

UNITED STATES INTELLIGENCE COMMUNITY

500 DAY PLAN

INTEGRATION AND COLLABORATION

FOLLOW-UP REPORT



LETTER FROM THE DIRECTOR OF NATIONAL INTELLIGENCE |

Intelligence Professionals:

The global geopolitical landscape continues to evolve at an unprecedented pace. The challenge we face as intelligence professionals is to stay ahead of these trends to help our customers – policy makers, law enforcement, homeland security personnel, and war fighters – face current and future national security challenges armed with timely, accurate, and insightful intelligence. Providing customers with this decision advantage will require us to accelerate our transformational efforts to improve integration and collaboration among all Intelligence Community (IC) members.

IC leaders came together in April 2007 to develop the *100 Day Plan for Integration and Collaboration* (the *100 Day Plan*) which was designed to jump-start the transformation process and build momentum for change. The follow-on *500 Day Plan for Integration and Collaboration* (the *500 Day Plan*) expanded the number of initiatives under way and increased participation from IC members. The *500 Day Plan* consisted of 10 core and 32 enabling initiatives in six focus areas:



- **Create a Culture of Collaboration**
- **Accelerate Information Sharing**
- **Foster Collection and Analytic Transformation**
- **Build Acquisition Excellence and Technology Leadership**
- **Modernize Business Practices**
- **Clarify and Align DNI's Authorities**

The completed initiatives (39 within the 500 days) resulted in a number of significant IC accomplishments, including:

- Updating *Executive Order 12333* to clarify and align DNI and IC authorities
- Rewriting our information sharing policy to codify and clarify "responsibility to provide"
- Implementing a Civilian Joint Duty Program to build trust and relationships within and across agencies and the workforce
- Recognizing diversity as a strategic mission imperative
- Modernizing and improving the security clearance process to improve clearance processing and reciprocity agreements
- Aligning budget to priorities and strategy through the IC Strategic Enterprise Management (IC-SEM) system, using enhanced planning, programming, and budgeting mechanisms
- Establishing the National Intelligence Coordination Center, ensuring greatly improved situational awareness on the collection enterprise's health and status, and ensuring the IC is focused against the highest intelligence priorities



- Creating additional analytic capabilities and access to intelligence products through the development of Analytic Space (A-Space) and the Library of National Intelligence
- Standing up the Joint Interagency Cyber Task Force to monitor and coordinate the implementation of the Comprehensive National Cyber Initiative across the IC

These accomplishments helped initiate the transformation we need. Moving forward, the Community must sustain this momentum by executing annual implementation plans aligned with the *National Intelligence Strategy* and the IC-SEM process.

I thank you all for your commitment to completing the initiatives identified in the *500 Day Plan*, and for embracing the changes we are making. I believe that transformation is an ongoing process, not just a response to a report or study. Our progress to date has made our country safer than it was yesterday, and our continued efforts will ensure a safer nation tomorrow and beyond.


J.M. McConnell





INTRODUCTION |

Beginning in early 2007, Intelligence Community (IC) leaders undertook an aggressive plan to address and resolve the long-standing challenges facing the IC described in the *9/11 Commission Report*, the *Weapons of Mass Destruction (WMD) Commission Report*, and the *Intelligence Reform and Terrorism Prevention Act (IRTPA)*. Between April 2007 and October 2007, the Community completed all 26 initiatives of the *100 Day Plan for Integration and Collaboration*. Nearing its completion, IC leaders came together again to develop a more comprehensive plan of action. Based on the results of over 40 studies on the IC conducted over the past 60 years, IC leaders agreed to pursue 42 initiatives addressing six focus areas. In August 2007, the Intelligence Community's *500 Day Plan for Integration and Collaboration* (the *500 Day Plan*) kicked off with the goal of addressing the complex and deeply seated organizational challenges facing the IC.

The *500 Day Plan* consisted of 10 core and 32 enabling initiatives aligned to six focus areas:

- **Create a Culture of Collaboration:** Creating a collaborative culture in our 21st century workforce requires a diverse workforce and an appropriate mix of leadership development, incentives, trust-building measures, and skills to create and sustain collaboration from the bottom up. Contributing initiatives included: solidifying performance management systems; improving recruiting, hiring, and retention programs; enhancing our linguistic capabilities; and enhancing education and training efforts for integrated learning experiences.
- **Accelerate Information Sharing:** Accelerating the flow of information among multiple collection disciplines and analytic communities is critical to our success. Contributing initiatives addressed the need to: design and build an integrated information technology (IT) environment, clarify policies on information sharing, improve connectivity with partners, strengthen security mechanisms, and provide common IT services across the Community.
- **Foster Collection and Analytic Transformation:** Strengthening the IC's collection and analysis capabilities yields more – and more accurate – intelligence for our customers. Contributing initiatives in this focus area included: fielding new technologies to improve analysis and product retrieval, developing strategies to improve penetration and collection against hard targets, strengthening collection tradecraft, and improving the responsiveness of the National Intelligence Priorities Framework (NIPF).
- **Build Acquisition Excellence and Technology Leadership:** Keeping pace with technological change across the globe, and ensuring critical technologies are acquired, is difficult for any government element, let alone one of the IC's size and diversity. Contributing initiatives address: achieving acquisition excellence by streamlining policies and processes, enhancing the professionalism of the technology and acquisition workforce, and moving the IC to the forefront of advanced science and technology development.
- **Modernize Business Practices:** To effectively manage the IC as a whole, we must be able to anticipate future needs, align IC resources to strategic priorities, and systematically measure progress. Contributing initiatives in this focus area concentrated on: modernizing security clearance processes, building a comprehensive end-to-end enterprise management system across the IC that links strategy to capabilities to budget, strengthening fiscal stewardship of government resources through collaborative financial management

practices and transformed business systems, and improving the way the IC interacts with customers and citizens.

- **Clarify and Align DNI Authorities:** Addressing the legal and policy barriers encountered by Office of the Director of National Intelligence (ODNI) and other IC elements has been an ongoing challenge. By clarifying roles and responsibilities, streamlining decision rights, and improving information flow, the IC can achieve many of its integration and performance goals. Contributing initiatives in this focus area included: delineating clear roles and responsibilities between and across IC elements; clarifying IC decision rights; and providing guidance on issues such as security clearances, classification, and information sharing.

Members from across the IC worked collaboratively and effectively across organizational and cultural boundaries to achieve the accomplishments and results outlined in this *500 Day Plan Follow-Up Report*. The notable activities and results described in this report will have lasting effects, and will continue to drive the IC toward a more integrated and collaborative environment well into the future.



One Community... One Career

FOCUS AREA 1: Create a Culture of Collaboration



PROBLEM |

In the past, intelligence professionals looked for promotions and career paths within their individual agencies. Workforce performance, when linked to anything outside individual contribution, was linked more to individual agency goals than to IC or national security goals. Finding the right people within the IC to address these broader goals was hindered by insufficient recruiting for diversity and specialized skills. Information silos were created among agencies, and barriers to sharing and collaboration took shape under the “need to know” culture. “Jointness” and opportunities for collaboration were achieved by individual task forces, but remained an exception in the general IC culture. With the recognition that trust and relationships must be developed horizontally across agencies, not just within agencies, the IC has recognized the need to increase opportunities for joint duty service and the need to recruit and retain a broader, more diverse workforce that represents the global community in which we serve.

Goldwater-Nichols style encouragement for interagency rotations were first recommended to the IC in the 1991 Director of Central Intelligence Study Group

NOTABLE ACTIVITY & RESULTS |

- Released the *IC Equal Employment Opportunity and Diversity Strategy Implementation Plan*, providing a roadmap to promote diversity and inclusion throughout the IC.
- Established and implemented the IC Civilian Joint Duty Program, which requires IC professionals to complete an interagency or comparable assignment as a prerequisite for promotion to IC Senior Executive Service (SES) or equivalent rank. Identified and filled an initial set of billets, and established a method for crediting past joint duty service. Harvard University selected the Joint Duty Program as one of six winners of its prestigious Innovations in American Government Award in 2008.
- Successfully piloted two courses in the IC Joint Leadership Development Program (JLDP), one for new IC senior officers, and the other for IC mid-level managers and professionals. JLDP will support and complement the Joint Duty Program.
- Improved the IC’s ability to recruit and retain a diverse workforce through: targeted recruiting of Heritage Americans (1st and 2nd Generation Americans), outreach to colleges and universities to increase the number of Centers of Academic Excellence (university programs which provide curricula aligned to IC skill requirements), and overall participation in academic and industry forums.
- Created the National Intelligence Civilian Compensation Program (NICCP), the IC’s common evaluation and performance-based pay framework, for its civilian employees. Completed nearly one quarter of the phased conversion of employees in IC elements from the General Schedule into the NICCP.
- Encouraged collaboration via an Intelligence Enterprise Exercise Program, expanded on the success of the Analytic Resources Catalogue by building an IC Capabilities Catalogue, and developed learning and professional development opportunities through the new National Intelligence University (NIU).

IMPACT |

...On the Intelligence Professional: You are now evaluated against specific performance objectives and common IC performance elements, and the IC pay structure is changing to better recognize and reward high performers. You now have access to rotational assignments, expanded training opportunities, a deeper talent pool, and technology to support your ability to find and network with collaboration partners beyond your home office and agency.

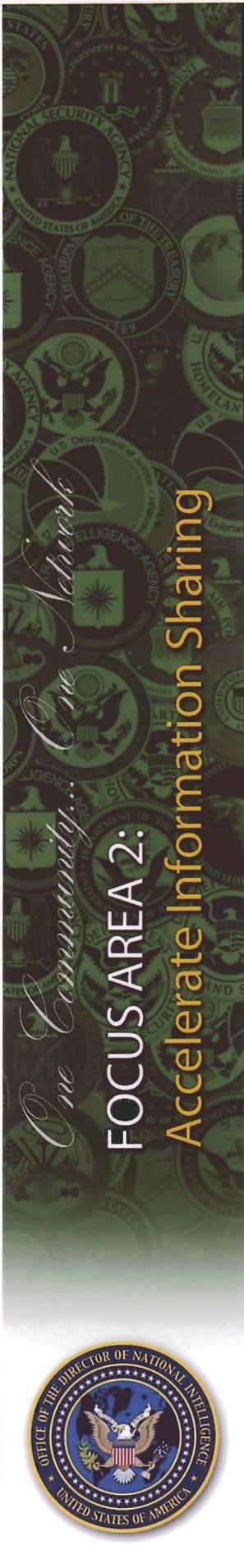
...On the Mission: Joint duty experience allows the IC to succeed in delivering innovative, full-spectrum approaches to solving the nation’s intelligence challenges while increasing the IC’s diversity, and yielding both a deeper and a richer talent pool for collection, analysis, support, and research and development activities.

...On the Nation: Eliminating the human and cultural barriers to diversity and information sharing in favor of a workforce with established relationships and trust within and across agencies puts the IC in a better position to respond today, and prepares the IC for tomorrow’s national security threats.

UNDERSTANDING THE VALUE |

Challenge	Accomplishments	Impact	Next Steps
<p>The IC workforce does not currently have the diversity to effectively respond to the complex global threats of the 21st century</p> <p>Contributing Initiatives:</p> <ul style="list-style-type: none"> - <i>Diversity as a Strategic Mission Imperative</i> - <i>Recruit/Hire/Retain Heritage Americans</i> - <i>Improve Recruiting Relationships with Colleges and Universities</i> 	<p>Drafted Intelligence Community Directive (ICD) 110, <i>Equal Employment Opportunity and Diversity</i>, describing the expectations of the ODNI for equal employment opportunity (EEO) and diversity programs for IC agencies and components</p> <p>Established mentoring, IC affinity groups, and other retention and career development programs in the IC for Heritage Americans</p> <p>Improved partnerships with a dozen colleges and universities</p> <p>Established new partnerships with four universities to help the IC "win the war for talent"</p> <p>Collaborated with professors of national security studies to help shape their intelligence curricula; dozens of IC subject matter experts participated in academic venues that increased student exposure to the world of intelligence</p>	<p>Holds IC leaders and subordinates accountable for excellence in EEO and Diversity management</p> <p>Expands the recruiting pipeline and increases retention of diverse applicants, fulfilling mission-critical requirements in science and technology, foreign languages, and regional/cultural expertise</p>	<p>Continue to emphasize/include EEO and Diversity in strategies and performance objectives</p> <p>Execute and evaluate the <i>EEO and Diversity Implementation Plan</i> developed under the <i>500 Day Plan</i></p> <p>Expand and continue Heritage American Affinity Groups, opportunities for training, and mentoring</p>
<p>Intelligence professionals did not have the opportunity or incentive to gain an enterprise-wide perspective</p> <p>Contributing Initiatives:</p> <ul style="list-style-type: none"> - <i>Implement IC Joint Duty</i> - <i>Performance-Based Pay</i> 	<p>Executed the Leadership Exchange Assignment Program pilot, filled over 50 full-time joint duty positions, formally kicked off the IC Civilian Joint Duty Program, completed two pilot courses of JLDP</p> <p>Released ICDs 650, 651, 653, 654, 656, providing policy guidance for the National Intelligence Civilian Compensation Program</p> <p>Established common performance management system requirements across the IC</p> <p>Completed the design, development, and began deployment of National Intelligence Civilian Compensation Program for IC civilian employees</p>	<p>Creates a level playing field on which to evaluate and reward talent, and facilitates joint duty assignments</p> <p>Rewards high performers by linking individual pay to performance, and adjusts pay for market conditions</p> <p>Develops IC senior leaders with enterprise perspective to facilitate collaboration and integration</p> <p>Provides 360° feedback to foster improved mission success and collaboration</p>	<p>Sustain Joint Duty Program momentum through awareness and by increasing assignment opportunities</p> <p>Monitor operational metrics on joint duty and collaboration to evaluate program status</p> <p>Convert the remaining IC civilian workforce to performance-based pay</p> <p>Identify and resolve pay disparities across the IC</p>
<p>IC education and training was primarily agency-focused and lacked an enterprise-wide perspective</p> <p>Contributing Initiatives:</p> <ul style="list-style-type: none"> - <i>Formalize NIU</i> - <i>Develop IC Exercise Program</i> - <i>Catalog IC Human Resources (HR) Capabilities</i> - <i>Improve Foreign Language Capability</i> 	<p>Established NIU to leverage and share IC education and training assets</p> <p>Developed an immediate short-term <i>Critical Language Action Plan</i></p> <p>Released ICD 103, <i>Intelligence Enterprise Exercise Program</i></p> <p>Developed formal requirements for new foreign language permanent billets</p>	<p>Prepares the IC workforce to collaborate more effectively and bring relevant knowledge and abilities to bear in cross-agency teams</p> <p>Allows the IC to integrate across agencies when anticipating and testing the impacts of disruptive and incremental change</p> <p>Improves foreign language capabilities, analysis, and provides a better understanding of cultures</p>	<p>Establish a comprehensive Community-wide curricular architecture by incorporating existing courses; establish the Institute of National Intelligence to produce and publish lessons-learned IC case studies to benefit all IC learning and professional development programs</p> <p>Implement the NIU Strategic Plan, establishing the College for Advancing National Intelligence and the Institute for National Intelligence to improve learning and development activities across the Community</p>
<p>New employees are needed with critical language, regional, cultural, and technical knowledge to fulfill current and future missions</p> <p>Contributing Initiatives:</p> <ul style="list-style-type: none"> - <i>Implement IC Joint Duty</i> - <i>Improve Foreign Language Capability</i> - <i>Improve Recruiting Relationships with Colleges and Universities</i> 	<p>Identified several Heritage American communities with mission-critical skills, and created targeted outreach and recruitment activities to reach them</p> <p>Expanded recruitment in science and technology (S&T) focus areas at colleges and universities, and developed new partnerships with their faculty and students</p>	<p>Expands the recruiting pipeline for applicants who are able to fulfill mission-critical requirements</p> <p>Contributes to "winning the war for talent" by building a workforce with the analytic, technical, linguistic, and regional/cultural expertise that is critical to 21st century requirements</p>	<p>Partner with the IC, NIU, and EEO and Diversity Office to improve recruitment and retention opportunities</p> <p>Expand the number and types of colleges and universities participating in the Centers for Academic Excellence program</p> <p>Increase the presence of intelligence professionals resident in college programs, and those participating in industry and academic colloquia</p>

One Career



PROBLEM |

Collection, analysis, and dissemination of information are fundamental to the production of intelligence; yet disconnected IT infrastructures, fragmented governance, and inconsistent resource allocation within the IC have hampered the effective flow of information. Economies of scale for common applications such as e-mail are not realized, and software and hardware accreditations are being repeated at different agencies. These inefficiencies, along with IT planning that is completed at an agency level rather than at the IC enterprise level, slows down the process by which improved and integrated technologies are adopted and fielded across the IC. The global nature of national security challenges requires information sharing not only within the IC, but with domestic, allied, and foreign partners. This demands more flexible, effective cross-domain solutions, which maintain pace with changes in technology.

The 9/11 Commission recommended replacing “need to know” with “need to share,” and the IRTPA requires the President to create an Information Sharing Environment for terrorism information – both critical parts of the IC’s collaboration and integration efforts

NOTABLE ACTIVITY & RESULTS |

- Accelerated deployment of integrated IT solutions and information sharing applications, including consolidated e-mail naming conventions and web-based information capabilities.
- Rewrote information sharing policies to codify and clarify “responsibility to provide,” consolidated security classification guidance into a single IC classification guide, developed standards for transparent network connectivity across Top Secret/Sensitive Compartmented Information networks, and created the policy framework to collaborate with non-IC Federal departments, agencies, and organizations.
- Developed the underlying IT services supporting “persistent identity” and attribute-based information discovery – two fundamental concepts necessary for implementing “responsibility to provide” in the Community’s information environment.
- Created a uniform process to certify and accredit IT software/hardware, established Memorandums of Agreement (MOAs) with the Department of Defense (DOD) to centralize procurement of common IT products and jointly pursue enterprise license acquisitions, published IC guidance on data centers, established a Concept of Operations (CONOPS) for unified e-mail across the IC, established foundational services and capabilities for federated IC e-mail capability, inventoried Community-developed software and application services to identify opportunities for re-use, and completed a common service registry pilot.

IMPACT |

...On the Intelligence Professional: Your decisions on information sharing, discoverability, access, and dissemination are now driven by a “responsibility to provide.” Technology and policies make it easier for you to identify and access information and to collaborate and share information. You can now access Commercial Off-the-Shelf hardware and software more quickly than you could in the past. The current classification guide you use will be revised in the coming months to reflect new parameters for safely sharing intelligence with colleagues, customers, and partners.

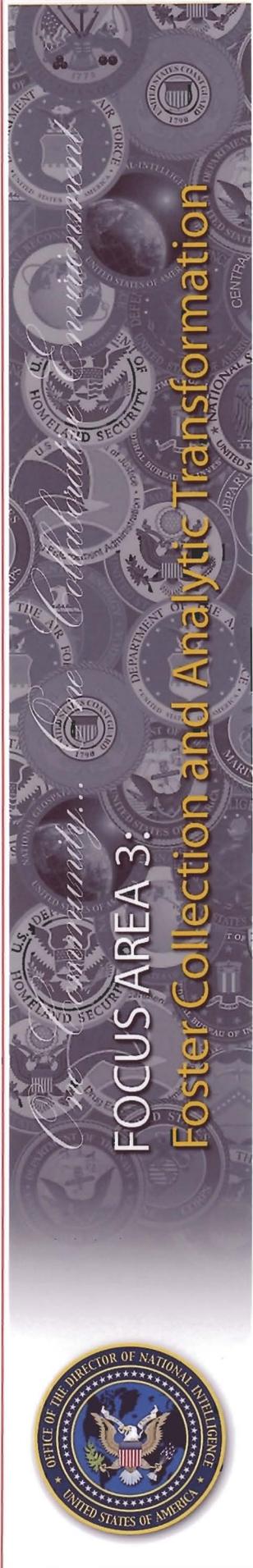
...On the Mission: “Responsibility to provide,” and underlying IT services, open our ability to deliver tailored, timely, accurate, and insightful intelligence products within the IC as well as with domestic and foreign partners and customers. The use of shared services and infrastructures are increasing, allowing agency IT staff to focus on serving their primary missions and customers. The need for custom development is diminishing due to the promulgation of software and application services inventories and an emphasis on re-use. Redundant work in areas such as certification and accreditation is no longer necessary due to adoption of Community-centric IT practices.

...On the Nation: By eliminating the policy barriers to information sharing within the IC, the Community is using information integration to realize the full potential of its workforce and create decision advantage for traditional IC customers as well as non-IC Federal departments, agencies, offices, and foreign partners. The IC is also leveraging its size for IT investments to reduce acquisition costs and improve system interoperability.

UNDERSTANDING THE VALUE |

Challenge	Accomplishments	Impact	Next Steps
<p>Existing policies, processes, culture, and systems hamper information sharing in the IC</p> <p>Contributing Initiatives:</p> <ul style="list-style-type: none"> - Enhance Information Sharing Policies and Processes - Implement Attribute-Based Access & Discovery - Collaborative IT for non-IC Partners - Create Single Information Environment 	<p>Released ICD 501, <i>Discovery and Dissemination or Retrieval of Information within the Intelligence Community</i></p> <p>Piloted IC Attribute, Authentication, and Authorization Services, and drafted IC Policy Memorandum (ICPM) on <i>Identity Management of IC Personally Identifiable Information</i></p> <p>Developed <i>Agency Oversight Structures Responsiveness Plan</i> to increase awareness, arbitration, and Community-level coordination and adjudication</p> <p>Established policy, guidance, procedures, training, and an initial set of metadata standards through the IC Reach and Metadata Collaboration programs</p> <p>Developed an IC technical architecture for portions of the analytic transformation segment of the IC operational architecture</p> <p>Issued five IC standards for e-mail (e.g., full-service directory, 20MB file size) and two IC standards for networks (DNS standardization, network routing and peering) to facilitate greater information sharing</p>	<p>Increases the availability, protection, and accessibility of IC information to analysts, collectors, operators, and domestic and foreign customers</p> <p>Provides the foundation for sharing while providing accountability with attribute-based access control and discovery services, standards and policies</p> <p>Metadata standards will enable better discovery of and access to relevant intelligence information</p> <p>Development of appropriate business, application, information, and technology enterprise architectures will help address critical IC requirements, enable better information systems acquisition, and improve systems integration and interoperability</p>	<p>Publish appropriate IC Policy Guidance (ICPG) to support ICD 501</p> <p>Execute the multi-year IC <i>Information Integration and Management Strategy</i></p> <p>Develop the IC-wide IT governance structure, architecture, and portfolio management to enable a Single Information Environment</p> <p>Begin rolling out IC-wide identity management services</p> <p>Develop additional metadata standards, and integrate these standards in information access and discovery systems</p> <p>Continue to expand development of IC enterprise architecture capabilities to enhance integration, collaboration, and information systems acquisition</p> <p>Through the IC Information Integration Program (I2P), move the IC toward more integrated end-to-end capabilities</p>
<p>Fragmented IT decision making and stove-piped networks and applications inhibit an IT environment that encourages information sharing and collaborative work</p> <p>Contributing Initiatives:</p> <ul style="list-style-type: none"> - Create Single Information Environment - Collaborative IT for non-IC Partners 	<p>Rolled out integrated IT solutions and information sharing applications including consolidated e-mail naming conventions and information capabilities such as Intellipedia, iVideo, and Intelink</p> <p>Developed MOA with the DOD establishing a joint license acquisition strategy that enables net-centric licensing</p> <p>Developed an acquisition model for commercial open source data that eliminates redundant and costly data acquisition and provides commercial open source data on Intelink-U</p> <p>Established an Intelligence Technology Exchange Group that promoted collaborative partnerships and exchanged innovative research and enterprise information technologies between IC members</p> <p>Delivered three pilot courses that emphasized multi-IC element teaming, building local expertise, and leveraging scarce resources to rapidly field technological innovations in a sharing environment</p>	<p>Frees resources for intelligence priorities, enhances information sharing through effective enterprise solutions, optimizes IT investment and sustaining costs, and addresses continuity of operations</p>	<p>Continue development and deployment of integrated IT capabilities for the IC, in alignment with the IC I2P</p> <p>Continue to develop common information systems infrastructure and applications</p>
<p>Classification, declassification, and release standards were governed by inconsistent IC policy, guidance, and processes</p> <p>Contributing Initiatives:</p> <ul style="list-style-type: none"> - Single Community Classification Guide 	<p>Drafted <i>IC Classification Guide</i>, providing guidance and consistency for classification markings in the IC</p>	<p>Enables a common framework, controls, and process for classifying and handling information, increasing the trust across organizational lines and facilitating information sharing</p>	<p>Complete coordination and release of policies associated with a single classification guide</p> <p>Conduct agency-specific implementation, providing for consistency in classification marking, dissemination controls, and improved information sharing</p>
<p>Multiple IT Certification & Accreditation (C&A) processes prevent integration of applications and information sharing</p> <p>Contributing Initiatives:</p> <ul style="list-style-type: none"> - Improve IT C&A Process 	<p>Released ICD 503, <i>IC IT Systems Security Risk Management, Certification, and Accreditation</i>, providing consistency of C&A processes and requiring reciprocity of approved C&A findings across agencies</p>	<p>Establishes common standards, reciprocally accepted C&A decisions, and a single process to manage risk to IT systems across the IC enterprise</p>	<p>Conduct agency-specific implementation of the ICD, allowing for improved integration of systems through consistent C&A processes and reciprocity of accreditation between agencies</p>

One Network



FOCUS AREA 3:

Foster Collection and Analytic Transformation



PROBLEM |

The IC was not always successful in the past at socializing intelligence priorities provided by customers, redirecting the intelligence collection enterprise, or effectively tapping the analytic community when time was too short for traditional forms of coordination. No common business processes existed to effectively administer collection requirements at a strategic level, which made it difficult for the IC to develop and prosecute multi-INT strategies against high-priority intelligence targets. Additional avenues for collection such as human intelligence (HUMINT), foreign partner relationships, and open source were limited, and analytic quality was inconsistent due to uneven and difficult-to-assess reporting processes. Analytic products were not consistently available or objective, nor did they leverage the breadth and depth of critical thinking that exists within the IC. S&T intelligence analytic shortfalls were growing, especially in emerging and disruptive technologies due to lack of long-term investment.

The WMD Commission recommended that the ODNI "...create a new management structure...that manages collection as an 'integrated collection enterprise.'" Both the Aspin-Brown Commission (1996) and the Markle Foundation Report (2002) recommended building "virtual analytic communities" to encourage real-time information sharing

NOTABLE ACTIVITY & RESULTS |

- Delivered the first versions of the Library of National Intelligence (LNI) and Analytic Space (A-Space), leveraged emerging search capabilities as part of the A-Space debut, established analytic evaluation programs within each analytic organization in the IC and set entry-level analyst training standards, and created a plan to rebuild and strengthen the S&T analytic workforce.
- Stood up the National Intelligence Coordination Center (NIC-C) to provide the means to manage Community collection as one enterprise. Expanded the development of multi-INT collection strategies on hard targets, and identified foreign countries with whom to increase intelligence cooperation and strategic partnerships.
- Clarified IC HUMINT missions, roles, and responsibilities, and promulgated guidance for HUMINT tradecraft, training, and reporting standards.
- Enhanced the process for developing national intelligence priorities by improving the dialogue with senior IC customers, opening the door to direct input by senior customers into the NIPF process, and changing procedures to reduce the overall number of priorities in the NIPF matrix.
- Delivered a plan to strengthen S&T intelligence analysis by focusing on all-source analysis of emerging and disruptive technologies.

IMPACT |

...On the Intelligence Professional: You now have new collection management processes to focus the IC's collection assets, new analytic collaboration technologies to reach your peers involved in collection and analysis, and strengthened relationships with foreign partners to help you address hard targets. The IC is implementing augmented training standards for HUMINT collectors and junior analysts, and is implementing new guidance on how HUMINT collection is deconflicted, executed, reported, and disseminated.

...On the Mission: Focusing, adapting, and aligning our analytic and collection capabilities to respond to customer priorities is easier with the new NIC-C and revised NIPF structure. Analytic tradecraft across the IC is strengthened by improved collaboration tools and analysis standards, furthering diversity of thought and the delivery of broader and deeper analytic content.

...On the Nation: By transforming collection management and analysis, we can quickly refocus our nation's collection assets on priority targets when needed, and keep our analysts concentrating on the most important threats. Having a stronger S&T analytic workforce allows the IC to fill a critical gap in our nation's understanding of key intelligence issues, and new standards and increased focus on collection are helping to close the gaps on hard targets.

UNDERSTANDING THE VALUE |

Challenge	Accomplishments	Impact	Next Steps
<p>Multi-INT strategies characterized by collaboration are needed to address today's missions</p> <p>Contributing Initiatives:</p> <ul style="list-style-type: none"> - <i>Create Collaborative Environment for Analysts</i> - <i>Develop Common HUMINT Standards</i> - <i>Expand Hard Target Integrated Collection</i> - <i>Strengthen Analytic Tradecraft</i> - <i>Strengthen S&T Analysis</i> 	<p>Launched A-Space and opened it to operational analysts on 22 September 2008</p> <p>Introduced the LNI on 19 November 2007</p> <p>Released ICD 304, <i>Human Intelligence</i></p> <p>Developed approach to strengthen S&T intelligence analysis</p> <p>Fostered a collaborative IC framework and established common standards for improving the sharing and discovery of multi-source intelligence products alongside the Catalyst program, which addresses standardized extraction, translation, and correlation of data</p> <p>Developed Analysis Course Delivery Report and Course Transition Plan</p>	<p>Dramatically improves access to expertise and the use of advanced tools to develop coordinated intelligence products supporting national security needs</p> <p>Improves analytic rigor across the Community</p> <p>Creates consistency in HUMINT reporting and ensures that HUMINT customers are able to understand source validity</p> <p>Provides clear guidance on tradecraft expectations and training needs, and improves information transparency and sharing through the use of consistent products</p> <p>Enables a stronger S&T analytic workforce and improved training requirements</p>	<p>Improve the research tools within A-Space by March 2009 and expand its use within the analytic community</p> <p>Continue to expand the number of agencies and components contributing to LNI, and implement attribute-based access control on its holdings</p> <p>Include standards established for Catalyst in additional intelligence products, and include the use of these standards in new analytic products and existing product updates</p>
<p>The DNI needs a more effective and efficient means to direct collection assets against standing and emergent U.S. strategic intelligence priorities</p> <p>Contributing Initiatives:</p> <ul style="list-style-type: none"> - <i>Establish NIC-C</i> - <i>Develop IC-Wide Collection Management Tools</i> - <i>Improve & Expand NIPF</i> 	<p>Launched the NIC-C, enhancing situational awareness on the collection enterprise and on efforts against high priority targets</p> <p>Designed and implemented a unified strategy development framework that ties together collection efforts of the entire intelligence enterprise</p> <p>Conducted ground-breaking collection assessments</p> <p>Implemented C-Space, a widely-praised communications portal that serves as the IC's nexus for strategic collection situational awareness and provides the primary linkage to A-Space</p> <p>Improved the process by which the NIPF is developed and updated, and expanded its use to include assessing the IC's responsiveness</p>	<p>Creates a primary mechanism for coordinating, collaborating, assessing, and efficiently using the total array of U.S. intelligence capabilities</p> <p>Inputs from senior customers are now received faster, creating an NIPF more reflective of true national priorities</p> <p>Ensures that the direction and management of collection programs are more data-driven</p>	<p>Continue to optimize collection to satisfy the Nation's most important intelligence priorities</p> <p>Continue to update NIPF topics and priorities, addressing key customer and national security issues</p>
<p>The IC was not leveraging foreign intelligence relationships adequately</p> <p>Contributing Initiatives:</p> <ul style="list-style-type: none"> - <i>Strengthen Foreign Intelligence Relationships</i> 	<p>Identified 20 priority countries with which to improve intelligence relationships and completed strategies for the majority</p> <p>Developed information-sharing principles with select Commonwealth partners</p> <p>Developed foreign relationship management tool to enable the IC to corporately manage key relationships</p> <p>Released ICPM 2008-500-2, <i>Connection of U.S. and Commonwealth Secure Telephone Systems</i></p>	<p>Strengthens the IC's posture against terrorism and other hard target areas by leveraging the expertise of our partners</p> <p>Increases the number of information-sharing mechanisms between the IC and Commonwealth partners</p>	<p>Continue to develop and/or expand intelligence relationships with foreign partners identified during <i>500 Day Plan</i></p>

One Collaborative Environment

FOCUS AREA 4:

Build Acquisition Excellence & Technology Leadership



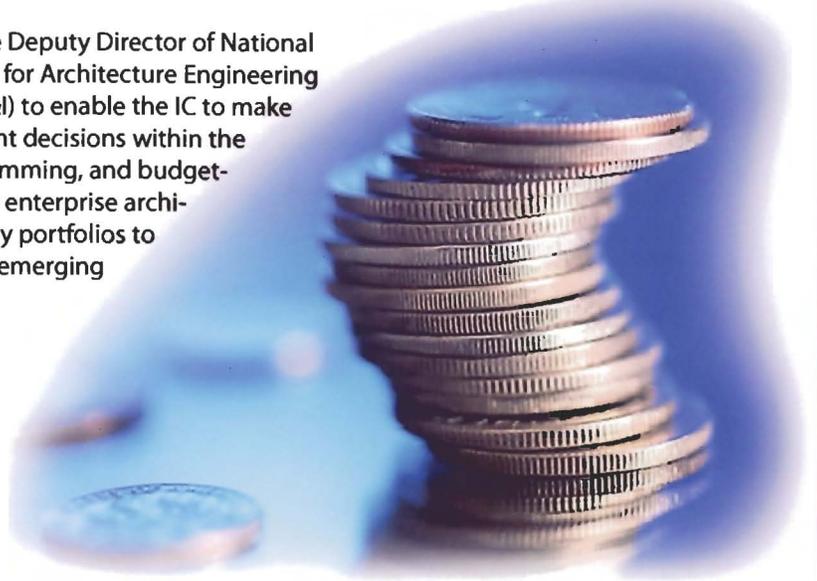
PROBLEM |

As the rate of innovation and technology development accelerated, the IC fell behind in maintaining a plan for technology growth, acquisition, and transition that would allow the IC to maintain speed, surprise, and synergy in identifying new threats and opportunities. The IC was not adept at pursuing longer-term, revolutionary, or disruptive solutions that cut across agencies or missions, or those that enabled entirely new capabilities. Adding to these difficulties, IC agencies did not adequately plan for transitioning new technologies into the formal acquisition process, and did not share the results of technical capability development efforts with each other.

The WMD Commission Report recommended "the DNI take an active role in equipping the Intelligence Community to develop new technologies"

NOTABLE ACTIVITY & RESULTS |

- Issued new policy and guidance for IC acquisitions, mandating the use of risk management approaches for both major and non-major acquisitions; an IC Procurement Executive Council to address and mitigate common IC contracting and procurement issues; the use of independent cost estimates for major acquisitions; and more effective linkages to overall IC architecture and engineering efforts.
- Stood up the Intelligence Advanced Research Projects Activity (IARPA) to produce scientific and research advances by investing in a mix of high-risk, high-reward S&T programs, and joint development efforts that agencies cannot support individually.
- Developed an *IC Science and Technology Plan*. This plan identifies future areas for IC research and development, examines potential disruptive and surprise technologies, and extrapolates their impacts on the IC. This plan is the first step in developing a longer range 10-year S&T roadmap.
- Created an Associate Deputy Director of National Intelligence (ADDNI) for Architecture Engineering and Integration (AE&I) to enable the IC to make best-value investment decisions within the IC's planning, programming, and budgeting framework using enterprise architecture and capability portfolios to address current and emerging needs.



IMPACT |

...On the Intelligence Professional: You have access to newly identified technologies which are acquired, transitioned, and fielded more rapidly and at lower cost. Additional management support, technology, and professional opportunities now exist for acquisition professionals and IC professionals involved in science, technology, and research.

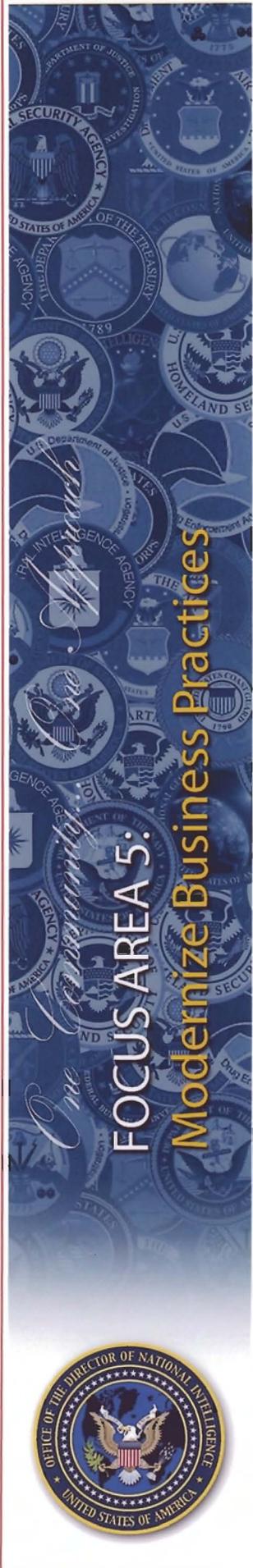
...On the Mission: The linkage between mission requirements, advanced research, technology acquisitions, and IC information architecture is strengthened, and the IC regains speed, synergy, surprise in innovation, and the ability to identify and apply new approaches and technologies. Shared acquisitions will allow the cost and benefits of new procurements to be distributed and reach more personnel.

...On the Nation: The IC can now systematically weigh the risks of high-reward projects without jeopardizing resources, enabling the IC to be a smarter consumer of advanced science and technology, and opening the possibilities for overwhelming decision advantage through technology surprise.

UNDERSTANDING THE VALUE |

Challenge	Accomplishments	Impact	Next Steps
<p>The capabilities of our adversaries are evolving rapidly, driving legacy technology into obsolescence</p> <p>Contributing Initiatives:</p> <ul style="list-style-type: none"> - Implement IC Acquisition Improvement Plan - Build IC Technology Transition Plan - Complete the Standup of IARPA - Establish the ADDNI/AE&I 	<p>Developed a plan to improve the efficiency and effectiveness of the IC's acquisition program</p> <p>Obtained SecDef signature on MOA for jointly-funded acquisitions, non-major acquisitions, and IC policy primacy</p> <p>Released ICPG 801.1, <i>Acquisition</i>, to implement ICD 801, <i>Acquisition</i>, and to provide guidance on management, processes and plans, program reviews and assessments, and workforce development for acquisitions</p> <p>Released ICPG 801.2, <i>Contracting and Procurement Policy</i>, to define and implement the Strategic Sourcing Initiative</p> <p>Completed stand-up of IARPA with requisite structures and authorities</p> <p>Identified research priorities for IARPA: smart collection, incisive analysis, and safe and secure operations</p> <p>Developed IARPA procedures for soliciting and awarding advanced research and development activities</p> <p>Developed ADDNI/AE&I architecture visualization software, architecture modeling and simulation software, and performance assessment software</p>	<p>Enables a disciplined and agile acquisition process to continually refresh technology for critical missions and meet cost, schedule, and performance goals</p> <p>Improves ODNI's evaluation, integration, and ability to oversee the IC's intelligence architecture and engineering efforts</p> <p>Improves the IC's ability to pursue revolutionary capabilities, a goal that requires the ability to commit to a high-risk/high-payoff idea for multiple years with sufficient resources</p> <p>Provides an incubator for novel ideas insulated from the exigencies of daily operational needs</p> <p>Provides cross-Community focus, with programs that cut across agencies and intelligence disciplines</p>	<p>Complete the <i>IC Acquisition Improvement Plan</i>, and continue to improve integration and collaboration of acquisition policies, programs, and decision making between the IC, DOD, and other Departments</p> <p>Finalize the hiring of key personnel, and proceed with initiation and execution of cutting-edge research programs</p>
<p>The IC does not have an integrated strategy to acquire and broadly apply the newest technology</p> <p>Contributing Initiatives:</p> <ul style="list-style-type: none"> - Implement IC Acquisition Improvement Plan - Build IC Technology Transition Plan 	<p>Developed a five-year <i>Acquisition Workforce Plan</i> which baselines the current workforce, identifies gaps between current and future requirements, and identifies strategies to fill the gaps which specifically address recruiting, training, retaining and incentivizing the workforce</p> <p>Signed an MOA to establish the DNI Cost Research Council and coordinate research on cost estimating methods</p> <p>Developed a list of priority intelligence needs that may be resolved by technology, and developed S&T futures product inventory</p>	<p>Increases coordination and integration efforts, and provides for the transition of maturing technology into acquisitions against the IC's highest priority capability gaps</p>	<p>Continue activity identified in the <i>IC S&T Transition Plan</i>, meeting Congressional requirements to advance S&T development and transition within the IC</p>

One Investment Strategy



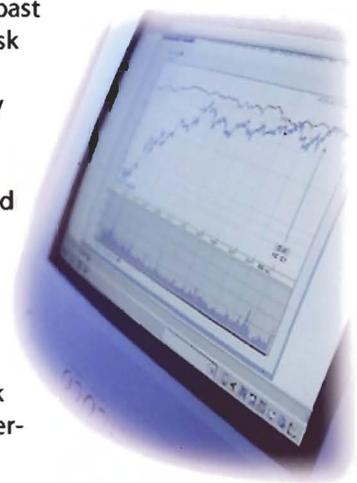
PROBLEM |

Business practices used by the IC did not support rapidly changing missions and priorities. Investment decision processes remained insular and input-based, leaning towards the basic program-matics of spending money rather than the performance outcome and results focus characteristic of high-performing enterprises. Similarly, reliable and consistent access to common business information was limited to the agency level, making it difficult to identify and leverage specific resources across the IC. Increased operational tempo, complex emerging threats, and the desire to stay ahead of the technology curve require better decision-making, streamlined business processes, and the means to eliminate duplication and redundancy.

The IRTPA states in the "Performance of Common Services" section that "The DNI shall...coordinate the performance...of such services as are of common concern to the IC" and capitalize on opportunities for consolidation

NOTABLE ACTIVITY & RESULTS |

- Designed, tested, and launched an IC Strategic Enterprise Management (IC-SEM) system to link strategy, capabilities, budgets, and outcomes in an integrated planning, programming, and budgeting process that ultimately delivers a performance-based National Intelligence Program (NIP) budget.
- Under the initial direction of the Office of Management and Budget, and with the authority of a newly signed *E.O. 13467*, the ODNI, DOD, and Office of Personnel Management jointly established a new proof of concept security clearance process which leverages end-to-end automation, maximizes speed for clean cases, builds on past investigations without rework, and utilizes continuous risk management and monitoring principles.
- Issued additional policy guidance to standardize security clearances across the IC and enable Heritage Americans to be considered for clearances on an equal footing with other applicants. Previously, Heritage Americans required a waiver in order to be granted a security clearance.
- Increased interface with customers by initiating an IC-wide customer segmentation study, established the role of DNI Representatives, and created a Concept of Operations to provide direct support to key agencies.
- Clarified the IC-wide privacy and civil liberties framework to protect privacy and civil liberty rights, reduce misunderstandings, and maintain public support for our mission.



IMPACT |

...On the Intelligence Professional: You can expect, once fully implemented, the new security clearance process will be more efficient and cost effective, saving the government time and resources. The NIP management process will be more transparent. Intelligence professionals involved with NIP planning, programming, and budgeting activities will be able to understand their responsibilities and proactively react to key decision points and deadlines.

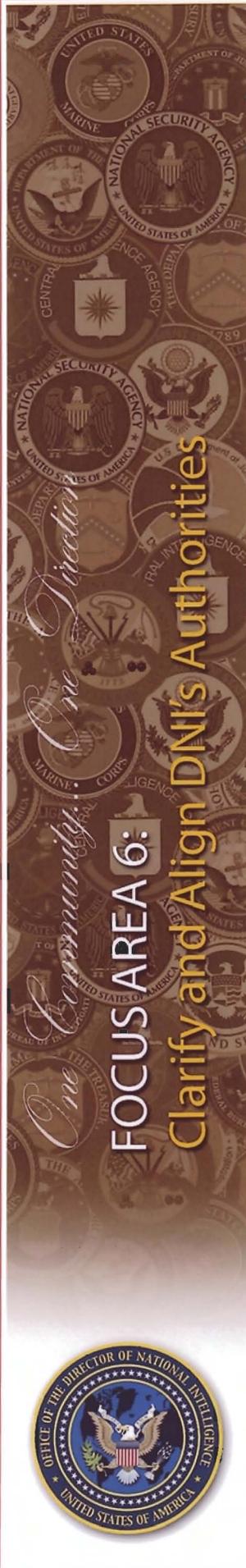
...On the Mission: Critical personnel who formerly required a waiver to obtain a clearance are now able to apply on an equal footing with other applicants for positions within the IC. The budget is now driven by our strategy, rather than vice-versa, and resource decisions are evidence-based and more closely aligned to national mission priorities rather than parochial agency interests. Duplicative or underperforming programs will be eliminated and breakthrough strategies, ideas and technologies will be assessed in greater detail.

...On the Nation: The IC-SEM system provides the Nation better financial accountability of NIP resources, transparency of processes and decision-making, and improved visibility of IC mission performance and results. Clearer, more consistent, and more easily understood policies protect the Constitutional rights and civil liberties of U.S. citizens.

UNDERSTANDING THE VALUE |

Challenge	Accomplishments	Impact	Next Steps
<p>The current security clearance process is outdated, takes too long, is too expensive, and is not responsive to current and changing mission needs</p> <p>Contributing Initiatives:</p> <ul style="list-style-type: none"> - <i>Modernize Security Clearance Process</i> 	<p>Prepared a proposal for Security and Suitability Process Reform, which was accepted by the President</p> <p>The President released <i>E.O. 13467, Reforming Processes Related to Suitability, Fitness for Contractor Employees, and Eligibility for Access to Classified National Security Information</i></p>	<p>Decreases the time necessary to bring new talent into the IC without compromising security standards, as well as provide reciprocity of clearances across the IC</p>	<p>Continue deployment of security clearance processes, consistent with recommendations provided to the President</p>
<p>Current ODNI and Community-wide planning, budgeting, programming and assessment processes are fragmented and not well-aligned, integrated or synchronized. The ODNI needs a well-integrated end-to-end process to unify its staff and mission functions and manage the NIP proactively</p> <p>Contributing Initiatives:</p> <ul style="list-style-type: none"> - <i>Strategic Enterprise Management System (IC-SEM)</i> - <i>Identify Common Core HRIS</i> 	<p>Released ICD 106, <i>Intelligence Community Strategic Enterprise Management</i>, which codifies the design of a strategic enterprise management system that links strategy to capabilities to budget to oversight</p> <p>Released a <i>Terms of Reference</i> document that contains additional detail on the processes and procedures for the three primary IC-SEM functions: Planning, Programming, and Budgeting</p> <p>Released the <i>FY11-FY15 Intelligence Planning Guidance</i>, the first output of IC-SEM's planning function</p> <p>Developed key planning documents: <i>Portfolio Management Framework, Capability Gaps Summary, Investment Priorities</i>, and IC scorecards</p> <p>Evaluated IC business systems, developed the first installment of the IC Operational Business Systems Architecture, and established a Business Systems Investment Review process</p> <p>Began implementing a common HR Information System (HRIS) platform to realize efficiencies in HR through enterprise software licensing agreements, IT support structures, and HR functional requirements and business processes</p> <p>Developed financial management strategies, competencies, and tools needed to report, evaluate, and standardize business processes critical to auditability</p>	<p>Allows the DNI to manage the NIP with greater predictability, simplicity, and transparency</p> <p>Creates a strategy-driven budget rather than a budget-driven strategy to ensure the budget reflects the nation's intelligence priorities</p> <p>Promotes wider understanding of the budget development process, because agencies are involved throughout the IC-SEM process, from establishing priorities to allocating resources</p> <p>Supports cross-Community strategic HR planning, collaboration, career paths, and shared HR service delivery – key elements of an IC culture that values and reinforces collaboration</p> <p>Promotes common IC business practices that adhere to financial management standards while accommodating IC-unique operational requirements</p>	<p>Stand up a Business Transformation Office to further consolidate and streamline business systems that comply with IC enterprise data standards and capabilities</p> <p>Release <i>FY11-15 Programming Guidance</i> in preparation for development of the FY11 NIP budget</p> <p>Publish IC financial management regulations in collaboration with OMB and other Departments, and submit IC-unique accounting requirements to the Federal Accounting Standards Advisory Board for determination of alternative accounting procedures</p>
<p>Customer interactions are ad-hoc, inconsistent, hindered by poor IT connectivity, differences between organizational cultures, and lack of formal, rigorous mechanisms to evaluate satisfaction</p> <p>Contributing Initiatives:</p> <ul style="list-style-type: none"> - <i>Analyze & Improve IC-Client Relationships</i> - <i>Strengthen Foreign Intelligence Relationships</i> 	<p>Executed phase one of a first-ever <i>IC Customer Segmentation Study</i> to inform IC planning for strengthening customer connections</p> <p>Developed and began production of a video series to introduce federal customer agency missions and needs to the IC</p> <p>Developed a handbook of IC services and capabilities for customers which was accepted for first-use by the White House Transition Team</p> <p>Developed a <i>Client Missions and Needs Familiarization Plan</i> for IC elements</p> <p>Designed a CONOPS and pilot for direct support to key agencies</p> <p>Developed a proposal for a strategic approach to customer relationship management, building on existing processes and initiatives</p> <p>Consolidated multiple, fragmented classified IT connectivity protocols into a single domain for non-Title 50 agencies, providing fee-for-service support</p> <p>Developed an ODNI orientation curriculum to prepare IC officers to serve as DNI representatives</p>	<p>Increases understanding and improves relationships across a broad and diverse set of new and existing IC customers; improves the IC's ability to anticipate and meet customer needs</p> <p>Provides the IC with a deeper understanding of customer missions and uses of intelligence</p> <p>Improves customer understanding of IC services and capabilities</p> <p>Streamlines non-Title 50 agency access to IC information systems, thereby improving information sharing and providing a foundation for stronger partnerships with key customers</p>	<p>Promulgate policy outlining roles and responsibilities for oversight and coordination of customer relationships and outreach</p> <p>Deploy reference tools and materials for customers and the IC regarding IC missions, capabilities and limitations, and customer missions requirements</p>
<p>Privacy and civil liberties protections across the IC are customized to missions and legal environments, complicating effective integration and information sharing</p> <p>Contributing Initiatives:</p> <ul style="list-style-type: none"> - <i>Collaborate to Protect Privacy & Civil Liberties</i> 	<p>Developed the <i>Privacy and Civil Liberties Implementation Manual</i> for use by the Program Manager, Information Sharing Environment, and other federal, state, local, and tribal organizations using and sharing information related to the prevention of terrorism</p>	<p>Increases the IC's confidence that appropriate end-to-end privacy and civil liberties protections are in place to safeguard rights provided for in the Constitution and U.S. laws</p>	<p>Develop additional policies addressing protection of privacy and civil liberties, based on recent updates to <i>E.O. 12333</i> and <i>Attorney General Guidelines</i></p>

One Approach



PROBLEM |

The DNI's ability to execute responsibilities assigned in IRTPA has been challenging due to gaps or inconsistencies in law, policies, and regulations. Changes to roles and decision authorities within the IC, which are mandated by Congress and the President, have led to confusion and resistance due to overlap or lack of clarity. Outdated charters for the Defense Intelligence community reflect a broader need to rework the policy underpinnings of the IC.

Both the Clark Task Force (1955) and the Church Committee (1976) recommended giving a central figure in the IC the authority to manage the IC as a whole

NOTABLE ACTIVITY & RESULTS |

- Secured the President's approval of revisions to E.O. 12333, more closely aligning IC roles and responsibilities with IRTPA, strengthening the role of the DNI as the leader of the IC, emphasizing collaboration to produce better intelligence, and enhancing civil liberties protections.
- Working closely with Under Secretary of Defense for Intelligence, reviewed and revised DOD IC element charters to accurately reflect relationship with the DNI.
- Created an *IC Policy Lexicon* to support Community-wide policy-making, revised pre-DNI policy documents to increase transparency and integration, amended policies and held events to more closely integrate the IC legal community, and published IC-wide policy on the development of uniform U.S. Persons principles.



IMPACT |

...On the Intelligence Professional: IC policies are clearly linked to your mission, and ongoing efforts to align all IC-wide policies and charters will result in greater clarity and focus for the IC professional.

...On the Mission: DNI and agency decision-making authorities have been clarified in key areas to align the intelligence enterprise. Policies communicate DNI intent, aligning action with national goals and priorities.

...On the Nation: The IC now has a stronger legal foundation to be more unified, agile, and effective against emerging national threats. The DNI now has a role in reviewing and harmonizing rules governing the collection, retention, and dissemination of U.S. Persons information consistent with recommendations in the *WMD Commission Report*. IC policies provide the means to guide the Community as an enterprise in addressing national priorities.

UNDERSTANDING THE VALUE |

Challenge	Accomplishments	Impact	Next Steps
<p>The fundamental IC guidance documents do not fully reflect key changes in roles and responsibilities that have occurred over the years</p> <p>Contributing Initiatives:</p> <ul style="list-style-type: none"> - Update Policy Documents Clarifying IC Authorities - Create IC Policy Lexicon - Foster IC Legal Integration and Collaboration - Revise and Enhance National Intelligence Policy Process - Submit Annual Intelligence Authorization Act Proposal 	<p>The President signed revisions to E.O. 12333, strengthening the IC's ability to support the nation and its interests, and clarifying the DNI's authorities to lead and integrate the IC</p> <p>Completed ICD 101, <i>Intelligence Community Policy System</i>, improving the responsiveness and transparency of the IC policy process</p> <p>Clarified IC element roles, responsibilities, decision rights, and DNI authorities</p> <p>Completed the <i>IC Policy Lexicon</i></p> <p>Held 2nd Annual Intelligence Community Legal Conference and published <i>IC Legal Reference Book</i></p>	<p>Improves the IC's agility, and provides customers with a common understanding of Community capabilities</p> <p>Provides clarity of direction and permits faster decision making</p> <p>Improves understanding of terms, definitions, and references impacting the IC</p> <p>Provides forum for discussing items of common interest and a common reference book for use across the IC Legal Community</p>	<p>Draft and/or update IC policies to implement the revised E.O. 12333 including but not limited to:</p> <ul style="list-style-type: none"> • Functional Managers • Foreign Intelligence Relationships • Coordination of Intelligence Collection Activities • Information Sharing
<p>DOD charters and guidance do not accurately reflect post-9/11 legislation</p> <p>Contributing Initiatives:</p> <ul style="list-style-type: none"> - Update DOD IC Charters 	<p>Updated the charters for DIA, NSA, and NGA, clarifying roles within the IC and setting a strong foundation for cooperation</p>	<p>Removes bureaucratic barriers to collaboration, and helps IC agencies adapt their 21st century missions</p>	<p>Continue to review relationships between DOD IC components and IC enterprise</p>
<p>Handling and protection of U.S. Person data must protect privacy and civil liberties</p> <p>Contributing Initiatives:</p> <ul style="list-style-type: none"> - Harmonize Policy on "U.S. Persons" information 	<p>Released ICD 102, <i>Process for Developing Interpretive Principles and Proposing Amendments to Attorney General Guidelines Governing the Collection, Retention, and Dissemination of Information Regarding U.S. Persons</i></p> <p>Using clarified E.O. 12333 authorities, began the process of harmonizing guidelines regarding the collection, retention, and dissemination of U.S. Persons information</p>	<p>Creates a consistent mechanism to protect the civil liberties and privacy interests of U.S. Persons</p>	<p>Use existing policy processes to ensure guidance consistently addresses and protects privacy and civil liberties</p>



MEASURING OUR PROGRESS |

The DNI's Office of the Inspector General (OIG) conducted a study in early 2008 to determine how well the IC has addressed integration and collaboration, establishing a baseline maturity level for each of the six focus areas of the *500 Day Plan*. They scored the results on a scale from least mature ("0" – isolated/competitive) to most mature ("5" – optimized and fully integrated). These levels of integration and collaboration maturity are defined as:

- **Level 0** – Isolation/Competition (Stovepipe): Ad hoc; results are dependent on individual actions, not IC priorities.
- **Level 1** – De-confliction (Common Language): Some organization-centric, repeatable processes exist, but are not linked to IC priorities.
- **Level 2** – Coordination (Common Rules): Initial efforts toward standard processes have been taken to establish consistency across organizations, but these lack linkage to IC priorities.
- **Level 3** – Cooperation (Common Processes): Greater planning and cooperation among organizations, but inconsistent definition, direction, and management of IC priorities.
- **Level 4** – Collaboration (Common Criteria): Quantifiable metrics are established and linked to IC priorities, goals, and objectives.
- **Level 5** – Optimization (Common Course): Quantitative and qualitative process improvement objectives for the IC are established, reviewed, adjusted, and revised to meet business objectives aligned with IC priorities.

The resulting baseline scores are illustrated in the IC Integration and Collaboration Diagnostic Barometer (The Barometer) (Figure 1 below).

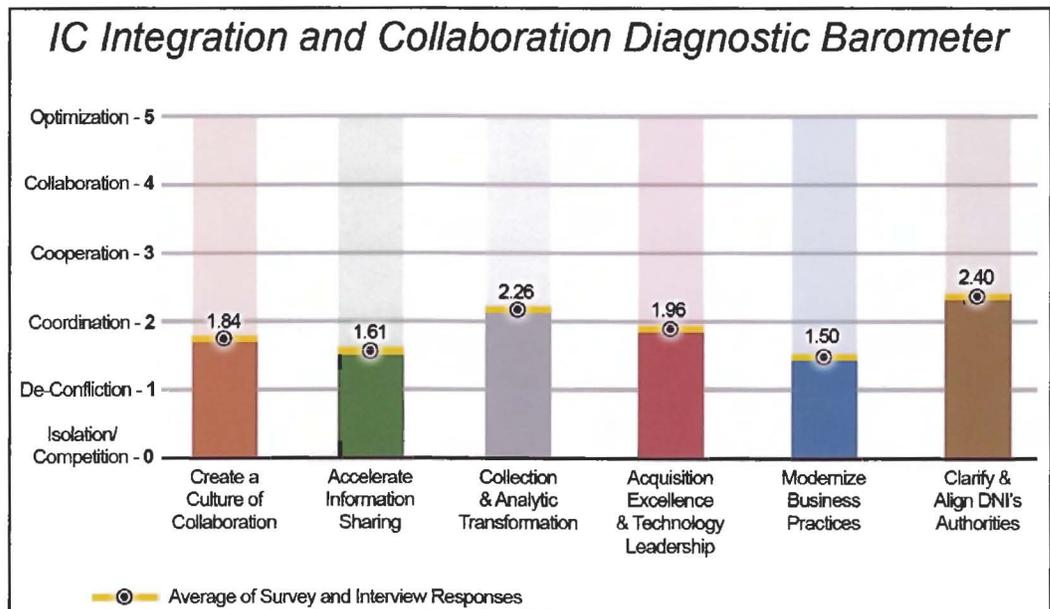


Figure 1. IC Integration and Collaboration Diagnostic Barometer

The Barometer scores are based on a combination of interviews, focus groups, and survey data, and give a sense of the overall maturity of integration and collaboration in the IC. Given that the ODNI is still a fairly new organization, and that IC elements are identifying their roles and responsibilities within the larger IC enterprise, the scores indicate that the status of IC integration and collaboration is relatively



immature. The Barometer shows, however, that the IC is not starting from scratch, and that IC integration and collaboration efforts are having an impact. Continuing the work begun in the *500 Day Plan* will help improve integration and collaboration over time, and the OIG intends to conduct additional surveys in the future.

As seen in Figure 1, the highest score was registered in Focus Area 6: Clarify and Align DNI's Authorities (2.40), followed closely by Focus Area 3: Collection and Analytic Transformation (2.26). The lowest scores were registered in Focus Area 5: Modernize Business Practices (1.50) and Focus Area 2: Information Sharing (1.61).

In addition to the OIG's study, the IC also tracked its progress towards completion of the 500 Day Plan's initiatives in 100 day increment report cards. Each report card shows the IC's progress in the six focus areas on the front and describes the key accomplishments of the period as well as the next steps to be completed on the reverse. Copies of the *500 Day Plan* and the 100 day increment report cards can be found online.





NEXT STEPS |

Through the IC's *500 Day Plan*, and as detailed in this report, the IC has made significant progress in addressing the challenges of integration and collaboration in our multi-department, multi-agency enterprise. While progress has been made since the plan started on 1 August 2007, the Integration and Collaboration Diagnostic completed by the ODNI OIG clearly identified where continued effort will be required in the six focus areas studied:

Create a Culture of Collaboration

Progress on the *EEO & Diversity Implementation Plan*, along with outreach with academia, industry, and Heritage Americans, will continue to shape the IC workforce to better represent and understand our global context.

Broader implementation of Joint Duty and pay-for-performance will strengthen IC workforce relationships, and trust and reward excellent workforce performance.

Accelerate Information Sharing

To address one of the key shortfalls identified in the OIG's diagnostic, the Information Integration Program will identify both near-term and long-term information sharing deliverables, mission needs, and functional requirements, and initiate the development of an IC-wide integrated information sharing environment addressing technology, processes, information, and policy.

Foster Collection and Analytic Transformation

The IC will continue to expand the use of analytic collaboration tools such as A-Space and Intellipedia, and will increase the discoverability of intelligence products through the LNI and Catalyst programs.

Continue to use the NIC-C as the nation's primary mechanism for the coordination, collaboration, assessment, and efficient use of the total array of U.S. intelligence collection capabilities to protect the nation from strategic surprises, manage collection resources, and focus on the nation's top priorities.

Build Acquisition Excellence and Technology Leadership

Completion of the *IC Acquisition Improvement Plan*, and the advancement of IARPA and the *S&T Transition Plan*, will streamline IC acquisition and improve the speed, synergy, and surprise required of the IC's S&T community.

Modernize Business Practices

To address one of the key shortfalls identified in the OIG's diagnostic, the DNI established the Business Transformation Office to standardize and streamline IC business processes and begin planning, piloting and implementing modernized business systems across the Community.

Clarify and Align DNI's Authorities

ODNI will update those portions of the Intelligence Community Policy System impacted by *E.O. 12333*, using policy as a means to communicate intent, focus actions, and strengthen the IC's ability to support the nation and its interests.

CONCLUSION |

Over the past 60 years, many studies concluded that the key to transforming the IC is to ensure Community components work together as a single integrated and collaborative enterprise across all mission areas. In 2004, the President signed the IRTPA into law, creating the ODNI and charging the DNI with leading an IC that is “more unified, coordinated, and effective.”

Over the last 500 days, the Community has made significant progress on all 42 core and enabling initiatives of the *500 Day Plan*. Many of the completed initiatives have established follow-on goals and activities that will require our continued support. Work will continue to deepen and expand our ability to address the longstanding challenges to our Community.

Results of initiatives started 500 days ago have already had an impact on the way the IC operates, and will continue to transform the IC in the years to come:

- *E.O. 12333* reshapes the IC to respond to today’s changed threat environment, while enhancing our ability to protect U.S. citizens and their privacy.
- Modernizing the security clearance process is making an impact today by shortening the clearance process for new members of the intelligence workforce.
- Joint Duty will improve leadership’s understanding of IC enterprise capabilities, and foster a more collaborative and effective workforce.
- A-Space, the LNI, and the NIC-C continue to transform how the analytic and collection communities operate, increasing collaboration and improving the quality of the IC’s products.
- The newly created IARPA, with the help of the *IC Technology Transition Plan*, is creating a process to invest in advanced technologies and speeding them from research and development into the field. Improved policies, and the beginnings of a single information environment and attribute-based information discovery and access, are increasing information sharing across the IC to the benefit of collectors, analysts, and customers.

Progress on the initiatives of the *500 Day Plan* came about through the hard work of many members of our Community. Initiative stewards provided leadership and guidance, task force members and integrated product teams provided courage and creativity, and IC professionals in every agency provided the means and labor to accomplish these initiatives. The IC was built by thousands of collectors, analysts, and leaders, and it will take just as much hard work to further shape the IC into what the American public and intelligence professionals want it to be – an agile and adaptable force aligned to protect America’s national security.

Effective change implementation is largely dependent on leaders who passionately communicate a vision, demonstrate their personal commitment, and demand effective execution. The *500 Day Plan* would not have succeeded on any level without the leaders who stepped up to these challenges. Their accountability to the IC Executive Committee, element leadership, and ODNI leadership demonstrated their commitment to be involved in the implementation of the *500 Day Plan*, the importance of the initiatives, and the importance of driving change throughout their respective communities.

United States Intelligence Community



Central Intelligence Agency



Defense Intelligence Agency



Department of Energy



Department of Homeland Security



Department of State



Department of the Treasury



Drug Enforcement Administration



Federal Bureau of Investigation



National Geospatial-Intelligence Agency



National Reconnaissance Office



National Security Agency



Office of the Director of National Intelligence



United States Air Force



United States Army



United States Coast Guard



United States Marine Corps



United States Navy



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