

Release

**From:** Jacoby, VADM Lowell E.  
**Sent:** Tuesday, February 11, 2003 12:15 PM  
**Subject:** Agency Restructuring  
**CLASSIFICATION:** UNCLASSIFIED  
**CAVEATS:** NONE  
**TERMS:** NONE

1. A few weeks ago, I indicated we would be making some organizational changes in order to support Defense Transformation goals and to better serve our customers - the Defense policy makers, the warfighters, and the planners and weapons developers. Today, I would like to announce those changes. This restructuring is not an end in itself. My purpose is to establish the initial structure and conditions necessary to support Defense Transformation. Additional changes are likely. This restructuring reduces the number of direct reporting activities to the Command Element, emphasizes core mission areas of collection, analysis, and information management, streamlines enabling and support functions, and combines similar activities to establish clear accountability.

2. DIA will have seven primary operating elements:

-- **The Directorate for Human Intelligence (Defense HUMINT Service)** whose primary mission will be operating the Defense Attaché System and collection of HUMINT in response to Defense requirements. DHS will become more independent and agile with the addition of a Deputy Comptroller and Deputy General Council. Responsibility for executing the Director's Executive Agent responsibilities for the National Media Exploitation Center (NMEC) will rest with the Deputy Director for Human Intelligence/Director Defense HUMINT Service.

-- **The Directorate for MASINT and Technical Collection.** A new directorate created by the consolidation of the Directorate of Operations' Defense Collection Group (DC) and the Central MASINT Organization (CMO). Its primary mission will be providing DoD and the larger Intelligence Community with invigorated MASINT support and the DoD with expert collection management and specialized collection. The new Directorate will develop innovative and integrated collection concepts, exploit emerging technical collection capabilities, and forge closer relationships and interaction between the analytic and collection communities.

-- **The Directorate for Analysis.** Created by merging the existing Directorate for Analysis and Production (DI) with most of the elements of the Directorate for Policy Support (DP), this new organization will provide Defense customers with focused all-source analysis in coordination with the combatant commands' and military departments' analysis centers. Included in the Directorate are the Defense Intelligence Officers (DP-DIO), the Associate Director for Estimates (DP-E), Defense Policy Support (DPX), and the Program Development Office (DP-D). The new Directorate will be charged with transforming our analysis from descriptive assessments to complex judgmental analysis and expanding the sophisticated network and functional defeat studies required to identify vulnerabilities and provide options for policymakers and warfighters. My goal is a coherent Agency-wide analysis and production effort with clear responsibility and accountability. I will continue to evaluate our analysis and production efforts to identify

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additional improvements in this core mission area.

-- **The Directorate for Information Management and Chief Information Officer.** The Directorate will include current Directorate for Information Systems and Services (DS) CIO functions, its Enterprise Group (DS-SE), Systems Group (DS-SY), and elements of the Information Management and Services Group (DS-IM). The Directorate will increase its focus on information management and will position the Agency and Defense Intelligence to exploit the future information environment.

-- **The Directorate for External Relations.** The new External Relations Directorate will include the Congressional Affairs staff (DM-CA), the Public Affairs staff (PO-PA), the Foreign Liaison Office (PO-FL), the Foreign Exchanges and Disclosures staff (DP-F), the Joint Staff Intelligence Support Office Division (J2J-3), the DIA Liaison Offices in Canberra, London, and Ottawa (currently assigned to DP) and the U.S. Visit Coordinator (PO). All DIA representatives are assigned to the External Relations organization.

-- **The Directorate for Intelligence, Joint Staff (J2).** Aside from the transfer of the Joint Staff Intelligence Support Office Division (J2J-3) to the new External Relations Directorate, the J2 will continue to operate as currently structured.

-- **The Directorate for Administration.** The Deputy Director for Administration assumes the role of the Chief of Staff. The Directorate includes Associate Deputy Directors for Human Resources (DAH), Security and Counterintelligence (DAC), Training (JMITC) Logistics (DAL), and Information Services (elements of DS-IM). Also included is a Reserve Affairs element (follow-on decisions will address the reserve affairs activities currently in DM), and the DIA Historian/Center for Lessons Learned.

3. I have also established a **Chief Operating Officer (COO)** position to maximize DIA support to customer requirements and accomplish lateral integration of Directorate activities. The primary responsibilities of the COO include managing Command Element actions and taskings, reviewing cross-agency actions, and monitoring/evaluating overall Agency performance. Elements of the existing Executive Secretariat (ES), the Director's Special Projects Team (PO-SP), the Planning Staff (PO), the MIB Staff (DM-1), and the DIA Advisory Board will be components of the COO. The COO also will include a new Agency Action Group consisting of 6-10 intelligence officers from throughout the Agency on 2-3-year rotational assignments.

4. The **Director's Special Staff** will consist of the Senior Enlisted Advisor, the General Counsel, the Inspector General, the Diversity Management Office, the Small and Disadvantaged Business Utilization Office, and a Senior Executive Management Office (formed from elements of DAH). Also serving on the Special Staff will be the new position of **Chief Financial Executive (CFE)**. The CFE will consist of the Office of the Comptroller, the Defense Intelligence Resource Management Office (DRMO) and the Programming Staff from PO. The position of **Chief Acquisition Executive** will also be established. Its primary operating element will be the DIA Contracting Office (DAP).

5. The **Joint Military Intelligence College**. The Joint Military Intelligence College will continue to report to the Director as it is currently structured.

6. I will announce senior personnel assignments within the next couple of weeks. An implementation plan will be published. Changes necessary to implement this structure will occur in phases and timing will depend on a number of factors, including our operational tempo. DIA is entering a period of great opportunity. The Agency has been given new and demanding tasks that will shape the future of Defense Intelligence. We must be positioned to respond. This restructuring is an initial step in achieving the desired endstate of a partnership of highly skilled people and leading edge technologies providing warfighters, policymakers, and planners with assured access to required intelligence.

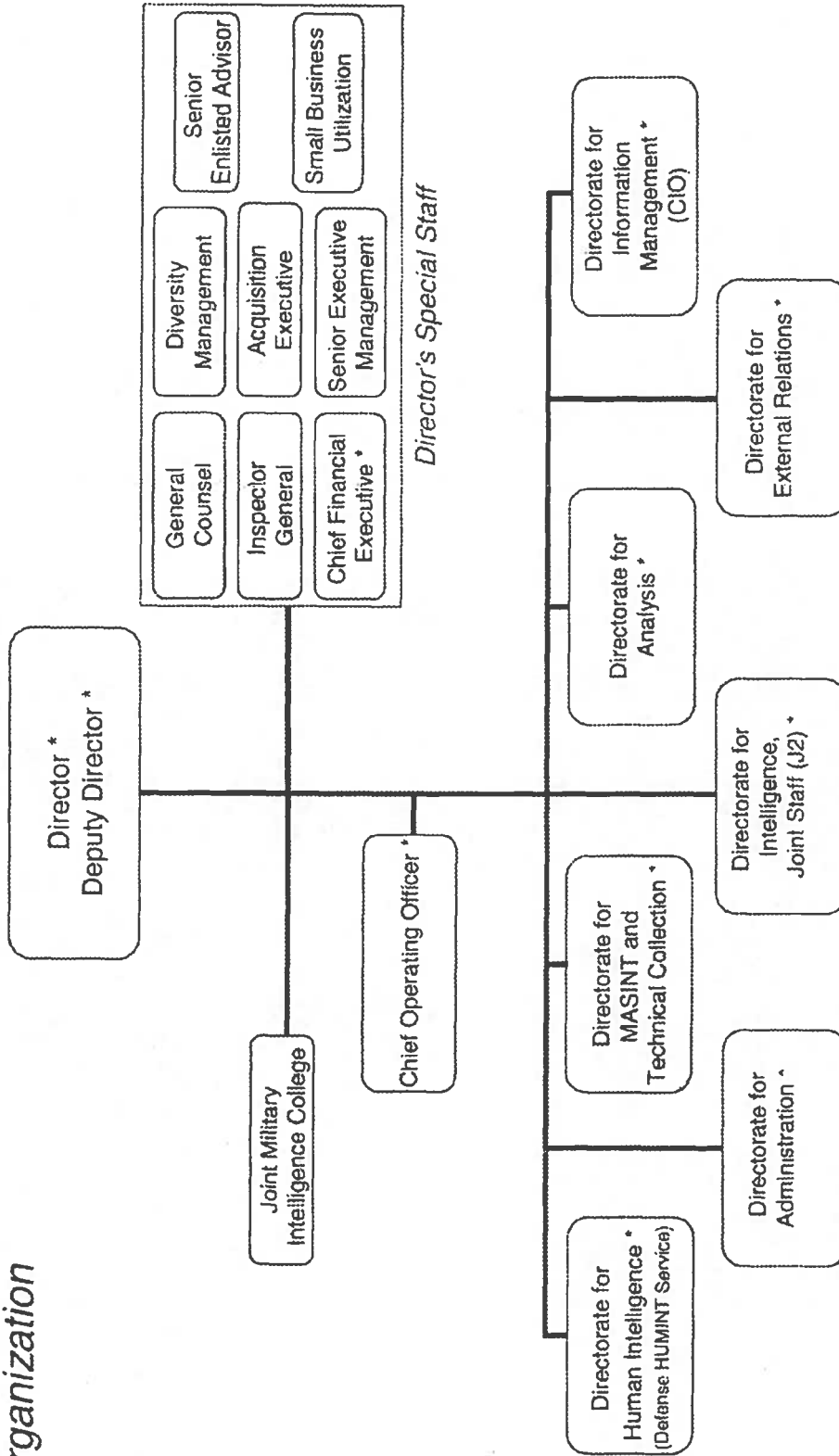


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\* Denotes Agency EXCOM Standing Membership

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