

CENTRAL INTELLIGENCE AGENCY

# STRATEGIC INTENT

2007-2011

ONE AGENCY  
ONE COMMUNITY



## DIRECTOR'S MESSAGE



This Strategic Intent, which benefited greatly from [employee] comments and suggestions, is our roadmap for the next five years. It will enable us to become a more effective organization in fulfilling our paramount mission: protecting the American people.

Its central theme is integration—operating as a team within our Agency and with our Community colleagues. We must combine our talents according to what the mission requires. Our common culture will be One Agency, One Community.

This Intent is fully consistent with both the President's National Security Strategy and the DNI's National Intelligence Strategy, which call for the nation's intelligence enterprise to become "more unified, coordinated and effective."

I am excited about this Intent because of the promise it holds for our Agency. As we better integrate our core capabilities—and as we take steps to strengthen those capabilities—we will meet the demands placed on us by the challenging strategic environment that our country faces.

As we meet our strategic goals, we will be true to our core values: Service, Integrity, and Excellence. They are the constants that reflect the best of our Agency's unique history and accomplishments. These are the values that have served us well and will guide us as we embark on making our Strategic Intent a reality.

A handwritten signature in black ink that reads "Michael V. Hayden". The signature is written in a cursive, flowing style.

Gen. Michael V. Hayden  
Director, Central Intelligence Agency

# THE VISION

## ONE AGENCY ONE COMMUNITY

An Agency unmatched in its core capabilities,  
functioning as one team, fully integrated into the  
Intelligence Community.

# THE MISSION

We are the nation's first line of defense. We accomplish what others cannot accomplish and go where others cannot go. We carry out our mission by:

- Collecting information that reveals the plans, intentions and capabilities of our adversaries and provides the basis for decision and action.
- Producing timely analysis that provides insight, warning and opportunity to the President and decisionmakers charged with protecting and advancing America's interests.
- Conducting covert action at the direction of the President to preempt threats or achieve US policy objectives.



# CORE VALUES

- **Service.** We put Country first and Agency before self. Quiet patriotism is our hallmark. We are dedicated to the mission, and we pride ourselves on our extraordinary responsiveness to the needs of our customers.
- **Integrity.** We uphold the highest standards of conduct. We seek and speak the truth—to our colleagues and to our customers. We honor those Agency officers who have come before us and we honor the colleagues with whom we work today.
- **Excellence.** We hold ourselves—and each other—to the highest standards. We embrace personal accountability. We reflect on our performance and learn from that reflection.

IN HONOR OF THOSE MEMBERS  
OF THE CENTRAL INTELLIGENCE AGENCY  
WHO GAVE THEIR LIVES IN THE SERVICE OF THEIR COUNTRY





## THE STRATEGIC ENVIRONMENT

We operate in an unstable and dangerous world where international terrorism, the rise of new powers, and the accelerating pace of economic and technological change will place enormous strains on the ability of states to govern and will sharply increase the potential for strategic surprises.

- Our adversaries in the long war on terrorism are dispersed across the globe; they are resilient, ruthless, patient and committed to the mass murder of our citizens.
  - The possession and proliferation of weapons of mass destruction threatens international stability and the safety of our homeland.
  - The rise of China and India and the emergence of new economic "centers" will transform the geopolitical and economic landscape.
  - Weak governments, lagging economies, competition for resources, and youth bulges will create crises in many regions.
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## THE NATION'S EXPECTATIONS

The American people look to us as never before. The bar has been set very high and appropriately so. They look to us to protect their way of life, to be dedicated to the security of the United States, and to uphold and defend the Constitution. They expect our nation's leaders to hold us accountable. They expect that in pursuit of our mission we will take risks and honor the very national values we seek to protect. They expect us to keep secrets but not have anything to hide. They expect us to work with integrity and speak truth to power.





# OUR GOALS

## **1. Integrating Intelligence Capabilities**

- 1.1 Align mission, activities, and capabilities with the National Intelligence Strategy.
- 1.2 Create an environment for effective collaboration within CIA.
- 1.3 Continually seek expanded opportunities for partnering with the national security community.
- 1.4 Broaden and deepen ties with foreign partners to enhance mission performance.
- 1.5 Strengthen our ability to systematically capture and share lessons learned from our intelligence successes and failures.

## **2. Fulfilling a Leadership Role in the Intelligence Community**

- 2.1 Build an integrated national HUMINT service and enhance the Intelligence Community's relationship with foreign intelligence services.
- 2.2 Lead the integrated center dedicated to the highest quality collection, analysis and dissemination of open source materials.
- 2.3 Pioneer innovative, all-source analytical methods that can be adopted across the IC.

## **3. Strengthening Core Capabilities**

- 3.1 Expand and deepen expertise across all mission areas.
- 3.2 Develop and deploy innovative ways to penetrate the toughest targets.
- 3.3 Continue to enhance analytic tradecraft, strengthen strategic analysis, and expand analytic outreach.
- 3.4 Improve global coverage to enhance our ability to anticipate and respond to emerging challenges and opportunities.
- 3.5 Develop more robust and agile covert action capabilities.
- 3.6 Advance mission through the development, introduction, and application of innovative technologies, leveraging advances made elsewhere in the Intelligence Community, US Government and industry.

#### **4. Investing in Our People**

- 4.1 Develop and sustain an Agency-wide culture—One Team, One Set of Values—where goals are mutually shared and honored.
- 4.2 Align the rewards and incentives programs to support the goals of this Strategic Intent —becoming an organization that encourages and rewards mission contributions in traditional and non-traditional assignments.
- 4.3 Recruit, develop, and retain exceptional individuals from a diverse talent pool.
- 4.4 Develop Agency leaders with the skills and abilities necessary to promote more effective Agency performance and contributing to cross-cutting Intelligence Community objectives.
- 4.5 Enhance employee health, safety, and quality of life to create an environment that enables people to work more effectively.

#### **5. Creating a 21st Century Infrastructure**

- 5.1 Improve IT infrastructure both to integrate more effectively our capabilities and to service an increasingly dispersed workforce.
- 5.2 Modernize and expand our physical infrastructure to meet the needs of a growing workforce.
- 5.3 Ensure CIA's ability to continue essential operations even under adverse circumstances by expanding our distributed mission capabilities.

