DIA Joint Operations Transformation
Unified Actions / Unity of Effort

A Supporting Command
In 1961, Secretary of Defense Robert S. McNamara made his decision to proceed with the concept of a central Defense intelligence organization to correct longstanding maladies in military intelligence.

Moreover, the need existed for a central Defense organization that could satisfy effectively the foreign military and military-related intelligence requirements of the Secretary of Defense, the Joint Chiefs of Staff, the Unified and Specified Commands, other Defense components and, as appropriate, non-Defense agencies.

Two themes stood out prior to the establishment of DIA:

- the lack of management efficiency
- and the often poor quality of the products

The Defense Intelligence Agency (DIA) was established on October 1, 1961 by DoD Directive 5105.21 of August 1, 1961.
1. DIA shall satisfy the military and military-related intelligence requirements of the Secretary and Deputy Secretary of Defense, the Chairman of the Joint Chiefs of Staff, and the DNI, and provide the military intelligence contribution to national foreign intelligence and counterintelligence.

2. DIA shall plan, manage, and execute intelligence operations during peacetime, crisis, and war.

3. DIA shall serve as the DoD lead for coordinating intelligence support to meet COCOM requirements; lead efforts to align analysis, collection, and Intelligence, Surveillance, and Reconnaissance (ISR) activities with all operations; and link and synchronize Military, Defense, and National Intelligence capabilities.

The mission of DIA includes the following responsibilities and functions:

4.1. All-Source Intelligence Analysis.

4.2. Human Intelligence (HUMINT).

4.3. Joint Staff Intelligence.

4.4. Intelligence Information Systems.

4.5. Technical Intelligence Collection.

4.6. Counterintelligence (CI) and Security.


4.8. Intelligence Training and Education.


4.10. Defense Intelligence Operations Coordination Center (DIOCC).

4.11. Joint Reserve Intelligence Program (JRIP).

<table>
<thead>
<tr>
<th>Who</th>
<th>DIA</th>
</tr>
</thead>
</table>
| What  | Plan, Manage and Execute Intelligence Operations  
- align analysis, collection, and Intelligence, Surveillance, and Reconnaissance (ISR) activities with all operations  
- contribution to national foreign intelligence and counterintelligence |
| When  | Peacetime, Crisis and War |
| Where | COCOMs |
| Why   | Link and Synchronize Military, Defense, and National Intelligence capabilities |
Terms of Reference

A Comprehensive, Whole of Government(s) Approach

Unified Action: The synchronization, coordination, and / or integration of the activities of governmental and nongovernmental entities with military operations to achieve unity of effort.

Unity of Effort: Coordination and cooperation toward common objectives, even if the participants are not necessarily part of the same command or organization - the product of successful unified action.

Define Stakeholders: Functional & Operational

Joint Doctrine JP 1-02
DIA Transition
Operational - Functional

2003 - 2012
CURRENT

- Current Operational Demands
- Sustain Force Capacity Demands

2013 - 2017
FUTURE

- Supply for Current & Future Requirements
- Readiness Sustain Force Capacity

IMPERATIVES
- Sustain
- Prepare
- Reset
- Transform

- Doctrine
- Predictable Requirements
- Push – Pull
- Steady-State Capacity
- Base Funding Focused
- DDFOR Requirements Driven

Policy
Demand Exceeds Supply
Pull – Push
Operational Based
Supplemental Funding Focused
DDFOR Requirements Driven

09/07/2013
DIA Challenge - Mission

Mission

DIA is first in all-source defense intelligence to prevent strategic surprise and deliver a decision advantage to warfighters, defense planners, and policymakers. We deploy globally alongside warfighters and interagency partners to defend America's national security interests.

Vision

One Defense Intelligence Team of highly skilled, agile, and accountable professionals, equipped with leading-edge training and technology, strengthened by partnerships, and able to adapt operationally to provide all-source defense intelligence, whenever and wherever required, in support of the warfighter and the Nation.

This is a Vision Not A Mission

This is a Capability Not A Vision
DIA Challenge
Doctrine & Organization

Requirements versus Needs:
- Doctrine
  - Requirements
  - Base Budget
- Operations
  - Needs
  - Supplemental

Force Structure Authorizations (FSA) versus Billets
- Organization
  - FSA
  - Spaces
- Resources
  - Billets
  - Faces

What is DIA’s FSA Requirement to Execute DODD 5105.21
DIA Challenge - Planning

DIA Does Not Plan

The Guidance for the Development of the Force (GDF) is used by the Military Departments and Defense Agencies to align their internal priorities with DoD-wide performance goals for force development, management, and corporate support in the longer term (present through 2 to 6 years and beyond).

E nds

Commander and staff dialogue with COCOM (Supported Commands) to translate what they see, hear, and feel into solid, clear DIA METL and requirements. DIA (theater-strategic headquarters) recognize this and maintain dialogue to ensure that DIA remains nested within COCOM’s TEP and IPL.

W ay

This process results in fiscally constrained guidance and priorities for military (civilian) forces, modernization, readiness and sustainability, and supporting business processes and infrastructure activities.

M eans

The Joint Programming Guidance (JPG) is the link between planning and programming, and it provides guidance to the DoD Components (military departments and defense agencies) for the development of their program proposal, known as the Program Objective Memorandum (POM).
DIA Challenge – Program

DIA Does Not Program

The POM development seeks to construct a balanced set of programs that respond to the guidance and priorities of the GDF and JPG within fiscal constraints.

Ends

Dialogue - Commander and staff dialogue with COCOM (Supported Commands) to translate what they see, hear, and feel into solid, clear DIA METL and requirements. DIA (theater-strategic headquarters) recognize this and maintain dialogue to ensure that DIA remains nested within COCOM’s requirements.

Way

The POM provides a fairly detailed and comprehensive description of the proposed programs, including a time-phased allocation of resources (forces, funding, and manpower) by program projected six years into the future. Additionally, DIA may describe important programs not fully funded (or not funded at all) in the POM, and assess the risks associated with the shortfalls.

Means

In addition, the OSD staff and the Joint Staff, to include Capability Portfolio Managers (CPMs), can raise issues with selected portions of any POM, or any funding shortfalls in the POM, and propose alternatives with marginal adjustments to resources.
DIA Challenge – Current Managing Risk

Operations: COCOM, JCS, ODNI
- Generate Needs
- Source Needs
- Surge Capacity

Institutional Requirements vs. Operational Needs

Requirements Needs 100% Risk

Silos of Excellence

09/07/2013 Unclassified
Managing Risk
Intelligence Cycle

Recent DNI Version Of The Intelligence Cycle
CCIR – Center of Gravity

COMMANDER’S CRITICAL INFORMATION REQUIREMENTS PROCESS

1. Decisions the Commander Must Make
2. Critical Information the Commander Needs to Make Decisions
3. Commander Provides Guidance
4. Staff Initiates CCIRs Development
5. Subcomponent Information Needed
6. Priority Intelligence Requirements
7. Friendly Force Information Requirements
8. Specific Staff Action
9. Staff Develops CCIRs

SIRs
Specific Information Requirements (SIRs) – The detailed questions that must be answered to get the critical INFORMATION for the Commander.

HNIR
Highly Necessary Information Requirements

PIR
Priority Information Requirements

FFIR
Friendly Force Information Requirements

Knowledge

Data

CCIR
Commander’s Critical Information Requirement

Monitor CCIRs
Disseminate CCIRs
Report CCIRs
Maintain CCIRs
DIA Intelligence Enterprise

DoD Directive 5105.21

Push - Pull
✓ Common Level of Support
✓ Steady State @ Baseline
✓ Program of Record

Knowledge Center
Information Center
Data Centers

National
Theater
Operational
Tactical

09/07/2013
Plan & Program
COCOM CCIR - Intelligence Cycle

Joint Strategic Planning System

- Every Four Years
- Annual
- As Required

President:
- National Security Strategy (NSS), Budget Guidance, Budget

Secretary of Defense:
- Quadrennial Defense Review (QDR), Contingency Planning Guidance (CPG)

Chairman of the Joint Chiefs of Staff:
- Joint Strategy Review (JSR), Joint Vision (JVS), National Military Strategy (NMS), Joint Strategic Capabilities Plan (JSCP), Joint Planning Document (JPD), Chairman’s Program Recommendation (CPD), Chairman’s Program Assessment (CPA)

Services:
- Program Objective Memorandum (POM)

Comb - Theater Engagement Plan (TEP), Contingency Plan (COHPLANS), Integrated Priority List (IPL)

Active Collaboration
Way-Ahead
Trust Dividend

Doctrine

Organization

Culture

Change

Culture

Trust
Managing Risk - Trust

"hidden variable" in the formula for organizational success

talk straight, demonstrate respect, create transparency, right wrongs, show loyalty, get better, confront reality, clarify expectations, practice accountability, listen first, keep commitments, and extend trust
Way-Ahead
Force Analysis – Force Integration (FAFI)

1. Define COCOM CCIR Requirements
   a. Doctrine
   b. Organization

2. Define DIA Capabilities / Capacity
   a. Doctrine
   b. Organization

3. Cross – Walk #2 Against #1 to Define Gaps

4. Create DIA JTDA ISO COCOM CCIR Requirements to:
   - Define Supporting Requirements
   - Define Base-line Intelligence Capabilities
   - Manage Risk
Means
JEDI Program Management Team

Initiatives:
1. Establish provisional DIA Program Management Office
2. Define DIA mission requirements IAW GDF and JPG
3. Initiate PPBES into DIA business practices

Products:
1. Cross-walk 15ea DDFOR Unit Manning Rosters into one DIA JTDA (FSA) document
2. Develop Portfolio Organization
3. Design Intelligence Enterprise Structure

End-State:
Leverage Congressional Audit to create DIA POM 16-21 Base Budget
Managing Risk - OSD
Resource Allocation Process

The primary Resource Allocation Process (RAP) of DoD. It is one of three major decision support systems for defense acquisition along with Joint Capabilities Integration and Development System (JCIDS) and the Defense Acquisition System (DAS).

It is a formal, systematic structure for making decisions on policy, strategy, and the development of forces and capabilities to accomplish anticipated missions.

PPBE is a biennial process which in the On-Year produces Guidance for Development of the Force (GDF), Joint Programming Guidance (JPG), approved Program Objectives Memoranda (POMs) for the Military Departments and Defense Agencies covering 6 years, and the DoD portion of the President’s Budget (PB) covering 2 years.

In the Off-Year, adjustments are made to the Future Years Defense Program (FYDP) to take into account "fact of life changes," inflation, new programmatic initiatives, and the result of congressional enactment of the previously submitted PB based on guidance from the Under Secretary of Defense (Comptroller) and the Director, Cost Assessment and Program Evaluation.
The Planning, Programming, and Execution (PPBE) process is the Department of Defense (DoD) internal methodology used to allocate resources to capabilities deemed necessary to accomplish the Department’s missions. One output of the PPBE process is the funding proposed to be included in the President’s Budget (PB) submitted to Congress.

The ultimate objective is to provide Combatant Commanders (COCOMs) with the optimal mix of forces, equipment, and support attainable within established fiscal constraints.

The PPBS is a cyclic process consisting of three distinct, but interrelated, phases: planning, programming, and budgeting. PPBS established the framework and provided the mechanisms for decision making for the future and provided the opportunity to annually re-examine prior decisions in light of the existing environment at that particular time (e.g., evolving threat, changing economic conditions, etc.).
General Defense Intelligence Program

National Intelligence Program

Central Intelligence Agency (CIA)

Counterintelligence - Federal Bureau of Investigation (FBI)

Bureau of Intelligence and Research (INR) - Department of State (DoS)

Office of Intelligence Support - Department of Treasury

National Security Agency (NSA)

National Geospatial-Intelligence Agency (NGA)

Foreign Counterintelligence Program (FCIP) - Department of Defense

General Defense Intelligence Program (GDIP)

National Imagery and Mapping Program

National Reconnaissance Office (NRO)

Community Management Account (CMA)

CIA Retirement and Disability System (CARDS)

Consolidated Cryptographic Program (CCP)

Military Intelligence Program

Army Military Intelligence (MI)

Air Force Intelligence, Surveillance and Reconnaissance Agency (AF ISR)

Marine Corps Intelligence Activity (MCIA)

Office of Naval Intelligence (ONI)

Special Operations Command (SOCOM)

Defense Cryptologic Program (DCP)

Defense General Intelligence Applications Program (DGIAP)

Defense Imagery and Mapping Program

Defense Intelligence Tactical Program (DITP)

Defense Intelligence Special Technologies Program (DISTP)

Defense Airborne Reconnaissance Program (DARP)

Defense Intelligence Counter-drug Program (DICP)

Defense Space Reconnaissance Program (DSRP)
## Managing Risk
### Plan, Program, Budget, and Execute (PPBE)

<table>
<thead>
<tr>
<th>Year</th>
<th>Activity</th>
<th>Activity (detail)</th>
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<tbody>
<tr>
<td>1</td>
<td>Planning: Guidance</td>
<td>Broad guidelines of planning, programming, and budgeting are established.</td>
</tr>
<tr>
<td>2</td>
<td>Programming: Request and Review</td>
<td>Program resources are projected for future year requirements for dollar and manpower resources.</td>
</tr>
<tr>
<td>3</td>
<td>Budgeting: Build and Submit</td>
<td>Money or authority available to purchase goods and services or hire people is set.</td>
</tr>
<tr>
<td>4</td>
<td>Execution: Obligate and Spend</td>
<td>Money on authorized programs is committed and spent.</td>
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</tbody>
</table>

**FY06 Program Objective Memorandum will contain:**

- FY06, FY07, FY08, FY09, FY10, and FY11 for cost and manpower
- FY06, FY07, FY08, FY09, FY10, FY11, and FY12, FY13, and FY14 for forces
<table>
<thead>
<tr>
<th>Authority</th>
<th>US COCOM</th>
<th>US OPCON</th>
<th>NATO OPCON</th>
<th>NATO OPCON</th>
<th>CFC/USFK COMBINED OPCON</th>
<th>NATO OPCON</th>
<th>US &amp; NATO TACOM</th>
<th>Least control</th>
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<tr>
<td>Direct authority to deal with DOD, US diplomatic missions, agencies</td>
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<td>Coordinate CINC boundary</td>
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<td>Delegated to a command</td>
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<td>Set chain of command to forces</td>
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<td>Assign mission/designate objective</td>
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<td>X</td>
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<td>Assign tasks</td>
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<tr>
<td>Direct/employ forces</td>
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<td>X</td>
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<td>Establish maneuver control measures</td>
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<td>Reassign forces</td>
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<td>Deploy forces (information/within theater)</td>
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<td>Local direction/control designated forces</td>
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<td>Assign separate employment of unit components</td>
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<td>Directive authority for logistics</td>
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<td>Direct joint training</td>
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<td>Exercise command of US forces in MNF</td>
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<td>Assign/reassign subordinate commanders/officers</td>
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<td>May suspend or recommend reassignment</td>
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<td>Conduct internal discipline/training</td>
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</table>

**NATO Full Command and CFC/USFK Command less OPCON are basically equivalent to US COCOM, but only for internal matters.**

**LEGEND**

- **X** - has this authority
- **-** - denied this authority, or not specifically granted it
<table>
<thead>
<tr>
<th>Requirements</th>
<th>Intelligence.gov (old)</th>
<th>FBI.gov</th>
<th>CIA.gov</th>
<th>WMD.gov</th>
<th>Brown Rudman</th>
<th>DTIC.mil</th>
<th>rdl.train.army.mil</th>
<th>JP 2.0</th>
<th>Classic CI Model</th>
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Unclassified