DEFENSE TECHNOLOGY SECURITY ADMINISTRATION

DTSA STRATEGIC PLAN 2013

ENSURING THE EDGE

DEFENSE TECHNOLOGY SECURITY ADMINISTRATION

Strategic Plan
Fiscal Year 2013

DTSA *Ensuring the Edge*

STRATEGIC PLAN CONTENTS

DIRECTOR'S STATEMENT

DTSA Director, James Hursch

As I approach my fifth year as the Director of the Defense Technology Security Administration (DTSA), I am privileged and honored to work with dedicated colleagues to plan for the future of our organization. This year we are pursuing a five-year planning horizon. We do so to position ourselves to address the ever-accelerating changes in international affairs as well as innovations in technology and information.

DTSA's mission has been remarkably consistent, even as our security environment evolves and potential adversaries change. We are tasked with the important responsibility of mitigating and managing national security risks associated with the transfer of critical technology and information to foreign entities. In this regard, maintaining the U.S. warfighter's technological edge and supporting U.S. national security objectives are of paramount importance. At the same time, U.S. national security policy requires that the U.S. provide capabilities to our partners and allies, including through the transfer of critical technology and information. Finally, we must remain cognizant that the United States' technological superiority is dependent upon sustaining a vibrant and innovative U.S. defense industrial base. Balancing these potentially competing interests requires careful analysis and judgment in order to provide viable options and recommendations for senior leaders.

In addition to performing our long-standing, day-to-day functions, several other efforts demand our attention. We remain heavily engaged in an effort to reform and improve the existing export control system. We are in the midst of restructuring and streamlining the Department of Defense's technology security and foreign disclosure processes. We are engaged with partners and allies around the world to ensure they also understand the imperative of technology and information security. In the face of these additional demands and increasing pressure on our budget, we are determined to protect our most important resource, our people, whose analytical powers and professional judgments are at the core of what DTSA does.

> *"...maintaining the U.S. warfighter's technological edge and supporting U.S. national security objectives are of paramount importance."*

This plan serves two audiences: external and internal. To the rest of the world we hope that this plan will provide a concise and clear picture of who we are and what we do. Internally, DTSA personnel should be able to tie what they do day-to-day to the goals, objectives, and metrics in this plan. Our workforce deserves nothing less. Without their hard work, expertise, and professionalism, DTSA would be little more than a shell.

DTSA's leadership team has fully participated in the drafting of this Strategic Plan, shaping our objectives and our proposed way ahead. We take our responsibility to protect the United States' military edge with utmost seriousness. Accordingly, our recommendations must be credible, reflect that we are able to differentiate among differing levels of risk, and demonstrate that we have evaluated all reasonable options.

We appreciate your interest in DTSA, an organization uniquely positioned to deal with the rapidly changing nature of our environment.

James A. Hursch
DTSA Director

FUTURE OF DTSA

F-35 Lightning II (Joint Strike Fighter)

Overview

The Defense Technology Security Administration (DTSA) was established in the mid-1980s as a field activity in the Office of the Under Secretary of Defense for Policy (OUSD(P)). It was initially created to review and oppose technology transfers sought by the Soviet Union in its effort to improve its military capability. Department of Defense (DoD) officials considered such transfers, especially of dual use technologies, a potential threat against the U.S. and a major challenge to U.S. national security. With the fall of the Soviet Union, DTSA's role evolved. While retaining its mission to protect the U.S. military's technological edge in the most critical and sensitive areas, it has increasingly been involved in reviewing critical technologies that could be transferred to friends and allies. Simultaneously, the sustainment of a vibrant U.S. defense industrial base has increasingly become an important consideration for DTSA.

DTSA's core functions are:

- Licensing

- International Information Security

- International Engagement

- Space Monitoring

- Export Control Reform

- Technology Security and Foreign Disclosure

DTSA's current organization is on page 6, and the duties and responsibilities of each of the Directorates are laid out starting on page 13. DTSA's place within OUSD(P) is on page 7, and it is within this organization that DTSA's offices interact with the country desk officers whose responsibilities include creating the overarching military relationships between the U.S. and its friends and allies, the policies related to countries with whom we have significant differences and struggles, and the multilateral relationships in which the U.S. engages, such as the North Atlantic Treaty Organization (NATO), for example. DTSA also interacts with several functional offices within Policy, including the Countering Weapons of Mass Destruction, Space Policy, Missile Defense Policy, and Cyber Policy offices.

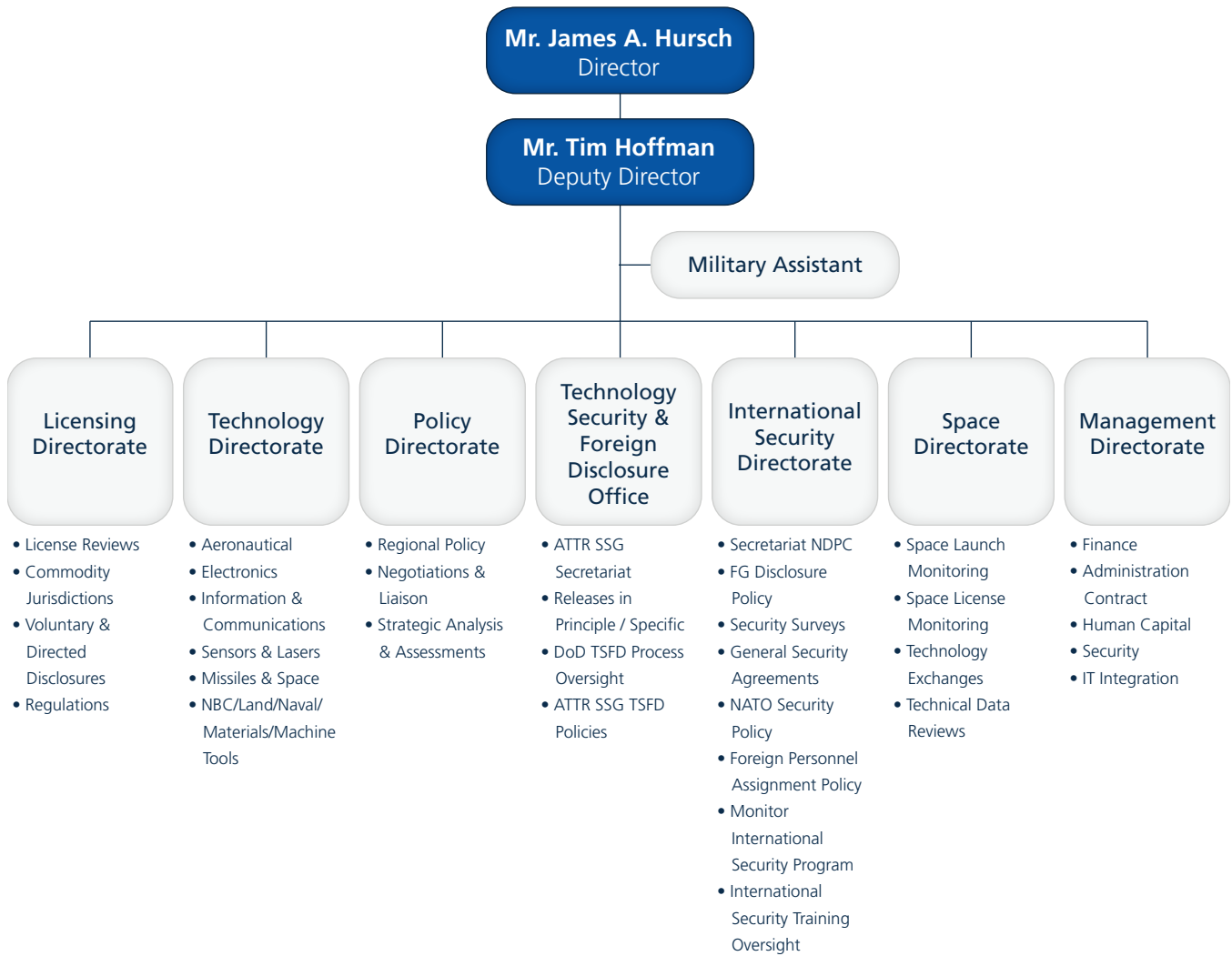## Statutory and Regulatory Framework

The Defense Technology Security Administration is established as a DoD Field Activity, under the authority, direction, and control of the Under Secretary of Defense for Policy (USD(P)), by Department of Defense Directive (DoDD) 5105.72, "Defense Technology Security Administration (DTSA)," July 28, 2005. Under this charter, DTSA's responsibilities include:

- Serving as the focal point for the development and implementation of DoD policy positions on matters concerning technology security;

- Developing and coordinating DoD positions on munitions export licenses (submitted to the Department of State in accordance with the Arms Export Control Act, 22 United States Code § 2751, et seq., as implemented by the International Traffic in Arms Regulations, 22 Code of Federal Regulations §§ 120-130) and dual-use export licenses ((submitted to the Department of Commerce in accordance with the Export Administration Act of 1979 as implemented by the Export Administration Regulations, 15 Code of Federal Regulations §§ 730-799 (the Act lapsed in 2001 and the President, through Executive Orders, has continued the Regulations in effect under the International Emergency Economic Powers Act));

- Managing the Space Launch Monitoring Program in accordance with Public Law 105-261,

"Strom Thurmond National Defense Authorization Act for Fiscal Year 1999," October 17, 1988, §§ 1511-1516 and Public Law 106-65, "National Defense Authorization Act for Fiscal Year 2000," October 5, 1999, § 1404, et seq.

DEFENSE TECHNOLOGY SECURITY ADMINISTRATION (DTSA)
Organization Chart

Mr. James A. Hursch
Director

Mr. Tim Hoffman
Deputy Director

Military Assistant

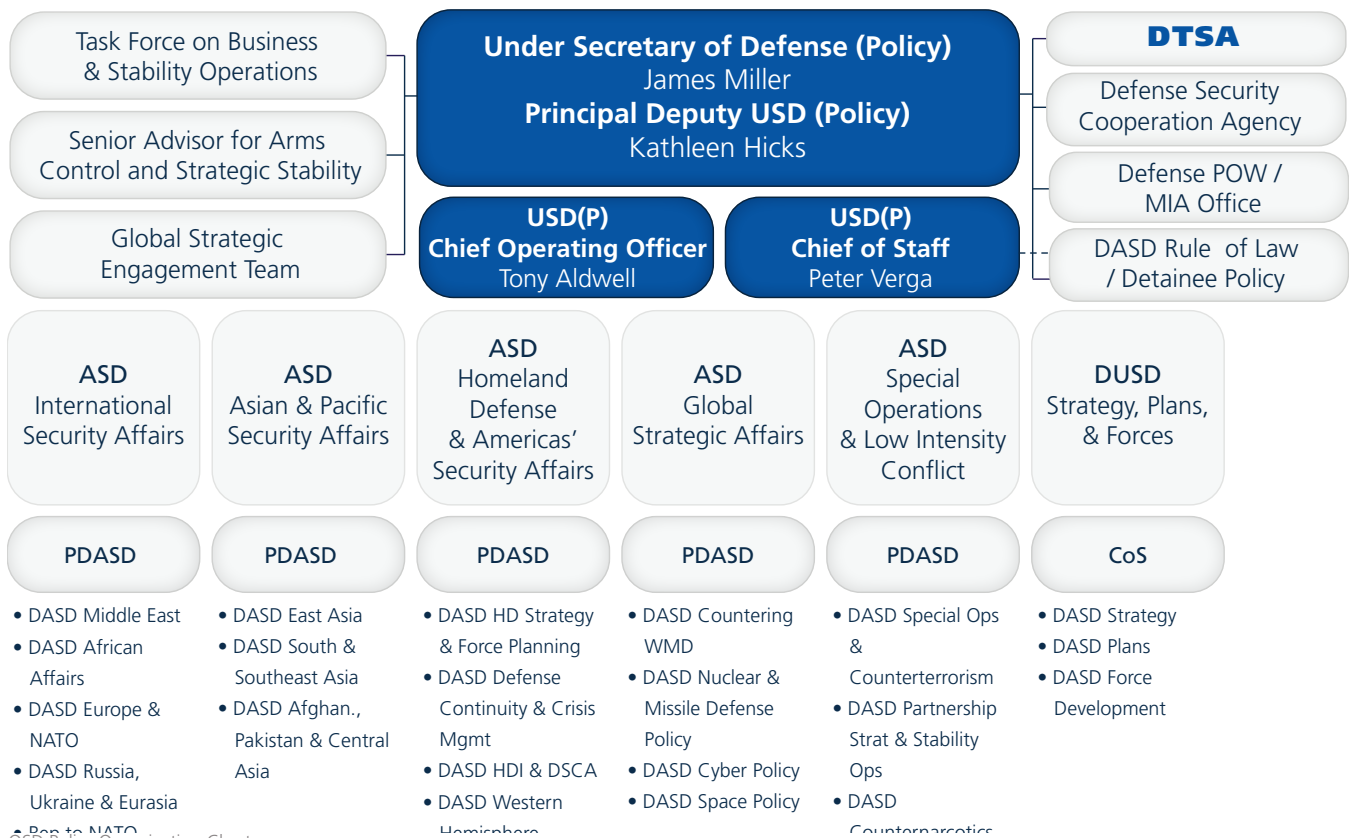| Licensing Directorate	Technology Directorate	Policy Directorate	Technology Security & Foreign Disclosure Office	International Security Directorate	Space Directorate	Management Directorate
• License Reviews • Commodity Jurisdictions • Voluntary & Directed Disclosures • Regulations	• Aeronautical • Electronics • Information & Communications • Sensors & Lasers • Missiles & Space • NBC/Land/Naval/Materials/Machine Tools	• Regional Policy • Negotiations & Liaison • Strategic Analysis & Assessments	• ATTR SSG Secretariat • Releases in Principle / Specific • DoD TSFD Process Oversight • ATTR SSG TSFD Policies	• Secretariat NDPC • FG Disclosure Policy • Security Surveys • General Security Agreements • NATO Security Policy • Foreign Personnel Assignment Policy • Monitor International Security Program • International Security Training Oversight	• Space Launch Monitoring • Space License Monitoring • Technology Exchanges • Technical Data Reviews	• Finance • Administration Contract • Human Capital • Security • IT Integration

DTSA Organization Chart

DTSA's additional responsibilities include:

- Managing the disclosure of classified military information in accordance with National Disclosure Policy-1, "National Policy and Procedures for the Disclosure of Classified Military Information to Foreign Governments and International Organizations," October 1, 1988, as implemented by DoDD 5230.11, "Disclosure of Classified Military Information to Foreign Governments and International Organizations," June 16, 1992.

- Managing the DoD Patent Security Review Process in accordance with Public Law 105-85, "National Defense Authorization Act for Fiscal Year 1998," November 18, 1997, § 906, as implemented by DoDD 5535.02, " DoD Patent Security Review Process," March 24, 2010.

- Managing the Technology Security and Foreign Disclosure Office in accordance with Directive Type Memorandum (DTM) 11-053, "Technology Security and Foreign Disclosure (TS&FD) Processes," January 9, 2012.

OSD POLICY
Organization Chart

OSD Policy Organization Chart

Task Force on Business & Stability Operations	**Under Secretary of Defense (Policy)** James Miller **Principal Deputy USD (Policy)** Kathleen Hicks	**DTSA**
Senior Advisor for Arms Control and Strategic Stability		Defense Security Cooperation Agency
Global Strategic Engagement Team	**USD(P) Chief Operating Officer** Tony Aldwell / **USD(P) Chief of Staff** Peter Verga	Defense POW / MIA Office
		DASD Rule of Law / Detainee Policy

ASD International Security Affairs	ASD Asian & Pacific Security Affairs	ASD Homeland Defense & Americas' Security Affairs	ASD Global Strategic Affairs	ASD Special Operations & Low Intensity Conflict	DUSD Strategy, Plans, & Forces
PDASD	PDASD	PDASD	PDASD	PDASD	CoS
• DASD Middle East • DASD African Affairs • DASD Europe & NATO • DASD Russia, Ukraine & Eurasia • Rep to NATO	• DASD East Asia • DASD South & Southeast Asia • DASD Afghan., Pakistan & Central Asia	• DASD HD Strategy & Force Planning • DASD Defense Continuity & Crisis Mgmt • DASD HDI & DSCA • DASD Western Hemisphere	• DASD Countering WMD • DASD Nuclear & Missile Defense Policy • DASD Cyber Policy • DASD Space Policy	• DASD Special Ops & Counterterrorism • DASD Partnership Strat & Stability Ops • DASD Counternarcotics	• DASD Strategy • DASD Plans • DASD Force Development

> # Vision
>
> Be the U.S. Government's premier experts in technology and information security, safeguarding the U.S.' qualitative military edge while enhancing foreign partners' capabilities.

Key Strategic Challenges

Near-Term (1-2 years)

Based on our assessment of likely key developments over the next two years, we conclude that the following strategic developments will present the principal challenges:

- Implementing Export Control Reforms directed by the Executive Branch

  » Supporting State and Commerce in implementing their respective revised regulations.

  » Pressing for continued fundamental export control reform.

  » Bringing USXPORTS on line to support the new USG export control system.

  » Making internal organizational changes, as necessary, to align DTSA and DoD with USG export control reforms and international technology transfer decisions.

- Reforming and streamlining DOD technology security and foreign disclosure processes to support timely and high quality risk mitigation decisions.

- Adjusting to an increasingly constrained budgetary environment.

- Supporting the strategic rebalance toward Asia.

- Helping to build the will and capability of our partners and allies to protect classified military information, technology, and controlled unclassified information.

- Supporting the U.S. drawdown in Afghanistan and the attendant transition.

- Supporting robust security cooperation in the Middle East in light of the dynamic security environment resulting from the Arab Spring and Iranian activity.

Longer-Term (2-to-5 years)

In the two-to-five year period, these additional strategic challenges are likely:

- Adapting to and supporting reorganization of the USG's export control agency structure and processes.

- Shaping and implementing "next generation" reforms tied to export control reform and working to keep reformed controls current and relevant.

- Addressing an ever-increasing emphasis on security cooperation and industrial globalization in the pursuit of national security objectives.

- Retaining a flexible, highly-motivated, and expert work force.

- Ensuring the organization remains a vital resource and is provided sufficient funding to be effective in an increasingly severe budgetary environment.

Mission

Identify and mitigate national security risks associated with the international transfer of advanced technology and critical information in order to maintain the U.S. warfighter's technological edge and support U.S. national security objectives.

Core Competencies

- Technology

- Technology transfer and export control systems, processes and regulations

- Information security and foreign disclosure

- U.S. security cooperation objectives and relevant policies

- Analysis, risk mitigation, and risk management

- Industrial base vulnerabilities and capabilities

- Space launch compliance monitoring

- International technology security cooperation, including bilateral and multilateral engagements and negotiations

- Bilateral and multilateral information security agreements and arrangements

- Collaboration, coordination, and/or communication with other components of DoD, USG agencies, industry, and foreign partners

- Resource management, including information technology solutions

Values

- Integrity

- Professionalism

- Teamwork

- Transparency

- Agility and Adaptability

Strategic Goals

1. Shape the regulatory and policy environment to ensure that technology security, information security, and foreign disclosure requirements and risks are considered and addressed.

2. Assess the risks of transferring advanced technology and critical information to foreign entities, identify means to mitigate or eliminate risks, and provide recommendations for doing so to decision makers.

3. Support U.S. Agencies, industry and foreign partners in building capability and fostering interoperability while protecting advanced technology and critical information.

4. Cooperate with U.S. Allies and partners as they build their capability to protect advanced technology and critical information.

5. Ensure high quality customer service by providing timely, transparent, consistent, and responsive security reviews of technology transfer issues, including export licenses.

6. Facilitate the health of the U.S. industrial base through the development of judicious technology and information security policies, procedures, recommendations, and decisions.

7. Use DTSA's resources efficiently to execute its mission as effectively as possible.

8. Keep DTSA a great place to work.

US EXPORT CONTROL SYSTEM

DEPARTMENT OF STATE

Controls all U.S. Munitions

ITAR: International
Traffic in Arms
Regulations

DEPARTMENT OF COMMERCE

Controls Dual-Use Items

EAR: Export
Administration
Regulations

ITAR

1. **Resolve jurisdictional disputes**
2. **Ensure EAR and ITAR controls complement each other**

EAR

Contains U.S. Munitions List (USML)

Contains Commerce Controlled List (CCL)

Supports

DEPARTMENT OF DEFENSE

- **Reviews licenses in support of both State and Commerce**
- **Assists in the development of USML and CCL**

WA
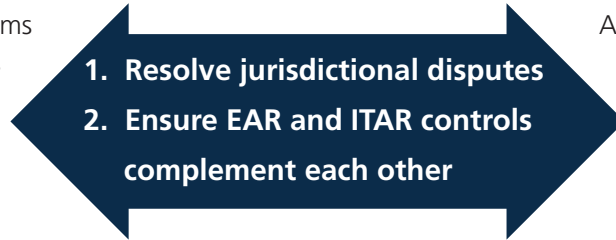
WA: Wassenaar Arrangement

- Multilateral agreement – U.S. is one of 41 signatories
- Controls both munitions and dual use items (conventional weapons)
- While WA does not directly govern US exports, WA controls are adopted in the CCL

DoD's Role in Export Control

Management Priorities

1. Ensuring and improving the effectiveness of the U.S. export control system and technology transfer processes:

    a. Advance the President's Export Control Reform (ECR) initiative and ensure fundamental reform remains a goal for the administration.

    b. Enhance DTSA's collaborative and open relationship with industry

    c. Maintain and strive to improve the efficiency of DTSA's contributions to the export control system.

2. Improving DoD technology security efforts by making Technology Security and Foreign Disclosure (TSFD) reform a sustainable and valuable effort that enables timely and high-quality TSFD decisions.

3. Engaging with key partners and allies to ensure they protect U.S. technology and information, thus allowing the U.S. to share that technology/information and build capabilities.

4. Aiding partners in developing their own information and technology security capabilities through appropriate agreements, training programs, and other mechanisms.

    a. Develop a standard package of information or technology security steps/initiatives/products that could be used in initiating such engagement.

    b. Align such efforts with the Department's strategic priorities and the significance of likely defense cooperation with the partner.

5. Integrating technology and information security development efforts into DoD guidance for engagement with partners and allies, to include strategic planning documents and Combatant Command campaign plans.

6. Initiating studies to:

    a. Strengthen the ties of technology security and foreign disclosure to DoD strategic documents.

    b. Develop general strategies and products for engaging with countries to strengthen their understanding of technology and information security and begin constructive engagement.

    c. Review how we determine which technologies are in fact "crown jewels" and how we should identify emerging "crown jewels" in the future.

DIRECTORATES

American Flags waving proudly around the Washington Monument

LICENSING DIRECTORATE

TECHNOLOGY DIRECTORATE

INTERNATIONAL SECURITY DIRECTORATE

SPACE DIRECTORATE

TECHNOLOGY SECURITY AND FOREIGN DISCLOSURE OFFICE

POLICY DIRECTORATE

MANAGEMENT DIRECTORATE

LICENSING DIRECTORATE

The Licensing Directorate (LD) coordinates the Department of Defense's review of export licenses from the Departments of Commerce and State that involve the direct commercial sale of controlled technology. LD analysts develop final DoD recommendations based on input provided by pertinent DoD agencies, a total of about 62,000 cases in calendar year 2012. LD represents the Department at interagency multinational control regime working groups and in export-related compliance meetings. The Directorate also coordinates the DoD review of commodity jurisdiction (CJ) requests, assisting the Department of State to determine the proper jurisdiction for controlled technology. LD's mission is to insure that DoD recommendations and final positions on export licenses and CJs are consistent with Department of Defense technology security objectives as well as overall U.S. national security policies and goals. Finally, the Licensing Directorate provides a vital national security review of proposed regulatory changes to the International Traffic in Arms Regulations (ITAR) and the Export Administration Regulations (EAR).

Mission

Identify and highlight national security concerns related to exports of controlled technology and adjudicate DoD positions to address these concerns in licensing matters.

Core Competencies

- Regulatory Expertise
- Critical Technology Acumen
- Knowledge of DoD Organizational Stakeholders
- Thorough and Impartial Analysis

DOD LICENSING REVIEW STATISTICS

Caseload   vs   Average Age
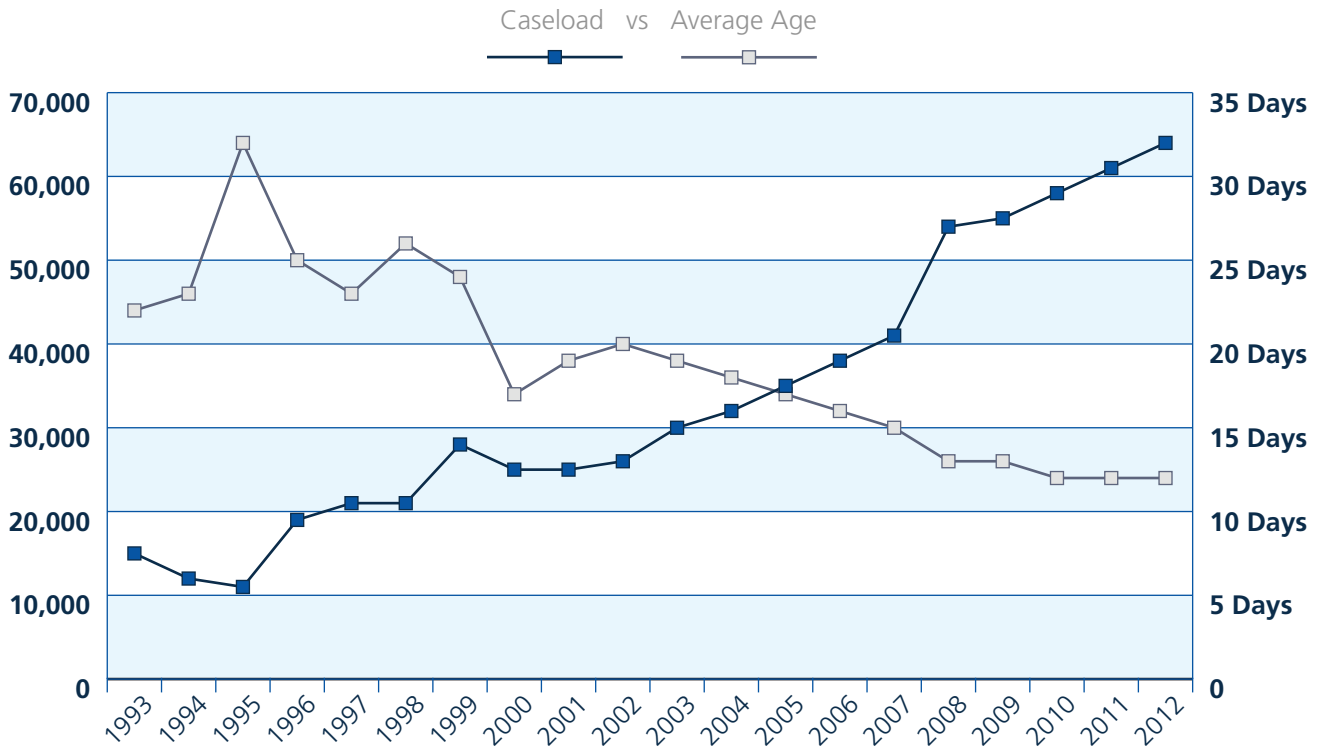
DoD Licensing Review Statistics

Objectives

- Establish well-founded and defensible positions on the export of munitions and dual-use technologies to establish and codify current technology security benchmarks related to a specific region and/or country. Provide DoD national security recommendations on assigned export control licenses that account for the preservation of U.S. Military technological advantages, interoperability with allies and partners, and the impact of the transfer on the U.S. defense industrial base.

- During inter/intra-agency meetings, discussions with U.S. industry, and engagements with global partners, present sound DoD positions that are based on thorough technical assessments, the application of relevant national security policies, and the proper interpretation of applicable regulations.

- Lead the DoD review of Department of State and Commerce regulatory revisions, "aligning" new or revised rules with DoD policy guidelines and USG regime obligations.

- Lead the effort to ensure DoD's final licensing recommendations are consistent with USG and DoD programs involving the transfer of advanced technology and critical information to our allies and partners.

- Continue to attract, recruit, hire, develop and reward a highly-skilled and professional workforce.
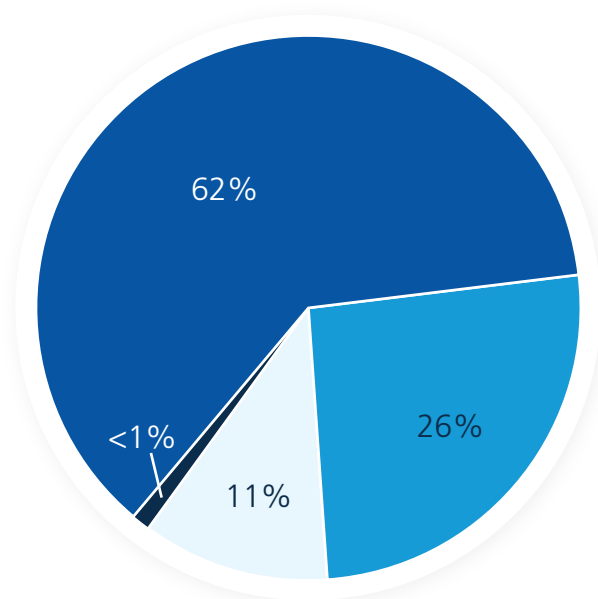
Challenges

- Responding to compressed timelines associated with the ongoing demands of finishing the U.S. ECR initiative.

- Aligning DTSA's priorities across all directorates to address day-to-day responsibilities involving export control and technology and information security policy.

- Responding to external timelines and requirements that compete with DTSA's regulatory responsibilities.
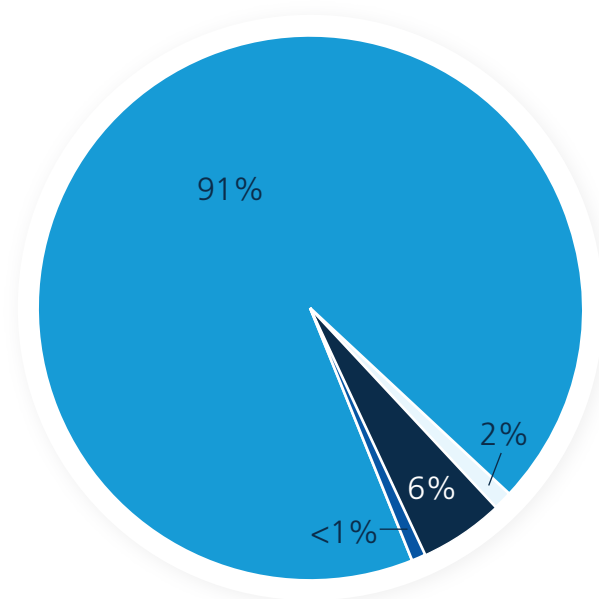
2012 LICENSE BREAKOUT

DTSA Recommendations

Munitions
39,870 Licenses Reviewed

Dual-Use
20,603 Licenses Reviewed

Munitions pie chart: 62%, 26%, 11%, <1%

Dual-Use pie chart: 91%, 6%, 2%, <1%

Legend:
- Approve
- Approve with Conditions
- Other (Return Without Action, etc.)
- Objection

2012 License Breakdown (Only DTSA Recommendations)

TECHNOLOGY DIRECTORATE

The Technology Directorate (TD) is DTSA's principal source of advice on technical matters pertaining to international transfers of defense-related commodities and technologies. TD's essential roles in executing DTSA's mission are defining the point at which a technology is critical from a national security perspective; reviewing international transfers of military technology, defense articles and dual-use items in a manner consistent with DoD's technology security objectives; and recommending viable technical solutions that both protect the U.S.' warfighting edge and mitigate risks when national security goals make transfer an imperative or the preferred option.

Mission

Apply relevant engineering/scientific knowledge and defense-related expertise to shape sound DoD technology security policies and inform technology transfer decisions that protect critical technologies and mitigate the risk of diversion or proliferation.

Core Competencies

- Knowledge of U.S. state-of-the-art defense-related research, development, test, evaluation, and production
- Ability to apply engineering and scientific knowledge to the USG's policy and regulatory framework for technology security
- Skill at communicating complex technical subjects to a broad audience
- Ability to integrate input from DoD and other USG stakeholders to develop viable technical solutions for managing technology transfer risks.

Objectives

- Maintain high-quality technical analysis and relevant technical recommendations.
- Optimize internal workload flow.
- Optimize internal workload balance.
- Coordinate suspense goals for munitions and dual-use export license application reviews among the DTSA Directorates.
- Identify emerging technologies for appropriate controls.

V-22 Osprey

Challenges

- Budget limitations.
- Retention and recruitment of high-quality personnel with appropriate technical knowledge.
- An increasing export license workload, particularly in the area of jurisdiction determinations.
- Resource tradeoffs associated with implementing the Administration's Export Control Reform initiative.

INTERNATIONAL SECURITY DIRECTORATE

The International Security Directorate (ISD) is responsible for the U.S. national policy governing the disclosure of classified military information and material to foreign governments and international organizations (National Disclosure Policy (NDP-1)); for the operation and administration of the National Disclosure Policy Committee (NDPC) that develops policy and considers requests for exceptions to policy; for the development and promulgation of security policies, procedures, and standards necessary for effective implementation of NDP-1 throughout the Department of Defense; for DoD liaison with foreign governments on information security matters; for security policies and arrangements for government and commercial international programs; the development and negotiation of security arrangements with allied and other friendly governments; for the preparation of U.S. proposals and developing action plans for U.S. implementation of NATO's security regulations; for the development of U.S. positions on NATO Security Agreements with Partnership for Peace countries; and for the review and oversight of DoD international security training courses.

Mission

Carry out the responsibilities of the Secretary of Defense for the U.S. national policy governing the disclosure and protection of classified military information and material to foreign governments and international organizations as well as the implementation of NATO security policy within the U.S. Government.

Core Competencies

- Security aspects of all international cooperative programs

- Bilateral and multilateral security agreements

- Review and clearance of visits and assignments of foreign personnel to DoD facilities

- Proficiency in National and Departmental foreign disclosure policy expertise

- Implementation of policies and procedures for the protection of NATO classified information within the Executive Branch

- Knowledge of international industrial security

- Training in international security and foreign disclosure

- Expertise in other international security programs (e.g., information, personnel, physical, cyber, special access programs, arms and ammunition)

Secretary Clinton signing the General Security of Information Agreement with her counterpart, Foreign Minister Erkki Tuomioja, in Finland.

Objectives

- Operate and provide administrative support to the National Disclosure Policy Committee (NDPC).

- Develop and maintain, as appropriate, currency of General Security Agreements (GSA) and Industrial Security Agreements (ISA) with allied and friendly foreign governments.

- Conduct and maintain currency of onsite assessments of foreign government security programs.

- Ensure that security arrangements are included in all international cooperative programs.

- Ensure implementation of NATO security requirements within the Executive Branch.

- Establish and maintain security and foreign disclosure training programs for U.S. personnel involved in International Cooperative Programs.

- Establish and maintain the International Visits Program, and approve and administer an effective foreign personnel exchange and liaison officer program within the DoD components to build partner capacity.

Challenges

- Internal factors:

  » Personnel shortages: manpower analysis justifies 14 staff members to support ISD's portfolio, but only eight staff members are currently funded/assigned.

  » Placement of ISD outside the Pentagon: ISD's remote location complicates, and sometimes hinders, the Directorate's ability to interact with consumers, particularly in OUSD (P) and other OSD offices. This problem could be rectified by following Lean Six Sigma and other internal review recommendations.

  » Budget constraints: these constraints hinder ISD's ability to conduct required security assessments and provide security support to international cooperative programs by restricting essential travel for surveys and necessary negotiations.

- External factors:

  » Slow response from foreign partners: the difficulty of obtaining timely responses from foreign governments significantly impacts the initiation and completion of many programs.

SD

SPACE DIRECTORATE

The purpose of the Space Directorate (SD), and the goal of its monitors, is to preserve critical U.S. space-related technological advantages and prevent the diversion or proliferation of critical technology that could prove detrimental to U.S. national security in the wrong hands. SD facilitates the U.S. space industry's competitiveness in the international marketplace by providing responsive monitoring services that support the U.S. space industry's State Department-approved export requests. SD maintains a qualified and readily accessible workforce that can respond quickly to industry's demands for monitoring services.

Mission

Monitor technical data and defense services associated with approved launches of U.S. satellites by non-U.S. launch vehicles and other satellite and rocket-related programs to prevent the unauthorized transfer of critical U.S. space-related technology.

Core Competencies

- Space-related technology
- Monitoring of launch-related activities
- Expertise in U.S. export regulatory controls

The Intelsat 23 satellite was successfully launched from the Baikonur Cosmodrome in Kazakhstan.

Objectives

- As required by law, support mandatory monitoring (monitoring that is reimbursed by industry) of U.S. satellites on non-U.S. launch vehicles.

- In addition to conducting required monitoring, perform discretionary monitoring (monitoring supported by DoD operations and maintenance (O&M) funding) involving high-risk satellite, rocket, and satellite-launch programs that are not reimbursable by law.

- In a timely manner, support industry's requirements associated with Technical Assistance Agreements, to include requests for monitoring, technical data, and Technology Transfer Control Plans.

Challenges

- Recent legislation (2013 NDAA) permits the Department to recommend additional high-risk programs for reimbursable monitoring but it is not clear that Congress will allow DoD to be reimbursed for monitoring these programs.

TECHNOLOGY SECURITY AND FOREIGN DISCLOSURE OFFICE

The Technology Security and Foreign Disclosure Office (TSFDO) is the executive secretariat for the Arms Transfer and Technology Release Senior Steering Group (ATTR SSG). This office, which reports to the ATTR SSG Co-Chairs, the Under Secretary of Defense for Policy and the Under Secretary of Defense for Acquisition, Technology, and Logistics, is responsible for screening, triaging, staffing, and tracking high-level decisions (HLDs) through applicable technology security and foreign disclosure processes. The TSFDO also serves as a conduit through which the DepSecDef and other senior DoD leaders are provided information on the most pertinent aspects of important technology security and foreign disclosure issues as well as TSFD reform efforts, which facilitate the Department's work in building partner capabilities. To this end, the TSFDO also leads the development of ATTR SSG anticipatory policies and releases in principle (RIP), which reflect, inform, or represent high-level decisions regarding technology release and foreign disclosure in anticipation of formal requests for the transfer or release of DoD's most critical technologies.

Mission

Serve as the Arms Transfer and Technology Release Senior Steering Group executive secretariat, develop anticipatory Technology Security and Foreign Disclosure (TSFD) policies, and facilitate the coordination and synchronization of release requests through DOD's TSFD processes to provide transparent, timely, and well-informed high-level decisions regarding TSFD issues.

Core competencies

- Technology security and foreign disclosure process subject matter expertise
- Ability to reconcile differing organizational goals and objectives to achieve timely decisions or resolutions
- Adaptation to changing priorities and tasks
- Analytic and research skills to achieve TSFD goals and objectives

F-16 Fighting Falcon

Objectives

- Continue the institutionalization of TSFD reforms and processes by codifying the reformed high-level decision (HLD) process in a new DoDD no later than December 15, 2013.

- Complete and implement a new ATTR SSG charter that refines TSFD processes and procedures, expands as appropriate the ATTR SSG's role in TSFD-related issues, and improves the ATTR SSG's effectiveness.

- Fully support the requirements of ATTR SSG meetings in a timely and thorough manner.

- Justify full manning of the TSFDO and associated funding requirements.

- Develop a detailed roadmap and funding requirements for migrating TSFD HLD tracking and processing to USXPORTS in 2016.

- Publish not less than two anticipatory policies per year in accordance with DepSecDef guidance.

Challenges

- TSFDO manning: an adequately staffed TSFDO depends on (1) obtaining sufficient detailees from other organizations, (2) retaining current DTSA billets, (3) establishing additional permanent billets, and (4) funding replacements of current IPA billets.

- Funding to develop a USXPORTS version of the HLD tracking functions: effective interagency coordination concerning TSFD issues depends on obtaining funding and other resources for moving HLD tracking functions from the TSFDO web site to USXPORTS.

POLICY DIRECTORATE

The Policy Directorate (PD) ensures that technology security policies and practices implement broader national security and foreign policies imperatives. PD does so by engaging within DoD and across the U.S. Government to ensure that export control and technology security policy implementation is fully consistent with U.S. foreign policy. PD leads the Department's negotiation efforts on numerous conventional arms transparency and export control efforts. It is also responsible for establishing, leading and maintaining important bilateral relationships to ensure allies, friends, and partners understand the impact of their technology security decisions on alliance or coalition security. PD remains abreast of international developments in technology security and export control and assists in building partner capability by ensuring that allies and partners have the technology security infrastructure necessary to protect sensitive technology. PD maintains close contact with the intelligence community to improve USG awareness of hostile countries' technology acquisition efforts and to gauge the effectiveness of U.S. technology security and export controls.

Mission

Lead DoD efforts in developing and implementing technology security policy that supports broader national security goals; advocate DoD technology security positions to the interagency, to international partners, and to industry and non-governmental organizations; and ensure that DTSA's technical staffs incorporate broader national security goals into technology security reviews.

Core Competencies

- Expertise in USG technology security policies and processes
- Knowledge of foreign technology, security, and export control processes
- Understanding of U.S. defense industrial base issues
- Knowledge of intelligence products and procedures to support the DTSA mission
- Leveraging analysis and intelligence to benefit long-term technology security
- Strategic analysis in support of protecting the U.S. warfighter's technological advantages
- Research and analysis in support of DoD positions on munitions and dual-use license requests.

United Nations, location of Arms Trade Treaty negotiations in 2012-2013

Objectives

1-2 Years Out:

- Analyze the Guidance for Employment of the Force (GEF), U.S. foreign policy developments, and industrial base issues to develop technology and information security policy responses.

- Maintain efficacy of multilateral regimes (e.g., Wassenaar Arrangement) in the face of export control relaxations.

- Initiate, maintain, and assess bilateral relations to enhance technology security capabilities.

- Build the "higher walls" of ECR – emphasize protection of critical technologies on the Commerce Control List.

3-5 Years Out:

- Ensure multilateral controls are consistent with ECR results.

- Work to establish technology security as an integral part of security cooperation and building partnership capacity.

Challenges

- Budget limitations.

- Retention and recruitment of high-quality personnel with the right skills.

- Competing institutional interests.

- Cumulative growth of missions assumed by the directorate.

MANAGEMENT DIRECTORATE

DTSA's success depends on the skills of its career civilians, military members, and contractors who represent a cadre of diverse and experienced subject matter experts. The Management Directorate (MD) recognizes that effective management of financial, security, administrative, human capital, and information technology support functions are critical to achieving the Directorate's and DTSA's strategic goals. Using a customer-focused approach, MD pursues these goals through the development and retention of the best personnel and implementation of best business practices.

Mission

Procure, align, allocate, and use resources to support DTSA's mission.

Core Competencies

- Financial management
- Contract management
- Human capital management
- Technology integration
- Personnel and cyber security

Effective management of financial, security, administrative, human capital, and information technology support functions are critical to achieving Directorate and DTSA strategic goals.

Objectives

- Effectively obtain, align and manage resources in accordance with OUSD(P) and Comptroller guidelines to support DTSA's mission, objectives, and requirements.

- Establish and maintain DoD compliant IT tools that optimize organizational operations.

- Manage a compliant security program that enables the mission and sustains operations.

- Provide organization-wide services and support to facilitate effectively and efficiently the operations of DTSA while meeting organizational fiscal goals.

- Keep DTSA a great place to work.

- In accordance with National Security Staff guidance, develop plans and identify resource requirements to support the establishment of a Single Licensing Agency.

Challenges

- Identifying and aligning adequate resources to support a Single License Agency without degrading DTSA's mission.

- Planning, programming, and operating in an uncertain fiscal environment (e.g., Sequestration, Continuing Resolution Authority (CRA), Resource Management Decisions (RMDs)).

GRASS ROOTS COUNCIL

The Grass Roots Council (GRC) is a voluntary body composed of members from every directorate in DTSA. Its role is to represent the views and outlook of workers and first line supervisors in DTSA. The GRC also serves as a conduit for DTSA's senior leaders to apprise the workforce about key issues and information of importance to them. The GRC was established to assess the work environment in DTSA and advise the organization's senior leaders accordingly. Meeting on a monthly basis, it identifies problems that need to be addressed and offers recommendations to improve the work environment and general quality of life for DTSA's employees. It also sponsors initiatives designed to promote open communication, foster a sense of community in the organization, and improve general organizational morale.

Mission

Advise DTSA's senior leaders on the state of morale in DTSA and proposes initiatives to DTSA's senior leaders to improve the workplace and quality of life for DTSA employees.

Core Competencies

- Ability to communicate clearly and succinctly while respecting alternative views
- Ability to listen and respect confidentiality where necessary
- Ability to discriminate between important organizational issues and individual parochial preferences
- Ability to identify and analyze organizational problems and develop innovative recommendations/solutions.

The Mark Center Building in Alexandria, Virginia, is the new location for the Defense Technology Security Administration.

Objectives

- Develop, publish and distribute a DTSA-wide work survey no later December 15, 2013, and provide the longitudinal trends to DTSA's senior leaders no later than January 30, 2014.

- Conduct GRC meetings no less than monthly and provide significant insights and issues to DTSA's senior leaders within one week.

- When directed by the Director or Deputy Director of DTSA, communicate key information to the workforce, to include information about key policy changes, major initiatives, and events that will affect the workforce.

- Revise the GRC Charter and gain the Director's approval for it no later than June 30, 2013.

- Distribute weekly staff meeting notes to the DTSA GRC members for further distribution to DTSA staff no later than two business days after the staff meeting.

- Ensure the Director hosts small group lunches with teams throughout DTSA no less than quarterly.

Challenges

- Misunderstanding of GRC's role in DTSA

- Sequestration/workloads curtail participation in any of the objectives identified above