
Intelligence Analysis

What is Analysis?

- Analysis is an examination of a complex, its elements, and their relations — *Merriam Webster Dictionary*
 - Analysis is *not* a recitation of facts
 - Facts support analysis, but the two are far from identical
- Value-add from intelligence analysis
 - Customers can obtain the facts on their own, but typically do not have the time or background to work out all the implications and nuances
 - Analysts simplify complex issues, highlight key implications, and rank the likelihood of possible outcomes
 - Analysts help customers deal with uncertainty

Main Customers for US Intelligence

Analysis: Overview

- Executive Branch
 - President
 - Executive Departments
 - National Security Council
 - Intelligence Community, including DNI
- Legislative Branch
 - House of Representatives
 - Senate

Main Customers for US Intelligence

Analysis: Details

- Executive Branch — Intelligence is a largely executive function, so the major customers for intelligence analysis are in the executive branch
 - President
 - Executive Departments, especially:
 - Department of State
 - Department of Defense
 - Civilian side — Office of the Secretary of Defense (OSD)
 - Military side
 - Joint Chiefs of Staff (JCS), highest US military advisory group — Chairman of the JCS, Chief of Staff of the Army, Chief of Staff of the Air Force, Chief of Naval Operations, Commandant of the Marine Corps
 - Joint Staff — supports the JCS with personnel, intelligence, operations, logistics, plans and policy, and communications

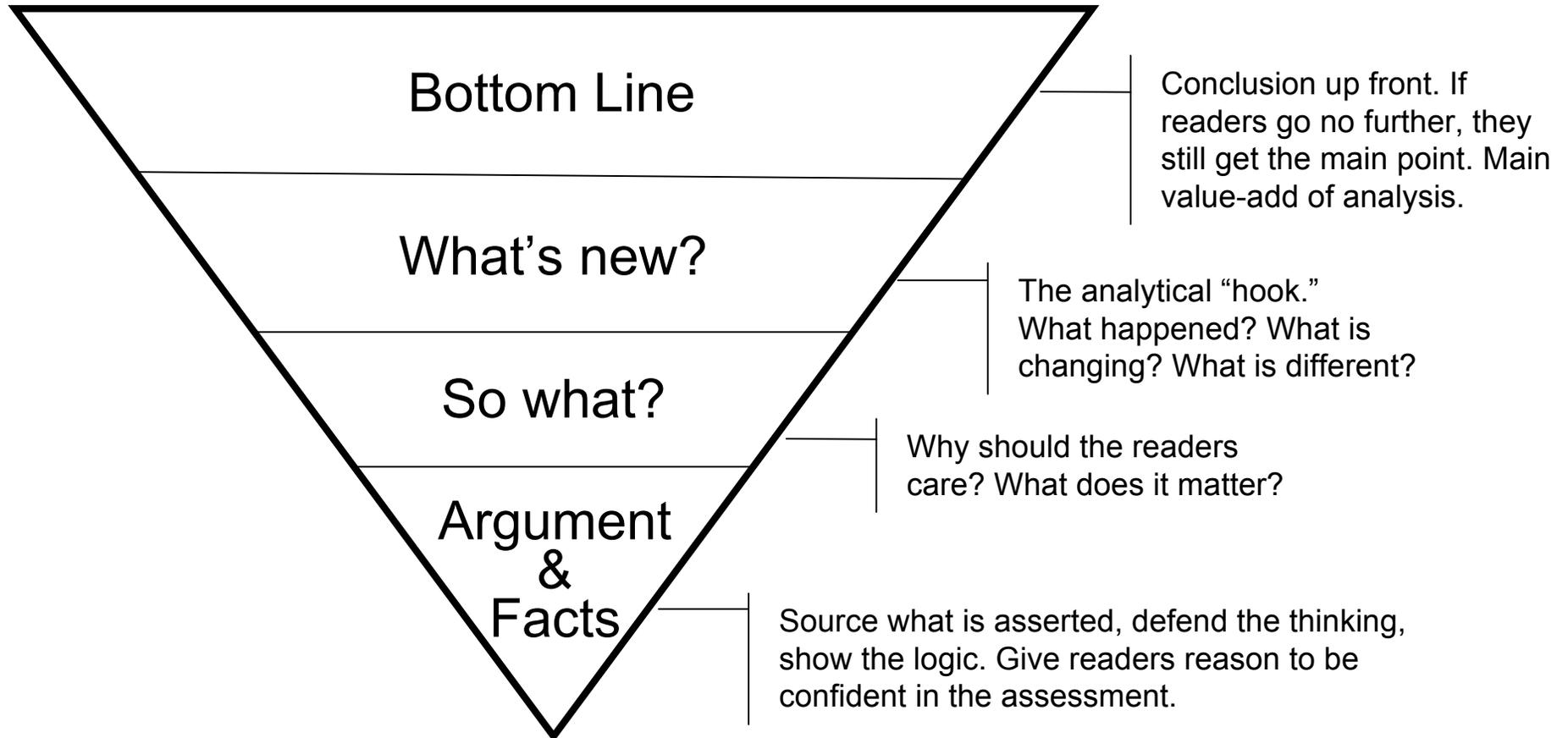
Main Customers for US National Intelligence Analysis: Details (cont'd)

- Executive Branch (cont'd)
 - The Departments (cont'd)
 - Department of Homeland Security
 - Department of Justice (particularly FBI)
 - Others from time to time
 - National Security Council
 - Office of the Director of National Intelligence
 - Intelligence Community
 - Legislative Branch
 - Some foreign policy input, depending on political circumstances
 - Oversight committees
 - House Permanent Select Committee on Intelligence (HPSCI)
 - Senate Select Committee on Intelligence (SSCI)
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Strategic vs Tactical Analysis

- *Strategic* analysis is big-picture, elucidating trends and issues that affect large regions, important countries, and broad national interests
 - Popular support for al-Qa'ida in south Asia
 - Changing Japanese military policy
- *Tactical* analysis is narrow and focused, supporting specific tasks or (often military) operations
 - What is the command structure of al-Qa'ida in Iraq?
 - Does Hizballah have any Chinese C-802 cruise missiles left?

Structure of an Analytic Product



General Analytic Products

- *Current Analysis* looks at day-to-day events
 - E.g., President's Daily Brief (PDB), Senior Executive Intelligence Brief (SEIB), National Intelligence Daily (NID)
- *Estimative Analysis* explores what might be, or what might happen — e.g., National Intelligence Estimates (NIEs)
- *Warning Analysis* (aka Indications and Warning, I&W) advises policy makers that something may happen requiring urgent attention, usually of a military nature
- *Research Analysis* is an in-depth study of an issue

All-Source Intelligence Analysis

- All-Source analysis is analysis that draws on all categories of collected intelligence — e.g., HUMINT, SIGINT, IMINT, OSINT
- The US intelligence community (IC) has three agencies which do all-source analysis
 - Directorate of Intelligence, CIA
 - Bureau of Intelligence and Research (INR), Department of State
 - Defense Intelligence Agency
- The other members of the IC that do intelligence analysis tend to specialize in certain types, e.g., National Geospatial-Intelligence Agency works on IMINT

Competitive Intelligence Analysis

- Built-in redundancy among analytical agencies
 - Serve different customers, e.g., DIA caters to military requirements, CIA serves the President and NSC
 - Having different agencies — with different analysts, interests, and traditions — theoretically makes for better analytical products

Difficulties in Intelligence Analysis

Mirror-Imaging

- Defn: The assumption (often subconscious) that other people in other cultures and political systems think like you do, would make the same decisions, value the same goals
- For example, the assumption that other countries and cultures have the same time-horizon we do

Mirror-Imaging (cont'd)

- Mirror-imaging can affect intelligence analysts from any culture or background — for American-born analysts, cultural factors that may contribute to mirror-imaging include:
 - Uncritical emphasis on the “scientific method,” e.g.
 - Tendency to assume phenomena do not vary from place to place
 - Naïve acceptance of Western social science dogmas, e.g., that religious belief wanes as modernity proceeds, or that religious motivation is “explained” by social or economic factors
 - Lack of emphasis on foreign language programs in US education
 - Relative geographic isolation contributes
 - Belief (with some justification) that others aspire to the “American way of life,” hence share same fundamental motivations
 - Assumption of classic liberal individualism, i.e., culture is relatively superficial and underneath we are all the same
 - The “melting pot” idea tends to encourage this