

The U.S. Intelligence System

<https://www.youtube.com/watch?v=OFIG6k4B3zg>

What is Intelligence?

Intelligence – information that meets needs of policy makers and has been collected and processed to meet those

needs; all intelligence is information, not
all information is intelligence

National Intelligence – three subjects

-foreign, domestic, and homeland
security

Intelligence is – a process, product, and a
form of organization

The Development of U.S. Intelligence

National intelligence – didn't exist until about 1940

CHRONOLOGY

-1940-41 – COI (Coordinator of Info)

-OSS (Office of Strategic Services)

-1941 – Pearl Harbor –mirror imaging/lack of info sharing

-1947 – National Security Act – conveyed the legal basis for the intel community; created the SECDEF & National Security Council

-cold war influence- countering Soviet Union & stopping the growth of communism

-1972- ABM Treaty & SALT I Accord
National Technical Means- satellites & other technical collectors (used to verify adherence)

Verification- to ensure treaty agreements are honored

Monitoring- the means for verification

1975-1976 – created congressional oversight committees ‘cos of violations of law and intel abuses

1989-1991- failure to foresee Soviet collapse (intel failure); minimized Soviet threat

2001- 911 attacks; Patriot Act- allows greater latitude regarding domestic intel gathering

Render- delivery of suspected terrorists to a 3rd country that can incarcerate & interrogate with fewer limitations

Key judgments- the primary findings of an overall intel estimate that can be used as justification for action/inaction

The U.S. Intelligence Community

The intel community/structure hasn't changed much since 1947 (National Security Act) other than post-911 changes

National Intelligence Priorities
Framework (NIPF)- the broadest
evaluation activity in the intel
community that gauges how well intel
means (resources) are linked to intel ends
(outcomes- analyses & operations)

DNI (Director of National Intelligence)-
embodiment of the intel community;

Works in coordination with

NSC (National Security Council)

(SECSTATE, SECDEF, DNI, CJCS,
ETC.)

To support and advise

The President (the ultimate policy
consumer)

The Intel Process – A Macro Look: Who
Does What for Whom?

7 Phases of the Intel Process

- 1) Requirements – defining policy
issues which the intel community is
expected to focus on

Priority creep- when issues move up/down a priority system

Ad hocs – unexpected issues that crop up with little warning

- 2) Collection – process that produces info (not intel)
- 3) Processing & exploitation – process that produces intel from info
- 4) analysis & production – SME's turn the intel into reports that respond to the needs of policy makers

- 5) Dissemination- moving the intel from the producers to the consumers
- 6) Consumption- by consumers of intel
- 7) Feedback – from policy consumers to intel producers regarding the degree to which intel products are used

Collection & the Collection Disciplines

-collection disciplines – the means of collecting intel

ISR

Intelligence – a general term for collection

Surveillance – a systematic observation of a target over a period of time

Reconnaissance – a mission to acquire info about a target

Some examples of collection disciplines

SIGINT (Signals Intelligence)-
interception of signals between two or more entities (people, technologies etc.)

IMINT (Imagery Intelligence)

-primarily the use of satellite images

OSINT (open source intel)

HUMINT (using humans as sources of info) – largely involves sending covert service officers to foreign countries to recruit spies

Me

Agent Acquisition Cycle (5 steps)

- 1) Identifying targets that have access to desired information
- 2) Asset Validation System to assess susceptibility to recruitment

- 3) Recruiting via a pitch – offering relationship. Source- when the target accepts the offer
- 4) Handling- managing of the asset
- 5) Termination- when no longer needed

Official cover- when a HUMINT officer holds another government job to hide his/her HUMINT job

Non-official cover- when a HUMINT officer holds another non-government job to hide his/her HUMINT job

Sleepers- HUMINT officers that are posted in-country but not activated for a long period until fully integrated in the society

Walk-ins- HUMINT sources that have volunteered

Dangles- walk-in that is actually collecting for his/her government

Analysis

Major Themes

-Current Intel versus long-term intel

Current intel- addresses issues that extend 1-2 weeks in the future

-Long-term Intel- addresses ongoing issues

The Analyst Mindset

Mirror imaging- assumes that leaders, countries & groups share our motivations, goals & ways of understanding

Clientism- “going native”- occurs when analysts become so immersed in a culture that they lose their objectivity to critically analyze it

Estimates- intel products that are written on a recurring basis; they establish benchmarks

Group Think- when the value of cohesiveness overrides the value of critical thinking

Competitive versus Collaborative Analysis

-competitive analysis- multiple intel agencies studying a single issue to get multiple interpretations

-collaborative analysis- multiple intel agencies studying a single issue by

dividing into pieces & pasting findings together

National Intelligence Managers (NIMS)-
“mission managers” – ensure a balanced focus on priority intel missions by overseeing both collection & analysis on a given issue (they facilitate analysis but don't conduct it)

Confidence Levels- the degree of confidence the analyst has in his/her judgments (ie. High/moderate/low)

Politicized Intelligence- when intel analysts intentionally alter intel, which is supposed to be objective, to support the options or outcomes preferred by policy makers

Counterintelligence

Counterintelligence- efforts taken to protect one's own intel operations from penetration & disruption by hostile nations

Compartmentation- the U.S. intel system is segmented and access to each compartment is based on a need to know

Sleeper Agents- agents sent to another nation to assume normal lives & later become active agents

Double Agents- foreign agents who, when discovered, work to provide info on their home country

Mole- a deeply hidden spy

Damage Assessment- determines what intel has been compromised (when a spy has been exposed)

Covert Action

Covert Action- an activity by the U.S. government to influence political, economic or military conditions abroad but without our role being apparent or publicly acknowledged

Presidential Finding- a presidential order that approves a covert action as being necessary to support identifiable foreign policy objectives of the U.S. & needed for national security

Plausible Deniability- being able to deny a covert action based on surrounding circumstances

Blowback- when a story is planted in a media outlet overseas so it will also be reported in the U.S. (a U.S. intel organization cannot directly plant a story in a U.S. media outlet)

The Intelligence Agenda: Transnational issues

CYBERSPACE

Information operations- consider vulnerability of the cyber world to intrusion, corruption or disruption with potentially catastrophic effects for gov't or commerce

TERRORISM

Chatter – patterns of intel: communications & movements of known or suspected terrorists (ie. more messages equals increased chatter)

Link analysis- establishing connections between various people to get a sense of their broader social networks

ECONOMICS

Foreign economic espionage- collection of foreign economic intelligence as foundation for greater intel support to business

Industrial espionage- occurs when a business from one country seeks to steal confidential information from or about a business in another country

HEALTH AND THE ENVIRONMENT

bio terror- terrorism that employs
chemical/biological weapons

revolution in military affairs (RMA)- the
ongoing broad doctrinal evolution and
debate about the likely nature of future
warfare

ADVICE FOR UPCOMING INTEL COMMUNITY MEMBERS

Private = Contractors

Higher pay/lower job security

Booz-Allen (BAH)

Northrup-Grumman

BAE Systems

GET YOUR NAME/RESUME OUT
THERE CIRCULATING

GET AND MAINTAIN A SECURITY
CLEARANCE

FOREIGN LANGUAGE