



# Department of Defense **INSTRUCTION**

**NUMBER** 3115.17

November 16, 2016

Incorporating Change 1, Effective September 21, 2020

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USD(I&S)

**SUBJECT:** Management and Oversight of DoD All-Source Analysis

**References:** See Enclosure 1

1. PURPOSE. In accordance with the authority in DoD Directive 5143.01 (Reference (a)), this instruction:

a. Establishes policy and assigns responsibilities for the management and oversight of DoD all-source analysis. (Use of the term “analytic” in this issuance refers to all-source analytic functions and activities.)

b. Provides for establishing an intragovernmental committee as the primary forum for Enterprise-wide analytic synchronization and integration.

c. Incorporates and cancels the Under Secretary of Defense for Intelligence Memorandums (References (b) through (d)).

2. APPLICABILITY.

a. This instruction applies to OSD, the Military Departments, the Office of the Chairman of the Joint Chiefs of Staff (CJCS) and the Joint Staff, the Combatant Commands (CCMDs), the Office of the Inspector General of the Department of Defense, the Defense Agencies, the DoD Field Activities, and all other organizational entities within the DoD (referred to collectively in this instruction as the “DoD Components”).

b. Nothing in this instruction will be interpreted to subsume or replace the responsibilities, functions, or authorities of the DoD Component heads or OSD officials as prescribed by law, assigned in Chartering DoD Directives, or provided in DoD policy issuances, including Combatant Commander (CCDR) authority to organize, employ, manage, assign tasks, designate objectives, establish plans, policies, priorities, and requirements, and give authoritative direction to assigned forces in accordance with Title 10, United States Code (Reference (e)), the Unified Command Plan (Reference (f)), and Joint Publication 1 (Reference (g)).

3. POLICY. It is DoD policy to conduct all-source analysis:

a. As an integrated Defense Intelligence All-Source Analysis Enterprise (DIAAE) under the strategic guidance of the Under Secretary of Defense for Intelligence and Security (USD(I&S)), managed at the Enterprise level by the DoD Functional Manager for All-Source Analysis (DoD FM/A), and executed by the DoD Components.

b. In a manner that maximizes the effective and efficient use of resources and minimizes unintended duplication through the alignment of analytic responsibilities across the DoD Components. This alignment will result from a collaborative, transparent decision process that is based on the mission, analytic capability, and analytic capacity of the Defense Intelligence Components involved. The DIAAE maximizes reuse of and leverages all analytic output in support of all DoD and national customers.

c. Under a rigorous risk management system that monitors analytic risk and makes analytic alignment adjustments and recommends resource changes to ensure that, at the Enterprise level, analytic capacity is appropriately aligned against the DoD's intelligence priorities and supports Secretary of Defense, CJCS, Secretaries of the Military Departments, CCDRs, defense planner, joint task forces, and national policymaker requirements.

d. In a manner that provides the flexibility to surge analytic assets as necessary to fully support short-term DoD mission requirements across the full range of military operations.

e. Through the use of the Defense Intelligence All-Source Analysis Enterprise Board of Governors (DIAAE BOG) as the primary forum for Enterprise-wide analytic synchronization and integration. The DIAAE BOG will be established as an intragovernmental committee pursuant to DoD Instruction 5105.18 (Reference (h)) and will serve as the senior coordinating body for DoD analytic issues, by providing a forum for issue resolution, transparency, risk management, and analytic alignment based on shifting priorities, emerging requirements, and budget constraints. DIAAE BOG analytic alignment recommendations involving resources assigned to a DoD Component will be made only with the concurrence of the DoD Component's DIAAE BOG representative. Any recommendation involving changes to the numbers of CCMD-assigned personnel will be processed in accordance with the Joint Intelligence Operations Center Execute Order Modification 3 (Reference (i)), which requires approval of such changes by the Secretary of Defense.

f. Consistent with the Principles of Joint Intelligence in Joint Publication 2-0 (Reference (j)) and the Intelligence Community (IC) Analytic Standards, including Analytic Tradecraft Standards, in Intelligence Community Directive 203 (Reference (k)) and as appropriate to the level and type of analysis being performed.

g. In a manner that encourages and incentivizes analytic collaboration within the DIAAE and with the broader IC.

h. In accordance with DoD Directive 5240.01 (Reference (l)).

4. RESPONSIBILITIES. See Enclosure 2.
  
5. RELEASABILITY. **Cleared for public release.** This instruction is available on the Directives Division Website at <https://www.esd.whs.mil/DD/>.
  
6. SUMMARY OF CHANGE 1. This administrative change updates:
  - a. The title of the Under Secretary of Defense for Intelligence to the USD(I&S) in accordance with Public Law 116-92 (Reference (m)).
  
  - b. Administrative changes in accordance with current standards of the Office of the Chief Management Officer of the Department of Defense.
  
7. EFFECTIVE DATE. This instruction is effective November 16, 2016.



Marcel Lettre  
Under Secretary of Defense for Intelligence

Enclosures

1. References
2. Responsibilities
3. DoD FM/A Functions

Glossary

ENCLOSURE 1

REFERENCES

- (a) DoD Directive 5143.01, “Under Secretary of Defense for Intelligence and Security (USD(I&S)),” October 24, 2014, as amended
- (b) Under Secretary of Defense for Intelligence Memorandum, “Realignment of Analytic Responsibilities Within Defense Intelligence,” August 20, 2004 (hereby cancelled)
- (c) Under Secretary of Defense for Intelligence Memorandum, “Realignment of Analytic Responsibilities Within Defense Intelligence,” May 21, 2005 (hereby cancelled)
- (d) Under Secretary of Defense for Intelligence Memorandum, “Management and Oversight of the Defense Intelligence Analytic Community,” October 31, 2007 (hereby cancelled)
- (e) Title 10, United States Code
- (f) Unified Command Plan, April 6, 2011 with Change-1, September 12, 2011
- (g) Joint Publication 1, “Doctrine for the Armed Forces of the United States,” current edition
- (h) DoD Instruction 5105.18, “DoD Intergovernmental and Intragovernmental Committee Management Program,” July 10, 2009, as amended
- (i) Chairman of the Joint Chiefs of Staff Message, DTG 040001ZOCT11, “Joint Intelligence Operations Center (JIOC) Execute Order (EXORD) Modification 3 (U)”
- (j) Joint Publication 2.0, “Joint Intelligence,” October 22, 2013
- (k) Intelligence Community Directive 203, “Analytic Standards,” January 2, 2015
- (l) DoD Directive 5240.01, “DoD Intelligence Activities,” August 27, 2007, as amended
- (m) Public Law 116-92, “National Defense Authorization Act for Fiscal Year 2020,” December 20, 2019
- (n) DoD Directive 5105.21, “Defense Intelligence Agency (DIA),” March 18, 2008
- (o) DoD Directive 3000.06, “Combat Support Agencies (CSAs),” June 27, 2013, as amended
- (p) DoD Instruction 3305.02, “DoD General Intelligence Training and Certification,” August 12, 2015, as amended
- (q) DoD Directive 5205.12, “Military Intelligence Program (MIP),” November 14, 2008, as amended
- (r) Intelligence Community Directive 104, “National Intelligence Program (NIP) Budget Formulation and Justification, Execution, and Performance Evaluation,” April 30, 2013
- (s) DoD Directive 7730.65, “Department of Defense Readiness Reporting System (DRRS),” May 11, 2015, as amended
- (t) Office of the Chairman of the Joint Chiefs of Staff, “DoD Dictionary of Military and Associated Terms,” current edition

ENCLOSURE 2  
RESPONSIBILITIES

1. USD(I&S). The USD(I&S):

- a. Establishes DoD all-source analysis policy.
- b. Oversees the implementation of DoD all-source analysis policy, plans, programs, and performance to include the issuances and policies of the DoD FM/A and the DoD Components involved in DIAAE activities.
- c. Develops and maintains the consolidated set of Defense Intelligence priorities that guides DIAAE analysis and reflects the intelligence needs of all Defense Intelligence consumers.
- d. Establishes the DIAAE BOG as an intragovernmental committee and ensures that the DIAAE BOG is administered in accordance with Reference (h).
- e. Evaluates the advice and recommendations, provided by the DIAAE BOG, and when such advice falls with the scope of the responsibilities and functions formally assigned to the USD(I&S) in Reference (a), determines which actions will be implemented by the Department of Defense.

2. DIRECTOR, DEFENSE INTELLIGENCE AGENCY (DIA). Under the authority, direction, and control of the USD(I&S), in accordance with DoD Directive 5105.21 (Reference (n)), the Director, DIA:

- a. Provides all-source analysis to meet OSD, Joint Staff, Military Department, defense planner, and national policymaker requirements.
- b. In coordination with the CCDRs and the Joint Staff, provides all-source analysis to meet CCMD and joint task force requirements as a Combat Support Agency pursuant to DoD Directive 3000.06 (Reference (o)).
- c. Monitors the state of Defense Intelligence analytic capabilities to advise the USD(I&S) in program and budget reviews.
- d. Ensures the functions of the DoD FM/A are carried out as described in Enclosure 3. The Director, DIA serves as the DoD FM/A or designates another senior DoD official as DoD FM/A. If such a designation is made the Director, DIA, will provide written notification to the USD(I&S) and provide the DoD FM/A with the necessary resources to carry out the DoD FM/A functions.

e. In collaboration with the DIAAE and in accordance with the responsibilities in DoD Instruction 3305.02 (Reference (p)), establishes training, education, and certification programs for Defense Intelligence all-source analysts in accordance with Joint and IC standards in References (j) and (k).

f. Executes the responsibilities of the DIA Military Intelligence Program Component Manager and the General Defense Intelligence Program Manager for the management of Defense Intelligence all-source analytic resources for DIA, the CCMD Joint Intelligence Operations Centers, Joint Staff Intelligence Directorate Staff, and the Military Service Intelligence Centers in accordance with DoD Directive 5205.12 (Reference (q)) and Intelligence Community Directive 104 (Reference (r)).

3. UNDER SECRETARY OF DEFENSE FOR POLICY (USD(P)) AND UNDER SECRETARY OF DEFENSE FOR ACQUISITION, TECHNOLOGY, AND LOGISTICS (USD(AT&L)). The USD(P) and USD(AT&L):

a. For the fulfillment of missions, functions, and responsibilities assigned to their respective OSD Component, provide all standing priority intelligence requirements (PIRs) and other intelligence requirements to the DoD FM/A and the USD(I&S).

b. Establish procedures to evaluate the degree to which the DIAAE is satisfying submitted intelligence requirements and provide the results of these evaluations to the DoD FM/A and the USD(I&S).

4. DOD COMPONENT HEADS. The DoD Component heads:

a. Provide assistance, support, data, and information within their available resources to enable the DoD FM/A to implement the responsibilities assigned in this instruction.

b. Provide all DoD Component standing PIRs and other intelligence requirements to the DoD FM/A and the USD(I&S) via established command channels for enterprise-level integration, deconfliction, and maintenance.

c. Establish procedures to evaluate the degree to which the DIAAE is meeting its DoD Component intelligence requirements and provide the results of these evaluations to the DoD FM/A, the USD(I&S), and as appropriate, the CJCS.

d. Manage and execute the analytic activities of assigned forces and assets based on DoD Component missions, priorities, capabilities, capacities, and coordinated DIAAE responsibilities. Provide timely notification to the DoD FM/A if assigned DIAAE responsibilities cannot be met due to resource constraints or organizational operational requirements so that other DoD Components may be consulted for potential satisfaction of these unmet Defense Intelligence requirements.

5. SECRETARIES OF THE MILITARY DEPARTMENTS. In addition to the responsibilities in section 4 of this enclosure, the Secretaries of the Military Departments:

a. Maintain responsibility for establishing intelligence capabilities necessary to fulfill Service-specific intelligence needs.

b. Designate a senior official to serve as representative to the DIAAE BOG.

6. CJCS. In addition to the responsibilities in section 4 of this enclosure, the CJCS:

a. Identifies intelligence gaps and shortfalls, and advises the DoD FM/A on Defense Intelligence requirements, resources, intelligence gaps, and shortfalls.

b. Ensures all CCMD intelligence requirements are provided to the DoD FM/A.

c. Provides feedback on the effectiveness of the all-source analysis support to joint forces to the DoD FM/A and the USD(I&S).

d. Provides input, as requested, to DIAAE reviews.

7. CCDRS. In addition to the responsibilities in section 4 of this enclosure, the CCDRs:

a. Advise the CJCS and the DoD FM/A of the CCMD's intelligence priorities for all-source analysis via established command channels.

b. Designate a senior official to serve as representative to the DIAAE BOG.

c. Provide the CCMD's intelligence requirements for all assigned military operations and planning activities to the CJCS.

ENCLOSURE 3

DOD FM/A FUNCTIONS

The DoD FM/A:

a. In collaboration with the USD(I&S) and the DIAAE, promotes an analytic environment of data sharing and trust.

b. In coordination with the DIAAE BOG, develops and implements a risk management system to monitor and adjust all-source analytic alignments to ensure that DIAAE performance is optimized against the integrated Defense Intelligence priorities. Analytic alignment adjustments of DoD Component-assigned responsibilities or assets must be done with the concurrence of that Component. For cases in which Component concurrence cannot be achieved, the Director, DIA, will forward the proposed adjustment to the USD(I&S) for resolution. Any proposals involving changes to the numbers of CCMD-assigned personnel will be processed in accordance with Reference (i).

c. In collaboration with the DIAAE, establishes and issues guidance, plans, procedures and performance management systems to implement this instruction.

d. Monitors Defense Intelligence all-source analysis practices and products to adhere to Joint and IC analytic standards, as appropriate, and this instruction.

e. Advises the USD(I&S); the CJCS; and the Director, DIA, on the development and implementation of training, education, and certification programs for Defense Intelligence all-source analysts in accordance with Joint and IC standards pursuant to References (j) and (k).

f. In coordination with relevant DoD Components, aligns DoD all-source analytic responsibilities and recommends levels of effort across the DoD Components based on Component mission, analytic capability, and analytic capacity.

g. For cases in which analytic surge is required to support DoD operational missions, coordinates and synchronizes a realignment of DIAAE analytic capacity to meet the mission requirements, while managing and mitigating surge-related increased risk in other analytic areas. Such analytic surges include crisis management support to the Joint Staff J-2 pursuant to Reference (n).

h. Establishes a standardized all-source analysis performance data reporting and analysis process that evaluates the alignment of all-source analytic work effort, outputs, and performance against Defense Intelligence priorities and DoD Component PIRs. Aligns this effort appropriately with reviews of DoD Components' all-source analysis-related Mission Essential Task Lists and Agency Mission Essential Task Lists pursuant to DoD Directive 7730.65 (Reference (s)).

i. Chairs the DIAAE BOG and assigns additional representatives as needed.



j. Regularly appraises the USD(I&S) of the activities and performance of the DIAAE and recommends changes to resource allocations to the USD(I&S), the CJCS, and the Director, DIA.

k. Engages with the Office of the Director of National Intelligence and the IC to establish procedures and mechanisms to satisfy Defense Intelligence requirements that are more appropriately met by non-DoD IC elements based on their analytic expertise and organizational mission.

l. Recommends to the USD(I&S), CJCS, and Director, DIA, engagement and collaboration strategies and initiatives to promote analytic burden sharing with foreign allies and partners.

## GLOSSARY

### PART I. ABBREVIATIONS AND ACRONYMS

CCDR	Combatant Commander
CCMD	Combatant Command
CJCS	Chairman of the Joint Chiefs of Staff
DIA	Defense Intelligence Agency
DIAAE	Defense Intelligence All-Source Analysis Enterprise
DIAAE BOG	Defense Intelligence All-Source Analysis Enterprise Board of Governors
DoD FM/A	DoD Functional Manager for All-Source Analysis
IC	Intelligence Community
PIR	priority intelligence requirement
USD(AT&L)	Under Secretary of Defense for Acquisition, Technology, and Logistics
USD(I&S)	Under Secretary of Defense for Intelligence and Security
USD(P)	Under Secretary of Defense for Policy

### PART II. DEFINITIONS

These terms and their definitions are for the purposes of this instruction.

all-source analysis. Defined in Reference (l).

analytic alignment. The mission, objective, priority, geographic, state or non-state actor, or functional area against which a Defense Intelligence all-source analysis center's analytic responsibilities and efforts are directed.

analytic output. All intelligence derived from the all-source analytic process regardless of the format (written, digital, visual or verbal) in which it is provided to the consumer.

Defense Intelligence. Defined in Reference (a).

DIAAE. The collective set of all DoD organizations that execute all-source analysis activities in production of Defense Intelligence.

DIAAE BOG. A body comprised of representatives of the organizations comprising the DIAAE that provides a forum for issue identification and resolution; improving transparency and

synchronization across the DIAAE; implementing DIAAE strategies and processes; providing support to the DoD FM/A; and making resource recommendations based on changes to priorities and emerging requirements.

PIR. Defined in the DoD Dictionary of Military and Associated Terms (Reference (t)).