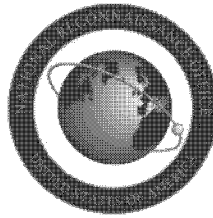


National Reconnaissance Office

Business Function 110, Strategic Communications



3 APRIL 2012

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STRATEGIC COMMUNICATIONS CHANGE LOG

Revision	Date	Revised By	Pages Affected	Remarks
0	9 April 2010			Initial release as part of Corporate Business Process 110
1.0	3 April 2012	Director, Business Plans and Operations Directorate	All	First release as a restructured National Reconnaissance Office Business Function

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SECTION I - INTRODUCTION

In accordance with the National Reconnaissance Office (NRO) Governance Plan, this NRO Business Function (NBF) defines the scope, authorities, and responsibilities specific to Strategic Communications. The corresponding NRO Directives (ND) and Instructions (NI) set forth the procedural guidance and provide applicable information to perform Strategic Communications' subprocesses successfully. All NRO personnel who perform tasks or have duties specific to NBF 110, Strategic Communications will comply with this NBF and its corresponding directives and instructions. When the work to be performed under an NRO contract must comply with this NBF and corresponding directives and instructions, the program office shall list these documents as reference documents in the contract statement of work.

Definition

The Strategic Communications NBF encompasses NRO communications within the NRO enterprise and externally with the Legislative and Executive Branches, international partners, the news media, the Intelligence Community (IC), and industry.

SECTION II - STRATEGIC COMMUNICATIONS OVERVIEW AND GUIDING PRINCIPLES

Purpose

The purpose of Strategic Communications is to clearly articulate the NRO's vision, mission, goals, objectives, capabilities, and corporate interests to United States (U.S.) and foreign mission partners, government oversight entities, the public, industry, the NRO workforce, and others, as well as inform, educate, and collaborate to capitalize on efficiencies and synergies where possible.

Strategic Communications is a mission enabler. As such, processes for both internal and external communications are essential to achieving the aims of the NRO. This includes communicating the NRO's role in the IC, how its capabilities support the IC and the warfighter, and how its engineering and acquisition strengths can best be leveraged by the IC and Department of Defense (DoD).

Strategic Communications includes the NRO's print and electronic communications, briefings, presentations, outreach and visits programs, and the personal interactions and

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engagements with constituent and influential interests at the corporate, enterprise, interagency, local, regional, national, and international levels.

The desired end state of NRO strategic communications across all elements of the enterprise is to create strategic advocacy. Strategic advocacy is a state in which the NRO's external mission partners, including international partners, the Executive and Legislative branches of the Federal Government, and other key stakeholders, understand and support the vision, mission, and role of the NRO.

Guiding Principles

Six guiding *Principles of Information* compose the underlying strategic communication philosophy for the NRO. These principles apply to all internal and external, oral and written communications, and include being responsive and candid; providing complete and fact-based information; and delivering a consistent message that is corporate in nature. Proper planning, coordination, and integration of these principles are required to ensure timely, accurate, and appropriate communication in accordance with public law, security guidelines, and applicable U.S. Government policies and regulations. The six guiding principles are:

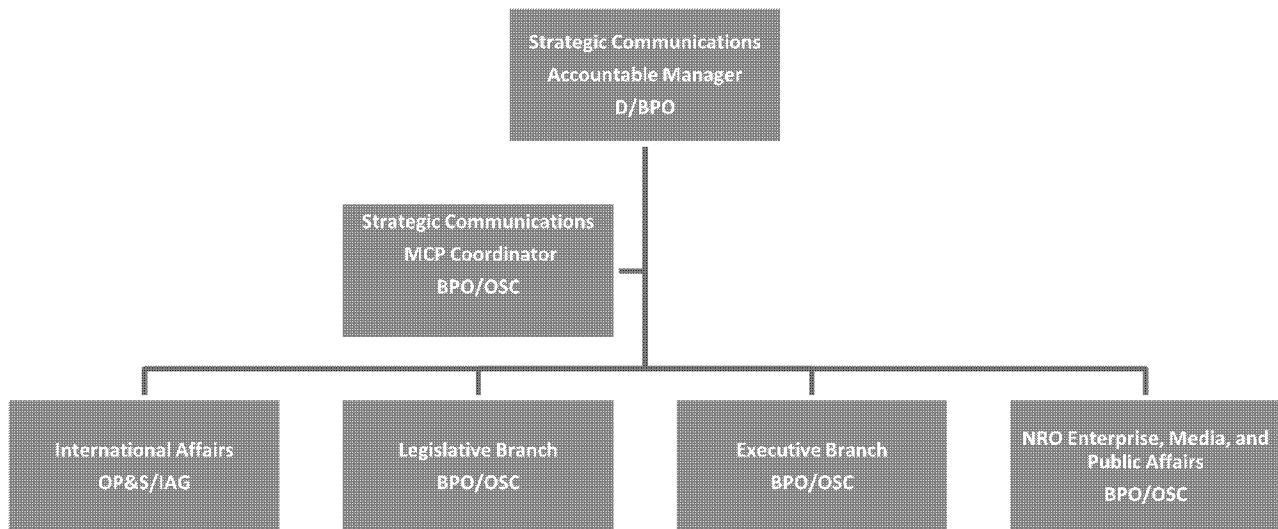
- a. Responsive communications - Strive to meet the timeliness needs of the communication recipient while observing the other guiding principles below.
- b. Fact-based communications - Ensure all communications are strongly rooted in fact, devoid of opinion, and speculation.
- c. Candid communications - Provide sincere, unbiased, and honest communications.
- d. Complete communications - Strive to provide concise, well-informed, and inclusive communications.
- e. Consistent communications - Ensure all communications are clear, understandable, and present a unified message.
- f. Corporate messages - Ensure communications include a holistic, enterprise view of the NRO.

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(U) Management Control Program

(U) Every NRO employee is responsible for successful Management Control Program (MCP) implementation. (See NI 20-4-1 Management Control Program/Statement of Assurance, for additional guidance.) Figure 1 below identifies functional personnel who are key to executing Strategic Communications' MCP in support of the NRO mission and illustrates the relationship amongst these individuals. Section IV, Table 1 are the mechanisms available to employees to provide feedback on the effectiveness of internal controls.

Figure 1: Strategic Communications MCP Functional Chart



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SECTION III - STRATEGIC COMMUNICATIONS ROLES, RESPONSIBILITIES, AUTHORITIES

Successful implementation of NBF 110 is dependent upon the assignment of specific roles, responsibilities, and authorities to NRO senior officials. The following defines these roles, responsibilities, and authorities.

Director, National Reconnaissance Office

As the head of the agency, the Director, NRO (DNRO) has the authority and responsibility for all NRO Strategic Communications. The DNRO has delegated this responsibility with associated authority to the Director, Business Plans and Operations (D/BPO) as the senior accountable manager for Strategic Communications activities.

Director, Business Plans and Operations

The D/BPO is the senior accountable manager for the overall NRO Strategic Communications business function and is the process owner for all Strategic Communications activities. The D/BPO will establish and maintain an active, continuing program for effective and efficient strategic communications to internal and external NRO stakeholders. Such communications shall serve to educate, inform, and support the NRO vision, mission, and goals.

The DNRO delegated the responsibilities for Strategic Communications to the D/BPO as the accountable manager through the issued letter of instruction (LOI) that will be reviewed annually and updated as needed.

Chief, Office of Policy and Strategy/International Affairs (OP&S/IA)

The DNRO delegated implementation responsibility for the international affairs process to the Director, Office of Policy and Strategy (OP&S) through the issued LOI that will be reviewed annually and updated as needed.

The Chief, OP&S/IA, is designated the implementing manager of the International Affairs program on behalf of the DNRO and the Director, OP&S. The Chief, OP&S/IA shall direct and administer the NRO international affairs process, sub-processes, and instructions for all matters involved in the execution and coordination of all international activities and policies across

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the NRO enterprise. The Chief, OP&S/IA, will ensure a strategic and corporate approach to the NRO's management of foreign intelligence relationships; establish and maintain a productive, collaborative, and cooperative relationship with all IC elements, [REDACTED] foreign governments; and ensure consistency across the NRO with regard to all international activities and foreign interactions affecting or impacting NRO interests or equities.

(b)(3)

Director, Office of Strategic Communications

The Director, Office of Strategic Communications (D/BPO/OSC) is designated the implementing manager, on behalf of the DNRO and D/BPO, to direct and administer the NRO Strategic Communications process, subprocesses, and instructions for all interaction with the Legislative and Executive Branches, the media, and the public, in addition to internal and external strategic communications related to the NRO Enterprise.

For Executive Branch strategic communications, D/BPO/OSC is responsible for external communications strategy regarding the NRO's role in the IC and the DoD. This includes public/unclassified and classified briefings and speeches by NRO senior leaders to industry and government conferences and related forums where the individual is representing the NRO and/or NRO interests. These processes should not interrupt day-to-day acquisitions and operations efforts. The goal is to ensure a complete and consistent message with external agencies and organizations; support and advance the NRO vision, mission, goals; and take full account of the scope of NRO activities and commitments made by the DNRO. The implementation of strategic communications with the Executive Branch is clearly a shared responsibility across the NRO. Other directorates and offices routinely need to communicate outside of internal NRO channels. This policy is not intended to disrupt or slow down the business of the NRO, but to ensure that one office, OSC, has the responsibility for developing the overall strategic message for the NRO.

The D/BPO delegated implementation responsibility for the Strategic Communications process to the D/BPO/OSC through the issued LOI that will be reviewed annually and updated as needed.

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Director, Mission Support Directorate

The Director, Mission Support Directorate (D/MSD), as the NRO NBF owner for Customer Engagement and Support, facilitates and coordinates engagements with the many agencies and organizations in the Executive Branch. The D/MSD will collaborate with BPO to shape the strategic communications to those users. The D/MSD will also support BPO, as needed, for all external strategic communications related to the NRO Enterprise.

The DNRO delegated the responsibilities for the Customer Engagement and Support NBF to D/MSD as the accountable manager through the issued LOI that will be reviewed annually and updated as needed.

Director, Systems Engineering Directorate

The Director, Systems Engineering Directorate (D/SED) will work closely with BPO/OSC and BPO/Resource Management prior to engagements with the Office of the Director of National Intelligence and the NRO Mission Partners to ensure a coordinated and integrated communication strategy on Major Systems Acquisitions.

The DNRO delegated the responsibilities for the System Engineering NBF to the D/SED as the accountable manager through the issued LOI that will be reviewed annually and updated as needed.

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SECTION IV - EFFECTIVE INFORMATION MECHANISMS

Table 1 below identifies the information mechanisms available to employees to provide feedback on the effectiveness of Strategic Communications' internal control. Some of these are recurring activities that are a part of the NRO's day-to-day operations, and others are non-recurring that include on-the-spot feedback or evaluations of internal control as a by-product of an activity. These feedback sources, along with any others deemed necessary, provide valuable information to the functional manager when formulating their respective annual Statement of Assurance and confidence level in the adequacy of Strategic Communications' system of internal control.


Table 1: Information Sources Used to Evaluate Internal Control Effectiveness

Information Source	Schedule	Reviewer
Recurring		
DNRO "Top 3" Congressional Engagement	Monthly	DNRO PDDNRO, Deputy Director, NRO
DNRO International Affairs monthly updates	Monthly	DNRO D/OP&S
NRO International Steering Group	Quarterly	DNRO D/OP&S
NRO Contributions Working Group	Bi-Weekly	DNRO, D/BPO, D/BPO/OSC
NRO Communications Council	Quarterly	D/BPO/OSC
Staff meetings	Weekly	DD/NRO/BPO, D/BPO/OSC
Non-Recurring		
Inspector General audits and inspections	As they occur	Office Director

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APPROVING SIGNATURES

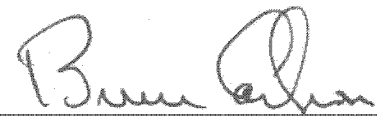
As the NBF owner for Strategic Communications, I confirm that this document provides a complete representation of Strategic Communications and the document has been coordinated with stakeholders in the function.



James R. Martin
Strategic Communications,
NBF Owner

March 2, 2012
Date

APPROVED:



Bruce Carlson
Director

3 Apr 2012
Date

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APPENDIX A - REFERENCES/AUTHORITIES

- a. NRO Governance Plan, 25 October 2011.
- b. Letter of Instruction to Director, Business Plans and Operations Directorate, 3 November 2011.
- c. Letter of Instruction to Director, Office of Policy and Strategy, 13 July 2010.
- d. Letter of Instruction to Director, Office of Strategic Communications, 28 June 2010.
- e. Letter of Instruction to Director, Mission Support Directorate, 23 April 2010.
- f. Letter of Instruction to Director, Systems Engineering Directorate, 3 November 2011.
- g. Department of Defense Directive 5122.5, Assistant Secretary of Defense (Public Affairs), 5 September 2008.



(b)(3)

- i. CIA Agency Regulation 6-1, Media Briefings and Release of Unclassified Information to News Media, 16 February 2000.