

UNCLASSIFIED

*Mr. Hill*  
*...*

## DIRECTOR, PROGRAM A PERSPECTIVE

- REVIEW OF THE PROBLEMS?
- WHAT WE DO RIGHT?
- WHAT DOES THE BOSS WANT?
- AN ALTERNATIVE

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## STATEMENT OF THE PROBLEM

- **IMAGE OF THE NRO IS TARNISHED (PERCEPTION)**
  - SYSTEMS ARE "GOLD PLATED", NOT SURVIVABLE
  - PROCESS IS UNRESPONSIVE
  - ORGANIZATION IS ALOOF/ARROGANT
  - HIDE BEHIND SECURITY
  
- **CONSTANT ENCROACHMENT IN CHARTER**
  - GROWING INTEREST IN USE OF SPACE
  - EXISTING DISTINCTIONS NO LONGER SUFFICIENT
  
- **DNRO LACKS AUTHORITY**
  - MAJOR DECISION MAKING DIFFUSED
  - EXCESSIVE BITTERNESS IN COMPETITION

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## INTERNAL MANAGEMENT ISSUES

- LACK OF DIRECTION/CONTROL OF THE DNRO
  - AUTHORITY TO EXECUTE
  - NO MANDATE FOR CONSENSUS
  - INDEPENDENT CHANNELS TO CHALLENGE DECISIONS
  
- LACK OF A SENSE OF SINGLE IDENTITY FOR THE NRO
  - CUT-THROAT COMPETITION FOR BUDGET
  - INSUFFICIENT CROSS PROGRAM COMMUNICATION
  - NO INTEGRATED POSITION IN WORKING INTERFACES
  - NO CENTRAL PLAN FOR PROGRAMS/R&D
  
- STRUGGLE BETWEEN STRONG SPO VS. STRONG HEADQUARTERS

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## EXTERNAL MANAGEMENT ISSUES

- LACK OF AN INSTITUTIONAL APPROACH TO THE CUSTOMER
  - PRIORITIES IN DCI GUIDANCE
  - SUPPORT TO MILITARY OPERATIONS
- LACK OF END-TO-END RESPONSIBILITY
  - SPLIT RESPONSIBILITY WITH NSA, NPIC, DMA. . . .
  - SYSTEM LEVEL DECISIONS DIFFICULT
  - CROSS SYSTEM DECISIONS ALMOST IMPOSSIBLE
- STRUGGLE BETWEEN NRO AND NSA FOR CONTROL OF SIGINT

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## NEAR TERM MODIFICATIONS

- CONSOLIDATE AND REDUCE STAFFS
- RELOCATE PRINCIPLE MANAGEMENT FUNCTIONS OF A, B, AND C TO WASHINGTON AREA
  - LOCATE OUTSIDE PENTAGON
  - INCLUDE DIRECTORS AND SMALL ADMIN SUPPORT CAPABILITY
  - LEAVE SPO'S CLOSE TO SUPPORTING INFRASTRUCTURES
  - COLOCATE WITH NRO STAFF
  - RENAME IF NECESSARY (EAST, WEST AND NAVY)
- TRANSFER PROGRAM SLOTS TO NRO BUDGET AND CONTROL
- DELEGATE THE DNRO'S PROCUREMENT AUTHORITY TO ALL THREE PROGRAM OFFICES
- ESTABLISH CENTRAL ARCHITECTURAL ENGINEERING OFFICE
  - SMALL, CROSS-ISSUE/DISCIPLINE TEAM
  - AD HOC AUGMENTATION
  - PROGRAM EXPERIENCED LEADERS
  - DEVELOP AND MAINTAIN ARCHITECTURE/ROADMAPS
  - DEVELOP AND MAINTAIN TECHNOLOGY GUIDANCE
  - COLLECT, DEVELOP, COORDINATE, NEGOTIATE SYSTEM REQUIREMENTS (INTERNAL/EXTERNAL)
  - MANAGE NRO-WIDE SIMULATION AND MODEL EFFORTS
  - QUICK-REACTION, PROBLEM-ORIENTED CAPABILITY

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## WHAT DOES THE BOSS WANT?

- LONG TERM VISIBLE CHANGE TO NRO
- INTERNAL, PREEMINENT, IN-HOUSE CAPABILITY TO CREATE ARCHITECTURE AND ASSESS CROSS-SYSTEM PROBLEMS
- EXPAND MISSION IN AREA OF MILITARY OPERATIONAL SUPPORT

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## NEAR TERM MODIFICATIONS

- OVERHAUL MILITARY OPERATION SUPPORT CONCEPT
  - SEPARATE OFFICE REPORTING TO DIRECTOR
  - PLANNING AND EXECUTION FUNCTIONS
  - CONTROL EXERCISE BUDGET
  - LOCATE IN PENTAGON
  - BALANCE OF SYSTEM ANALYSTS, DOERS. AND WARFIGHTERS

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## DOWNSTREAM ACTIONS

- CONTINUE TO ASSESS NRO EFFECTIVENESS AND NEED TO RESTRUCTURE/REGROUP PROGRAMS
- AGGRESSIVELY PURSUE THROUGH NEW ADMINISTRATION ACCEPTABLE MANAGEMENT (TURF) INTERFACES WITH NSA
- RECREATE EXCOM

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## PROBLEMS THE "SCHOOL SOLUTION" DOESN'T SOLVE

- INDEPENDENT CHANNELS AND END RUNS
- STRUGGLE FOR CONTROL WITH NSA
- FULL-TIME DNRO
- IMPROVED DECISION PROCESS ABOVE DNRO LEVEL
- APPROACH TO INTEGRATING ARSP INTO NRO

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## NEW, MAJOR PROBLEMS CREATED BY "SCHOOL SOLUTION"

- SEVERE WEAKENING OF SPO'S
  - SEPARATION FROM PILLERS AND POOLS OF SUPPORT
    - CONTRACTING
    - SECURITY
    - R&T
  - PROHIBITION OF DIALOG WITH USERS WITHOUT CHAPERONE
  - INCREASED LAYERS FOR REQUIREMENTS FLOW
- INCREASING DNRO WORKLOAD
  - CROSS PROGRAM DISPUTES (5 vs 3)
  - SPO vs SUPPORT DISPUTES
  - NO FIELD MARSHALL OF BOOSTER AND LAUNCH ACTIVITY
- LOSS OF MILITARY MOTIVATION/DEDICATION
  - PURPLE-SUITING ONLY WORKS ON STAFFS
  - WEAKENING OF SERVICE OR UNIT ESPRIT de CORPS
  - TRANSITION TO RENT-A-BAY APPROACH
  - CLOUDED CAREER PATTERNS
- TECHNOLOGY TRANSFER WEAKENED
  - SPO'S INSULATED FROM EXPERIMENTS/PROTOTYPES

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- RECORD OF SUCCESS IN COLLECTION
  - Emphasis shifts to studies and new business
- HIGHLY RESPONSIVE CONTRACTING WITH HIGH INTEGRITY
  - The head of contracting works for a Chief of Staff - He is more remote from execution elements
- STREAMLINED MANAGEMENT - EXECUTION/RESOURCES ARE DELEGATED TO WORKING LEVEL
  - Strong tendency to hold this at higher level in consolidated headquarters
- HIGHLY MOTIVATED WORK FORCE -- THE MISSION IS #1
  - Probably hurt by purple suit and multiple organization coordination (i.e., interoffice wargame)
- QUICK REACTION FEEDBACK
  - Additional levels plus more horizontal-coordination required
- POSITIVE RELATIONSHIP TO INDUSTRY
  - Additional distances to contractors; additional complexities in "who runs future concepts"; more "distance" between contractor and key decisionmakers
- PROGRAM DEFINITION PROCESS HAS FLEXIBILITY
  - More structure adds confusion; future system definition would be divided into three or more organizations.
- HIGH LEVERAGE FROM OUTSIDE SUPPORT
  - Breaking A, B, and C away from support infra-structure
- TECHNOLOGY MANAGEMENT
  - Difficulty in defining evolution of current technology
- QUICK RESPONSE TO HIGH PRIORITY
  - Less SPO involvement in user needs

BASIC ISSUE: Strong SPO vs head-strong staff