

XX April 2020

DEFENSE INTELLIGENCE AGENCY CORONAVIRUS-19 RECONSTITUTION PLAN

(U) This plan serves as the DIA plan to begin reconstitution operations.

(U) REFERENCES.

- a. (U) National Guidelines for Opening Up America Again, President of the United States, DTD 16 April 2020
- b. (U) M-20-23, Aligning Federal Agency Operations with the National Guidelines for Opening Up America Again, Office of Management and Budget, and U.S. Office of Personnel Management, 20 April 2020
- c. ~~(U//FOUO)~~ DOD Response to Novel Coronavirus, SECDEF Execute Order (EXORD) DTG 01222240Z FEB 20
- d. (U) GENADMIN, on the NOVEL (New) Coronavirus (NCOV), SECDEF Message DTG 042146Z FEB 20
- f. (U) FHP (Supplement 6) DOD Guidance for Coronavirus Disease 2019 Laboratory Diagnostic Testing Services, 01 April 2020
- g. (U) Declaration of State of Emergency and Existence of Catastrophic Health Emergency – COVID-19, Governor of Maryland, 05 March, 2020
- h. (U) Stay at Home Order – 2020-045, Government of the District of Columbia, Office of the Mayor, 11 March 2020
- i. (U) Executive Order 51, Temporary Stay at Home Order, Governor of Virginia 12 March 2020

1 (U) Situation.

a (U) General.

(1) (U) President Trump declared a National emergency in response to the COVID-19 virus on 13 March 2020, and OPM published guidance authorizing liberal use of weather and safety administrative leave and emergency telework on 15 March 2020. The Governors of Virginia (12 March 2020) and Maryland (05 March 2020), and the Mayor of Washington, D.C. (11 March 2020) issued restrictions on travel and public gatherings, which impacted the entire federal workforce in the National Capital Region. Across the country, governors issued similar restrictions, while countries worldwide enacted restrictions at varying levels, impacting DIA's workforce globally. To support the nation's gradual shift from mitigation to recovery, the White House published National guidelines for *Opening Up America Again* (16 April 2020). OPM issued guidance (20 April 2020) for the Federal government to align reconstitution plans to the National guidelines, which outline a phased approach with gating criteria informed by "objective

assessments of epidemiological status and overall preparedness.”

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(3) (U) While DIA reduced staffing levels to minimize risk to exposure, we also remained mindful that we must support DIA’s mission – Provide Intelligence on Foreign Militaries to Prevent and Decisively Win Wars – all while looking for ways to remain agile within a reduced manning profile. This plan articulates a path forward for reconstituting the Agency while understanding the different HPCON levels throughout DoD, navigating the applicable state and local government and overseas travel restrictions, tracking COVID-19 cases within the workforce, mitigating counter-intelligence concerns, and responding to the international security environment. DIA will not return to the old ways of doing business; when new methods have proven more effective, we must implement lessons learned to improve processes, reduce our footprint where prudent, and reassess how we prioritize our tasks.

b (U) Facts and assumptions.

(1) (U) Facts.

(a) (U) Strong leadership, effective communication, and attention to social distancing protocols will be required to assure employees that returning to the workplace is safe and to address their unique concerns.

(b) (U) DIA and the local public health authorities lack the ability to test (both diagnostic and antibodies) the entire workforce.

(c) (U) Reconstitution must be done in accordance with National, DoD, and OPM published guidelines and linked to localized HPCONs.

(d) (U) DIA facilities do not have adequate administrative workspace to accommodate a full return of the workforce while also maintaining social distancing guidelines.

(e) (U) JIOCS will reintegrate in accordance with combatant command plans, Joint Staff J2 with the Joint Staff.

(f) (U) DIA employees assigned to Combatant Commands will adhere to local plans for reconstitution.

(g) (U) DIA employees not assigned to, but located at Combatant Commands, will adhere to local plans for reconstitution unless mission impacts dictate otherwise; in which case those employees will coordinate with the CCMD J2 and appropriate DIA HQs directorate.

(h) (U) Common areas will remain closed for the near-term.

(2) (U) Assumptions.

(a) (U) DIA will not receive detailed guidance on how and when to reconstitute.

(b) (U) Parts of the Department of Defense, U.S. Government, and DIA will return at different rates.

(c) (U) The novel Corona Virus will rebound at least once and remain a constant threat pending development of a vaccine.

(d) (U) Given the development of medical preparedness during the first wave of the virus, potential rebounds in Q1 FY21 and beyond will not have as severe an impact on manning.

(e) (U) Employee expectations will be different upon return, for example:

- (U) Increased and sustained teleworking opportunities;
- (U) Ability to mitigate risk to most high risk populations;
- (U) Accommodations for childcare issues and concerns; and,
- (U) Recognition for mission essential staff who remained onsite.

(f) (U) DIA will not fully know who has been exposed, is infected, not infected, or is immune.

(g) (U) Temperature screening processes will modify at some point as the number of employees in the facilities increases, and will be based on current HPCON and community epidemiological conditions.

(h) (U) TDYs will remain only mission critical in the coming months. We must travel only for those tasks that cannot be done via teleconference, such as onsite maintenance or installation of new equipment.

(i) (U) We will gradually open the food services and other kiosks while implementing social distancing.

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3 (U) Execution.

a (U) Director's Vision. We will gradually re-establish full operational capability of DIA while taking all prudent steps to ensure the health and safety of our global workforce and their families. We have a great opportunity to reimagine how we best execute our mission while establishing an improved new normal, constantly evolving, for our global workforce to a constantly changing operational and threat environment.

b (U) Director's Intent.

(1) ~~(U//FOUO)~~ Decentralized planning and execution: We operate at the speed of trust; that means decentralized planning and decentralized execution. Maximum decision-making, including the authority to recall personnel, will be at the Directorate, Integrated Intelligence Centers (IIC), and special office level.

(2)

(3) (U) This is not a return to normal operations; focus on new, improved ways of doing business.

(4) (U) Phased return with the Directorate for Mission Services (MS) setting the conditions by synchronizing support services with the return of the workforce.

(5) (U) Remember the Director's Intent. Now more than ever we must show patience and care for each other as we reconstitute. I've been very proud of how DIA has executed since

the beginning of the pandemic, and I know we'll only get better.

- We strive to be great teammates:
- We challenge the status quo, respectfully
- We listen first
- We move at the speed of relevance
- We must be accountable for our own behavior
- We value people
- We complete the run together

Figure 1. Director's Intent, DIA Strategic Approach, 2018.
Figure is (U)

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d (U) Reconstitution Objectives.

(1) (U) Objective 1: Safely return to full operational capability and integrate the workforce back into a healthy and secure environment as DIA transitions to NEW NORMAL.

(2) (U) Objective 2: Complete and refine budget analysis that reflects current and future impacts.

(3) (U) Objective 3: Establish a clear understanding of what missions are critical, essential, and as necessary codify priorities for future use.

e

[Redacted]

(c) ~~(U//FOUO)~~ National Guidelines identify three core areas employers should address after satisfying the gating criteria, and before moving through the phases. The following areas will be assessed during each phase of reconstitution.

(1) (U) Develop appropriate policies, in accordance with Federal, State, and local regulations and guidance, and informed by industry best practices. These policies will address social distancing and protective equipment, temperature checks, sanitation, testing and isolating, contact tracing, and disinfection of common areas.

(2) (U) Monitor workforce for indication of symptoms. Do not allow symptomatic people to enter a DIA or DoD facility until cleared by the Office of the Surgeon General.

(3) (U) Develop and implement policies and procedures for workforce contact tracing following an employee COVID+ diagnosis.

(d) (U) During PH I:

(1)

[Redacted]

(2) (U) Limit groups of persons to five to eight, and maintain social distancing of at least 6 feet.

(3) (U) Continue to limit travel to mission essential only as determined by Directorate, IICs, or offices.

(4) (U) Continue to maximize telework consistent with mission requirements as we reconstitute.

(5) (U) Continue to restrict access to common areas where personnel are likely to congregate.

(6) (U) Fitness facilities should remain closed.

(4)

[Redacted]

(a) (U) Phase IIA (Expand Facility Capability). Increase facility and support capability and capacity. MS increases Agency support capacity to enable execution of mission critical and essential tasks.

(b)

[Redacted]

(c) (U) During PH II:

(1)

[Redacted]

(2) (U) Limit groups of persons to forty or less where social distancing is not practical.

(3) (U) Continue to minimize nonessential travel.

(4) (U) Encourage telework when feasible, consistent with mission requirements.

(5) (U) Begin to open and monitor common areas where personnel are likely to congregate or enforce moderate social distancing protocol.

(6) (U) Fitness facilities may reopen in accordance with the above limitations. Maximum capacity numbers will be posted in the gym and monitored.

(5) (U) Phase III (New Normal). This stage begins when DIA has achieved our new FOC. "Phase III Validate New Normal" will identify, validate, and institutionalize new and improved ways of doing business through analysis of lessons learned and current requirements. This phase will end when the DIA Director acknowledges all required tasks have been completed and the risk of infections is sufficiently abated.

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(a) (U) During PH III:

(1)

(2) (U) Minimize time spent in venues of 50 or more.

(3) (U) Nonessential travel may resume.

(4) (U) Encourage telework, consistent with mission requirements.

(5) (U) Reopen common areas where personnel are likely to congregate.

(6) (U) Fitness facilities can remain open.

f (U) Tasks.

(1) (U) Chief of Staff.

(a) (U) Recommend phase transition to Director and Deputy Director, DIA when conditions allow.

(b) (U) Be prepared to develop and publish plan to modify tasking procedures if required.

(c) (U) Be prepared to evaluate DIA policies that may need to be updated and what new DIA policies may need to be established.

(d) (U) Ensure that approved plan is forwarded to USD (I&S) prior to execution.

(e) (U) Provide periodic updates to USD (I&S) on plan execution, as a minimum when we transition among phases.

(2) (U) Deputy Director for Strategic Integration.

(a) (U) Facilitate Agency implementation of established DIA Lessons Learned Program procedures to gather observations that may inform improvements to DIA operations.

(b) (U) Compile lessons learned for a 4th QTR FY20 brief to Director, DIA to identify and institutionalize new and improved ways of doing business.

(c)

(3) (U) The Directorate for Analysis. Be prepared to provide recommendations to single source agencies on how to prioritize collection backlogs.

(4) (U) The Directorate for Operations. Plan for FOC globally through expanded collect, protect, and enabling activities, while complying with Department of State and Host Nation guidance.

(5) (U) The Directorate for Mission Services.

(a) (U) Provide a plan and updated timeline to resume promotion panels.

(b) (U) Develop a plan for modified security procedures to ensure a healthy and secure work environment.

(c) (U) Develop a plan on how to eliminate any backlogs in security processes to include periodic reinvestigations and polygraphs.

(d) (U) Create a timeline for the Academy for Defense Intelligence to resume training classes, prioritizing mandatory training.

(e) (U) Provide recommendations on reopening food courts, shops, locker rooms, and recreational facilities to ensure a healthy and functioning work environment.

(f) (U) Plan to ensure support functions, to include mental health professionals, are capable of sustaining increased workforce numbers before workforce returns.

(g) (U) Develop an Agency plan for COVID-19 testing (diagnostic and antibodies), if they become available, and contact tracing in to order prepare for possible virus resurgence and future emerging threats.

(h) (U) Provide guidance on returning "high risk" employees (and those who live with high risk people) to workplace. Maintain situational awareness for a possible resurgence.

(6) (U) The Americas and Transregional Threat Center.

(a)

(b)

(7) (U) The Office of the Chief Financial Officer.

(a) (U) Reconsider FY20 spend plans while re-building future spend plans.

(b)

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(8) (U) The Office of the Chief Information Officer.

(a) (U) Publish prioritization schedule for trouble ticket processing, patching, and all networking issues.

(b) (U) Develop and implement plans to support teleworking on a large scale in Phase III.

(9) (U) The Office of Corporate Communications.

(a) (U) Develop communications plan to update and assure employees that returning to the workplace is safe and to address their unique concerns. Be prepared to execute this plan prior to implementation of Phase I.

(b) (U) Develop communications plan(s) to convey changes to overseers, workforce, partners, and public.

(10) (U) The Office of Partner Engagement.

(a) (U) Provide recommendations for foreign visitor policy as the Agency reconstitutes to minimize risk to workforce health. Be prepared to support as required the restart of foreign visits in Phase III.

(b) (U) Provide recommendations on support to Washington DC-based Defense Attaches, to include Policy Lunches, Operational Orientation Program trips, and Key Leader Engagements.

(c)

(d)

g (U) Coordinating instructions. (Tasks common to all)

(1) (U) Directorates, IICs, and special offices will provide an Initial Mission Analysis of their respective reconstitution framework to the Chief of Staff on 27-30 April 2020. See Enclosure A.

(2) (U) Lesson Learned Portal will be updated weekly in accordance with instructions provided by DDSI, effective 01 May 2020.

(3) (U) Each directorate, IIC, and special office will present a plan for post-COVID-19 operations to DR on or about 12-14 May 2020. Reconstitution support plans are due to SPP, no later than 08 1600May2020. See Enclosure B.

(4) (U) Directorates, IICs, and special offices will coordinate with MS, CIO, and CFO for planned personnel returns prior to execution to ensure the plans are supportable.

(5) (U) Directorates, IICs, and special offices be prepared to return funds that will not be liquidated during FY20 to Agency level no later than 30 June 2020 while continuing to reassess bi-weekly.

(6) (U) Directorates, IICs, and special offices continually reassess what can be done outside the buildings to reduce our footprint consistent with mission requirements.

(7) (U) Directorates, IICs, and special offices will provide MS customer prioritization to eliminate backlogs in personnel actions created by months of absence. As a minimum, consider the following actions: Personnel Action Requests, awards, PCS moves, hiring actions, and on-boarding.

(8) (U) Directorates, IICs, and special offices will permanently sustain telework capacity and off-site work where feasible and consistent with mission requirements.

(9) (U) Directorates, IICs, and special offices will maintain a record of all COVID-19 expenditures.

4 (U) Administration and sustainment. Not applicable.

5 (U) Command and signal.

a (U) Command relationships.

b (U) Base plan approval.

- (1) (U) Director, DIA is the approval authority for the base plan.
- (2) (U) Director, DIA is the approval authority for all supporting plans.

c (U) DIA points of contact.

(b)(3):10 USC 424; (b)(6)



ROBERT P. ASHLEY, JR
LTG, USA
Director, Defense Intelligence Agency

OFFICIAL:

Enclosures:

- A – Initial Mission Analysis / Backbrief Template
- B – Plan Approval Brief Template
- C – Decision Support – TBD
- D – Prioritization Matrix – TBD
- E – DIA guidance concerning return to work place of employees who self-identified as high risk