ways to execute the mission. I call on each DIA officer to understand the purpose and overall objective set forth in this strategy and to charge him- or herself with making it a reality. I am extremely proud of the hard work and dedication of the DIA workforce, and I am confident that our collective vision and individual action will drive success as we strive for Excellence in Defense of the Nation.

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OUR VALUES

Excellence

Commitment to excellence in defense of the Nation. Recognize it is a privilege and an honor to support and defend the United States of America.

Teamwork

Teamwork in service to our mission. Together we provide unrivaled Defense Intelligence to our customers.

Integrity

Integrity in spirit and in deed. Be forthright, honest, and principled in the face of adversity.

Initiative

Initiative to be part of the solution. Innovate new ways to address emerging and enduring priorities.

Accountability

Accountability to ensure we meet the highest standards. Be steadfast, timely, and efficient, and take personal responsibility for actions and outcomes.

2016 DIA STRATEGY: OUR OPERATIONAL APPROACH

MISSION
Provide intelligence on foreign militaries and operating environments that delivers decision advantage to prevent and decisively win wars.

VISION
Be the indispensable source of Defense Intelligence expertise.

PROBLEM STATEMENT
How do we establish a strategically coherent framework that maintains unity of effort in the face of increasing strategic ambiguity, continuing fiscal uncertainty, and accelerated demands for accurate, exquisite, and timely intelligence?



DEFINITIONS / DESCRIPTIONS

Lines of Effort (LoE)

DIA organizes its efforts logically across functions to implement initiatives associated with objectives and Director's priorities to achieve the desired conditions and end state. These multi-disciplinary implementation efforts address one or more of the Director's priorities.

Leadership and Workforce

Recruit, develop, and advance the best intelligence professionals and leaders in the Intelligence Community (IC)—from entry-level employees to senior executives.

Integrated Intelligence

Expand efforts that improve access to, and analysis of, information necessary to satisfy policymaker, warfighter, and acquisition community requirements and accomplish our Defense Intelligence mission. Continue to improve our strategic warning capability and insight into enemy intent by strengthening our network of people, facilities, and technology to increase our understanding of current and emerging threats.

Enterprise Governance

Identify and implement IC and industry best practices that integrate individual efforts into a strategically coherent enterprise that subordinates organizational interest to national and Defense priorities.

Mission Information and Technology

Modernize policy and tradecraft to pursue optimal use of technology by rapidly sharing, storing, and processing data across domains, between organizations, and among disciplines. Advance intelligence integration by leveraging a secure and collaborative IC ITE environment.

Mission Capability Security

Strengthen our ability to protect people, data, and the mission through prioritized improvements in three areas: our infrastructure and active defense of our information systems; enhancing physical and operational security measures; and countering foreign and insider threats and unauthorized disclosures.

Intermediate Objectives

Clearly defined and attainable goals toward which activities/actions are directed.

Achieve Integrated Intelligence Center (IIC) Full Operational Capability (FOC)

Ensure the IICs become the nexus for DIA's support to the Joint Intelligence Operations Centers (JIOCs) and national decisionmakers.

Fully Implement Intelligence Community Information Technology Enterprise

Fully implement IC ITE to further integrate the IC with a common platform to allow easy and secure sharing of data, technology, and resources.

Develop Agile Leaders and Workforce

Acquire, nurture, and develop leaders and professionals at all levels by transitioning to Rank In Person and implementing a comprehensive professional development program that includes training, education, and rotational opportunities.

Enhance Foundational Intelligence

Enhance foundational Defense Intelligence through indepth knowledge of the operating environment, the organization, command and control, equipment and operating practices of foreign armed forces, and the military and civilian infrastructure that supports those forces.

Enhance Strategic Warning

Leverage global presence to enhance strategic warning and insight into enemy intent.

Modernize Intelligence Dissemination

Modernize how we disseminate intelligence in response to customer needs.

Expand Partnerships

Seek and leverage international, domestic, and community partnerships to address critical coverage gaps.

Foster Innovation

Remove barriers to innovation and fast track onboarding of cutting-edge technologies and best practices.

Protect the Force

People, network, facilities, resources, systems, and data are critical to our efforts; we must protect them through an evolving partnership among counterintelligence, security, and other stakeholders.

End State and Desired Conditions

The strategy was developed right to left, starting with the end state. The plan will be executed left to right.

End State: The central hub for Defense Intelligence that informs, anticipates, and responds to national and Defense guidance and needs.

Conditions: States necessary and sufficient to achieve the desired end state.

- **Unity of Effort** – a mission-first culture that demands trust and collaboration to achieve common objectives.
- **Agile and Adaptive Organization** – modernize mission processes and methods that respond effectively to a dynamic operational environment.
- **Strategic Coherence** – leadership intent that clearly and consistently directs mission-focused activities and investments against priority requirements.
- **Mission-Relevant Defense Intelligence Team** – a continuously evolving workforce that leverages partnerships to accomplish our mission.