DIA Joint Operations Transformation Unified Actions / Unity of Effort

A Supporting Command

Why?

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.

DoD Directive 5105.21
Mission

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.

4.7. International Engagement.

4.8. Intelligence Training and Education.

4.9. Resource Management.

4.10. Defense Intelligence Operations Coordination Center (DIOCC).

4.11. Joint Reserve Intelligence Program (JRIP).

4.12. Additional Activities.

DoD Directive 5105.21
Mission

Who	DIA
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.

Joint Doctrine JP 1-02
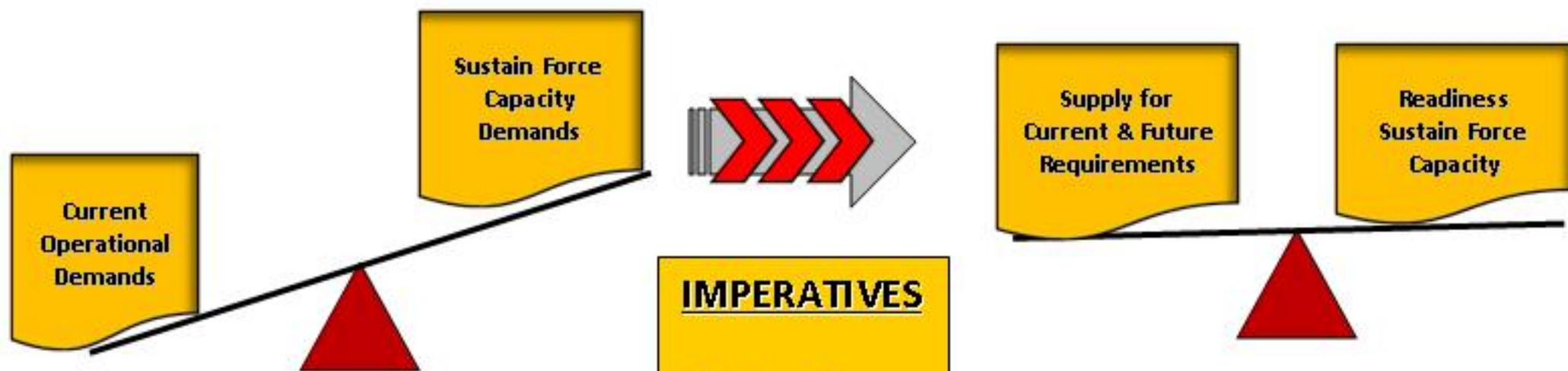
⭐ **Define Stakeholders: Functional & Operational**

DIA Stakeholder Domains

Unclassified

DIA Transition
Operational - Functional

2003 - 2012
CURRENT

2013 - 2017
FUTURE

Sustain Force Capacity Demands

Current Operational Demands

Supply for Current & Future Requirements

Readiness Sustain Force Capacity

IMPERATIVES

✓ **Sustain**
✓ **Prepare**
✓ **Reset**
✓ **Transform**

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

➢ Doctrine
➢ Predictable Requirements
➢ Push – Pull
➢ Steady-State Capacity
➢ Base Funding Focused
➢ GDF Driven **

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.

This is a Vision Not A Mission

Vision

This is a Capability Not A 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.

DIA Challenge
Doctrine & Organization

Requirements versus Needs:

Doctrine
  ↳ **Requirements**
     ↳ **Base Budget**

Operations
  ↳ **Needs**
     ↳ **Supplemental**

???
Portfolio Management Doctrine

Force Structure Authorizations (FSA) versus Billets

Organization
  ↳ **FSA**
     ↳ **Spaces**

Resources
  ↳ **Billets**
     ↳ **Faces**

???
Base Structure

What is DIA's FSA Requirement to Execute DODD 5105.21

DIA Challenge - Planning

DIA Does Not Plan

???? Who's Responsibility

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).

Ends 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.

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

Means 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

**????
Where's
Documents**

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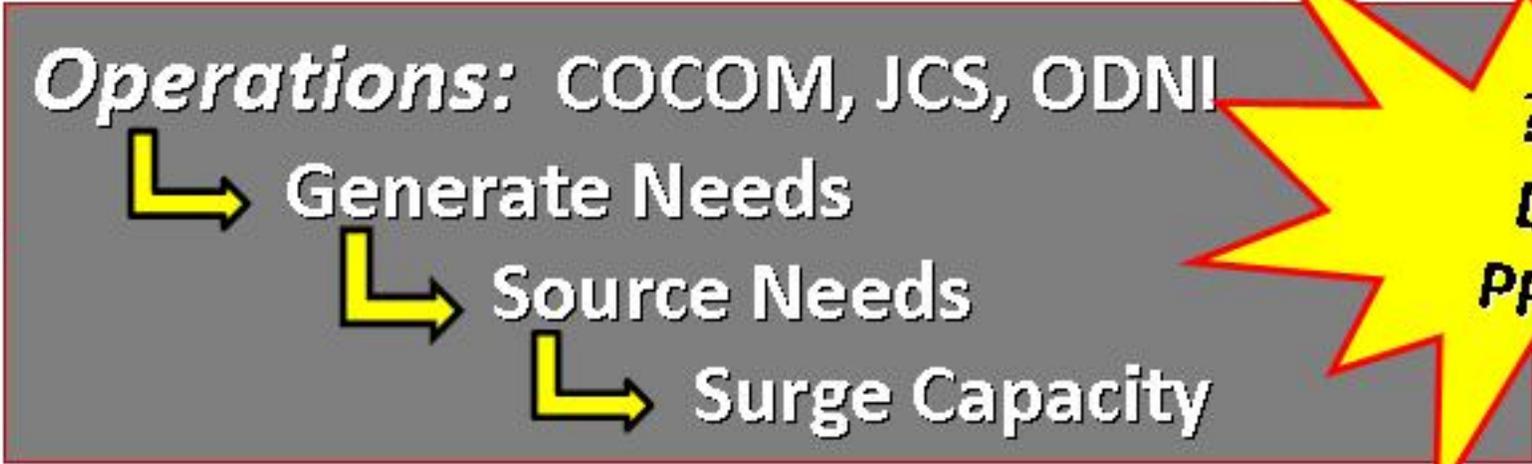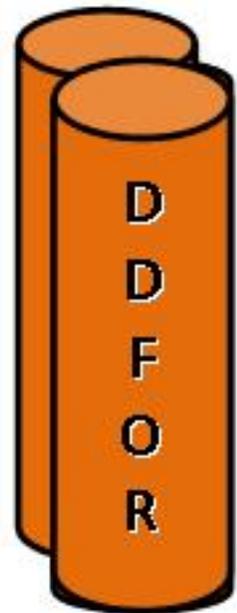
Way
The POM provides a fairly detailed and comprehensive description of the proposed programs, including a time-phased allocation of resources (forces, funding, and manpower) by program projected six years into the future Additionally, DIA may describe important programs not fully funded (or not funded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

Unclassified

DIA Challenge – Current Managing Risk
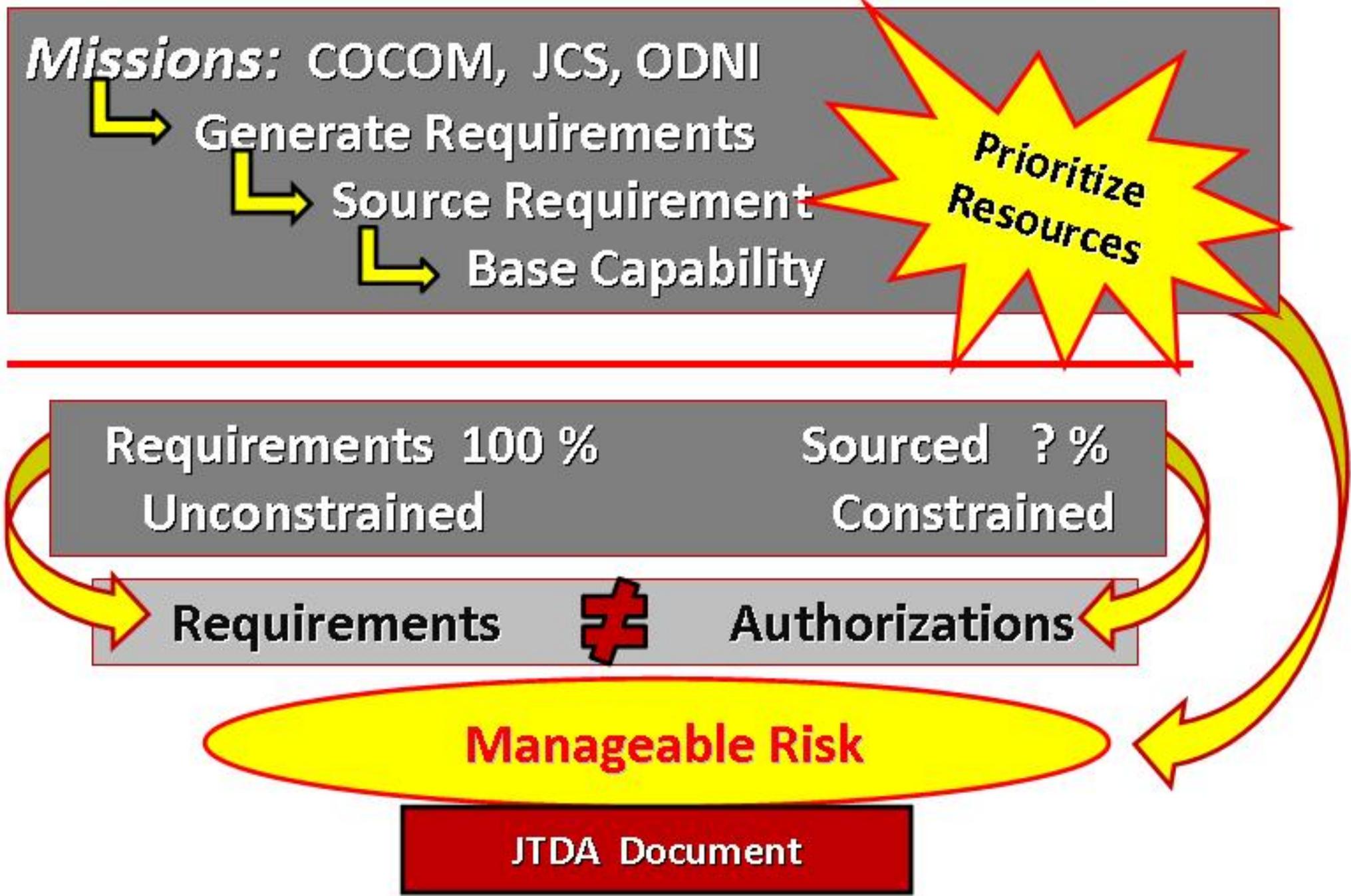
Operations: COCOM, JCS, ODNI
- Generate Needs
  - Source Needs
    - Surge Capacity

???? DIA PPBE

Silos of Excellence

Institutional Requirements vs. Operational Needs

Requirements   100% Risk   Needs

Unclassified

DIA Challenge – Future
Managing Risk

Missions: COCOM, JCS, ODNI
→ **Generate Requirements**
→ **Source Requirement**
→ **Base Capability**

Prioritize Resources

Requirements 100 %   **Sourced ? %**
Unconstrained   **Constrained**

Requirements ≠ Authorizations

Manageable Risk
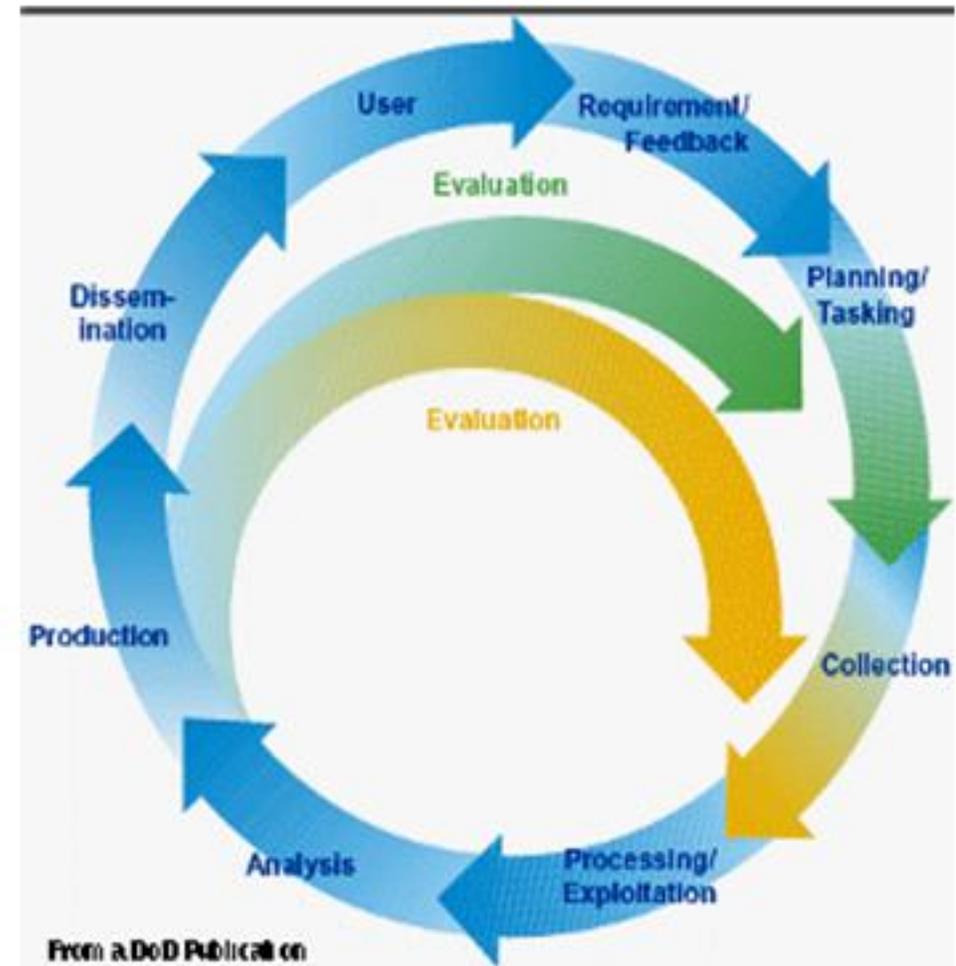
JTDA Document

Managing Risk
Intelligence Cycle
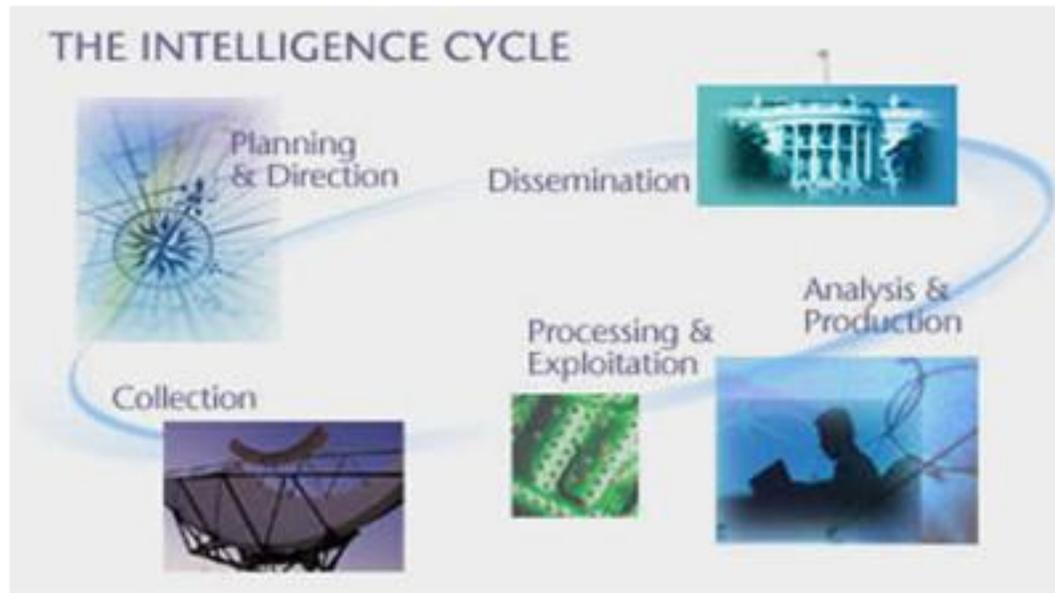
Recent DNI Version Of The Intelligence Cycle

From a DoD Publication

Unclassified
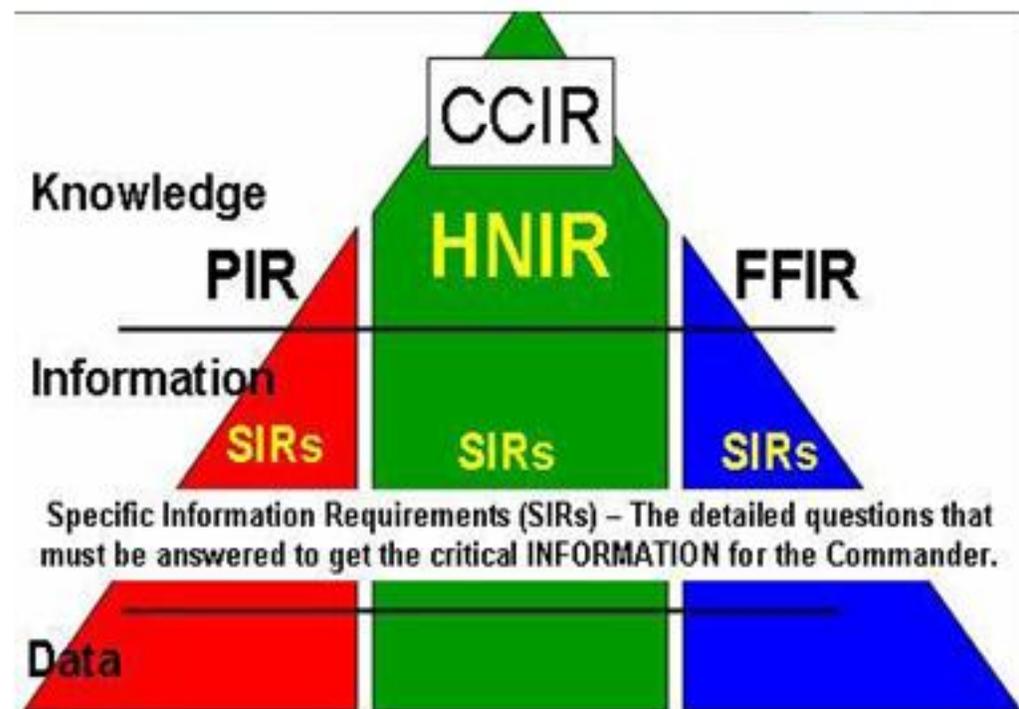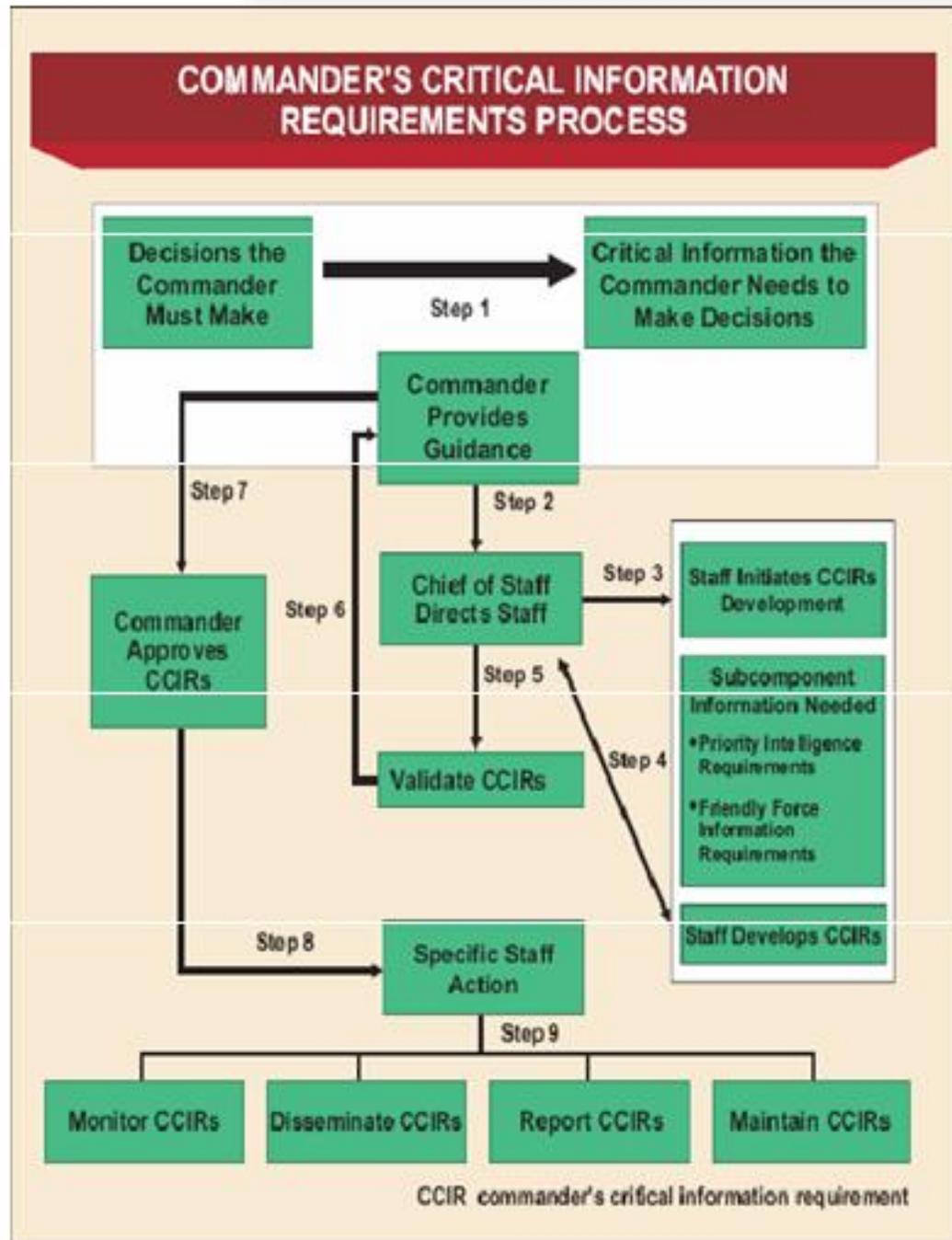
DIA Programmatic Enterprise

DoD Directive 5105.21

RIO:
- ✓ Resourced-Informed
- ✓ Integration-Based
- ✓ Outcome-Focused

Integrate & Synchronize

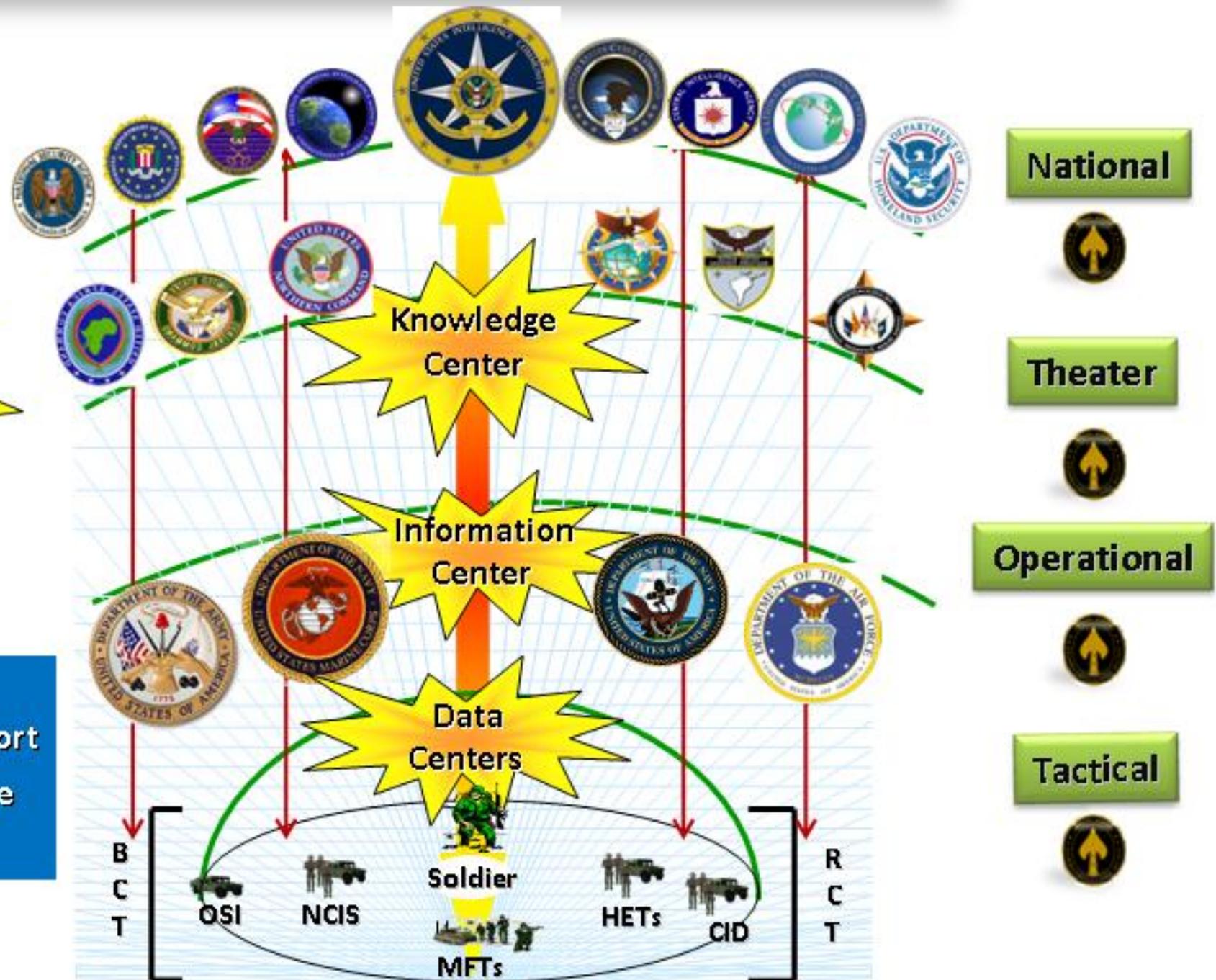EXECUTE GCC REQUIREMENTS

Strategic
- GCC
- MNF

Operational
- CJTFC
- CJTFC

Tactical
- RCT
- BCT
- RCT
- RCT

PHASE 0 - 5

CCIR
SIR
PIR

SECDEF
JCS
ODNI

NCS

DIA

CCIR – Center of Gravity

COMMANDER'S CRITICAL INFORMATION REQUIREMENTS PROCESS

Decisions the Commander Must Make

Step 1 →

Critical Information the Commander Needs to Make Decisions

Commander Provides Guidance

Step 2

Chief of Staff Directs Staff

Step 3 → Staff Initiates CCIRs Development

Step 6

Step 5

Step 7

Commander Approves CCIRs

Validate CCIRs

Step 4

Subcomponent Information Needed
• Priority Intelligence Requirements
• Friendly Force Information Requirements

Staff Develops CCIRs

Step 8 → Specific Staff Action

Step 9

Monitor CCIRs | Disseminate CCIRs | Report CCIRs | Maintain CCIRs

CCIR commander's critical information requirement

Knowledge

CCIR

Knowledge
PIR   HNIR   FFIR

Information
SIRs   SIRs   SIRs

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

Data

DIA Intelligence Enterprise

DoD Directive 5105.21

Knowledge Center

Information Center

Data Centers

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

B C T

Soldier

OSI   NCIS   HETs   CID
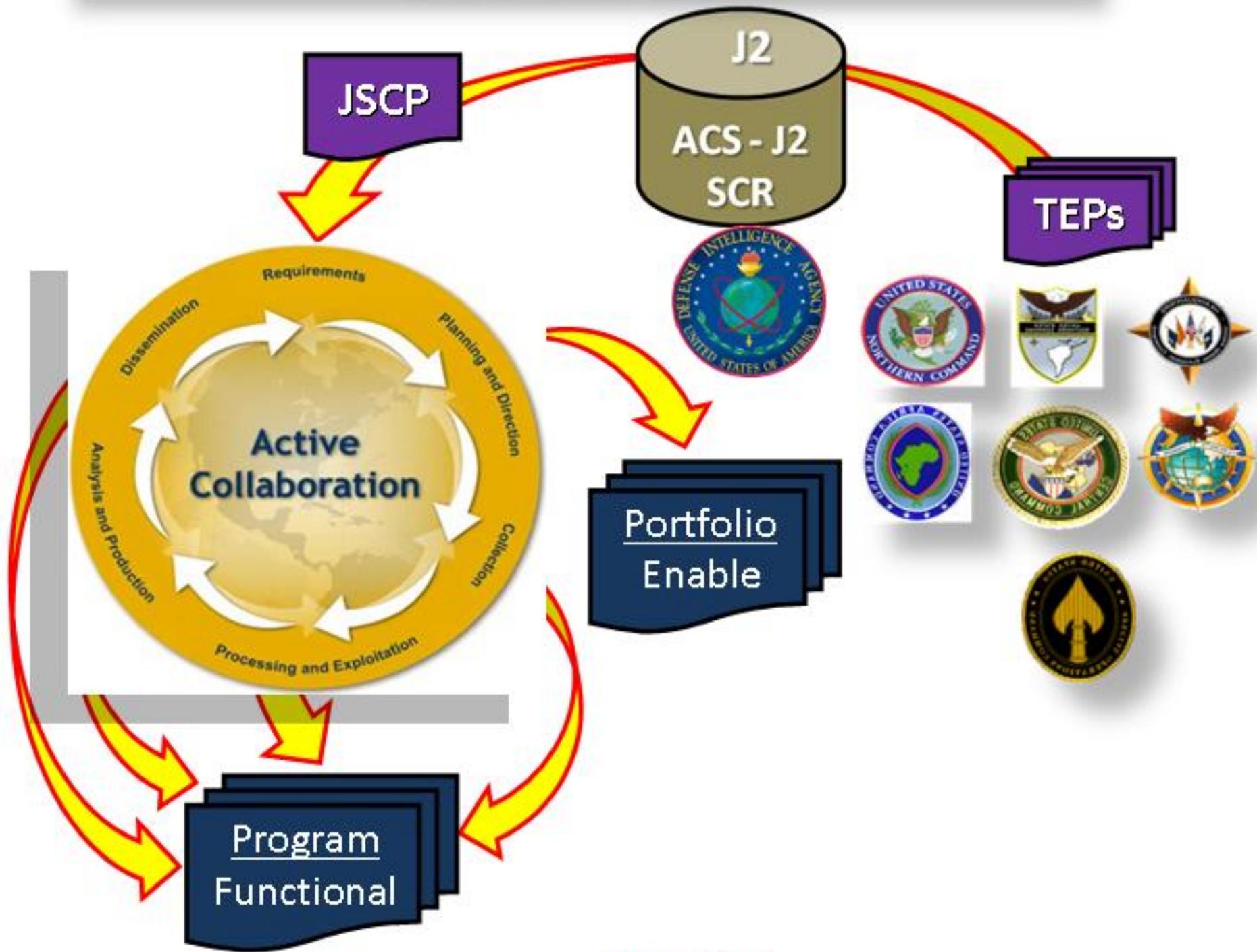
MFTs

R C T

National

Theater

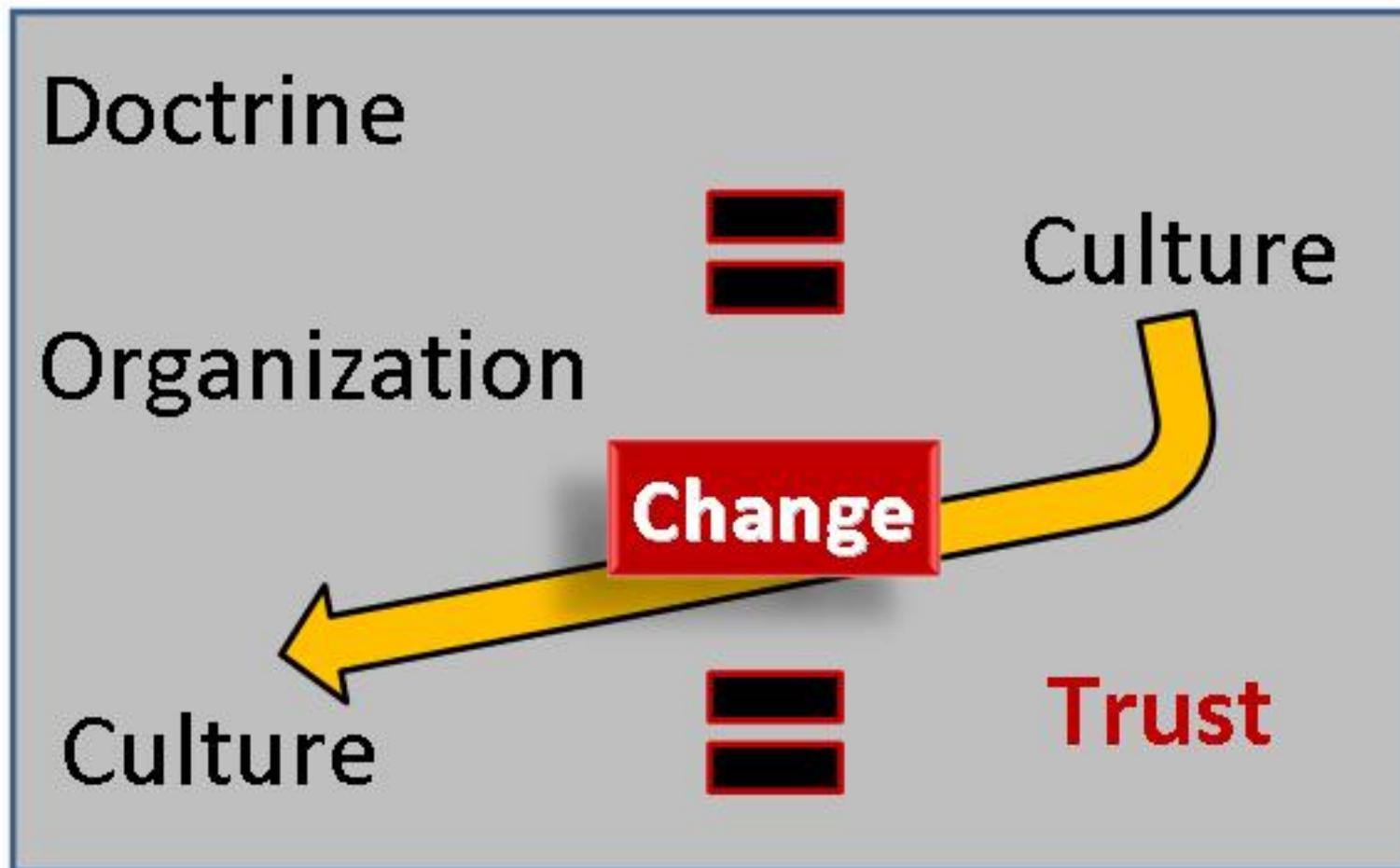Operational

Tactical

Plan & Program
COCOM CCIR - Intelligence Cycle

Joint Strategic Planning System
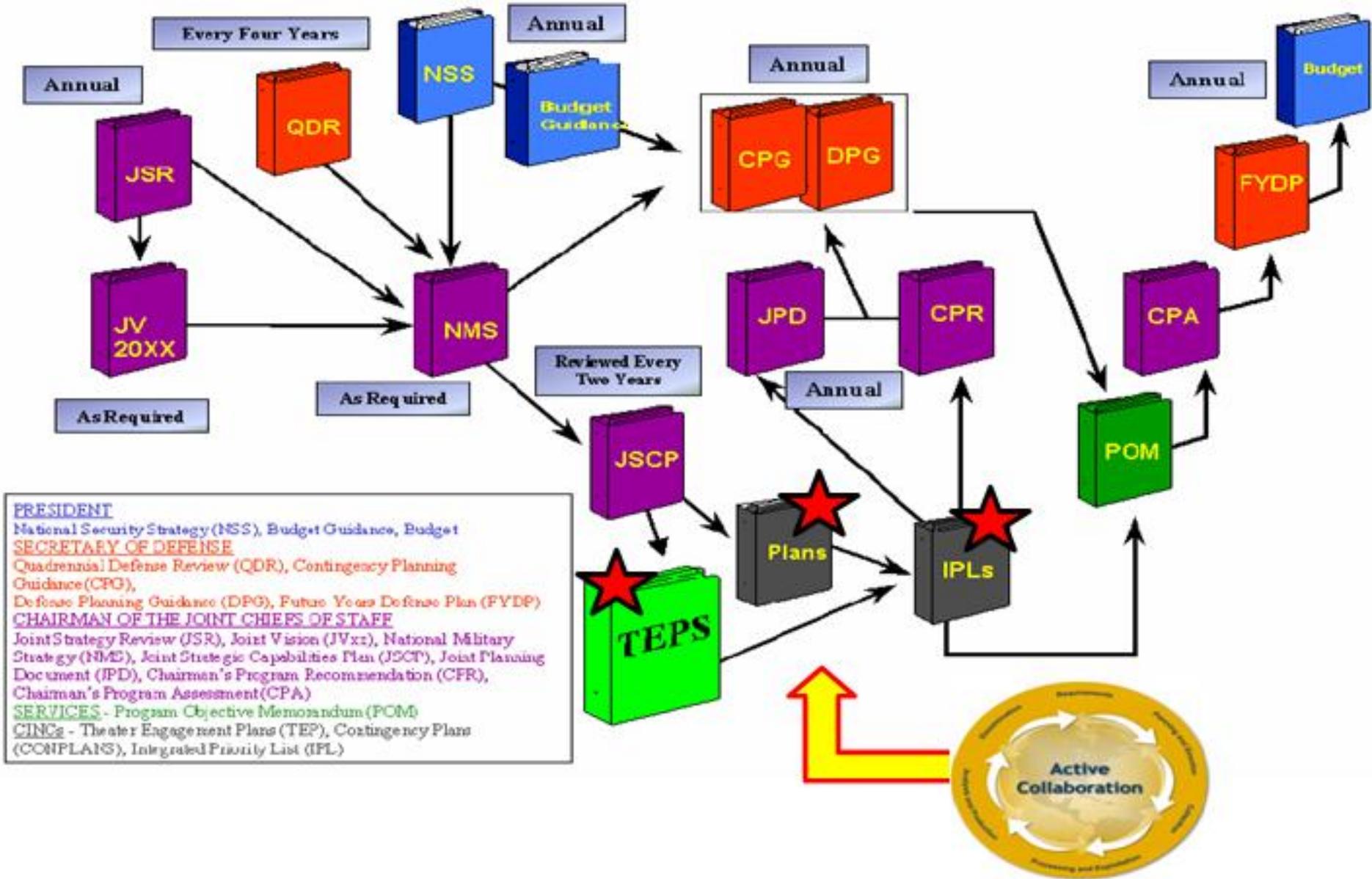
Enterprise Management
COCOM CCIR

Unclassified

Managing Risk - Trust

THE TRUST TAX™:

↓ Trust = ↓ Speed ↑ Cost

THE TRUST DIVIDEND™:

↑ Trust = ↑ Speed ↓ Cost
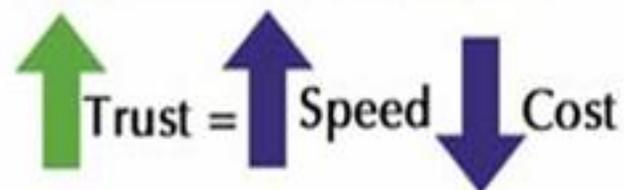
"hidden variable" in the formula for organizational success

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

Unclassified

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

Reference

Unclassified

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.

Managing Risk - DoD
Plan, Program, Budget, and Execute (PPBE)

The Planning, Programming, Budgeting, 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 (CIARDS)

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)

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

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

Unclassified

Authority	Most control US COCOM	US OPCON	NATO OPCOM	NATO OPCON	CFC/USFK COMBINED OPCON	NATO TACOM	Least control US & NATO TACON
Direct authority to deal with DOD, US diplomatic missions, agencies	X						
Coordinate CINC boundary	X						
Granted to a command	X		X				
Delegated to a command		X		X	X	X	X
Set chain of command to forces	X	X					
Assign mission/designate objective	X	X	X				
Assign tasks	X	X	X			X	
Direct/employ forces	X	X	X	X	X		
Establish maneuver control measures	X	X	X	X	X	X	X
Reassign forces	X						
Retain OPCON	X	X	X				
Delegate OPCON	X	X	X	X with approval			
Assign TACOM	X	X					
Delegate TACON	X	X	X	X	X		
Retain TACON	X	X	X	X			
Deploy forces (information/within theater)	X	X	X	X			
Local direction/control designated forces	X	X					X
Assign separate employment of unit components	X	X	X				
Directive authority for logistics	X						
Direct joint training	X	X					
Exercise command of US forces in MNF	X	X					
Assign/reassign subordinate commanders/officers	X	May suspend or recommend reassignment					
Conduct internal discipline/training	X						

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

X — has this authority

— denied this authority, or not specifically granted it

LEGEND
COCOM – Combatant command
OPCON – Operational control
OPCOM – Operational command
TACOM – Tactical command
TACON – Tactical control

	Intelligence.gov (old)	FBI.gov	CIA.gov	WMD.gov	Brown Rudman	DTIC..mil	rdl.train.army.mil	JP 2.0	Classic CI Model	IALEIA.org
Requirements			X							
Needs					X					
Direction						X	X			X
Planning, Direction, Needs, Requirements				X						
Planning and Direction	X	X	X					X	X	
Collection	X	X	X	X	X	X	X	X	X	X
Processing			X	X		X	X			
Evaluation										X
Collation										X
Processing And Exploitation	X	X		X				X		
Analysis				X					X	X
Production										
Analysis and Production	X	X	X		X			X		
Dissemination	X	X	X	X	X	X			X	X
Disseminating and Using							X			
Dissemination and Integration								X		
Feedback					X				X	
Evaluation										
Evaluation and Feedback								X		