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NRO Strategic Plan 1999-2004

National Reconnaissance Office



July 1998

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17 July 1998

(U) I am proud to present the 1998 National Reconnaissance Office (NRO) Strategic Plan. This plan has been prepared to communicate our strategic direction to all our stakeholders, including customers, workforce, and mission partners. It demonstrates our commitment to continue into the 21st Century as "Freedom's Sentinel in Space." The plan articulates our vision, mission, values, goals, and strategies to achieve these goals, as well as the performance measures that will monitor our progress.



(U) The Strategic Plan captures the results of our evolving process for performance-based strategic planning and management of the NRO -- a process capable of reacting to a changing environment. Each member of the DNRO's senior management team is a participant in this process; this document was written by them, with very few changes, to reflect their substantial commitment to the future of the NRO. The plan will be reissued periodically to publish updates to performance measures, targets, and strategies undertaken to accomplish the goals. Through this process, we have identified what we, operating as "One Team," need to do to continue to build upon our core competencies while responding to the complex realities of today's national security environment.

(U) Our strategy is anchored by our goal to provide our customers with the products and services they need when they need them. We will accomplish this goal through our commitment to excellence in acquisition and operations, and our pursuit of revolutionary innovation in our research and development efforts. Our workforce is key to executing our strategy; we must provide our people with an environment that fosters the highest level of productivity and personal growth. Finally, we will improve our financial systems and processes to ensure that we realize our vision given existing funding constraints.

(U) The NRO is committed to providing accountability to the public, our stakeholders, and our mission partners. In our pursuit of public accountability, we have ensured that the 1998 NRO Strategic Plan is compliant with all required elements of strategic planning, as cited by the Government Performance and Results Act of 1993. Our plan is aggressive, but I am confident that we will achieve our goals as "One Team".

Keith R. Hall, Director
National Reconnaissance Office

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1.0 INTRODUCTION (U)

(U) The vision of the National Reconnaissance Office is to be "Freedom's sentinel in space -- one team, revolutionizing global reconnaissance." To assure that the NRO realizes this vision, senior management has defined a strategic management process that will focus the organization on fulfilling its present and future commitments. The strategic management approach in effect at the NRO identifies the organization's vision for the future, characterizes its mission, and delineates ten strategic goals. Accompanying these goals is a comprehensive list of strategies required to achieve each goal, and measures to monitor progress toward their accomplishment. This strategic management process has given NRO senior leaders new insight into the impact that program dollars are having today, and has helped to suggest constructive directions for future intelligence collection initiatives.

(U) Collectively, the goals, actions, and measures make up the 1999 to 2004 NRO Strategic Plan. This document has been prepared to explain the plan, both in terms of the strategic direction that has been set and the process that is in place to ensure that we reach our vision.

1.1 Background Information (U)

(U) The NRO was established in 1961 as a covert agency responsible for the development and management of the United States satellite reconnaissance effort. For more than thirty years, the NRO has provided U.S. policy makers and military planners with intelligence pertaining to worldwide events that threaten or might threaten U.S. national security interests. NRO reconnaissance satellite systems have tracked weapons and missile developments; military operations; order of battle information; nuclear weapons and weapons of mass destruction; environmental, industrial and agricultural production; and activities with national policy implications.

~~(S)~~ The NRO has proven to be a unique source of intelligence to U.S. policy makers, military planners, and others concerned with our national security. NRO satellite reconnaissance systems have allowed the U.S. to collect an increasing volume of detailed intelligence not previously available. In addition, NRO technological requirements have driven innovative scientific and technological developments in space.

(U) The NRO occupies a unique position at the intersection of military and national policy intelligence-gathering operations. The DNRO reports jointly to the Secretary of Defense (SECDEF) and the Director of Central Intelligence (DCI), each of whom relies on NRO products, and each of whom makes major contributions of people, funds, infrastructure and other resources to the NRO.

1.2 NRO History of Strategic Planning (U)

(U) Corporate strategic planning has been an important function in the NRO since the late 1980s. The first strategic review was documented in a report written by retired Rear Admiral Robert Geiger and Mr. Barry Kelly in 1989. The report identified three challenges facing the NRO: 1) maintaining its leadership role in the development of creative system responses to requirements; 2) improving its understanding of, and responsiveness to, national and military operational requirements; and 3) assuming a more proactive role in the Intelligence Community (IC) and Department of Defense (DoD) communities. The report recommended that the NRO reorganize and collocate to ensure greater cohesion. As part of this reorganization, a new Plans and Analysis Office was created. One of the principal tasks for the Plans and Analysis Office, was to: "...provide a capability to develop and maintain a strategic plan..."

(U) By April 1992, the first NRO Strategic Plan had been developed, written, and published. At the same time, another significant report had a major impact on the NRO and its culture. The *Director of Central Intelligence (DCI) Task Force on the NRO*, chaired by Robert Fuhrman, made recommendations for further organizational restructuring, collocation of all major elements in the Washington, D.C. area, and the declassification of the existence of the NRO.

(U) These recommendations had far-reaching impacts on the strategic direction of the NRO. Once the existence of the NRO was made public, a series of actions were taken to satisfy the desire for greater openness about NRO activities, and to integrate these activities with those of other organizations. This transition increased the complexity of NRO system development, launch, and operations. The NRO budget came under greater scrutiny in both the Legislative and Executive branches. Finally, the industrial base supporting the NRO began downsizing and currently is still in a period of consolidation and transition.

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(U) Two in-depth reviews resulted in a growing emphasis on and examination of relationships among the members of the United States IC. The Commission on the Roles and Capabilities of the U.S. Intelligence Community, chaired by former Defense Secretary Harold Brown (and later by former Senator and Defense Secretary Les Aspin), described the processes needed to work with mission partners and customers. An IC 2000 document, issued in March 1996 by Congressman Larry Combest, then Chairman of the House Permanent Select Committee on Intelligence (HPSCI), reemphasized the need for the NRO and its strategic mission partners to work together. NRO relationships with its customers and mission partners continue to represent some of our most fundamental opportunities and challenges.

(U) Following his appointment as the new NRO Acting Director in March 1996, Mr. Keith Hall established a panel of experts, headed by retired Admiral David Jeremiah, to provide the next Director of the NRO (DNRO) with recommendations that would define the NRO in the coming years. The Jeremiah Panel was asked to address a series of major issues. Their response became an important component of the current strategic foundation of the NRO. The panel was formed during a time when the NRO was facing many challenges, such as increased requirements for spending accountability, consolidation of satellite missions, and external oversight. The panel recommended that the mission of the NRO in the 21st Century should be to revolutionize space reconnaissance, to enable U.S. global information superiority. In addition, based on the needs of both the SECDEF and the DCI, the panel asserted the imperative for the NRO to provide affordable, near-continuous global coverage. The panel's findings were reflected in the strategic planning process that followed under the Director's leadership and guidance.

1.3 The NRO Performance-Based Strategic Management Process (U)

(U) The NRO has created a strategic management process that can be sustained over time. From the onset, the NRO approach has recognized the importance of products (including a strategic plan and other forms of communication), but the predominant focus has been on building a framework to support strategic management.

(U) Figure 1 introduces the NRO strategic management process, from initial planning through an ongoing cycle of maintenance, implementation, and improvement. The key attributes of this process are that it is iterative and evolutionary. Successful strategic management requires planning, execution, and monitoring of results, and relies on appropriate feedback loops to ensure that the strategic focus is updated to reflect the organization's needs as they change over time.

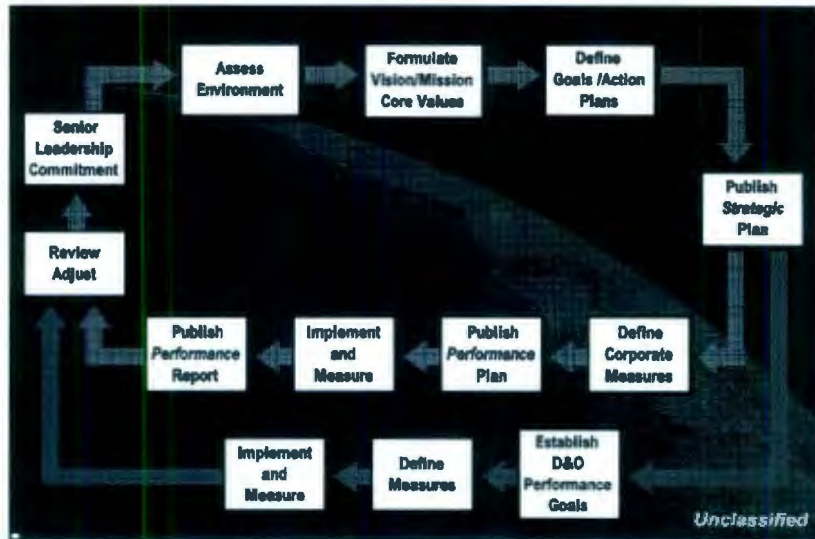


Figure 1: (U) The NRO Strategic Management Process

(U) The following characteristics have been important factors in the development, deployment, and maturation of a successful strategic management process at the NRO:

- Senior management commitment and participation

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- Senior leader ownership of process and products
- Clear, well-crafted, and broadly communicated vision, mission, and goals
- Wide participation in formulating and implementing the details
- Effective measurement and outcome feedback
- Specific individual and organizational accountability for all activities and outcomes

(U) To develop a strategic management system with these characteristics, the NRO has made a significant investment of time and effort, starting with the Director and the senior management team. A series of off-sites provided the initial forum for assessing the environment, discussing alternate strategies, and developing consensus. The Jeremiah Panel Report was a key input to these early efforts. This document included an environmental analysis, as well as a proposed mission statement that was later adopted as the NRO corporate mission statement. During these retreats, the senior leadership team established a corporate-wide vision statement and identified core values necessary to fulfill the charter of the NRO. They also agreed to fundamental strategic initiatives to cope with changing mission requirements, emerging technologies, and new customer needs. This strategic planning process was conceived and implemented prior to the Office of Management and Budget (OMB) decision that the IC and its members would be required to comply with the Government Performance and Results Act of 1993.

(U) The NRO elected to use the Balanced Scorecard as a template for goal setting and performance measurement development. The NRO senior leaders identified four perspectives for the Balanced Scorecard: customer satisfaction, process improvement, employee satisfaction, and financial management. Once goals were defined within each perspective, the DNRO assigned goal managers -- senior leadership team members accountable for achievement of each goal. Each goal manager was empowered by the Director to serve in a corporate capacity, across the organization, to move the organization toward goal achievement. Since the corporate goals transcend any sub-organization and have NRO-wide impact, most goal managers have created cross-functional, cross-unit teams to develop goal descriptions, goal outcomes, and candidate measures, and to execute action plans.

(U) The NRO is currently working to develop performance measures that can be used to monitor progress toward achieving corporate goals. Like the goals, these measures are being identified in the four Balanced Scorecard perspectives. Efforts are under way to link goal performance measures to outcomes, and to identify performance targets based on anticipated results from action plan execution. In addition, the NRO is beginning to assess how current programs will affect performance in the future. The first full year of performance data will be collected in FY99.

1.3.1. (U) Directorate and Office Performance Planning. An important aspect of the NRO strategic planning process is its application at all levels of the organization. The Directorates and Offices (D&Os) of the NRO are currently working to establish organizational strategies that will support accomplishment of the corporate goals. Their effort is the bridge from the corporate-level strategic direction to program management and budget allocation. While each Director is in the process of creating goals, action plans, and measures to implement the NRO corporate-wide plan, each D&O has begun a similar strategic management process that should link all levels of the organization strategically to the accomplishment of the corporate plan. The basic steps in the process at the D&O level mirror the process already described for the NRO corporate-level.

1.3.2. (U) Strategic Planning Process Management. In addition to normal implementation initiatives (such as performance measurement and reporting), senior-level engagement is ensured through several ongoing mechanisms. First, each quarter the senior management team engages in broad, multi-day comprehensive strategic management sessions to assess the strategic performance of the NRO and progress against the current plan. Second, the weekly senior staff meeting agenda includes on-going performance review discussions to track outcomes from strategic initiatives. Additional mechanisms include quarterly corporate Performance Reviews and Quarterly Program Reviews, addressed at greater length in Section 7.0, Program Evaluation.

(U) These mechanisms ensure continued senior participation in both the detailed work of strategic management and the overall assessment of the process. Because strategic planning is a living process, the NRO fully anticipates that goals and measures will change over time -- these mechanisms will provide the opportunity for evaluation and recalibration of the NRO strategic direction when necessary.

(U) To assist the senior leadership team with the management of this process, a strategic planning staff element, which reports directly to the DNRO, was created. The role of this staff element is to support and facilitate the corporate process and to provide

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(U Cont.) analytical expertise to action implementation teams. Similar support is provided to D&O strategic planning efforts on an as-needed basis.

1.3.3. (U) Communication of the Strategic Direction to the Workforce. Communication with the NRO workforce is an important factor in internalizing the NRO strategic direction. Mechanisms have been put into place to report on the corporate progress towards goal accomplishment. Products are displayed and updated on a strategic planning Website and through the use of brochures, posters, and articles in the NRO's *Reconnaissance 'RECON' Magazine*. Quarterly Town Hall Meetings run by the Director regularly address issues of strategic direction. In addition, goal and measurement reviews are conducted through the Program Managers' Quarterly Forum. The first NRO Organizational Climate Survey relied on several methods for communicating survey results, including a presentation at an NRO Town Hall Meeting and individual feedback packages for each D&O, program office, and worldwide location. Detailed survey results sent to individual offices allowed supervisors and staff to review staff perceptions on a question-by-question basis.

1.4 Organization of the NRO Strategic Plan (U)

(U) The following pages contain the details of the NRO Strategic Plan for 1999 to 2004. The shared corporate vision, mission, values and goals are included in Section 2.0. In Sections 3.0 - 6.0, the detailed strategies for each of the four Balanced Scorecard perspectives are presented. The core content of these sections is provided through two standard matrices. The first matrix displays the linkage between the NRO corporate goals, associated outcomes, performance measures and their associated baselines and targets, and data sources. The second matrix identifies outcome action plans, accountable offices for each measure, timelines, related resources (not currently programmed in the budget cycle), and the relationship between strategic goals and outcome goals. In addition, the Customer Satisfaction, Internal Process, Employee Satisfaction and Financial Management perspective sections discuss external factors impeding goal accomplishment, strategies to achieve goals, and data capacity. Section 7.0 introduces the NRO's program evaluation process. NRO statutory provisions, congressional and stakeholder consultations, major management problems, and cross-cutting functions are presented in Section 8.0. All elements required by the Government Performance and Results Act of 1993 are addressed in this document.

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~~SECRET~~**2.0 (U) NRO VISION, MISSION, VALUES AND CORPORATE GOALS**

(U) Senior management began charting the strategic direction for the NRO by developing the vision, mission, and value statements. These statements serve to identify future priorities, help focus organizational activities on a common purpose, and provide a foundation upon which programmatic goals and actions can later be built.

Figure 2: (U) The NRO Vision

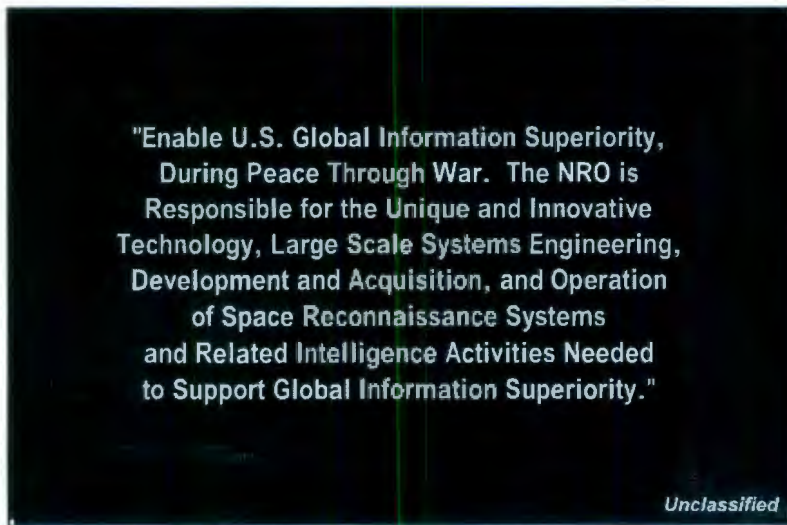


(U) In the Fall of 1996, Mr. Hall and his leadership team conducted an off-site session to identify a vision for the organization. They sought a vision that could provide the momentum for change and communicate a clear direction to the workforce. During this off-site, the senior leaders concluded that global reconnaissance would continue to be the core mission of the NRO, with two central points of emphasis. First, the NRO must revolutionize global reconnaissance to ensure U.S. information superiority. Second, the NRO must act as one team; effective working relationships (both internal and external) are essential as the NRO proceeds into the 21st century. This vision, illustrated in Figure 2, has been widely disseminated throughout the NRO and the Intelligence Community (IC).

(U) When developing its mission statement, the NRO focused on describing its purpose and core functions while explaining why it must exist as a unique entity. Senior management had carefully reviewed the Jeremiah Panel report and opted to retain the Panel's characterization of the NRO mission, illustrated in Figure 3. The adopted statement, which had been previously approved by both the Secretary of Defense (SECDEF) and the Director of Central Intelligence (DCI), succinctly captured the NRO mission.

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Figure 3: (U) NRO Mission Statement



(U) Once the NRO vision and mission were articulated, the senior management team examined the key beliefs and principles that would guide the NRO as it executes its mission. The capstone of these values is satisfying our customers. Customer satisfaction depends on our commitment to our mission, the relationships developed between government and industrial partners, teamwork and diversity, and team members who are innovative and creative. The foundation of all NRO values lies in the principle of integrity – in relationships with each other, our community, and NRO stakeholders. NRO values are shown in Figure 4.

Figure 4: (U) NRO Shared Values

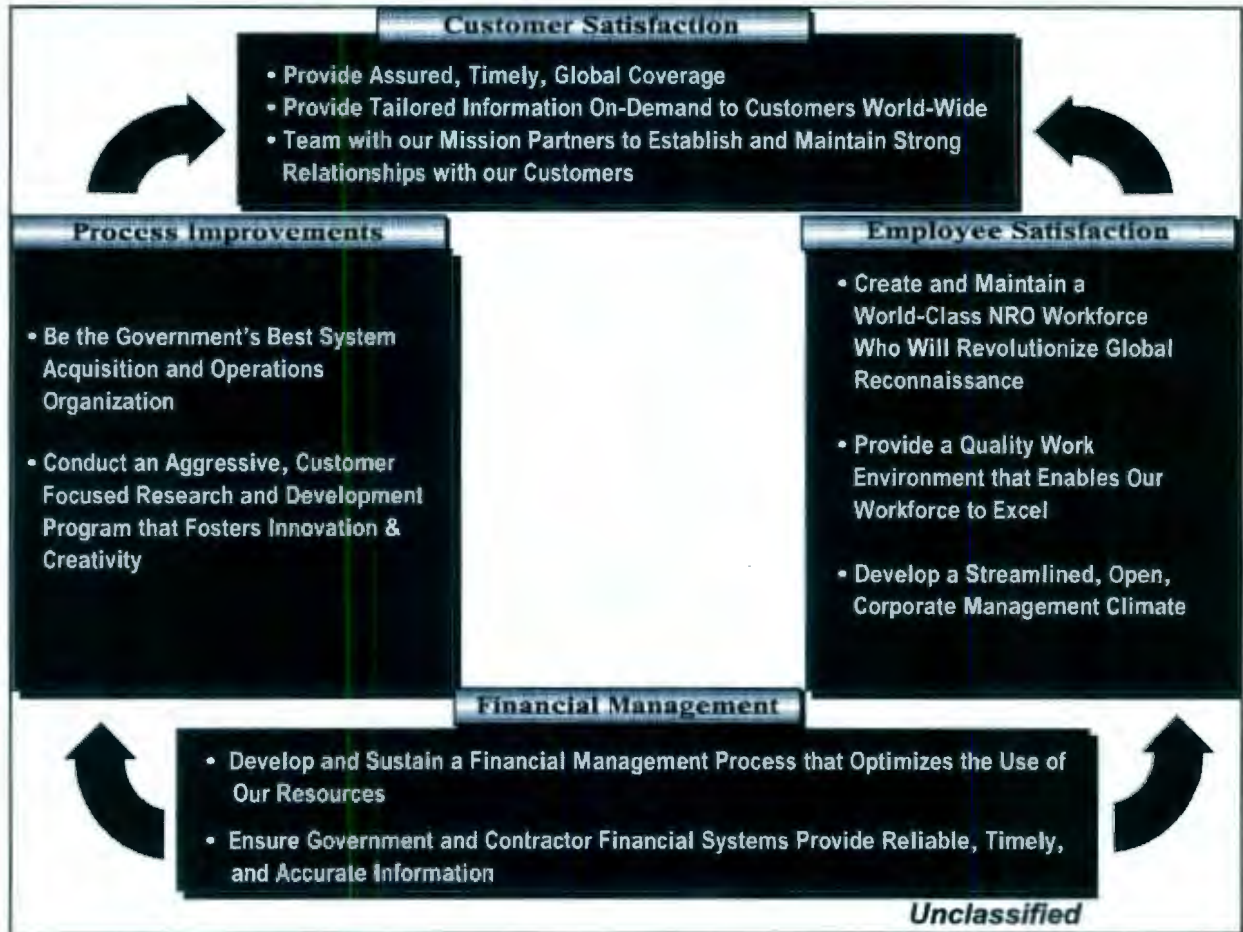
(U) Once vision, mission, and values statements had been developed, senior management turned to NRO corporate goals. Strategic goal development began during a senior leadership off-site conducted in January, 1997. Over 50 senior leaders from the Directorates and Offices (D&O's) and staff offices provided input, which resulted in a list of over 80 candidate goals. Over the next month, the corporate Board of Directors, which consists of the Director, the Deputy Director, the Deputy Director of Resource Oversight Management, the Chief of Staff, and the Deputy Directors of Military and National Support, modified, merged, and developed the first corporate goal statements. To ensure that all levels of the organization were represented in the goal development process, the Director invited groups of employees from the D&Os to further recommend changes and modifications. Representatives were asked to respond to three critical questions: 1) what does the goal mean to you; 2) is this goal important to the NRO; and 3)



will this goal move the organization forward? Through a series of focus groups, employee inputs were collected, and they were integrated into the final goal statements. In March, 1997, the corporate goals were announced to the organizational community members. These corporate goals, arrayed in the Balanced Scorecard template, are presented in Figure 5.

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Figure 5: (U) NRO Corporate Goals, by Goal Perspective



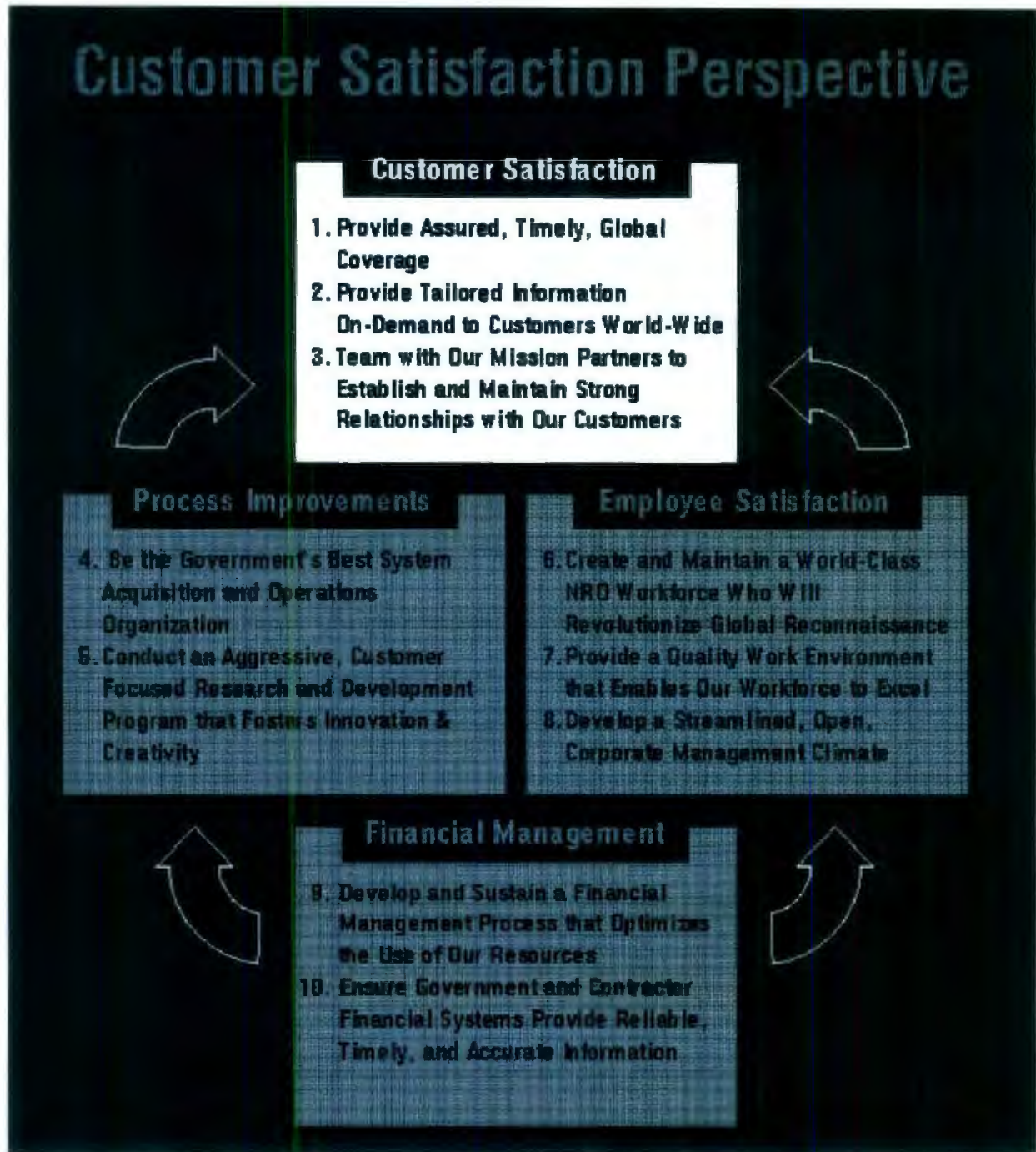
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Figure 6: (U) NRO Customer Satisfaction Perspective.

~~SECRET~~**3.0. CUSTOMER SATISFACTION PERSPECTIVE (U)****3.1. Introduction (U)**

(U) The NRO's mission, to "Enable U.S. global information superiority...", requires that the NRO fully understand and respond to the needs of a widespread and diverse customer base. The customer base includes two key groups -- mission partners and users. Mission partners include a number of agencies within the Intelligence Community (IC) that depend on us, and we on them, to perform our mission. If either partner fails, the user suffers. Users include the National Command Authority, the Central Intelligence Agency (CIA), the Joint Chiefs of Staff and the unified commands, the Military Services, the Department of State and Justice, to name a few. Many users with extensive background in our capabilities make substantial use of our collective products and services to accomplish their mission. The NRO is also attempting to reach out to non-traditional customers who have previously been unable to use our products because of the lack of knowledge of them or lack of the enabling infrastructure in support of their missions.

(U) These customers are the primary driver of our strategic planning process; our future depends on our ability to identify their needs and provide products and services that meet those needs. Three strategic goals have been identified to address the important relationship between the NRO and the customer. The focus of these goals underscore our commitment to providing our customers with the best possible service while also laying the groundwork to advance the organization closer to achieving its vision of "...Revolutionizing Global Reconnaissance."

Goal 1: Provide Assured, Timely, Global Coverage (U)

(U) Our customers must feel confident that they can ask for and receive information responsive to their needs. Access should be provided to any region of the globe with the ability to provide near-continuous coverage, when required. Rapid availability and access to data in a form that will support customer's mission success must be provided.

Goal 2: Provide Tailored Information On-Demand to Customers Worldwide (U)

(U) This goal addresses NRO tailoring of data provided by space-based collectors in response to customer mission based requirements. It addresses processing, storage, and NRO capabilities to provide customer access to data by whatever means to meet customer needs. Accomplishment of the goal will result in improved processing, storage, and dissemination.

Goal 3: Team with Our Mission Partners to Establish and Maintain Strong Relationships with Our Customers (U)

(U) Strong customer relationships are necessary to engender trust and confidence between NRO and the customers of its products and services. Customers must know how to reach the NRO when necessary and have an adequate opportunity to influence NRO decisions, programs, and operations. Likewise, NRO needs to understand the Customers' mission and operational and programmatic environments to have a full appreciation of Customer needs. However, strong NRO-customer relationships alone are insufficient to ensure customer satisfaction. NRO depends heavily on its mission partners (NSA, NIMA, CMO, USSPACECOM, CIA, and DIA) to participate in defining customer requirements; tasking NRO systems; and processing, exploiting and disseminating NRO data and products where and when they are needed. NRO relationships with customers must, therefore, include teamwork with its mission partners to ensure customers are satisfied with the timeliness, availability, and usability of NRO products and services.

3.2 Strategic Initiatives (U)

(U) The following are examples of future systems and management initiatives that the NRO is pursuing. These efforts are focused on making our customers more successful in accomplishing their missions while improving their satisfaction with the products and services provided by the NRO.

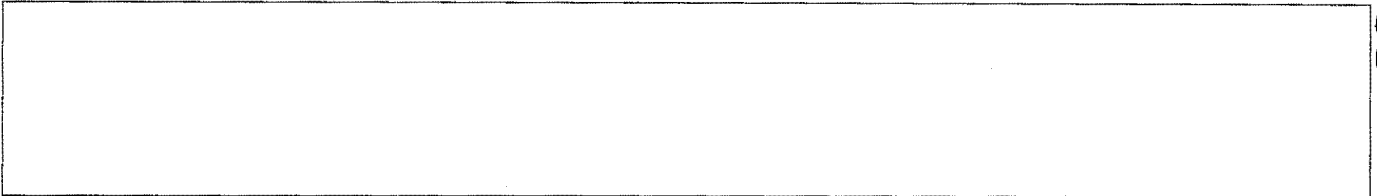
3.2.1. (U) Future System Initiatives. The NRO has two major future systems initiatives that are focused on improving customer satisfaction. These programs are the Future Imagery Architecture (FIA) and the Integrated Overhead SIGINT Architecture (IOSA).

[REDACTED] The FIA program (b)(1)
office is working with the contractor teams and the imagery users, made up of all national and DoD users including the (b)(3)

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~~(S cont.)~~ Commanders in Chief (CINCs) and the Joint Chiefs of Staff (JCS), to refine functional and performance requirements for future imagery capability. The FIA acquisition strategy is to provide statements of requirements, capabilities, and objectives to industry to encourage a wider range of potential solutions from the contractors.

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3.2.2. (U) Management Initiatives. The NRO has also launched a number of management improvement initiatives that focus on improving customer support and developing a System of Systems Architecture (SOSA) to integrate collection, processing, and dissemination of data.

(U) Consistent with the findings of the Jeremiah Panel, the NRO is developing a more centralized management strategy for customer support. Efforts to improve NRO customer support include the development of an organization wide directive as well as a detailed NRO-wide Customer Support Implementation Plan (CSIP). Additionally, a Customer Support Board (CSB) has been created to improve internal communication and help articulate NRO policy and priorities for all customer support activities.

(U) The SOSA office was established to develop an integrated space reconnaissance architecture which will improve our customers' ability to accomplish their missions while simultaneously allowing them to reduce costs. SOSA will improve customer effectiveness by integrating and synchronizing NRO space reconnaissance operations with customer operations. This will be accomplished with consistent standards, a common data and operating environment, and integration of collection, processing, and dissemination into a system of systems architecture. The increased synthesis of satellite, airborne, and ground based sensors will ensure that multiple data sources are available to provide information that is delivered faster to all global customers.

3.3 Key External Factors Impeding Goal Accomplishment (U)

3.3.1. (U) Limited Direct Accountability to End-Users. A key challenge for the NRO and its mission partners is to effectively coordinate Intelligence Community efforts to provide timely, relevant, and accurate intelligence products. While the NRO acquires and operates space-based reconnaissance systems, it relies heavily on its mission partners to lead in the requirements, tasking, processing, exploitation and dissemination of intelligence products.

3.3.2. (U) Changing Customer Requirements. Our customers operate in a dynamic environment of constant change that requires the NRO to be flexible and responsive in the products and services we provide and the systems we build.

3.3.3. (U) Budget. The extent to which the NRO can provide assured, timely, global coverage, and tailored information on-demand to customers worldwide is heavily dependent on budget stability. Major fluctuations in the NRO budget could affect the extent to which the NRO can be responsive to its customers needs.

3.3.4. ~~(S)~~ New and Developing Non-Traditional Customers. NRO outreach has traditionally been focused on support to military and strategic intelligence customers. As the world is changing, so too must the NRO, we have begun to seek out non-traditional customers to include civil and environmental customers and federal law enforcement agencies. These new customers are key players in the developing threats to world order and support to critical US national interest and security issues.

~~(S)~~ NRO systems' utility against the substantive information needs of transnational law (law enforcement) and environmental customers are governed by law and executive order. Interpretations of these laws and applicable intelligence community policies make it difficult to provide the needed level of support. In addition, the policies and procedures in place to support these customers have not matured sufficiently to support any but their most rudimentary needs.

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3.4 Goal 1: Provide Assured, Timely, Global Coverage (U)

(U) "Goal #1 is at the core of the NRO's mission to "enable U.S. global information superiority, during peace through war." Meeting the needs for assured, timely coverage wherever it is needed in our rapidly changing world will require the revolution in global reconnaissance that is our vision. At the same time, we understand the path to the future must be seamless evolution, where each step enhances our customers' ability to perform their missions. Therefore, our task is to understand the challenges facing our mission partners and customers and their plans to meet them, and work with them and our government and industry team to forge solutions that meet these challenges in the 21st Century."



Maj Gen Robert S. Dickman, USAF
Director, Office of Plans and Analysis and System of Systems Architect

3.4.1. Desired Outcomes and Candidate Performance Measures (U)

<i>Desired Outcomes</i>	
<p><i>1.1 Achieve a better understanding of customer satisfaction shortcomings with the NRO goal to "provide assured, timely, global coverage."</i></p>	

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(U) Table 1a.

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Annual Strategy (Cont.)	
<p>1.2 Increased customer confidence in the NRO's ability to provide "Assured, Timely, Global Coverage."</p>	
<p>1.3 Identify opportunities for near-term enhancements and long-term improvements to the assured, timely, global coverage supplied by existing and developmental overhead architectures.</p>	

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(U) Table 1a Cont.

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3.4.2. (U) Strategies to Achieve Goal

Goal / Action Plan	Impact / Date	Contributor	Required Resources (Outside of Current Budget)
<p>1) In conjunction with mission partners, develop a set of meaningful metrics for assured, timely, global coverage</p> <p>a) Define Assured, Timely and Global Coverage from the customer's perspective.</p> <p>b) Conduct document review to identify and synthesize a set of customer-desired requirements.</p>			
<p>3) Integrate Goal #1 metrics with Goals #2 and #3 to obtain an aggregated assessment of information utility and customer satisfaction from an end-to-end perspective</p>			
<p>4) Develop a framework for improvements in assured, timely, global coverage that advances the mission success of customers</p>			

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(U) Table 1b.

(U) The NRO is working with its mission partners to develop quantifiable performance and customer satisfaction measures at key points in the overhead intelligence cycle in order to assess progress toward its goal of providing customers "assured, timely, global coverage." Once these measures are established, the NRO will assess performance gaps and set targets for improvement. These targets will then become the drivers for internal process changes and for developing future collection, processing, and dissemination architectures.

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3.4.3. (U) Relationship Between General Goals and Annual Performance Goals. Each desired outcome for Goal 1 is supported by one or more candidate performance measures as listed in Table 1a. This table also identifies known baselines and targets for the measures as well as the source of data. The candidate performance measures have also been defined in detail in the data capacity section. Table 1a serves as a preliminary glimpse of the performance measures and data sources to be used in the upcoming Annual Performance Plan.

3.4.4. (U) Data Capacity. The following measures are currently being tracked and will be used to assess progress toward the achievement of Goal 1:

(U) Imagery Intelligence (IMINT) Collection Satisfaction (Worldwide Trends). This measure tracks the percentage of collection accomplishments against the operational requirements of our customers. Imaging collection accomplishments will be trended for each Presidential Decision Directive (PDD) 35 priority. Analysis of this measure will not only contribute to the understanding of present day shortfalls, but also allow us to better target our resources in future systems trades.

(U) Careful examination of this measure will illustrate which requirements are currently unmet by our present capabilities and which areas require further emphasis as we model future needs and develop new technologies to meet those shortfalls. Currently this measure considers only the percentage of collection accomplishments based on the currently stated customer requirements. Future requirements not capable of being met by our present systems are not included.

(U) This measure provides an indicator of the level of tasking contention our customers face. In an environment where customer demands are increasing both in terms of quantity and timeliness, improvement in our ability to mediate tasking contention is paramount.

~~(S)~~ **Signal Intelligence (SIGINT) Collection Utilization (Worldwide Trends).** This measure tracks, on a percentage basis, the amount of time NRO SIGINT assets are devoted to the different priority requirements of our customers. SIGINT Collection Utilization can be viewed by customer priority, mission area, and geographic region. Analysis of this measure will not only contribute to the understanding of present day shortfalls but also allow us to better target our resources in future systems trades.

(U) Careful examination of this measure of customer satisfaction will illustrate which requirements are currently unmet by our present capabilities and which areas require further emphasis as we model future needs and develop new technologies to meet those shortfalls.

(U) This measure provides an indicator of the level of tasking contention our customers face. In an environment where customer demands are increasing both in terms of quantity and timeliness, improvement in our ability to mediate tasking contention is paramount.

(U) Customer Satisfaction Survey. This is a periodic survey designed to assess customer perceptions of NRO products, services, image, and relationships. The survey supports all three of the customer perspective goals by providing a baseline of customer perceptions regarding:

- The quality of NRO products and services (e.g., reliability, accuracy, timeliness, consistency, and completeness)
- The quality of our relationship with our mission partners and customers

(U) The survey is part of a larger customer feedback initiative designed to systematically gather information using various means (observations, interviews, surveys, focus groups). The results of the survey will provide statistically reliable measures of NRO customers' perceptions over time. This information will give us insight into areas requiring improvement and allow the NRO to focus changes on products, services, or relationships that may lead to greater customer satisfaction.

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3.5 Goal 2: Provide Tailored Information On-Demand to Customers Worldwide (U)
(U) "Collecting and measuring essential data and information, so that it reaches the user when and where needed, and in a form that is easily integrated with other information, is the essence of the NRO mission. By successfully carrying out this mission, we enable information superiority for the United States, our allies, and coalition partners well into the next century. When coupled with our goals of assured, timely, global coverage, and an architecture that integrates multiple data sources, the NRO will become an even more indispensable arm of warfighting and national policy making. Our focus will become our customers' needs, to which we will apply systems engineering and management expertise in order to maximize effectiveness and performance. If our efforts result in enabling our customers to attain their goals, then we have successfully met our own."



Brig Gen Howard J. Mitchell, USAF
*Director, Communications
 Systems Acquisition and
 Operations*

3.5.1. Desired Outcomes and Performance Measures (U)

Desired Outcomes	Candidate Performance Measures	Current Baseline	Annual Targets	Source of Data
2.1 Improved information management a) by identification and mitigation of data flow bottlenecks				
2.2 Greater integration of NRO data and information				

(b)(1)
 (b)(3)

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(U) Table 2a.*

* (U) NOTE: Measures in **BOLD** indicate measures currently being worked; other measures to be investigated.

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3.5.2. (U) Strategies to Achieve Goal

Goal 2 Action Plan	Target Date	Organization	Required Resources (Status of Current Budget)
1) Review current information processing, dissemination, and management capabilities. Develop initial measures.	April 1998	COMM SIGINT IMINT	Compiling measures data consistently will require additional resources TBD
2) Review future information processing, dissemination, and management capabilities. Develop and evolve measures.	May 1998	COMM SIGINT IMINT	Compiling measures data consistently will require additional resources TBD
3) Review/assess mission partner and customer information needs through the Customer Measures Working Group (CMWG)	June 1998	DIR/DDMS	
4) Translate and compare future mission partner and customer information needs to NRO future capabilities.	July 1998	TBD	
5) Identify gaps that must be filled to reach required capabilities.	August 1998	COMM	
6) Make recommendations for developing options to achieve required capabilities.	November 1998	COMM	

(b)(3)

(b)(3)

(b)(3)

(b)(3)

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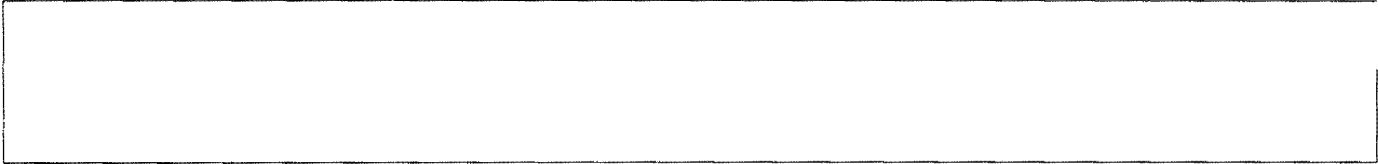
(U) Table 2b.

(U) To achieve the NRO's goal to "provide tailored information, on-demand, to customers worldwide," the NRO is conducting a detailed review of our present and planned processing, production, distribution, and dissemination efforts. At the completion of this review, the NRO will translate future mission partner and user needs to our future capabilities. This process will identify gaps in the ability of present and planned systems to meet our customer's information processing and dissemination needs. The measurement process in this goal is tightly coupled with the other customer goals to ensure a complete understanding of NRO performance in improving customer satisfaction.

3.5.3. (U) Relationship Between General Goals and Annual Performance Goals. Each desired outcome of Goal 2 is supported by one or more candidate performance measures listed in Table 2a. This table also identifies known baselines and targets for the measures, as well as the source of data. The candidate performance measures have also been defined in detail in the data capacity section. Table 2a serves as a preliminary glimpse of the performance measures and data sources to be used in the upcoming Annual Performance Plan.

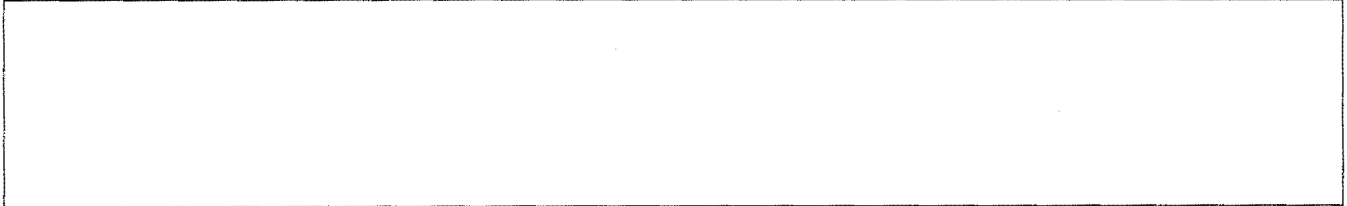
3.5.4. (U) Data Capacity. The following measures are currently being tracked and will be utilized to measure progress toward the achievement of Goal 2:

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(b)(1)
(b)(3)

(U) Timelines are tracked only for specific events or operations. Consistent data reporting and analysis will require additional resources. The exact nature and cost of required resources is now being explored with NIMA.



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3.6 Goal 3: Team With Our Mission Partners to Establish And Maintain Strong Relationships With Our Customers (U)

(U) "The NRO is a key member of a space, intelligence, and defense community team that is tasked to ensure U.S. global information superiority. As we lead the effort to revolutionize global reconnaissance, the NRO must understand our customers' operating environments to ensure that they can employ NRO systems fully across a broad range of information needs and operational scenarios. Breakthroughs in reconnaissance technologies must be accompanied by breakthroughs in operating concepts employed by our customers and mission partners. Thus, the NRO team must remain focused on ensuring a productive, dialogue. Positive customer feedback is tangible evidence of NRO mission success."



Mr. Michael F. Munson,
Special Assistant for National Support (SANS)
Rear Admiral R. J. Nibe, USN
Deputy Director for Military Support (DDMS)

3.6.1. (U) Desired Outcomes and Candidate Performance Measures

Desired Outcome	Candidate Performance Measure	Current Baseline	Annual Target	Source of Data
3.1 Improved interaction between customers and the NRO.				
a) <i>NRO perception</i>	a) Caliber of Customer Interaction (Self-Assessment)	a) TBD	a) 10% Increase in % of Customers Green*	a) DDMS/SANS
b) <i>Customer perception</i>	b) Customer Satisfaction Survey	b) TBD	b) 10% Increase in % of Customers Green*	b) OSO Feedback

UNCLASSIFIED

(U) Table 3a.

* (U) *Customers green* refers to a rating system of red, yellow, and green, in which green indicates that the relationship between the NRO and the customer is good, and an effective process is in place. Percent of customers green equals the number of customers classified as green divided by the total number of NRO customers.

~~SECRET~~**3.6.2. (U) Strategies to Achieve Goal**

Strategic Action Plan	Due Scheduled	Responsibility	Expected Progress (Status of a given target)
1) Establish a corporate customer support climate with decentralized execution a) DNRO signs new Customer Support Directive (Directive 10) - DDMS provide guidance, direction, and priorities for customer support activities b) Develop Customer Support Implementation Plan	a) May 97 b) July 98	DIR/DDMS DIR/NSS	
2) Establish and manage an internal forum to improve coordination & communication among NRO D&Os a) Establish NRO Customer Support Board b) Develop charter and CONOPS - serve as internal coordination mechanism to raise customer support issues to senior management c) Identify members (DDMS, SANS, D&Os)	a) July 97 b) Feb 97 c) Feb 97	DIR/DDMS DIR/NSS	
3) Establish strong relationships between the NRO Deputy Director for Military Support and the Special Assistant for National Support with their respective counterparts at other Intelligence Community organizations, such as NIMA, NSA, DIA, CMO, and CIA. a) Establish quarterly exchanges between NRO, NIMA, NSA, CIA, and CMO.	a) Dec 98	DIR/DDMS	
4) Establish process for continuing information exchange about customer environments & needs and NRO R&D, programs, & operations a) Establish forums for information exchange with mission partners & users - NRO Quarterlies with mission partners - Annual USSPACECOM/NRO Space Support to the Warfighter Conference - Annual DIA/NRO National Systems Conference b) Establish pro-active customer outreach program - Forward presence at key customer locations with reachback into NRO	a) June 98 b) Spt 99	DIR/DDMS DIR/NSS DIR/OSO	
5) Sponsor a forum to coordinate and inform national customers on NRO program activities a) Continue the Overhead National User Exchange Group, chaired the Assistant DCI for Collection - Include civil, environmental, policy and other national users communities - Provide information on operational and planned capabilities	a) July 97	DIR/NSS	

~~SECRET~~**(U) Table 3b.**

(U) To achieve the NRO's goal to "team with our mission partners to establish and maintain strong relationships with our customers," each NRO customer support organization will understand and participate in a centrally organized and coordinated process. This goal requires development of a corporate customer support process that promotes decentralized execution. Details for this approach are described in NRO Directive 10 and the draft Customer Support Implementation Plan (CSIP). The NRO is strengthening the relationships we have with our mission partners in order to maximize support to our customers.

3.6.3. (U) Relationship Between General Goals and Annual Performance Goals. Each desired outcome of Goal 3 is supported by one or more candidate performance measures, as listed in Table 3a. This table also identifies known baselines and targets for the measures as well as the source of data. The candidate performance measures have also been defined in detail in the data capacity section. Table 3a serves as a preliminary glimpse of the performance measures and data sources to be used in the upcoming Annual Performance Plan.

3.6.4. (U) Data Capacity. The following measures are currently being tracked and will be used to measure progress toward the achievement of Goal 3:

(U) Caliber of Customer Interaction (Self-Assessment). This measure is a composite measure of our interactions with the NRO customer base. The Deputy Director for Military Support (DDMS) and Special Assistant for National Support (SANS) will

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provide a ranking of our interactions with our major customers based on the caliber or quality of the relationships established. (U Cont.) This ranking will be across all aspects of the NRO from research and development to operations. It will provide a mechanism for NRO senior managers, as well as personnel involved in customer support, to understand and set appropriate priorities for our outreach efforts.

(U) Customer Satisfaction Survey. This is a periodic survey designed to assess customer perceptions of NRO products, services, image, and relationships. The survey supports all three of the customer perspective goals by providing a baseline of customer perceptions regarding:

- The quality of NRO products and services (e.g., reliability, accuracy, timeliness, consistency, and completeness)
- The quality of our relationship with our mission partners and customers

(U) The survey is part of a larger customer feedback initiative designed to systematically gather information using various means (observations, interviews, surveys, focus groups). The results of the survey will provide statistically reliable measures of NRO customers' perceptions over time. This information will give us insight into areas requiring improvement and allow the NRO to focus changes on products, services, or relationships that may lead to greater customer satisfaction. To achieve the NRO's goal to "team with our mission partners to establish and maintain strong relationships with our customers," each NRO customer support organization will understand and participate in a centrally organized and coordinated process. This goal requires development of a corporate customer support process that promotes decentralized execution. Details for this approach are described in NRO Directive 10 and the draft Customer Support Implementation Plan (CSIP). The NRO is strengthening the relationships we have with our mission partners in order to maximize support to our customers.

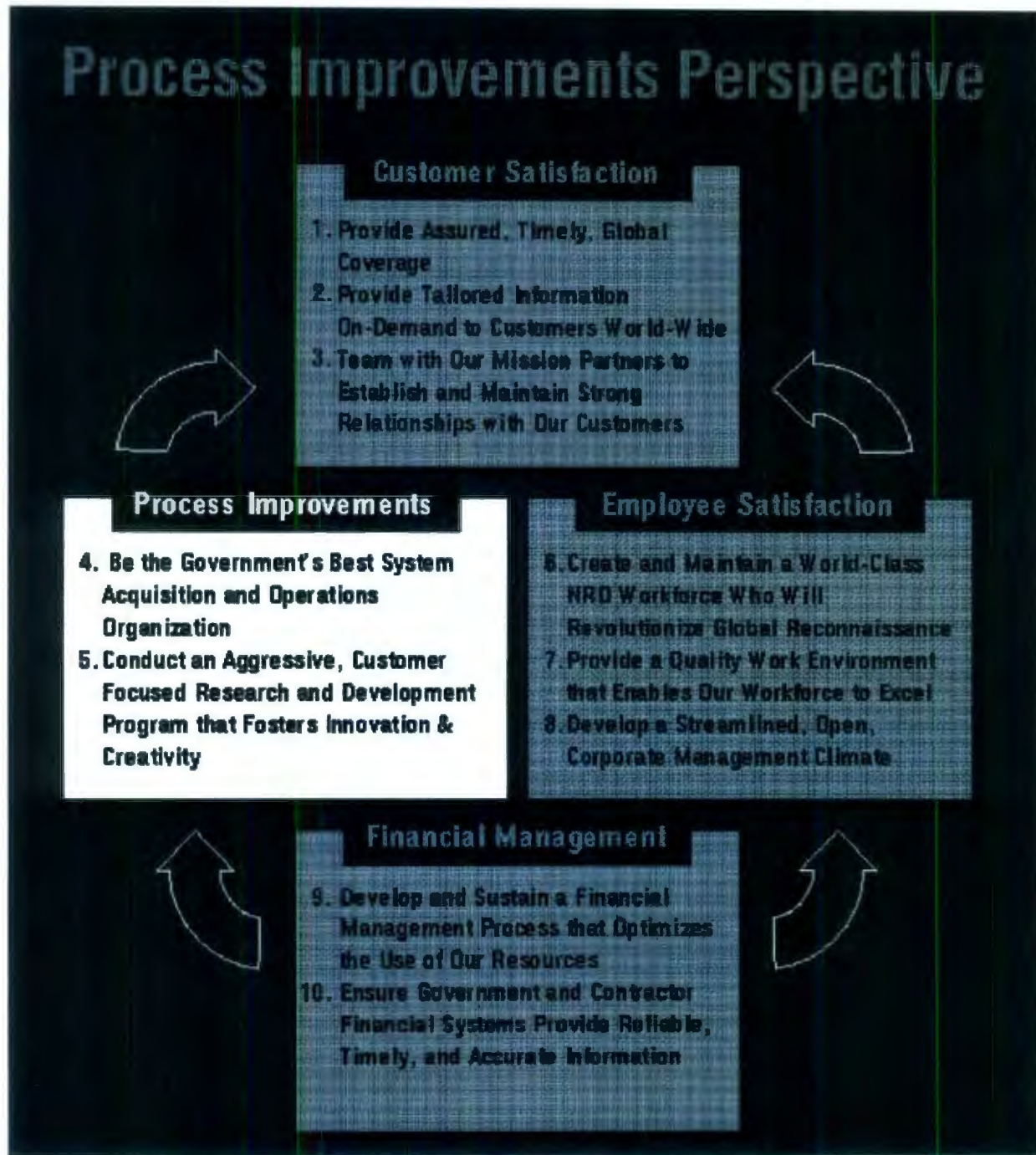
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Figure 7: (U) NRO Process Improvement Perspective.

~~SECRET~~**4.0 PROCESS IMPROVEMENT PERSPECTIVE (U)****4.1 Introduction (U)**

(U) For several decades, the NRO has provided the United States with an unparalleled space reconnaissance capability. Today, in order to sustain this capability, we strive to remain at the forefront of technology and to apply these innovative technologies to the satellites acquired and operated by the NRO. Additionally, the NRO has attempted to raise the standard for both satellite acquisition and operations through numerous process improvement initiatives. This commitment to internal process improvement has enabled us to better serve customers, which ultimately serves to strengthen U.S. national security.

Goal 4: Be the Government's Best System Acquisition and Operations Organization (U)

(U) Our systems acquisition and operations are and should be the standard for the rest of the government. We need to be the undisputed leader in our efficiencies and in the effectiveness of our processes.

Goal 5: Conduct an Aggressive, Customer Focused Research and Development Program that Fosters Innovation and Creativity (U)

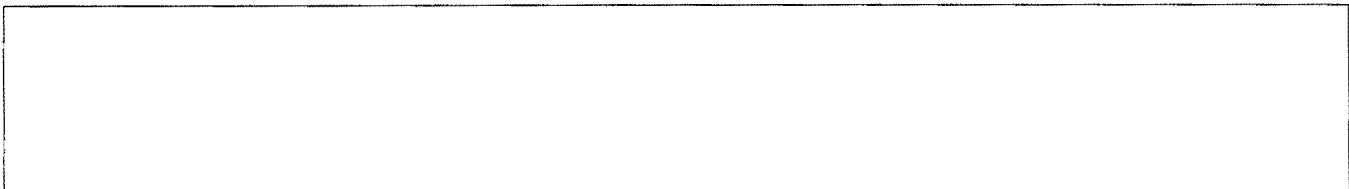
(U) This goal addresses our development and application of advanced concepts and technologies to space reconnaissance and services, and related systems. Advanced concept demonstrations, investments in mission-unique areas, exploitation of commercial technologies, and leveraging via government and industrial partnerships are examples of activities that we will pursue.

4.2 Strategic Initiatives (U)

(U) The following are examples of strategic initiatives that focus on the NRO's three primary processes: research and development, acquisition, and operations. These initiatives have been instrumental in moving the NRO toward accomplishing the process improvement goals.

4.2.1. (U) Emphasis on Revolutionary Technology . The NRO vision statement reiterates a commitment to revolutionizing global reconnaissance. To accomplish this revolution, the NRO is championing the development of technological solutions to solve the industry's most challenging information problems. Examples of some initiatives that focus on fostering these enabling technologies include a change in the management of research and development and an investment in new revolutionary technologies.

~~(S)~~ In 1997, the NRO combined numerous internal research and development activities into a single Advanced Systems and Technology Directorate (AS&TD). Additionally, the NRO has increased its traditional research and development investment level from six percent of the budget to ten percent, to ensure our efforts are afforded the greatest opportunity for success.

(b)(1)
(b)(3)

4.2.2. (U) Acquisition Improvement. Because the NRO recognizes that its future depends on how well it acquires systems today, the NRO has initiated a number of programs that focus on improving the acquisition process within the NRO. Examples of these types of initiatives include the Acquisition Steering Group (ASG), the Acquisition Center of Excellence (ACE), and the FASTMAX contract vehicle.

(U) The ASG was formed to ensure that acquisition reform initiatives are shared throughout the NRO. This monthly forum is chaired by the Deputy Director of the NRO (DDNRO) and is represented by each Directorate and Office (D&O). In addition to the ASG, the NRO established the ACE for the purpose of identifying best acquisition practices. The ACE frequently interacts with external agencies to discover and implement these practices. It provides program directors from the NRO and its mission partners with the critical support tools and the expertise necessary to conduct efficient, streamlined acquisition of national priority

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(U Cont.) goods and services. Finally, FASTMAX was instituted in order to provide standardized project management. This vehicle also provides a significant cross-flow of information between the various directorates, offices, and staff elements.

4.2.3. (S) Operations Improvements. In addition to the many programs that have been undertaken to improve acquisition, the NRO has initiated several improvements to the operation of the satellite ground stations. The NRO is

(b)(1)
(b)(3)

4.3 Key External Factors Impeding Goal Accomplishment (U)

4.3.1. (U) Shifting Customer Requirements. NRO programs are affected by rapidly changing customer requirements and priorities. These shifting customer requirements could make it difficult to accomplish our acquisition and operations goal, because the satellites acquired and operated by the NRO may not be able to change priorities as rapidly as customers requirements can shift. Additionally, accomplishment of our research and development goal could conflict with changing customer requirements; by its very nature, research and development is a time-consuming process that may result in some dead ends and redirection as customer needs change. In order to mitigate the effects of shifting customer requirements, a variety of user exchange forums and requirements data calls are frequently used to review all NRO programs against current user needs. These forums help to ensure that the NRO understands and adjusts appropriately to changes in customer requirements.

4.3.2. (U) Changes in the Space Industry . Over the last few years, the U.S. space industry has undergone significant changes, such as commercialization; the ability to mass produce small, highly capable satellites; and on-going technological improvements in sensors, materials, and data processing and storage technologies. Failure to adjust to these innovations could potentially have an impact on the NRO goal of being the best system acquisition and operations organization in the government, as well as our goal to foster a customer-focused research and development effort.

(U)The NRO approach to revolutionizing global reconnaissance is highly dependent on collaboration with other government organizations and private corporations in the aerospace industry. A downturn or slowdown in this industry would not only force a change in the NRO approach, but it could also potentially limit our ability to leverage common industry products and services.

~~(S)~~The NRO approach to improving our acquisition and operations processes is to move from cost-incentive contracting to more firm-fixed price procurements, allowing us to "buy-on-orbit." Without a robust space industry that provides common services to many customers the NRO will be required to invest more heavily in common services, as opposed to the technologies unique to our mission. However, upward trends in the space industry are expected to continue, and the NRO is capitalizing on these trends through internal process actions and initiatives such as the establishment of AS&TD and the ACE, and the further consolidation of operational ground processing sites. These efforts are focused on reducing current operations and acquisitions costs and maximizing future NRO investment potential.

4.3.3. (U) Budget Limitations. As overhead intelligence needs change and innovations in technology offer improved collection and dissemination options, the NRO is investing a higher percentage of funding into revolutionary research and development efforts. Major fluctuations in the budget can have a serious impact on the accomplishment of NRO research and development, acquisition, and operations goals. It is critical, as the NRO implements a more commercial approach to acquisition, that it maintains a consistent program baseline. As the NRO moves away from cost-driven contracts for major systems developments to a fixed-price procurement approach, a stable set of customer requirements and a consistent funding profile become increasingly important.

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4.4 Goal 4: Be The Government's Best System Acquisition And Operations Organization (U)
 (U) "The purpose of this goal is to drive down the costs of current procurements and operations to allow us to invest in the systems for the future. To be "Freedom's Sentinel in Space" we have to adapt to changes in best business practices and operations concepts to provide new capabilities and to continue the overall mission of Information Superiority from now and into the first quarter of the 21st Century."



Mr. Dennis D. Fitzgerald
 Director SIGINT Systems,
 Acquisition and Operations

4.4.1. Desired Outcomes and Performance Measures (U)

(U) Table 4a.

Desired Outcomes	Candidate Performance Measures	Current Metrics	Annual Targets	Source of Data
4.1 Improved acquisition process				
a) by acquiring NRO systems on-time and within budget	a1) Acquisition Schedule Integrity (ASI) • Milestone Achievement • Milestone Volatility a2) Earned Value (EV) • Schedule Performance Index • Cost Performance Index			a1) NRO Master Schedule a2) Program EVM Data
	b) TBD	b) TBD	b) TBD	b) TBD
c) by increased industry responsibility for end-to-end performance	c) TBD	c) TBD	c) TBD	c) TBD
d) by documenting NRO's best in class acquisition process.	d) Compare NRO's ASI and EV to DOD, NASA, and FAA.	d) TBD	d) TBD	d) Benchmark Study
e) by increasing the consistency within NRO acquisitions	e) Number of audit reviews in compliance with the NAM and FAR	e) TBD	e) TBD	e) Compliance audit reviews
4.2 Improved satellite and ground station operations				
		a) TBD	a) TBD	a) Directorates and Ground Stations
		b) TBD	b) TBD	b) Directorates and Ground Stations
		c) TBD	c) TBD	c) Directorates and Ground Stations

(b)(1)
 (b)(3)

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<i>Desired Outcomes (Cont.)</i>	<i>Candidate Performance Measures</i>	<i>Current Baseline</i>	<i>Annual Targets</i>	<i>Source of Data</i>
4.3 Improved external perception of the NRO's acquisition and operations processes				
a) Improved external perception within industry	a) % of companies surveyed that list NRO as one of the 3 premiere acquisitions and operations organizations	a) TBD	a) TBD	a) NRO Annual Commercial Acquisition and Operations Best Practices Survey
b) Improved external perception within government	b) % of organizations surveyed that list NRO as one of the 3 premiere acquisitions and operations organizations	b) TBD	b) TBD	b) NRO Annual Government Acquisition and Operations Best Practices Survey
c) by providing increased understanding and education on NRO Acquisition / Operations to external organizations.	c) TBD	c) TBD	c) TBD	c) Customer Survey
4.4 Reduced cost of doing business				
a) by allocating more dollars for spacecraft / operations and less for design / deployment	a) Measure of Efficiency - TBD	a) TBD	a) TBD	a) TBD
		b) TBD	b) TBD	b) Directorates and Ground Stations
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(b)(1)
(b)(3)

(U) Table 4a Cont.

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4.4.2. Strategies To Achieve Goal (S/B)

Goal / Action Plan	Timing / Milestones	Responsibility	Program / System / Process / System Change
<p>1) <i>Modify the NRO acquisition policy</i></p> <p>a) Adopt commercial-like acquisition practices to streamline the process</p> <ol style="list-style-type: none"> 1. Monitor legislative changes to acquisition policy <ol style="list-style-type: none"> a. Update the NRO Acquisition Manual (NAM) to reflect changes b. Develop training courses to educate the acquisition workforce 2. Solicit ideas for improvement from the work-force <ol style="list-style-type: none"> a. OC All-Hands conference 3. Coordinate with NRO's industry partners and monitor acquisition reform initiatives of other government agencies 4. Implement FAR 12 & 15 changes <ol style="list-style-type: none"> a. Update the NAM b. Develop and deliver training courses for the workforce 5. Implement IMPAC credit card initiatives <p>b) Maximize use of automation tools to allow the acquisition workforce to work smarter not harder.</p> <ol style="list-style-type: none"> 1. Deliver acquisition policy to the workforce's desktops <ol style="list-style-type: none"> a. Utilize OC webpage to disseminate policy changes <ol style="list-style-type: none"> 1. Updates to the NAM 2. NRO acquisition circulars 3. OC administrative notices 2. Develop tools to collect required reporting data <ol style="list-style-type: none"> a. Past performance database b. CAAS database 3. Introduce CONTRAX tool to facilitate the process of creating a contract/RFP <p>c) Establish Alternative Disputes Resolution (ADR) techniques and processes for bid protests</p> <ol style="list-style-type: none"> 1. Create a program to identify and implement ADR processes 2. Train a team in ADR techniques <p>d) Improve the identification and accounting process for Government Furnished Property (GFP)</p> <ol style="list-style-type: none"> 1. Deliver the Property Management Automated System (PMAS) 2. Develop a process to screen excess equipment within the NRO and make it available for utilization 3. Implement phase II - Enhanced capability to collect and service GFP data in PMAS 	<p>a1) Ongoing</p> <p>a) Ongoing</p> <p>b) Ongoing</p> <p>a2) Ongoing</p> <p>a) 5/98</p> <p>a3) Ongoing</p> <p>a4) 5/98</p> <p>a) 5/98</p> <p>b) 5/98</p> <p>a5) 7/98</p> <p>b1) Ongoing</p> <p>a) Ongoing</p> <p>1) Ongoing</p> <p>2) Ongoing</p> <p>3) Ongoing</p> <p>b2) Ongoing</p> <p>a) 10/98</p> <p>b) 9/97</p> <p>b3) 9/98</p> <p>c1) 9/98</p> <p>c2) 9/98</p> <p>d1) 10/98</p> <p>d2) 7/99</p> <p>d3) 10/99</p>	<p>OC/POLICY</p>	

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(U) Table 4b.

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Activity Action Item (AIM)	Target Date	Responsibility	Priority/Severity Class of Information
2) Establish a process to continually update and capitalize on operations best practices		SIGINT/GSPO	
a) Define NRO operations 1. Develop definition 2. Identify scope (components and attributes)	a) 2/98		
b) Define what "best" means 1. Identify attributes that will make NRO the best a. brainstorm with team b. develop and distribute an internal survey to gather employees input c. analyze responses from survey	b) 3/98		
c) Gather existing metrics & studies on ground stations	c) 4/98		
d) Develop measures for "best" attributes 1. Brainstorm initial measures 2. Refine list based on "best" attributes and metrics studies. 3. Conduct feasibility check of measures	d) 5/98		
e) Identify operations improvements 1. Baseline NRO performance 2. Identify areas for improvement based on results from internal survey 3. Establish an NRO baseline for systems availability overall 4. Breakdown major contributors to unavailability 5. Project trends in future as new systems come on-line 6. Identify performance gaps/areas for improvement 7. Identify relationship of vehicle spacecraft cost vs. system complexity 8. Prioritize list of improvement areas 9. Recommend focus areas for improvement	c) 7/98		
f) Investigate and analyze other government and commercial operations 1. Isolate best practices	f) TBD		
g) Adapt identified best practices to envisioned NRO process	g) TBD		
h) Implement changes/train workforce	h) TBD		
i) Continuously measure performance	i) TBD		
j) Apply acquisition reform lessons in architecture decision process 1. Do not make blind architecture decisions	j) TBD		
k) Investigate "ACE" type initiatives for operations innovation and improvements	k) TBD		

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(U) Table 4b Cont.

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Statement of Work Item (Task)	Target Date	Responsibility	Report - Success (Date of Completion)
3) Establish a process to continually update and capitalize on acquisitions best practices			
a) Improve the skills of the NRO acquisition professionals		OC/ACE	
1. Deliver Acquisition Management Team Training Course	a1) 9/98		
2. Deliver CAAS training course	a2) 9/98		
3. Deliver Commercial Acquisition Training Course	a3) 4/98		
4. Develop full suite of JIT acquisition training modules	a4) 8/98		
5. Ensure that all COTRs are certified and all COs are warranted	a5) 9/00		
6. Deliver Contractor's Perspective Course	a6) 9/98		
b) Eliminate delays that results from working in a paper environment			b) [] Infunded
1. Conduct electronic source selection evaluations	b1) 6/97		
2. Create a centralized on-line electronic repository of acquisition documents (Contractor Bidders Library)	b2) 6/97		
3. Create a paperless environment of real-time communications with industry within security parameters (intranet)	b3) 10/98		
4. Transition from intranet to internet communication within security constraints	b4) 9/00		
c) Identify and implement best acquisition practices in government and commercial organizations			
1. Identify government and commercial acquisition best practices	c1) ongoing		
a. Conduct benchmarking studies			
b. Participate in interorganizational working groups			
c. Participate in informal discussions/briefings (industrial/government tourism)			
2. Establish a "best practices" review and implementation process	c2) 9/98 - ongoing		
a. Develop a best practices review panel			
b. Review best practices to identify practices to should be incorporated at the NRO			
c. Implement chosen practices (incorporate into training, source selection, and program management)			
d) Communicate acquisition best practices as implemented			
1. Publish an end-to-end "how to" Source Selection Manual incorporating known best practices and FAR guideline revisions	d1) 6/98		
2. Develop a Lessons Learned collection process and database repository	d2) 9/98		
e) Determine if NRO systems are acquired within schedule, cost, and performance objectives			
1. Integrate Earned Value Management on the desktops of technical, financial, and program managers	e1) 5/99		

(b)(1)
(b)(3)

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(U) Table 4b Cont.

(U) The objective of this goal is to drive down the costs of current procurements and operations to allow the NRO to invest in the systems of the future. In order to become "Freedom's Sentinel in Space," the NRO must adapt to changes in best business practices and operations concepts. This will allow us to provide new capabilities and to continue the overall mission of information superiority now and into the 21st Century. In support of this goal, two working groups have been developed; one focusing on acquisition and the other on operations.

(U) On the acquisition side, some initial tasks have been identified to enable NRO acquisition professionals to conduct their business more effectively and efficiently. This begins with improving the common skills of all NRO acquisition professionals and developing greater consistency across NRO acquisition activities. In addition to training the workforce, other initiatives have been identified to improve the acquisition process. One of the most promising is to establish a paperless environment of real-time communications with industry. Another significant action is to identify acquisition standards in the government and private industry so that the NRO can conduct frequent information exchanges. This dialogue will concentrate on common contracting and programmatic issues in order to increase our awareness of the latest innovations and improvements. Likewise, the NRO will learn from these opportunities what internal areas are in need of improvement.

(U) As best practices are identified, they will be reviewed by a panel to determine how to implement them within the NRO. It will be essential to communicate these practices so that they can be used throughout the entire acquisition process. A key element of this action plan is to integrate Earned Value Management onto the desktops of technical, financial, and program

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managers. This will allow these managers to determine if NRO systems are being acquired within schedule, cost, and

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(U Cont.) performance objectives.

(U) On the operations side, some initial work has been done to identify areas of improvement for NRO operations. In support of this effort, a working group consisting of members from major operational sites and directorates has been established.

(U) The working group initiated the effort by defining the scope of operations and identifying the attributes that would make NRO operations the "best." The attributes of availability, effectiveness, and efficiency were identified, and top level measures across NRO operations in these three categories are being developed. These measures will be used to obtain a baseline of current NRO performance.

(U) Once the group has established a baseline, it will begin to identify areas for improvement and make recommendations. The focus will be placed on maximizing operational availability, efficiency, and effectiveness within the bounds of available resources. Another possible way to improve operations is to reduce complexity in mission and payload; these improvements in turn have the potential to reduce operational complexity and cost.

4.4.3. (U) Relationship Between General Goals and Annual Performance Goals. Each desired outcome of Goal 4 is supported by one or more candidate performance measures as listed in Table 4a. This table also identifies known baselines and targets for the measures as well as the source of data. The candidate performance measures have also been defined in detail in the data capacity section. Table 4a serves as a preliminary glimpse of the performance measures and data sources to be used in the upcoming Annual Performance Plan.

4.4.4. (U) Data Capacity. The following measures are currently being tracked and will be used to measure progress toward the achievement of Goal 4:

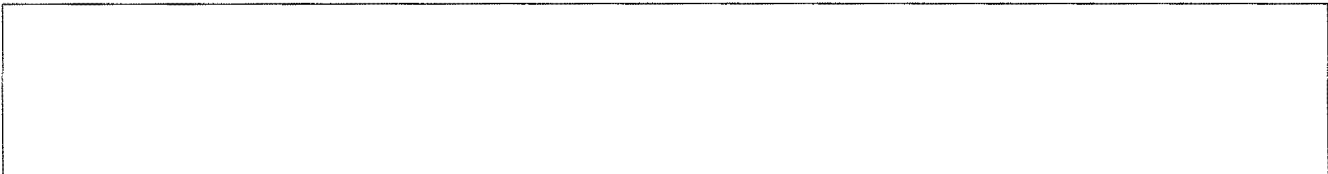
Acquisition Schedule Integrity. Tracks program milestone changes against those originally planned and tracks program milestone achievement against the milestones established. This measure shows overall schedule dynamics and is a leading indicator of schedule changes. Analysis of this measure allows targets to be set for new programs as well as the monitoring of programs with high schedule risk.

(U) Earned Value. The earned value measure is a key leading indicator of acquisition program performance. This measure quantifies the amount of resources and time expended on acquisitions. It integrates program scope, schedule, and cost objectives into a baseline plan against which accomplishments can be measured. The measure also combines significant cost and schedule drivers and can be aggregated into a single NRO earned value composite view. Additionally, it can be used to compare NRO and similar DoD and NASA acquisition efforts.

(U) Operations Availability Measure. This measure tracks the overall availability of NRO operational assets. Availability is a system performance parameter that is a ratio of the total accomplished (executed) mission time or imaging operations versus the total planned operational mission time or imaging operations. Trend availability in terms of system complexity measures will also track system scheduled versus unscheduled outage time.

(U) Operations Effectiveness. Operational effectiveness measures critical characteristics of the NRO operations output that meet customer requirements. Although NRO data can be described by multiple characteristics that define effective operations, a top level measure for NRO Operational effectiveness is data production volume and the corresponding loss rate.

(U) For imagery intelligence (IMINT), operations effectiveness is a measure of the volume of NRO imagery products tracked over time as well as the loss or failure rate (as a percentage of total volume).



(b)(1)
(b)(3)

(U) Operations Efficiency. This efficiency measure for NRO operations addresses the efficiency with which our processes

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(U Cont.) are functioning. The output of products in terms of the operational cost resources required to produce deliverable products. The actual measure is TBD.

(U) Number of Unique Systems Delivered to the Ground Stations. This measurement will track the number of unique systems versus the number of standard systems delivered to the ground stations. By identifying a baseline for the number of unique systems delivered to the ground stations, we will be able to determine the level of standardization that has occurred. The level of standardization is important because increased system complexity leads to increased system cost.

(U) NRO Commercial Acquisition Best Practices Survey. The acquisition and operations best practices survey is an annual survey designed to gather information on commercial space system procurement and commercial space system operations practices. The survey supports the acquisition and operations goal in the internal process perspective by gather information on:

- Customer/supplier interactions
- Acquisition/procurement processes and planning
- Spacecraft operations
- Acquisition and operations best practices

(U) The results of the survey will identify areas where the NRO can focus on improving acquisition and operations practices and will provide commercial perceptions of the best acquisition and operations organizations (both government and commercial).

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4.5 Goal 5: Conduct an Aggressive, Customer Focused Research and Development Program That Fosters Innovation and Creativity (U)

(U) "Achieving this goal will dramatically enhance the value of NRO products and services and enable revolutionary advancements in space reconnaissance critical to satisfying future customer information needs. NRO research and development will aggressively pursue advanced sensor technologies and collection systems that provide new and unique sources of information. Another major focus will be next generation information system technologies and architectures that facilitate efficient exploitation of NRO data products, allow seamless interoperability with our mission partners, and virtually eliminate communications constraints across space and terrestrial systems. Additionally, our technology program will target new and innovative ways of reducing system acquisition and life-cycle costs to ensure information superiority at an affordable price.



(U) Working closely with our customers, mission partners, and technology allies, we will foster collaborations that will permit us to leverage each other's technology investments. This will result in an efficient and effective technology program that maximizes investment opportunity for NRO mission-unique technologies and provides significant synergistic benefits across the U.S. government technology enterprise."

*Mr. Robert Pattishall
Director, Advanced
Systems and Technology
(AS&T)*

4.5.1. Desired Outcomes and Performance Measures (U)

(U) Table 5a.

<i>Desired Outcomes</i>	<i>Candidate Performance Measures</i>	<i>Current Baselines</i>	<i>Annual Targets</i>	<i>Source of Data</i>
<i>5.1 Revolutionary reconnaissance capability that meets customer needs for global coverage and information on demand</i>	a) Projects with identified transition date: Percentage of NRO R&D budget representing projects with transition dates to customer	a) <input type="text"/>	a) <input type="text"/>	a) AS&T
	b) Revolutionary Projects in Current Fiscal Year: Percentage of the NRO R&D budget deemed to represent revolutionary projects in the current fiscal year.	b) <input type="text"/>	b) <input type="text"/>	b) AS&T
<i>5.2 Efficient and effective advanced technology program built on collaboration with mission partners and technology allies</i>	a) Collaboratively funded efforts	a) TBD	a) Greater leverage on R&D efforts	a) AS&T

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4.5.2. Strategies To Achieve Goal (U)

Goal / Action Plan	Target Date	Accountability	Required Resources (Budget / Effort / Staff)
1) Identify the needs of our customers a) Establish customer interaction/needs identification plan b) Execute plan and update as necessary	a) 12/97 b) Continuous	AS&T []	
2) Develop technologies and systems responsive to our customer's needs a) Establish plan to incorporate customer needs into technology development strategy b) Execute plan and update as necessary	a) 12/97 b) Continuous	AS&T []	
3) Discover and leverage competencies outside the NRO a) Build knowledge base of other R&D programs b) Forge interactive relationships with R&D allies and partners c) Seek collaborations that have value for mission partners and allies	a) 10/97 b) Continuous c) Continuous	AS&T []	
4) Staff research and development teams with the right mix of top people a) Develop a plan with HRMG to support R&D staffing	a) 11/97	AS&T/DIR	
5) Create an environment that encourages innovation and risk taking a) Consolidate the R&D organization with a revolutionary focus b) Increase investment share for innovative initiatives c) Pursue an aggressive flight demo program d) Provide a proving ground for new acquisition practices e) Provide unconventional organizational approach to problem solutions	a) Complete b) Complete c) Continuous d) Continuous e) Complete	AS&T/DIR	
6) Provide consistent funding and support to R&D programs a) Define objectives for investment and stick to them b) Integrate roadmaps with clear decision gates and transition strategies c) Emphasize multi-year planning d) Form a technology customer board of directors e) Increase AS&TD resource allocation authority	a) Continuous b) Continuous c) Continuous d) 1/98 e) 10/97	AS&T []	

(b)(3)

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(U) Table 5b.

(U) AS&T's Strategy for Technology is focused on the NRO's Customer Satisfaction Goals -- to provide assured, timely, global coverage and tailored information on-demand to customers world-wide. To achieve those goals, AS&T conducts an aggressive, collaborative, customer focused research and development program fostering innovation and creativity. To make the program robust, the funding profile for research and development is being increased. The program continues essential investments in evolutionary technologies critical to maintain the viability of the current generation of systems and focuses new investments in revolutionary new capabilities required to address the nation's information imperative of the 21st Century. The technology investment strategy represents a cohesive research and development program that identifies and develops new, customer focused concepts and technologies, matures those that show great promise, and flies those that require large scale demonstration prior to

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transition. To multiply resource effectiveness, AS&T has substantively expanded research and development collaboration with (U Cont.) customers, mission partners, and technology allies to leverage their investments, learn about developments relevant to our mission, and identify new partnering opportunities. Finally, to ensure we have the right mix of talent leading our research and development activities, AS&T works directly with the NRO human resources group to recruit highly skilled staff and provide the requisite career development opportunities.

4.5.3. (U) Relationship Between General Goals and Annual Performance Goals. Each desired outcomes of Goal 5 is supported by one or more candidate performance measures as listed in Table 5a. This table also identifies known baselines and targets for the measures as well as the source of data. The candidate performance measures have also been defined in detail in the data capacity section. Table 5a serves as a preliminary glimpse of the performance measures and data sources to be utilized in the upcoming Annual Performance Plan.

4.5.4. (U) Data Capacity. The following measures are currently being tracked and will be used to measure progress toward the achievement of Goal 5.

(U) Projects with Identified Transition Dates. This measure represents the first pillar of the NRO strategic elements (customers). This is the number of projects (expressed as a percentage of the research and development budget) that have a date identified for when they will be transitioned to customers. This date will be jointly established by the customer and NRO. The measure supports the R&D goals of identifying and developing solutions to meet the needs of customers.

(U) Research and development programs throughout the government are often perceived as a collection of "pet projects." To avoid that perception, the NRO research and development program clearly demonstrates a direct tie and commitment to customers and their toughest intelligence problems. Research and development programs require strong support to provide consistent funding over the life cycle of a developing technology. A strong supportive customer base is essential not only to maintain support but to provide frequent feedback on technology application and performance goals.

(U) Collaboratively Funded Efforts. Collaboration is the second fundamental principle underlying our strategic planning. Collaborative projects are those that are partially funded by one of our technology allies or mission partners. The level of funding from the outside organization must be "significant" (defined as representing budget line items [BLI] level funding in their respective budgets) -- an amount that would be separately tracked and justified as a program. This measure supports our goal of leveraging technologies outside the NRO.

(U) The NRO can not pursue solutions to the future reconnaissance challenges on its own. Hard targets and intractable problems increasingly demand multisource intelligence collection. Collaboration with partners and allies on joint projects will be essential. The DNRO has the ability to influence both the unclassified and the classified space programs that will increasingly rely on similar advanced technology to provide information superiority.

(U) Our stakeholders and the American taxpayers are demanding a more efficient and effective space program that not only leverages technology investment but shares technologies and transfers them to the commercial sector for wider application.

(U) The fraction of the NRO research and development budget that is spent on collaborative projects is an indication of how aggressively we are pursuing collaborations.

(U) Revolutionary Projects in the Current Fiscal Year. This measure addresses the third pillar of the AS&T core strategic elements (revolution). Specifically, this measure tracks projects (expressed as a percentage of the research and development budget) that can be defined as revolutionary in a given fiscal year. The definition of revolutionary can be found in the AS&T Strategic Plan. One element for defining these projects is the five strategic thrusts:

- Solving hard targets
- Orders of magnitude increase in efficiency and effectiveness
- Solutions to intractable problems
- Frontiers of exploitation and processing
- Enabling space services

~~(S)~~ This measure will provide the DNRO with insight into the rate at which the newly centralized research and development

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program is shifting focus from evolutionary to revolutionary programs. This measure forces research and development leaders ~~(S Cont.)~~ to continually challenge conventional thinking and to adhere to the strategic plan and the overall capabilities goal set by the DNRO.

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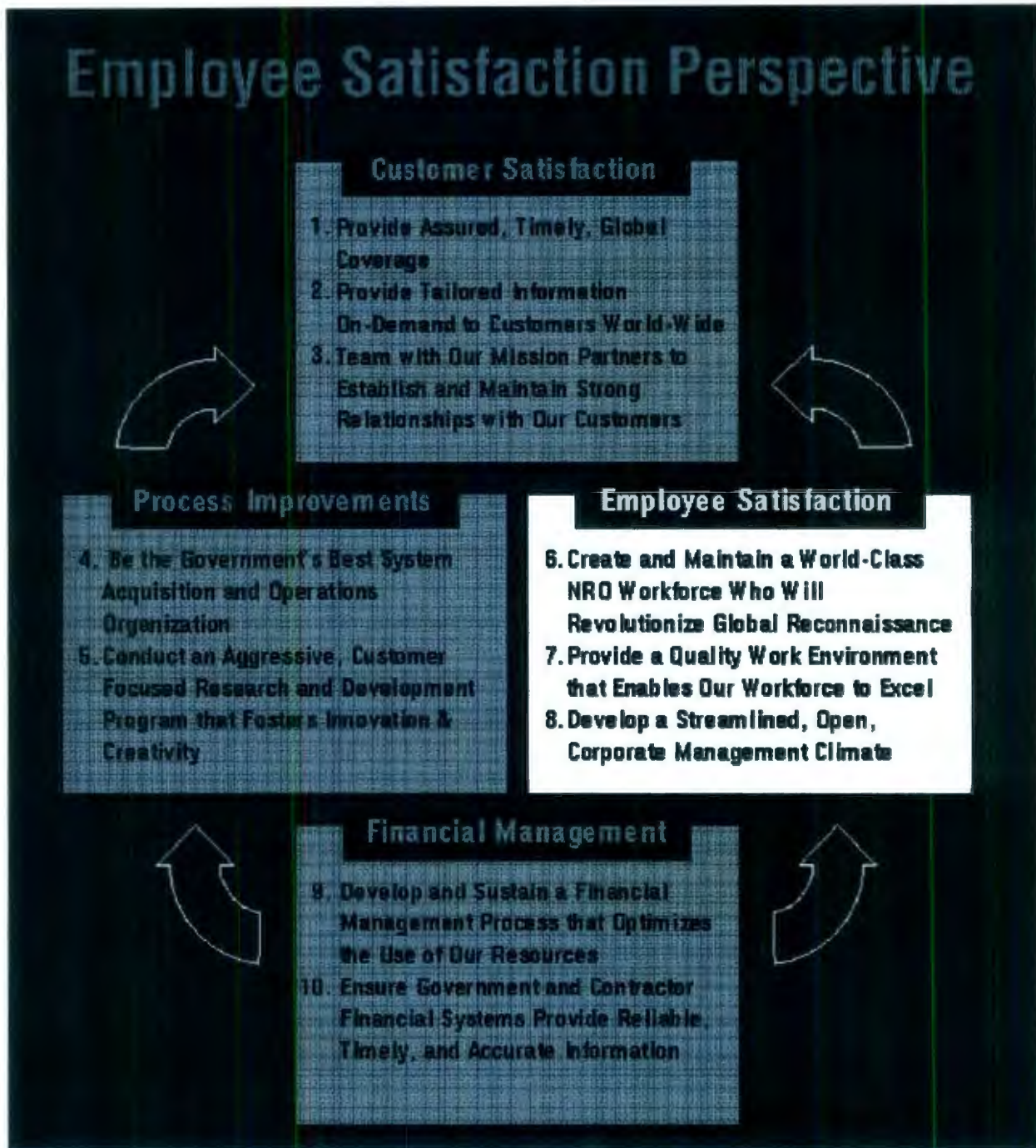
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Figure 8: (U) Employee Satisfaction Perspective

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5.0 EMPLOYEE SATISFACTION PERSPECTIVE (U)

5.1 Introduction (U)

(U) The NRO vision, which calls for "...One Team, Revolutionizing Global Reconnaissance," recognizes the important role that employees ultimately have in the success of the NRO. The "One Team" concept emphasizes that both government and contractor employees are the foundation of NRO's support to the Department of Defense (DoD) and the Intelligence Community (IC). The NRO has identified three goals in this perspective that focus on increasing employee satisfaction and improving our capability to excel in operating current systems, acquiring future systems, and conducting the revolutionary research mission partners and users demand.

Goal 6: Create and Maintain a World-Class NRO Workforce Who Will Revolutionize Global Reconnaissance (U)

(U) People are the NRO's greatest asset. The NRO team must be informed and empowered to meet the challenges of revolutionizing global reconnaissance. Opportunities abound to contribute to and share in the NRO's success; the objective is to maximize the NRO's potential by giving everyone the opportunity to engage in challenging work where efficient and effective performance is rewarded equitably. In turn, we depend on each of our NRO team members to maintain the highest standards of integrity, conduct, and accountability.

Goal 7: Provide a Quality Work Environment that Enables Our Workforce to Excel (U)

(U) Our workforce must feel that they receive the infrastructure necessary and appropriate to accomplish the mission of the NRO. In this regard, by providing appropriate facilities, tools, information handling, and an improved quality of life through available services, the NRO can create an environment that will foster increases in employee productivity and satisfaction, and ensure the retention of our world class workforce, the latter being an important step in assuring continued support to the NRO's stakeholder and customer needs. To this end, a quality environment, one in which each and every employee knows the supporting infrastructure is there when needed, will allow our workforce to continue to be "Freedom's Sentinel in Space."

Goal 8: Develop a Streamlined, Open, Corporate Management Climate (U)

(U) All employees are critical to driving the continual evolution of the NRO's strategic direction. Our corporate climate should foster the ability to perform the NRO's mission, supported by an effective decision-making process, and clear lines of communication. We need to focus on eliminating non value-added processes, emphasizing "one team"; employees are the enabler of our success.

5.2 Strategic Initiatives (U)

(U) The following are examples of strategic initiatives that have been instrumental in moving the NRO toward accomplishment of the employee satisfaction goals.

5.2.1. (U) Employee Development. Since the inception of strategic planning at the NRO, several human resource initiatives to improve the development of employees have been introduced. Examples include the implementation of an employee performance recognition program and an evaluation of current training programs.

(U) The purpose of the employee performance recognition program is to create a unified, "One Team" approach that establishes equity among employees. The program was initiated to respond to the results of the first annual NRO Organizational Climate Survey that identified performance recognition as an area for improvement. This recognition program will provide greater opportunities for employees to be recognized for their contribution. In addition, this manager-driven program will delegate award approval authority and will give employees and managers greater access to award information.

(U) There are also initiatives underway to evaluate and improve NRO training programs. Currently, the Human Resources Management Group (HRMG) is assessing training needs and benchmarking training "best practices" throughout industry. In addition, the NRO is designing corporate education, training, and development programs, with a core curriculum aligned to our strategic needs. The Human Resources Management Group (HRMG) will provide competency-based training and development to promote a culture of continuous learning and professional growth.

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5.2.2. (U) Organizational Development/Improvement. In addition to the employee development initiatives, there are a number of organizational development/improvement programs that have been helpful in identifying needed improvements throughout the organization. Examples of these types of efforts include an Organizational Climate Survey and a workforce analysis.

(U) The Organizational Climate Survey provides NRO managers with a full understanding of the strengths and weaknesses of the NRO as a place of employment. The survey collects reliable data regarding employee perceptions of the NRO. These perceptions are used by NRO managers at all levels throughout the organization to gain insight into aspects of the organizational climate that are favorable to employees, while also identifying aspects that require improvement. The results of the first annual survey have been analyzed and have provided a baseline level of performance against which subsequent survey results can be compared.

(U) HRMG is conducting an analysis to ensure that the NRO workforce possesses the right set of skills to attain its vision of revolutionizing global reconnaissance. The purpose of the analysis is to identify, review, and compare the NRO's current and future workforce needs. Results of the analysis will help to determine the skills, knowledge, and abilities that will be needed to support our future roles and missions. This analysis will also assist HRMG in identifying opportunities to enhance organizational effectiveness.

5.3 Key External Factors Impeding Goal Accomplishment (U)

5.3.1. (U) Information Security. Information security requirements could be an obstacle to implementing several of the strategies identified to achieve the goals in this perspective. Information security concerns could delay the introduction of "virtual offices" and telecommuting concepts. However, the CIO will establish information technology policies to complement information exchange and business practices for all NRO Strategic Goals (including Goal 7). Information technologies and policies should enable innovative business practices after risks have been assessed to ensure that operational procedures and information technologies adequately protect our valuable information resources.

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5.4 Goal 6: Create and Maintain a World-Class NRO Workforce Who Will Revolutionize Global Reconnaissance (U)

(U) "People are the most important part of the NRO. Our people are striving to be world-class--the most dedicated, innovative, talented, and mission-oriented professionals in the Intelligence Community--committed to technical excellence and proud of the service we provide. As partners in this critical goal, NRO people are helping create a strategic human resource plan that fosters a challenging and productive work environment, and encourages and supports individual career development. The NRO will offer continuous learning and growth opportunities for all employees, leading to improved productivity, greater retention, and organizational excellence. Accomplishing this goal is a critical step in our pursuit of revolutionizing global reconnaissance."



Brig Gen Robert E. Larned, USAF
Director, IMINT Systems Acquisition and Operations

5.4.1. Desired Outcomes and Candidate Performance Measures (U)

(U) Table 6a

<i>Desired Outcomes</i>	<i>Candidate Performance Measures</i>	<i>Current Position</i>	<i>Annual Targets</i>	<i>Source of Data</i>
6.1 Increased employee satisfaction a) <i>by increasing performance recognition</i> b) <i>by increasing job involvement</i> c) <i>by reducing stress</i>	6.1) Extent to which employees are satisfied with their jobs a) Extent to which employees think the NRO does a good job recognizing them b) Extent to which employees influence their daily work activities c) Extent to which employees' work site & environment contribute to job satisfaction	6.1) 88% Agree a) 71% Agree b) 83% Agree c) 84% Agree	6.1) 90% Agree a) 75% Agree b) 85% Agree c) 85% Agree	6.1) Climate Survey - Job Satisfaction Factor a) Climate Survey - Performance Recognition Factor b) Climate Survey - Involvement Factor c) Climate Survey - Quality of Life Factor
6.2 Increased workforce preparedness a) <i>by maintaining the industry standard of annual training hours per employee</i> b) <i>by improving employee perception that they have the training required to do their jobs</i>	a) Training hours per employee b) Extent to which employees agree that they have the necessary training to do their jobs	a) 48 Hours b) 88% Agree	a) 40 Hours b) 90% Agree	a) HRMG b) Climate Survey - Training Factor
6.3 Increased employee retention & improved experience levels a) <i>by reducing voluntary turnover of government employees</i> b) <i>by increasing positive job attributes</i>	a) Average number of months that each current NRO employee has worked at the NRO b) Extent to which employees perceive they have a good job	a) 86 months for civ; 30 months for mil b) 93% Agree	a) TBD b) 95% Agree	a) HRMG b) Climate Survey - My Job Factor

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(U) Table 6a Cont.

Desired Outcomes Area	Candidate Performance Measures	Current Baseline	Annual Target	Source of Data
6.4 Increased employee performance and competence a) by encouraging employee professional development	a) Extent to which employees are given an opportunity to develop & advance	a) 62% Agree	a) 65% Agree	a) Climate Survey - Employee Development Factor
6.5 A more flexible organization a) by increasing employee awareness of strategic direction b) by providing stronger directional leadership c) by increasing positive supervision	a) Extent to which employees perceive a clearly communicated vision b) Extent to which employees perceive strong directional leadership c) Extent to which employees perceive positive supervision	a) 78% Agree b) 83% Agree c) 82% Agree	a) 85% Agree b) 85% Agree c) 85% Agree	a) Climate Survey - Awareness in Strategic Direction Factor b) Climate Survey - Leadership Factor c) Climate Survey - Supervision Factor
6.6 A more productive workplace a) by improving employee perceptions of the work environment at the NRO	a) Organizational Climate Survey	a) 84% Agree	a) 85% Agree	a) Climate Survey - Overall Results

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5.4.2. Strategies To Achieve Goal (U)

(U) Table 6b.

Goal & Action Plan	Target Date	Accountability	Project Leader (Name & Contact Info)
<p>1) Strengthen the link between human resource planning and NRO strategic direction</p> <p>a) Facilitate, support, and strengthen strategic linkages between HRMG & other goal areas</p> <p>b) Identify companies who are "best-in-class"</p> <p>c) Baseline the workforce</p> <p>d) Translate NRO's strategic goals into HRMG operational practices</p>	<p>a) Completed</p> <p>b) Completed</p> <p>c) On-going</p> <p>d) 10/98</p>	MS&O/HRMG	
<p>2) Refine the staffing process to recruit, select, and assign NRO employees with the talent and experience required to accomplish our mission</p> <p>a) Recruiting (external to the NRO)</p> <ul style="list-style-type: none"> - Baseline NRO recruiting processes - Benchmark recruiting "best practices" - Analyze processes/identify improvements <ul style="list-style-type: none"> - refine processes to refine improvements - seek assistance from parent organizations to improve performance - Implement changes to current processes - Measure average "cycle time" at each part of the process to assess performance and provide feedback <p>b) Selection/assignments (internal/reassignment)</p> <ul style="list-style-type: none"> - Baseline NRO selection and assignments processes - Benchmark selection and assignments standards with parent organizations - Analyze current processes and identify areas for improvement <ul style="list-style-type: none"> - refine processes to initiate improvements - seek assistance from parent organizations to improve performance <p>c) Succession planning</p> <ul style="list-style-type: none"> - Baseline NRO Succession planning activities - Benchmark succession planning best practices from industry and other government agencies - Identify a succession planning model for the NRO - Conduct a succession planning exercise at the NRO - Measure performance, provide feedback, and refine processes 	<p>a) On-going</p> <p>b) On-going</p> <p>c) 10/98</p>	MS&O/HRMG	

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- Education, Training, and Development
- Professional Development
- Performance Recognition

(U) Each sub-goal area has an individual action plan, and has an assigned manager to ensure that progress is made toward goal accomplishment. Performance in each sub-goal area has been assessed through the implementation of performance measures, and sub-goal teams have been established to identify problem areas, research best practices, and implement meaningful changes. Examples of progress to date include the launch of a new employee recognition program, a pilot 360 degree feedback program, and the development of a Human Resources Strategic Plan.

5.4.3. (U) Relationship Between General Goals and Annual Performance Goals. Each desired outcome of Goal 6 is supported by one or more candidate performance measures as listed in Table 6a. This table also identifies known baselines and targets for the candidate measures as well as the source of data. The specific candidate performance measures have also been defined in detail in the data capacity section. Table 6a serves as a preliminary glimpse of the measures and data to be used in the upcoming Annual Performance Plan.

5.4.4. (U) Data Capacity. The following candidate performance measures are currently being tracked and will be used to measure progress toward the achievement of Goal 6.

(U) **Organizational Climate Survey.** The organizational climate survey is an annual survey designed to assess employee perceptions of key organizational factors. The survey supports all three workforce development goals by gathering employee perceptions regarding:

- Tools/Information infrastructure (e.g., hardware, software, and networks)
- Facilities (e.g., office, parking, and supplies)
- Quality of Life (e.g., work hours and on site services)
- Employee Development
- Overall Climate
- Job Satisfaction
- Employee awareness of and involvement in the NRO strategic direction
- Training

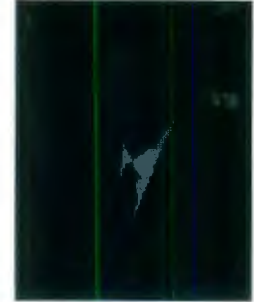
(U) The results of the survey provide statistically reliable measures of NRO employees' perceptions over time. This information provides insight into areas requiring improvement, allowing the NRO to focus on policy or management changes that may lead to greater worker satisfaction, involvement, and productivity.

(U) **Training Hours per Employee.** Training hours per employee looks at the number of hours of formal training that NRO government employees attend. The number of training hours per employee provides an indicator to the Director of the NRO (DNRO) of the investment that is being made in the NRO workforce. The actual amount of training and development that is occurring impacts the degree to which the NRO workforce's skill set is remaining current and, therefore, impacts the level of productivity of the workforce. This information can then be used to compare training at the NRO to training against industry best practices.

(U) **Organizational Experience Base.** Organizational experience base measures the average number of months that the current government workforce has been employed at the NRO. The average organizational experience base provides insight to the DNRO regarding trends in institutional experience. It also provides a potential indicator of interest with regard to member processing costs, recruitment requirements, orientation and training needs, and NRO cultural stability.

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5.5 Goal 7: Provide a Quality Work Environment that Enables Our Workforce To Excel (U)
 (U) "Our goal is to create a quality work environment that supports our employees and makes them proud to work for the NRO. We will accomplish this by providing employees with the appropriate tools and environment necessary to accomplish their jobs. Most importantly, we will supply them with a comprehensive set of services that will aid in enhancing employee productivity and increase job satisfaction. We are also dedicated to looking into the future to give our employees the infrastructure necessary for one team, revolutionizing global reconnaissance. All these things are possible, as long as we provide continued support to the NRO's stakeholders and meet the customers' needs."



Mr. Roger C. Marsh
 Director, Management
 Services and Operations
 (MS&O)

5.5.1. Desired Outcomes and Candidate Performance Measures (U)

(U) Table 7a.

Desired Outcomes	Candidate Performance Measures	Current Baselines	Annual Targets	Source of Data
7.1 Increased employee productivity a) by increasing employee perception that they have the correct tools and information infrastructure to do their job.	a) % of employees that agree that they have the correct tools and information infrastructure to do their jobs.	a) 82.77% Agree	a) 86.91% Agree	a) Organizational Climate Survey - Tools/Information Infrastructure Survey Factor
7.2 Increased employee satisfaction a) by increasing employee perception that the condition and the basic services of their site enable them to do their jobs effectively. b) by increasing employee satisfaction with the amenities available at their site.	a) % of employees that agree that the condition and basic services of their site enable them to do their jobs effectively. b) % of employees that are satisfied with the amenities provided at their site.	a) 91.46% Agree b) 89.3% Agree	a) 91.46% Agree b) 93.77% Agree	a) Organizational Climate Survey - Facilities Survey Factor b) Organizational Climate Survey - Amenities Survey Question
7.3 Retention of a world-class workforce a) by increasing the average number of months that each current NRO employee has worked at the NRO (partially attributed to providing a quality work environment).	a) Organizational Experience Base.	a) 86 Months	a) TBD	a) HRMG

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5.5.2. Strategies To Achieve Goal (U)

(U) Table 7b.

Goal / Action Item	Target Date	Responsibility	Required Resources (Budget of Current Action)
1) Baseline the work environment at all NRO sites in terms of: a) facilities, b) tools, c) information infrastructure, d) quality of life a) Design and administer datacall to NRO sites. b) Collect information from the datacalls that shows what currently exists at each NRO site. c) Reconcile information from datacall with NRO headquarters information.	a) 8/97 b) 11/97 c) 12/97	MS&O	N/A
2) Baseline employee perception of the work environment a) Design and administer survey of all NRO employees b) Communicate survey results to workforce	a) 12/97 b) 3/98	DIR/SP	N/A
3) Identify required improvements a) Conduct site visits in order to identify areas for improvement on a site by site basis. - Establish focus groups to determine specific issues, if necessary. b) Conduct benchmarking to identify best business practices. c) Develop improvement recommendations	a) 3/98 b) 3rd Qtr. 1998 c) 3rd Qtr. 1998	MS&O	N/A
4) Develop a conceptual workplace of the future a) Research state of the art work environments. b) Identify best practices that can be adopted. - Telecommuting, video phones, virtual work environments. c) Identify areas where NRO can accelerate declassification to facilitate the workplace of the future. d) Develop a vision of the end state work environment.	a) 2/98 b) 4/98 c) Summer 1998 d) 4th Qtr. 1998	MS&O COMM	N/A
5) Implement changes a) Develop plans for infrastructure upgrades at each site. b) Prioritize plans for implementation at each site. c) Execute infrastructure upgrades at each site based on necessity/cost.	a) 3rd Qtr. 1998 b) 3rd Qtr. 1998 c) FY 98/99	MS&O	FTE hours & expense (currently unfunded) to be determined by extent of improvements required at each site.
6) a) Update the conceptual workplace of the future and b) continuously improve NRO sites in general a) Re-survey employees periodically - Ensure that the environment and quality of life are being maintained. b) Identify required improvements c) Continue to perform required upgrades	a) Annually b) Annually c) Annually	MS&O COMM	Expenditure for rental space may be a factor.

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(U) The Goal 7 team has undertaken several initiatives in order to achieve their goal of providing a quality work environment that will enable the NRO workforce to excel. They initiated this effort by distributing a datacall to NRO sites with more than ten government employees. This datacall was developed in order to obtain an inventory of the facilities, technologies and amenities that currently exist at each site. The information from the datacall in conjunction with the results from the NRO Climate Survey will be used to identify potential areas of improvement. Once the potential areas of improvement are identified, the NRO will conduct a feasibility analysis in order to prioritize improvement areas.

(U) In addition, the Goal 7 team has also begun to research "the workplace of the future." The feasibility and practicality of cutting edge human resource initiatives will be investigated for possible implementation at the NRO. This will allow for not only a maintained quality of life at the NRO, but a continuously improved one as well.

5.5.3. (U) Relationship Between General Goals and Annual Performance Goals. Each desired outcome of Goal 7 is supported by one or more candidate performance measures as listed in Table 7a. This table also identifies known baselines and targets for the candidate measures as well as the source of data. The specific candidate performance measures have also been defined in detail in the data capacity section. Table 7a serves as a preliminary glimpse of the measures and data to be used in the upcoming Annual Performance Plan.

5.5.4. (U) Data Capacity. The following candidate performance measures are currently being tracked and will be used to measure progress toward the achievement of Goal 7:

(U) Organizational Climate Survey. The organizational climate survey is an annual survey designed to assess employee perceptions of key organizational factors. The survey supports all three workforce development goals by gathering employee perceptions regarding:

- Tools/Information infrastructure (e.g., hardware, software, and networks)
- Facilities (e.g., office, parking, and supplies)
- Quality of Life (e.g., work hours and on site services)
- Employee Development
- Overall Climate
- Job Satisfaction
- Employee awareness of and involvement in NRO strategic direction
- Training

(U) The results of the survey provide statistically reliable measures of NRO employees' perceptions over time. This information provides insight into areas requiring improvement, allowing the NRO to focus on policy or management changes that may lead to greater worker satisfaction, involvement, and productivity.

(U) Organizational Experience Base. Organizational experience base measures the average number of months that the current Government workforce has been employed at the NRO. The average organizational experience base provides insight to the DNRO regarding trends in institutional experience. It also provides a potential indicator of interest with regard to member processing costs, recruitment requirements, orientation and training needs, and NRO cultural stability.

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5.6. Goal 8: Develop a Streamlined, Open, Corporate Management Climate (U)

(U) "Developing a streamlined, open, corporate management climate is essential to creating an atmosphere that promotes the employee's ability to perform their mission. Supported by an effective decision-making process, and clear lines of communication, this goal ensures that the workforce is informed, involved and that the Director's strategic direction is understood at all levels. This goal also underscores the "One Team" concept where there is a corporate, NRO-wide awareness, participation, contribution, and ownership of corporate decisions made in support of the NRO strategy. Nurturing this climate will enhance the doctrine that all employees are critical to success in the continual evolution of the NRO's strategic direction. Ultimately, developing a streamlined, open, corporate management climate helps employees understand the connection between their performance and our corporate strategy by communicating NRO goals and connecting directorate and office responsibilities to corporate achievement."



Mr. Garnett R. Stowe, Jr.
Chief of Staff

5.6.1 Desired Outcomes and Candidate Performance Measures (U)

(U) Table 8a .

<i>Desired Outcomes</i>	<i>Candidate Performance Measures</i>	<i>Current Baselines</i>	<i>Annual Targets</i>	<i>Source of Data</i>
8.1 Decreased number of required senior manager decision-making forums	a) Number of Decision Making Forums	a) 4 Forums	a) 3 Forums	a) Front Office
8.2 Increased employee awareness of the strategic planning process.	a) Extent to which employees are aware of and participate in defining the strategic direction of the NRO	a) 78.12% Agree	a) 85.93% Agree	a) Organizational Climate Survey - Awareness/ Involvement in Strategic Direction Factor
8.3 Reduced number of staff organizations required to support the NRO	a) Number of Headquarters Staff	a) 462 Headquarters Staff	a) 416 Headquarters Staff	a) Staffing Analysis
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(U) Table 8a Cont.

Desired Outcome Goal	Current Performance Measure	Current Baseline	Annual Target	Source of Data
8.4 Decreased time required to coordinate corporate communication	a) Action Completion Timeliness: Percent of actions closed on-time (quarterly).	a) 8% of actions closed on-time	a) 25% of actions closed on-time	a) Front Office Database - tracked quarterly
	b) Action Completion Timeliness: Average cycle time for all actions (quarterly)	b) 81 Days	b) 60 Days	b) Front Office Database - tracked quarterly
8.5 Increased employee satisfaction by having an informed and involved workforce.	a) Extent to which information flows throughout the organization and employees are well informed about important issues.	a) 87.27% Agree	a) 91.63% Agree	a) Organizational Climate Survey - Communication Factor
	b) Extent to which employees can contribute to organizational improvement.	b) 83.4% Agree	b) 87.57% Agree	b) Organizational Climate Survey - Participation / Involvement Factor

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5.6.1.1. (U) Qualitative Outcomes

- *Decreased time required to make decision.*

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5.6.2. Strategies To Achieve Goal (U)

(U) Table 8b.

Goal & Action Plan	Target Date	Accountability	Required Resources (Personnel, Funding, etc.)
<p>1) Develop an effective decision-making and information flow process.</p> <p>a) Baseline current corporate decision making processes</p> <ul style="list-style-type: none"> - document and research guidelines for current decision making processes that have been identified as problem areas - Senior Staff - MCM - identify at which level decisions should be made <p>b) Baseline current corporate level information flow processes</p> <ul style="list-style-type: none"> - determine information flow needs/process owners <p>c) Baseline staff organizations</p> <ul style="list-style-type: none"> - identify areas where the levels of bureaucracy can be eliminated <p>d) Implement changes to improve decision making and information flow needs</p> <ul style="list-style-type: none"> - make adjustments to improve the decision making process - revise and reissue guidelines for the Senior Staff and MCM - establish a Board of Directors to make sensitive corporate decisions - recommend ground rules/operating procedures for each of the meetings to provide structure - make adjustments to improve the information flow process - document a MCP for the front office - develop a Correspondence Handbook for external and internal communication - establish the Executive Secretariat - make recommendations as to which staff organizations can be eliminated - communicate standards and expectations (ongoing) - provide feedback and readjust as needed (ongoing) 	<p>a) 8/97</p> <p>b) 8/97</p> <p>c) 3/98</p> <p>d) 5/98</p>	<p>DIR/COS</p>	

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(U) Table 8b Cont.

Goal 8 Action Plan (CAP)	Target Date	Responsible	Required Resources (Source of Funds)
2) Foster an informed and well involved workforce			
a) Enhance employee's role in the continual evolution of the NRO's strategic direction - link employee performance at all levels to corporate strategy - communicate NRO corporate level goals to employees - provide corporate level strategic planning information on the web - brief intent, status, and results of corporate level goals to employees - deploy the strategic planning process to the Directorate and Office level - link D&O responsibilities to corporate goal achievement	a) 12/00	DIR/SP	
b) Establish mechanisms to solicit employee input - implement periodic climate/strategic feedback surveys - assess workforce awareness of and participation in the NRO strategy - assess the extent to which employees are well informed about important issues - assess the extent to which employees can contribute to organizational improvement	b) 12/97		

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(U) There are several initiatives underway within the NRO that will improve the corporate climate. These initiatives are focused on improving the corporate decision-making process, eliminating unnecessary bureaucracy, and improving communications while increasing involvement among all levels of the organization.

(U) This effort began by analyzing the senior corporate decision-making processes, documenting the guidelines, and identifying areas where improvements could be made. Concurrent with this effort, the corporate level information flow processes were analyzed. Adjustments to both of these processes were identified and some have already been implemented.

(U) An additional effort to reduce unnecessary bureaucracy within the organization was initiated. This effort focused on baselining the NRO staff. The study results revealed that the NRO staff had increased; this resulted in a recommendation to reduce the size of the NRO staff elements by 10 percent by December 1998.

(U) In order to improve the communication flow and involvement within the organization, the Strategic Planning Office has begun several initiatives. An organizational climate survey was developed and distributed to all NRO government employees, to solicit feedback on employee perceptions of the work environment. Additionally, the Strategic Planning Office has begun to assist the organization as it deploys the strategic planning process throughout the organization, in an effort to link employee performance at all levels to corporate strategy.

5.6.3. (U) Relationship Between General Goals and Annual Performance Goals. Each desired outcome of Goal 8 is supported by one or more candidate performance measures as listed in Table 8a. This table also identifies the baselines and targets for the candidate measures as well as the source of data. The specific candidate performance measures have also been defined in detail in the data capacity section. Table 8a serves as a preliminary glimpse of the measures and data to be used in the upcoming Annual Performance Plan.

5.6.4. (U) Data Capacity. The following candidate performance measures are currently being tracked and will be used to

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(U Cont.) measure decision-making progress toward the achievement of Goal 8:

(U) Number of Decision-Making Forums. The number of mandatory decision-making forums was studied to determine their utility. The study revealed that senior managers were required to attend the following four meetings: Program Managers Quarterly Forum (PMQF), Senior Staff Meeting (SSM), Management Committee Meeting (MCM), as well as a monthly Strategic Planning Meeting. It was decided to reduce the number of mandatory decision-making forums from four to three. The monthly strategic planning meetings were simply incorporated into the senior staff meetings with bi-weekly updates.

(U) Organizational Climate Survey. The organizational climate survey is an annual survey designed to assess employee perceptions of key organizational factors. The survey supports all three workforce development goals by gathering employee perceptions regarding:

- Tools/Information infrastructure (e.g., hardware, software, and networks)
- Facilities (e.g., office, parking, and supplies)
- Quality of Life (e.g., work hours and on site services)
- Employee Participation/Involvement
- Overall Climate
- Communication
- Employee awareness of and involvement in NRO strategic direction
- Training

(U) The results of the survey provide statistically reliable measures of NRO employees' perceptions over time. This information identifies areas requiring improvement and, allows us to focus on policy or management changes that could potentially lead to greater worker satisfaction, involvement, and productivity.

(U) Number of Headquarters Staff. In an effort to reduce the number of staff organizations required to support the NRO, a bureaucracy study was conducted. This study focused on baselining the staff organizations within the NRO and identifying areas where the levels of bureaucracy could be eliminated.

(U) The results of this study revealed that the NRO staff had increased. In response to these findings, a recommendation was made to reduce the size of the NRO staff elements by 10 percent by December 1998, resulting in the identification of 46 billets from staff functions which can either be reassigned to NRO line elements or eliminated.

(U) Action Completion Timeliness. Action completion timeliness is measured on a quarterly basis and is based on whether the action completion date is before or after the initial suspense date. The first quarter measurement combined internal and external actions; however, in the future, internally and externally generated actions will be measured separately. In addition, the average cycle time (based on the time between the action start date and the action completion date) was calculated for actions completed on-time, actions completed late, and all actions (total cycle time).

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Figure 9: (U) Financial Management Perspective.

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6.0 FINANCIAL MANAGEMENT PERSPECTIVE (U)

6.1 Introduction (U)

(U) To achieve the NRO vision of "...revolutionizing global reconnaissance," we must make optimal use of our fiscal resources. Although fiscal constraints can seem burdensome, thoughtful management of resources and appropriate use of program funding will ultimately act as a catalyst to the delivery of products that satisfy our customers' requirements. This perspective focuses on improving NRO financial management systems and processes so that senior leaders can better manage NRO resources.

Goal 9: Develop and Sustain a Financial Management Process that Optimizes the Use of Our Resources (U)

(U) This goal addresses our need for, and commitment to, building a financial management process that supports NRO managers at all levels. This process must be efficient and provide the insight necessary for managers to effectively make complex and difficult resource decisions.

Goal 10: Ensure Government and Contractor Financial Systems Provide Reliable, Timely, and Accurate Information (U)

(U) This goal brings together our vigilance over the expenditure of funds on both sides of the government/contractor ledger. The systems must provide reliable and accurate financial status to our managers and our stakeholders.

6.2 Strategic Initiatives (U)

(U) The following are examples of strategic initiatives that focus on improving our financial systems and processes. These initiatives have been instrumental in moving the NRO toward accomplishing the corporate-level financial management goals.

6.2.1. (U) Financial Management Process Reengineering. As a result of the Joint Audit Report on NRO Financial Management Practices by the Central Intelligence Agency/Department of Defense Inspector General (CIA/DoDIG) 30 April 1996 audit, Congress required a complete revision of the NRO financial processes. Officials from the Director of Central Intelligence's (DCI's) Community Management Staff (CMS) and the DoD Comptroller's office required that the NRO conduct budget execution reviews and submit status reports of its "financial health" in order to provide proof of compliance. These reviews created an environment for positive change. New policies, procedures, and processes were developed to ensure that the budget for the NRO would be closely monitored in execution. In addition, a Management Control Program Directive was published to provide structure and direction for programmatic and budgetary compliance.

(U) Budgetary process mapping has allowed the NRO to efficiently and accurately align resources with requirements. Although a complete budgetary process map has already been developed, it is anticipated that processes will continually evolve and improve.

6.2.2. (U) Financial Management System. A new Integrated Financial Management System (IFMS) is currently being implemented, and is expected to be at Full Operating Capacity (FOC) as of 1 October 1999. The first module was implemented on 1 October 1997. The system will be used to account for, monitor, and track budgetary resources for the NRO, as well as providing information for the evaluation of management controls.

6.3 Key External Factors Impeding Goal Accomplishment (U)

6.3.1. (U) Changes in External Oversight Requirements. Changes in how and when information is due to external oversight organizations will influence the degree to which the NRO can develop and sustain financial management processes that optimize the use of resources. The NRO financial management process responds to requirements from the DoD, CMS, and six congressional committees. As the requirements from these organizations change in any given year, the NRO must modify its internal processes to permit responsive and timely actions.

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6.4 Goal 9: Develop and Sustain a Financial Management Process that Optimizes the Use of Our Resources (U)

(U) "Effective budgeting and planning is crucial in today's environment of shrinking resources. This goal focuses on improving our budget build process to make it more open and corporate, and conducting better budget execution reviews to provide insight into NRO programs and to gather feedback on progress being made. These processes, in conjunction with the development of a resource allocation procedure manual and a resource allocation milestone calendar, will provide valuable NRO resource information to all managers. Besides improving our internal financial control, better execution in these areas will improve stakeholder confidence, which is essential to continuing our success in revolutionizing global reconnaissance."



Ms. Mary Corrado
Deputy Director, Resource Oversight and Management (ROM)

6.4.1. Desired Outcomes and Candidate Performance Measures (U)

<i>Desired Outcomes</i>	<i>Candidate Performance Measures</i>	<i>Current Baselines</i>	<i>Annual Targets</i>	<i>Source of Data</i>
9.1 NRO elements receive clear guidance and direction; "repeat steps" minimized	a) Days late or early meeting key financial deadlines	a) FY 98	a) On-time	a) ROM
9.2 Resource allocation decisions aligned to customer priorities	a) Number and value of reprogrammings	a) FY 98	a) TBD	a) ROM
9.3 Optimal use of limited budget resources	a) Number and value of reprogrammings	a) FY 98	a) Zero	a) ROM
<i>Unclassified</i>				

(U) Table 9a.

~~SECRET~~**6.4.2. Strategies to Achieve Goal (U)**

Goal # Action Plan	Target Date	Responsible	Required Resources (Source of Current Budget)
1) Document the resource management process a) Establish new process for the FY00 IPOM and brief to NRO Directorates and Offices b) Incorporate Lessons Learned from the IPOM, and write-up full documentation of the process before the FY00 BES	a) Complete b) 7/98	ROM/RM	
2) Align resources to NRO requirements a) In budget build process - ensure requirements and execution status to determine budget guidance - develop tools to more effectively trade requirements and cost (in conjunction with P&A) b) In current year reallocations - establish policy to ensure current year funds realignments are consistent with NRO (vs D&O) priorities	a) 10/98 b) 3/98	ROM/RM	

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(U) Table 9b.

(U) Over the past eighteen months, significant efforts have been expended to develop and sustain a strong financial management process at the NRO. To date, a new process has been developed for the FY00 Intelligence Program Objective Memorandum (IPOM), and the NRO Resource Oversight and Management (ROM) office is working with each Directorate and Office (D&O) to ensure that processes are understood and properly executed.

(U) Development of processes that will allow the NRO to properly align resources with requirements will require good communication with each D&O. ROM acknowledges the importance of this communication, and has incorporated a "lessons learned" evaluation step in its action plan to encourage continuous process improvement and open and honest feedback from the D&Os.

6.4.3. (U) Relationship Between General Goals and Annual Performance Goals. Each desired outcomes for Goal 9 is supported by one or more candidate performance measures as listed in Table 9a. This table also identifies known baselines and targets for the candidate measures as well as the source of data. The specific candidate performance measures have also been defined in detail in the data capacity section. Table 9a serves as a preliminary glimpse of the measures and data to be used in the upcoming Annual Performance Plan.

6.4.4. (U) Data Capacity. The following candidate performance measures are currently being tracked and will be used to measure progress toward the achievement of Goal 9.

(U) Days Late or Early Meeting Key Financial Deadlines. This measure looks at the timeliness of financial information provided by the NRO to the Director of Central Intelligence (DCI) and the Deputy Secretary of Defense, Office of Management and Budget (OMB), and Congress. By tracking whether or not the NRO met or exceeded the due dates of the IPOM, the Budget Estimate Submission (BES), the Congressional Budget Justification Book (CJB), and annual financial statements, it can be determined if the NRO is providing timely financial information. The timeliness of financial information provides an indicator to the Director of the NRO (DNRO) on the ability to comply with official deadlines, and provides an indicator as to the level of reliability that our oversight entities have in NRO financial data.

(U) Number and Value of Reprogrammings. This metric will measure how well the budget was initially planned and aligned, by tracking the number of times (and the amount) of both external and internal reprogrammings. This metric will inherently

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identify program savings (realignment "resources"). The goal is to have properly allocated budget resources against NRO

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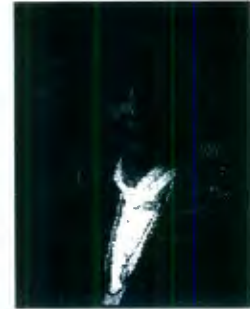
(U Cont.) program priorities by the time the CBJB is submitted to the Congress thereby minimizing reprogramming requirements.

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6.5 Goal 10: Ensure Government and Contractor Financial Systems Provide Reliable, Timely, and Accurate Information (U)

(U) "The NRO is in the process of acquiring and implementing a new accounting system and developing a budget formulation tool. These two efforts will result in improved quality, availability, and timeliness of our financial information. The NRO will realize a number of benefits as a result of this development effort. First, we will have insight into our financial standing in ways that we have not had in the past. Additionally, by gaining more control over our budget and financial information, we will be able to more accurately respond to requests and provide information to our stakeholders. These efforts move us toward rebuilding trust in our financial policies and systems and will increase our credibility with Congress, the Secretary of Defense, and the Director of Central Intelligence. In the long run, these efforts will make future programs easier to justify, and will facilitate our ability to comply with the CFO Act and other statutory requirements."



Ms. Mary Corrado
Deputy Director, Resource Oversight and Management (ROM)

6.5.1. Desired Outcomes And Candidate Performance Measures (U)

Desired Outcomes	Candidate Performance Measures	Current Baseline	Annual Targets	Source of Data
10.1 Improved quality and timeliness of NRO financial information a) by providing accurate and timely budget execution data for all NRO funds b) by improving accuracy of contract requirements forecasts c) by increasing the ability to comply with the CFO Act and other statutory requirements	a) Execution performance	a) FY 98 quarterly report	a) obligations target: <input type="text"/> expenditures target: <input type="text"/>	a) ROM
	b) Number and value of reprogrammings	b) FY 98	b) TBD	b) ROM
	c) Timely resolution of defined discrepancies	c) CFO Act - 3/99	c) Zero at FY00	c) ROM
10.2 Improved stakeholder perception of the NRO a) by rebuilding trust in the NRO financial policies and systems b) by increasing the credibility of the NRO with Congress and the DCI, which will make programs easier to justify	a) Execution performance	a) Quarterly for FY 98	a) obligations target: <input type="text"/> expenditures target: <input type="text"/>	a) ROM
	b) Number of QFRs	b) Q3 FY 98 (119 QFRs)	b) TBD	b) ROM
10.3 Increased availability of financial, contract, and technical information to everyone who needs it	a) Days late or early meeting key financial deadlines	a) FY 98 current year	a) On-time	a) ROM

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(U) Table 10a.

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6.5.2. Strategies to Achieve Goal (U)

Goal 10 Action Plan	Target Date	Responsibility	Required Resources (Outside of Current Budget)
1) Acquire and implement a new accounting system a) Meet requirements of the Treasury FASAB standards and the CFO Act b) Continuous training	a) 10/98 b) FY 00	ROM <input type="text"/>	
2) Develop and implement a contractor performance measurement capability a) Integrate the elements of cost, schedule, and technical performance into an interactive database, (Winsight tool/EVM [IOC]) b) Training c) Contractor performance measures and financial accuracy d) Development of new CFSR formats/briefed contractors	a) 11/97 b) 10/99 c) 11/98 d) 3/97	ROM <input type="text"/>	
3) Integrate contract and NRO financial management systems a) Integrate contracts preparation, issuance, and administration system with the NFMS	a) 10/98	ROM <input type="text"/>	
4) Develop and implement a budget formulation tool a) Ensure tool supports all phases of the budget process b) Provide timely and reliable responses to external information requests c) Compare and track current and planned contractual requirements against approved budgets d) Provide funds control and distribution capability e) Integrate Winsight with budget system f) Continuous training	a) 4/99 b) 4/99 c) 4/99 d) 10/99 e) 12/99 f) FY00	ROM <input type="text"/>	

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(U) Table 10b.

(U) Through the implementation of the Goal 10 action plan, the NRO is diligently working to field a financial management system that will provide reliable, timely, and accurate information. To date, the first module of this system has been deployed, and follow-on capabilities are scheduled for initial operation at the beginning of fiscal years 1998 and 1999. When fully operational, NRO systems will meet the requirements of the Treasury Federal Accounting Standards Advisory Board (FASAB) standards and the Chief Financial Officers (CFO) Act.

(U) Over the past year, significant progress has also been made toward developing a contractor performance measurement capability. Contractor Fund Status Reporting (CFSR) formats have been developed and implemented, and cost, schedule, and performance data has been integrated using Earned Value Management (EVM) concepts.

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6.5.3. (U) Relationship Between General Goals and Annual Performance Goals. Each of Goal 10's desired outcomes is supported by one or more candidate performance measures as listed in Table 10a. This table also identifies known baselines (U Cont.) and targets for the candidate measures as well as the source of data. The specific candidate performance measures have also been defined in detail in the data capacity section. Table 10a serves as a preliminary glimpse of the measures and data to be used in the upcoming Annual Performance Plan.

6.5.4. (U) Data Capacity. The following candidate performance measures are currently being tracked and will be used to measure progress toward the achievement of Goal 10.

(U) Execution Performance. This measure reflects our management of resources based on our requirements. Obligations and expenditures will be tracked over time and analyzed against standard Department of Defense (DoD) metrics. This measure will track our current performance against targeted performance levels and indicate whether our program is phased properly with financing.

(U) This measure provides the DNRO with a reliable gauge of our corporate ability to manage our programs within a given level of resources. This measure provides our stakeholders with insight into the financial health of our programs.

(U) Number and Value of Reprogrammings. This metric will measure how well the budget was initially planned and aligned, by tracking the number of times (and the amount) of both external and internal reprogrammings. This metric will inherently identify program savings (realignment "resources"). The goal is to have properly allocated budget resources against NRO program priorities by the time the CBJB is submitted to the Congress thereby minimizing reprogramming requirements.

(U) Timely Resolution of Defined Discrepancies. A significant measure of successful implementation and operation of a corporate financial management system is the number of discrepancies identified by either the Federal Managers' Financial Integrity Act (FMFIA) management control self-assessment process or by external reviews conducted by the Inspectors General of the NRO, the DoD and/or the Central Intelligence Agency (CIA). The ultimate objective is to achieve unqualified affirmation of financial management system operations and identify no discrepancies. Recognizing the complexity and scope of the challenges, a practical approach is to close any identified discrepancies within 24 months of identification, and to close approximately one-third of the identified discrepancies in the first 12 months.

(U) All discrepancies identified will be tracked as part of the FMFIA management control program, and those items that have been closed will be documented with a memorandum approved by the Deputy Director of the NRO (DDNRO) and the ROM. This will provide for action tracking within the context of an existing mechanism and ensure periodic status and timely resolution is documented.

(U) Number of Official Questions for the Record (QFRs). This measure depicts the total number of official Questions for the Record (QFRs). Some volume of QFRs are necessary, expected and invited. The objective is to limit the number of QFRs to a level that does not unduly burden program offices.

(U) Days Late or Early Meeting Key Financial Deadlines. This measure looks at the timeliness of financial information provided by the NRO to the DCI and the Deputy Secretary of Defense, OMB, and Congress. By tracking whether or not the NRO met or exceeded the due dates of the IPOM, the BES, the CBJB, and annual financial statements, it can be determined if the NRO is providing timely financial information. The timeliness of financial information provides an indicator to the DNRO on the ability to comply with official deadlines, and provides an indicator as to the level of reliability that our oversight entities have in NRO financial data.

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7.0 PROGRAM EVALUATION AT THE NRO (U)

(U) The NRO has implemented a comprehensive program evaluation approach to achieve two primary objectives. First, the program evaluation approach must ensure that current programs are on course to enable the NRO to achieve its corporate goals. The second objective is to ensure that each expended program dollar results in the maximum possible benefit for our customers. The processes in place to achieve each of these objectives are presented below.

Strategic-Level Program Evaluation (U)

(U) At the corporate level, the NRO has identified ten strategic goals and has committed resources in a variety of programs to achieve these goals in the coming years. Organizational performance, monitored through our corporate-level measures, will enable senior management to assess whether funded programs are delivering desired results.

(U) As discussed previously in this document, NRO measures include leading indicators of performance in our core business areas such as research and development, acquisition, and operations. These measures are balanced with lagging indicators, including survey results, that enable management to evaluate whether our processes are resulting in benefits to our customer base. This corporate-level view of NRO programs allows senior management to consider the effect of all programs in the aggregate since many programs have an impact on performance against each corporate measure.

(U) The NRO has already implemented a quarterly performance review to assess organizational performance and discuss the status of current programs. The measures presented in this forum will be incorporated into the new strategic planning process and will be included in annual NRO performance plans and annual performance reports as they are developed.

(U) The NRO also actively uses several cross-community panels to evaluate the strategic impacts of its major programs. The Director of the NRO (DNRO) has established the NRO Advisory Panel, the NRO Gold Team, and various program review panels to ensure that customers and stakeholders are informed and actively participate in major decisions. In addition, the DNRO invites industry partners semi-annually to meet with NRO personnel and share ideas. These forums, though strategic in nature, often focus on technical program assessment and issues involving the technical details of information superiority.

Individual Program Evaluation (U)

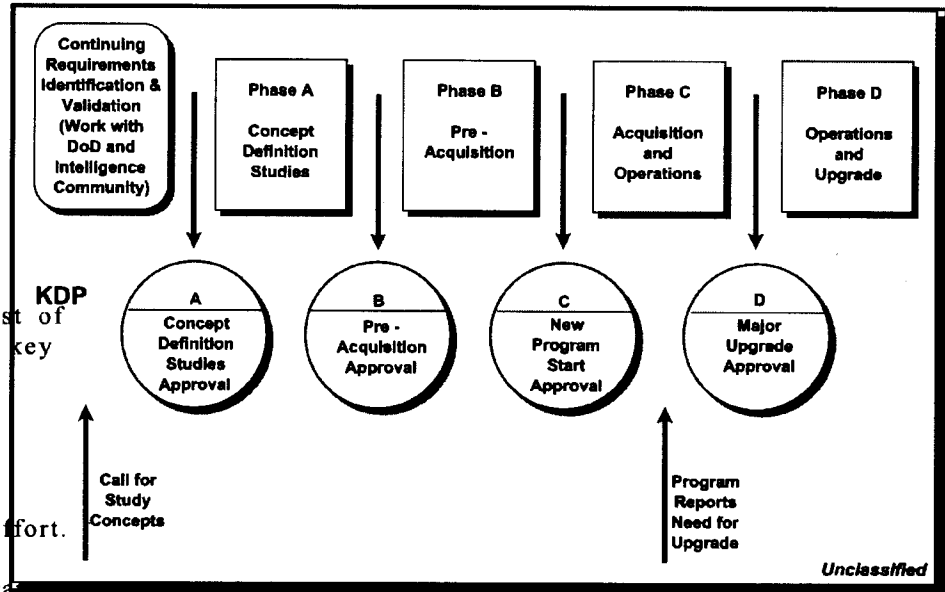
(U) The NRO is responsible for its systems from cradle to grave. A program office is established at the inception of a program and sees it through concept definition, system development, testing, production, launch, and on-orbit operations. Each phase of this life cycle is carefully managed, and mechanisms are in place to ensure that each program delivers its expected value. The source documents for managing this process are the NRO Acquisition Manual (NAM) and NRO Directive (NROD) 82-2.

(U) Below, two of the key forums for evaluating programs are introduced -- the NRO Acquisition Board (NAB), outlined in NROD 82-2, and the Quarterly Program Review (QPR).

(U) **NROD 82-2 (the NAB).** The overarching policy for managing the acquisition process is NROD 82-2. Under NROD 82-2, programs are structured in four phases that translate broadly stated mission needs into well-defined system-specific requirements. These phases are separated by key decision points (KDPs). The interrelationship between program phases and related KDPs are listed below.

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(U) At each KDP, a full review of cost, schedule, and performance is presented to and evaluated by the NAB. Members of the NAB include NRO Senior Management members, representatives from NRO mission partners (including NSA, NIMA, CMO, CIA, DIA, and USSPACECOM), and additional customers and stakeholders. This broad list of participants ensures that members of the Intelligence Community (IC) are informed about NRO programs, and that crosscutting functions are appropriately managed to minimize duplication of effort.



(U) At KDP-A, the Program Manager's proposed study approach is assessed as a justification for funding based on the information presented and ensuing discussion of the meeting participants, acquisition decisions are made and are later documented in an Acquisition Decision Memorandum (signed by the Deputy Director of the NRO (DDNRO)).

(U) Two documents are used to facilitate the NAB and DNRO decision making process for KDP-B, KDP-C, and KDP-D Integrated Program Summary (IPS) is prepared by the Program Manager, and an Independent Program Assessment (IPA) prepared by the NRO Office of Plans and Analysis. The purpose of the IPA is to provide checks and balances for the Program Manager's self-evaluation. Both documents address 14 topics, including: execution status of the program; discuss alternatives; cost drivers and major tradeoffs; and, recommendations.

(U) Like KDP-A, the NAB proceedings for the other KDPs result in decisions to either redirect the program or continue effort; again, decisions are captured in an ADM. During KDP-C, the contents of a Baseline Agreement between Program Manager and the DNRO are presented. This document is updated annually (or as necessary) as changes in cost, schedule, and performance.

Quarterly Program Reviews (QPRs) (U)

(U) As discussed above, NABs focus on decision making at four KDPs across what is typically a multi-year program life. To keep the DNRO and DDNRO informed between KDPs, the NRO has instituted a quarterly forum to review program progress. The QPR provides Program Managers with the opportunity to update program progress, inform management of tactical program decisions, and seek assistance where necessary. Programs that are proceeding successfully rely on the QPR as the primary forum to provide status. Programs that require additional oversight or assistance are reviewed more frequently in forums.

Program Evaluation Under the Government Performance and Results Act of 1993 (GPRA) (U)

(U) As the NRO continues to comply with the requirements of the GPRA, formats for its annual performance plans and performance reports are being developed. The NRO envisions that these reports will serve as the cornerstone documents for evaluating program performance, and for communicating organizational results. In Sections 3 through 6 of this document, outcomes and candidate performance measures are provided for each strategic goal. Though still in development, this information provides insight into the NRO approach for assessing performance.

~~SECRET~~**APPENDIX (U)**

8.1 (U) STATUTORY PROVISIONS

(U) As a joint interagency organization within the Executive Branch, the NRO is placed within the Department of Defense (DoD) for Executive Agent supervision and support (Para 2, 1961, Agreement on Management of National Reconnaissance Program), but serves as a separate operating agency of the DoD (Para I, 1964 DoD Directive TS 5101.23 and Para B, 1965 Agreement on the Reorganization of the NRO). It is an intelligence community member pursuant to 50 U.S.C. 401A94 (F) and E.O. 12333. Pursuant to the National Security Act (Sec. 105) of 1995, the NRO is responsible for "the continued operation of an effective unified organization for the research and development, acquisition, and operation of overhead reconnaissance systems necessary to satisfy the requirements of the intelligence community."

(U) The Intelligence Authorization Act for Fiscal Year 1993 (October 1, 1992) states that, "The Director of the NRO reports to the Secretary of Defense, and the Secretary has ultimate responsibility, which is exercised in concert with the Director of Central Intelligence, for the management and operation of the NRO. The Director of the NRO executes the NRO's responsibilities through the Department of Defense and the Central Intelligence Agency."

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~~SECRET~~**8.2 CONGRESSIONAL AND STAKEHOLDER CONSULTATIONS (U)**

(U) During 1998, the NRO participated in several Congressional consultations with key staff members to discuss the NRO strategic planning process including: Vision, mission, goals, and implementation methodologies. The briefings provided detailed information about the NRO performance-based strategic planning process and reviewed its strategic foundation. Senior management confirmed its commitment and participation, and described the continued implementation of the corporate process down to the Directorate and Office level. Participation at all levels of the NRO was described as an important bridge from corporate goals to program management and budget allocation.

(U) The following individuals (with their designated Congressional committee) were consulted:

Congressional Staff/Committee Date

Mr. Art Grant, SSCI.....	8 January 1998
Ms. Mary Engebret, HPSCI.....	30 January 1998
Mr. Jim Barnett, SSCI.....	3 February 1998
Mr. Gary Reese, SAC.....	20 February 1998
Mr. Taylor Lawrence, SSCI (NRO Off-site meeting).....	14 April 1998
Ms. Diane Roark and Ms. Beth Larson, HPSCI.....	20 May 1998

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- ¹ Senate Select Committee on Intelligence
 - ² House Permanent Select Committee on Intelligence
 - ³ Senate Appropriations Committee

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8.3 MAJOR MANAGEMENT PROBLEMS (U)

(U) Based on the Jeremiah Panel Report of 26 August 1996, as well as the Joint Central Intelligence Agency (CIA)/Department of Defense Inspector General (DoDIG) reports, the NRO has identified two major management problems. The NRO and its stakeholders, including the Director of Central Intelligence (DCI) and the Secretary of Defense (SECDEF), have taken steps to investigate these problems and develop a course of action to improve in each identified area. Below, each problem is briefly introduced, along with improvement initiatives currently underway.

Customer Relationships (U)

(U) The Jeremiah Panel indicated that nontraditional customers' understanding of NRO system capabilities was elementary and often confused by security and technology. Specific examples include inconsistency in use of reconnaissance information, a belief that there is no financial impact associated with NRO products, and dissatisfaction among end users. The resulting confusion has eroded customer relationships. Based on these observations, the NRO has begun to design a customer support process that is inclusive, balanced, consistent, and accountable in partnership with stakeholders. The process will be flexible, allowing for centralized management planning and oversight, and decentralized execution. NRO leaders will be appointed to support customers of current tasking and dissemination and to derive future customer needs for new system designs, requirements, and architectures. Lead responsibilities for supporting national and military customers will be identified and carried out in coordination with discipline managers. This new approach to customer relations will provide for requirements and capability analysis, and a strong emphasis on innovative and cost effective technical solutions.

(U) The NRO is actively addressing this issue. One of the four perspectives framing the corporate strategic plan, customer satisfaction, is the focus of the first three corporate strategic goals. Additionally, a Customer Support Implementation Plan is currently being developed. In an effort to maintain open communication with key mission partners, the Director of the NRO (DNRO) conducts quarterly exchanges with counterparts in the National Security Agency (NSA) and the National Imagery and Mapping Agency (NIMA).

Spending Accountability (U)

(U) As a result of the Joint CIA/DoDIG audits, excessive funding and the need for accountability of expenditures have been identified as leading management problems at the NRO. Non-compliance with the audit findings provided the impetus for the NRO senior leadership to modify the financial management process and more closely monitor the allocation of funds. New policies, procedures, and processes were developed to ensure that the budget for the NRO would be closely monitored in execution. Officials in the DCI Community Management Staff (CMS) and the Department of Defense Comptroller's office required that the NRO conduct budget execution reviews and submit status reports of its "financial health" in order to provide proof of compliance.

(U) Additionally, the NRO is actively seeking compliance with the Chief Financial Officer's (CFO's) Act. The NRO has begun implementation of a new transaction-driven accounting system that will produce auditable NRO financial statements for fiscal year 1998. These financial statements will be audited by the DoD and CIA Office of the Inspector General (OIG). In preparation of the fiscal year 1998 financial statements and their subsequent audit, the NRO is initiating an effort to identify and correct any deficiencies which could hamper compliance.

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8.4 NRO ROLES AND CROSS-CUTTING FUNCTIONS (U)

(U) The NRO mission states that it is responsible for "...unique and innovative technology, large scale systems engineering, development and acquisition, and operation of space reconnaissance systems..." By executing this mission, the NRO is the U.S. government's primary provider of space-based intelligence and operational support. Although its mission is unique, many NRO core competencies are similar to those found at other agencies, and the NRO proactively collaborates with these agencies to ensure that redundancies are minimized.

(U) Figure 11 below illustrates the NRO role in the intelligence cycle. This cycle begins with the definition of customer needs through collection management, which is conducted by NRO mission partners⁴. Requirements are given a priority and provided to the NRO, and the NRO collects and processes intelligence products. Once processed, the information is exploited and disseminated by mission partners who also archive products for future use.

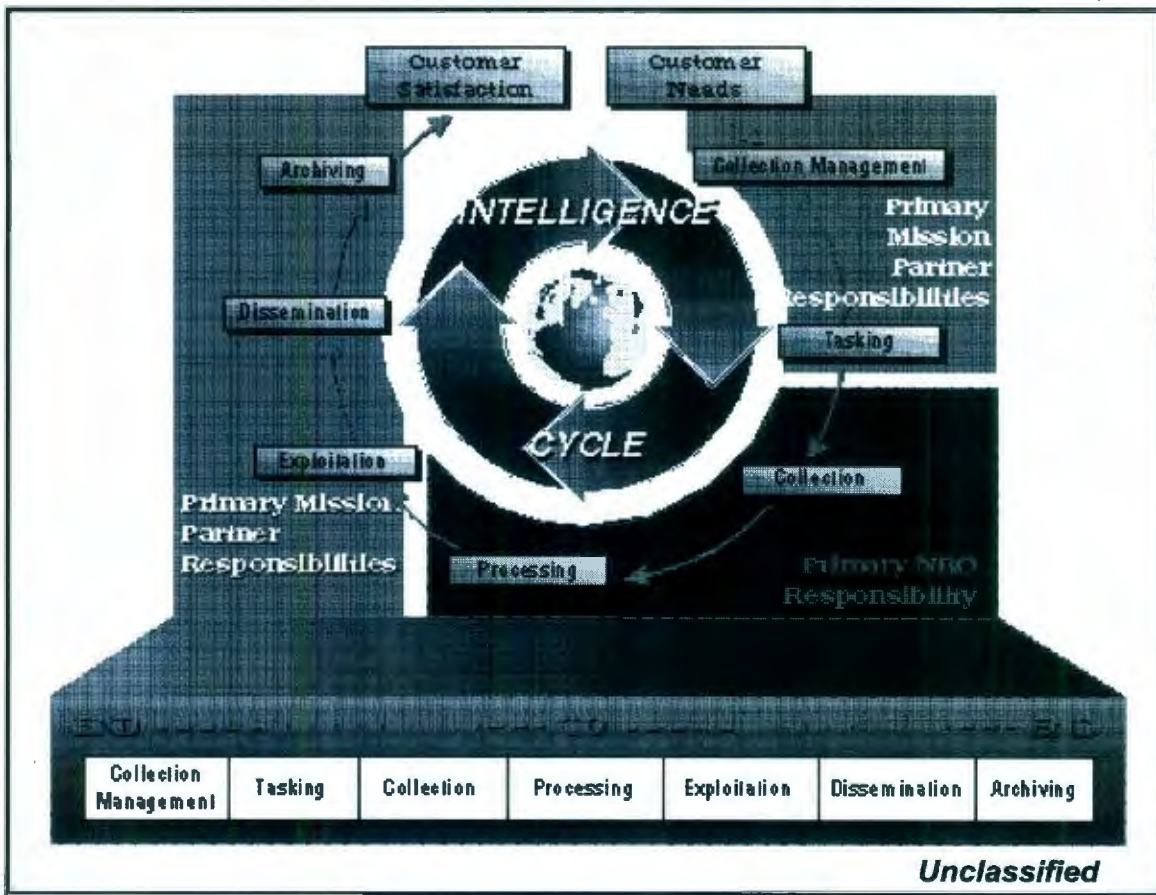


Figure 11: (U) The Intelligence Cycle

(U) NRO programs are selected and managed with the objective of providing optimal support to the collection and processing

⁴ (U) NRO mission partners include the National Security Agency (NSA), the National Imagery and Mapping Agency (NIMA), the Central Measurement and Signature Intelligence Office (CMO), the Central Intelligence Agency (CIA), the Defense Intelligence Agency (DIA), and the United States Space Command (USSPACECOM).

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steps of the intelligence product delivery cycle. As described in the mission statement, the NRO has three key program phases

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(U Cont.) that are central to developing and deploying these collection and processing systems. Each phase is presented below, with an explanation of where it cross-cuts other organizations and what the NRO is doing to minimize redundancies.

Research and Development (U)

(U) The NRO research and development efforts ultimately provide many of the technological advances that have established U.S. preeminence in space-based reconnaissance. To ensure that this position is maintained in the future, the NRO proactively works as a partner with external agencies that conduct similar types of research and development efforts. This collaborative emphasis conserves NRO research dollars, and reduces duplication of efforts in the Federal Government. The annual NRO Technology Forum is an example of ongoing efforts to bring industry and government together to share requirements and capabilities, and to explore opportunities for collaboration.

Acquisition (U)

(U) Like many organizations in the Government, the NRO expends significant effort to ensure that products and services are acquired as efficiently and effectively as possible. The NRO has established an Acquisition Center of Excellence (ACE), which frequently interacts with external agencies to identify and implement best acquisition practices. The Acquisition Steering Group (ASG) shares these ideas internally.

(U) Several federal organizations acquire satellites, and the NRO recognizes the synergy of working with and learning from these organizations. The recent establishment of the Air Force/NRO Integration Planning Group (IPG) is representative of efforts to form partnerships with external acquisition organizations.

Operations (U)

(b)(1)
(b)(3)

Other Cross-Cutting Functions (U)

(U) In addition to the NRO core areas discussed above, there are two other functions inherent to the NRO that cross-cut with other organizations in the Intelligence Community (IC) and DoD.

(U) **Customer Interaction.** Though the intelligence cycle illustrated in Figure 7 shows that mission partners are primarily responsible for direct customer interaction, the NRO also interacts with its users. Within the NRO, the Operational Support Office (OSO) and several of the directorates have ongoing direct relationships with customers.

(U) The NRO recognizes the importance of coordinated customer support, and has developed a Customer Support Board (CSB) and a Customer Support Implementation Plan (CSIP) to improve these interactions. The NRO strategic direction also calls for improvement in our relationships with mission partners (strategic Goal 3); quarterly exchanges with NIMA, NSA, DIA, and CIA, and CMO are conducted to coordinate on issues of common concern.

(U) **Financial.** Within the IC and DoD, financial management redundancies result from systems and processes that are not integrated. For example, the DoD Planning, Programming and Budgeting system is similar to the IC Capabilities Programming and Budgeting System, but they are executed separately. These financial management problems are beyond the scope of the NRO, but they create cross-cutting redundancies that adversely impact the NRO in terms of budget development, execution, and reporting requirements.

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ACE	Acquisition Center of Excellence
ACG	Advanced Concept Group
ADM	Acquisition Decision Memorandum
ADR	Alternative Disputes Resolution
AG	Action Group
API	Architecture Planning and Integration Group
ASD[C3I]	Assistant Secretary of Defense/Command, Control, Communication and Intelligence
ASI	Acquisition Schedule Integrity
AS&T	Advanced Systems and Technology
AS&TD	Advanced Systems and Technology Directorate
BES	Budget Estimate Submission
BLI	Budget Line Item
CAAS	Contractor Advisory and Assistance Service
CBJB	Congressional Budget Justification Book
CFO	Chief Financial Officer
CFSR	Contractor Fund Status Reporting
CIA	Central Intelligence Agency
CINC	Commander-in-Chief
CITO	Central Imagery Tasking Office
CMO	Central MASINT Office
CMS	Community Management Staff
CMWG	Customer Measures Working Group
CO	Contracting Officer
COMM	NRO Communications Directorate
COMPT	Comptroller's Office
CONOPS	Concept of Operations
COS	Chief of Staff
COTR	Contracting Officer Technical Representative
CSB	Customer Support Board
CSIP	Customer Support Implementation Plan
D&Os	Directorates & Offices
DARO	Defense Airborne Reconnaissance Office
DCI	Director of Central Intelligence
DDMS	Deputy Director for Military Support
DDNRO	Deputy Director National Reconnaissance Office
DDNS	Deputy Director National Support (changed to SANS)
DIA	Defense Intelligence Agency
DIR	Directors Office
DNRO	Director National Reconnaissance Office
DoD	Department of Defense
DUSD [SPACE]	Deputy Under Secretary of Defense for Space
EIS	Enhanced Imaging System
EO	Electro-Optical
EV	Earned Value
EVM	Earned Value Management
FAA	Federal Aviation Administration
FAR	Federal Acquisition Regulation
FASAB	Federal Accounting Standards Advisory Board
FIA	Future Imagery Architecture
FMIPO	Financial Management Improvement Project Office
FMFIA	Federal Managers' Financial Integrity Act
FOC	Full Operational Capability

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FTE	Full Time Equivalent
FY	Fiscal Year
GFP	Government Furnished Property
GPRA	Government Performance and Results Act
GSPO	Ground System Program Office
HPSCI	House Permanent Select Committee on Intelligence
IIRMG	Human Resources Management Group
IAS	Imagery Architecture Study
IC	Intelligence Community
IFMS	Integrated Financial Management System
IG	Inspector General
IMINT	Imagery Intelligence
IOC	Initial Operating Capability
IOSA	Integrated Overhead SIGINT Architecture
IPOM	Intelligence Program Objective Memorandum
IPRG	Intelligence Program R??? Group
IPS	Integrated Program Summary
IPT	Integrated Product Team
JCS	Joint Chiefs of Staff
JSEAD	Joint Suppression of Enemy Air Defenses
KDP	Key Decision Point
MASINT	Measurement and Signals Intelligence
MCM	Management Committee Meeting
MCP	Management Control Plan
MS&O	Management Services & Operations
N/A	Not Applicable
NAB	NRO Acquisition Board
NAM	NRO Acquisition Manual
NASA	National Aeronautics and Space Administration
NFIP	National Foreign Intelligence Program
NICB	National Intelligence Collection Board
NIMA	National Imagery and Mapping Agency
NMC	Network Management Center
NRL	Naval Research Laboratory
NRO	National Reconnaissance Office
NROD	National Reconnaissance Office Directive
NRP	National Reconnaissance Program
NSA	National Security Agency
NSS	National Support Staff (formerly DDNS)
NSSA	National Security Space Architecture
OC	Office of Contracts
OCMC	Overhead Collection Management Center
OMB	Office of Management and Budget
OPELINT	Operational Electronic Intelligence
OPLANS	Office of Plans
OPNAV	Office of Naval Operations
OPS	Operations
OSF	Operations Support Facility
OSO	Operational Support Office
P&A	NRO Plans & Analysis Directorate
PDD	Presidential Decision Directive
PMAS	Property Management Automated System
PMQF	Program Manager Quarterly Forum
QFRs	Questions for the Record

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QPR	Quarterly Program Review
R&D	Research & Development
RFP	Request For Proposal
RMS	Requirements Management System
ROM	Resource Oversight and Management
SANS	Special Assistant for National Support
SECDEF	Secretary of Defense
SEO	Systems Engineering Office
SIGINT	NRO Signals Intelligence Directorate
SOSA	System of Systems Architecture
SP	Strategic Planning
SPO	Special Program Office
SQNM	Square Nautical Miles
TBD	To be Determined
TDG	Technology Development Group
TOE	Time of Entry
TOI	Time of Intercept
TOR	Time of Receipt
TOT	Time of Transmission
USSPACECOM	United States Space Command
USG	United States Government