
**INTELLIGENCE COMMUNITY DIRECTIVE
NUMBER 200**



**MANAGEMENT, INTEGRATION, AND OVERSIGHT
OF INTELLIGENCE COMMUNITY ANALYSIS**

(EFFECTIVE: 8 JANUARY 2007)

A. AUTHORITY: The National Security Act of 1947, as amended; the Intelligence Reform and Terrorism Prevention Act (IRTPA) of 2004; Executive Order 12333, as amended; and other applicable provisions of law.

B. PURPOSE

1. This capstone Intelligence Community (IC) directive (ICD) for Analysis establishes the policy framework for the management of national intelligence analysis and the analytic community by the Director of National Intelligence (DNI). It also delineates the authorities and responsibilities of the Deputy Director of National Intelligence for Analysis (DDNI/A).

2. The DDNI/A shall ensure the effective implementation of this policy.

3. This ICD rescinds Director of Central Intelligence Directive 2/1 (7 August 2000) and IC Policy Memorandum 2005-200-1, DDNI/A (9 November 2005).

C. APPLICABILITY: This directive applies to the IC, as defined by the National Security Act of 1947, as amended, and other departments or agencies that 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: The DDNI/A's policies and procedures are designed to ensure that IC analysis is an integrated, collaborative enterprise working across intelligence discipline boundaries and incorporating insights from all relevant IC analytic components. DDNI/A policies will be based on the following tenets:

1. Analysis must be objective and independent of political considerations.
2. No agency has the requisite expertise on its own to respond to the variety, volume, and pace of current and anticipated demand for analytic insights. To meet customer requirements, the IC must take advantage of complementary but distributed expertise without regard to where in the IC it happens to reside.
3. Collaboration must become the IC norm, not the exception. Technical, policy, and cultural impediments to collaboration among analysts and between analysts and collectors must be reduced as much as possible.
4. Sound tradecraft, such as transparency and logical argumentation, is essential; without it, collaboration will be difficult and customers will lack confidence in IC judgments. Consistent attention shall be given to ensuring methodologies are sound and shared, the depth of analytic expertise is appropriate, and training is aggressive and continual and adheres to tradecraft standards.
5. The analytic process must be as transparent as possible. IC analysts must support their judgments and understand the reliability of the sources upon which they depend. Further, analysts must engage with their customers early on, and remain engaged throughout the analytic process.
6. Analysts must identify intelligence gaps and provide precise guidance to collectors. Improved analyst/collector interface is essential; analysts shall provide feedback to collectors on utility of information and perceived validity of data to support the asset validation process.
7. The IC will seldom have the requisite depth and breadth of expertise to provide all of the insights and detailed answers demanded by our customers. To satisfy their needs, the IC must tap outside expertise and build and expand relationships with non-intelligence government agencies, academic, business, non-governmental organizations (NGOs), and think tank communities, both domestically and internationally, while addressing the counterintelligence and security obligations that are inherent to such initiatives.
8. Analysts must be able to find, access, and share information, analytic judgments, and each other in any media and in real-time.

9. This directive does not modify the authorities of the heads of executive departments and agencies to exercise, consistent with the authorities and responsibilities of the DNI, their authorities to manage elements of the IC within their departments and agencies.

E. AUTHORITIES AND RESPONSIBILITIES: The DDNI/A is charged with implementation of the DNI's responsibilities relative to the analysis, dissemination, and, when appropriate, disclosure of national intelligence analytic products.

1. The DDNI/A is delegated the following authorities and responsibilities of the DNI set forth in the National Security Act of 1947, as amended, and other applicable provisions of law, unless otherwise prohibited by statute, executive order, or this directive:

a. All authorities and responsibilities of the DNI with respect to establishing analytic priorities for the IC to ensure timely and effective collection, processing, analysis, dissemination, and, when appropriate in consultation with relevant IC agencies, declassification of national intelligence. These authorities and responsibilities will be exercised in coordination with the DDNI/Collection (DDNI/C) and DDNI/Requirements (DDNI/R) and the designated Mission Managers.

b. Consistent with intelligence priorities identified in the National Intelligence Priorities Framework (NIPF), and all other authorities for management of the analytic community, all authorities and responsibilities of the DNI with respect to establishing objectives and guidance for the IC to ensure timely and effective analysis of national intelligence. In coordination with the DDNI/C, such authorities and responsibilities with respect to the dissemination and processing of national intelligence analytic products.

c. All authorities and responsibilities of the DNI to manage and direct the tasking of analysis, production, and dissemination of national intelligence analytic products, including the responsibility to identify analytic knowledge gaps and evaluate the analytic posture across the IC.

d. All authorities and responsibilities of the DNI with respect to providing advisory tasking regarding analysis, and the production and dissemination of national intelligence analytic products by elements of agencies and departments not within the National Intelligence Program.

e. All authorities and responsibilities of the DNI to ensure the most accurate analysis of intelligence is derived from all sources to support national security needs by:

(1) Implementing policies and procedures to encourage sound analytic methods and tradecraft throughout the elements of the IC, ensuring analysis is based upon all sources available, and ensuring IC elements regularly conduct competitive and other forms of alternative analysis.

(2) Ensuring, in coordination with the DDNI/R, analytical production addresses customer needs.

(3) Providing recommendations to the DDNI/Management (DDNI/M), in concert with the DDNI/C and other Office of the DNI (ODNI) principals, to ensure resource allocation for intelligence analysis is appropriately proportional to resource allocation for collection systems and operational activities, to maximize available analytic capacity against collected data.

(4) Ensuring differences in analytic judgment are fully considered and brought to the attention of policymakers.

(5) Ensuring, in concert with the DDNI/C, sufficient relationships are established between intelligence collectors and analysts to facilitate greater understanding of the needs of analysts and to ensure a systematic effort is made to base collection of intelligence on the needs and intelligence gaps that are identified by the policy and analytic communities.

f. All authorities and responsibilities of the DNI with respect to the National Intelligence Council, which the DDNI/A chairs.

g. All authorities and responsibilities of the DNI under section 1017(a) of the IRTPA with respect to alternative analysis of intelligence by the IC.

h. All authorities and responsibilities of the DNI under section 1019 of the IRTPA with respect to analytic integrity.

i. All authorities and responsibilities of the DNI under section 1020(a) of the IRTPA to safeguard objectivity in intelligence analysis.

j. The authority and responsibility for the tradecraft, production, and dissemination, preservation, and retirement of the President's Daily Briefing (PDB) and the management of the PDB staff.

k. In coordination with the DDNI/C, the authorities and responsibilities of the DNI with respect to ensuring that the IC makes efficient and effective use of open-source information.

l. The authority and responsibility for providing national intelligence support to the Principals and Deputies Committees of the National Security Council (NSC), as well as other NSC, Cabinet, and Homeland Security Council (HSC) meetings, unless otherwise stipulated.

m. The responsibility to support the DDNI/M with respect to establishing competency, qualification, training, career development, and performance standards and requirements to meet the IC's present and future analytic requirements.

n. In coordination with the DDNI/M, the responsibility and authority to coordinate the performance of services of common concern to the IC with respect to the responsibilities and authorities enumerated in subparagraphs E.1.a. through E.1.m.

o. To the extent authorized by law, the DDNI/A may further delegate to any other officer or official of the DDNI/A the authorities identified in paragraph E.1.a. through E.1.m.

2. The DDNI/A is supported by the following Assistant Deputy Directors (ADDNIs) and such other ADDNIs as may be appointed by the DDNI/A, with responsibility for the management of their respective subject areas, under the direction of the DDNI/A.

a. The Assistant DDNI for the National Intelligence Council (NIC) (ADDNI/NIC) is responsible for the day-to-day management and oversight of the NIC. The IC's center for mid- and long-term strategic analysis, the NIC also functions as the Executive Secretariat to the National Intelligence Board. The NIC, composed of senior analysts from within the IC and substantive experts from other government agencies and the private sector, is the senior advisory body of the IC for purposes of representing the views of the IC within the US government. The NIC is authorized to task IC elements and to coordinate and compile the necessary briefing materials for ODNI participation at all Principals and Deputies Committee meetings, as well as other NSC, Cabinet, and HSC meetings, unless otherwise stipulated. The NIC provides analytic support to the President, DNI, and to the Principal DDNI, through a variety of products, including contributions to the PDB. Through the National Intelligence Officers (NIOs) and their tasking authority and knowledge of analytic capabilities across the IC, the NIC is able to tap the expertise of the IC as a whole. NIOs also provide tailored direct analytic support to the ODNI Mission Managers and guidance to collectors. Further, in conjunction with the DDNI/A, the NIC reaches out to domestic and foreign experts in the business, academic, NGOs, and think tank communities, as well as to analytic counterparts in foreign governments, to ensure the IC has access to the best insights and to help build expertise throughout the IC.

b. The Assistant DDNI for the President's Daily Briefing (ADDNI/PDB) and the PDB Staff oversee the production of the PDB, an IC publication provided to the President. The goal of the PDB is to provide the President daily intelligence analysis that is new, important, and of the highest quality. All sources of intelligence and reporting inform the PDB, which may include assessments of emerging problems or enduring challenges, results of long-term research, NIC estimates, crisis developments and analysis, open source reporting, as well as occasional analysis that challenges conventional wisdom on critical issues. The PDB staff, comprised of representatives from the primary analytic components, includes a planning staff responsible for long-term planning, identifying topics that need to be addressed, and coordinating the PDB process across the IC. The PDB Staff is authorized to task IC elements, ensures that all relevant views are included in the PDB, and is responsible, unless otherwise stipulated, for incorporating competing views within the PDB.

c. The Assistant DDNI for Analytic Mission Management (ADDNI/AMM) is responsible for tracking and evaluating the IC's analytic coverage of and posture to address critical intelligence issues, identifying the most significant gaps in the IC's *understanding* of critical intelligence issues, collaborating with the DDNI/C and the designated Mission Managers to close those gaps, and evaluating subsequent progress. The AMM Office is responsible for maintaining an ability to locate analytic expertise on any and all NIPF topics, and tracking the Community's analytic posture, including focus and priorities, analytic experience and specialties,

and production priorities. The AMM Office works closely with the NIC, the PDB staff, senior analytic managers across the IC, and the DDNI/C, DDNI/M, and DDNI/R to ensure coherent and mutually supporting collection and analysis activities that are aligned with customer requirements. The AMM Office also provides findings and recommendations for consideration by the National Intelligence Analysis and Production Board (NIAPB) and the Mission Managers.

d. The Assistant Deputy Director for Analytic Integrity and Standards (ADDNI/AIS) serves concurrently as the Analytic Ombudsman for the ODNI and is responsible for establishing mechanisms to ensure a high level of analytic integrity and tradecraft standards across the analytic community. The ADDNI/AIS establishes and oversees implementation of IC-wide tradecraft standards through evaluation of finished intelligence. The ADDNI/AIS assists IC member agencies to foster regular production of independent, alternative, and competitive analyses. The ADDNI/AIS encourages the development of scientifically based analytic methodologies, engages in outreach through a NIC Associates Panel in Analytic Practice, and promotes joint training of new analysts in critical thinking skills.

(1) The ADDNI/AIS chairs the Analytic Standards and Evaluation Action Group, which supports the office in establishing and overseeing implementation of IC-wide tradecraft standards through evaluation of finished intelligence. The Action Group identifies impediments (including technical system incompatibilities) that may require modification to IC analytic procedures and, in conjunction with the NIAPB, provides the ADDNI/AIS with a direct information connection to the IC analytic community.

(2) The Analytic Ombudsman works, on a confidential basis, with analysts who wish to raise concerns regarding whether intelligence products are timely, objective, independent of political considerations, based on all sources of available intelligence, account for dissenting views, distort intelligence analysis, or employ proper analytic tradecraft. The Analytic Ombudsman is a fact finder, mediator, and facilitator to promote conflict resolution, and helps resolve problems and disputes through informal counseling, conciliation, and enhanced communication, as well as by making recommendations to the individuals involved.

e. The Assistant Deputy Director for Analytic Transformation and Technology (ADDNI/ATT) heads the Transformation and Technology Office, which identifies opportunities for enhancing knowledge generation and areas with highest payoff for analysis, such as tools, training, information sharing, and collaboration. The office's goal is to stimulate the analytic community to build programs around successful innovations. The office identifies information-sharing needs, virtual teaming solutions, research and development (R&D) priorities, and technology drivers for the analytic community. The ADDNI/ATT seeks to leverage technology to address the systemic imbalance between the volume of data collected and the numbers of analysts available to analyze the data. The ADDNI/ATT will collaborate with the Associate DNI (ADNI)/Science and Technology, ADNI/Chief Information Officer, and the ADDNI/Senior Acquisition Executive on initiatives of common interest.

(1) The ADDNI/ATT chairs the Multi-Intelligence Working Group, which sponsors a yearly experiment program to solicit IC proposals that incorporate both multi-agency collaboration and multi-intelligence concepts that have near-term operational potential.

(2) The ADDNI/ATT also chairs the Technology Action Group, a DNI-chartered forum (and sub-group of the NIAPB), comprised of senior technology representatives from across the IC. The Technology Action Group leads IC action on technology initiatives for analysis, beginning with R&D and identification of initiatives the Community can accomplish and should support.

f. The ADDNI for Community Support (ADDNI/CS) facilitates and enhances the IC's ability to function as an integrated enterprise by providing an additional communication channel and action office to the ODNI. The ADDNI/CS conducts liaison with IC analytic centers and works as a catalyst for IC analytic integration, especially those in Department of Defense and the homeland security and law enforcement communities, to ensure their customers' needs are integrated into planning by the analytic community. The ADDNI/CS also helps to prioritize analytic output and mechanisms for closing knowledge gaps, and coordinates closely with the DDNI/R to ensure information is shared appropriately between analysts, collectors, and customers across the intelligence enterprise. The ADDNI/CS fosters mutual awareness of the respective missions and programs of the DDNI/A and the IC's analytic centers, advising on, providing actionable feedback to, and developing initiatives for them that will foster a Community of analysts.

3. The NIAPB, chaired by the DDNI/A, is the senior IC advisory board and forum for Community analysis and production issues. Consisting of the heads of the IC's analytic and production organizations or appropriate designees, it works closely with the NIC and other ODNI elements to develop joint assessments of IC analytic capabilities and to foster an interactive role for analysis with both the intelligence collection and customer communities. The NIAPB operates as the DDNI/A's action arm to guide and oversee the Community's use of analytic resources and capabilities; validate and advocate customer-driven information needs and intelligence priorities; develop collaborative analysis/production strategies; evaluate and advise on Community analysis, production, and collection capabilities; is the primary forum for discussing program manager-level policy concerns and alternatives; gauge performance against established metrics to meet the requirements of the DNI; and recommend investment opportunities.


4. IC elements, as appropriate, or unless otherwise outlined in statute or executive order shall:

- a. Respond to the analytic requirements of their primary customers.
- b. Execute their specific analytic activities and account for the associated programming, performance planning, and budgeting under the guidance of the DDNI/A.
- c. Ensure the DDNI/A is apprised of critical areas of concern *within their areas of responsibility*.
- d. Provide full access to all analytic activities, analytic operations, and plans in analysis to the DDNI/A and designated oversight staff.

F. EFFECTIVE DATE: This ICD becomes effective on the date of signature.



Director of National Intelligence



Date