



NATIONAL RECONNAISSANCE OFFICE

14675 Lee Road
Chantilly, VA 20151-1715

2 May 2019

Mr. John Greenewald
27305 W Live Oak Rd. Suite 1203
Castaic, CA 91384

REF: FOIA Case F-2019-00031
Request ID: 35826, Confirmation ID: 35301

Dear Mr. Greenewald:

This is in response to your request dated 18 November 2018 and received in the National Reconnaissance Office (NRO) on 20 November 2018. Pursuant to the Freedom of Information Act (FOIA), you requested, **"A copy of records, electronic or otherwise, of the most recent copy of your agency's GAP ANALYSIS, or often referred to as a GAP REPORT or GAP STUDY."**

A thorough search of our files and databases located one document responsive to your request and it is being released to you in part.

Material withheld from release is denied pursuant to FOIA exemptions:

(b) (1) as properly classified information under Executive Order 13526, Sections 1.4(c) and (g);

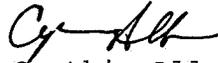
(b) (3), which is the basis for withholding information exempt from disclosure by statute. The relevant withholding statute is 10 U.S.C. § 424, which provides (except as required by the President or for information provided to Congress), that no provision of law shall be construed to require the disclosure of the organization or any function of the NRO; the number of persons employed by or assigned or detailed to the NRO; or the name or official title, occupational series, grade, or salary of any such person.

You have the right to appeal this determination to the NRO Appellate Authority, 14675 Lee Road, Chantilly, VA 20151-1715, within 90 days of the above date. You may also submit an appeal electronically through the National FOIA Portal at www.foia.gov or via email to FOIA@nro.mil. Please include an explanation of the reason(s) for your appeal as part of your submission. The FOIA also provides that you may seek dispute resolution for any adverse determination through the NRO FOIA Public Liaison and/or through the Office of

Government Information Services (OGIS). Please refer to the OGIS public web page at www.ogis.archive.gov for additional information.

If you have any questions, please call the Requester Service Center at (703) 227-9326 and reference case number F-2019-00031.

Sincerely,



Cynthia Allman
FOIA Public Liaison

Enclosures:

- 1.) C05117135

This document is made available through the declassification efforts
and research of John Greenewald, Jr., creator of:

The Black Vault



The Black Vault is the largest online Freedom of Information Act (FOIA)
document clearinghouse in the world. The research efforts here are
responsible for the declassification of hundreds of thousands of pages
released by the U.S. Government & Military.

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(U) NRO Workforce 2015 Study

*Ensure the NRO has the
right people, with the right skills, in the right place, at the right time*

11 April 2012



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(U) Agenda

- + NRO WF 2015 Study Overview
 - Scope, Timeline, Objectives, and Accomplishments
- + WF 2015 Desired Future State
- + Gap Analysis and Lessons Learned
- + Next Steps



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(U) Scope

- + Study encompasses all facets of the NRO workforce, with the goal to optimize human capital across the NRO to achieve mission objectives. The study addresses:
 - Overall workforce size
 - Mix of government civilians, military, and contractors
 - Skill types and levels
 - Functions and occupations
 - Availability and tenure
 - Recruitment, retention, development, and engagement
- + Deliverables include the development, testing, and deployment of workforce planning and analysis methodologies, tools, and data

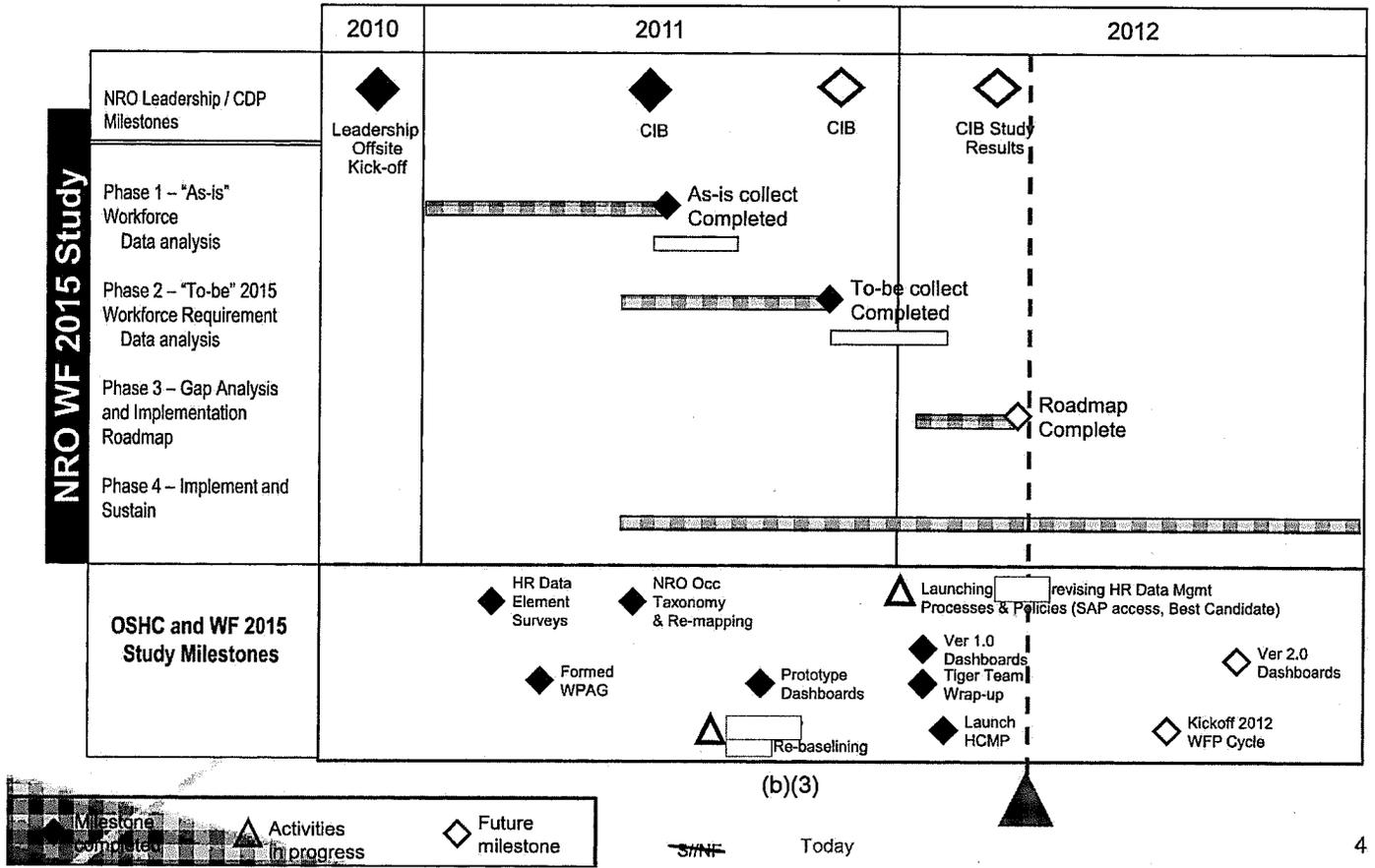
This is *not* an HR exercise. The study includes active participation from each of the Ds and Os via the WF 2015 Tiger Team

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(U) NRO WF2015 Study Schedule



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(U) WF 2015 Study Objectives

- + Objective 1: Characterize the workforce the NRO needs to meet its current and future mission

- + Accomplishments:
 - Conducted NRO's first enterprise workforce planning exercise
 - + *Initial* baseline of the current and future requirements of the NRO workforce
 - additional deep dives needed
 - + Began to develop an acquisitions-focused workload analysis tool to build more scientific estimates of workforce needs
 - + Began to develop a stability index to factor in the risk of low continuity in the workforce in programs

Ensure the NRO has the right people,
with the right skills, in the right place, at the right time

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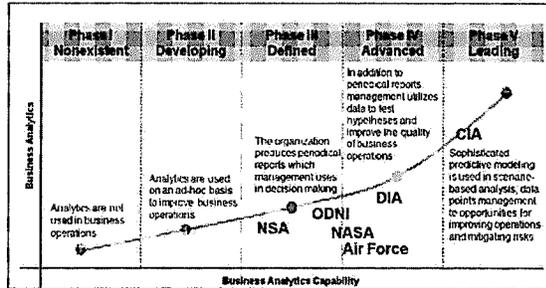
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(U) WF 2015 Study Objectives

- + Objective 2: Create a planning methodology that is logical, traceable, repeatable, and data-driven; leverage best practices across DoD, the IC, and private industry
- + Accomplishments:
 - Conducted environmental scan and organizational analysis
 - + Conducted commercial () and DoD benchmarking in regards to workforce planning and analytics methods, tool, and models for use at NRO

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- + Utilized a Tiger Team of members from each D and O inform the Study and engage stakeholders and perform organizational analysis



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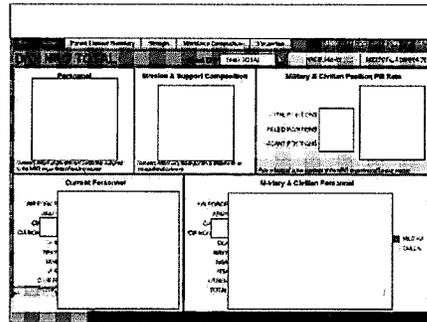


(U) WF 2015 Study Objectives

+ Objective 3: Provide tools to NRO leadership to take maximum advantage of workforce data

+ Accomplishments:

- Developed first enterprise workforce HR data dashboard, [redacted] to model current and future workforce requirements (b)(3)
- Developed workforce requirements Data Collection Tool
- Identified the need for greater granularity and integrity in SAP HR data and optimized systems to support this objective
 - + Made impact to HR data integrity through SAP Cleanup and SAP Training
 - + Stood up the [redacted] (b)(3)
 - + Defined the roles, responsibilities, and processes for HR data management in SAP
 - + Developed annual My Personal Info updates process (scheduled for Spring 2012)



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(U) WF 2015 Study Objectives

+ Objective 4:

- Institutionalize NRO's annual Workforce Planning cycle *in concert with NRO's budget planning cycle*

+ Accomplishments:

- Formed the NRO's Human Capital Management Panel (HCMP) to work human capital issues of pressing concern to the NRO enterprise, direct analysis on all aspects of the issue, integrate all parent element points of view, and formulate NRO courses of action, as required for entry into Corporate Decision Process
- Performing deep dives on AS&T, COMM, and data in support of FY14 IPBS submission

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(U) WF 2015 Desired Future State

Shaping our future workforce to meet our mission





(S/NF) NRO WF 2015 Government Requirements

Size

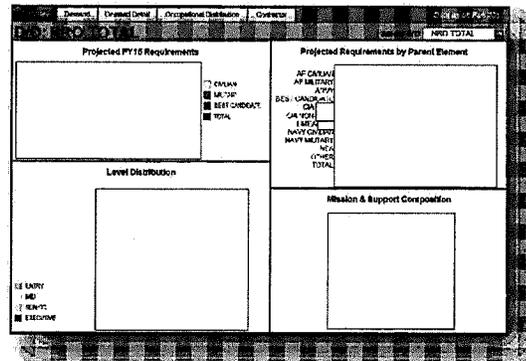
+ The preliminary workforce requirement indicated by the 2015 Study was positions

Mission / Support Mix

+ Requirements are over Mission () , and approximately Support ()

Military/Civilian Mix

- + should be Civilian
- + should be Military
- + can be "Best Sourcing"



Parent Element Mix

- + The largest parent element should be
- + The second largest

(b)(3)
(b)(1)

Critical Skillsets/Levels

- + The greatest requirements are for the following occupational categories:
 - Acquisition , Engineering , and Information Technology
 - Almost half () of the talent required is at the Senior level*
 - Mid level was the second highest level, at

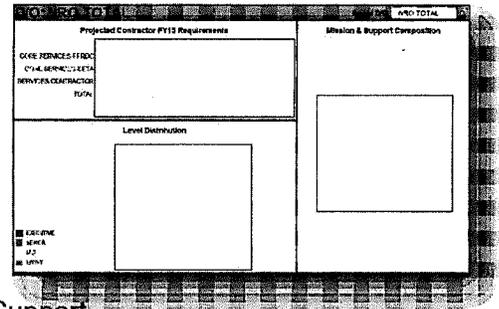


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(S/NF) NRO WF 2015 Contractor Requirements

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Size

+ contractor FTEs required

Mission / Support Mix:

+ of contractors required are **Mission**, while are Support

(b)(3)
(b)(1)

Critical Skillsets/Levels

+ The greatest requirements are for the following occupational categories:

- **Engineering** and **Information Technology**
- of contractor talent required was at the **Senior level***, and at the **Mid level**



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(U) Lessons Learned & Next Steps

*Defining the differences between where we are and where
we need to be to achieve our mission*



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(U) WF 2015 Study Lessons Learned

Need: an enterprise-level venue for discussing and diving deeper into human capital issues across parent elements

- Completed: Human Capital Management Panel launched in January 2012
- Next Steps: HCM Review Team to further define "lanes in the road" for enterprise HCM at the NRO and contribute to IPBS FY14 submission

Need: greater data integrity and more defined HR data management policies and procedures

- Completed: Launched monthly [redacted] workforce dashboard and formed [redacted]
- Next Steps: Institutionalizing periodic *MyPersonalInfo* updates, developing HR Data Management Operational Manual and Data Access Policy; including processes for ground station and contractor data

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Need: to better coordinate the workforce planning cycle with the budget cycle

- Completed: Mapping of FY13 workforce planning cycle milestone and timing in alignment with BPO schedule
- Next Steps: Develop integrated schedule of activities in line with the NRO budget cycle starting with FY13-18 IPBS in March 2012

Need: to focus on the mission-critical workforce segments and estimate workload more reliably

- Completed: Development of a workload analysis algorithm and modeling capability of acquisitions program data
- Next Steps: Refine data set inputs and effectiveness of tool and model with SIGINT stakeholders

Need: to identify viable sourcing options in mission-critical occupations

- Completed: Initial development of stability index / sourcing tool by 28 March
- Next Steps: Pilot program under way to identify viable sourcing by evaluating each position's desired continuity, skills sets, and depth of experience required

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~~(S/NF)~~ Workforce Planning Next Steps

Define Preliminary Workforce Requirements

- Government Size**
The preliminary workforce requirement indicated by the 2015 Study was positions
- Government Mission /Support Mix**
Requirements are over Mission
- Government Military/Civilian Mix**
 should be Civilian
 should be Military
can be "Best Sourcing"
- Government Parent Element Mix**
The largest parent element should be
The second largest
- Government Critical Skillsets/Levels**
The greatest requirements are for the following occupational categories:
Acquisition , Engineering , and Information Technology
Almost half of the talent required is at the Senior level*
- Contractor Size**
 contractor FTEs required
- Contractor Mission / Support Mix:**
 of contractors required are Mission, while are Support
- Contractor Critical Skillsets/Levels**
The greatest requirements are for the following occupational categories:
Engineering and Information Technology
 of contractor talent required was at the Senior level*, and at the Mid level



Identify and Perform Additional Deep Dives

- Workforce Sourcing Stability Deep Dive
- Acquisition Workforce Workload Estimation Tool

Factor in Budgetary Realities and What-if Scenario modeling

- Align WFP cycle with BPO cycle
- Perform What-if scenarios on potential cuts or program changes

Resulting Realistic Realignment of Positions

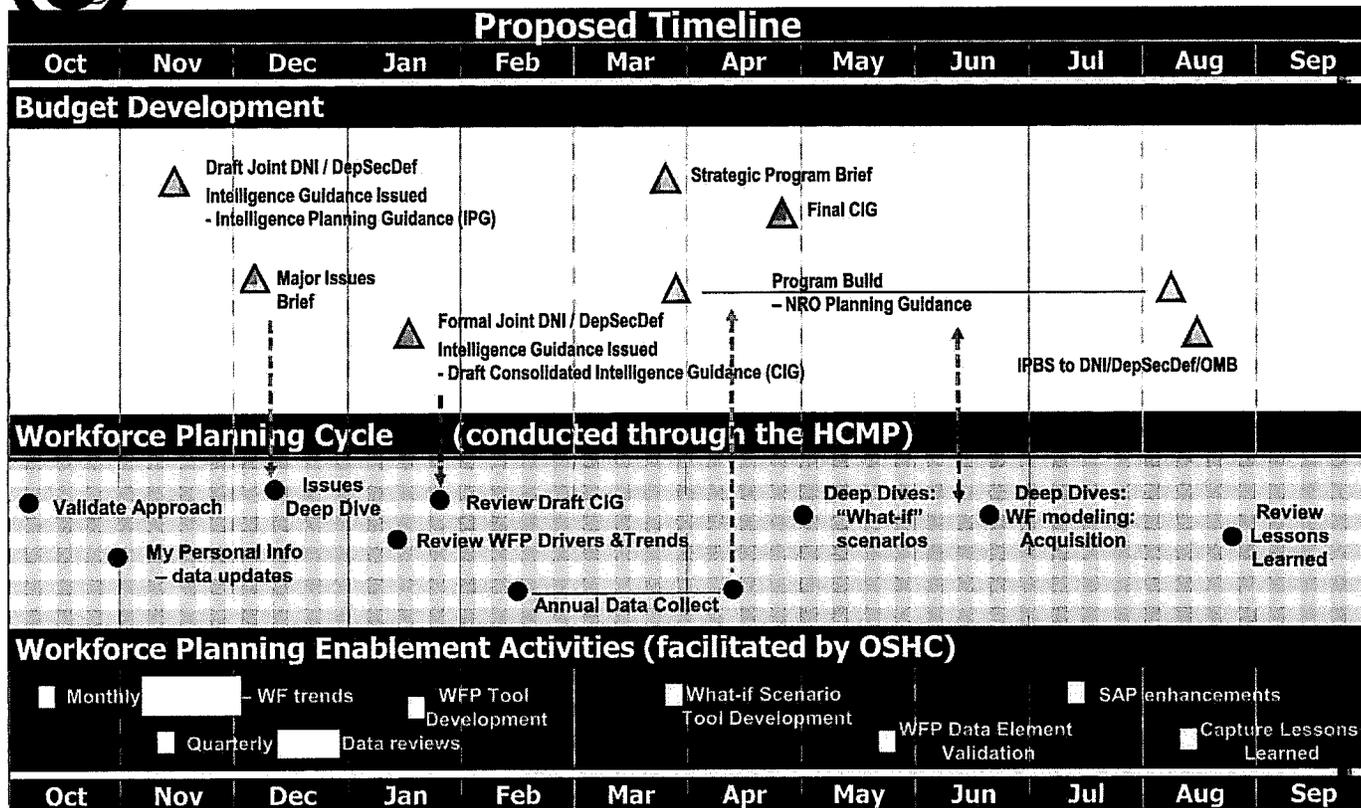
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(U) Aligning FYDP Budget & Workforce Planning (WFP) Cycles



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Goal: Workforce Planning Cycle to inform NRO IPBS Program Build

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(U) Workforce Sourcing Model: Acquisitions

Purpose:

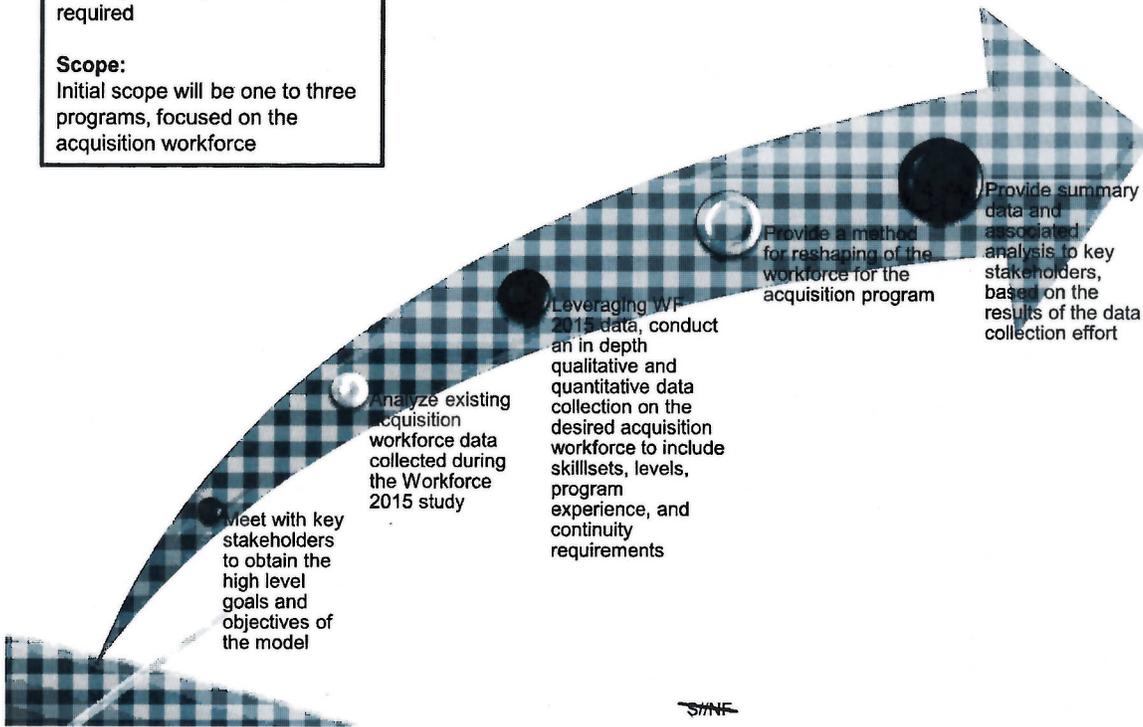
To identify viable sourcing by evaluating each position's desired continuity, skills sets, and depth of experience required

Scope:

Initial scope will be one to three programs, focused on the acquisition workforce

Benefits:

- Ability to analyze stability of the workforce in a mission-critical occupation
- Plan to integrate this tool into the NRO's annual Strategic Workforce Planning exercise



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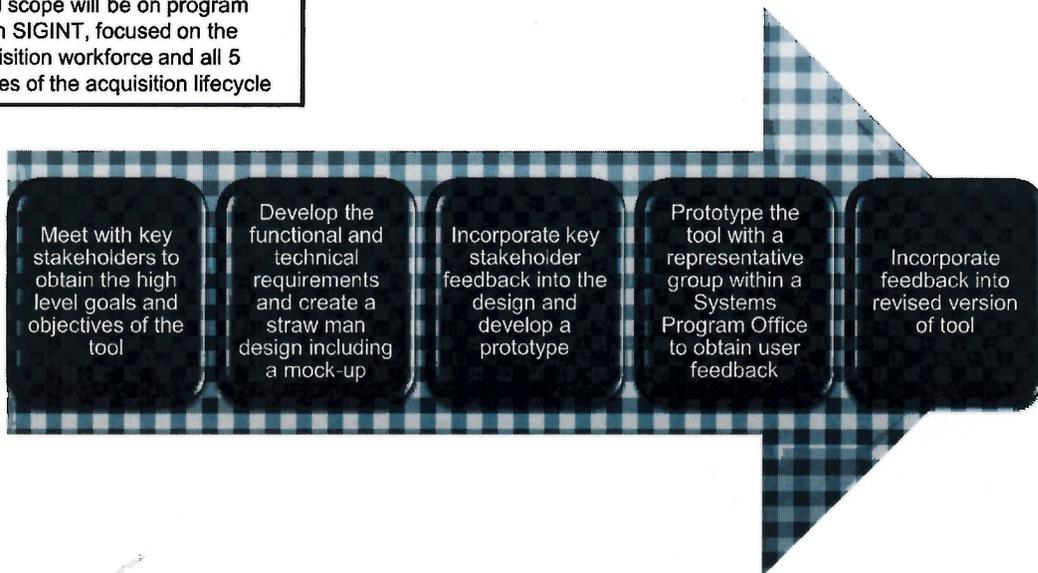
(U) Workload Analysis Tool: Acquisitions

Purpose:

Design, develop, and deploy a pilot workload analysis tool

Scope:

Initial scope will be on program within SIGINT, focused on the acquisition workforce and all 5 phases of the acquisition lifecycle



Benefits:

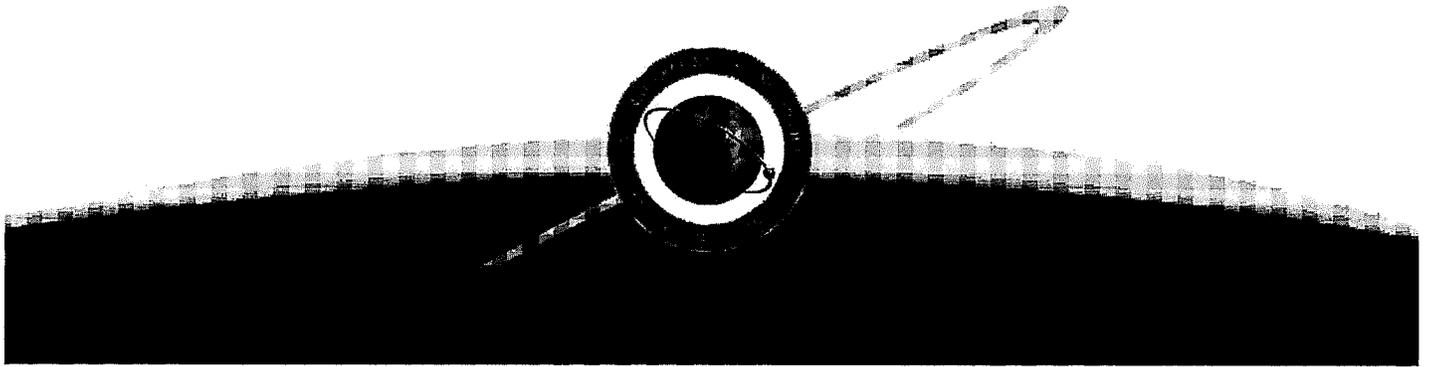
- Consistent way to estimate workload levels in mission-critical programs
- Ability to factor in varying levels of risk into the tool
- Graphical representation via dashboard of workload levels required.
- Plan to integrate this tool into the NRO's annual Strategic Workforce Planning exercise

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(U) NRO Workforce 2015 Key Imperatives

- + Articulating workforce requirements to meet the NRO mission
 - To meet its mission and goals, NRO provides **greater specificity in its staffing requirements** to meet mission imperatives.
 - **Mission-enabling staffing is appropriately proportioned** to the core business of providing innovative overhead intelligence systems for national security

- + Human capital management strategies that affect staffing
 - The **NRO establishes a robust pipeline** to fill positions based on mission-driven requirements and staffing strategies that are mutually beneficial to the NRO and parent elements.
 - The **NRO develops more deliberate staffing strategies in accordance with tenure agreements** with each parent element, including specific mission-critical positions.
 - To remain a high performing organization in a time of constrained resources, the **NRO institutionalizes workforce planning**.
 - **Deliberate human capital management at the enterprise level** gives the NRO the ability to more effectively respond to oversight and advocate its staffing resource needs in support of the national security mission.

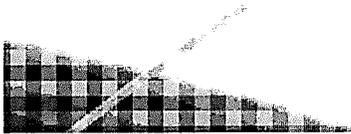
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(U) NRO Workforce 2015 Key Imperatives

- + Human capital management and data reporting
 - The **NRO effectively leverages technology to inform decision-making** by:
 - + Providing leaders at every level **direct, real-time access to key workforce performance indicators**, and
 - + Providing **accurate and meaningful reporting** that is **desktop accessible**.
 - The NRO establishes **clear policies and procedures of human capital data management**, to include position management, SAP data integrity, and enterprise use of workforce data

- + Enterprise-level human capital management governance
 - The NRO has a human capital management **panel that identifies and addresses those key human capital imperatives that require enterprise-level coordination and resolution** under the framework of the corporate information and decision processes.
 - The **NRO optimizes human capital contract services** across the enterprise to gain organizational efficiencies

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