



# **DEFENSE INTELLIGENCE AGENCY** STRATEGIC APPROACH

SEPTEMBER 2018

COMMITTED TO EXCELLENCE IN DEFENSE OF THE NATION



**Sharpening the Military's Competitive Edge**

The Defense Intelligence Agency (DIA) fulfills a unique role at the intersection of the Department of Defense (DoD) and the Intelligence Community (IC). Warfighters, policymakers, and acquisition leaders rely on us for foundational intelligence on foreign militaries and the operating environment that only we provide. Today, our role is more vital than ever as the re-emergence of great-power competition challenges U.S. prosperity, security, and the democratic world order we have fought to sustain since World War II. Our competitors have studied and learned from the American way of war. They are building asymmetric capabilities that seek to diminish our longstanding military dominance in all warfighting domains—land, maritime, air, space, and cyber. The 2018 National Defense Strategy (NDS) seeks to expand our competitive space with a more lethal and innovative defense enterprise coupled with a robust network of allies and partners—challenging the Department to change at a remarkable pace.

Today, DIA is relentlessly seeking better ways to deliver intelligence. Further, we must move at the speed of relevance because the men and women in harm's way depend on us. The Nation and our fighting men and women expect nothing less, and we will deliver. This strategic approach lays out our *addressable strategic challenges* (ASCs) that ensure we enable highly skilled, focused professionals with leading-edge technology that delivers overwhelming advantage to our warfighters, defense planners, and policymakers. In addition to these ASCs, we will closely monitor progress against a set of core capabilities that are central to our mission.

Our Agency has a strong legacy centered on our ability to confront and overcome challenges while maintaining our values. Embedded in our values are our leadership principles that guide us. These principles are the driving force that keep me grounded and that I intend to see represented throughout the DIA enterprise:

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.

I challenge each of you to play an active part in achieving this culture in every action you take. Committed to excellence in defense of the Nation!



**Lieutenant General Robert P. Ashley, Jr.**

Director, Defense Intelligence Agency



*“Every day DIA works tirelessly to protect the American people, the homeland, and our way of life. The information we collect, protect, and analyze provides our decision-makers with objective and timely intelligence. It is our collective duty to continue to provide our accurate and apolitical assessments to our leaders in support of national security.”*

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# THE STRATEGIC ENVIRONMENT



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The United States faces a more competitive and dangerous international security environment than we have seen in generations, demanding comprehensive and predictive analysis of the threats we face, accounting for the changing character of warfare, and transforming how DoD conducts business.

- Great-power competition has re-emerged as the central challenge to U.S. prosperity and security. It is increasingly clear that China and Russia want to shape a world consistent with their authoritarian model—gaining veto authority over other nations’ economic, diplomatic, and security decisions.
- For decades, the United States has enjoyed uncontested or dominant superiority in every warfighting domain. We could generally deploy our forces when we wanted, assemble them where we wanted, and operate how we wanted. Today, every domain is contested—land, maritime, air, space, cyber, as well as the electromagnetic spectrum.
- Rapidly emerging commercial technology continues to change society and the character of war. The competition to develop new technologies is relentless, expanding to more actors with lower barriers of entry, and moving at accelerating speed.
- States are the principal actors, but are not the only agents in the security environment. Terrorists, transnational criminal organizations, cyber hackers, and other malicious non-state actors have transformed the direction of global affairs with increased capabilities of mass disruption.



# MISSION

**Provide Intelligence on Foreign Militaries  
to Prevent and Decisively Win Wars**

# VISION

**Decision Advantage in Defense of the Nation**

*“The integration of highly skilled professionals with leading-edge technology to discover information, create knowledge, provide warning, and identify opportunities in order to deliver overwhelming advantage to our warfighters, defense planners and national security policymakers”*

# DIRECTOR'S INTENT

Our Agency has a strong legacy that is centered on our ability to confront and overcome challenges while maintaining our values. Embedded in our values are the leadership principles that guide us. These attributes are the driving principles that guide me and keep me grounded. My goal is that these attributes define DIA's culture and guide each of you and your contributions to national defense.

## **WE STRIVE TO BE GREAT TEAMMATES**

No matter your role or responsibilities, remember the golden rule: do what's right, do your best, and treat others with respect as you would have them treat you. Ultimately, it's not about rank or position... it's how we accomplish the mission.

## **WE CHALLENGE THE STATUS QUO, RESPECTFULLY**

Have the moral courage to challenge others' assumptions and hear out those who challenge yours. "If it isn't broken, don't fix it" is a contract with mediocrity. Always look for a better way...innovation is the ability to see change as an opportunity—not a threat.

## **WE LISTEN FIRST**

Great leaders are great listeners. Knowledge and wisdom are gained not by talking, but by listening—so talk less and listen more.

## **WE MOVE AT THE SPEED OF RELEVANCE**

Know that there are men and women in harm's way depending on you. Execute your duties each day with a sense of urgency. Remember that we serve something greater than ourselves.

## **WE MUST BE ACCOUNTABLE FOR OUR OWN BEHAVIOR**

The duty of being transparent in our work and communication is critical for each of us. Being open, honest, and forthcoming with your team builds trust and is a mission enhancer.

## **WE VALUE PEOPLE**

You add value to people when you value them. Take this responsibility seriously, and always be available to mentor, empower, and inspire. As a leader of your organization, you need to build an environment of continuous learning. A way to begin is by teaching others what you've learned and encourage them to do the same.

## **WE COMPLETE THE RUN TOGETHER**

When we begin the journey of service to our Nation, we have no idea of the obstacles and pressures we will face along the way. Although at times it is challenging, remember the importance of a healthy work-life balance so that you are able to give 100% to the tasks you set out to achieve. Take care of your loved ones, your teammates and yourself.

# DIA'S CORE FUNCTIONS

DIA is uniquely capable of enabling military strategy, planning, and operations. No one else can match our expertise in the comprehensive and granular military intelligence that a constantly evolving security environment demands. Our forward presence with the warfighter, global footprint, and deep expertise and focus on Defense Intelligence enable DIA to provide unparalleled support to a wide variety of defense customers.

- **DIA is** a critical member of both the DoD and the Intelligence Community. As a combat support agency, DIA enables policymakers, warfighters, and the acquisition community to prevent war and when called upon, help win our Nation's wars.
- **DIA fields** a global workforce of highly skilled, dedicated, and professional civilian, military, and contracted professionals forward deployed to combat zones and fully integrated into every combatant command (CCMD), maintaining a presence in over 160 countries and country teams.
- **DIA delivers** comprehensive insight on current and future capabilities and vulnerabilities of military and paramilitary forces, and state and non-state actors around the globe, specializing in developing critical understanding of competitor and enemy forces, and weapons systems.
- **DIA employs** unique human intelligence and technical collection capabilities worldwide to provide customers with the intelligence necessary for decision advantage in a complex world. Purpose-built tools, capabilities, and organizations, from our Integrated Intelligence Centers to our attaché service, enable the provision of military intelligence on a global scale.

DIA collection and exploitation efforts focus uniquely on building foundational intelligence on foreign military capabilities and operational environments. Our military expertise is unrivaled. Our regional and functional analysts provide unmatched strategic warning, targeting support, and foundational military intelligence to customers around the globe, from the Soldier on patrol to the Commander in Chief. Our mission support experts make Defense Intelligence happen by providing financial operations, partner engagement, information technology, strategic planning, legal counsel, and corporate communications support to DIA officers worldwide.



# HOW WE OPERATE



## COLLECT AND EXPLOIT

DIA's collection and exploitation efforts focus uniquely on foreign military capabilities and environments



## ANALYZE

DIA's regional and functional subject matter experts provide strategic warning, targeting support, and foundational military intelligence to customers around the globe



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### DIRECTORATE FOR OPERATIONS

- Community Coordination Office
- Defense Attaché Service
- Defense Cover Office
- Defense Clandestine Service
- Defense Debriefing Service
- Global Support Team
- Office of Counterintelligence\*
- Office of Technical Operations
- Tradecraft Training Office

### DIRECTORATE FOR SCIENCE AND TECHNOLOGY

- Office of Advanced Technologies Intelligence
- Joint Foreign Materiel Program
- National Media Exploitation Center
- National MASINT Office
- Office of Space & Counterspace\*

\* Organizations that perform both collection/exploitation and analytic functions within DIA

### DIRECTORATE FOR ANALYSIS

- Analytic Development Office
- Defense Counterproliferation Office
- Defense Combating Terrorism Center
- Defense Resources & Infrastructure Office
- Executive Production & Dissemination Office
- Five Eyes Coordination Cell
- Missile & Space Intelligence Center
- National Center for Medical Intelligence
- Defense Technology & Long-Range Analysis Office
- Underground Facility Analysis Center

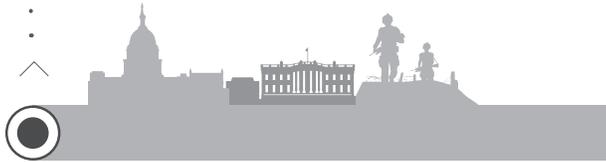
### COMBATANT AND SUB-UNIFIED COMMAND J2S

- AFRICOM
- CENTCOM
- CYBERCOM
- EUCOM
- INDOFACOM
- NORAD & NORTHCOM
- SOCOM
- SOUTHCOM
- STRATCOM
- TRANSCOM
- USFK

### JOINT STAFF J2

### MISSION ENABLERS

- Academy for Defense Intelligence
- Office of Facilities & Services
- Office of Logistics & Global Readiness
- Office of Human Resources
- Office of Security
- Chief Information Office
- Office of Partner Engagement
- Office of Corporate Communications
- Office of the Chief Financial Officer
- Reserve Integration Office
- Strategic Planning, Policy & Performance Management Office
- Office of the General Counsel



## DISSEMINATE

DIA is responsible for serving a diverse range of customers responsible for winning and preventing war

- SECRETARY OF DEFENSE & DEPUTIES
- CHAIRMAN OF THE JOINT CHIEFS OF STAFF
- COMBATANT COMMANDERS
- WARFIGHTERS
- SERVICE ACQUISITION
- CONGRESS

DIA provides the Defense Intelligence necessary to advise military leaders, secure our troops, and win wars.

Leaders at all levels of the military and U.S. government rely on DIA for cutting-edge analysis, targeted collection, and scientific and technological expertise to support global military operations. When the Commander in Chief faces a crisis, he looks to DIA to provide unique insight into the vulnerabilities and movements of military and paramilitary threats. When U.S. armed forces enter a conflict, DIA provides seamless battlefield intelligence and deploys personnel to support operations. When a pilot is sent to neutralize a threat, DIA provides the coordinates to guide the missile to its target.



# OUR STRATEGIC WAYS

DIA's approach to strategy is a continual and cyclical process, a constant adaptation to shifting conditions and circumstances. Our strategy has a cascading impact, allowing leaders at every level of the Agency to conduct their own planning in support of this strategy nested within both the Secretary of Defense's NDS and the Director of National Intelligence's (DNI) National Intelligence Strategy.

DIA leaders *orient* on the strategic environment to observe strengths and weaknesses of their organization, *decide* on a very small number of ASCs that can improve performance, *implement* coherent linked actions, and continually *evaluate* progress against comprehensive performance measures.

DIA is a complex organization supporting a diverse and large customer base. To ensure the successful implementation of this approach we continually re-evaluate our progress and integrate our actions.

Continual evaluation of our progress is critical to our success. Leaders at all levels must understand where we are going, how to measure progress, and potential impediments to success. Information sharing, both horizontally and vertically, coupled with detailed performance metrics, underpins success.

Strategy involves focus and, therefore, choice. Choice means setting aside some goals in favor of others. DIA officers execute many important tasks on a daily basis, but our strategy addresses not only what is important but also what is actionable. Therefore, our strategy focuses on four ASCs.

Our objective of continual improvement has no clearly defined end state—think of each as a waypoint on a continual journey of improvement. We will always be searching for better ways to deliver intelligence to our customers. We will formally review our progress against ASCs quarterly. Our progress, or changes in the operating environment, may leave us with the realization that other issues require our immediate focused action. In those instances, we will shift our attention to the new issues and place them in our performance management system.



**“Strategy is a process,  
not simply a publication  
or an endpoint.”**

2018 National Defense Strategy

# ADDRESSABLE STRATEGIC CHALLENGE #1



## **Develop and manage our workforce to meet the needs of the Agency—now and in the future**

We will continue to develop a highly skilled, professional, and agile workforce through a robust Talent Management System (TMS) that grows employees from the entry-level to the senior ranks. TMS will use advanced workforce planning tools and maximum flexibility to meet the needs of both DIA Headquarters and the CCMD Joint Intelligence Operations Centers. We will hire, train, assign, and promote employees to accomplish today's mission and build the skills and leadership the Agency needs for the future. The Agency will recruit diverse, technology-minded professionals with the ability to problem solve, who are ready for an increasingly data-driven world. We will invest in developing those individuals through defined career paths. The Agency will actively steer employees into priority assignments when needed to cover mission. We will promote officers who best meet our standards, represent our culture, and demonstrate the capability to contribute at the next level. This process will involve leadership at all levels and treat DIA's human capital as the most critical resource for the success of the Agency.

# ADDRESSABLE STRATEGIC CHALLENGE #2



## **Transform the environment in which all foundational military intelligence exists and the ways in which people interact with that intelligence**

Foundational military intelligence underpins every aspect of warfighting, particularly in this era of renewed great-power competition. Increasingly capable and pervasive collection platforms and the vast increase in publicly available information present both a challenge to our existing exploitation and analytic processes and an unprecedented opportunity to enhance the comprehensiveness of our intelligence holdings and derive new insights through the analysis of data at scale. Currently, the DoD and IC rely on the Modernized Integrated Database (MIDB) to access foundational military intelligence—the comprehensive understanding of foreign military capabilities, infrastructure, and materiel. First developed in the 1990s, MIDB uses manual processes to update and manage data and can no longer meet the information demands of a 21st century military. DIA, in close cooperation with our partners across industry and DoD, will transform the foundational intelligence data environment and the corresponding analytic tradecraft to improve the comprehensiveness, granularity, and utility of foundational military intelligence. We seek to progress from the existing environment that requires manually intensive data curation, to one in which data is available in such quantities and structures to allow examination and insight generation by a wide range of customers. The Machine-Assisted Analytic Rapid-Repository System (MARS) is an initiative that will transform the current databases that house foundational military intelligence into an advanced, comprehensive, scalable, flexible, and rigorous intelligence environment for the next century. Ultimately, MARS will create a military intelligence environment for the warfighter and analyst similar to the World Wide Web for consumers.

# ADDRESSABLE STRATEGIC CHALLENGE #3



## **Focus our performance against perennial intelligence challenges**

We will seek constant improvement in our performance in key areas that have challenged us since our earliest days. Perennial challenges are not areas of failure, but rather areas in which we will always seek to improve our performance. They will remain as dynamic as the ever-changing operational environment. These challenges are not unique to DIA and encompass the IC, the CCMDs, and each Military Service. These seven challenges are intelligence support to acquisition, intelligence mission data, warning, targeting, collection management, and foundational military intelligence, to include scientific and technical intelligence. By their very nature, these seven tasks demand responses that span organizational and functional boundaries and that evolve over time. Our strategy will focus on future waypoints that we will constantly update. Only DIA, with our global presence and unparalleled military expertise, can lead Defense Intelligence to provide this range of support to our warfighters.

# ADDRESSABLE STRATEGIC CHALLENGE #4



## **Align DIA roles and missions with authorities**

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It is essential for leaders to focus our resources on the missions that are core to DIA, that only we can execute, in order for us to maintain the ability to meet our customers' needs. We will aggressively evaluate DIA roles and missions, in conjunction with the DNI and the Under Secretary of Defense for Intelligence (USD(I)), to ensure that we are the best choice, and when that is not the case, we will work to realign those roles and missions. We will work with the DNI and the USD(I) to align roles and missions where they can be executed to best serve the interests of the entire DoD and IC. At the same time, we will work closely with senior leaders in the IC and the DoD to ensure that we have the proper authorities to execute the roles and missions assigned to DIA.



# DECEMBER 31, 1776

Before the battle at Princeton, New Jersey, George Washington stood before his troops knowing their enlistments were up and they were free to go home the next morning.

*“My brave fellows, you have done all I asked you to do, and more than could be reasonably expected, but your country is at stake, your wives, your houses, and all that you hold dear. You have worn yourselves out with fatigues and hardships, but we know not how to spare you. If you will consent to stay one month longer, you will render that service to the cause of liberty, and to your country, which you can probably never do under any other circumstance.”*

– General George Washington

...the drums rolled and they all stepped forward to continue the fight and enable the birth of our Nation.

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Now is our time to serve and connect to those who served our Nation from the very beginning.

# DIA CREED

I am an officer of the Defense Intelligence Agency.  
I have taken an oath to support and defend  
The Constitution of the United States of America  
and all for which it stands.  
Against all enemies, foreign and domestic.

As a DIA officer, I pledge to provide premier  
intelligence to the warfighter;  
To communicate clearly, concisely, and  
decisively in support of the policymaker;  
To speak truth to power and take ownership  
in pursuit of our mission;  
And to safeguard the information with  
which I have been entrusted.

As a DIA officer, I embody excellence, teamwork,  
integrity, initiative, and accountability.  
I will hold myself and my colleagues responsible  
for our actions and inactions.  
I will treat others with respect and professionalism;  
And I will encourage creativity, innovation,  
and a culture of trust.  
If I see a problem, I will find a solution.  
If I see a challenge, I will rise to it.  
I strive for excellence in all that I do.  
I am a DIA officer. I am DIA.



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