



DEFENSE INTELLIGENCE AGENCY STRATEGY

October 2022

DIRECTOR'S NOTE

One year ago, I directed a new strategic approach for the Defense Intelligence Agency. At its core, this iterative, guiding framework is designed to re-posture DIA for an era of strategic competition. Central to this approach is my guidance to every DIA officer: I empower you to employ a creative, offense-oriented mindset that illuminates opportunities for us to outthink, outmaneuver, and outmatch our competitors across all mission and mission-enabling functions.

New national-level strategies and global events over the past year have validated our sense of urgency in implementing dozens of strategic initiatives focused on integration, operationalized partnerships, and digital transformation. Russia's unprovoked invasion of Ukraine and China's record-setting incursions into Taiwan's air defense identification zone demonstrate our competitors' growing willingness to challenge international norms and accept risk. It is increasingly clear that a piecemeal application of capabilities—across functional and regional areas, within DIA and across the enterprise—will not succeed.

Our response to adversary actions have also revealed the outsized influence of defense intelligence and the resilience of our alliances, which are stronger now than ever. No organization is better equipped than DIA to advance the Department's overarching objectives in this environment. Our strength is in your stewardship of DIA's diversity of missions and core competencies, extensive partnerships, worldwide footprint, constellation of sensors, and broad customer base that operates from the tactical to strategic levels.

I am proud of the progress DIA has made maximizing these strengths over the past year. Underpinning each strategy line of effort is a cadre of DIA officers deploying innovative solutions while removing barriers to change. We are modernizing our support capabilities to improve the business side of intelligence. We have established a foundation for leveraging data as a strategic asset. We created opportunities to

confound the adversary. We are expanding sharing authorities and secure architecture to pave the way for a truly combined intelligence cycle with our partners. You and your colleagues are reaching new heights every day.

We will make hard choices – trade-offs between what served us well yesterday and what will be game-changers for tomorrow. I urge you to move to friction to take risks today. Get involved by scaling your local best practices into impactful enterprise solutions. We no longer have the luxury of time and this strategy is our vehicle for change.



LTG Scott D. Berrier
22nd Director
Defense Intelligence Agency



STRATEGIC ENVIRONMENT

The United States is Engaged in Strategic Competition

China is the pacing challenge. No other actor matches Beijing’s capability to use economic, diplomatic, military, and technological levers to alter the free and open international system. Russia’s malign intent—demonstrated by its ongoing invasion of Ukraine and combined with its robust and modernized nuclear triad—poses an existential threat to the homeland and global security.



Pervasive Threats Necessitate Global Overwatch

Proliferation, violent extremism, malign cyber activity, disinformation campaigns, and regional instability require sustained monitoring and reporting on priority global issues, while providing comprehensive insight about foreign military capabilities, infrastructure, order-of-battle, and emerging technology.



The Competition is Global and Stretches Across All Domains

The dynamic international security environment—characterized by rapidly changing political, military, economic, social, information, and infrastructure challenges—requires intelligence support to integrated deterrence activities across air, land, sea, space, and cyberspace domains.



The Environment is Heavily Impacted by Three Cross-Cutting Issues

The Fourth Industrial Revolution, climate change, and disease are disrupting societies across the globe and undermining our readiness. Widespread technological and environmental disruption makes the need for change more urgent. Nation-states, U.S., or our competitors—that adapt more quickly will create more resilient organizations and exploit emerging opportunities for strategic advantage.



STRATEGIC APPROACH

PROBLEM STATEMENT

DIA is not fully leveraging its diverse capabilities to expand the competitive space, illuminate opportunities, and maintain global overwatch.

VISION STATEMENT

Illuminate opportunities to enable the United States to outpace our strategic competitors.

LINES OF EFFORT

INTELLIGENCE ADVANTAGE

Enable global and functional insights in the competition space to understand and illuminate opportunities for warfighters, policymakers, and the acquisition community, to disrupt, degrade, deter, and defeat the adversary's willingness and ability to compete and fight. Integrate planning, collection, and analysis to secure DoD first-mover advantage.

CULTURE OF INNOVATION

Institutionalize an anticipatory environment incorporating risk acceptance, a forward-leaning mindset, and the systems necessary to field advanced interoperable and innovative methods to address the challenges posed by strategic competitors in the current and future operational and technological landscape.

ALLIES AND PARTNERSHIPS

Develop and strengthen alliances and partnerships to serve as force multipliers that generate strategic and operational advantage across the competition continuum, enabling DIA to outpace U.S. adversaries.

ADAPTIVE WORKFORCE

Develop a trusted workforce through recruitment, development, and retention of vetted, diverse, inclusive, digital-ready, and proactive officers postured for the global operating environment.

MISSION STATEMENT

Provide intelligence on foreign militaries to prevent and decisively win wars.

STRATEGIC OBJECTIVES

- 1 | Agile, integrated, and resilient organization that operationalizes tradecraft-compliant defense intelligence for warfighters, decisionmakers, policy makers, and the acquisition community in order to outpace our strategic competitors and enable integrated deterrence.
- 2 | Sustained global overwatch to identify, track, and provide timely strategic indication and warning on evolving threats to national interests.
- 3 | Innovative and modernized management processes that direct mission-focused activities and investments for DIA and the broader Defense Intelligence Enterprise.
- 4 | Mastery of emerging technologies to provide organizational resilience for the rapidly changing operational environment.
- 5 | Expanded and impactful integration with international allies and partners, other Federal agencies, industry, and academia.
- 6 | Inclusive, diverse, equitable, adaptive, and resilient workforce; strategically recruited, adept in their tradecraft, and skilled in leadership.

END STATE

DIA integrates the right people, processes, partners, and technology to provide Defense Intelligence capabilities that outpace our strategic competitors.

INTELLIGENCE ADVANTAGE

Deputy Director for Global Integration
LOE 1 Champion

This LOE integrates DIA's full suite of capabilities to minimize uncertainty and illuminate opportunities against our strategic competitors. It prioritizes removing barriers to integration – optimizing our enterprise planning, collection, analysis, targeting, and exploitation posture – to sustain the Department's first-mover advantage.

Established the China Mission Group as the focal point to integrate all of the Agency's China-related activities. This cadre of cross-functional experts is adopting a campaigning posture to ensure DIA doesn't miss any opportunities in competition.

Uncovered dozens of lessons learned for intelligence operations in crisis during the Russia-Ukraine conflict; newly-codified best practices are increasing our organizational resilience and are serving as the foundation for DIA's future crisis augmentation pathway.

Paved the way for more agile and cohesive enterprise responses to the rapidly evolving operational environment; Defense Intelligence Enterprise Managers are getting the authorities and tools they need to more effectively align resources for competition.

“In the future, LOE 1 will broaden and expand the understanding of our strategic competitors and how they should be engaged, deterred and defeated. Central to this are the Strategic Competition Group's efforts to integrate and maximize DIA's sensitive capabilities, leveraging partner organizations and allied countries' capabilities to impose costs on our adversaries.” – Mr. Gregory Ryckman

CULTURE OF INNOVATION

Chief of Staff
LOE 2 Champion

This LOE fosters a culture that embraces creative friction, challenges the status quo, and places state-of-the-art technology in the hands of the workforce. We must create a safe environment for risk acceptance, while constantly learning lessons and improving performance.

Revitalized DIA's Future Capabilities and Innovation Office to identify and prioritize emerging innovation projects across the Agency, cultivating partnerships to bring ideas to fruition.

Reformed DIA's programming/budgeting and acquisition strategies to maximize buying power and implemented a seeds-to-trees approach to building the next generation of acquisition experts.

Expanded the cadre of dedicated, trained data stewards to ensure all mission areas contribute to the Agency's data management strategy, particularly by improving data interoperability and discoverability.

“LOE 2 will reimagine DIE HUMINT and CI to ensure continued success in a rapidly shifting operating environment, advance efforts to introduce AI/ML capabilities into DIA's day-to-day operations, and integrate initiatives to modernize DIA's back office technologies and processes.” – Mr. John Kirchhofer

ALLIES AND PARTNERSHIPS

Deputy Director for Global Integration
LOE 3 Champion

This LOE maximizes the United States’ strategic comparative advantage over our competitors: the strength of our partnerships. It seeks to streamline existing mechanisms for cooperation while finding new, creative ways to integrate partners—including foreign counterparts, the U.S. interagency, the private sector, and academia—throughout our entire intelligence cycle.

Established DIA’s first international Security Cooperation element enabling centralized coordination of DIA support to Foreign Military Sales and International Military Education and Training.

Advanced DIA’s capability to securely communicate with Allies and partners over multiple classification domains.

Initiated a comprehensive cross-Agency program of partnerships with academia and the private sector.

“Looking forward, LOE 3 will accelerate DIA’s capability to produce and distribute releasable information, support DoD efforts to increase partners’ capability and capacity for burden sharing, and expand multilateral partnerships across the globe.”
– Mr. Gregory Ryckman

ADAPTIVE WORKFORCE

Director of Mission Services
LOE 4 Champion

This LOE promotes a resilient and agile DIA workforce culture — competitive with the public and private sector — that attracts new talent, develops new skills, maximizes existing expertise, and retains defense intelligence professionals eager to serve our Nation across the globe.

Developed a Vacant Position dashboard to help organizations identify vacant billets and implemented process changes to reduce the average time to hire by 18%.

Established the Leadership Gateway Officer Development Training Program to provide foundational leadership skills for employees at all career levels.

Implemented a corporate talent requirement process to identify priority recruitment requirements, and provide mission owners a role in recruiting and hiring processes.

“In the near future, LOE 4 will: implement a deliberate and consistent approach to integrate inclusive diversity, equity, and accessibility across the enterprise; continue to mature data science and data analytic training; and establish mission enabler tradecraft frameworks.”
– Ms. Janice Glover-Jones

OUR DIA

T50 INTELLIGENCE FOR T10 STRATEGIC COMPETITION

To Expose and Impose Costs on the Adversary



GLOBAL FOOTPRINT

Embassy Presence and Full Spectrum Support at Every J2



LEVERAGING EXQUISITE CAPABILITIES



LEGEND

- Resident Attaché accredited
- DIA Liaison Office (DIAL)
- ★ Command J2/JIOC

OPERATIONALIZING INTELLIGENCE FOR STRATEGIC COMPETITION

DIA has a 16,500 Global Workforce Present in 140+ Countries



OPERATIONALIZING PARTNERSHIPS

Leverage Unique Placement and Access Through Bilateral and Multilateral Partnerships



INTEGRATING FOR EFFECT

Across All Geographic and Functional Boundaries

Deputy Director for Global Integration

Integrated Intel Centers



Offices



“ The way we’ll fight the next major war is going to look very different from the way we fought the last ones. We all need to drive toward a new vision of what it means to defend our nation. In this century, we need to understand faster, decide faster, and act faster. ”

– Lloyd J. Austin, Secretary of Defense

“ The Department of Defense owes it to our All-volunteer Force and the American people to provide a clear picture of the challenges we expect to face in the crucial years ahead—and we owe them a clear and rigorous strategy for advancing our defense and security goals. ”

– Lloyd J. Austin, Secretary of Defense



Secretary of Defense visiting DIA on 19 Oct 2022

THE OATH OF OFFICE

*“I, (state your full name)
Do solemnly swear (or affirm),
That I will support and defend the constitution of the United States,
Against all enemies, foreign and domestic.
That I will bear true faith and allegiance to the same,
That I take this obligation freely,
Without any mental reservation or purpose of evasion,
And that I will well and faithfully discharge the duties of the office,
Upon which I am about to enter,
So help me God.”*



DEFENSE INTELLIGENCE AGENCY

COMMITTED TO EXCELLENCE IN DEFENSE OF THE NATION

*Find yourself and your mission in the DIA Strategy.
Type “Go DIA Strategy” using any JWICS browser.*