

DEFENSE SECURITY SERVICE



STRATEGIC PLAN

National Security Is Our Mission

March 7, 2007

Revised

Alexandria, Virginia

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INTRODUCTION

The Defense Security Service (DSS) is charged with supporting national security objectives by helping ensure security of classified information.

We have an additional responsibility to be good stewards of the agency and of the resources entrusted to us by the American people. To that end we must strive for efficient and effective use of all of our resources, especially our personnel.

The DSS Strategic Plan also identifies core *Values* that define the DSS operating principles, are key to mission accomplishment and provide the basis for defining the responsibilities and actions needed to accomplish the DSS mission.

The Mission Essential Tasks of the Defense Security Service are:

1. Ensure the protection of U.S. and foreign classified information in the possession of industry. In this regard, DSS administers and implements the defense portion of the National Industrial Security Program (NISP) pursuant to Executive Order 12829. The Agency provides oversight and assistance to cleared contractor facilities, accredits information systems and assists management and Facility Security Officers in ensuring the protection of classified national security information. DSS also facilitates the shipments of classified material between the United States and foreign countries and implements foreign ownership, control, and influence countermeasures. The DSS Counterintelligence (CI) Office provides support to DSS programs by increasing CI awareness throughout DSS and cleared industry and assisting customers in recognizing and reporting suspected foreign intelligence collection activities.
2. Provide liaison and support to the Office of Personnel Management (OPM) in the conduct of personnel security investigations for DoD.
3. Process requests for industrial personnel security investigations and provide eligibility or clearance determinations for cleared industry personnel under the NISP.
4. Provide Security Education and Training in core security disciplines related to the security of information to DoD security professionals and the general Defense Community.
5. Provide Information Technology services that support industrial and personnel security missions of DoD and its partner agencies.

This DSS Strategic Plan outlines our assignments and provides a high-level road map into the future. It provides all organizational elements of the Defense Security Service with the framework needed to understand their higher level responsibilities and execute their various roles in achieving the DSS Vision and Mission.

This document describes four areas of focus as Strategic Goals and outlines a series of actions characterized as near-term and foundational. Near-term actions are those that can be accomplished

in a two-year timeframe and foundational actions may also occur in the two-year timeframe, but are ongoing and will require a longer time to accomplish.

Defense Security Service

Strategic Plan

MESSAGE FROM THE DIRECTOR

The Defense Security Service (DSS) has weathered a difficult period in its history and is now poised to move forward with a new vision and vigor. I thank you all for your role in helping us through this long and turbulent journey.

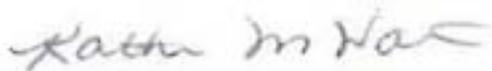
This DSS Strategic Plan is designed to provide our Agency with a road map to maintain our excellence in our core mission areas while simultaneously identifying opportunities for improvement. Since our Agency operates in a rapidly changing environment, the Strategic Plan set forth here will help us move in a consistent direction yet gives us the flexibility to respond and adapt to our customers' diverse and evolving needs.

This Strategic Plan is a living document. It will be reviewed annually by our leadership team to make certain that any necessary adjustments are made to ensure continued focus on providing excellent customer service.

To achieve continued focus on excellent customer service, we need the participation of each and every member of our DSS team. All of us must actively pursue performance feedback from our customers, both internal and external. By cultivating an environment that encourages this open and honest feedback, we can judge our performance and hold ourselves accountable for successfully accomplishing our mission.

I am committed to the successful implementation and execution of this Strategic Plan, including the establishment and use of quantitative and qualitative measures to evaluate our performance. I ask each member of the DSS team to share in this commitment as we develop action plans to meet the goals we've outlined. Only through total commitment by all of us at DSS can we succeed.

I am proud of the work that has been done in developing this Strategic Plan, and firmly believe that by working together to implement this plan, we can build a better Agency.



KATHLEEN M. WATSON
Director



VISION STATEMENT

DSS is the premier provider of personnel and industrial security services in the Department of Defense, improving the security of our nation and its warfighters.



MISSION STATEMENT

DSS supports national security and the warfighter, secures the nation's technological base, and oversees the protection of US and foreign classified information in the hands of industry.

We accomplish this mission by clearing industrial facilities, accrediting information systems, facilitating the personnel security clearance process, delivering security education and training, and providing information technology services that support the industrial and personnel security missions of DoD and its partner agencies.



VALUES

- *We pride ourselves on providing cost effective, timely, and quality products and services to ensure the highest levels of security assurance for our customers.*
- *Everyone on the DSS team supports the DSS Mission, Vision and Values and contributes to attaining the strategic goals and objectives of the Agency.*
- *Values guide our way down the road to success and provide us with the basis to assess the appropriateness of our decisions and methods. We strive for perfection to embody these values while continuing to learn and grow.*
- *These values represent the standards to which we hold ourselves mutually accountable. They are consistent with DoD Values and are the critical characteristics important to us in our work environment.*

Values

Dedication to Mission – Every DSS employee understands and is dedicated to the accomplishment of the agency's Mission. Only by attaining our mission can we maximize our contribution to our nation's security and our warfighters. To best accomplish this, we are attuned to and value the needs of our customers and stakeholders.

Communication – Every DSS employee strives to provide clear, open, concise and timely communications with one another, our customers, stakeholders and partners. We listen and seek feedback.

Teamwork – Every DSS employee understands that individual and organizational success are mutually dependent. Each of us actively seeks and considers input from team members, partners and stakeholders with relevant expertise to arrive at a coordinated whole that is greater than the sum of the individual parts.

Leadership – Every DSS employee shares the responsibility for leadership: for inspiring, motivating, and enabling their peers, colleagues and subordinates to contribute toward the effectiveness and success of our organization. All must set the tone for the organization in their daily actions and words by exhibiting a commitment to the DSS Mission and Vision.

Resourcefulness – Every DSS employee is flexible, adaptive and innovative in anticipating and overcoming obstacles, and in developing creative solutions in furtherance of our mission.

Integrity – Every DSS employee is ethical, honest, and fair, and will do the right thing. We will each take responsibility for our actions and will be good stewards of taxpayer dollars.

Respect – Every DSS employee is valued and is entitled to a safe and collegial work environment free from discrimination and harassment. All DSS employees will be provided challenges and the opportunity for professional growth to reach their full potential. We will treat each other with mutual respect, fairness and equity.

Sense of Community – Every DSS employee understands the role of DSS in protecting national security and recognizes that our collective efforts contribute to the success of the agency. Employees take pride in the agency and its legacy, and work together to shape our future.

STRATEGIC GOALS

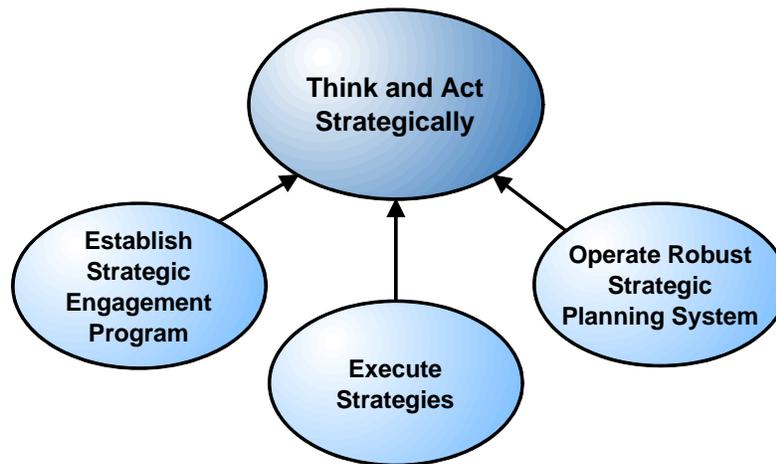
To accomplish the DSS Mission, we must achieve specific results. We must satisfy our customers and ensure that we continually meet their performance expectations. Our operations must be run effectively and efficiently. We must have a plan and execute our plan. We must have the trust and confidence of our stakeholders.

Summary of Key Strategies

- **To Think and Act Strategically,** DSS must better understand and leverage the political and operational environment of the Department of Defense. We must know how the requirements, budgeting, manpower, training and other key processes work and our role in them. DSS must also build robust strategic plans, strong business cases and enhance our ability to define and defend our resource needs. Finally, we must execute our strategies to efficiently yield the desired results.
- **To Earn and Maintain Stakeholder Support,** DSS must earn the trust and confidence of our stakeholders as well as our customers. This will require building strong partnerships with all stakeholders and with our customer base. DSS must effectively provide for, and manage, an integrated, secure and centralized security information system for DoD and its associate partners.
- **To Achieve Operational Excellence,** DSS must make the maximum use of its resources. This means we must identify, define, implement and manage the most efficient and effective processes possible to create and deliver our products and services. We must manage the workforce for optimum effectiveness and build an Agency record that instills pride in our organization as well as our mission.
- **To Consistently Satisfy our Customers,** DSS must understand their requirements, create products and services that meet these requirements and deliver what we promise. Results in key mission areas are intended to positively affect the security of classified information.

STRATEGIC GOAL: 1. THINK AND ACT STRATEGICALLY

Better understand and leverage the political and operational environment of the Department of Defense. Know how the requirements, budgeting, manpower, training and other key processes work and our role in them. Build robust strategic plans, strong business cases and enhance our ability to define and defend our resource needs. Execute our strategies effectively and efficiently to yield the desired results.



DSS must actively engage with stakeholders, customers and partners to ensure effective, efficient execution of our strategies and continually monitor and adjust to improve performance. Sound business practice mandates a strong strategic business planning process coupled with a program management process geared to making the strategies work.

1. Establish a strategic engagement program

For DSS to respond to a constantly changing, dynamic security environment, the agency must understand its role and niche in the security community and conduct a strategic engagement program. A strong strategic engagement program includes: a better understanding of how other functions, organizational elements and key processes work within DoD; improved relationships with stakeholders; and, improved interfaces with other agencies. A key component of the program is a formal communication program designed to provide employees, stakeholders and customers a clear, consistent message about the DSS mission, role, contributions and accomplishments. A second key component is an active outreach program designed to maximize relationships and improve interactions within the larger security community.

2. Operate a robust strategic business planning system

Agency leadership will support and manage proven and mandated strategic planning, performance management, measurement, and financial management processes. These processes are essential to securing, and responsibly executing, the financial and personnel resources necessary to fulfill our mission. DSS must incorporate sound business decision making practices and standard

operating procedures throughout the organization to maintain the agency's focus on the present while preparing for future mission needs. The agency will be positioned to justify, secure and defend the resources needed to execute its mission if it is supported by credible financial and production data that can build strong business cases.

3. Execute strategies effectively and efficiently.

DSS will establish and manage a structured implementation planning process that includes clear accountability, performance measurement and reporting. Well managed, documented costs and properly executed resources provide the stable foundation upon which the agency's missions can be executed. This foundation will also allow DSS to support its customers with timely and quality products and services while providing our stakeholders with confidence that the agency is a good steward of taxpayer dollars. Each employee's efforts and each initiative must be linked to at least one of the agency's strategic goals to ensure full implementation of planned strategies.

GOAL LEADER: Chief of Staff	
Near Term Actions	Foundational Actions
<ul style="list-style-type: none"> • Strategic Management Office: Codify and formalize the Agency Governance Structure. • Comptroller: Codify and formalize the Agency's budget preparation and submission processes. • Strategic Management Office: Develop a program to provide capability and tools for building strong business cases. • Office of Communication: Develop communication plan, with consistent message to affected audiences. 	<ul style="list-style-type: none"> • Chief of Staff: Establish a Strategic Stakeholder Engagement program. • Strategic Management Office: Develop and manage a strategic business planning system. • Strategic Management Office: Coordinate development and oversee use of an Agency-wide Initiative, Program and Project tracking and management system.

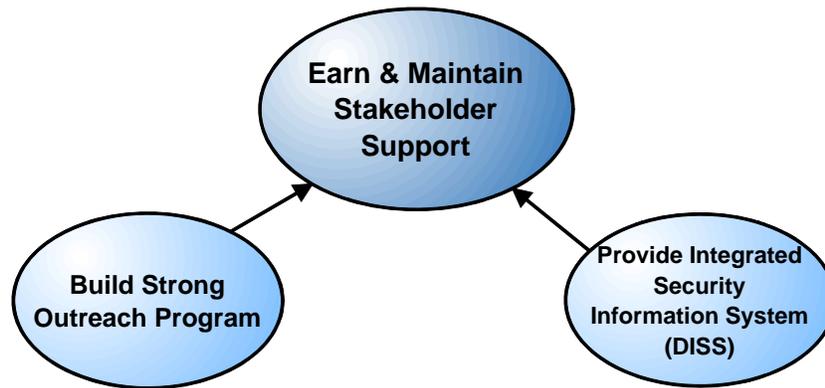
PERFORMANCE INDICATORS:

- Stakeholder satisfaction index*
- Percent of DSS budget directly linked to Strategic Objectives
- Quality and timeliness of business planning activities
- Quality of DSS business cases
- Project/Initiative performance index

* DSS Performance Indices balance Timeliness, Effectiveness (Quality) and Efficiency (Cost) factors to ensure that none is sacrificed to achieve any of the others.

STRATEGIC GOAL 2: EARN AND MAINTAIN STAKEHOLDER SUPPORT

DSS must earn the trust and confidence of our stakeholders as well as our customers. This will require building a strong partnering relationship with all stakeholders and with our customer base. DSS has also been assigned the role of executive agent for the Defense Information System for Security, a critical component that serves DoD and its partner agencies.



DSS must earn the trust and confidence of stakeholders as well as customers. This requires building a strong partnering relationship with all stakeholders and with the customer base. We must seek to understand stakeholders' needs and periodically validate both the needs and our ability to serve them. Finally, DSS must excel at its task of providing for, and managing, an integrated, secure, centralized system for Personnel Security, Industrial Security, Security Education and Training, DoD and DoD associate partners that will collect, manage, and distribute personnel and industrial security information to those who need it, when they need it, and where they need it.

1. Build a strong outreach program

DSS must build an effective outreach program across the agency that identifies both stakeholders and customers. This will facilitate a better understanding of overlapping responsibilities and allow the agency to develop a singular and effective outreach program. The outreach program must be in consonance with the agency communications program and provide a focused effort to reach our audience. A strong outreach program will gain the trust and confidence of our stakeholders and provide them with a feedback mechanism.

2. Provide Integrated Security Information System (DISS)

DSS will develop and implement the Defense Information System for Security (DISS) as a single, secure, authoritative source for management, storage and timely dissemination of and access to personnel security, industrial security, and security education information with the flexibility to provide additional support structure for future growth. The system will provide the single point of entry for the five major functional mission areas; personnel security, adjudication case management,

industrial security, file and archive, and security education. DISS will provide the security community with a system that delivers accelerated clearance processing, reduces security clearance vulnerabilities, decreases processing timelines, establishes standards of performance that will eliminate costly and inefficient work processes, and supports simultaneous information sharing. DSS will use a “community of interest” approach by partnering with stakeholders to ensure their requirements are well-understand and validated. As the executive agent for DISS, we will use the governance and lifecycle management processes to ensure effective project management and overall execution of funds based on stakeholder priorities.

GOAL LEADER: Deputy Director	
Near Term Actions	Foundational Actions
<ul style="list-style-type: none"> • Office of Communications: Lead communications outreach plan development. • Strategic Management Office: Identify all partners, stakeholders and customers and then build a contact list with all pertinent contact information. Compare the lists of contacts to insure we are providing coordinated and complementary information to partners, stakeholders and customers. • Strategic Management Office: Develop a process for customer and stakeholder feedback on DSS products and services, using a model that allows for analysis, design, development, implementation and evaluation (the ADDIE model). • Deputy Director: Oversee Scheduling of formal stakeholder and customer meetings for outreach and feedback. • CIO: Secure and maintain sufficient resources and active executive sponsorship to sustain initiative. • DISS PM: Enter and maintain alignment and compliance with Joint Capabilities Integration and Development System (JCIDS) process and the Defense Acquisition Management Framework (DAMF). 	<ul style="list-style-type: none"> • Office of Communications: Educate employees on the communications plan, outreach plan and the feedback system. • Deputy Director: Oversee Scheduling of bi-annual partner, stakeholder, and customer meetings. • Chief of Staff: Establish internal communication and coordination by insuring that any responses, information, or new products and services are staffed through all affected offices (using the lists of partners, stakeholders and customers) prior to responding to a partner, stakeholder or customer. • CIO: Build and deliver DISS. • CIO: Establish and utilize a DISS Community of Interest to engage stakeholder participation throughout the lifecycle of the initiative. • CIO: In coordination with DSS program offices, determine automation change requirements or enhancement to legacy systems and the funding needed to support them while DISS is being built.

PERFORMANCE INDICATORS:

- DoD Satisfaction Rate with DSS programs and performance (by program & for IT)
- Project/Initiative performance index for DISS*

* DSS Performance Indices balance Timeliness, Effectiveness (Quality) and Efficiency (Cost) factors to ensure that none is sacrificed to achieve any of the others.

STRATEGIC GOAL 3: ACHIEVE OPERATIONAL EXCELLENCE

Maximize the use of resources. This requires that we identify, define, implement and manage the most efficient and effective processes possible to create and deliver our products and services. We must manage the workforce for optimum effectiveness and build an Agency record that instills pride in our organization as well as our mission.



DSS recognizes that its many challenges also provide opportunities to rebuild and refocus on those objectives that will result in operational excellence. To achieve operational excellence, DSS will provide employees with the proper tools, training, resources, and manpower needed to accomplish their mission; build upon a legacy that defines our corporate values and culture; and measure and assess performance in order to improve our business processes.

1. Manage Workforce for Operational Effectiveness

To ensure an operationally effective workforce, DSS will concentrate its efforts on ensuring mission areas have the right number of employees at the right grade and skill levels needed to do their jobs; use innovative staffing techniques to hire new employees and to ensure succession planning; and provide for training and development of employees as they prepare for future opportunities within DSS and the Federal government.

2. Operate Processes Effectively & Efficiently

A consistent, corporate approach to measuring operational practices, steeped in a culture of coordination, communication, and teamwork will ensure the workforce has the tools to achieve consistent operational excellence. In order to make the most of agency resources, a process management discipline will be used to ensure that performance is measured and the Agency has the capability to monitor and improve process performance. Metrics and data that encompass performance, cost, scheduling, or “Earned Value Management” criteria will provide a consistent means to conduct internal analyses and evaluation. By strategically monitoring contract, facility, equipment, operational or program management activities, the agency will benefit by keeping abreast of the status of each of its operations.

3. Build Pride In the Agency & Its Role

A high performing organization requires a workforce that believes in the value of its mission, takes pride in its successes and understands the agency’s culture. To establish such an environment, DSS will: develop and implement programs to introduce and induct new employees into DSS’s history, mission, and contribution to the Nation’s security; provide managerial and supervisory training that emphasizes DSS’s philosophy to programs, policies, and procedures and that ensures our leaders execute their duties in a consistent, fair, and conscientious manner; implement an annual DSS Organizational Day; and, develop diversity outreach programs that celebrate the DSS culture.

GOAL LEADER: Deputy Director

Near Term Actions

- **Human Resources Office: Establish and fill senior management positions.**
- **Director: Realign the training function from SETA to HR.**
- **Strategic Management Office: Institute an annual climate survey mechanism and methodology to evaluate results.**
- **Director/EEO Office: Establish DSS Organizational Day and sponsor events to celebrate Cultural Diversity of the workforce.**
- **Human Resources: Establish Orientation and Training Programs. Conduct annual training needs assessments.**
- **Human Resources/Financial Management: Establish a Manpower Office to evaluate organizational staffing levels.**
- **Human Resources Office: Establish a process to conduct agency-wide manpower reviews.**
- **Human Resources Office: Evaluate current staffing/employment processes and identify additional programs the agency can adopt to increase employment sources.**

Foundational Actions

- **Director: Evaluate and implement as appropriate recommendations from Air Force Manpower Study.**
- **Comptroller: Obtain additional FTE resources and funding to accomplish mission based on input from the DSS program offices.**
- **Strategic Management Office: Establish a process management capability with tools, training and measures.**
- **Human Resources Office: Convert employees to the Defense Civilian Intelligence Personnel System (DCIPS).**

PERFORMANCE INDICATORS:

- Agency Process Performance Index
- Employee rating on Trust and Pride in DSS
- % of DSS employees with performance objectives linked to strategic objectives
- Employee rating on career satisfaction in DSS

STRATEGIC GOAL 4: CONSISTENTLY SATISFY CUSTOMER NEEDS

Understand customers and their requirements, create products and services that meet these requirements and deliver what we promise. Results in key mission areas are intended to positively affect the security of classified information.



DSS must consistently meet customer needs for integrated security and counterintelligence products and services that are easy to access and use. Of particular importance to our customers are: clearing industrial facilities, accrediting information systems; managing the National Industrial Security Program; coordinating and facilitating personnel security investigations and adjudications for the Defense Industry; providing eligibility or clearance determinations for cleared industry personnel, and delivering standardized security education and training products and services.

1. Know our customers.

DSS provides vital services within and on behalf of the Department of Defense to the DoD Components, other federal agencies, foreign governments, and private industry. These needs are defined by DoD policy and direction and the perception of our customers. DSS must know itself, its customers, the influencing environments, the policy and the interrelationship among its customers and the services it provides. DSS must know what it can deliver and deliver what it promises.

Customers measure the performance of DSS by how well they perceive DSS has met their needs. Their knowledge of the DSS mission, past performance, and capabilities shapes their expectations and perceptions of the support DSS should provide them. DSS will include customers in a continuing structured collaboration to define and accomplish the optimum way in which DSS can meet their needs. This collaboration will involve the following activities: establishing current

and future plans and requirements for meeting customer needs; clarifying expectations; agreeing on standards, indicators, and outcomes that will determine success; and, continual mutual monitoring to correct course and accomplish the promised result.

2. Drive the Personnel Security Investigations process for DoD.

DSS developed the Personnel Security Program Improvement Plan (PSP IP) to overhaul the DoD personnel security program. The PSI IP seeks to ensure that the customer receives quality, timely and cost-transparent personnel security investigations (PSIs) and adjudications. Key initiatives include: implementing a common methodology to establish and validate projections for the numbers and types of PSIs required by the Department, and establishing one focal point in the Department to manage the projections; integrating technology throughout the entire process to eliminate labor intensive paper and manual processes; revising and updating national investigative standards to focus limited investigative resources on security-relevant issues rather than the current “one size fits all” approach; and, establishing a continuous monitoring system to expeditiously identify security relevant information pertaining to cleared personnel.

3. Provide unique, integrated security and counterintelligence products and services.

DSS will integrate Counterintelligence into its products and services. These products and services will exploit the positive connections that exist between security and counterintelligence, and create a capacity among DoD security professionals and other customers to examine, evaluate and act effectively in protecting national security information. DSS will do this in several ways:

- a. Provide Eligibility/Clearance Determinations in accordance with the National Industrial Security Program (NISP) – DSS will work with the national security community to ensure that National Industrial Security Program Personnel Security Investigations and adjudications meet the requirements of applicable Executive Orders, regulations, and directives.
- b. Coordinate Personnel Security Investigations and Adjudications – DSS will continue to work closely within the national security community to ensure all national security investigations and adjudications meet standards, are necessary, and are accepted reciprocally throughout the community.
- c. Clear/Inspect the Defense Industrial Base and Accredite Industry’s Information Systems to Process Classified Information – Inspections of contractor operations help to identify the loss or compromise of classified U.S. and foreign research, technology, information and weapons systems. ISP will leverage automation; provide adequate tools, infrastructure and resources for mission accomplishment, conduct effective outreach and communication with the cleared defense industrial base, streamline processes while also focusing on enhanced training, recruitment and retention of DSS ISP personnel to accomplish its mission in a timely, consistent manner. DSS will centralize the certification and accreditation of information systems in industry that process classified under the NISP against prevailing, program approved standards. It will provide consistency, automation, stability and timeliness to that process across industry.

4. Deliver Standardized Security Education, Training and Awareness Products and Services

The heightened and sustained emphasis on national security has created an increased demand by security professionals for “the right content, for the right person, at the right time, and in the right place.” To address this requirement, the DSS Security Education, Training and Awareness (SETA) Directorate must develop and implement a delivery model that reaches an increasingly wide and dynamic student population with just-in-time training, job aids, and performance support

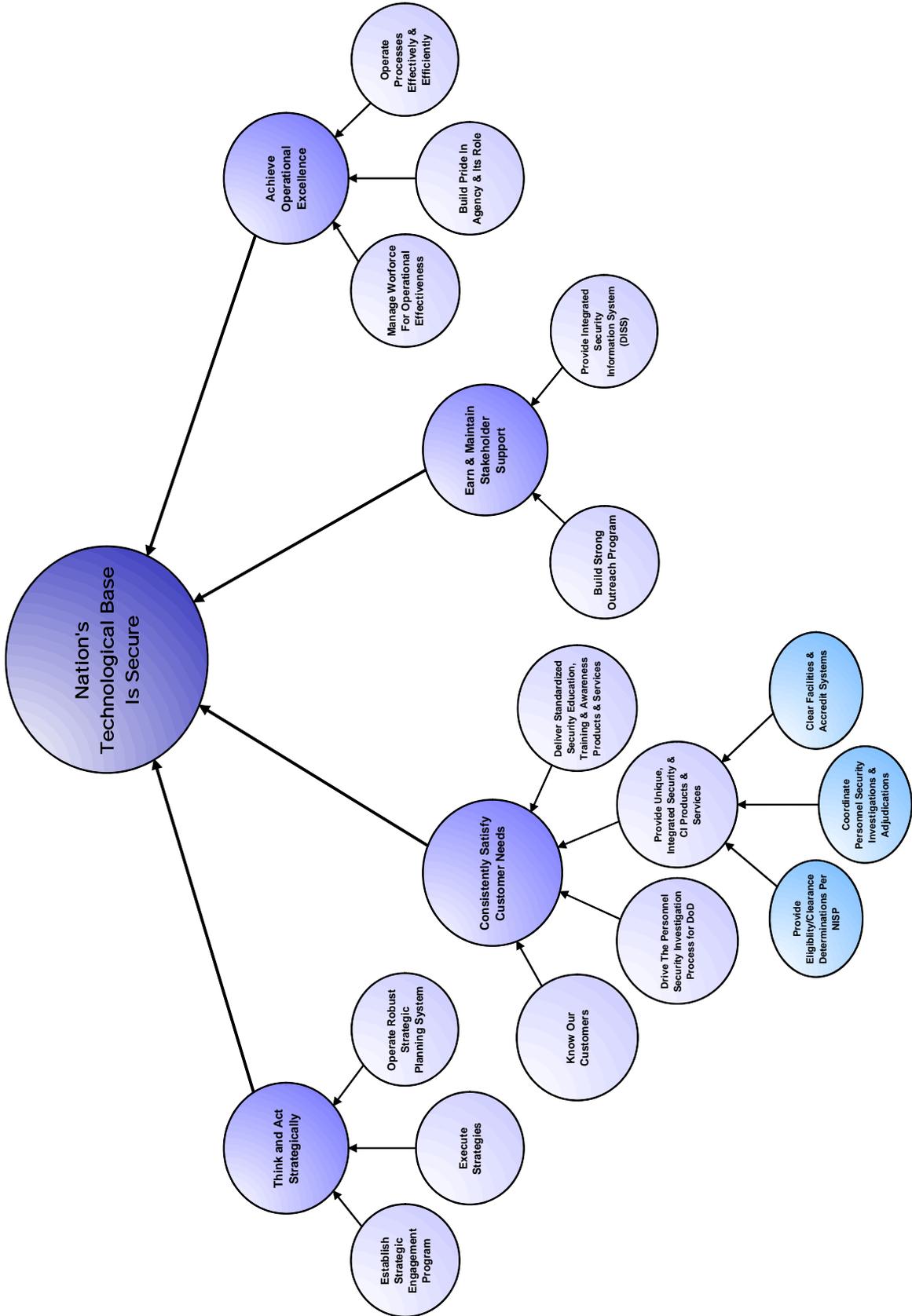
tools. SETA’s training strategy will be focused on the preservation of customer (i.e., student) productivity by minimizing training time required away from the job location, facilitating access to courseware at the student’s convenience, reducing training travel time and associated costs, and enhancing the ease and speed of new course creation and maintenance.

GOAL LEADER: Director, Industrial Security	
Near Term Actions	Foundational Actions
<ul style="list-style-type: none"> • Strategic Management Office: Coordinate development of a validated listing of customers and periodic outreach to confirm the customers’ needs and what DSS can do to meet those needs. • Industrial Security Program Office: Coordinate participation in the Industrial Security Program-led periodic Government Industrial Security Working Group and Industry MOU meetings to share information on DSS actions and customers’ expectations. • Chief of Staff: Coordinate regular and continuing review and validation of each DSS program office’s performance metrics to determine how well they meet the customers’ needs. • Strategic Management Office: Manage overview of key performance metrics of each program and functional office on a quarterly basis to assure communication of cross-cutting issues. • SETA: Institute a formal method for assessing and quantifying the needs of the SETA student and customer base. • Industrial Security Program Office: Complete development and implementation planning of full requirements for automation support to the ISP mission within DSS and to meet the needs of the customers and users in coordination with OSD, DSS customers and users, CIO and FM. 	<ul style="list-style-type: none"> • Chief of Staff: Ensure that each DSS program office has effective processes in place to identify and support resource initiatives to improve timeliness and consistency of responses to our customers. • Industrial Security Program Office: Establish the Office of the Designated Approval Authority (ODAA) process nationwide or determine alternatives if resources are constrained. • Industrial Security Program Office: Assure the establishment, maintenance, and application in coordination with CIO and FM of a comprehensive, coordinated, and current ISP Automation Requirements and Implementation Plan that addresses validated requirements for legacy system enhancements (separate from DISS) as well as future enhancements associated with DISS. • Human Resources: Provide oversight and assistance to each DSS program and functional office to ensure that personnel have basic and ongoing technical and professional development training needed to meet their customers’ needs. • SETA: Redesign SETA learning strategies to support training transformation, rapidly changing curriculum requirements, and the use of a variety of learning modalities to increase student access and capacity.

PERFORMANCE INDICATORS:

- Customer Satisfaction Index
- Process performance Index
- Process Performance Indices by Program
- Customer Satisfaction Rating for DISS

DSS STRATEGY TREE





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