
INTELLIGENCE COMMUNITY DIRECTIVE

NUMBER 113



FUNCTIONAL MANAGERS (EFFECTIVE: 19 MAY 2009)

A. AUTHORITY: The National Security Act of 1947, as amended; Executive Order (EO) 12333, as amended; and other applicable provisions of law.

B. PURPOSE: This Directive implements EO 12333, Section 1.3(b)(12)(A) by defining the roles, responsibilities, obligations, and authorities of Functional Managers designated in Section 1.3(b)(12)(A)(i-iii); and any other officer or employee of the United States designated by the Director of National Intelligence (DNI) as a Functional Manager in accordance with EO 12333, Section 1.3(b)(12).

C. APPLICABILITY: This Directive applies to the Intelligence Community (IC), as defined by the National Security Act of 1947, as amended; and other such elements of any other department or agency as may be designated by the President, or designated jointly by the DNI and the head of the department or agency concerned, as an element of the IC.

D. POLICY

1. The DNI is committed to ensuring a unified, coordinated, and integrated IC. This goal will be accomplished in part through Functional Managers. Functional Managers shall apply DNI strategic guidance and direction to improve effectiveness and efficiency within and across functions, thereby increasing the value of their function's contribution to the national security and intelligence mission. A function is defined as an enterprise-wide intelligence activity or set of intelligence activities characterized by specific skill sets, data sources, tasking, collection, processing, exploitation, analysis, and dissemination processes requiring specialized training, equipment, or unique applications of training or skills.

2. Functional Managers are the principal advisors to the DNI on the performance of their respective functions, and they serve as the cognizant authorities with respect to the overall performance of their functions within and across IC elements and activities. For example, Functional Managers shall advise the DNI on interoperability with respect to information environments, enterprise architectures, and mission processes that support the operation of the

function; establish consistency in tradecraft, training, and other areas within their respective function through the development of standards and procedures; and work to ensure compliance with DNI policies and priorities, as applicable.

3. The Functional Manager shall, in accordance with Section F.3.j, and in coordination with the relevant IC element heads, identify those capabilities, programs, and activities conducted by an IC element that are included in the Functional Manager's area of responsibility.

4. A Functional Manager's roles and responsibilities are distinct from those of an IC element head, who is responsible for executing the mission of the element, and the effective execution of resources authorized and appropriated by Congress. If an IC element head believes a Functional Manager has exceeded his authority under this Directive, he may raise the issue to the DNI through the dispute resolution process established in Section G of this Directive.

5. The Functional Manager's role is defined by both obligations and authorities.

a. Obligations include maintaining knowledge of the totality of activities and resources pertaining to the function across the IC; advising on resource allocations; evaluating the performance and measuring overall effectiveness of the function against the National Intelligence Priorities Framework (NIPF) and other priorities established by the DNI. Functional Managers are accountable for continuously improving the performance of their function and for enhancing cross-function integration. Functional Managers also have the responsibility to leverage their functional knowledge to objectively support the DNI's efforts to improve Community performance in partnership with DNI designees.

b. Authorities within their function include prescribing training, tradecraft, reporting, and function-specific technical architecture standards in compliance with DNI policies and guidance, where applicable; advising IC research and development (R&D) activities with regard to the function's most difficult problems; recommending to the DNI services of common concern, as appropriate, for their respective functions; prescribing function-specific interoperability standards for function-dependent technical architectures in compliance with DNI policies and guidance; and advising the DNI on strategic management of resources in accordance with IC strategic management processes.

6. The Functional Manager's role is characterized by four distinct relationships.

a. *Functional Manager-to-DNI.* The Functional Manager reports directly to the DNI concerning the execution of his duties as Functional Manager. The Functional Manager's primary obligation to the DNI is to oversee and guide the function in a manner that is distinct from organizational affiliations.

b. *Functional Manager-to-Functional Manager.* Functional Managers cooperate, collaborate, and provide mutual support to promote integration across functions. Relationships exist to the extent that enterprise-wide functions complement and support each other across functional boundaries.

c. *Functional Manager-to-IC.* Functional Managers leverage an understanding of their function's resource priorities for the purpose of advising the DNI on strategic resource management in accordance with IC strategic management processes in order to achieve the objectives of the National Intelligence Strategy, and coordination of the function's performance throughout the IC to enhance mission performance and evaluation of performance against consumer requirements.

d. *Functional Manager-to-Consumer.* The Functional Manager provides the means for collaboration, coordination, and support to enhance the consumers' ability to perform their mission. The Functional Manager also evaluates consumer satisfaction with the function.

E. ADVISORY BODIES

1. *Executive Committee (EXCOM) Special Functional Manager Sessions.* The DNI shall convene special sessions of the EXCOM to address functional management issues. These sessions shall include the Functional Managers, the Deputy Directors of National Intelligence, and others on a subject matter basis as determined by the DNI. These sessions shall address functional management issues, including:

- a. Reviewing state-of-the-function reports, annually;
- b. Reviewing the cross-function review, at least annually;
- c. Reviewing performance of functions against the NIPF or other DNI-directed evaluation criteria, at least annually; and
- d. Conducting other duties as determined by the DNI.

2. *Committees.* Each Functional Manager shall, in coordination with the DNI, establish and maintain a Committee to assist in the implementation of the Functional Manager's responsibilities under this Directive. An existing Committee may be used for this purpose. The activities and scope of the Committee shall be defined, or validated in the case of an existing Committee, in an IC Charter, to be finalized no later than 60 days from the effective date of this Directive.

a. Each Committee shall report to the appropriate Functional Manager in fulfilling the objectives of this Directive and serve as the Committee of Record for the Functional Manager.

- b. The responsibilities of the Committee shall include but are not limited to:
- (1) Providing a forum for consumers and producers to exchange information, discuss functional area issues, and build consensus on matters associated with information needs and the capabilities of the IC to satisfy those needs;
 - (2) Providing recommendations, analysis, or feedback to the Functional Manager and the DNI or his designees;
 - (3) Providing consumers with a process and venue to document, validate, and prioritize their information needs and capabilities to satisfy those needs across the IC in accordance with IC strategic management processes, and providing feedback to the DNI and the Functional Manager in accordance with the NIPF or other priorities established by the DNI;
 - (4) Reviewing and assessing strategies for collection, processing, analysis, production, and dissemination for the function in response to IC consumer requirements;
 - (5) Evaluating consumer satisfaction with the performance of the function in responding to information needs and assessing the contributions of specific programs toward those ends;
 - (6) Assessing plans, programs, or activities that could have a significant impact on the ability of the function to satisfy intelligence or information needs;

(7) Conducting independent evaluations, studies, and assessments of functional products, services, capabilities, stakeholder equities, and other issues and topics, including the annual report on the state of the function as prescribed in Section F.3.c; and

(8) Responding to requests from the Functional Manager, the DNI, or the DNI's designees.

c. The Functional Manager shall appoint the Committee Chair, subject to the approval of the DNI. Committee members are representatives of IC elements, and others as determined by the Functional Manager.

d. Products, reports, assessments, or other material produced by the Committee in accordance with Section E.2.b.(1-8) shall be provided to both the Functional Manager and to the DNI or his designees.

e. The Functional Manager shall ensure administrative, facility, financial, personnel, and other support as may be needed by the Committee for the performance of its duties under this Directive.

F. ROLES AND RESPONSIBILITIES

1. Director of National Intelligence

a. Issues to the Functional Managers annually by 1 November strategic guidance that shall be applied to improving each function and cross-function activities;

b. Evaluates the performance of the Functional Manager;

c. Chairs special sessions of the EXCOM to address functional management issues;

d. Shall name a Deputy Director of National Intelligence to serve as the Executive Secretary for the special functional management sessions of the EXCOM; and

e. May task Committees through the appropriate Functional Manager.

2. Office of the Director of National Intelligence

a. Deputy Directors of National Intelligence:

(1) Serve as the DNI designee in their area of responsibility;

(2) May task the Committees through the appropriate Functional Manager in their area of responsibility; and

(3) Shall serve as members of the special sessions of the EXCOM pertaining to functional management.

b. The Executive Secretary for Functional Manager EXCOM Sessions:

(1) Oversees implementation of this Directive;

(2) Serves as the staffing element for special sessions of the EXCOM;

(3) Staffs DNI decisions with respect to Sections D.4, F.3.j, F.7.a, and G;

(4) Convenes meetings with the Committee Chairs, as appropriate; and

(5) Leads the Committee Chairs in developing annually by 1 September a cross-function strategic review.

3. *Functional Managers-to-DNI.* In support of this relationship, Functional Managers have the obligation to:

- a. Report to the DNI concerning the execution of their responsibilities under this Directive;
- b. Act as the principal advisor to the DNI for their respective function;
- c. Report annually by 1 July to the DNI on the state of the function. The report shall articulate specific goals across a three-year timeframe. The report shall include an assessment of the performance of the function, including the proficiency of its workforce; function-related expenditures; impediments to an effective, efficient, and interoperable functional enterprise, including recommendations to address such impediments; the responsiveness of IC R&D efforts to the function's most difficult problems; performance against the NIPF, including identifying areas for improvement; the implementation of IC policy priorities; the extent to which the functional domain is interoperable; identification of specific actions taken or opportunities where the function would be improved by greater integration with another function; and other issues as determined by the DNI or his designees;
- d. Apply DNI guidance in the development of functional standards and procedures;
- e. Ensure integration of collection capabilities related to the function into the National Intelligence Coordination Center;
- f. Participate in IC strategic management processes, as appropriate;
- g. Use the Committee to assist in fulfilling Functional Manager obligations and authorities in accordance with this Directive, including representing alternative views to the DNI;
- h. Promote interoperability across the function's information domains and activities and enhance the efficiency and effectiveness of the function by developing a functional enterprise architecture for the function in accordance with DNI policies and guidance;
- i. Provide functional support to DNI designees, Mission Managers, and National Intelligence Officers, as appropriate; and
- j. Identify, no later than 90 days after appointment as a Functional Manager, and in coordination with IC elements, those capabilities, programs, and activities conducted by an IC element that are included in the Functional Manager's area of responsibility. Disputes concerning the capabilities, programs, and activities that fall within the Functional Manager's area of responsibility shall be resolved by the DNI, in accordance with Section G of this Directive.

4. *Functional Manager-to-Functional Manager.* In support of these relationships, each Functional Manager has the obligation to:

- a. Participate in the special sessions of the EXCOM, representing their assigned functions in a manner distinct from organizational affiliations; and
- b. Coordinate function-specific reports required in Section F.3.c with other Functional Managers to promote best use of resources in optimizing intelligence activities across functions.

5. *Functional Manager-to-IC.* Functional Managers have the authority to:

a. Develop, coordinate, and oversee the issuance and implementation of IC standards in training and tradecraft, reporting, requirements, evaluation measures, and other areas within their respective functions as determined by the DNI. Functional Managers shall monitor compliance with standards issued;

b. Manage function related consumer intelligence and information needs and response processes in response to the NIPF and function specific mechanisms;

c. Advise the Intelligence Advanced Research Projects Activity and IC elements' R&D activities on the function's most difficult problems;

d. Promote interoperability between existing and future function-related systems; and

e. Ensure that the relevant Committee operates effectively in fulfilling its responsibilities to the function.

6. *Functional Manager-to-Consumer.* In support of this relationship, to the extent that the consumer missions and activities are affected by the performance of an IC function, Functional Managers shall:

a. Establish and maintain relationships with consumers; and

b. Ensure there is an appropriate organizational structure to effectively support consumer intelligence and information needs.

7. *IC Elements*

a. Support the Functional Managers in the execution of their responsibilities, including providing function-related information requested by the Functional Managers pursuant to Section F.3.c of this Directive. Disputes concerning the provision of information requested by a Functional Manager shall be resolved by the DNI, in accordance with Section G of this Directive;

b. Coordinate with the Functional Manager regarding new activities or significant changes to existing function-related systems and capabilities in advance of action to be taken, including significant shifts of resources in the year of execution;

c. Participate fully and substantially in the activities of Functional Manager Committees; and

d. Participate in the coordination of and comply with function-related standards set by the Functional Manager.

G. DISPUTE RESOLUTION: In the event of a dispute, the Functional Manager and the relevant IC element head shall each submit to the DNI in the form of executive correspondence a description of the issue in question, and the rationale for the position taken. Disputes shall be resolved by the DNI.

H. EFFECTIVE DATE: This Directive becomes effective on the date of signature.

James Blair
Director of National Intelligence

5/19/09
Date

APPENDIX A – ACRONYMS
ICD 113, *FUNCTIONAL MANAGERS*

DNI	Director of National Intelligence
EO	Executive Order
EXCOM	Executive Committee
IC	Intelligence Community
ICD	Intelligence Community Directive
NIPF	National Intelligence Priorities Framework
R&D	Research and Development