

VISION FOR AMERICA'S GATEKEEPER



Defense Counterintelligence and Security Agency



FOREWORD

I am pleased to release this update of DCSA's vision for America's Gatekeeper. This document articulates who we are and what we strive to become to maximize our ability to protect this nation's security.

Our Vision:

"DCSA is America's Gatekeeper: safeguarding the Nation as the premier provider of integrated security services – national security is our mission, people are our greatest asset."

For the last several years, DCSA has been focused on transforming processes to optimize mission performance in our newly formed agency. The Agency's first 5-year Strategic Plan has been a driving force to achieve mission optimization as well as to fully integrate our mission and enabling elements. But simply optimizing our current performance is insufficient to counter the evolving and rapidly expanding threats in our current strategic environment. DCSA's role as Gatekeeper must also expand. This refinement of our vision in these pages can guide us as we continue integrating and better leveraging our collective capabilities. This nation needs a fully integrated, modernized Agency that leverages our superior values and commitment to each other to provide the performance required to meet today's threat.

National security is the core of this agency's mission. We are not simply optimized legacy organizations that work under a new name. DCSA is unique: across our mission elements, we have unparalleled access to data on people and facilities. As a result, we can gain a special understanding of threats to our national security in ways that none of our other Federal Government partners can. As the premier provider of integrated security services, we have a responsibility to identify and address threats and vulnerabilities in ways the constituent organizations that formed us never could. Only through a unity of effort, leveraging DCSA's special culture, can we realize this vision.

People are our greatest asset and the guardians of that Gatekeeper culture. Our vision is informed by how we value and develop our people. We strive to be a professional, patriotic, and principled team that embraces DCSA's values: *Mission, People, Service, Integrity, and Innovation*. While these values are all important, our people and our mission are foremost. Leaders at all levels must be fully invested in their teams, establishing trust across the Agency, and collectively directing efforts toward our unified vision.

For DCSA to succeed, we must provide the tools and opportunities for our workforce to succeed. I envision DCSA as becoming the Federal Government's employer of choice for security professionals. To that end, we must foster teams of diverse and mission-driven employees who enable DCSA to become an example of excellence in the Federal Government.

Our nation is facing some of the most complex and significant threats to security ever encountered. I ask each of you to reflect on this vision and how you can help DCSA realize it. Remain engaged. Take action. This country's security depends on us.

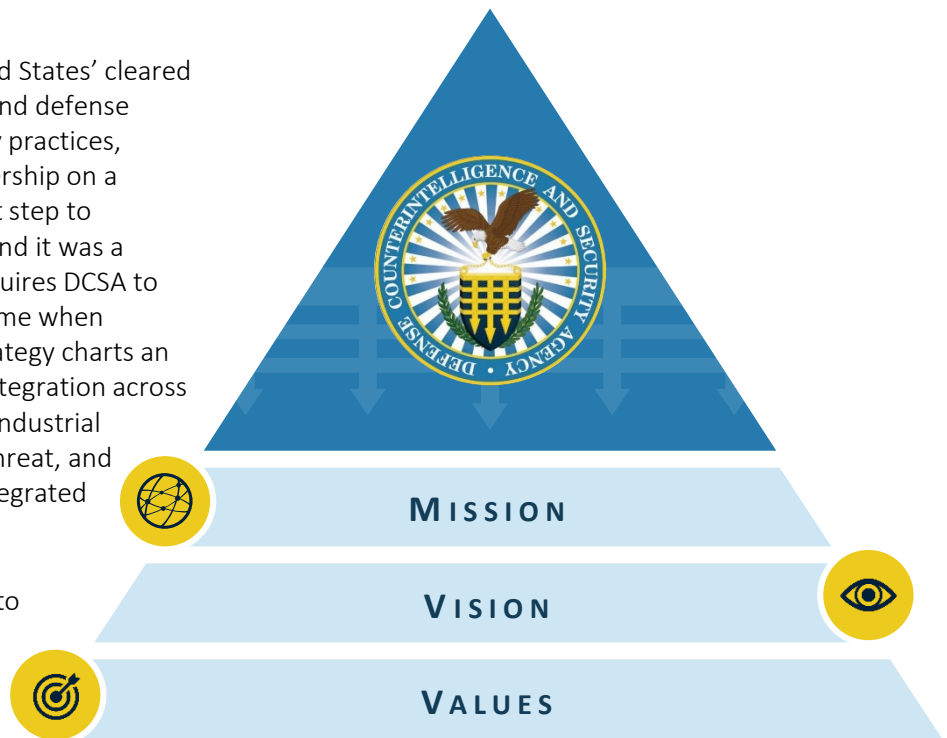
Thank you for your commitment to DCSA's mission and to our nation's security.

William K. Lietzau
Director, DCSA



VISION FOR AMERICA'S GATEKEEPER

Pervasive and growing threats to the United States' cleared workforce, facilities, critical technologies, and defense supply chain necessitate enhanced security practices, modernized capabilities, and focused leadership on a national scale. Establishing DCSA was a first step to positively altering the security landscape, and it was a successful one. But this transformation requires DCSA to have a clear vision of what it seeks to become when mature. Published in 2022, DCSA's first strategy charts an initial path to optimize performance and integration across its four mission areas: Personnel Security, Industrial Security, Counterintelligence and Insider Threat, and Security Training. DCSA is central to the integrated security enterprise the U.S. Government needs to effectively counter increasingly more sophisticated and aggressive threats to national security. To meet this need, DCSA must continue to refine its vision and role within the larger integrated security enterprise. This document describes such a refinement.



STRATEGIC ENVIRONMENT

The advent of Great Power Competition calls for revolutionary transformations to the United States' security posture. The People's Republic of China (PRC) – a near-peer competitor and a strategic pacing challenge for the United States – is an existential threat to the U.S. economy, critical technologies, and the defense supply chain. The PRC and other potential adversaries exploit the by-products of the free and open society the United States supports – commercial relationships, academic privileges, open source information, and American innovation – by stealing sensitive and classified information. Contending with Great Power Competition, an evolving policy and regulatory landscape, and more sophisticated technologies requires that DCSA enhance its authorities, resources, and capabilities to fulfill its role as America's Gatekeeper.

The Federal Government has developed, and is developing, new policies to address these shifting threats to national security. Some policy developments reinforce DCSA's central role in defending the United States industrial base and its functions, but the effort is incomplete. DCSA has assumed new responsibilities, including many outside the National Industrial Security Program (NISP), that necessitate the need for new authorities. DCSA, as America's Gatekeeper, must have authorities commensurate with its operational responsibilities to assure a trusted workforce. The [2022 National Security Strategy](#) and associated orders and action plans address the need for U.S. Government investment in protecting critical supply chains and new technologies. DCSA's role assuring trustworthiness remains a key dependency for the success of these policy goals, and reinforces the need for DCSA to have the authorities, resources, and capabilities that facilitate expansion of its support across the Federal Government.

A comprehensive whole-of-government approach is needed. Countering cyber attacks, insider threats, and foreign ownership, control, or Influence (FOCI) in industry will require innovative solutions.



VISION FOR AMERICA'S GATEKEEPER

DCSA must leverage technologies such as artificial intelligence, quantum computing, digital identity advancements, and natural language processing to enhance its ability to anticipate these threats and take preventative measures to counter them in collaboration with our partners. Looking to the future, DCSA will continue to innovate and integrate its diverse and committed workforce to defend the gate and remain strong against relentless attacks and evolving threats.

DCSA MISSION, VISION, & VALUES



MISSION

Through vetting, industry engagement, education, and counterintelligence and insider threat support, secure the trustworthiness of the United States Government's workforce, the integrity of its cleared contractor support, and the uncompromised nature of its technologies, services, and supply chains.



VISION

DCSA is America's Gatekeeper: safeguarding the Nation as the premier provider of integrated security services – national security is our mission, people are our greatest asset.



VALUES

COMMITTED TO
MISSION

INVESTED IN
PEOPLE

PASSIONATE
ABOUT
SERVICE

UNWAVERING
IN INTEGRITY

DRIVEN TO
INNOVATION

A VISION FOR THE FUTURE DCSA

DCSA will capitalize on its exceptional placement, unique access to industry data, and relentless focus on counterintelligence and insider threat activities to shape policy and provide an unprecedented picture of the threat facing our workforce, industrial base, and defense supply chain. Besides informing and enhancing our core personnel and industrial security vetting missions, we will leverage this information for use by our integrated security enterprise partners and stakeholders to facilitate their security missions and to inform security training and education programs. The sections below describe how DCSA will transform to fulfill this vision across its mission and enabling support elements.



VISION FOR AMERICA'S GATEKEEPER

DCSA optimizes its core personnel and industrial base vetting missions:

- **PROVIDING A TRUSTED WORKFORCE** – DCSA will continue to conceive and implement trusted workforce initiatives across the U.S. Government to optimize investigation, monitoring, and adjudication services for all personnel vetting scenarios (initial vetting, continuous vetting, upgrades, transfer of trust, and reestablishment of trust). With the operationalization of an end-to-end personnel security system, including the National Background Investigation Services (NBIS), DCSA will identify, assess, and mitigate risk to and from the U.S. Government's workforce; identify and manage unauthorized disclosures; and integrate, manage, and mature insider threat response capabilities. We are building the world's most secure, capable, and informed personnel security capability. Our state-of-the-art training programs will provide foundational skills for all U.S. Government investigators, adjudicators, and counterintelligence professionals.
- **PROTECTING THE INDUSTRIAL BASE** – DCSA will lead a targeted whole-of-government effort to protect the industrial base by actively countering vulnerabilities across the defense supply chain and by monitoring security of classified programs, unclassified supply chain components, and cybersecurity matters. DCSA will enhance analytics to better identify and understand threats to people, facilities, and the governmental functions they support. It will use that capability to better vet components of our defense supply chain. DCSA will also empower its customers, partners, and stakeholders with timely, actionable information. Recognizing that security is a team sport, the Agency will better inform facility security officers of their roles with respect to cybersecurity, industrial security, and counterintelligence threats. DCSA will enable and support industry partners to achieve the highest performance standards in implementing their contractual security requirements, and if necessary, facilitate policy changes required to enhance those contractual security requirements and compliance to ensure national security.

DCSA leads the security community with training, threat awareness, and information sharing protocols:

- **STEERING SECURITY TRAINING** – DCSA will serve as the nation's premier security training provider and credentialing institution. Recognizing the teamwork necessary to counter today's threats, DCSA will provide services to increase the knowledge of security professionals and the general workforce. Employing a credentialing framework for various security roles within the U.S. Government, industry, and academia, DCSA will provide a national product line for continuous education and training. Leveraging its current role within the Department of Defense as the Defense Intelligence Enterprise Manager (DIEM) for Defense Security Enterprise Security Training, Education, and Professional Credentials, DCSA will expand its services across the U.S. Government.
- **INFORMATION SHARING ACROSS THE SECURITY ENTERPRISE** – DCSA will use its mission data to maintain heightened situational awareness of security risks by creating a common operating environment for U.S. Government security professionals and a more informed threat picture for customers, partners, and stakeholders in the security enterprise. Through unique placement and access in support of industry, and an overarching view of the Department, DCSA enables leaders to make informed, risk-based decisions through delivery of clear, timely, and relevant analytic products about key threats to people, information, facilities, and critical technologies. We will facilitate data-driven decision-making by identifying the greatest threats to people, facilities, and critical technologies with a risk management architecture, and by using advanced delivery methods that permit information sharing in a secure environment.



VISION FOR AMERICA'S GATEKEEPER

DCSA is the employer of choice with state-of-the-art workplace capabilities:

- **DEVELOPING THE GATEKEEPER CULTURE** – Recognizing that Gatekeepers spurn the limelight but embrace service, mission-focus, integrity, people, diversity, and innovation, DCSA will continue to foster our values and distinctive culture. DCSA will be a U.S. Government employer of choice, and maintain the world's most highly skilled security workforce. DCSA's workforce will build and sustain an empowering enterprise culture that will enable them to better defend national security from adversarial threats.
- **ESTABLISHING A HIGHLY FUNCTIONAL WORKPLACE** – DCSA will leverage modern work capabilities—both digital and physical—to enhance mission performance. The Agency will leverage new trusted technologies and teams to work with traditional and nontraditional government partners and provide tools and technology to accomplish DCSA's mission. Serving as a model for U.S. Government workplaces, DCSA will implement its cloud and infrastructure strategy as well as its data management capability to provide secure access to trusted data for mission performance at speed and scale.



27130 Telegraph Road | Quantico, VA | 22134

E-Mail: dcsa.quantico.dcsa.mbx.change-management--strategic-planning@mail.mil