



DEFENSE INTELLIGENCE AGENCY STRATEGY 2021



DIRECTOR'S NOTE

Strategic competition continues to challenge America's advantage over China and Russia, highlighting the Defense Intelligence Agency's need for a modern and highly integrated long-term strategy. With this in mind, I have directed the Agency to establish a ten-year threat-based strategy with an eye to strategic competition.

We will leverage new and innovative corporate governance and management structures to enable integration and purposefully effect and influence strategic outcomes. We will aggressively illuminate opportunities for partners, at home and abroad, to seize the initiative and challenge our competitors across the conflict continuum. Simultaneously, we will remain the nation's preeminent source of foundational military intelligence.

To address our strategic issues over the next ten years, I have established four enduring Lines of Effort to guide and inform our intelligence and intelligence-enabling activities.

- Intelligence Advantage
- Culture of Innovation
- Allies and Partnerships
- Adaptive Workforce

The strategy aims to streamline or eliminate overlapping and redundant systems to synchronize complex intelligence issues that cut across our integrated intelligence centers and directorates.



This standardized management framework will ensure common practices and guidance across the Agency and establish a consistent approach toward National, Departmental, and Intelligence Community objectives.

This strategy will empower Lines of Effort champions to define roles, responsibilities, and required authorities. The DIA Strategy incorporates risk management, as well as measures of effectiveness and performance. Importantly, the strategy deconflicts friction between strategic competition and our requirement to maintain global overwatch to prevent strategic surprise.

Our strategy is a process, not simply a publication. We will review progress quarterly. Our progress, or changes in the international security environment, may leave us with the realization that other issues require our immediate focused attention. In these instances, we will shift our attention.

I encourage you to dig into this strategy and find your place in meeting our challenges from a position of strength to outpace every competitor. Let's lean forward together!



STRATEGIC ENVIRONMENT

“We face a world of rising nationalism, receding democracy, growing rivalry with China, Russia, and other authoritarian states, and a technological revolution that is reshaping every aspect of our lives. Ours is a time of unprecedented challenges, but also unmatched opportunity. This moment calls upon us to lean forward...”

—Interim National Security Strategic Guidance, 3 March 2021



The U.S. is Engaged in Strategic Competition: China is the pacing challenge - no single actor matches Beijing’s capability to use economic, diplomatic, military, and technological levers to alter the free and open international system. Russia’s robust and modernized nuclear triad and malign intent pose an existential threat to the homeland and global security.

The Competition is Global and Stretches Across All Domains: The dynamic international security environment, characterized by mounting political, military, economic, social, information, infrastructure, and environmental challenges, requires strategic deterrence across air, land, sea, space, and cyberspace domains.

Pervasive Threats Necessitate Global Overwatch: Proliferation, terrorism and violent extremism, malign cyber activity, misinformation and disinformation campaigns, and threats from state and non-state actors necessitate the need for awareness on all global issues.

The Environment is Heavily Impacted by Three Primary Cross Cutting Issues: Disease, Climate Change, and the Fourth Industrial Revolution are disrupting societies across the globe, undermining our readiness, and creating potential vectors for exploitation.

STRATEGIC APPROACH

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

VISION Illuminate opportunities to enable the U.S. 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 policymakers, the acquisition community, and warfighters, 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.

Integrate Agency efforts across organizational boundaries and mission areas
Enhance the Defense Intelligence Enterprise
Modernize joint targeting intelligence capabilities
Increase JWICS resiliency

Increase understanding of China
Deepen understanding of Russia
Strengthen Global Overwatch

Culture of Innovation

Build and expand the growth mindset, architecture, and systems necessary to field advanced interoperable and disruptive methods that tackle the challenges posed by strategic competitors in the current and future operational and technological landscape.

Optimize Human-Language Technology and Machine Translation Plan
Reform DIA's programming/budgeting and acquisition strategies
Improve multi-intelligence collection management business processes
Capture and analyze data to assess DIA workforce trends

Cultivate mastery of modern technologies
Institute DIA Strategic Management Model
Improve management and accelerate integration of data

Allies and Partnerships

Robust long-term alliances and partnerships serve as a force multiplier that generate strategic and operational advantage across the competition continuum, enabling DIA to outpace U.S. adversaries.

Expand cross-domain multilateral communications infrastructure
Expand bilateral/multilateral collaboration and integration
Leverage partnerships with educational institutions
Establish private sector collaborative groups

Enhance information sharing
Operationalize partnerships
Enhance accountability
Enhance policies and authorities

Adaptive Workforce

Recruit, develop, and retain a diverse, inclusive, digital-ready, and mobile workforce postured for the global operating environment.

Increase competition and speed in hiring
Empower diversity and inclusion
Develop reskill and upskill strategies and programs
Strengthen STEM management program

Enhance Public-Private Talent Exchange Program
Increase use of Subject Matter Experts in critical areas
Create a digital workforce
Emphasize officer development training

END STATE

DIA provides the Defense Intelligence necessary to outpace the Nation's strategic competitors by integrating the right people, processes, technology, and partners.

OUR DIA



STRUCTURE

MISSION FOCUS

- Prioritize China
- Enduring Focus on RUS, NK, IRN, VEO
- Global Overwatch

DEPUTY DIRECTOR FOR GLOBAL INTEGRATION

- Reducing Informational & Organizational Silos
- Prioritized Lines of Effort & Resourcing

INTELLIGENCE ADVANTAGE

AUTHORITIES

OPTIMIZE & ASSERT AUTHORITIES FOR GLOBAL INTEGRATION

- Open Source
- Counterintelligence
- Collection Management
- Analysis
- MASINT
- HUMINT

STRENGTHEN AUTHORITIES FOR EMERGING COMPETITION



PARTNERS

ACROSS THE ENTERPRISE

- Global Agency (DIA + CCMDs)
- Defense Intelligence Enterprise & IC

INDUSTRY & ACADEMIA

- Force Multipliers for Innovation

INTERNATIONAL PARTNERSHIPS

- FVEY and Beyond: From Sharing to Generating Intelligence



ADAPTIVE WORKFORCE

PRESERVING THE EDGE

- Identify Critical Skills for the Future
- Recruit, Train, Retain Global Officers
- Diversity & Inclusion Driving Innovation

SAFE WORKPLACE FOR ALL

- Safeguarding DIA Officers from Emerging & Persistent Threats Worldwide

OPERATIONAL MINDSET

- Intelligence Production + Illuminating Opportunities for Competitive Advantage



TECHNOLOGY

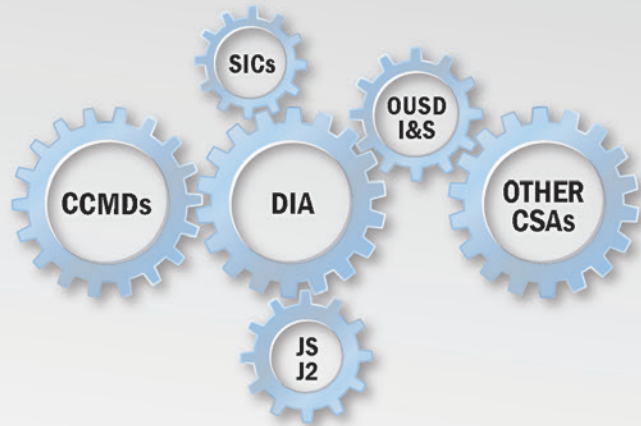
IT MODERNIZATION

- JWICS & Cloud Migration
- Shedding Obsolete Systems

ARTIFICIAL INTELLIGENCE, MACHINE LEARNING, & SENSORS



COLLABORATION



INNOVATION



STRATEGIC OBJECTIVES

Agile, integrated, and resilient organization providing defense intelligence for strategic competition to warfighters, decision makers, policy makers, and the acquisition community, to **outpace our adversaries**.

Sustained global oversight to identify, track, and provide timely strategic indication and warning on evolving threats to U.S. interests, ranging from regional instability posed by state and non-state actors to global challenges.

Expanded meaningful and impactful integration with international allies and partners, other Federal organizations, industry, and academia.

Enabled, modern, and resilient workforce recruited, developed, and trained in the latest tradecraft methodologies, steeped in foundational leadership skills, and retained to meet the needs of DIA and the nation.

Reformed and modernized management and business processes that clearly and consistently **direct mission-focused activities and investments against Agency requirements**. Modernized and resilient Agency with the technical capabilities to compete in a rapidly changing digital and operational environment.

DIA leads the Defense Intelligence Enterprise in **developing and implementing innovative and comprehensive enterprise management** capabilities.

“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, 30 April 2021

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