



DCSA STRATEGIC EXECUTION PLAN

JUNE 2026

CONTEXT

The Defense Counterintelligence and Security Agency (DCSA) stands at the intersection of government-wide trusted workforce, national security, and industrial base protection. Guided by the Secretary of War's National Defense Strategy, Deputy Secretary's Warfighting Acquisition Transformation efforts, and Trusted Workforce 2.0, our mission is to deliver data-driven, threat-informed, and customer-trusted security services at scale.

We serve three sets of customers, and we exist to deliver for them. We serve the warfighter first, as the lethality and readiness of our forces depend on the secure, timely access to cleared talent and trusted technology that only we provide at scale. We serve the Federal departments and agencies across government that trust us to vet their people and safeguard their most sensitive programs, demanding speed, accountability, and value. We serve the companies of the defense industrial base, the engine of our national security and economic strength, who need a partner that moves at the speed of industry, not the speed of bureaucracy. Our adversaries are moving faster and pressing harder. This plan is built to stay ahead of them by retiring legacy systems, fusing intelligence into every decision, prioritizing the highest risks, and scaling an operating model equal to the demands of this strategic moment.

STRATEGIC GOAL

Within 24 months, DCSA will be a data-driven analytics organization that informs senior leaders so that they can make risk-informed decisions around the defense industrial base and the nation's trusted workforce. To achieve this, DCSA will modernize workflows and rapidly deploy new systems to buy down technical debt and decision risk. We will define ourselves by high throughput, data-driven decisions, and relentless customer focus.

POSTURE — THE NEW WAY IS THE ONLY WAY

Every legacy system, process, and workflow we modernize will sunset on a published date and come off the budget. No parallel infrastructure. No optional retention. No quiet preservation of "just in case" workarounds. Sunset dates are commitments, not aspirations.

THE SIX PRIORITIES

01

Deliver NBIS

02

Deploy NI2

03

Trusted Workforce

04

Workforce Compact

05

Customer-Centric

06

Audit-Ready AI

DCSA STRATEGIC EXECUTION PLAN

STRATEGIC PRIORITIES · 01–03

01

Deliver NBIS

Build the digital backbone of the trusted workforce mission.

OWNER NBIS Executive Program Manager

Deliver NBIS capabilities and retire legacy applications on a published schedule. Ensure successful customer adoption of NBIS capabilities, stabilize and secure the NBIS platform, and eliminate the program's standing as a liability.

- **Targeted Outcomes:** (1) Legacy PIPS system is retired no later than Q4 FY27 NBIS adoption rate exceeds 90% of active users within 90 days of each legacy sunset. (2) Zero unplanned outages exceeding 4 hours; mean time-to-recovery under 2 hours for Severity 1 incidents. (3) NBIS user satisfaction score $\geq 4.0/5.0$ across adjudicator, investigator, and agency-user cohorts, measured quarterly; cost variance held within $\pm 10\%$.

02

Deploy NI2 to Modernize Industrial Security

Make DCSA work for the Defense Industrial Base of 2030, not 2010.

OWNER Associate Director, Industrial Security

We will deploy NI2 as DCSA's transformative system of record, delivered on time, transparently, and engineered to customer requirements, replacing fragmented legacy workflows with integrated, data-driven operations. Powered by intelligent automation, AI, relevant data feeds, and KPI dashboards, NI2 will enable rapid, risk-tiered facility clearances (FCL) and foreign ownership, control or influence (FOCI) vetting, rapid detection of entity changes, enhanced oversight, and seamless information sharing, to include confident management of Classified Infrastructure as a Service (CaaS).

- **Targeted Outcomes:** (1) NI2 fully operational and adopted as the single system of record for all DCSA FCLs, FOCI actions, and NISP oversight by end of FY27, with legacy modules sunset on a published schedule. (2) NI2 operates on the NBIS common foundational platform, with shared data services, identity, and audit infrastructure and no standalone data stores or outdated systems. (3) FCL and FOCI vetting delivered within 14 calendar days of package receipt for 90% of cases, and within 30 calendar days for the remainder; required mitigation executed within a 45-calendar-day average from notification of contractor selection or risk decision. (4) Role-based, real-time transparency on case status, risk posture, and customer-relevant data points; industry and agency users report improved satisfaction, measured by stakeholder feedback, system surveys, and usage metrics.

03

Modernize and Sustain Trusted Workforce Determinations

Make vetting throughput gains permanent and prove the quality behind them.

OWNER Associate Director, Personnel Vetting

We will modernize and integrate the entire personnel vetting lifecycle, from initiation, through to trust decision (adjudication), to ongoing continuous vetting, using NBIS, TW 2.0, and data-driven approaches to increase throughput, fully leveraging the capacity of our workforce, and ensure high-quality, human-derived decisions. Technology and data will sharpen and accelerate the work; people will own every trust decision.

- **Targeted Outcomes:** (1) Adjudicator productivity and capacity maximized through risk-tiered workload routing, decision-support tooling, and elimination of low-value manual effort, fully leveraging the talent of our workforce. (2) Average time for Tier product investigation and trust determination is better than Performance Management Standards Implementation Guidance (PMIG) targets. (3) Modern virtual interview techniques established as the default. (4) A single Federal Personnel Vetting Record adopted as the one file across the entire vetting lifecycle, delivered through NBIS upon production.

DCSA STRATEGIC EXECUTION PLAN

STRATEGIC PRIORITIES · 04–06

04

Rebuild the Workforce Compact

Hear the workforce, and act on their feedback, on a clock.

OWNER Director

We will drive action that creates a culture of clarity, accountability, and trust, and earn the workforce's belief in this turnaround by removing the bureaucracy that stifles them and fixing the basics that keep them from doing their jobs.

- **Targeted Outcomes:** (1) A “Stop Doing” list published every quarter with bureaucratic processes, unnecessary engagements, and ineffective governance boards formally retired, not merely deprioritized. (2) Performance management refocused on mission outcomes, cross-directorate collaboration, and modernization; supervisors empowered to promptly address poor performers while meaningfully recognizing high performers. (3) Direct action on the loudest internal survey signals, executed against published dates and tracked monthly through the OCIO IT Transformation Roadmap, a single internal communications hub with a steady leadership engagement cadence, and faster performance and recognition actions. (4) Director and senior leaders complete in-person engagement at field sites covering 80% of the workforce annually to hear directly from those closest to the customers.

05

Operate as a Customer-Centric Business

Act like a services business, not a monopoly utility.

OWNER Chief Operating Officer

We will make customer experience the goal, treating every agency and industry partner as a customer whose trust we must continually earn.

- **Targeted Outcomes:** (1) End-to-end customer success model implemented, measurably improving customer experience. (2) Dedicated pathways for strategic advocacy and executive escalation established, measurably improving customer trust. (3) Customer Relationship Management operationalized capability to translate customer needs into requirements and enforce DCSA-wide accountability. (4) Dynamic customer-satisfaction dashboard stood up, with external publication to stakeholders by Q2 FY27 with proactive, consistent customer communications standardized, effective, and outcome-driven.

06

Drive Audit-Ready Integration and Agency Efficiency with AI

Make the enterprise transparent, integrated, and efficient by default.

OWNER Chief Data and Artificial Intelligence Officer

We will use data-driven analytics and automation to unify compliance, risk, and operational data, ensuring audit readiness and accelerating enterprise-wide efficiency.

- **Targeted Outcomes:** (1) AI-driven analytics deliver real-time insight into process effectiveness across all major mission systems, supported by automated audit trails and dashboards that continuously track and report compliance with legal, policy, and procedural standards. (2) Automated compliance gap detection continuously scans workflows for missing documentation, overdue reviews, or policy violations to trigger alerts and remediation tasks. (3) Agency-wide AI pilots launched, with at least 10 scaled to production and delivering measurable cost or cycle-time reductions by Q2 FY27.

DCSA STRATEGIC EXECUTION PLAN

FROM PLAN TO EXECUTION

This document is the visible layer of a much larger body of work already in motion. Behind each priority sits a single accountable owner and a detailed implementation plan that maps these outcomes into the specific milestones, metrics, dependencies, and dates that drive daily execution. That is where the real work lives and it is already underway. This document is deliberately short because our energy is going into delivery, not narrative.

This plan will not sit on a shelf. Every targeted outcome above is a commitment with a clock, tracked through one enterprise operating cadence that puts money, people, systems, and mission risk in a single view. Owners answer to the data, bottlenecks are surfaced early, resources follow priority, and progress is relentlessly measured. We will report against these commitments transparently, to our workforce and to our oversight partners alike. The standard is simple, and it is the standard against which we expect to be judged: outcomes on a clock.