

# OUR PROFESSION OUR PRIORITIES OUR FUTURE

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WE ARE AT A DECISIVE POINT AND  
HAVE THE OPPORTUNITY AND OBLIGATION  
TO SHAPE THE FUTURE OF GEOINT.

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## OUR TIME IS NOW



**NGA**  
NATIONAL GEOSPATIAL-INTELLIGENCE AGENCY



## Our Profession, Our Priorities, Our Future

To shape the future of GEOINT, we have crafted an ambitious action plan that will deliver real and necessary outcomes. The plan focuses on three priorities.

### **First, Mission-Talent Alignment (MTA) is the foundation for NGA's future.**

MTA will deliver a clear understanding of our mission investment and enable Career Services to align the right person, in the right assignment at the right time, to bring our best value to a specific mission space. We cannot deliver consequential GEOINT services and leverage ABI without defining our mission and aligning our talent. We have committed the resources to bring MTA to full operational capability by October 2016. This investment has three distinct deliverables:

**Mission Assessment:** The creation of an agency-wide process to assess and prioritize mission needs. This enables our Portfolio Managers to understand our investment areas, agilely respond to changes in customer demand and fully capitalize on NGA value. Equally as valuable, we will also identify areas for divestment.

**Talent Program:** The integration of our performance and talent management tools (DCIPS, RIP, Career Development and Competencies) to understand and develop our teammates using a total-person view.

**Assignments Marketplace:** The creation of a Web interface where teammates have online insight into current and upcoming assignments that fit their capabilities, competencies and career development objectives.

The MTA Program Office is responsible for these deliverables in partnership with the Portfolio Managers, Key Component directors, and Career Service heads.

### **Second, GEOINT Services form the cornerstone of our geospatial enterprise and the foundation for our core value proposition.**

GEOINT Services provision our National System for GEOINT (NSG), Allied System for GEOINT (ASG) and Intelligence Community (IC) GEOINT content, in context. They also encourage and enable GEOINT content contributions from those who may not be members of the NSG, ASG or IC. Our strategy provides NGA's customers, on-demand, all-domains access to geospatial, sensor, geo-referencing enrichment, and processing services. This allows mission data to be integrated through a common geospatial framework and exploited over space and time. NGA's business as a service provider fundamentally shifts with seamless discovery of content, regardless of physical location — dissolving geospatial and application silos — and elevates and highlights our analytic potential.

**As a service provider,** NGA will provide a platform to exchange and enrich geospatial content and services in a secure and open IT architecture so best-of-breed geospatial capabilities and content are available for any GEOINT producer or consumer, on any network.

**As the premier geospatial data provider,** NGA will adopt an open-first, web-first strategy so all content is discoverable, accessible and integrable.

**As an intelligence service,** NGA will leverage the analytic opportunities available from a customer centric, geospatial service environment that allows for richer GEOINT contributions.

### Third, the implementation of Activity Based Intelligence (ABI) is imperative.

We are laying the foundation with our Structured Observations and Analytic Modeling efforts. We must push forward our analytic modernization by committing to ABI as our foundational analytic approach. We must all understand that ABI is not a system, it's not a platform, it's not a sensor, and it's not a workstation. ABI is a mindset. It's how we think about our intelligence problems and how we go about developing the analytic judgments that provide value-added knowledge to address our customers' needs.

We know ABI works. We've been using ABI against tough analytic challenges such as counterterrorism and counter-proliferation for years, and it is applicable across the broad range of our intelligence issues. What we are doing now is bringing ABI to the enterprise level and engaging our partners in the NSG, ASG and the commercial sector to implement ABI across the full spectrum of GEOINT providers. We must continue to grow our ABI capabilities because we are at risk of being overwhelmed with information from an unprecedented number and variety of sources.

GEOINT is uniquely positioned to provide context to this data. ABI allows us to see and exploit patterns of life and discover new information from a tsunami of data. It will also enable us to identify gaps and provide us new opportunities for closing those gaps. Above all else, ABI is an analytic methodology that is built on our core critical thinking capabilities, which will separate information of interest from the noise and create coherence from chaos. ABI is the underpinning of what DNI Clapper terms Analytic Modernization, and I am excited about how it will shape NGA's future.

**We must transform** our analytic programs, from focusing our analyst training on critical thinking skills to broadly sharing ABI tradecraft successes with peers across the NSG and ASG. In doing so, we will strengthen ABI capabilities and enrich the quality of analytic judgments throughout the GEOINT workforce.

**We will deploy** analytic tools that will enable structured observations and capture knowledge, and build and deploy analytic models to drive collection of data from all sources, including non-traditional sources.

**We will build** and deploy advanced analytic tools to enable visualization and analysis of big data and deploy algorithms to enable the machines to master the mundane tasks and free our analysts to focus on analysis.

**We cannot rest on our laurels because the future is not guaranteed.  
Let's seize the opportunity and deliver on this potential.**

*R. Cardillo*



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