



UNDER SECRETARY OF DEFENSE
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INTELLIGENCE

MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS
CHAIRMAN OF THE JOINT CHIEFS OF STAFF
UNDER SECRETARIES OF DEFENSE
COMMANDERS OF THE COMBATANT COMMANDS
DIRECTOR, DEFENSE INTELLIGENCE AGENCY
DIRECTOR, DEFENSE SECURITY SERVICE
DIRECTOR, NATIONAL GEOSPATIAL-INTELLIGENCE AGENCY
DIRECTOR, NATIONAL RECONNAISSANCE OFFICE
DIRECTOR, NATIONAL SECURITY AGENCY/ CENTRAL
SECURITY SERVICE

SUBJECT: Strategic Management of the Defense Intelligence Enterprise Workforce

Developing and maintaining a highly-skilled, mission-aligned and diverse Defense Intelligence Enterprise to meet the evolving scope and complexity of threats challenging our nation is one of my highest priorities. To meet our challenges, I intend to direct efforts that will 1) improve strategic workforce planning, 2) professionalize the workforce, 3) increase foreign language and area capability skills, and 4) utilize the Defense Civilian Intelligence Personnel System (DCIPS) policies to enable the recruitment, development, and retention of a mission-focused workforce. Identified in this memorandum are my priorities for managing and developing the Defense Intelligence workforce.

Strategic Workforce Planning: Identify and close critical gaps in the Enterprise workforce. Acquiring and developing the workforce – civilian, military and contractor – to meet our important mission requires robust strategic workforce planning. Our efforts in workforce planning must be co-led by the functional leadership of our Enterprise and be championed by senior leadership. I will focus on 1) gaining visibility of the current and projected Enterprise and Component workforce capabilities, 2) enhancing identification of workforce gaps, and 3) developing strategies to close workforce gaps. Emphasis on strategic workforce planning will ensure that the Enterprise has the necessary capability to meet our mission today and in the future. Strategic workforce plans will be developed by each component and meet requirements established by the Office of the Under Secretary of Defense (Intelligence) and the Department by the end of Fiscal Year (FY) 2012.

Professional Development: Accreditation and certification of intelligence professionals. The Professional Development of our workforce is critical to meeting the evolving demands placed on the Defense Intelligence Enterprise. Future investments in training and education must address the communities' most critical skill gaps – analysis, foreign language, cyber – while continuing to efficiently enhance tradecraft skills for our HUMINT, counterintelligence, and technical intelligence specialists. Following the model of Security Certification by Defense Security Services, my primary focus is on completing other critical functional area certifications. The development of core competencies, training standards, and national accredited certification programs for analysis, collection management, cyber, geospatial-intelligence, cryptology, counterintelligence, and HUMINT is a priority. Functional managers

for these disciplines are expected to have initial drafts of accreditation and certification manuals by the end of FY12. Additionally, in conjunction with Office of the Director of National Intelligence, I will champion efficiencies in training through development of common training standards and programs with a shared catalog of all course offerings providing community-wide access to training opportunities.

Foreign Language: Develop and retain highly-skilled language and area professionals. Processing and exploiting critical information in foreign language to facilitate and improve analysis, collection, operations, and mission support is essential to achieving mission success. The Enterprise needs an agile, adaptive and integrated corps of foreign language professionals and foreign area specialists – military and civilian – with the right linguistic skills and foreign area knowledge. Building this capability is a priority for the Department and the broader Intelligence Community (IC). My focus areas include support for the Department’s and IC’s efforts to improve the requirements process for identification of language needs. Additionally, I will initiate an effort with Under Secretary of Defense for Personnel and Readiness to examine the feasibility of a professional Military Language and Area Corps to provide a career path for these skilled individuals. Professionalizing the workforce will allow for a higher return on the Department’s initial language training investment. This will ensure that a core set of critically identified language skills are maintained at the highest levels of proficiency and readiness.

DCIPS: Enabling policies that facilitate all aspects of Enterprise workforce management. DCIPS will continue to evolve and serve the needs of our Enterprise. At the core of DCIPS are policies that provide flexibility in hiring, a performance management framework that links individual performance to organizational performance, an occupational structure to frame career development, and an equitable compensation structure. My priorities for DCIPS include streamlining of the performance management process, policies that emphasize and reward teamwork, and expanding policies to support the Joint Duty Assignment program in addition to our expeditionary workforce.

I encourage you to discuss these strategic priorities with your leadership and workforce. My point of contact is Mr. Timothy J. Clayton, Director, Human Capital Management Office, at 703-604-1124 or timothy.clayton@osd.mil.



Michael G. Vickers

cc:

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