DIRECTOR, PROGRAM A PERSPECTIVE

- REVIEW OF THE PROBLEMS?

- WHAT WE DO RIGHT?

- WHAT DOES THE BOSS WANT?

- AN ALTERNATIVE
STATEMENT OF THE PROBLEM

• IMAGE OF THE NRO IS TARNISHED (PERCEPTION)
  - SYSTEMS ARE "GOLD PLATED", NOT SURVIVABLE
  - PROCESS IS UNRESPONSIVE
  - ORGANIZATION IS ALOOF/ARROGANT
  - HIDE BEHIND SECURITY

• CONSTANT ENCROACHMENT IN CHARTER
  - GROWING INTEREST IN USE OF SPACE
  - EXISTING DISTINCTIONS NO LONGER SUFFICIENT

• DNRO LACKS AUTHORITY
  - MAJOR DECISION MAKING DIFFUSED
  - EXCESSIVE BITTERNESS IN COMPETITION

Handle Via BYEMAN Control System Only
INTERNAL MANAGEMENT ISSUES

• LACK OF DIRECTION/CONTROL OF THE DNRO
  - AUTHORITY TO EXECUTE
  - NO MANDATE FOR CONSENSUS
  - INDEPENDENT CHANNELS TO CHALLENGE DECISIONS

• LACK OF A SENSE OF SINGLE IDENTITY FOR THE NRO
  - CUT-THROAT COMPETITION FOR BUDGET
  - INSUFFICIENT CROSS PROGRAM COMMUNICATION
  - NO INTEGRATED POSITION IN WORKING INTERFACES
  - NO CENTRAL PLAN FOR PROGRAMS/R&D

• STRUGGLE BETWEEN STRONG SPO VS. STRONG HEADQUARTERS
EXTERNAL MANAGEMENT ISSUES

• LACK OF AN INSTITUTIONAL APPROACH TO THE CUSTOMER PRIORITIES IN DCI GUIDANCE SUPPORT TO MILITARY OPERATIONS

• LACK OF END-TO-END RESPONSIBILITY
  - SPLIT RESPONSIBILITY WITH NSA, NPIC, DMA...
  - SYSTEM LEVEL DECISIONS DIFFICULT
  - CROSS SYSTEM DECISIONS ALMOST IMPOSSIBLE

• STRUGGLE BETWEEN NRO AND NSA FOR CONTROL OF SIGINT
SECRET

- QUICK-REACTION, PROBLEM-ORIENTED CAPABILITY
- MANAGE NRO-WIDE SIMULATION AND MODEL EFFORTS
- SYSTEM REQUIREMENTS (INTERNAL/EXTERNAL)
- COLLECT, DEVELOP, COORDINATE, NEGOTIATE
- DEVELOP AND MAINTAIN TECHNOLOGY GUIDANCE
- DEVELOP AND MAINTAIN ARCHITECTURE/ROADMAPS
- PROGRAM EXPERIENCED LEADERS
- AD HOC AUTHENTICATION
- SMALL, CROSS-ISSUE/DISCIPLINE TEAM
- ESTABLISH CENTRAL ARCHITECTURAL ENGINEERING OFFICE
- DELEGATE THE DTRA's PROCUREMENT AUTHORITY TO ALL THREE PROGRAM OFFICES
- TRANSFER PROGRAM SLOTS TO NRO BUDGET AND CONTROL
- RENAME IF NECESSARY (EAST, WEST AND NAVY)
- COLLOCATE WITH NRO STAFF
- LEAVE SPO'S CLOSE TO SUPPORTING INFRASTRUCTURES
- INCLUDE DIRECTORS AND SMALL ADMIN SUPPORT CAPABILITY
- LOCATE OUTSIDE PENTAGON
- RELOCATE PRINCIPLE MANAGEMENT FUNCTIONS OF A, B, AND C TO WASHINGTON AREA
- CONSOLIDATE AND REDUCE STAFFS

NEAR TERM MODIFICATIONS
WHAT DOES THE BOSS WANT?

- LONG TERM VISIBLE CHANGE TO NRO

- INTERNAL, PREEMINENT, IN-HOUSE CAPABILITY TO CREATE ARCHITECTURE AND ASSESS CROSS-SYSTEM PROBLEMS

- EXPAND MISSION IN AREA OF MILITARY OPERATIONAL SUPPORT
NEAR TERM MODIFICATIONS

• OVERHAUL MILITARY OPERATION SUPPORT CONCEPT
  - SEPARATE OFFICE REPORTING TO DIRECTOR
  - PLANNING AND EXECUTION FUNCTIONS
  - CONTROL EXERCISE BUDGET
  - LOCATE IN PENTAGON
  - BALANCE OF SYSTEM ANALYSTS, DOERS AND WARFIGHTERS
DOWNSTREAM ACTIONS

• CONTINUE TO ASSESS NRO EFFECTIVENESS AND NEED TO RESTRUCTURE/REGROUP PROGRAMS

• AGRESSIVELY PURSUE THROUGH NEW ADMINISTRATION ACCEPTABLE MANAGEMENT (TURF) INTERFACES WITH NSA

• RECREATE EXCOM
PROBLEMS THE "SCHOOL SOLUTION" DOESN'T SOLVE

- INDEPENDENT CHANNELS AND END RUNS

- STRUGGLE FOR CONTROL WITH NSA

- FULL-TIME DNRO

- IMPROVED DECISION PROCESS ABOVE DNRO LEVEL

- APPROACH TO INTEGRATING ARSP INTO NRO
NEW, MAJOR PROBLEMS CREATED BY "SCHOOL SOLUTION"

• SEVERE WEAKENING OF SPO'S
  - SEPARATION FROM PILLERS AND POOLS OF SUPPORT
    -- CONTRACTING
    -- SECURITY
    -- R&T
  - PROHIBITION OF DIALOG WITH USERS WITHOUT CHAPERONE
  - INCREASED LAYERS FOR REQUIREMENTS FLOW

• INCREASING DNRO WORKLOAD
  - CROSS PROGRAM DISPUTES (5 vs 3)
  - SPO vs SUPPORT DISPUTES
  - NO FIELD MARSHALL OF BOOSTER AND LAUNCH ACTIVITY

• LOSS OF MILITARY MOTIVATION/DEDICATION
  - PURPLE-SUITING ONLY WORKS ON STAFFS
  - WEAKENING OF SERVICE OR UNIT ESPRIT de CORPS
  - TRANSITION TO RENT-A-BAY APPROACH
  - CLOUDED CAREER PATTERNS

• TECHNOLOGY TRANSFER WEAKENED
  - SPO’S INSULATED FROM EXPERIMENTS/PROTOTYPES
o RECORD OF SUCCESS IN COLLECTION
  - Emphasis shifts to studies and new business

o HIGHLY RESPONSIVE CONTRACTING WITH HIGH INTEGRITY
  - The head of contracting works for a Chief of Staff - He is more remote from execution elements

o STREAMLINED MANAGEMENT - EXECUTION/RESOURCES ARE DELEGATED TO WORKING LEVEL
  - Strong tendency to hold this at higher level in consolidated headquarters

o HIGHLY MOTIVATED WORK FORCE -- THE MISSION IS #1
  - Probably hurt by purple suit and multiple organization coordination (i.e., interoffice wargame)

o QUICK REACTION FEEDBACK
  - Additional levels plus more horizontal-coordination required

o POSITIVE RELATIONSHIP TO INDUSTRY
  - Additional distances to contractors; additional complexities in "who runs future concepts"; more "distance" between contractor and key decisionmakers

o PROGRAM DEFINITION PROCESS HAS FLEXIBILITY
  - More structure adds confusion; future system definition would be divided into three or more organizations.

o HIGH LEVERAGE FROM OUTSIDE SUPPORT
  - Breaking A, B, and C away from support infra-structure

o TECHNOLOGY MANAGEMENT
  - Difficulty in defining evolution of current technology

o QUICK RESPONSE TO HIGH PRIORITY
  - Less SPO involvement in user needs

BASIC ISSUE: Strong SPO vs head-strong staff