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| Description of document: | Defense Intelligence Agency (DIA) Responses to Questions for the Record (QFR) 2016-2018 |
| Requested date: | 09-April-2017 |
| Release date: | 31-August-2022 |
| Posted date: | 31-October-2022 |
| Source of document: | FOIA Request Defense Intelligence Agency ATTN: IMO-2 (FOIA) 7400 Pentagon Washington, DC 20301-7400 Email: foia1@dodiis.mil |

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DEFENSE INTELLIGENCE AGENCY

WASHINGTON, D.C. 20340-5100



U-22-3054/IMO-2 (FOIA)

FOIA-00303-2017

August 31, 2022

This responds to your Freedom of Information Act request dated April 09, 2017 that you submitted to the Defense Intelligence Agency for information concerning: a digital/electronic copy of each response to a Question for the Record (QFR) sent by the Defense Intelligence Agency to the House Intelligence Committee (United States House Permanent Select Committee on Intelligence) and/ or The Senate Intelligence Committee. I apologize for the delay in responding to your request as DIA continues its efforts to eliminate the large backlog of pending requests.

A search of DIA's system of records located 3 documents (20 pages) responsive to your request.

During the review, while considering the foreseeable harm standard, I have determined that some portions of two documents (16 pages) must be release in part pursuant to the FOIA. The withheld portions are exempt from release pursuant to Exemptions 1, 3, and 6 of the FOIA, U.S.C. § 552 (b)(1), (b)(3), (b)(6). Exemption 1 applies to information properly classified under the criteria of Executive Order 13526. Exemption 3 applies to information specifically exempted by a statute establishing particular criteria for withholding. The applicable statutes are 10 U.S.C. § 424 and 50 U.S.C. § 3024(i). Statute 10 U.S.C. § 424 protects the identity of DIA employees, the organizational structure of the agency, and any function of DIA. Statute 50 U.S.C. § 3024(i) protects intelligence sources and methods. Exemption 6 applies to information which if released would constitute an unwarranted invasion of the personal privacy of other individuals. DIA has not withheld any reasonably segregable non-exempt portions of the records.

Further, I have determined that one document (4 pages) must be withheld in full pursuant to the FOIA. During this review, DIA has taken into consideration the foreseeable harm standard. These withheld documents are exempt from release pursuant to Exemptions 1, 3, and 6, of the FOIA, 5 U.S.C. § 552 (b)(1), (b)(3), (b)(6). DIA has not withheld any reasonably segregable non-exempt portions of the records.

If you have additional questions/concerns you may:

Contact the FOIA Public Liaison

Email: FOIA1@dod.iis.mil

Phone: 301-394-6253

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|---|---|
| File an administrative appeal (must be submitted within 90 days of the date on the letter) please contact us via one of the following and use FOIA-00303-2017 when referencing your case) | Email: FOIA1@dodiis.mil Mail: Defense Intelligence Agency ATTN: IMO-2C (FOIA) 7400 Pentagon Washington, DC 20301-7400 |
| For mediation services, you may contact the Office of Government Information Services (OGIS) at the National Archives and Records Administration to inquire | Email: ogis@nara.gov Phone: 202-741-5770 Toll-Free 1-877-684-6448 Facsimile: 202-741-5769 Mail: Office of Government Information Services National Archives and Records Administration 8601 Adelphi Road-OGIS College Park, MD 20740-6001 |

Sincerely,



(For)

Cheryl Cross-Davison

Chief, Records and Open Government

(b)(3):50 USC
3024(i)



~~TOP SECRET~~

(b)(3):50
USC 3024(i)

~~NOFORN~~

(b)(3):10 USC 424

DEFENSE INTELLIGENCE AGENCY

WASHINGTON, D.C. 20340-5100



~~TS~~-18-0090/ (b)(3):10 USC 424

MAY 18 2018

The Honorable Richard Burr
Chairman
Select Committee on Intelligence
United States Senate
Washington, D.C. 20510

The Honorable Mark Warner
Vice Chairman
Select Committee on Intelligence
United States Senate
Washington, D.C. 20510

Dear Chairman Burr and Vice Chairman Warner,

(U) The enclosed documents respond to written questions for the record the Defense Intelligence Agency (DIA) received from the Senate Select Committee on Intelligence following the committee's 22 March 2018 hearing on the Fiscal Year 2019 Budget.

(U) My point of contact for this response is (b)(3):10 USC 424; (b)(6) Deputy for Legislative Management, who may be reached at (b)(3):10 USC 424

Very Respectfully,

(b)(3):10 USC 424; (b)(6)

(b)(3):50 USC
3024(i)

Enclosure:

(U) Questions for the Record Response
(Documents are ~~TS~~/ (b)(3):50 USC 3024(i) ~~NOFORN~~ (b)(3):10 USC 424
2 cy

(b)(3):50 USC
3024(i)

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(b)(3):50
USC 3024(i)

~~NOFORN~~

(b)(3):10 USC 424

UNCLASSIFIED

**Questions for the Record
Senate Select Committee on Intelligence
GDIP Budget Hearing
March 22, 2018**

(U) Balance between being a Combat Support Agency and a Member of the National Intelligence Community

(U) 1. As the DoD contemplates changes to the Defense Intelligence Enterprise, and DIA in particular, what are your thoughts on how the head of an agency should balance DIA's obligations to support Combatant Command demands – in particular, if additional Combatant Command requirements that are unfunded and outside the scope of DIA's core mission are requested of the agency – with those required to meet broader national intelligence demands? Understanding the NIP-MIP Lanes of the Road and the DIRMO's responsibilities, we are interested in your perspective as the leader of an agency.

Response

(U) The roles of DIA as a Combat Support Agency and as a member of the national Intelligence Community are not mutually exclusive. By collecting on and analyzing foreign military capabilities and operating environments, DIA fulfills its responsibility to national and defense decision-making as well as Combatant Command (CCMD) operations. Reachback from the CCMDs to DIA is well established as part of our strategy to support the CCMDs. Moreover, investments are not singularly the benefit of DIA HQs but rather fund analysis, collection, and production from which the IC, Services, and CCMDs all benefit. Balancing these demands can be challenging, particularly when requirements outpace available resources. However, I will continue to work with both the DoD and the ODNI to find the right sourcing solutions for our various missions and functions.

(U) 2. Do you believe the engagement between the DoD and ODNI as it relates to discussions about DIA's future and changes in mission, is sufficient?

Response

(U) Yes. I believe that both DoD and ODNI are sufficiently engaged in examining DIA's future and any necessary changes in mission.

(U) 3. From your perspective, what is the right level of ODNI involvement?

Response

(U) ODNI involvement in DIA's mission (and associated resourcing) is critical to the agency's future. Most important is ODNI's understanding of the return-on-investment and our contributions to national security. To that end, they are well within their right to require regular reporting on budget execution, performance metrics, operational/analytic activities and associated support functions.

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(b)(3):50
USC 3024(i)

~~NOFORN~~

(b)(3):10 USC 424

(b)(3):50 USC 3024(i)

(U) Biological Warfare

(b)(1); Sec. 1.4(c); Sec. 1.4(e)

7. (U) What — and who — concerns you the most in the area of biotechnology and our adversaries' capabilities? How would you characterize the threat?

(b)(1); (b)(3):10 USC 424; Sec. 1.4(c); Sec. 1.4(e)

(b)(3):50 USC 3024(i)

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(b)(3):50 USC
3024(i)

~~NOFORN~~

(b)(3):10 USC 424

(b)(3):50 USC
3024(i)

~~TOP SECRET~~ ☐ ~~NOFORN~~ (b)(3):50 USC
3024(i) (b)(3):10 USC 424

(b)(1); Sec. 1.4(c); Sec. 1.4(e)

9. (U) China states publicly its goal to lead the world in biotechnology. What kinds of investments are necessary over the long run to address this anticipated development?

Response

(b)(1); (b)(3):10 USC 424; Sec. 1.4(c); Sec. 1.4(e)

(b)(3):50 USC 3024(i)

~~TOP SECRET~~ ☐ ~~NOFORN~~ (b)(3):50
USC 3024(i) (b)(3):10 USC 424

(U) Human Resources

(b)(1); Sec. 1.4(e)

10. (U) How will these funds be used and what other efforts are you undertaking to recruit and retain the right types of people?

Response

(U) This investment supports hiring, talent management, performance management, Personnel Action Request processing, staffing, workforce analysis, Central Processing Center operations (for new hires), employee mobility, records management and functional Human Resource Information System management. Funding also will support candidate travel as well as hosting hiring events across the Nation.

(U) In recognition of the rapidly evolving global environment, DIA is focusing recruitment efforts on officers with specialized skills such as STEM and engineering. Our efforts to recruit and retain a workforce with these skills include:

- (U) Continuing to establish viable feeder pools with colleges, universities, and other venues with a large STEM & IT demographic identifying opportunities for those with STEM disciplines to be eligible for recruitment incentives;
- (U) Targeting former military members, experienced analytic officers, and current contract employees with STEM-related expertise;
- (U) Recruiting from DIA's Wounded Warrior Program, Student Internship Program, Pat Roberts Intelligence Scholars Program, Academic Semester Internship Program, Cooperative Education Program, US Department of Defense's (DoD) Science, Mathematics & Research for Transformation Program, and the Louis Stokes Scholarship Program;
- (U) Hiring new/recent college graduates with STEM degrees in Natural Resources Management & Biological Sciences, Engineering, Physical Sciences, Computer Scientists, & Information Technology

11. (U) Additionally, given it has been two years since DIA embraced a change in workforce strategy, committing to long-term professional development of the workforce and shifting away from a model of hiring externally, how is that going thus far?

(U) Response

(U) Two years in, DIA's transition to a new personnel management system has been largely positive.

(b)(3):10 USC 424

offerings worldwide. Additionally, DIA encourages employees to apply to graduate programs at colleges, universities and defense educational institutions (e.g. National Defense University and military war colleges).

(U) DIA has completed one round and nearly completed another of annual promotions, making employee advancement decisions based on well-established corporate criteria. Managers throughout the Agency are also focused on developing their staff through training, education, and thoughtfully chosen assignments to build and demonstrate competence against career field criteria. DIA believes this approach sets the right foundation to hire, develop, and retain a workforce best suited for facing current and future challenges. This new system has proven challenging for several Combatant Command (CCMD) locations, where high operational tempo can complicate employee development. DIA is working closely with the CCMD leadership in these cases to identify solutions and meet the needs of each component.

12. (U) What have you learned, what are you tweaking and why, and what are your goals moving forward?

(U) Response

(U) DIA's takeaways from the first two years of the new personnel system include opportunities for more process efficiency, and greater workforce planning. DIA has been challenged in executing the new strategy at the CCMDs.

(U) DIA's initial process of evaluating promotion readiness was labor intensive and since last year, the Agency has streamlined the process with fewer promotion panels and shorter assessment forms. Standardized training and the experience of employees and managers at all levels with the new system has helped build understanding and increase efficiency, making this year's processes smoother.

(U) DIA is also learning that this approach to human capital requires a much higher degree of workforce planning than the old system and delivers a better result. Under the old system, when a critical individual quit, a labor gap was realized and the organization would advertise the position and fill that job with someone well-suited to immediately contribute in their new role. Under the new system, DIA is able to forecast labor requirements and understand its future needs to develop employees to fill gaps. This approach requires a significant amount of advance planning, but results in fewer and shorter gaps as the Agency is able to surge qualified personnel to those requirements.

(U) DIA's workforce planning continues to evolve. The Agency has completed a comprehensive review of its billets to ensure accurate description and coding of the work being performed, serving as a true baseline of the Agency's labor demand. That validated structure creates a clear picture of the type of personnel the Agency needs to hire, train, and develop to meet requirements and the Agency is orienting its efforts accordingly to meet that labor demand.

(U) The Agency has learned that the talent development approach works better in a large, diversified headquarters population than it does in the smaller, more geographically isolated CCMDs and that labor needs of the Joint Intelligence Operations Centers (JIOCS) will require a

page 13 is deny in full under (b)(1):(1.4c)(1.4e)(1.4g) and (b)(3); 10 USC 424. This page would not be provided.

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tailored approach. The CCMDs prefer to employ full-performance employees and invest less in development due to high operations requirements. DIA is working with CCMD leadership to find the best way to get the JIOCs the necessary expertise without undermining workforce planning.

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These initiatives directly relate to the Secretary of Defense's line of effort to improve military readiness and lethality.

(b)(3):10 USC 424

16. (U) How will you coordinate these efforts across the IC and within the Defense Intelligence Enterprise?

Response

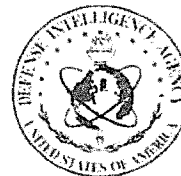
(U) The Analysis of the Future (AoF) is being coordinated through existing and newly established governance frameworks that include all stakeholders across IC, Combatant Commands, Service Intelligence Centers, the Joint Staff, and FVEY partners. Governance and oversight will build on existing Defense Intelligence Enterprise partnerships the DIA/Directorate for Analysis (DI)/Functional Manager for Analysis (FM/A) has with Undersecretary of Defense for Intelligence and the Office of the Director of National Intelligence. The DIA/DI in his capacity as FM/A oversees Defense Intelligence All-source Analytic Enterprise (DIAAE) governance as outlined in DODI 3115.17 and the Defense Intelligence Analysis Program User's Guide. The DIAAE Board of Governors—consisting of the DIA production centers, combatant command Joint Intelligence Operations Centers, and Service Intelligence Centers—will review major enterprise decision points during the development phase of foundational intelligence modernization projects. Key stakeholders from across the DIAAE will chair associated working groups and several analytic and mission-focused subcommittees.

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DEFENSE INTELLIGENCE AGENCY

WASHINGTON, D.C. 20340-5100



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APR 18 2016

The Honorable Richard Burr
Chairman
Select Committee on Intelligence
United States Senate
Washington, DC 20510

The Honorable Dianne Feinstein
Vice Chairman
Select Committee on Intelligence
United States Senate
Washington, DC 20510

(U) Dear Chairman Burr and Madam Vice Chairman Feinstein:

(U) Thank you for the opportunity to provide the Committee an overview of the Defense Intelligence Agency's (DIA's) fiscal year (FY) 2017 Budget Request. I offer the following additional responses and clarifications to the record to support my testimony from April 5, 2016.

(b)(1); (b)(3):10 USC 424; Sec. 1.4(g); (b)(2)

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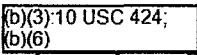
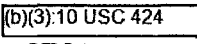
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(b)(3):50 USC
3024(i)

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(b)(1); (b)(3):10 USC 424; Sec. 1.4(c); Sec. 1.4(d)

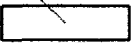

(U) Finally, during my testimony, I referenced a review conducted by my Director for Analysis regarding analytic lessons learned from Russia's deployment to Syria in 2016. I have enclosed the review for your reference (Enclosure).

(U)  my Chief of Congressional Relations, is always available at  for additional questions. Thank you for your continued support of the men and women of DIA.

Very respectfully,

(b)(3):50 USC
3024(i)(b)(3):10 USC
424

Enclosure:

(S)  Memorandum "DIA Lessons Learned From Russian Deployment in September 2015," April 13, 2016, (Document is TOP SECRET////NOFORN), 1 cy

(b)(3):10 USC 424; (b)(6)

(b)(3):50 USC
3024(i)