

Strategic Intent 2009–2013

National Counterterrorism Center

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From the Director



I am pleased to provide you with the National Counterterrorism Center's Strategic Intent, which provides direction and focus for our efforts over the next three to five years. I believe this document provides the right framework for us to become a more effective organization as we strive to fulfill our mission—leading our nation's effort to combat terrorism at home and abroad.

This document acknowledges that, as a relatively new organization, the Center is still maturing. To fulfill our leadership role, as envisioned by the *Intelligence Reform and Terrorism Prevention Act of 2004*, we must strengthen and integrate our core capabilities; improve our internal business practices and communications; share knowledge, expertise, and information; and take care of our people.

The Strategic Intent is the result of a truly collaborative effort involving officers at all levels across the Center, including our Strategy Core Team, our Chief of Staff and Management Advisory Groups, and our entire senior leadership team. In addition, our Strategic Intent is fully consistent with the Presidentially-approved

National Implementation Plan for the War on Terror, the Director of National Intelligence's Vision 2015, the National Intelligence Strategy, and the Counterterrorism Intelligence Plan.

The Center's senior leadership team and I are committed to executing this Strategic Intent. The Principal Deputy Director, Deputy Directors, and Office Chiefs are leading goal teams to determine how we will measure success for each objective, and the expected level of performance to be reached within specific timeframes. Equally, if not more importantly, regardless of where you sit in the Center or in the larger counterterrorism community, *everyone* is responsible for helping us achieve successful execution of the strategy. I am confident that we will move the Center forward, building on past successes and positioning ourselves for future challenges.

Michael E. Leiter, Director
National Counterterrorism Center



MISSION

Lead our nation's effort to combat terrorism at home and abroad by analyzing the threat, sharing that information with our partners, and integrating all instruments of national power to ensure unity of effort.

VISION

The nation's indispensable source for analysis and strategic operational plans, leading the counterterrorism community by setting the standard for expertise, collaboration, and information sharing.



VALUES

Integrity

We uphold the highest standards of conduct in all that we do. We follow through on promises and commitments while acting in the best interest of the nation.

Excellence

We hold ourselves to the highest standards. We strive for continuous improvement and promote innovation, creativity, and risk taking.

Leadership

We enable, motivate, and inspire each other and the counterterrorism community to accomplish the mission.

Diversity

We create an inclusive, joint work environment to leverage the breadth of expertise and perspectives from across the counterterrorism community.



GOALS AND OBJECTIVES

1 *Fulfill Our Leadership Role in the Counterterrorism Community*

- 1.1 Enhance NCTC's role as the United States Government's authoritative source for terrorism information and analysis
- 1.2 Strengthen the Counterterrorism Mission Manager role
- 1.3 Institutionalize cross-Government strategic planning, assessments, and integration via full implementation of the National Implementation Plan for the War on Terror and the Counterterrorism Intelligence Plan

2 *Strengthen and Integrate NCTC's Core Capabilities*

- 2.1 Align NCTC's mission, activities, and capabilities with the National Implementation Plan for the War on Terror, the Counterterrorism Intelligence Plan, and the Analytic Framework for Counterterrorism
- 2.2 Expand and deepen internal and external partnerships to strengthen and integrate core capabilities and accomplish our respective missions
- 2.3 Strengthen products and services that meet the needs of traditional and non-traditional customers
- 2.4 Deploy and improve IT tools and systems that strengthen and integrate core capabilities, and maximize IT investments to improve mission performance

3 *Establish and Improve Internal Business Practices and Communications*

- 3.1 Establish and implement a transparent assessment process for NCTC's leadership team to effectively manage and gauge progress against our strategy
- 3.2 Establish a clear set of management and administrative policies, processes, and procedures
- 3.3 Provide clear and consistent communications throughout NCTC

4 *Create a Culture of Sharing Counterterrorism Knowledge and Expertise*

- 4.1 Discover, capture, share, and effectively exploit knowledge, expertise, and information within NCTC and across the counterterrorism community
- 4.2 Develop integrated information technology systems that enable collaboration and information sharing within NCTC and across the counterterrorism community
- 4.3 Establish policies, processes, and programs that encourage and reward collaboration, learning, and sharing

5 *Attract and Develop a Highly Skilled, Joint Workforce*

- 5.1 Attract a highly qualified, diverse workforce with an array of backgrounds, skills, and experiences that enhance the range and depth of NCTC capabilities
- 5.2 Develop a comprehensive training, mentoring, and professional development program that expands and deepens expertise for all personnel
- 5.3 Ensure all personnel are appropriately challenged, rewarded, and given the support and tools they need to succeed

STRATEGY MAP

MISSION

Lead our nation's effort to combat terrorism at home and abroad by analyzing the threat, sharing that information with our partners, and integrating all instruments of national power to ensure unity of effort.

VISION

The nation's indispensable source for analysis and strategic operational plans, leading the counterterrorism community by setting the standard for expertise, collaboration, and information sharing.

STRATEGIC OUTCOMES

SATISFIED CUSTOMERS

SATISFIED PARTNERS

MOTIVATED and PREPARED WORKFORCE

EFFICIENT and EFFECTIVE PROCESSES

CT LEADERSHIP



Enhance role as the USG's authoritative source for terrorism information and analysis

Strengthen CT Mission Manager role

Institutionalize cross-USG strategic planning, assessments, and integration

CORE CAPABILITIES



Align NCTC's mission, activities, and capabilities

Expand and deepen partnerships

Strengthen products and services

Deploy and improve IT tools and systems

INTERNAL BUSINESS PROCESSES



Establish and implement a transparent strategy assessment and review process

Establish clear management and administrative policies, processes, and procedures

Provide clear and consistent communication throughout NCTC

CULTURE of SHARING



Discover, capture, share, and exploit knowledge and expertise

Develop integrated information technology systems

Encourage and reward collaboration, learning, and sharing

OUR PEOPLE



Attract a highly qualified, diverse workforce

Develop a comprehensive training, mentoring, and professional development program

Provide challenges, rewards, support, and tools to all personnel

GOALS & OBJECTIVES

VALUES



INTEGRITY

EXCELLENCE

LEADERSHIP

DIVERSITY

SSANCE OFFICE NATIONAL SECURITY AGENCY DRUG ENFORCEMENT ADMINISTRATION DEPARTMENT of ENERGY
UNITED STATES ARMY UNITED STATES NAVY UNITED STATES MARINE CORP UNITED STATES AIR FORCE UNITED STATES
L BUREAU of INVESTIGATION NATIONAL GEOSPATIAL-INTELLIGENCE AGENCY NATIONAL RECONNAISSANCE OFFICE
DEPARTMENT of HOMELAND SECURITY DEPARTMENT of STATE DEPARTMENT of TREASURY UNITED STATES ARMY
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