

## DS&T Realignment Overview

### Background

After assuming the leadership of the Directorate of Science and Technology earlier this year, Joanne Isham and James Runyan developed a new statement of purpose, operating philosophy, and a set of commitments to align the Directorate more closely with DCI Tenet's Strategic Intent for the Intelligence Community. Those Strategic Commitments include:

- To provide leadership in technology and collection operations
- To focus on technologies and tools to close the most critical and toughest intelligence gaps
- To embed strategic targeting into collection programs
- To build more powerful strategic alliances
- To prepare our workforce for future challenges.

In addition, Ms. Isham and Mr. Runyan determined that some realignment of the work under way within the DS&T would enhance the Directorate's ability to meet these commitments. Rapidly evolving technologies made it clear that there was a need for change in the way the Directorate does business. The DS&T's purpose, which is to harness technology and technical expertise and bring them to bear on the collection and analysis of intelligence, makes it imperative that the Directorate be positioned to meet the technical and operational challenges posed by the 21st Century. Working closely with the Directorate's senior managers, they realigned the Directorate to meet future challenges and better fulfill its mission. The realignment is designed to achieve five essential goals, as outlined below:

### Five Essential Goals

**Create a Unified Customer Portal:** This will establish a single point of entry into the Directorate for new requirements and a central hub for managing the DS&T's responsiveness. The new Program Analysis and Systems Engineering Staff (PASES) will act as the focal point for Directorate-wide strategic planning. PASES will prioritize requirements on a Directorate level, weigh options, and provide systems-based solutions.

**Combine Complementary Activities:** This will reaffirm the DS&T's commitment to mission with the addition of some structural changes that streamline operations and increase communication, collaboration, and synergy across organizational lines. In addition, this will ensure technical collection and support efforts are aligned more tightly with our customers.

**Integrate Information Technology Activities:** This will help provide the

Agency and Intelligence Community (IC) with timely, dependable solutions to IT challenges. The new Office of Advanced Information Technology (AIT) will focus Directorate IT development resources on solving real-world user problems. AIT will work to quickly demonstrate effective solutions to some of the most critical issues facing the IC. AIT will work with Agency mission managers to address the exploitation problem, specifically, how to deal with the enormous volumes of data collected daily by the CIA.

**Revitalize R&D:** The DS&T is committed to strengthening research and development at both the Agency and Community levels. Directorate management has created a Chief Scientist position and established a separate Office of Advanced Technologies and Programs (ATP) to oversee CIA R&D efforts.

In the Chief Scientist, the DS&T will have a single point from which to gain insight into and help formulate technology strategies Community-wide. The Chief Scientist will encourage collaboration among the top scientists, engineers, and technologists from across the Intelligence Community, private industry, and academia. Through the Chief Scientist, the DS&T will leverage a vast array of talent to identify critical technical needs and strategies that address those needs.

ATP will devote itself to moving new technologies off the drawing board and putting them into operational use. With an Agency focus and strong Community ties, this office will focus R&D on the CIA's most difficult problems and core mission.

**Develop the Work Force of the Future:** This goal underpins everything outlined above. At the Directorate level, management is placing new emphasis on human resources. Through the Directorate's senior HR official, the DS&T will provide career management for those DS&T employees detailed outside the Directorate. It also will bolster career management in two other key areas -- the development and retention of critical skills through the Work Force Development Staff; and ensuring the optimal use of our employees through the creation of a Diversity Staff.

### **Next Steps**

Through PASES, and in coordination with the offices, the Directorate is now working on a Strategic Plan -- based on clearly defined deliverables -- that will lay down a road map and build to a Directorate-wide strategic vision for 2006. It will stress personal accountability and ensure that the DS&T's mission and program budgets are tied to measurable goals and objectives that follow the DCI's Strategic Direction.

Along with this strategic planning effort, each office is working on a short-term action plan designed to realign their internal structures, processes, and

personnel with the Directorate's overarching goals. These short-term action plans, which are essentially positioning the offices for the mid- to long-term work ahead, will be rolled up into the DS&T Strategic Plan once it is completed.

### Organizational Structure of Realigned DS&T

