



Defense Technology Security Administration
Strategic Plan
2009-2010



Report Documentation Page

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DTSA STRATEGIC PLAN 2009-2010

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I am pleased to present the FY 2009-2010 Defense Technology Security Administration (DTSA) Strategic Plan. This plan sets a clear direction for what we are trying to achieve as an organization and articulates our contribution to the technology security program of the Department of Defense (DoD).

DTSA must remain vigilant in securing critical U.S. technology and preventing hostile states and non-state actors from acquiring technologies that could prove detrimental to U.S. national security. We must also ensure that our technology protection activities continue to support DoD efforts to maintain a strong technologically superior defense industrial base. This requires us to retain technological expertise and to collaborate with our partners and allies to protect important technologies, and to increase our collective capabilities.

At the core of DTSA's mission is the imperative of retaining a military technology advantage for the United States and its partners. This imperative requires us to work to prevent proliferation of critical technologies that could imperil U.S. and coalition forces, while helping to establish conditions that encourage U.S. technological development and innovation and permit U.S. industry to compete on a level playing field in the global market. Ideally, this approach retains our technological edge for the U.S. and allied warfighter and increases the life-span value of U.S. and allied direct investments in technology development and acquisition. It is therefore incumbent upon us to develop a strategy that takes into account all aspects of technology security, and to implement that strategy through effective policies and practices that are as transparent as possible.

This Strategic Plan provides our vision for the future and re-focuses our efforts on the mission critical activities we perform. Additionally, it challenges us to embrace our role as technology security experts. It is critical that we continue to build on our expertise, foster and improve collaborative relationships with our partners, and promote a positive internal work environment so we can remain focused on our mission.

Each Strategic Goal is accompanied by an implementation plan that outlines the performance goals and metrics to measure success and drive goal accomplishment. Our employees are the key to successfully achieving DTSA's strategic goals and these performance measures provide them a clear focus. It is their individual contribution that will advance our collective ability to protect the U.S. and partner warfighters on the battlefield and retain the technological edge that supports deterrence over potential adversaries.





DTSA STRATEGIC PLAN 2009-2010

ENVISIONING 2010

Enhance
the U.S. and allied
warfighter's edge

VISION

Experts delivering technology security solutions that enhance the U.S. and allied warfighter's edge

MISSION

To promote U.S. National Security interests by protecting critical technology while building partnership capacity

CORE COMPETENCIES

- ▼ Technology and weapons analysis
- ▼ Technology transfer, export control, and foreign disclosure risk management
- ▼ Proliferation and diversion risk assessments
- ▼ Foreign space launch compliance monitoring
- ▼ Regulatory and policy interpretation

CORE VALUES

Collaboration

Collaboration is critical to our success. We encourage the ability and willingness to work with others, both within and outside DTSA, on a consistent basis to achieve our organizational goals. Working together respectfully and communicating effectively and dispassionately is the key to mission accomplishment.

Professionalism

Professionalism entails putting service to the collective good above individual interests. We endeavor to accept responsibility for our actions, accept other points of view, fulfill our obligations, and take pride in our work.

Integrity

Integrity is a character trait. We must approach everything we do with integrity. It is the courage to do what is right, no matter the circumstance. The essence of integrity is honesty and accepting personal accountability.

Expertise

Expertise of our employees sets us apart from other organizations. DTSA embodies a unique blend of relevant regulatory, analytical, technical, and policy expertise. We believe that our expertise is a key factor in establishing the credibility and influence required to achieve our mission. Development and continued improvement of these competencies are an organizational priority.

DTSA Collaboration Professionalism Integrity Expertise	DTSA Collaboration Professionalism Integrity Expertise	DTSA Collaboration Professionalism Integrity Expertise
DTSA Collaboration Professionalism Integrity Expertise	DTSA Collaboration Professionalism Integrity Expertise	DTSA Collaboration Professionalism Integrity Expertise

Ensuring the edge

DTSA STRATEGIC PLAN 2009-2010

OUR WAY AHEAD

The goals, objectives, and metrics described in this Strategic Plan outline how DTSA will achieve its mission critical functions to ensure U.S. national security. The goals and objectives set forth in this plan create a clear path for DTSA and its workforce to support U.S. national security objectives by protecting critical technology at home and abroad.

STRATEGIC GOALS AND OBJECTIVES OVERVIEW

STRATEGIC GOAL 1

Preserve the U.S. defense edge by preventing the proliferation and diversion of technology that could prove detrimental to U.S. national security.

Identify critical military technologies to limit the transfer of dual-use and defense-related technology goods and services that would be detrimental to U.S. national security interests.

Identify proliferation and diversion destinations of concern, organizations with a history of diversion, and end users with associations of concern.

Shape export control policy and guidelines to preserve the U.S. critical military technology advantage.

Conduct thorough, consistent, and expeditious reviews of international technology transfers, making recommendations commensurate with technology security policy and guidelines.

STRATEGIC GOAL 3

Facilitate the health of the U.S. industrial base.

Mitigate U.S. national security risks associated with foreign investment in the U.S.-based defense industry.

Facilitate U.S. industry competitiveness in the international marketplace without compromising national security imperatives.

Ensure technology security is considered in international acquisition programs.

Assist U.S. industry in complying with applicable export control and technology security laws, regulations, and policies.

STRATEGIC GOAL 2

Engage U.S. allies and partners to increase interoperability and protect critical technology.

Foster bilateral and multilateral relationships to develop a shared view of technology security policy with international partners.

Ensure technology security policy is implemented consistently through flexible and agile security cooperation actions.

Support interoperability among our partners and allies while ensuring the disclosure of classified military information is consistent with technology security policies.

Employ technology security policies to create additional force multipliers for coalition operations.

STRATEGIC GOAL 4

Align and utilize resources to support DTSA's mission.

Align provided financial resources to DTSA mission objectives and requirements.

Establish and maintain IT tools that optimize organizational operations.

Manage a compliant security program that enables the mission and sustains operations.

Provide organizational-wide services to effectively and efficiently facilitate the operations of DTSA.

Collaborate through interactive dialogue with Directorates to shape and subsequently satisfy mission requirements.

STRATEGIC GOAL 5

Empower people and make DTSA a great place to work.

Create opportunities that allow for career movement and progression by broadening experience in the organization.

Implement an employee council to identify potential improvements in workplace quality of life, and work with leadership to carry-out executable solutions.

Foster an environment where supervisors provide the tools and guidance that empower employees to take initiative in their responsibilities

Ensure commitment to individual training and development plans that increase the employee's professional potential for themselves and the organization.

Promote an environment that values open communication vertically and horizontally.



DTSA STRATEGIC PLAN 2009-2010

OUR WAY AHEAD

STRATEGIC GOAL 1

Preserve the U.S. defense edge by preventing the proliferation and diversion of technology that could prove detrimental to U.S. national security.

Objectives

- ▼ Identify critical military technologies to limit the transfer of dual-use and defense-related technology goods and services that would be detrimental to U.S. national security interests.
- ▼ Identify proliferation and diversion destinations of concern, organizations with a history of diversion, and end users with associations of concern.
- ▼ Shape export control policy and guidelines to preserve the U.S. critical military technology advantage.
- ▼ Conduct thorough, consistent, and expeditious reviews of international technology transfers, making recommendations commensurate with technology security policy and guidelines.

Performance Goal 1

Conduct consistent and expeditious reviews of export licenses and other technology transfer requests and provide informed recommendations for development of DoD positions within established timeframes.

Metrics

- ▲ 95% of license reviews and/or technical evaluations exceed the quality guidelines (complete, technically proficient, relevant, and thorough) commensurate with U.S. national security interests and technology security policies.
- ▲ 95% of license reviews and/or technical evaluations are completed according to the guidelines and timelines published in appropriate directorate SOP(s).
- ▲ 95% of industry Technology Transfer Control Plans (TTCPs) are developed in accordance with established DoD guidelines and policies within 2 or less iterations.

Performance Goal 2

Ensure comprehensive and up-to-date technology security and export control policies are developed and implemented to protect technologies critical to the U.S. military.

Metrics

- ▲ Ensure DoD recommendations on export regulation revisions and commodity jurisdiction positions are ultimately sustained in final determinations 75% of the time.
- ▲ Ensure 100% of DTSA directives and policy documents fully address and implement technology security policy concerns by implementing corrective action on deficient policies and directives within 30 days of the identification of concerns.

Performance Goal 3

Ensure accurate and timely reporting of foreign space launch compliance monitoring activities and document any export violations, issues, or concerns.

Metrics

- ▲ Ensure DTSA Director is notified within one business day of potential export violations 90% of the time, and receives substantiating documentation/position within 30 days of notification.
- ▲ Support requests to monitor technical interchanges (defense services) 95% of the time, when activity is reimbursable by industry.
- ▲ Review and provide disposition of all technical data submitted through Spacelink within 5 days, 90% of the time.

Performance Goal 4

Advocate/defend DoD technology security positions at meetings with other U.S. Government agencies, industry officials, Congress, international fora, or other meetings as required.

Metrics

- ▲ 50% of DoD mid and high priority proposals for the Wassenaar Arrangement (WA) are approved by the appropriate interagency or WA body (Q1 & Q2 Interagency, Q3 & Q4 WA body).
- ▲ Conduct outreach activity with industry at the Division Chief level or above, at least 8 times per quarter across the organization.
- ▲ Technology security concerns in DoD bilateral and multilateral cooperative agreements are successfully mitigated >95% of the time.



DTSA STRATEGIC PLAN 2009-2010

OUR WAY AHEAD

STRATEGIC GOAL 2

Engage U.S. allies and partners to increase interoperability and protect critical technology.

Objectives

- ▼ Foster bilateral and multilateral relationships to develop a shared view of technology security policy with international partners.
- ▼ Ensure technology security policy is implemented consistently through flexible and agile security cooperation actions.
- ▼ Support interoperability among our partners and allies while ensuring the disclosure of classified military information is consistent with technology security policies.
- ▼ Employ technology security policies to create additional force multipliers for coalition operations.

Performance Goal 1

Participate in, lead, and establish multilateral technology security forums.

Metrics

- ▲ Develop a prioritized outreach forum engagement plan for the next fiscal year by Q1.
- ▲ Coordinate a prospective outreach event list through all DTSA Directorates bi-weekly.
- ▲ Perform outreach activities IAW the outreach forum engagement plan schedule and revise plan quarterly based on events.

**Performance Goal 2**

Build and foster relationships with foreign government and foreign and domestic industry representatives to identify common national security concerns and interests and shape foreign defense technology requirements.

Metrics

- ▲ Analyze current events, U.S. government national security objectives, foreign government statements, past practices and company profiles to forecast industry and country outreach plan schedule for the next FY by end of Q1.
- ▲ Perform outreach activities (including forums) IAW industry and country plan schedule revise plan quarterly based on events).

Performance Goal 3

Tailor U.S. defense technology policies to facilitate and support partner participation in coalition operations to ensure friends and allies have interoperable and effective systems.

Metrics

- ▲ Provide timely and accurate responses to action items from bilateral export control working groups or similar fora.
- ▲ Review defense cooperation programs and ensure that technology security concerns are addressed.



DTSA STRATEGIC PLAN 2009-2010

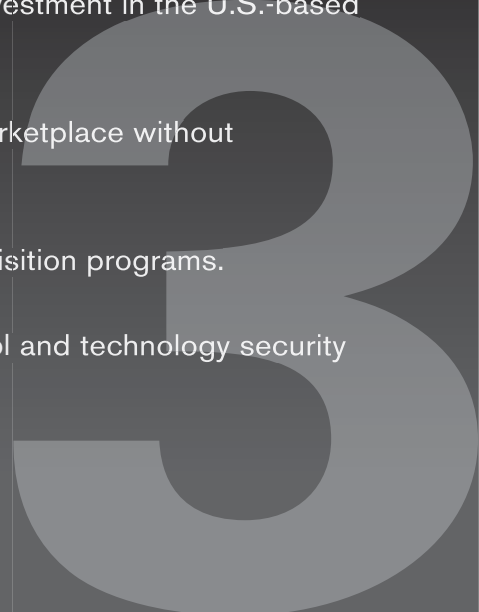
OUR WAY AHEAD

STRATEGIC GOAL 3

Facilitate the health of the U.S. industrial base.

Objectives

- ▼ Mitigate U.S. national security risks associated with foreign investment in the U.S.-based defense industry.
- ▼ Facilitate U.S. industry competitiveness in the international marketplace without compromising national security imperatives.
- ▼ Ensure technology security is considered in international acquisition programs.
- ▼ Assist U.S. industry in complying with applicable export control and technology security laws, regulations, and policies.



Performance Goal 1

Conduct consistent and expeditious reviews of export licenses and other technology transfers requests that provide informed recommendations for development of DoD positions within established timeframes.

Metrics

- ▲ 95% of license reviews and/or technical evaluations exceed the quality guidelines (complete, technically proficient, relevant, and thorough) commensurate with U.S. national security interest and technology security policies.
- ▲ 95% of license reviews and/or technical evaluations are completed according to the guidelines and timelines published in appropriate directorate SOP(s).
- ▲ 95% of industry Technology Transfer Control Plans (TTCPs) are developed in accordance with established DoD guidelines and policies within 2 or less iterations.

Performance Goal 2

Provide assistance required to facilitate industry compliance IAW laws and regulations.

Metrics

- ▲ Conduct at least 1 company outreach activity per quarter, either through coordinating a site visit, a company visit to DTSA, and/or a telecom.
- ▲ Review company technology roadmaps IAW schedule.
- ▲ Support requests to monitor foreign space launch technical interchanges (defense services) 95% of the time, when activity is reimbursable by industry.
- ▲ Review and provide disposition of all technical data submitted through Spacelink within 5 days, 90% of the time.



Performance Goal 3

Provide decision makers timely processing, reviews and recommendations regarding Committee on Foreign Investment in the United States (CFIUS) filings and issues.

Metrics

- ▲ Ensure all CFIUS case decisions have been forwarded to the Treasury Office of Foreign Investment by day 30.
- ▲ Ensure all CFIUS filings have been referred to appropriate DoD Components and responses are provided by day 21.
- ▲ Ensure every CFIUS case summary is completed within 1 business day of filing date.

**Performance Goal 4**

Monitor existing CFIUS mitigation agreements for company compliance by signatories (DoD and other U.S. agencies)

Metrics

- ▲ Ensure mitigation agreements are negotiated and concluded IAW timeline.

Performance Goal 5

Advocate, defend, educate and incorporate approved DTSA technology security policy decisions at DoD interagency defense industry, and international fora.

Metrics

- ▲ Identify and perform outreach to U.S. industry where indicated by excessive number of licenses RWA'd by DoD or an excessive number of proviso reconsideration requests.
- ▲ After outreach, a 10% decrease in the percentage of proviso reconsideration requests and RWA positions, for applicant(s) identified in PG 4 M1 from previous quarter.



DTSA STRATEGIC PLAN 2009-2010

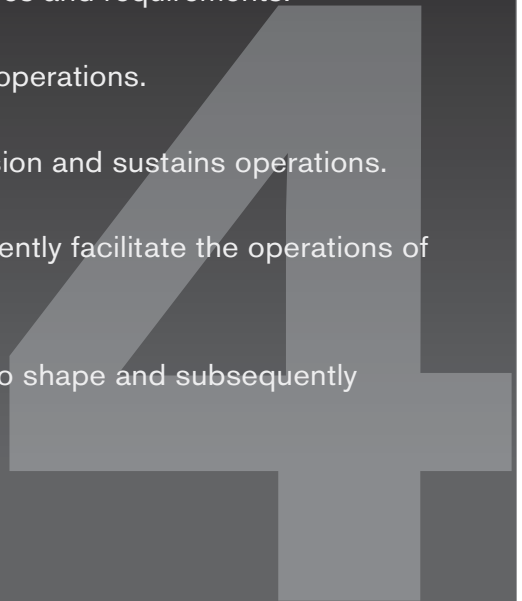
OUR WAY AHEAD

STRATEGIC GOAL 4

Align and utilize resources to support DTSA's mission.

Objectives

- ▼ Align provided financial resources to DTSA mission objectives and requirements.
- ▼ Establish and maintain IT tools that optimize organizational operations.
- ▼ Manage a compliant security program that enables the mission and sustains operations.
- ▼ Provide organizational-wide services to effectively and efficiently facilitate the operations of DTSA.
- ▼ Collaborate through interactive dialogue with Directorates to shape and subsequently satisfy mission requirements.



Performance Goal 1

Provide proper fiscal management that produces strategy-driven outcomes.

Metrics

- ▲ Achieve a need-based end of year obligation rate of 98.5%.
- ▲ Achieve an actual execution rate within 15% of our annual forecasted spending profile.
- ▲ Provide a well-funded training program equivalent to no less than 1% of civilian pay, per fiscal year and maintain an agency training fund usage rate.
- ▲ Provide a well-funded incentive award program equivalent to no less than .375% of civilian pay, per fiscal year and maintain an agency Incentive fund usage rate.

Performance Goal 2

Manage DTSA's Core Networks and SPAN Applications to deliver reliable and secure availability.

Metrics

- ▲ Provide 95% network availability. (Measured by % of scheduled uptime minus % of scheduled and unscheduled outages for maintenance and patching.)

Performance Goal 3

Provide a deliberate security training and education program to ensure a safe and secure work environment.

Metrics

- ▲ Provide annual security awareness training on-time, 3 modules per quarter and ensure 95% employee training rate.
- ▲ Hold two Occupant Evacuation Plan (OEP) drills per year.
- ▲ Achieve 90% compliance rate on Foreign Travel Briefings by Q4.

Performance Goal 4

Maintain effective and efficient internal management controls.

Metrics

- ▲ Each Directorate will review and test 25% of their assessable units quarterly.
- ▲ Each Directorate will review and test 25% of their SOP's/AI's quarterly.
- ▲ By calendar year quarter 1, Directorates will perform an overall internal control program review, report deficiencies, and update as required.

Performance Goal 5

Provide DTSA-wide "in-reach" mission related and performance support education.

Metrics

- ▲ Hold 1- 2 Brown Bag instructional sessions per quarter
- ▲ Each Directorate develops and disseminates information about ongoing projects, programs, and portfolios to keep internal DTSA personnel updated on Directorate activity quarterly.
- ▲ Establish a Travel Forum by Q2.
 - » Document standard DTSA travel FAQ's, procedures, and policies by Q3.
 - » Disseminate the documented information to Directorates by Q4.



DTSA STRATEGIC PLAN 2009-2010

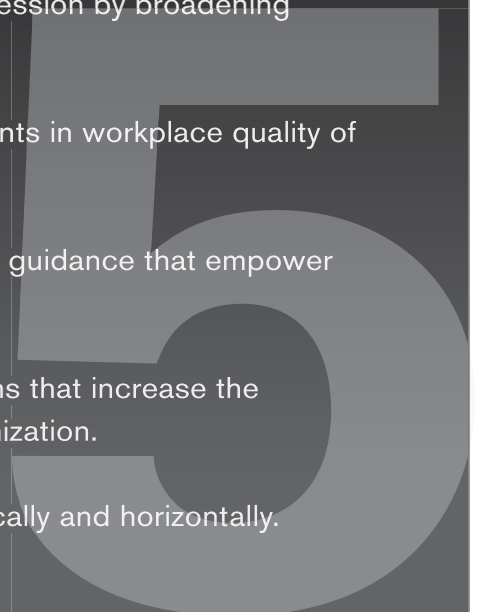
OUR WAY AHEAD

STRATEGIC GOAL 5

Empower people and make DTSA a great place to work.

Objectives

- ▼ Create opportunities that allow for career movement and progression by broadening experience in the organization.
- ▼ Implement an employee council to identify potential improvements in workplace quality of life, and work with leadership to carry-out executable solutions.
- ▼ Foster an environment where supervisors provide the tools and guidance that empower employees to take initiative in their responsibilities.
- ▼ Ensure commitment to individual training and development plans that increase the employee's professional potential for themselves and the organization.
- ▼ Promote an environment that values open communication vertically and horizontally.



Performance Goal 1

Establish a career development program.

Metrics

- ▲ Review existing career broadening models within government/DoD by Q2, identify Directorate positions and requirements for program by Q3, and implement program by Q4.
- ▲ Define and standardize the use of Directorate level IDP's and/or a list of ideal training and development programs by Q4.

**Performance Goal 2**

Implement a grass-roots council staffed by volunteers to evaluate what “empowerment” and a “great place to work” means to the DTSA workforce.

Metrics

- ▲ Establish council with DTSA wide participation by Q2.
 - » Develop council charter by Q2.
 - » Develop council goals by Q3.
 - » Develop goal implementation plans by Q4.





DTSA STRATEGIC PLAN 2009-2010

WE ARE DTSA

Licensing Directorate
Management Directorate
Policy Directorate
Space Directorate
Technology Directorate

Collaboration
Professionalism
Integrity
Expertise

LICENSING DIRECTORATE



Overview

The Licensing Directorate (LD) is the DoD entry and exit point for all actions related to the USG's direct commercial sales licensing of export controlled goods and technology. LD is the DTSA Director's and DoD's principle source of advice on licensing and regulatory issues pertaining to international transfers of defense-related commodities and technologies. LD's critical role in executing DTSA's Mission is identifying the national security concerns related to exports; developing and adjudicating DoD positions that effectively address these concerns; and assuring exports of military technology, defense articles, and/or dual-use commodities are commensurate with partnership needs.

Mission

Expediently coordinate, develop and adjudicate the DoD position on licenses, regulations and other actions received from the licensing departments for review. Ensure recommendations fully address DoD technology security policies, support and protect the warfighter, and prevent the diversion and proliferation to programs or entities of national security concern.

Vision

To be the premier source of national security vigilance for USG export licensing.

Responsibilities

- ▼ Receive licenses from the Departments of Commerce and State
- ▼ Review licenses on receipt to identify those which raise foreign policy, proliferation, and national security concerns
- ▼ Staff and suspense licenses of technology security concern to other DoD agencies and components cognizant of the national security issues involved
- ▼ Develop, adjudicate and release the DoD recommendation to the Departments of Commerce and State
- ▼ Defend the DoD recommendation in interagency fora
- ▼ Receive, review and develop the DoD position on USG export regulations and commodity jurisdiction/ commodity classification questions
- ▼ Conduct outreach with international partners, industry and other governmental agencies on DTSA's role in the licensing process
- ▼ Support law enforcement and other compliance/enforcement activities

Core Competencies

- ▼ Decisiveness, integrity and objectivity
- ▼ Expertise in case management, coordination, teamwork, and adjudication
- ▼ Experience with analysis and evaluation of technology transfers, international relations, inter-agency processes, regulatory/statutory compliance, and classified data handling, operational technology
- ▼ Ability to assess diversion risk, validate partner/coalition requirements, determine links between exports and intelligence reporting, identify and articulate technology security concerns regarding foreign entities, and develop solutions that address concerns identified

MANAGEMENT DIRECTORATE



Overview

DTSA's success depends on the skills of its career civilians, military members, and contractors who represent a cadre of diverse and experienced subject-matter experts. MD recognizes that effective management of financial, security, administrative, human capital, and information technology support functions are critical to achieve Directorate and DTSA strategic goals. MD will work toward these goals through development and retention of the best personnel and implementation of best business practices, using a customer-focused approach.

Mission

Professionals shaping enterprise-wide business practices while enhancing DTSA's Mission.

Vision

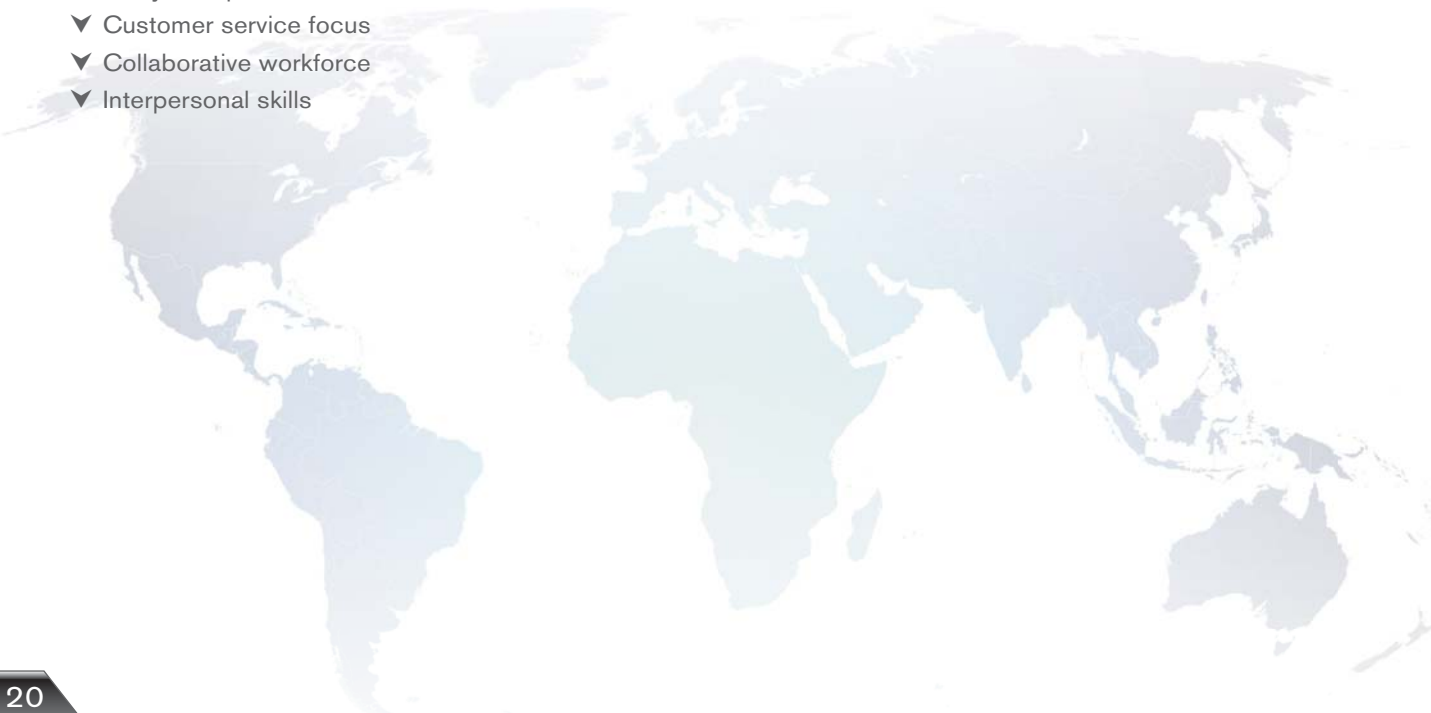
Enabling DTSA's Global Mission.

Responsibilities

- ▼ Manages Human Capital
- ▼ Plans, Programs, Budgets, and Executes Financial Management
- ▼ Implements DTSA Security Programs
- ▼ Manages Information Technology
- ▼ Provides administrative support (logistics, facilities, protocol, contracts, vehicles)
- ▼ Educates internal customers
- ▼ Establishes enterprise-wide policies and procedures
- ▼ Provides professional, courteous service
- ▼ Provides accurate and timely advice and counsel

Core Competencies

- ▼ Knowledgeable, functional area experts
- ▼ Analytic capabilities
- ▼ Customer service focus
- ▼ Collaborative workforce
- ▼ Interpersonal skills



POLICY DIRECTORATE

PD

Overview

The Policy Directorate consists of five divisions that focus on regional issues, negotiations and liaison, capabilities and systems, foreign disclosure, and intelligence assessment. Directorate personnel are tasked to support DTSA processes by bringing knowledge of U.S. Government (USG) policy in their assigned areas to all DTSA activities. They also lead in developing DoD and USG technology security policies for assigned areas. These activities support DTSA's mission by ensuring technology security concerns are integrated into broader policy decisions; and ensuring technology security policy reflects broader national security policies and decisions.

Policy's main focus over the next two years will be on developing processes to fully integrate the division's new organization and capabilities into DTSA's structure and processes.

Mission

Lead DoD efforts in developing technology security policy and its integration into the broader mosaic of national security policy. Convey interagency technology security arguments to the policy community and policy considerations to DTSA technical staffs.

Vision

The acknowledged home of expertise in technology security policy development and interpretation for all DoD and the interagency. DTSA Technology Directorate and Licensing Directorate personnel are aware of and understand policy and end-user considerations relating to their work or know where to get needed information. All foreign disclosure and export licensing actions fully utilize available policy guidance.

Responsibilities

- ▼ Provide End User Assessments for export licenses
- ▼ Provide policy inputs to export licenses for assigned areas of responsibility
- ▼ Represent DoD at interagency and international technology security forums
- ▼ Manage Committee on Foreign Investment in the United States (CFIUS) activities for DoD
- ▼ Lead development of technology security policy for DoD and U.S. Government
- ▼ Manage the National Disclosure Policy Committee

Core Competencies

- ▼ Technology Security Policies and Processes
- ▼ Intelligence Assessment
- ▼ Foreign Disclosure
- ▼ Industrial Security

SPACE DIRECTORATE

SD

Overview

The purpose of the Space Directorate (SD) and goal of the monitors is to preserve critical U.S. military technological advantages and prevent the proliferation and diversion of technology that could prove detrimental to U.S. national security. In providing monitoring services to Industry's requests submitted in accordance with their State-approved export authorizations, SD is facilitating U.S. industry competitiveness in the international marketplace. The focus of SD over the next two years is to recruit and maintain a workforce commensurate with the demands of Industry while ensuring Industry is provided with a readily accessible and straightforward means of requesting monitoring services.

Mission

Provide monitoring services in accordance with Public Law 105-261. In any case in which an approval is granted by DoS with respect to the export of satellites or related defense articles, monitoring services shall be provided in accordance with the approved export authorization with the purpose of ensuring no unauthorized transfer of technology occurs, including technical assistance and technical data. Accurate and timely reporting of monitoring activities and notifying the appropriate audience of any export violations, issues, or concerns.

Vision

Support the U.S. industrial base through efficient and timely monitoring services.

Responsibilities

- ▼ Provide monitoring services IAW legislation (PL 105-261, Title XV, Subtitle B, Sections 1511-1514 and PL 106-65)
- ▼ Assure adequate resources are available to support monitoring services

Core Competencies

- ▼ Space-related technical expertise
- ▼ Export authorization and monitoring expertise
- ▼ Spacelink (accessible web-based interface to industry) proficiency



TECHNOLOGY DIRECTORATE

The logo for the Technology Directorate, consisting of the letters 'TD' in white on a dark blue rounded square background.

Overview

The Technology Directorate (TD) is the DTSA Director's principal source of advice on technical matters pertaining to international transfers of defense-related commodities and technologies. TD's critical role in executing DTSA's Mission is defining the point at which technology becomes critical from a national security perspective, and assuring that international transfers of military technology, defense articles, and/or dual-use commodities are commensurate with partnership needs. As TD moves forward our focus will continue to be on excellence in engineering and scientific knowledge, integrity and objectivity.

Mission

Provide relevant engineering and scientific knowledge and defense-related technical expertise to the evaluation of international technology transfers and the shaping of technology security policy.

Vision

An unequaled source of unbiased knowledge regarding critical military technologies, defense article capabilities, and the balance between military and civil applications of dual-use commodities.

Responsibilities

- ▼ Technical evaluations of international technology transfers including export license applications, exception to national disclosure policy requests, and Committee on Foreign Investment in the U.S. filings (CFIUS)
- ▼ Technical support for the development and implementation of Department of Defense directives, instructions, policies, and guidelines
- ▼ Technical support for the development, implementation, and review of export control related federal regulation language
- ▼ Technical support for Department of Defense, interagency and international technology security related working groups, boards, advisory committees, and experts meetings

Core Competencies

- ▼ Engineering and scientific knowledge, integrity and objectivity
- ▼ Expertise in critical military technologies, defense article capabilities, and military vs. civil applications of dual-use commodities
- ▼ Experience with evaluating international technology transfers, shaping technology security policy, and negotiating multi-lateral export controls
- ▼ Ability to assess the foreign availability of comparable technology, identify links between controlled technology and intelligence reporting, identify and articulate technology concerns regarding foreign entities, and access an established network of technical consultants



DTSA STRATEGIC PLAN 2009-2010

METRICS MATRIX

Ensuring
the edge

STRATEGIC GOAL 1

Performance Goal 1

95% of license reviews and/or technical evaluations exceed the quality guidelines (complete, technically proficient, relevant, and thorough) commensurate with U.S. national security interests and technology security policies.

LD

PD

TD

95% of license reviews and/or technical evaluations are completed according to the guidelines and timelines published in appropriate directorate SOP(s).

LD

PD

TD

95% of industry Technology Transfer Control Plans (TTCPs) are developed in accordance with established DoD guidelines and policies within 2 or less iterations.

SD

TD

Performance Goal 2

Ensure DoD recommendations on export regulation revisions and commodity jurisdiction positions are ultimately sustained in final determinations 75% of the time.

LD

Ensure 100% of DTSA directives and policy documents fully address and implement technology security policy concerns by implementing corrective action on deficient policies and directives within 30 days of the identification of concerns.

LD

PD

TD

Performance Goal 3

Ensure DTSA Director is notified within one business day of potential export violations 90% of the time, and receives substantiating documentation/position within 30 days of notification.

SD

TD

Support requests to monitor technical interchanges (defense services) 95% of the time, when activity is reimbursable by industry.

SD

Review and provide disposition of all technical data submitted through Spacelink within 5 days, 90% of the time.

SD

TD

Performance Goal 4

50% of DoD mid and high priority proposals for the Wassenaar Arrangement (WA) are approved by the appropriate interagency or WA body (Q1 & Q2 Interagency, Q3 & Q4 WA body).

PD

Conduct outreach activity with industry at the Division Chief level or above, at least 8 times per quarter across the organization.

LD

PD

SD

TD

Technology security concerns in DoD bilateral and multilateral cooperative agreements are successfully mitigated >95% of the time.

LD

PD

TD

STRATEGIC GOAL 2

Performance Goal 1

Develop a prioritized outreach forum engagement plan for the next fiscal year by Q1.

LD

PD

SD

TD

Coordinate a prospective outreach event list through all DTSA Directorates bi-weekly.

LD

PD

SD

TD

Perform outreach activities IAW the outreach forum engagement plan schedule (revise plan quarterly based on events).

LD

PD

SD

TD

Performance Goal 2

Analyze current events, U.S. government national security objectives, foreign government statements, past practices and company profiles to forecast industry and country outreach plan schedule for the next FY by end of Q1.

LD

PD

SD

TD

Perform outreach activities (including forums) IAW industry and country plan schedule (revise plan quarterly based on events).

LD

PD

SD

TD

Performance Goal 3

Provide timely and accurate responses to action items from bilateral export control working groups or similar fora.

PD

Review defense cooperation programs and ensure that technology security concerns are addressed.

PD



STRATEGIC GOAL 3

Performance Goal 1

95% of license reviews and/or technical evaluations exceed the quality guidelines (complete, technically proficient, relevant, and thorough) commensurate with U.S. national security interests and technology security policies.

LD

PD

TD

95% of license reviews and/or technical evaluations are completed according to the guidelines and timelines published in appropriate directorate SOP(s).

LD

PD

TD

95% of industry Technology Transfer Control Plans (TTCPs) are developed in accordance with established DoD guidelines and policies within 2 or less iterations.

SD

TD

Performance Goal 2

Conduct at least 1 company outreach activity per quarter, either through coordinating a site visit, a company visit to DTSA, and/or a telecom.

LD

PD

SD

TD

Review company technology roadmaps IAW schedule.

PD

TD

Support requests to monitor foreign space launch technical interchanges (defense services) 95% of the time, when activity is reimbursable by industry.

SD

Review and provide disposition of all technical data submitted through Spacelink within 5 days, 90% of the time.

SD

TD

Performance Goal 3

Ensure all CFIUS case decisions have been forwarded to the Treasury Office of Foreign Investment by day 30.

PD

Ensure all CFIUS filings have been referred to appropriate DoD Components and responses are provided by day 21.

PD

Ensure every CFIUS case summary is completed within 1 business day of filing date.

PD

Performance Goal 4

Ensure mitigation agreements are negotiated and concluded IAW timeline.

PD

Performance Goal 5

Identify and perform outreach to U.S. industry where indicated by excessive number of licenses RWA'd by DoD or an excessive number of proviso reconsideration requests.

LD

After outreach, a 10% decrease in the percentage of proviso reconsideration requests and RWA positions, for applicant(s) identified in PG 4 M1 from previous quarter.

LD

STRATEGIC GOAL 4

Performance Goal 1

Achieve a need-based end of year obligation rate of 98.5%.

MD

Achieve an actual execution rate within 15% of our annual forecasted spending profile.

MD

Provide a well-funded training program equivalent to no less than 1% of civilian pay, per fiscal year and maintain an agency training fund usage rate.

LD MD PD SD TD

Provide a well-funded incentive award program equivalent to no less than .375% of civilian pay, per fiscal year and maintain an agency Incentive fund usage rate.

LD MD PD SD TD

Performance Goal 2

Provide 95% network availability. (Measured by % of scheduled uptime minus % of scheduled and unscheduled outages for maintenance and patching.)

MD

Performance Goal 3

Provide annual security awareness training on-time, 3 modules per quarter and ensure 95% employee training rate.

LD MD PD SD TD

Hold two Occupant Evacuation Plan (OEP) drills per year.

MD

Achieve 90% compliance rate on Foreign Travel Briefings by Q4.

LD MD PD SD TD

Performance Goal 4

Each Directorate will review and test 25% of their assessable units quarterly.

LD MD PD SD TD

Each Directorate will review and test 25% of their SOP's/AI's quarterly.

LD MD PD SD TD

By calendar year quarter 1, Directorates will perform an overall internal control program review, report deficiencies, and update as required.

LD MD PD SD TD

Performance Goal 5

Hold 1- 2 Brown Bag instructional sessions per quarter.

LD MD PD SD TD

Each Directorate develops and disseminates information about ongoing projects, programs, and portfolios to keep internal DTSA personnel updated on Directorate activity quarterly.

LD MD PD SD TD

Establish a Travel Forum by Q2.

MD

Document standard DTSA travel FAQ's, procedures, and policies by Q3.

LD MD PD SD TD

Disseminate the documented information to Directorates by Q4.

LD MD PD SD TD

STRATEGIC GOAL 5

Performance Goal 1

Review existing career broadening models within government/DoD by Q2, identify Directorate positions and requirements for program by Q3, and implement program by Q4.

LD MD PD SD TD

Define and standardize the use of Directorate level IDP's and/or a list of ideal training and development programs by Q4.

LD MD PD SD TD

Performance Goal 2

Establish council with DTSA wide participation by Q2.

LD MD PD SD TD

Develop council charter by Q2.

LD MD PD SD TD

Develop council goals by Q3.

LD MD PD SD TD

Develop goal implementation plans by Q4.

LD MD PD SD TD





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