



# Defense Security Service

## Strategic Plan **2020**

Addendum, April 2017

Our Agency, Our Mission, Our Responsibility



# Addendum

The DSS Strategic Plan 2020 is designed to support the agency's continuous changing and emerging requirements to include new initiatives, missions and areas of focus. With this in mind, the agency has recognized that cyber operations are on the forefront of both presenting and mitigating risk in the National Industrial Security Program. As an agency priority, DSS is raising cyber operations to an objective under Goal 1: Strengthen capabilities to continually identify, evaluate, and mitigate risk to the DoD and the national industrial base.

## Objective 1.5: Innovate and implement cyberspace effects

Maneuvering speed and broad access in cyberspace are unique challenges to which classic mitigations are unaccustomed. We must focus as a whole on innovation and implementation of our cyber capabilities to strengthen our effectiveness; just as our adversaries have invested heavily and significantly in cyber. Hence, DSS seeks to build a culture of cyberspace learning, innovation, and expanded policies for leveraging the cyber domain to continually identify, evaluate, and mitigate risk to the national industrial base, the agency, and DoD.



# DSS Strategic Plan 2020

## Strategy Map

### GOAL 1

Strengthen capabilities to continually identify, evaluate, and mitigate risk to the DoD and national industrial base

- 1.1 Assess, analyze, and continuously enhance DSS' approaches to risk management
- 1.2 Proactively analyze and plan for impacts of emerging law, policy, plans, and processes on DSS mission execution
- 1.3 Support National and Department of Defense initiatives to improve security programs, processes, and practices
- 1.4 Conduct contingency planning for potential new operations
- 1.5 Innovate and implement cyberspace effects

### GOAL 2

Enable government and industry stakeholders to proactively manage risk

- 2.1 Facilitate the availability of security education, training and certification products and services
- 2.2 Develop relevant and innovative content and services to support security awareness and information reporting
- 2.3 Provide timely, relevant, and accurate analysis to DSS, Industry, and Government decision makers
- 2.4 Foster a proactive, risk-focused culture among our stakeholders and partners
- 2.5 Expand delivery of security education, training, and certification products and services beyond the DoD

### GOAL 3

Strengthen National Security Partnerships

- 3.1 Execute a comprehensive strategic outreach program
- 3.2 Grow existing and establish new partnerships
- 3.3 Support DoD and the US Government in proactively shaping emerging security law and policy
- 3.4 Establish and better leverage existing collaboration networks and processes to manage/share information with stakeholders

### Vision

Through partnership and innovation, safeguard our Nation's interests as the premier provider of industrial security risk management and security professional development services.

### Mission

The Defense Security Service (DSS) strengthens national security at home and abroad through our security oversight and education operations. DSS oversees the protection of U.S. and foreign classified information and technologies in the hands of cleared industry under the National Industrial Security Program by providing professional risk management services. As Functional Manager for the Department of Defense (DoD), DSS provides security education, training, certification, and professional development for the DoD and for other U.S. Government personnel, contractor employees, and representatives of foreign governments.

#### GOAL 4

Empower a mission-driven workforce responsive to the changing environment

4.1

Strengthen and sustain a diverse, technically competent, and professional workforce

4.2

Grow leaders to meet the challenges of an evolving security environment

4.3

Enhance recruitment, development and retention strategies that foster a culture of collaboration and teamwork

#### GOAL 5

Provide enterprise solutions to improve operations and performance management

5.1

Establish and implement a sustainable strategic management framework

5.2

Establish requirements and framework for defining and managing knowledge - [collection, storage, analysis and sharing of information]

5.3

Define, develop and deliver tools and capabilities to enhance agency operations

5.4

Improve and document policies and processes that govern internal operations to optimize mission execution, ensure consistency and clarify intent across the Enterprise

5.5

Evaluate operational and support requirements, services, and products to identify efficiencies and cost savings

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