# DEFENSE SECURITY SERVICE

## STRATEGIC PLAN
### 2012-2016

Partnership and Service for a Secure Future

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## STRATEGIC
# PLAN
## 2012-2016

# DIRECTOR'S MESSAGE

## Department of Defense
## Defense Security Service

I am proud to present the 2012-2016 DSS Strategic Plan. Since joining the DSS Team as Director in December 2010, I have had the opportunity to travel and engage with our team members across the country. Further, I have had numerous and ongoing conversations with our stakeholders and customers.

I was challenged in some instances. In others, I was given kudos for a job well done. Still in others, I was asked about what we're doing to address emerging issues. We listened and we have a clear understanding of the needs of our stakeholders, customers, and employees and that understanding is the main driver behind our strategic roadmap. I am pleased to lead DSS in accomplishing our unique and critical mission and preparing for future security challenges. Much progress has been made over the past several years to improve the capabilities and capacity of the organization, but there is still more to do to keep pace with a rapidly evolving security environment.

Our success lies in being responsive to our customers, partners, and employees. To that end, we have identified overarching goals and strategies that reflect our focus on strengthening partnerships with government and industry. The need for partnering cannot be overstated. Managing the risks to national security depends on our ability to work seamlessly with industry to help them protect our nation's critical assets. Our goals reflect a focus on improving our products and services in support of industry and setting exemplary education standards for security professionals. Our resilience has bred the innovation and improvements over the years and there's more to come. Everywhere I go, I share the DSS story and we continue to build on it through this plan. Our goals reflect that we are breeding a culture of leadership and a work environment that supports lifelong learning and continuous organizational improvement. This is because we follow a 'people first, mission always' motto that guides our values and how we do business. We will realize these goals only if we have an organizational climate where our employees feel they can succeed.

We are passionate about serving the warfighter and our country. Our passion ensures that we will continue to strive for improvement and excellence, even after we meet the goals outlined in this plan.

Stanley L. Sims
Director, DSS

# WHO WE ARE

The Defense Security Service (DSS) is an agency of the Department of Defense (DoD) with over 900 dedicated men and women and 60 locations throughout the United States. The DSS Team has a unique set of capabilities to help mitigate and manage the risk to national security.

We play an integral role in ensuring the safe and secure operations of approximately 13,300 cleared contractor facilities under the National Industrial Security Program (NISP). They provide mission critical support to the military services, Defense Agencies, and other U.S. government agencies. These cleared companies and their personnel are critical assets of national security; and we help them defend the sensitive technologies, information, and systems in their possession.

In addition to monitoring cleared contractor's compliance with security standards, we work closely with our government stakeholders and industry partners to conduct vulnerability and threat assessments that provide companies with the information and insight they need to build better security practices and educate their workforces.

Additionally, our designation as the DoD functional manager for security education, training and awareness provides another important avenue of protection for sensitive information in the hands of government and industry. We are preparing security education and training for the 21st Century. The needs for security professionals within DSS and DoD, in other U.S. Government agencies, and in industry are evolving. Our portfolio of products and services is customer-driven and constantly changing to keep pace with new and emerging threats, cybersecurity risks, and technologies. Without the comprehensive set of services we provide, classified information and operations within DoD and industry, and therefore national security, are at increased risk.

To accomplish each facet of our mission, DSS is comprised of four mission Directorates supported by the various Enabling and Command Directorates. Our mission Directorates are Industrial Security Field Operations (IO), Industrial Policy and Programs (IP), Counterintelligence (CI), and Security Education, Training, and Awareness (SETA).
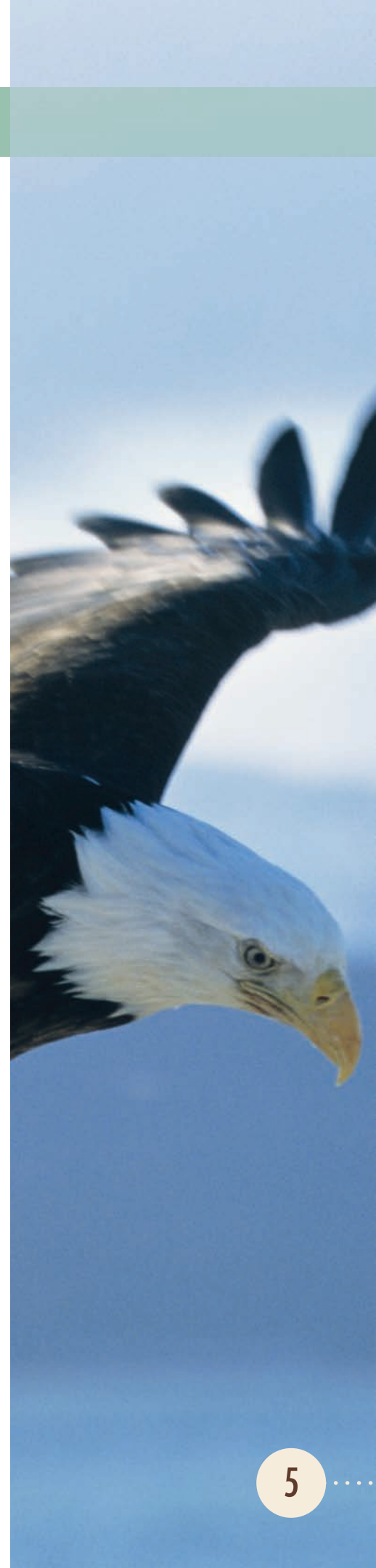
# Mission

On behalf of the Department of Defense and other U.S. Government Departments and Agencies, the Defense Security Service supports national security and the warfighter through our security oversight and education missions. DSS oversees the protection of U.S. and foreign classified information and technologies in the hands of industry under the National Industrial Security Program (NISP) and serves as the functional manager for the DoD security professional development program. We provide security education, training, and professional development services as the functional manager for the DoD security professional development program, and for other U.S. Government personnel and contractor employees, and representatives of foreign governments, as required.

# Vision

Be the focal point of interaction and premier provider of industrial security and education services for the U.S. Government and the companies in the National Industrial Security Program in support of national security.

# Values

Our guiding principles of conduct give life to the Mission and Vision and drive organizational success. Understanding, modeling, and communicating them are daily requirements for every member of the DSS Team.

## Dependability
We are reliable and deliver exceptional results because our stakeholders and industry partners count on us. This is a team attribute which is part of the DSS fabric and requires our daily commitment.

## Respect
We embrace an environment where every person is valued and treated fairly without discrimination or harassment. We strive to create and maintain a reputation for inspiring trust and confidence.

## Integrity
We are honest and ethical. There is no situation or circumstance that allows us to compromise our high standards.

## Agility
We navigate change, continually learn and grow, and respond to problems, challenges, and opportunities – both anticipated and unforeseen.

## Collaboration
We rely on each other to work effectively and cooperatively to produce the best outcomes. Teamwork and trust are critical to who we are and what we do.

## Accountability
We accept responsibility for our work and the consequences of our decisions. Dependability and reliability are our measures of success.

# WHERE WE ARE GOING

We have identified five goals to help guide the agency toward continued improvement and integration into the national security enterprise. We stand at the crossroads of enforcement and education. We oversee and assess the protection of the Nation's industrial assets, which develop the technologies to secure the Nation. We help to ensure the proficiency of security professionals across the enterprise. Our products and services must be timely, accurate, and of high quality because the Nation's security and the warfighter depend on it.

Our people, capabilities and perspectives are our strongest assets; and we must continue to improve our means of sharing data, information, and insight across the enterprise and industry. The DSS mission is intimately linked to the missions of all the entities in our universe of customers and stakeholders. That responsibility and inherent collaboration and partnership is at the core of our strategy.

This strategic plan encompasses all aspects of our organization, including mission enhancement, technology, human capital, operational effectiveness, and culture. By striving to simultaneously improve across multiple areas, DSS will be well positioned to face the security challenges of the 21st Century while growing a best-in-class professional organizational environment.

## GOAL 1
Identify and reduce vulnerabilities and threats to the defense industrial base to support secure operations of our Nation's critical assets.

## GOAL 2
Furnish unrivaled development, delivery, and management of security knowledge to meet the Nation's security challenges.

## GOAL 3
Ensure DSS information technologies are responsive to DSS employees, customers, and stakeholders; and incorporate shared lessons in meeting Agency goals.

## GOAL 4
Foster a caring, innovative, and collaborative organizational environment that attracts and retains diverse and highly motivated professionals.

## GOAL 5
Make metrics-driven decisions to improve efficiency and performance; and allocate and manage resources effectively.

Pursuing and accomplishing these goals will result in measurable outcomes, including solid partnerships with industry and other DoD and U.S government agencies; development of a more integrated and transparent risk management capability; employee pride in DSS; and, greater transparency and improved processes across the agency.

# GOALS & STRATEGIES

### GOAL 1
Identify and reduce vulnerabilities and threats to the defense industrial base to support secure operations of our Nation's critical assets.

DSS security reviews of facilities under the NISP are only one component of the 21st Century industrial security challenge. New threats, cybersecurity risks, and emerging technologies require DSS to increase the depth and scope of its capabilities in order to help industry protect classified information and technologies. Meanwhile, globalization continues to distribute defense industrial operations and ownership across different parts of the world, increasing the landscape for potential security vulnerabilities. It is vital that we improve and accelerate data collection, analysis, and reporting capabilities to meet the challenges and information gaps facing us, and our customers and stakeholders now and in the future. The better we inform and collaborate with industry and our government stakeholders, the better they are able to report weaknesses in their processes or programs and suspicious activities. We recognize that education goes both ways. We do not believe that the best ideas and solutions regarding regulation, policy, and assessments will come from DSS alone. They will come through effective partnerships, engagement and communication, transparency, and trust with industry and our government stakeholders. Working as partners, we will build a sustainable, risk management capability that will erect a strong defense against anyone and anything that attempts to compromise our Nation's security.

## HOW IO & CI TEAM MEMBERS ALIGN TO THE PLAN

An Industrial Security Representative (ISR) conducts analysis of the security posture of cleared facilities and recommends solutions to vulnerabilities and weaknesses to protect classified and sensitive information.

Counterintelligence (CI) personnel analyze suspicious contact reports from industry to identify threats and coordinate with other government agencies to mitigate them.

## Specific strategies to achieve this goal include:

- Develop innovative products and service delivery models to increase our value to government and industry and assist industry in implementing countermeasures

- Strengthen existing and establish new partnerships with government, industry, and international stakeholders to increase awareness of DSS and improve information sharing, open communication, and transparency

## To gauge progress against this goal, DSS will measure key outcomes:

- Industry and stakeholder assessment of quality and timeliness of DSS products and services
- Number of security vulnerabilities that are detected and mitigated as a result of DSS efforts

- Number of possible thefts of sensitive technology identified and referred by DSS resulting in counterintelligence and law enforcement activity by a Federal agency
- Identification and mitigation of foreign ownership, control or influence in industry

# Goals & Strategies

## GOAL 2
**Furnish unrivaled development, delivery, and management of security knowledge to meet the Nation's security challenges.**

To help industry, government, and our international partners prepare for the challenges of emerging security threats and complex policy decisions, we are continuously evolving the Center of the Development of Security Excellence (CDSE) and the DSS Academy (DSSA).

In fulfilling its charter, CDSE will develop a standard suite of skills, knowledge, and information exchange processes that will serve as the foundation for a global community of interoperable and transferable security professionals. This is a "first of its kind" effort to ensure that security professionals worldwide possess validated knowledge, skills, and abilities for effective performance wherever they sit. Internally, the DSS Academy (DSSA) will increase its offerings for mission critical roles so that we remain prepared to professionalize the DSS workforce in the face of future security challenges. We will examine possibilities for the Academy to meet the needs of our mission support roles as well.

We are creating cost efficiency in government that is second to none by developing training and education that is becoming the standard product for security professionals, regardless of agency or service. Our instruction methods are unique because we are moving beyond brick-and-mortar. We are embracing distance learning opportunities and tailoring our products to meet customer needs. We will continue on this path of innovation and strive to become the premier center of excellence within the federal government for security education, training, and awareness.

### HOW CDSE TEAM MEMBER ALIGNS TO THE PLAN

A CDSE Instructional Systems Designer supports this goal by collaborating with Instructors and Curriculum Managers to analyze, design, and evaluate interactive innovative classroom and online lessons.

### Specific strategies to achieve this goal include:

- Strengthen partnerships to promote and increase participation from stakeholders and security professionals in DoD, federal, and international organizations
- Identify and incorporate a wide range of education, training, and consulting services and opportunities to support professional development
- Establish education standards and experience and knowledge requirements for security professionals across government and industry

### To gauge progress against this goal, DSS will measure key outcomes:

- Customer satisfaction with DSS security education, training, and awareness products and services, and with the DSS security education program as a whole
- Number of students and agencies using/adopting DSS education and training products and services

## GOAL 3

Ensure DSS information technologies are responsive to DSS operations and its employees, customers, stakeholders, and incorporate shared lessons in meeting Agency goals.

DSS recognizes the importance of a structured and responsive information technology (IT) environment and infrastructure to achieve our mission and meet the needs of our customers and stakeholders. IT planning and management is therefore an integral part of our strategic and daily operational processes and discussions.

Our expansive mission and evolving information environment require that we maintain robust, stable IT systems and adapt to cutting edge technology innovation. Our internal and external information-sharing environment must be reliable. Our internal and external users require technology solutions to meet their needs in a cost effective framework.

The decisions we make on IT investments must reflect an in-depth understanding of today's business processes and tomorrow's initiatives.

We believe a solid understanding of the DSS operating environment coupled with sound processes and governance will help us be successful. We will enhance our information technology architecture by establishing systematic processes to identify and prioritize mission requirements.

### HOW CIO TEAM MEMBER
ALIGNS TO THE PLAN

A program manager in the Office of the Chief Information Officer develops project plans to manage the upgrades needed for the Industrial Security Facility Database (ISFD), a key database that supports our NISP oversight function.

## Specific strategies to achieve this goal include:

- Establish plans, processes, and measures to effectively manage a stable environment, while ensuring opportunities for innovation
- Encourage and support an operational environment that is customer-centered

- Provide on-time and advanced mission critical capabilities, such as quality assurance, risk assessment/gap analysis for data management, and information technology applications, services, and support

## To gauge progress against this goal, DSS will measure key outcomes:

- Milestones in a comprehensive DSS IT and data management plan
- Improvements in DSS efficiency and effectiveness as a result of business process reform linked to IT

- Customer satisfaction and feedback from end users on quality, adaptability, reliability, and timeliness of solutions

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# Goals & Strategies

## GOAL 4

**Foster a caring, innovative, and collaborative organizational environment that attracts and retains diverse and highly motivated professionals.**

Taking a 'people first, mission always' approach to meeting this goal will help us institutionalize practices that build organizational pride and commitment. Our people are at the heart of our mission and to be a best-in-class employer, we have to create an environment where they can succeed. Because we require them to operate in a fast-paced and changing environment, we have to develop a workforce that is diverse, prepared, and highly motivated. In addition, our organizational culture and climate must nurture innovation, empowerment, and leadership; provide a fair and safe environment where each team member feels valued and understands their role; and incorporate our core values in the way we do business among ourselves and with others.

Emerging technologies, threats, and vulnerabilities demand a highly trained, customer focused, and adaptive workforce. We must anticipate tomorrow's security challenges and embrace new training, development, and certification programs to enhance future operations. Our key to success lies in developing leadership abilities in all DSS team members, regardless of their rank or seniority. We will build a culture of leadership by recognizing and rewarding achievement, removing obstacles and barriers to success, encouraging new ideas from all levels of the organization, empowering employees to make decisions, and ensuring that our facilities are safe and secure so that we can stay focused on the mission. To strengthen our team, we will increase our focus on recruiting and retaining high quality candidates who are prepared to address the security

## DSS OBJECTIVES
### THAT ALIGN TO THE PLAN

DSS is moving forward on several key cross-collaborative iniatives that align to Goal 4:

- Revamped Employee and Team Recognition Program
- Establishment and operation of an Employee Advisory Council
- Implementation of DSS Insider Threat Identification and Mitigation Process

challenges of the future. In addition, we must establish new ways to communicate our mission and value to our customers and stakeholders as well as internally. We must execute programs to support employees and ensure that day-to-day operations align with our strategic priorities.

Combining workforce development with enhancements to create the best work environment will help DSS team members see their integral role in making the Agency successful.

## Specific strategies to achieve this goal include:

- Design and implement best-in-class recruiting, hiring, and retention programs that attract diverse and high quality professionals
- Increase and maintain competence, breadth, and depth through establishing and implementing robust leadership, professional development and relevant training programs

- Establish and implement programs and policies that foster employee engagement, commitment, and recognition of significant contributions
- Strengthen DSS communication vehicles to increase awareness of DSS products, services, and accomplishments
- Ensure the workforce is prepared to continue mission essential functions in a safe and secure manner in a time of disruption, crisis, or disaster

## To gauge progress against this goal, DSS will measure key outcomes:

- Customer/stakeholder feedback of DSS workforce's effectiveness and professionalism
- Improvements in DSS workforce satisfaction, training and career development opportunities, and engagement
- Increased awareness of DSS mission and value amongst internal and external stakeholders, including DoD, Congress, Industry, and the warfighter

- Ability to meet hiring timelines and annual targets
- Assessment of DSS workforce diversity indicators for employment processes
- Assessment of equal employment opportunity, inspector general, and employee relations programs
- Progress in key business continuity indicators

# Goals & Strategies

## GOAL 5
### Make metrics-driven decisions to improve efficiency and performance, and allocate and manage resources effectively.

We strive to be an effective organization and responsible steward of federal resources. As part of this objective, DSS will continuously audit and improve our business processes to enhance intra-agency collaboration, expand stakeholder outreach, and inform executive decision making.

By leveraging our systems and aligning our internal processes and outputs with customer and stakeholder needs, DSS intends to be a superior provider of services to its diverse customer base.

We will meet future requirements by improving our planning and budgeting, program management and evaluation, and execution processes. Measuring our results and incorporating lessons learned will facilitate development of stable processes that will mature and evolve as our needs and the needs of our customers change.

### HOW BUSINESS ENTERPRISE ●
#### TEAM MEMBER
#### ALIGNS TO THE PLAN

A Resource Advisor (RA) plays a critical role in allocating and managing resources to ensure efficient Agency operations.

## Specific strategies to achieve this goal include:

- Implement sustainable organization structures and business processes in order to increase alignment, transparency, and efficiency
- Continue to implement financial management reform initiatives to align with DoD financial improvement agenda
- Improve program evaluation and performance measurement programs to support corporate decision making and validate resource requirements

## To gauge progress against this goal, DSS will measure key outcomes:

- Process improvements for mission support functions
- Internal and external customer satisfaction with the quality and timeliness of DSS processes, products, and services

# IMPLEMENTATION & PERFORMANCE MANAGEMENT

## How We Manage Progress

Progress is defined by outcomes, not processes. Therefore, DSS will continue to seek ways to measure how well our efforts translate into real improvements in the agency's effectiveness, efficiency, and overall impact on national security. For each of the 2012-2016 agency goals, DSS has defined – and will continue to adapt – measures that help signal whether the organization is achieving its objectives.

DSS will increasingly measure mission performance with measures that directly correspond to – or serve as proxies for – the key outcomes we are striving to achieve. The methods for measuring these outcomes will likely change over time as DSS evolves both operationally and in mission scope.

## Periodic Reviews & Updates

DSS recognizes that the structure and methods of our performance measurement are evolutionary. We will continually revisit the system in order to ensure that we provide internal and external stakeholders with the most accurate, relevant information.

Therefore, part of the ongoing Strategic Planning process will be to maintain and amend the agency's performance measures and strategy so our strategic decisions are well-informed and the organization remains agile in the face of future challenges and opportunities.

### Cleared Contractor

A facility operating under the NISP, which has had an administrative determination that it is eligible, from a security point of view, for access to classified information of a certain level (and all lower levels). There are approximately 8,500 cleared contractors with over 13,300 facilities.

### National Industrial Security Program (NISP)

The National Industrial Security Program (NISP) is a partnership between the federal government and private industry to safeguard classified information and technologies. Executive Order 12829, as amended, National Industrial Security Program was established to achieve cost savings and protect classified information held by contractors, licensees, and grantees of the United States Government. The Order was signed by President Bush in January of 1993. The NISP affects all executive branch agencies. The major signatories to the program are the Department of Energy, the Nuclear Regulatory Commission, the Department of Defense, and the Director of National Intelligence (DNI). DoD is the Executive Agent for the NISP.