

# VECTOR 21



1999-2000

## DEFENSE INTELLIGENCE AGENCY STRATEGIC PLAN





## The DIA Seal

The initial letters of Defense Intelligence Agency (DIA) also comprise the Greek word "dia" which means divided into two parts. In this instance, the flaming torch and its gold color represent knowledge, i.e., intelligence, "lighting" the way of the "known" light blue-green world against the darkness or unknown symbolized by the dark blue background. The two red atomic ellipses symbolize the scientific and technical aspects of intelligence today and in the future. The 13 stars and the wreath are adopted from the Department of Defense seal and are used to identify the Agency as a Department of Defense organization.

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# Introduction

Throughout its 37 years, the Defense Intelligence Agency (DIA) has never lost sight of its mission as the pre-eminent collector, producer, disseminator, and manager of intelligence for the Department of Defense. Established on 1 October 1961, we continue to provide timely, objective, and cogent military intelligence to warfighters, policy makers, and weapons developers to enable them to meet a variety of challenges across the spectrum of conflict.

*Vector 21 is the strategic plan for the Defense Intelligence Agency. This plan incorporates the future security environment and reflects our vision, mission, values, and goals. Vector 21 embodies the direction and guidance of the National Security Strategy, National Military Strategy, Joint Vision 2010, and the Director of Central Intelligence Strategic Intent. It serves as a model for Defense Intelligence.*

As a combat support agency, we are proud of our accomplishments in defense of the nation. The 1960s and '70s were years of consolidation and transition for DIA. In the 1980s, DIA evolved into a combat support agency with an intensified effort towards supporting the warfighter. By the end of the Cold War and the Persian Gulf War in the 1990s, we assumed new missions such as

measurement and signature intelligence and the creation of the Defense HUMINT Service. The Armed Forces Medical Intelligence Center and the Missile and Space Intelligence Center also joined DIA. All of these efforts have worked to unify and strengthen Defense Intelligence as well as provide more efficient management of intelligence resources in the Department, which was the impetus for the creation of DIA.

To plan for the future, DIA's leaders are looking to the challenges and opportunities that the next decade offers. The *National Security Strategy*, *National Military Strategy*, *Joint Vision 2010*, *Defense Planning Guidance*, and the *Director of Central Intelligence Strategic Intent* provide the framework for the preparation, direction, and response that America's military intelligence must undertake. In addition to providing a common strategic direction for the Armed Forces, *Joint Vision 2010* presents the focus for our efforts to partner with and support the joint warfighter. The Defense Intelligence Community, with DIA's leadership, will leverage the intelligence, surveillance, and reconnaissance capabilities in its purview to enable our military commanders to achieve dominant battlespace knowledge and information superiority.

Now at the dawn of the 21st century, all of DIA's resources are focused on meeting the challenges posed by the evolving global security environment. We are confident that DIA's most valued resources, its high-quality, well-trained and diverse people, are ready to provide intelligence support to all aspects of military operations and policy making. Their efforts will furnish vital products and services that provide the necessary support to achieve battlespace dominance and to keep America and its allies safe. The Agency's values are the bedrock upon which we will meet all future challenges in a new era that emphasizes global orientation, technological sophistication, and rapid adaptation.

*DIA leads numerous planning efforts within DoD to ensure intelligence requirements of the warfighters, policy makers, and weapons developers are satisfied by optimal utilization and maximum collaboration of all joint assets. Simultaneously, DIA conducts internal detailed planning efforts. These plans are continually reviewed and updated to ensure customer requirements are satisfied in the dynamically evolving environment that leads to the future.*

# DIA's Values

## At DIA, We Are Committed to Excellence...

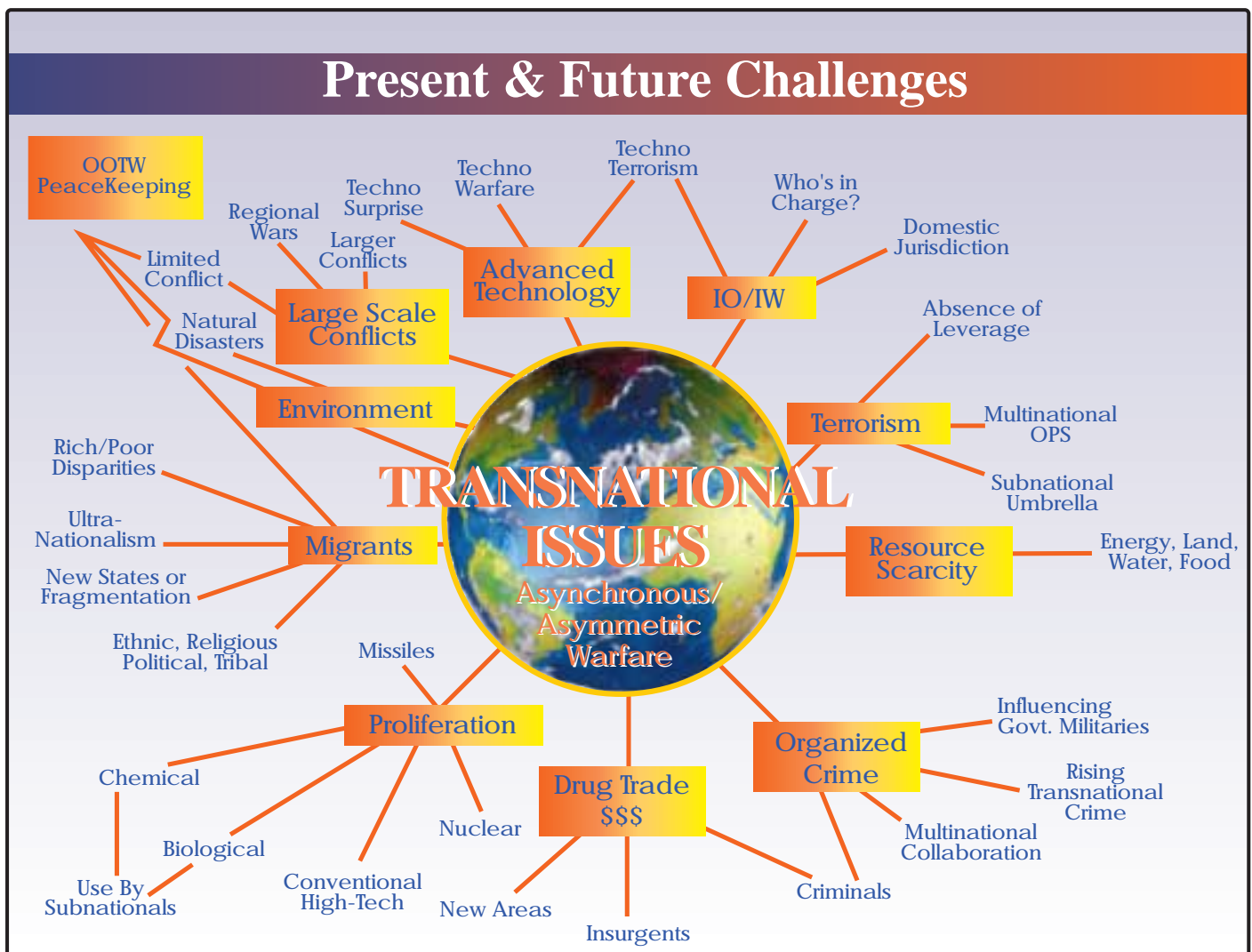
- In providing the finest, on-time **intelligence** to American warfighters and peacekeepers, to Defense planners, and to the leaders whose daily decisions affect the fate of our nation.
- In answering the call to **public service**, mindful that Defense Intelligence belongs to the American people and that we must keep their trust by serving their interests, conserving their resources, and responding appropriately to elected representatives and appointed authorities in accordance with our constitutional oath.
- In demonstrating **sound management and leadership**, based on principles of empowerment and inclusion; open, honest, effective communications; teambuilding; coordination; corporate decisionmaking; and the full professional development of each and every member of our organization.
- In **engaging our customers**, anticipating their requirements, meeting their changing needs, and unfailingly delivering quality products anywhere, anytime.
- In ensuring the absolute **integrity** of our intelligence products and services, and in abiding by the highest ethical standards of personal and professional conduct.
- In executing our mission, approaching every task with **dedication and strength of purpose**, knowing that American lives and the well-being of the nation depend on it being done right.
- In fostering harmony in our **professional relations**, creating an atmosphere that promotes fairness and openness in all personnel practices, nurtures self-esteem and individual worth, and respects human cultural diversity and the rights of others.
- In leading **innovative change** in the nature and conduct of intelligence activities by anticipating, envisioning, and adopting concepts, doctrine, strategies, technologies, and processes that undergird full-spectrum dominance.
- In **maximizing our individual and collective potential**, by encouraging creativity, initiative, and the free exchange of ideas; by taking personal responsibility for exploiting all available professional growth and development opportunities; and by promoting collegiality and cooperation - with the aim always of improving the quality of everything we do as individuals, as team members, and as a **Combat Support Agency**.
- In promoting **teamwork** as a "way of life," mission accomplishment as a shared responsibility, and individual and organizational commitment for the greater good.
- In providing **total commitment** to the betterment of Defense Intelligence and the U.S. Intelligence Community and ultimately to the security of the United States of America.
- In remembering to balance the demands of our mission with **personal, family and community responsibilities**.

# Future Threats and Challenges

The world remains in the midst of an extended post-Cold War transition that will last at least another decade. Many trends and forces are at work during this transition, some positive, others alarming. From a national security standpoint, we are unlikely to face a global military challenger on the scale of the former Soviet Union for at least the next two decades. However, the international security environment grows more chaotic, complex, and dangerous, and the key factors that have fostered turmoil since the late 1980s remain largely in place. In much of the world, there still exists a potentially explosive mix of social, demographic, economic, technological, and political conditions that run counter to the recent progress toward representative government and economic reform.

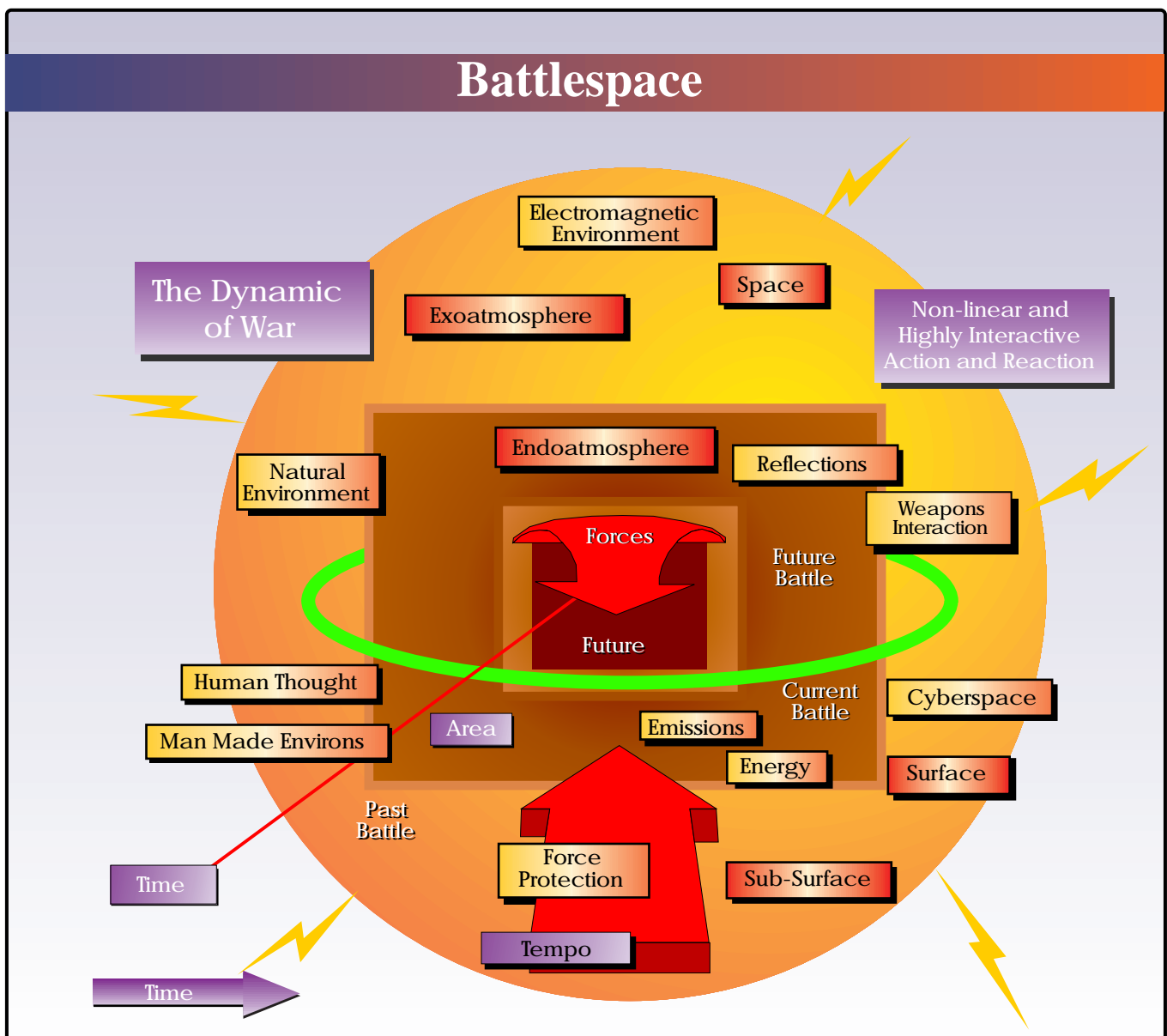
Despite the tremendous power and influence of the United States, threats and challenging conditions exist today. Others will emerge over time. The dynamic transitions underway in Russia and China, and the evolving interactions between these countries, the U.S., and other regional powers will be critical to shaping the future global environment. The nature and extent of major power competition will also be key factors in realizing global stability.

The United States will also continue to face a variety of transnational dangers, frequently involving sub-national and supranational groups. Terrorism, drug trafficking, and organized crime will continue to torment America



at home and abroad. Moreover, increased global interconnectivity will render the United States more vulnerable than ever to developments outside our borders. Other transnational challenges, such as migration, the environment, and resource scarcities, will become increasingly important security issues.

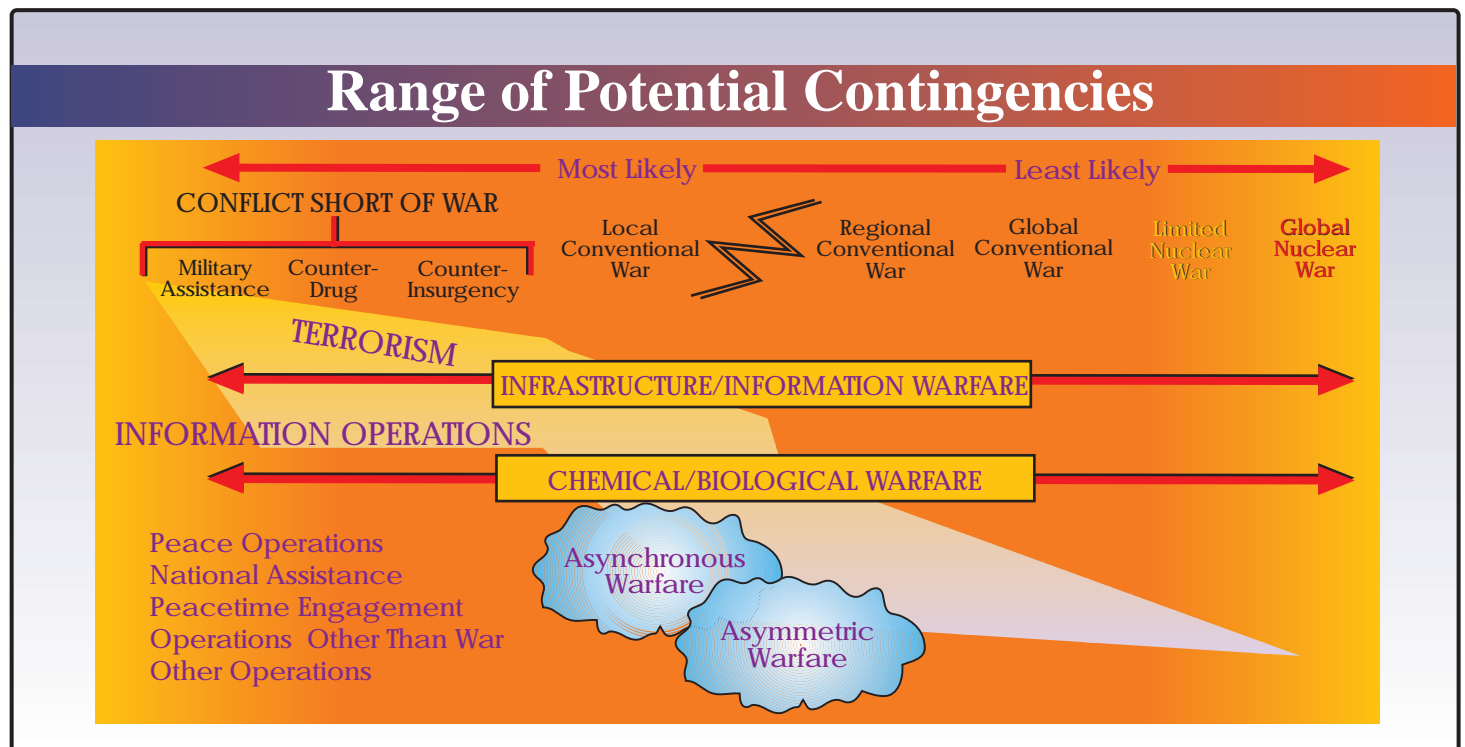
The combined impact of rapidly advancing technology and human ingenuity will continue to alter the nature of warfare and the characteristics of future threats. The continued proliferation of weapons of mass destruction, missiles, and other key technologies significantly increases the direct military threat to our deployed forces and the U.S. homeland. Adversary emphasis on asymmetric and asynchronous forms of warfare, combined with other doctrinal and technological innovations, complicates U.S. contingency planning and operations. The changing nature of future warfare presents a constant challenge for U.S. strategy, doctrine, force structure, material development, and intelligence.



The scale, scope, pace, intensity, and complexity of future military operations place new demands on information collection, processing, analysis, and dissemination. America's policy makers, planners, and military commanders must have a dominant "advantage" over any adversary. Defense Intelligence is critical in this regard. DIA must continue to discern, from the general global condition, specific, current, and emerging threats, and then characterize those threats in varying levels of detail required by warfighters, policy makers, and weapons developers. In line with the Shape-Respond-Prepare strategy emphasized in the *National Security Strategy*, DIA must identify windows of opportunity for shaping the strategic environment, must define the full spectrum of threats so as to respond effectively, and must forecast the threats and dangers of tomorrow and beyond in order to prepare now.



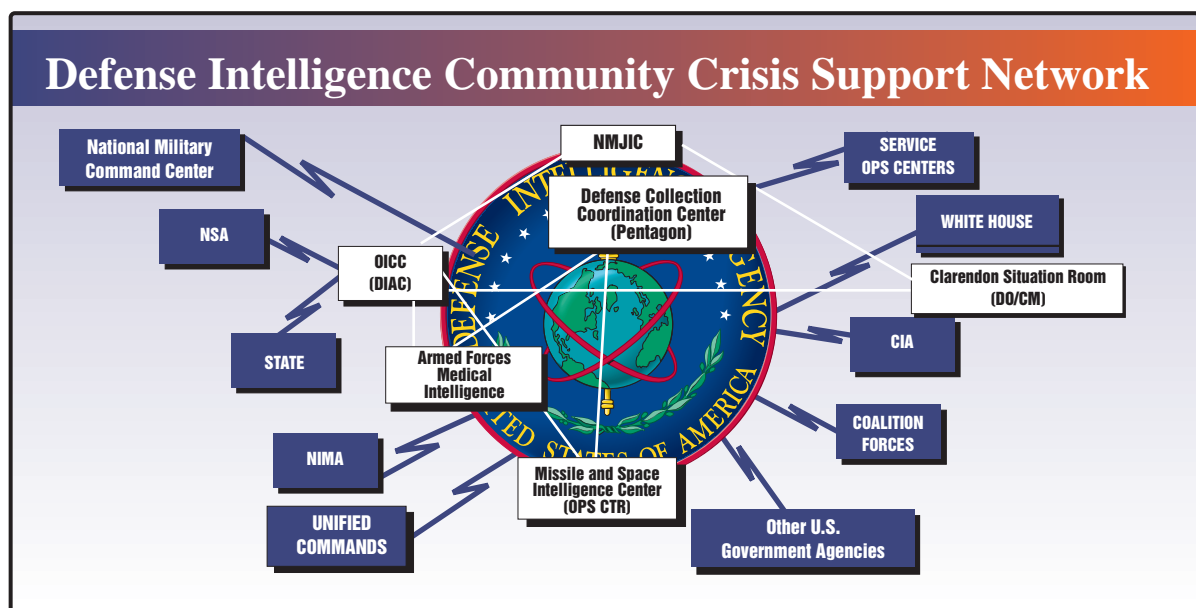
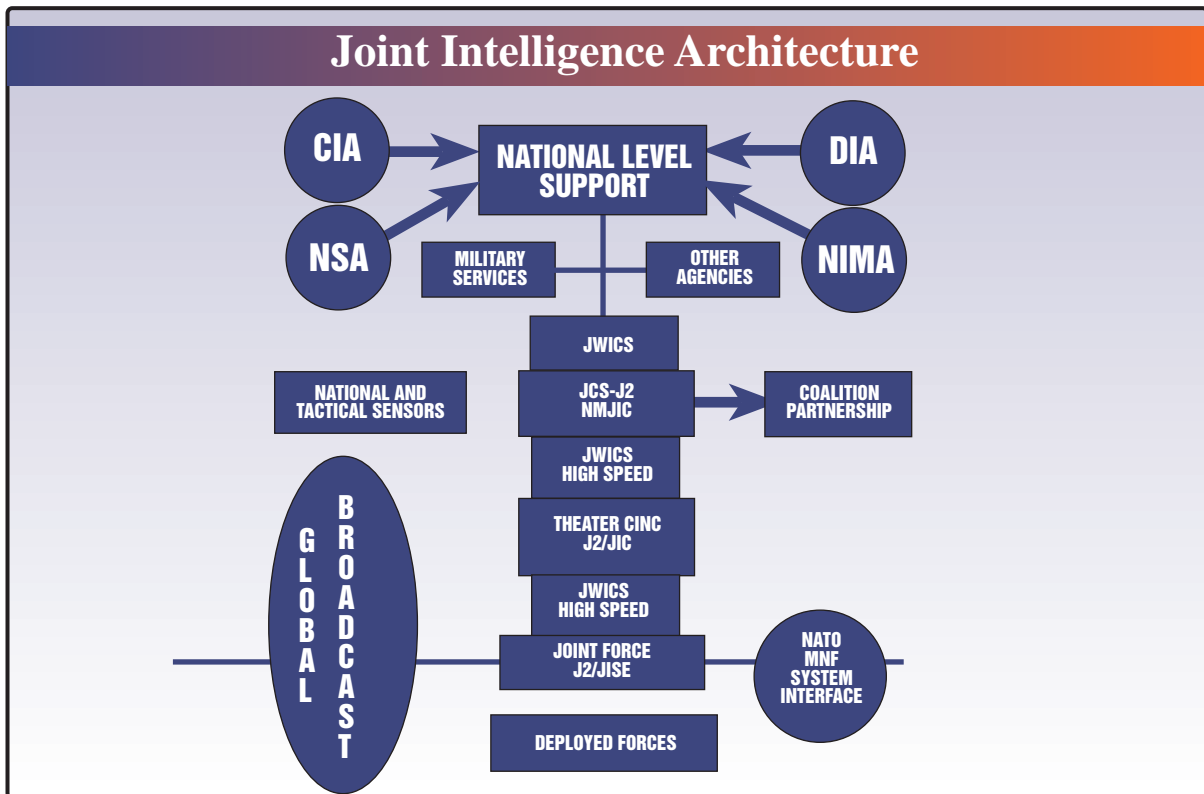
The strategic environment during the next 20 years will remain challenging for the United States. We must continue to provide 'full spectrum intelligence support' for contingencies ranging from military assistance, operations other-than-war, and conflict short of war at the low end, to local and regional conventional war, and nuclear war at the high end. *Vector 21* articulates DIA's strategic plan for performing that mission.



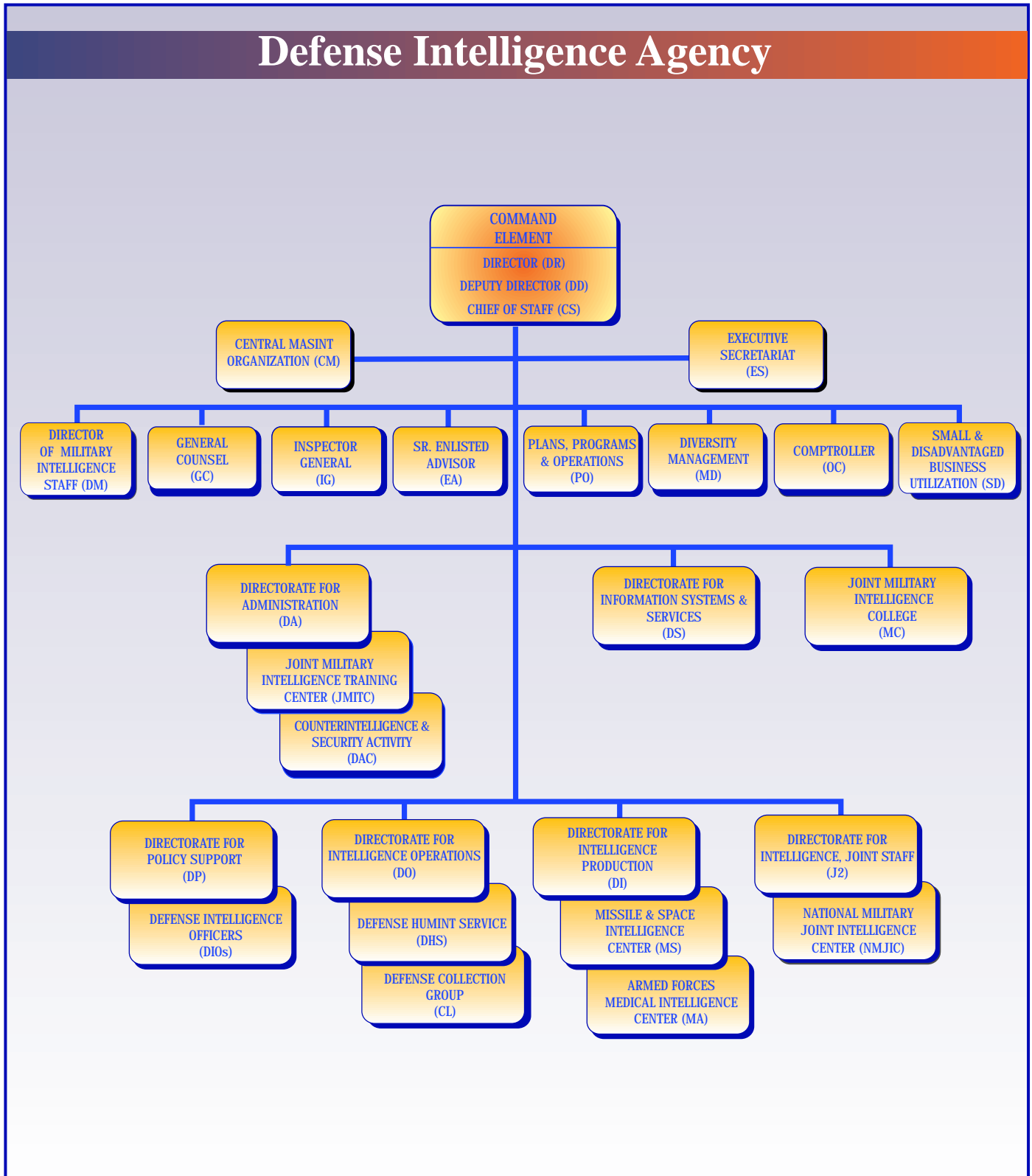


# Defense Intelligence Architecture

The Defense Intelligence architecture provides the overall structure for intelligence support. While not strictly hierarchical, formal relationships exist among the national, theater, and task force intelligence organizations and elements. These relationships facilitate requirements management and optimize complementary intelligence functions by echelon without obstructing the timely flow of intelligence to an information grid connecting all echelons. The national intelligence agencies maintain systems and organizations that respond directly and provide intelligence to any echelon for time-sensitive crisis support.



# DIA Organization



# Vision

## One Vision . . . One Vector . . . One Voice . . .

Military Intelligence — Shaping the Future: Quality People, Trained, Equipped, and Ready for Joint Operations, Anywhere, Anytime.

- Driven by Warfighter Requirements
- Guided by Joint Doctrine, DoD, and National Policy
- Empowered by World Class Leadership, Joint Education, and Professional Experience
- Strengthened by Advanced Technologies
- Rapidly Deployable Worldwide — Mobile and Agile — Virtually Poised To Bring the Full Force of Intelligence To Bear
- Focused on Fused, Tailored Intelligence Essential to Battlespace Dominance



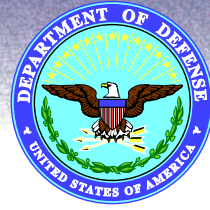


# DIA's Mission

**To provide timely, objective and cogent military intelligence to warfighters — soldiers, sailors, airmen, marines — and to the policy makers and weapons developers of the Department of Defense and the U.S. Government.**



# Military Intelligence Leadership Mission



**To shape, integrate, and guide Department of Defense, Service, and Joint Intelligence resources and capabilities to support operating forces, policy makers, and weapons developers.**



# DIA's Corporate Goals



**Lead the Defense Intelligence Community in Providing Vital Military Intelligence**

**Invest in a World-Class, Diverse Workforce**

**Strengthen Relationships with our Customers and Intelligence Partners**

**Harness Emerging and Future Technologies**

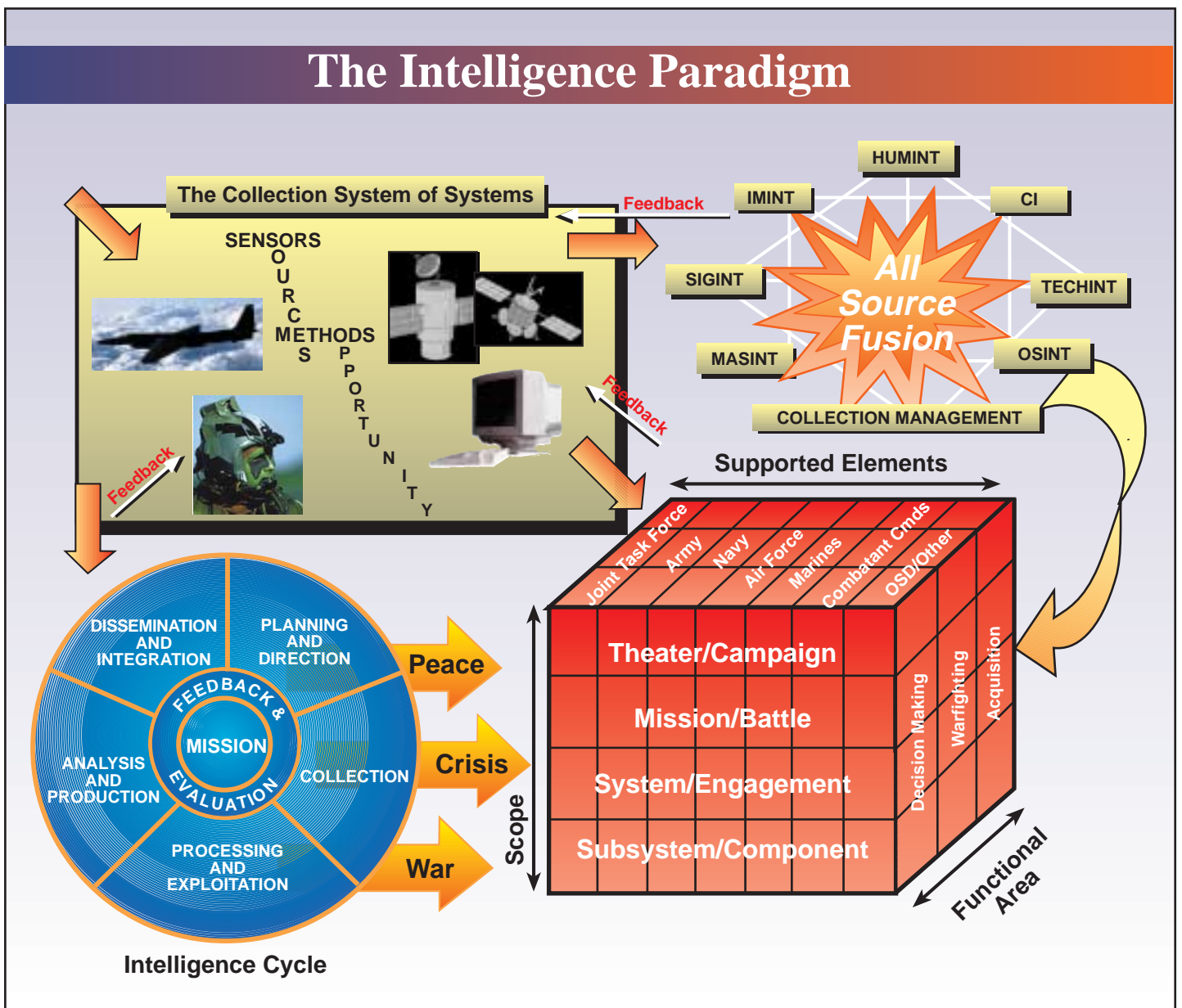
**Guarantee a Modern, Safe, and Secure Work Environment**

**Embrace Efficient Business Practices and Policies**

# Corporate Goal:

Lead the Defense Intelligence Community in Providing Vital Military Intelligence

Lead Defense Intelligence by modernizing and improving information support to achieve dominant battlespace intelligence in all contingencies in response to current and future customers' requirements into the 21st Century. DIA has dual responsibilities as the principal DoD organization for the collection, analysis and production, and dissemination of intelligence and as the Defense Intelligence functional manager in these areas. We manage and produce all-source military intelligence on regional, transnational, scientific and technical, missile, and medical topics and manage the all-source Defense Intelligence knowledge base.



## Objectives:

- Lead the Defense Intelligence Community in the management of production, collection, and infrastructure.
- Strengthen Defense HUMINT capabilities.
- Lead the Community in making MASINT a critical component of the intelligence cycle.
- Produce high-quality, relevant and timely national all-source military intelligence.
- Provide timely and innovative multimedia intelligence services.
- Disseminate tailored intelligence broadly yet securely.
- Neutralize and exploit hostile intelligence activities to ensure battlespace dominance.



## Outcomes:

- Provided seamless defense intelligence in response to customer requirements.
- Expanded worldwide capability to support customer requirements.
- Increased customer knowledge, understanding, and use of MASINT products to satisfy requirements.
- Enhanced relevance of intelligence to the decision-making process.
- Guaranteed intelligence for dominant battlespace knowledge.
- Modernized globally accessible worldwide multimedia dissemination practices.
- Responded to unique customer requirements in a secure environment.
- Provided effective and responsive counterintelligence and security support to facilities and personnel worldwide.



*The Defense HUMINT Service is increasing its global presence in support of our nation's National Military Strategy. Defense attachés, in approximately 120 countries, are working with ambassadors, CINCs, and national decision makers to shape the environment. DIA will expand its support by opening new Defense Attaché Offices in Africa, Eurasia, and Latin America over the next few years. The battlespace intelligence provided by the attachés directly enables the information superiority concept of Joint Vision 2010.*





*Measurement and Signature Intelligence (MASINT) is technically derived intelligence that detects, locates, tracks, identifies, and describes the unique characteristics of fixed and dynamic target sources. MASINT capabilities include radar, laser, optical, infrared, acoustic, nuclear radiation, radio frequency, spectroradiometric, and seismic sensing systems as well as gas, liquid, and solid materials sampling and analysis. As an integral part of the all-source collection environment, MASINT contributes both unique and complementary information on a wide range of intelligence requirements. MASINT is considered highly reliable since it collects performance data and characteristics on actual targets.*

# Corporate Goal:

## Invest in a World-Class, Diverse Workforce

Provide a ready, highly qualified, diverse, civilian, active duty and reserve military workforce that is trained and educated to carry out DIA's mission.



### Objectives:

- Recruit and sustain a highly-qualified, diverse workforce.
- Develop a premier civilian/military professional development program that trains, educates and assigns personnel with the focus of developing skills in priority areas.
- Recognize and reward talents, initiatives, and accomplishments that advance our mission.
- Create a positive organizational climate.
- Make DIA the workplace of choice.
- Better integrate reserve forces throughout DIA.

### Outcomes:

- Ensured that people have the talent and energy to meet mission requirements.
- Developed a mobile workforce postured to meet changing requirements.
- Improved the readiness and capability of our workforce to produce and support intelligence through a dynamic and responsive career development program.
- Nurtured high morale, sense of initiative, creativity, and inclusiveness.
- Employed personnel to their maximum potential.
- Achieved a trained, ready, total intelligence force to enhance and augment DIA in peace, crisis, and war.

*The Joint Military Intelligence College is a unique joint service college, the nation's only accredited academic institution authorized by the Congress to award the Master of Science of Strategic Intelligence degree and Bachelor of Science in Intelligence degree. Through its postgraduate and undergraduate programs, the College educates officers and non-commissioned officers from each of the Armed Forces and civilian professionals from the intelligence and broader national security communities — preparing them for future leadership. Research relating to intelligence is central to the work of the College. Such research is conducted at both classified and unclassified levels and contributes directly to U.S. national security and to the theory, doctrine, and methodology of intelligence.*

# Corporate Goal:

## Strengthen Relationships with our Customers and Intelligence Partners

Support U.S. national security priorities by working closely and effectively with our allies and coalition partners, with other U.S. Executive Branch agencies, the Legislative Branch, academia, and the private sector. DIA must address a wide range of threats and dangers in diverse regions of the world. It must also support a large audience, foreign and domestic. To provide the required vital military intelligence, we will strengthen partnerships with all members of the Intelligence Community, other organizations within the U.S. government, industry, academia, non-governmental organizations, and foreign governments.

### MIB in Action



Unified Commands



DIA and Services



CIA

NIMA  
NRO  
DISA



NSA

*The Military Intelligence Board (MIB) serves as a forum for the discussion and resolution of DoD intelligence issues and advises the Director, DIA, performing the functions of the Director of Military Intelligence on:*

- *Intelligence requirements, plans, and programs to support military operations*
- *General Defense Intelligence Program/Joint Military Intelligence Program development and composition*
- *DoD National Intelligence Estimate coordination and approval*
- *Operation of joint intelligence activities*

*In conjunction with the MIB, the Director, DIA hosts a Senior Military Intelligence Officers Conference twice yearly to discuss relevant issues in person and more in depth than is possible during regularly scheduled MIB meetings.*



## Objectives:

- Build partnerships by working closely with other U.S. government organizations, the private sector, and allies.
- Improve knowledge of customer requirements to assure customer satisfaction and feedback.
- Better integrate reserve forces throughout the Commands.

## Outcomes:

- Developed complementary capabilities to maximize resources.
- Improved customer satisfaction.
- Achieved a trained, ready, total intelligence force to enhance and augment the Commands in peace, crisis, and war.



**EFFECTIVE TOTAL FORCE PARTNERS  
OPERATIONALLY INTEGRATED  
PEACETIME THROUGH WARTIME  
SUPPORTING COMPONENT AND JOINT REQUIREMENTS  
FOR FULL SPECTRUM DOMINANCE BY U.S. FORCES**

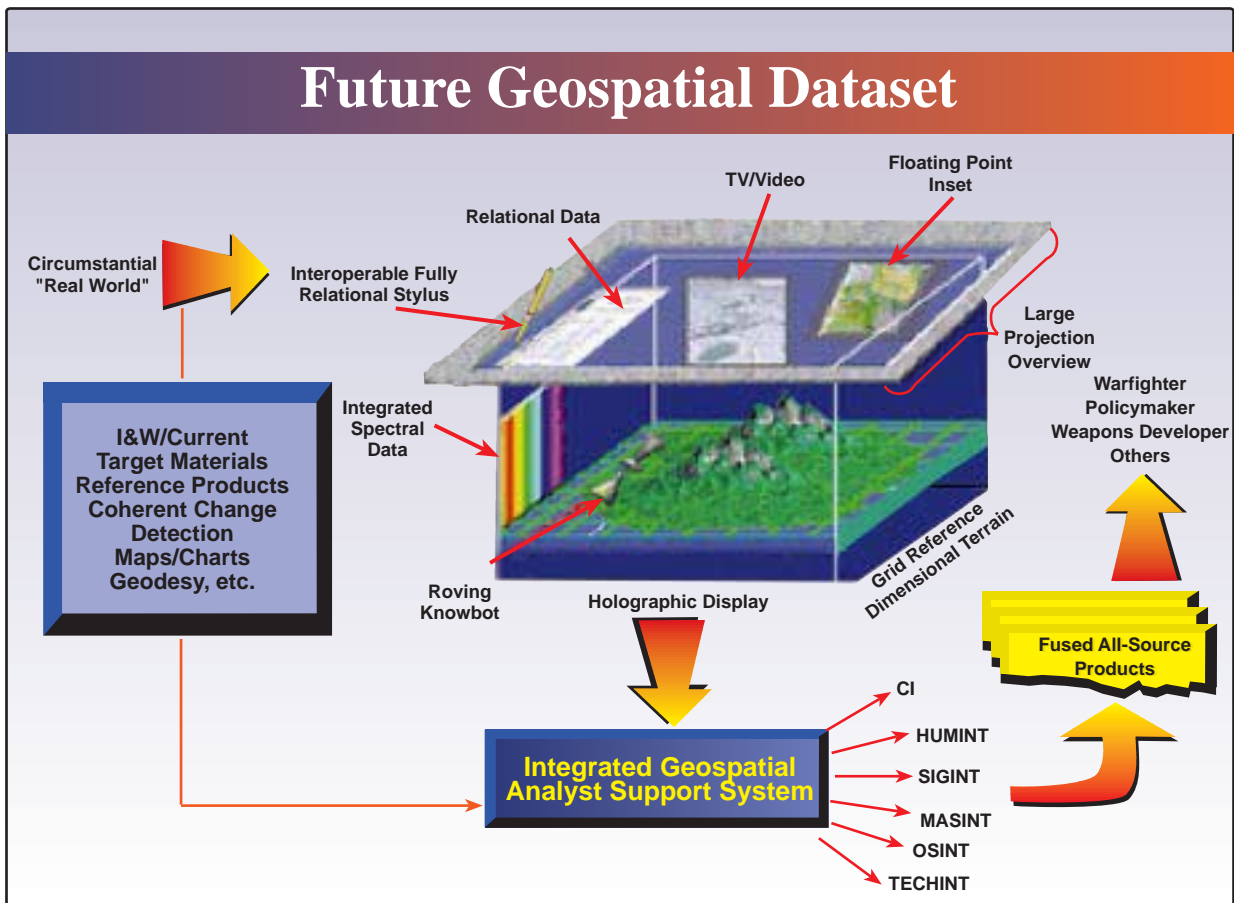
*The DEPSECDEF approved a comprehensive initiative for the Intelligence Community, "Peacetime Use of Reserve Component Intelligence Elements." The crux of this plan is direct support to the Military Commanders' Intelligence requirements by reservists during their scheduled drills and annual training periods. Reservists train for mobilization by "doing in peacetime what they would do in wartime." Policy guidance and programmatic oversight for this initiative reside in ASD(C3I), while the mission of integrating the reserve component intelligence elements into the Defense Intelligence community is the responsibility of DIA.*

*Using the Joint Worldwide Communications System and a robust intelligence infrastructure embedded at 28 CONUS sites, reservists from "home stations" link electronically with their gaining commands and can thus, as drilling reservists, provide support to real world intelligence missions. To date, substantial and material benefit has accrued to the Military Commanders. Most notable is the significant, ongoing, direct support the Joint Analysis Center Molesworth receives from reservists in Chicago and Atlanta. DIA is implementing a pilot softcopy exploitation program at six sites where mission essential imagery is crucial to the needs of the warfighter. Exploitation will be accomplished in a common ADP environment, which is a corollary component of this initiative.*

# Corporate Goal:

## Harness Emerging and Future Technologies

Capitalize on future technological innovation to develop synergistic intelligence systems for the 21st Century. Our vision for the next century is highly systems-centered. Advances in sensor, information processing, and communications technologies will lead to capabilities that will enable the United States to achieve and maintain information superiority. All media, whether voice, data, graphics, maps, or video, will be available to Defense Intelligence users at every level. Automated data processing and telecommunications systems are resource multipliers. They provide the Intelligence Community with the ability to connect reliably, directly, and instantly to knowledge, resources, and capabilities at every level in support of all customers.



### Objectives:

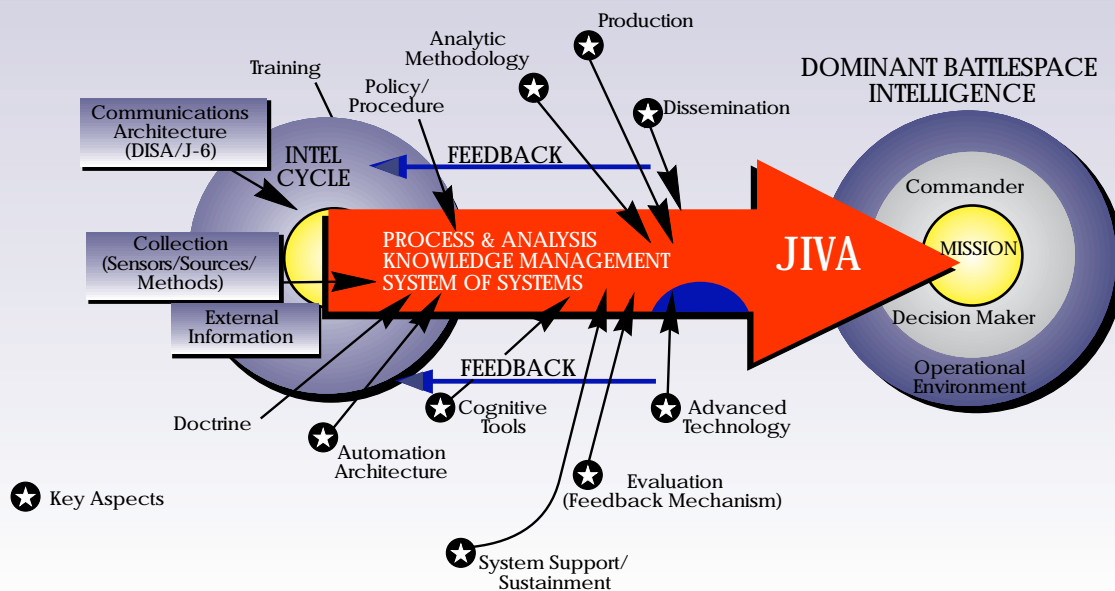
- Leverage emerging technologies to enhance our intelligence collection, analysis and production, and dissemination.
- Create a virtual, collaborative intelligence environment.
- Provide information technology solutions to enable "better, faster, cheaper" provision of products and services.
- Develop information visualization capabilities to process the vast increase in information.

### Outcomes:

- Enhanced all-source military intelligence.
- Delivered reliable, coherent, and secure information technology.
- Created real-time capability for virtual collaboration among collection, analysis, and support nodes of Defense Intelligence.
- Enabled information visualization.
- Enhanced desk-top, web-enabled information technology environment.



# Framework and Key Aspects of the Joint Intelligence Virtual Architecture



## JIVA Capitalizes on New Technology

The Joint Intelligence Virtual Architecture (JIVA) is an information technology program supporting the modernization of Defense Intelligence analytical and production processes. It will provide improved communications infrastructure, advanced knowledge-based tools, automated training, and performance support capabilities essential to improving information management (multimedia data search and access), analysis (visualization, presentation, link and predictive analysis), collaboration techniques, electronic publishing and dissemination processes. The primary objective of JIVA is to support Defense Intelligence production in developing improved business processes leading to a dynamic Defense Intelligence production environment capable of responding to the current and future requirements of military operators, policymakers and Defense planners within the acquisition community.

JIVA technologies will be implemented across Defense Intelligence to foster business process improvements to enhance the productivity of geographically dispersed analysts, assure information superiority and enhance speed and efficiency of processing, production and dissemination. The JIVA program has achieved Initial Operating Capability which initiated the fielding of the program's baseline components across the Defense Intelligence Community. This phase of JIVA includes: (a) fielding of selected information technologies to approximately 5,300 analysts worldwide; (b) hosting these capabilities at multiple locations across the Defense Intelligence Community with the intent of maturing individual locations into an enterprise architecture that brings high-capacity, internet-type access directly to the analyst's desktop, and (c) collecting data to evaluate the impact of JIVA-sponsored technologies on business processes and organizational relationships - the cornerstone of the program. The venue for this last feature is the "Production Communities of Interest," a cross organizational, operational, analytical and production environment, focusing on defined intelligence problem sets, issues or geographic regions, for exploring the interplay of technology with policy and business processes.

# Corporate Goal:

## Guarantee a Modern, Safe, and Secure Work Environment

Use innovative concepts, organizational processes, and technologies to provide a productive, modern, secure and safe working environment for all Defense Intelligence Agency personnel. We will invest in the future by modernizing our existing facilities. DIA will take advantage of initiatives in construction technologies, energy conservation, environmental protection, and information systems to maintain, repair, alter, build, and occupy facility space in the most efficient manner consistent with superlative mission support. We will emphasize a secure work environment that not only meets the basic needs of the occupant, but also enhances performance and multiplies output.



Defense Intelligence Analysis Center Completion Project.



DIA's new Missile and Space Intelligence Center building in Huntsville, Alabama, near completion.

### Objectives:

- Modernize facilities and systems.
- Consolidate all National Capital Region facilities.

### Outcomes:

- Enhanced performance and productivity for personnel, facilities, and systems.
- Improved security for employees in the National Capital Region.

*DIA plans to complete the Defense Intelligence Analysis Center. This addition will accommodate personnel from four other buildings dispersed throughout the Washington, D.C. area. This effort will consolidate personnel, equipment, and capabilities. This will result in savings in annual rent, enhance mission and effectiveness through co-location of major resources and personnel, and provide better protection of vital national assets.*



# Corporate Goal:

## Embrace Efficient Business Practices and Policies

Employ the best modern management and analytic tools, quality principles, and business practices to improve planning, acquisition, productivity, and efficiency. We must constantly scan the business and government environment for better means to re-engineer operating procedures and practices for economy and efficiency. We are adopting the principles of quality in all we do and operating as a corporate body, dedicated to the mission, following the vision of excellence, and practicing a rational planning, programming, budgeting, and evaluation process. Also, we will streamline the acquisition process, ensuring that all needed equipment, systems, personnel, and support are available. Our goal is to create an end-to-end integrated system that is effective and immediately responsive to our customers.



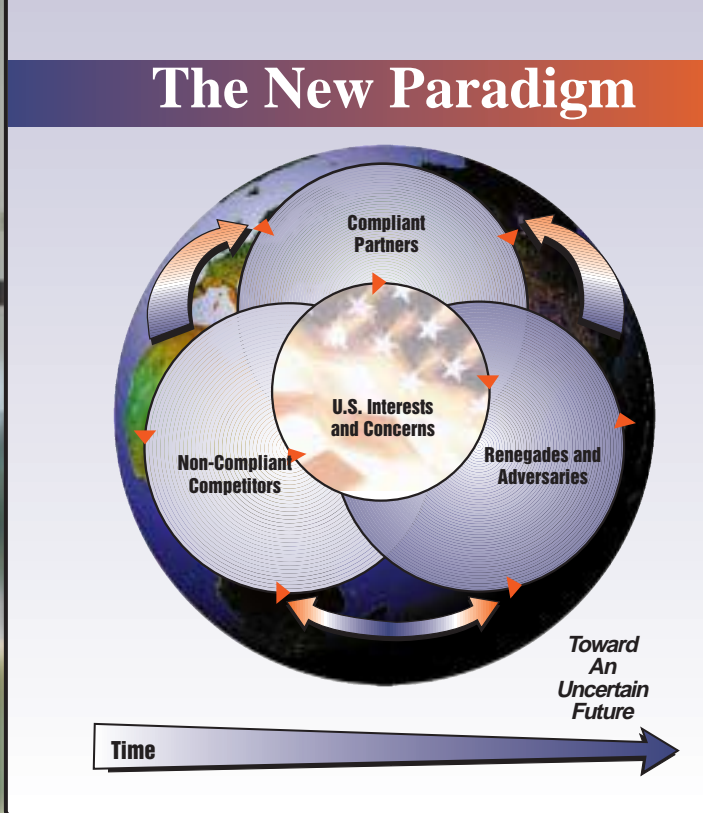
### Objectives:

- Lead corporate planning, direction, programming and management of Defense Intelligence resources efficiently and effectively in peace, crisis, and war.
- Update our practices and policies to meet 21st Century challenges.
- Systematically evaluate our business practices and processes to ensure currency and relevance to our customers.
- Enhance internal and external information flow and communications.
- Implement an integrated, enterprise Human Resources Management System to improve workforce management.
- Enhance the role of the Chief Information Officer.

### Outcomes:

- Improved ability to meet resource requirements for emerging missions.
- Aligned resource management initiatives with strategic goals and objectives.
- Increased sanitized intelligence information in a joint, combined and allied warfighting environment.
- Developed meaningful metrics to evaluate customer satisfaction.
- “Better, faster, cheaper.”
- Applied skills of the workforce to dynamic, emerging requirements.
- Disciplined, corporate, information technology planning, acquisition, and deployment.

*DIA will revolutionize and automate its human resource management information system capabilities by integrating and streamlining the full range of critical support functions. Agency personnel will, for the first time, have current, immediate, and continuing access to the full range of personnel management, manpower, personnel security, training support, and other key management data and information relative to Agency personnel. Integrated with DIA's supporting civilian payroll activity at the National Security Agency, this new system will bring unprecedented management capabilities to support the implementation of other innovative support activities throughout the Agency as we enter the 21st Century.*



## The Intelligence Cycle



## The Road Ahead

**Vector 21** is our vision and strategic roadmap to prepare us for the challenges of the 21st Century. Our vision, mission and values are enduring concepts and a guide for all members of Defense Intelligence. We will continue to modify DIA's goals and objectives to reflect the future security environment, changes in technology, and new mission requirements. We will adopt innovative business practices and policies to enable us to fully utilize the capabilities of our experienced and diverse workforce. Our directorates in DIA will link their planning efforts to the implementation of Vector 21 as we move into the 21st Century.





*Dedicated to the men and women who died in service to their country and the Defense Intelligence Agency.*

Committed to Excellence in Defense of the Nation



*Comments should be addressed to the Plans, Programs and Operations Staff (PO),  
Defense Intelligence Agency, Washington, DC 20340.*