COMPLIANCE WITH THIS PUBLICATION IS MANDATORY

This publication implements Air Force (AF) Policy Directive (AFPD) 14-1, *Intelligence, Surveillance, and Reconnaissance (ISR) Planning, Resources and Operations* and is consistent with guidance within Department of Defense (DoD) Directive (DoDD) 5105.21, *Defense Intelligence Agency (DIA),* Defense Intelligence Analysis Program (DIAP) Management Guidance, Intelligence Community Directive (ICD) 191, *Duty to Warn,* ICD 203, *Analytic Standards,* ICD 205, *Analytic Outreach*, ICD 206, *Sourcing Requirements for Disseminated Analytic Products,* ICD 208, *Write for Maximum Utility,* ICD 501, *Discovery and Dissemination or Retrieval of Information within the Intelligence Community (IC),* DNI Memo, *Integrating the Analytic Enterprise; National Intelligence Analysis Board Vision Statement and Integrating Priorities*, DNI Memo, *Principles of Transparency for the Intelligence Community*, January 15, 2015, Executive Order 13526, *Classified National Security Information*, Joint Publication (JP) 2-0, *Joint Intelligence*, Air Force Instruction (AFI) 14-108, *Management of GDIP Resources,* AFI 14-111, *Intelligence Support to the Acquisition Life-cycle,* AFI 14-128, *Air Force Service Cryptologic Component* (AF SCC), AFI 14-132, *Geospatial-Intelligence (GEOINT),* AFI 14-202V2, *Intelligence Standardization/Evaluation Program, and* AFI 90-201, *The Air Force Inspection System.*   It provides guidance and procedures on intelligence analysis capabilities throughout the AF. This publication applies to Regular Component, Air Force Reserve (AFR), Air National Guard (ANG), and Department of the AF Civilians, except where noted otherwise. Ensure all records created as a result of processes prescribed in this publication are maintained in accordance with (IAW) Air Force Manual (AFMAN) 33-363, *Management of Records*, and disposed of IAW AF Records Disposition Schedule (RDS) located in the AF Records Information Management System (AFRIMS). Refer recommended changes and questions about

this publication to the Office of Primary Responsibility (OPR) using the AF Form 847, *Recommendation for Change of Publication*; route AF Forms 847 from the field through the appropriate functional chain of command. This publication may be supplemented at any level, but all direct supplements are routed to the OPR of this publication for coordination prior to certification and approval. Major Commands (MAJCOM) and Field Operating Agencies (FOA) need to provide a copy to the OPR upon publication. IAW AFI 33-360, *Publication and Forms Management*, the authorities to waive wing/unit level requirements in this publication are identified with a Tier ("T-0, T-1, T-2, T-3") number following the compliance statement. Submit requests for waivers through the chain of command to the appropriate Tier waiver approval authority, or alternately, to the Publication OPR for non-tiered compliance items.

Chapter 1

OVERVIEW

1.1. General.

1.1.1. Analysis is a core competency of ISR professionals, one that "analyst airmen" perform to enable decision advantage. An "analyst airman" is an AF ISR professional skilled and qualified in tradecraft to perform the core competency of intelligence analysis across one or more AF warfighting domains of air, space, and cyberspace. Analysis is fundamental to all AF ISR activities, from ISR planning and mission execution to national mission integration and force modernization. AF intelligence analysis provides unique, complementary, and fully integrated capabilities to Intelligence Community (IC) and DoD analysis and production efforts, including the Defense Intelligence Analysis Program (DIAP).

1.1.2. This AFI codifies how the Air Force conducts and presents analysis capabilities in support of Global Integrated ISR and other service core functions. It establishes the standards for AF intelligence analysis and delineates the associated roles and responsibilities of AF ISR Enterprise organizations. Further, it articulates the mission and commitment of AF intelligence analysts to adhere and aspire to the highest standards of rigor and integrity in analytic tradecraft, all in keeping with AF core values. The tenets and standards described herein serve as a guideline and goal for analysts and managers throughout the enterprise to strive for excellence in their analytic practices, products, and services.

**1.2. Air Force Intelligence Analysis.**

1.2.1. Intelligence analysis is a cognitive capability—both art and science—applying tools, judgements, processes, and tradecraft to data and information to create and deliver new intelligence, insights, and knowledge, with the goal of providing decision advantage to commanders, decision makers, and intelligence customers. The AF views analysis as a significant capability that extends across all AF ISR Enterprise activities in support of the full range of military operations and assigned national security missions. AF intelligence analysis draws its tenets, standards, and common activities from the knowledge, skills, and tradecraft learned from decades of operational experience. Further, AF intelligence analysis gleans considerable insight from IC guidance and joint doctrine IAW Joint Publication 2-0, *Joint Intelligence* (JP 2-0), ensuring that AF Intelligence outputs uphold the highest standards and demonstrating AF ISR integration with the IC and joint warfighting. AF analysis includes associated intelligence production; further reference to analysis in this publication includes both analysis and production responsibilities.

1.2.2. AF intelligence analysis is conducted by airmen, trained in the intelligence discipline of analysis, whether officer, enlisted, or civilian. An "analyst airman" performs one or more types of analysis, including single-source, multi-source, fusion, and all-source analysis. The "analyst airman" is bound by the professional standards for analysis developed by the IC, and supplemented by AF standards and mission qualifications of the assigned ISR unit.

1.2.3. AF Intelligence Analysis Enterprise. The AF Intelligence Analysis Enterprise is the global community of "analyst airmen," along with AF ISR organizations, which employ the core competency of intelligence analysis. The Intelligence Analysis Enterprise falls within

the larger AF ISR Enterprise, representing the core competency of *analysis.* At the heart of the AF Intelligence Analysis Enterprise is the cadre of "analyst airmen" who are trained and qualified in analysis fundamentals comprised of specific skills, tenets, tradecraft standards, and activities according to mission requirements. The enterprise is a Total Force construct extending from squadron to headquarters level and from tactical to strategic focus. The enterprise is unified in policy, authorities, tenets, and strategy, with mutually supporting capabilities, architecture, and tools to enable AF, joint, and IC decision advantage for the nation. Figure 1.1 depicts an overview of how the AF ISR Analysis Enterprise, ISR Analysis, and Analysis Fundamentals fit within the larger AF ISR Enterprise.

Figure 1.1. AF Intelligence Analysis Overview.
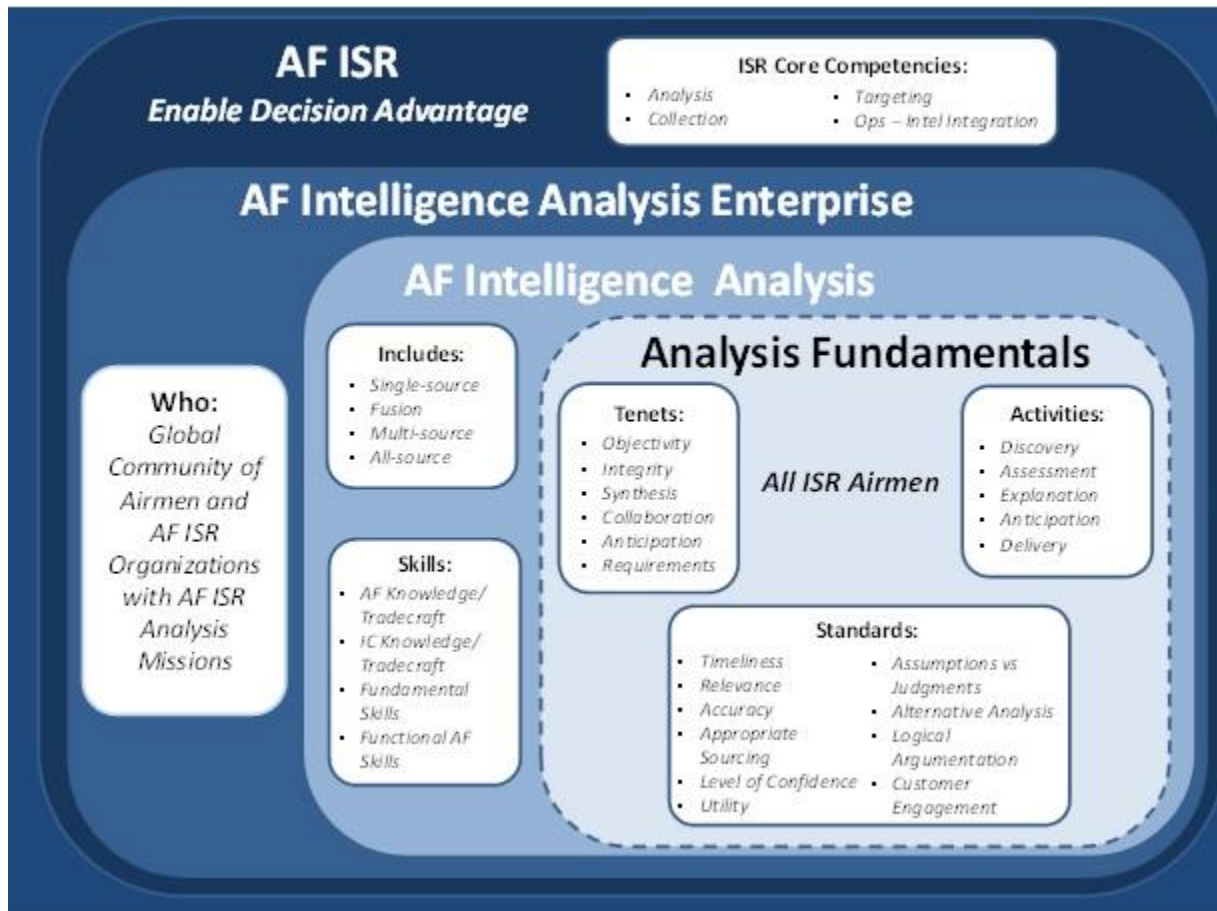
1.2.4. Within the enterprise, "analyst airmen" employ fundamental tenets, standards, and activities to perform analysis across a broad continuum for mission accomplishment. On one end of the analysis continuum is fusion analysis, which entails quickly melding new information with baseline knowledge to meet specific operational needs and is usually derived from a single-source. On the other end of the continuum is comprehensive all-source analysis, with less emphasis on rapidity, and greater emphasis on analytic depth, trends, technical, and other subject-matter expertise (refer to Figure 1.2). Different organizations within the AF Intelligence Analysis Enterprise execute analysis across this continuum. For example, AF ISR organizations at and below the Numbered AF (NAF) and AF Forces (AFFOR) levels conduct mostly fusion analysis, but will also find themselves engaged in

comprehensive, trend analysis based on warfighter requirements. Conversely, MAJCOM-level ISR entities and above tend more toward all-source analysis, but also will conduct time-sensitive analysis as customer requirements dictate. The National Air and Space Intelligence Center (NASIC), in addition to its longer-term multi- and all-source analysis production efforts, also has time-sensitive mission responsibilities. Acquisition Intelligence analysts conduct long-term, comprehensive analysis, with emphasis on technical and subject-matter expertise.

1.2.5. Intelligence Analysis Fundamentals. AF Intelligence Analysis Fundamentals contain three broad features: tenets, standards, and activities. These features apply to all ISR Airmen, and are the foundation upon which deep analytic skills, knowledge, and tradecraft are built.

1.2.5.1. The five intelligence analysis activities of discovery, assessment, explanation, anticipation, and delivery operate in parallel with AF ISR Planning and Direction, Collection, Processing and Exploitation, Analysis and Production, and Dissemination (PCPAD) processes. Figure 1.2, the AF Intelligence Analysis Continuum, depicts this relationship. "Analyst airmen" will be trained to conduct each of the five analysis activities IAW with unit mission requirements.

1.2.5.1.1. Discovery is the ability to research, select, manipulate, and correlate data from multiple sources in order to identify information relevant to ongoing operations and requirements. Discovery is about researching, better organizing, and using the data we already possess; it is also about finding previously hidden patterns and anomalies.

1.2.5.1.2. Assessment is the ability to provide focused examination of data and information about an object or an event, to classify and categorize it, and to assess its reliability and credibility, in order to create estimates of capabilities and impacts. Assessment is how intelligence determines what our consumers should be concerned with.

1.2.5.1.3. Explanation is the ability to examine events and derive knowledge and insight from the interrelated data in order to create descriptions and propose significance in greater context. Explanation is how intelligence provides consumers' narrative stories, relates events to broader situations, and identifies the core of "what is going on."

1.2.5.1.4. Anticipation is the ability to warn and describe future states of the environment based on the manipulation and synthesis of past and present data. Anticipation includes near-term warning and longer-term forecasting to alert and prepare decision makers to events relevant to responsibilities.

1.2.5.1.5. Delivery, often referred to as production and/or dissemination, is the ability to develop, tailor, and present intelligence products and services according to customer requirements and preferences. Delivery is about classic intelligence *products*—from tactical reports to in-depth intelligence estimates—and a myriad of intelligence *services*, ranging from interactive displays and operational pictures, to multimedia crew threat briefings and tablet-embedded, dynamic intelligence assessments, enabling real-time analyst response to requests for information.

Figure 1.2. AF Intelligence Analysis Continuum.
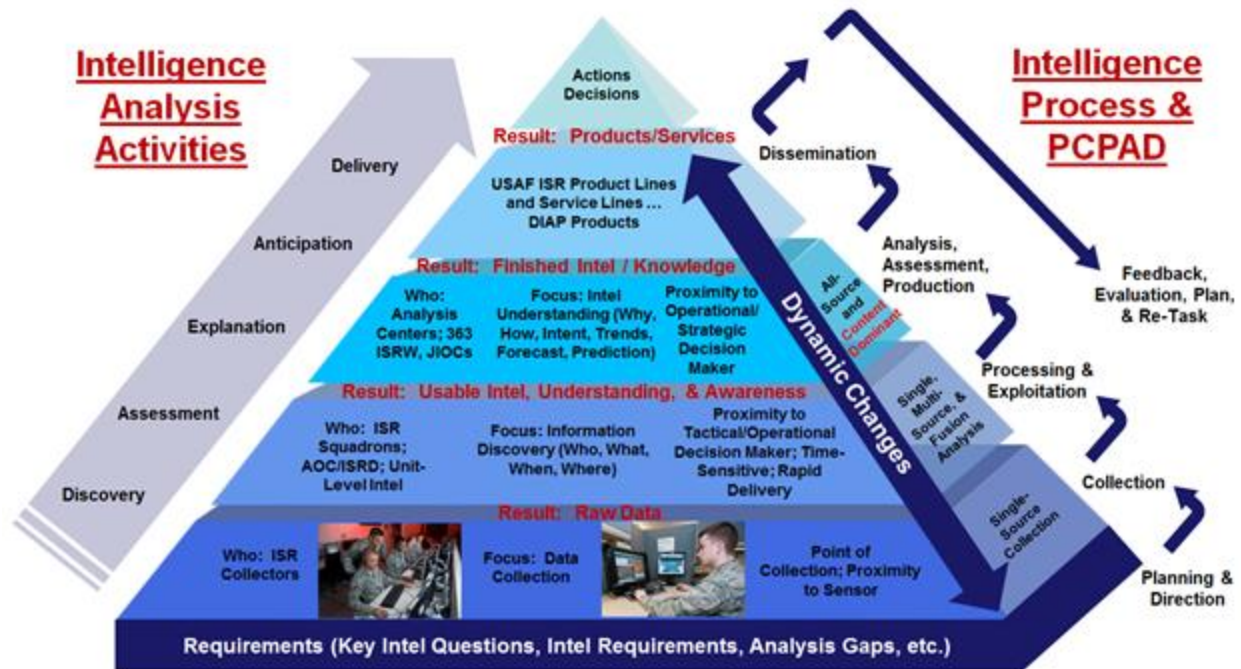
1.2.5.2. Analytic Tenets and Standards. Detailed in **Chapter 3**, the analytic tenets and standards provide the common lexicon for "analyst airmen" to conduct analysis activities anywhere within the AF Analysis Enterprise and across the analysis continuum.

1.3. Forums, Committees, and Working Groups. The Analysis Capabilities Working Group (ACWG) serves as a cross-MAJCOM entity of AF ISR analysis stakeholders responsible for supporting the development and advancement of air, space, and cyberspace intelligence analytical capabilities within the AF ISR Enterprise and across the full range of military operations. The ACWG provides a means to coordinate, assess, and synchronize AF intelligence analysis policies, tradecraft, education, training, and tools, as well as to recommend materiel and non-materiel solutions through established AF processes and offices.   The Air Combat Command (ACC) Division Chief for Intelligence, Targeting & Collection (ACC/A2A) will chair the ACWG. Chief of the AF Analysis Division (AF/A2DA) will be the Analysis Capabilities Advocate to the ACWG. Working group membership will be defined by an ACWG Charter, but at a minimum will consist of a Global Integrated ISR (GIISR) Core Function Team representative, intelligence analysis representatives and stakeholders from all MAJCOMs, and NASIC.

Chapter 2

ROLES AND RESPONSIBILITIES

2.1. Deputy Chief of Staff of the Air Force for Intelligence, Surveillance, and Reconnaissance (AF/A2). AF/A2 is responsible for the overall supervision of all matters that pertain to AF ISR capabilities and bears overall responsibility for AF intelligence analysis and production. Assists the Chief of Staff of the Air Force in providing operationally ready forces in response to the needs of the Combatant Commanders through measured analysis, assessment, and actionable decisions based on current and predicted readiness indicators.

2.2. Director of ISR Strategy, Plans, Policy, and Force Development (AF/A2D). AF/A2D will oversee policy, guidance, planning, and advocacy of AF ISR analysis and associated force management and readiness responsibilities. In this capacity, AF/A2D, or designated representative, will serve as the AF Intelligence Ombuds IAW ICD 203, and respond to concerns raised by intelligence analysts about adherence to AF analysis tenets, standards, and production guidelines.

2.3. Chief of the Air Force Analysis Division (AF/A2DA). AF/A2DA is the AF/A2 OPR for analysis. AF/A2DA will:

2.3.1. Establish and oversee AF analysis policy, guidance, strategic planning, advocacy, evaluation, and oversight for the AF ISR Enterprise.

2.3.2. Closely coordinate with ACC, the lead MAJCOM for intelligence analysis, and the ACWG, to improve AF ISR analysis and promote the exchange of analysis doctrine, concepts, best practices, materials, and systems.

2.3.3. Serve as AF ISR lead representative and advocate to the IC, DoD, Allies, and industry for intelligence analysis-specific policy, requirements, capabilities, tradecraft standards, collaboration, and tools.

2.3.4. Translate national, defense, and IC intelligence directives and policy to AF policy and guidance.

2.3.5. Serve as AF Intelligence Analysis functional area manager (FAM) and subject-matter expert (SME) in policy formulation with the Secretary of the AF Inspector General. Ensure consistency with AFI 90-201, *The Air Force Inspection System (AFIS)*. Build and maintain a Management Internal Control Toolset Self-Assessment Communicator for this AFI and submit inspection requirements for inclusion in AFI 90-201, Attachment 3.

2.3.6. Advocate and prioritize AF intelligence analysis requirements via the AF Strategic Planning Process and within IC and DoD planning processes.

2.3.7. Advocate for AF intelligence analysis capabilities and programming initiatives under the Military Intelligence Program and the National Intelligence Program (NIP) with DIA, the AF ISR Resources Directorate (AF/A2R), and the Global Integrated ISR (GIISR) Core Function Lead.

2.3.8. Represent AF intelligence analysis interests, requirements, and capabilities within the broader scope of the DIAP in partnership with NASIC.

2.3.9. Participate in and represent AF analytic interests in national intelligence analysis governance forums, such as the Military Intelligence Board (MIB), the National Intelligence Analysis Board, and the Defense Analysis Intelligence Enterprise All-Source Analysis Council.

2.3.10. Develop, coordinate, and establish enterprise-level intelligence analysis competencies and tradecraft standards.

2.3.11. Establish and coordinate AF Intelligence Analysis Enterprise assessment and reporting requirements IAW ICD 191, 203, 205, 206, 208, and 501; and AFI 90-201. Ensure Air Force Analytic Enterprise compliance with DNI *Principles of Transparency for the Intelligence Community* and DNI Analytic Integration Priorities. Consolidate and report enterprise compliance and effectiveness to applicable IC and DoD entities.

2.3.12. Develop AF intelligence analysis training, education, standardization, and certification policy and guidance in coordination with AF ISR Force Management and Readiness Division (AF/A2DF), NASIC, ACC, Air Education and Training Command (AETC), and other MAJCOMs, as appropriate, to facilitate overall AF ISR analysis force management.

2.3.13. Advocate for intelligence analysis systems, tools, and technologies in coordination with AF/A2's Chief Enterprise Information Office, AF ISR Innovations Directorate (AF/A2I), and applicable MAJCOMs. Synchronize technology initiatives with IC and DoD efforts, including the IC Information Technology Enterprise initiative.

2.3.14. Serve as a voting member of the ACWG. Function as the OPR for AF intelligence analysis policy issues originating from and within the ACWG.

2.3.15. Publish and update an annual Program of Analysis (POA) IAW Director of National Intelligence (DNI) guidance.

2.3.16. Administer the AF Quality of Analysis Program (QofA) for the AF ISR Enterprise.

2.3.17. Serve as NASIC intelligence analysis advocate within the IC and DoD. Perform management headquarters responsibilities for NASIC on intelligence analysis issues.

2.3.18. Serve as AF ISR lead for integrating Air Reserve Component (AFR and ANG) intelligence analysis capabilities.

2.3.19. Advocate for AF ISR Tactics Analysis and Reporting Program (TARP) capabilities and programming initiatives within the AF corporate process and with the DoD and IC, while ensuring TARP products, services, and processes meet AF, DoD, and IC analytic directives and standards.

2.3.20. Adjudicate analysis and production disputes and represent the AF in national forums with regard to disputes between customers and AF intelligence producers.

2.4. Chief, ISR Force Management and Readiness Division (AF/A2DF). The division's ISR FAMs will provide policy, guidance, oversight, and management for AF ISR training and education. AF/A2DF will:

2.4.1. Provide policy and guidance for AF ISR analytic training and education in close coordination with AF/A2DA, ACC, other MAJCOMs, AETC, and NASIC, as appropriate.

2.4.2. Develop the means to identify and track intelligence fusion, multi-intelligence, and all-source analysis assignments of AF personnel.

2.5. Director of ISR Resources (AF/A2R). AF/A2R will orchestrate and provide insight into intelligence analysis funding across multiple ISR programming elements in coordination with AF/A2DA, and applicable program management offices as necessary.

2.6. Commander, National Air and Space Intelligence Center (NASIC/CC). As the center of analytical excellence for foreign air, space, and cyber threats to US air and space operations, NASIC will:

2.6.1. Broadly collaborate across the AF, DoD, and IC, as well as with allies, where feasible, to provide fusion analysis and all-source analysis to meet key operational, policy, and acquisition requirements (T-3).

2.6.2. Align analysis production priorities with IC, DoD, and AF guidance, including the National Intelligence Priorities Framework, DNI Unifying Intelligence Strategies, *DIA Strategy*, DIAP, the AF POA, multi-program prioritized production requirements, and internal Center resourcing guidelines (T-3).

2.6.3. Ensure internal intelligence analysis processes, procedures, resource allocation, and level of effort are in concert with NIP guidance, including the General Defense Intelligence Program (GDIP), National Geospatial Intelligence Program (NGP), Consolidated Cryptologic Program (CCP), and appropriate AF instructions/guidance (T-3).

2.6.4. Provide reach back analysis capabilities for established AF ISR analysis mission production areas of responsibility (T-3).

2.6.5. Provide expertise in intelligence analysis tradecraft standards, competencies, and tactics, techniques, and procedures to support AF/A2's responsibilities in overseeing AF ISR analysis (T-3).

2.6.6. Coordinate closely with 25 AF and its wings to enable effective division of intelligence analysis responsibilities and comprehensive coverage of AF production requirements for improved analysis unity of effort (T-3).

2.6.7. Participate and serve as a voting member in the ACWG (T-3).

2.6.8. Ensure analysis and production is provided IAW DoD, DIA, and AF policy, guidance, and timelines to support intelligence-dependent (including Intelligence Mission Data (IMD)) acquisition programs (T-2).

2.6.9. Identify funding gaps for meeting customer intelligence analysis and production requirements IAW Chairman, Joint Chiefs of Staff Instruction (CJCSI) 3170, DIA's *DIAP Management Guidance,* AFI 63-101/20-101, *Integrated Life Cycle Management*, AFI 10-601, *Operational Capability Requirements Development,* AFI 14-111, and AFI 14-108, *Management of GDIP Resources* (*T*-2).

2.6.10. Provide single-source analysis, research, and development of analytic tools, as directed (T-3).

2.6.11. Develop and implement a means to measure and assess compliance with AF Intelligence analysis tradecraft standards and reporting requirements IAW ICD 191, 203, 205, 206, 208, 501; DNI *Principles of Transparency for the Intelligence Community* and DNI

Integrating the Analytic Enterprise; National Intelligence Analysis Board Vision Statement and Integrating Priorities, and this AFI. Report evaluation results annually to AF/A2DA for enterprise consolidation and subsequent reporting to applicable IC and DoD entities (T-2).

2.6.12. Designate an individual (Ombuds) or office responsible for responding to concerns raised by NASIC intelligence analysts about adherence to AF analytic tenets and standards (T-2).

2.7. MAJCOM Directors of Intelligence (A2). In this capacity, MAJCOM/A2s will:

2.7.1. Ensure strategic vision, planning, programming, budgeting guidance, and overall direction for MAJCOM ISR analysis activities, in compliance with AF, DoD, and IC guidance.

2.7.2. Identify funding gaps for meeting end-user analysis requirements or as identified in the AF POA. Formulate AF ISR analysis requirements IAW AF corporate and Joint Capabilities Integration and Development System (JCIDS) processes.

2.7.3. Identify, consolidate, prioritize, and develop resourcing and programmatic initiatives for MAJCOM-specific ISR analysis capabilities, tools, and technologies and develop theater/MAJCOM-specific analytic training. Provide prioritized intelligence analysis initiatives through the Air Force corporate process and in coordination with ACC/A2 and AF/A2.

2.7.4. Incorporate analysis requirements, as required, into MAJCOM supplements to appropriate AFIs for ISR standardization, evaluation, and inspection programs to ensure mission readiness and individual qualifications IAW analysis standards identified in this AFI.

2.7.5. Develop and implement a means to measure and assess ISR analysis tradecraft standards across the MAJCOM IAW ICD 191, 203, 205, 206, 208, and 501, DNI Principles of Transparency, AFI 90-201 and this AFI. Report evaluation results annually to AF/A2DA for enterprise consolidation and subsequent reporting to applicable IC and DoD entities. IAW AFI 90-201, if MAJCOMs issue a supplement to this AFI, they will ensure accurate assessment of ISR analysis tradecraft standards inherent to their subordinate unit missions are covered through existing Self-Assessment Communicators (SACs) or by issuing a new SAC.

2.7.6. Produce intelligence and analytic products, applications, and services in response to validated mission requirements and/or as directed by the AF POA.

2.7.7. Participate in the ACWG.

2.7.8. Establish policy and guidance for subordinate NAFs, AFFORs, ISR Divisions, and other ISR entities to ensure all ISR analysis capabilities, training, standardization/evaluation, and assessment requirements are met. Wherever possible, this should be accomplished through existing policy and guidance (e.g., AFI 13-1AOC,Vols 1-3). MAJCOMs may create supplements or instructions to meet this requirement.

2.7.9. Ensure analysis products and services are provided according to DoD, DIA, and AF policy, guidance, and timelines to support Intelligence Mission Data (IMD)-dependent programs.

2.7.10. Designate an individual (Ombuds) or office responsible for responding to concerns raised by MAJCOM intelligence analysts about adherence to AF analytic tenets and standards.

2.8. Commander, Air Combat Command (ACC/CC). ACC/CC serves as the GIISR Core Function Lead Integrator and the lead MAJCOM for ISR forces and capabilities, allowing for consistent presentation of forces to national decision makers, the IC, and DoD mission partners.

2.9. ACC Director of Intelligence (ACC/A2). As the lead MAJCOM for intelligence analysis, ACC/A2 will:

2.9.1. Coordinate closely with AF/A2D to ensure AF policy and guidance is sufficient to enable AF intelligence analysis and promote the exchange of analysis doctrine, concepts, best practices, materials, and systems across the AF ISR Analysis Enterprise.

2.9.2. Lead the ACWG.

2.10. Commander, Air Education and Training Command (AETC/CC). AETC/CC will:

2.10.1. Develop and conduct initial and advanced formal training for analytic skills to meet AF ISR Analysis Enterprise training, evaluation, and certification requirements.

2.10.2. Ensure adequate resourcing and funding for sustainment of AETC-sponsored ISR analysis training courses, excluding temporary duty-to-school costs.

2.10.3. Interface with ACC and the ACWG on ISR analysis training matters.

2.10.4. Participate as a voting member in the ACWG.

2.11. Assistant Secretary of the Air Force, Acquisition (SAF/AQ). As the Service Acquisition Executive (SAE), SAF/AQ will:

2.11.1. Conduct development, test, evaluation, and acquisition of AF intelligence analysis tools, technologies, systems, and architectures.

2.11.2. Coordinate with AF/A2D to ensure AF policy and guidance is sufficient to enable AF intelligence analytic acquisition and sustainment, while remaining consistent with policy, concepts, best practices, materials, and systems across the Integrated Life Cycle Management process.

2.11.3. Perform AF intelligence analysis systems acquisition and funding support IAW The Defense Acquisition System, DoDI 5000.02, *Operation of the Defense Acquisition System*, DoDD 5250.01, *Management of Intelligence Mission Data (IMD) in DoD Acquisition*, DIAD 5000-200, *Intelligence Threat Support for Major Defense Acquisition Programs*, DIAI 5000.002, *Intelligence Threat Support for Major Defense Acquisition Programs*, AFI 14-111, JCIDs Manual, *Manual for the Operation of JCIDs* , AFI 10-601, and AFI 63-101/20-101.

2.12. Commander, Air Force Materiel Command (AFMC/CC). As the lead MAJCOM for ISR support to Acquisition Program Offices, AFMC will:

2.12.1. Conduct research and other acquisition support for AF intelligence analysis tools, technologies, systems, and architectures.

2.12.2. Interface with ACC and the ACWG on AF intelligence analysis technology. Participate as a voting member in the ACWG.

2.12.3. Collaborate with NASIC to leverage NIP-related research and development activities.

2.12.4. Coordinate with AF/A2D to ensure AF policy and guidance are sufficient to enable AF

acquisition and sustainment of intelligence analytic capabilities, while remaining consistent with policy, concepts, best practices, materials, and systems across the Integrated Life Cycle Management process.

2.12.5. Perform AF intelligence support to acquisition and identify and characterize derived intelligence requirements to minimize risk to programs IAW The Defense Acquisition System, DoDI 5000.02, *Operation of the Defense Acquisition System* , DoDD 5250.01, Management of IMD in DoD Acquisition, DIAD 5000-200, *Intelligence Threat Support for Major Defense Acquisition Programs*, DIAI 5000.002, *Intelligence Threat Support for Major Defense Acquisition Programs*, AFI 14-111, *Intelligence Support to the Acquisition Life-cycle*, JCIDs Manual, Manual for the Operation of JCIDs, AFI 14-132, AFI 10-601, *Operational Capability Requirements Development*, and AFI 63-101/20-101, *Integrated Life Cycle Management*.

Chapter 3

GENERAL GUIDANCE AND PROCEDURES

3.1. AF Intelligence Analysis Tenets. AF intelligence analysis tenets derive from and support IC, joint intelligence, and broader ISR principles, while simultaneously emphasizing analysis attributes of particular interest and priority within the AF. These are the overarching principles held to be true and in common by AF ISR Professionals. Collectively, these tenets cover the most important beliefs about AF intelligence analysis. While effort should be taken to apply all of these tenets, situations may dictate not all of them being used.

3.1.1. Objectivity: Analysis should be based upon facts to the greatest extent possible and always be clear and truthful about what is known versus what is judged. It should not be distorted by emotion nor personal or organizational bias and shall be independent of command or political considerations. Further, it should clearly distinguish between underlying intelligence, assumptions, and judgments. Analysts should address alternative perspectives and contrary information as well as avoid being unduly constrained by previous judgments.

3.1.2. Integrity: While closely linked to objectivity, integrity involves a broader focus on all activities, standards, and processes associated with AF intelligence analysis. Integrity calls for complete honesty and reliability in analysis along with firm adherence to a code of professional ethics and tradecraft standards, such as accuracy, timeliness, and customer responsiveness. Integrity includes explaining changes in previous analytic judgments as well as addressing significant differences in judgment between various U.S. analytic elements. As stated in JP 2-0, "Integrity is the cardinal element in analysis and the foundation on which analysis credibility and trustworthiness is built."

3.1.3. Synthesis: AF intelligence analysis requires analysts to use all available sources of information to maximize completeness. Analysts should also identify information gaps, and where they exist, they should coordinate with collectors to develop access and collection strategies. Synthesis requires honed tradecraft skills, including critical thinking, alternative analysis, and the ability to take the perspective of the adversary. Compatible, service-oriented information technology architectures and tools are also key to facilitating synthesis.

3.1.4. Collaboration: Analysts must actively solicit opinions and assessments from other analysts and seek to share ideas. Data, information, and intelligence must be broadly accessed and shared. Collaboration should take place internally within the AF Intelligence Analysis Enterprise, across the IC, and externally with Allies, academia, and other entities outside the IC, where feasible. Effective collaboration facilitates maximum synthesis.

3.1.5. Anticipation: Analysis is far more than trend assessment; its true value resides in warning and forecasting to be relevant to decision making, warfighting, operations, and acquisition. Because information gaps routinely limit our ability to predict with complete accuracy, it is incumbent on analysts to effectively apply tradecraft standards such as alternative analysis, levels of confidence, assumptions vs. judgments, and appropriate sourcing. Intelligence warning and forecasting are not exact; however, analysts should utilize the most recent data/information for all warning or forecast-related analysis.

3.1.6. Requirements: The AF intelligence analysis mission is motivated by continuous engagement with customers to comprehend dynamic needs. Customer needs can be solicited from understanding their operations, from anticipating and listening to their questions, from responding to feedback, and addressing documented need statements and derivative data needs, which are all known as requirements. AF intelligence analysis requires an effective balance of operational familiarity, interpreted needs, and requirements through prioritization, collection management, and analytical judgment.

3.2. AF Intelligence Analysis Standards. The following standards comprise the measurable criteria by which analytic excellence and readiness are assessed within the AF. They derive from and support ICD 203 tradecraft standards and other IC, joint intelligence, and GIISR guidance, while emphasizing analytic priority attributes within the AF. These established standards shall be used by the AF ISR Enterprise to conduct analysis operations and readiness (T-2).

3.2.1. Timeliness. AF intelligence analysis must be timely to impact planning, mission objectives, operations and to otherwise aid in commanders' decisions. Analysts are responsible for engaging with customers and end-users of intelligence to understand what they need and when they need it in order to deliver information and knowledge at the earliest time and place to enable customers to effectively make decisions and take action. Timeliness is about ensuring awareness, creating opportunities, and enabling warfighting decision advantage.

3.2.2. Appropriate Sourcing. Analysis cites all sources used, when feasible, and includes an objective assessment of the quality, credibility, and reliability of the underlying sources IAW ICD 206. Sourcing factors to consider include accuracy and completeness; possible denial and deception; age and continued currency of information; technical elements of collection; need for sanitized reporting; as well as source access, validation, motivation, possible bias, or expertise. Source summary statements are strongly encouraged and should be used when products and services need to identify which sources are most important to major analytic judgments, or when there are notable strengths or gaps in reporting.

3.2.3. Accuracy. Analysis will make the most accurate judgments and assessments possible, based on the intelligence available and in light of known information gaps. Analysts should not avoid hard judgments in order to minimize the risk of being wrong. Accuracy can be difficult to establish at the time of judgment and may be evaluated after time has passed. A retrospective analysis of the accuracy of a judgment will help identify biases and other potential tradecraft errors for correction in future analysis.

3.2.4. Level of Confidence. To help qualify accuracy and to present analysis in a uniform and consistent manner across the AF, analysts will indicate the degree of confidence/certainty associated with analytic judgments and conclusions to the best of their ability, given currently available intelligence (T-2). Analysts should reference Table 3.1, derived from ICD 203 and JP 2-0, as a guide in expressing confidence/certainty.

Table 3.1. Confidence Levels in Analytic Judgments

Level of Confidence			
High	**Almost Certain**	•Extremely High confidence •Nearly Certain •Highly corroborated evidence from proven sources •Virtually no assumptions •Very strong logical inferences •Virtually no intelligence gaps exist	95-99%
	Very Likely	•High confidence •Highly Probable •Well corroborated information from proven sources •Minimal assumptions •Strong logical inferences •No significant intelligence gaps exist	80-95%
Moderate	**Likely**	•Moderate-to-high confidence •Probable •Majority of corroborated information from reliable sources •Few assumptions •More strong than weak inferences •Minimal intelligence gaps	55-80%
	Roughly Even Chance	•Moderate confidence •Roughly Even Odds •Partially corroborated information from good sources •Several assumptions •Mix of strong and weak inferences •Few intelligence gaps exist	45-55%
Low	**Unlikely**	•Low-to-moderate confidence •Improbable •Limited corroborated information •Some assumptions •More weak than strong inferences •Some intelligence gaps exist	20-45%

		•Low confidence	
	Very Unlikely	•Highly Improbable •Minimal corroborated information •Many assumptions •Mostly weak logical inferences •Significant intelligence gaps exist	05-20%
	Almost No Chance	•Extremely Low confidence •Remote •Uncorroborated information •Almost all assumptions •Predominantly weak logical inferences •Glaring intelligence gaps exist	01-05%

3.2.5. Assumptions vs. Judgments. Analysis clearly distinguishes between underlying intelligence, analyst assumptions, and analyst judgments. Assumptions are defined as suppositions or premises used to frame or support an argument; they affect analytic interpretation of underlying intelligence information. Judgments are defined as conclusions based on underlying intelligence information and assumptions. AF analytic products and services should explain the implications for judgments if assumptions prove to be incorrect. Products should also, as appropriate, identify indicators that, if detected, could alter the judgment.

3.2.6. Analysis of Alternatives. Analysis will incorporate plausible alternative assessments, judgments, or hypotheses, particularly when major judgments contend with significant uncertainties (e.g., evidence that is ambiguous, inconsistent, dated, single-threaded, incomplete, or otherwise inconclusive or unreliable), complexity (e.g., forecasting future trends), or when low probability events could produce high impact results (T-2). In discussing alternatives, AF analytic products and services should address factors such as associated assumptions, likelihood, or implications related to AF, customer, and/or U.S. interests. Products and services should also identify indicators that, if detected, would affect the likelihood of identified alternatives. In order to facilitate alternative analysis and whenever possible, analysis should be vetted through at least one other intelligence professional to minimize individual analyst bias.

3.2.7. Relevance. Analysis is key to decision making, warfighting, and acquisition efforts. Products and services should not only explain analysis associated with the output, but also explain the implications for the AF, customer, U.S. and/or its Allies. AF analytic products and services should add value by addressing prospects, context, threats, or other factors affecting U.S./Allied planning and operations. Analysts should make every effort to ensure products and services fulfill the customer's intent and request, while also ensuring products and services are available to others for use beyond the original intent.

3.2.8. Logical Argumentation. Analysis will employ coherent and logical reasoning techniques, be supported by all key relevant information, and be internally consistent (T-2). Analytic outputs will be concise yet comprehensive (T-2). Analysis will be organized with

clarity of meaning, using unambiguous language, with the main analytic message up front, and to place analytic assessments in context of pertinent trends (T-2).

3.2.9. Utility. AF analytic products and services will employ written, verbal, hardcopy, softcopy, graphical, and other visual formats, or a combination thereof that best enables understandability by the customer (T-2). Analysis will strive for dissemination at the lowest classification and widest releasability levels without jeopardizing its usefulness to the customer (T-2).

3.2.10. Customer Engagement. Analysis should fully address customers' requirements within the time constraints and in a manner most useful. "Analyst airmen" will be responsive to customer feedback (T-2). While challenging to evaluate, this tradecraft standard is foundational to AF intelligence analysis.

3.3. Training, Education, Standardization/Evaluation.

3.3.1. To ensure personnel conducting intelligence analysis activities attain and maintain the qualifications and currencies needed to support the unit's mission effectively, AF/A2 and supplemental instructions will incorporate AF ISR analysis in the Intelligence Personnel Training Program IAW applicable DoD and AF policy. Training requirements will include AF intelligence analysis tenets and tradecraft standards (T-2). Special consideration should be given to leveraging existing IC, DoD, and academic course offerings.

3.3.2. To validate mission readiness and the effectiveness of "analyst airmen", including documentation of individual member qualifications and capabilities specific to the duty position, AF/A2 and supplemental instructions will incorporate intelligence analysis standards into Intelligence Standardization/Evaluation/Inspection processes IAW applicable DoD and AF policy.

3.3.3. Education is a powerful tool in developing SMEs on specific countries, regions, cultures, weapons systems, or analytical problem sets. AF analysts are encouraged to leverage educational opportunities ranging from individual academic courses to advanced academic degrees, to the extent resources and tempo of operations considerations allow, in support of priority AF intelligence analysis mission areas.

3.4. Requirements and Production Management. AF intelligence analysis addresses wide-ranging requirements in support of AF, DoD, IC, and national missions and customers.

3.4.1. For analysis requirements that fall under the DIAP, AF units will conduct intelligence analysis activities and missions according to DIAP responsibilities, procedures, and timelines (T-2).

3.4.2. For intelligence support to acquisition and intelligence-dependent programs (including IMD), units will ensure intelligence analysis is provided IAW DoDD 5000.01, DoDI 5000.02, DoDD 5250.01, DIAD 5000-200, DIAI 500.002, JCIDs Manual 12, AFI 10-601, and AFI 14-111 guidance and timelines (T-2).

3.4.3. AF units shall prioritize intelligence analysis IAW the AF ISR annual POA, which aligns with national-level and defense analysis priorities, while supporting unique requirements within the AF (T-2).

3.4.4. Units shall actively seek customer feedback to verify the analysis satisfies customer needs and requirements (T-3).

3.4.5. Units shall perform analysis and meet validated requirements IAW standards identified in ICD 191, 203, 205, 206, 208, 501, and this AFI (T-2).

3.4.6. AF elements shall comply with GDIP, NGP, and CCP funding guidance, priorities, and timelines when performing respective analysis and production, and IAW AFI 14-108, AFI 14-128, and AFI 14-132.

3.5. Challenges to AF Tenets and Standards. The "analyst airman" is responsible for understanding and applying AF analysis tenets and standards, and for raising concerns when others attempt, or appear to attempt, to influence analysis outcomes. Real or perceived problems of tradecraft, politicization, biased reporting, or lack of objectivity in intelligence analysis should be raised with the AF Ombuds through appropriate AF channels, through the individual analyst's chain of command, or the ODNI Ombuds if internal procedures have been exhausted.

ROBERT P. OTTO, Lt Gen, USAF
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Attachment 1

GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION

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Abbreviations and Acronyms

ACC—Air Combat Command

ACC/A2A—Air Combat Command (ACC) Division Chief for Intelligence, Targeting & Collection

ACWG—Analysis Capabilities Working Group

AETC—Air Education and Training Command

AF—Air Force

AF/A2—Deputy Chief of Staff of the Air Force for Intelligence, Surveillance, and Reconnaissance

AF/A2D—Director of ISR Strategy, Plans, Policy, and Force Development

AF/A2DA—Chief of the AF Analysis Division

AF/A2DF—ISR Force Management and Readiness Division

AF/A2R—Director of ISR Resources

AFFOR—Air Force Forces

AFI—Air Force Instruction

AFMAN—Air Force Manual

AFMC—Air Force Material Command

AFPD—Air Force Policy Directive

AFR—Air Force Reserve

AFRIMS—Air Force Records Information Management System

ANG—Air National Guard

CCP—Consolidated Cryptologic Program

CJCSI—Chairman, Joint Chiefs of Staff Instruction

DART—Distributed Common Ground System Analysis and Reporting Team

DIA—Defense Intelligence Agency

DIAD—DIA Directive

DIAI—DIA Instruction

DIAP—Defense Intelligence Analysis Program

DNI—Director of National Intelligence

DoD—Department of Defense

DoDD—Department of Defense Directive

DoDI—Department of Defense Instruction

FAM—Functional Area Manager

FOA—Field Operating Agency

GDIP—General Defense Intelligence Program

GIISR—Global Integrated Intelligence, Surveillance, and Reconnaissance

IAW—In Accordance With

IC—Intelligence Community

ICD—Intelligence Community Directive

IMD—Intelligence Mission Data

ISR—Intelligence, Surveillance, and Reconnaissance

JCIDS—Joint Capabilities Integration and Development System

JP—Joint Publication

MAJCOM—Major Command

MAJCOM/A2—Major Command Director of Intelligence

NAF—Numbered Air Force

NASIC—National Air and Space Intelligence Center

NGP—National Geospatial Intelligence Program

NIP—National Intelligence Program

OPR—Office of Primary Responsibility

PCPAD—Planning and Direction, Collection, Processing and Exploitation, Analysis and Production and Dissemination

POA—Program of Analysis

RDS—Records Disposition Schedule

SAC—Self-Assessment Communicator

SME—Subject-Matter Expert

TARP—Tactics Analysis and Reporting Program

Terms

AF Intelligence Analysis Enterprise—The global community of "analyst airmen" and the AF ISR organizations that employ the core competency of intelligence analysis.

All-Source Analysis—Intelligence analysis that employs all available sources of data and information to enable the creation of new intelligence and knowledge.

Analytic Tradecraft—Specific knowledge, skills, and techniques that, when appropriately applied, enable intelligence analysis.

Analyst Airman—An AF ISR professional who is skilled and certified in tradecraft to perform the core competency of intelligence analysis across the air, space, or cyberspace domains.

Critical Thinking—The intellectually disciplined process of actively and skillfully conceptualizing, applying, analyzing, synthesizing, and/or evaluating information gathered from, or generated through observation, experience, reflection, reasoning, or communication, as a guide to belief and action.

Fusion Analysis (also called Time-Dominant (TD) Fusion)—Analysis in a time-sensitive environment in close proximity to the point of collection that entails quickly melding new information with baseline knowledge to meet a specific operational need. Emphasis is on the process of managing information and on timeliness over completeness.

Intelligence Analysis—A cognitive activity–both art and science–applying tools, processes, tradecraft, methods, and judgments to data and information to create and deliver new intelligence, insights, and knowledge, with the goal of providing a decision advantage to commanders and decision makers.

Intelligence Customer (also called Intelligence Consumer)—A requestor or user of intelligence, including an operational unit, an acquisition organization, a national policy maker, or an intelligence organization.

Intelligence Production—The development, tailoring, and presentation of intelligence knowledge via products and/or services that address customer requirements.

Intelligence Requirement (also called Request for Information, Production Requirement or Request for Support)—A need for intelligence to fill a gap in knowledge or understanding of the environment, adversary capabilities, centers of gravity, or intentions.

ISR Activity—A task undertaken by a member of the ISR community that is associated with the accomplishment of an intelligence mission. An ISR Activity could result in one or more intelligence outputs. ISR Activities do not include tasks carried out by ISR personnel that are unrelated to a specific intelligence mission, such as security force augmentation, honor guard duty, professional military education, or physical training.

ISR Output—The result of an ISR Activity. An output is categorized as either an ISR product or an ISR service. Single or multiple outputs may derive from one activity, or one output could

be derived from multiple Activities. All outputs relate directly or indirectly to the accomplishment of an intelligence mission.

ISR Product—A specific type of output from an ISR activity that consists of tangible information in written, visual, and/or verbal form that is intended to convey information of intelligence value (e.g., written assessment, threat map, and targeting materials) or facilitates the accomplishment of an intelligence mission (e.g., ISR program element code build, self-assessment checklist, or training folder).

ISR Service—A type of output from an ISR Activity. Assistance provided to another entity during the performance of an ISR mission: (1) the actual action of delivering or conveying intelligence to a user (e.g., presenting a briefing, tipping and cuing, collaboration, or threat modeling), or (2) the process of enabling an ISR mission (e.g., exercise planning, skill knowledge training, or security clearance indoctrination). Some ISR Services result in additional ISR Products.

Multi-Source Analysis (also called Multi—Int Analysis)—Intelligence analysis that makes use of more than one source when access to additional potential sources is limited by reasons of timeliness, system access, location, or security levels.

Ombuds (also called the ODNI Analytic Ombuds or AF Analytic Ombuds—Adherence to IC Analytic Standards is safeguarded by the ODNI Analytic Ombuds, who addresses concerns regarding lack of objectivity, bias, politicization, or other issues in Standards application in analytic products.

Single-Source Analysis (also called Exploitation)—Intelligence analysis that employs a single source or expertise in a functional area to characterize events, people, or things. Such analysis is limited to describing, rather than evaluating, the topic of a particular analysis due to restrictions inherent in single-source intelligence collection, precluding the ability to provide fully contextualized intelligence assessments.