Unit 3. Intelligence Production

3-1. Intelligence Cycle 3–1
014. Planning and direction 3–2
015. Collection 3–5
016. Processing 3–8
017. Production 3–9
018. Dissemination 3–15
3-2. Shared Production Program 3–21
019. Shared Production Program 3–21
3-3. Intelligence Oversight 3–24
020. Intelligence Oversight Program 3–24

HOW do we get intelligence information? Where does it come from? Who produces it? How is it disseminated? How are intelligence activities controlled in order to protect the rights of our citizens? These are all very good questions that we, as intelligence professionals, should know the answers to. This unit covers the Intelligence Cycle, the Shared Production Program, and Intelligence Oversight, all three of which are extremely important to the Intelligence Community.

3-1. Intelligence Cycle

The intelligence cycle is the process by which raw information is converted into intelligence information and made available to users. These users include those organizations, agencies, or individuals covered in the previous chapter who make up the Intelligence Community. The intelligence cycle consists of five phases, and is a highly simplified model of intelligence operations in terms of processes. During this lesson, please refer to figure 3-1 to picture how the intelligence cycle revolves.

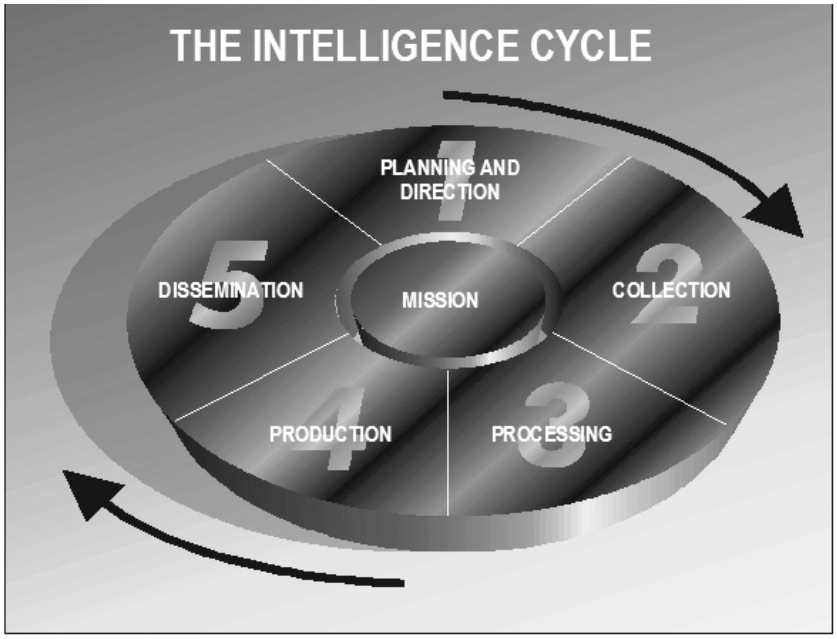

Figure 3-1. Intelligence cycle.

014. Planning and direction

Before we get into the first phase of the intelligence cycle, planning and direction, let's cover some basics on how the intelligence cycle works. The steps involved in collecting, assembling, and converting information into usable intelligence are termed the intelligence cycle. The intelligence cycle, as stated above, involves the phases of planning and direction, collection, processing, production, and dissemination. As a model, it is important to note that intelligence actions do not always follow sequentially through the cycle. For instance, a request for imagery causes activity in the planning and direction step but may not involve new collection, going instead to a production facility where imagery is drawn from an archive.

To better understand intelligence and its cycle, it is important to recognize the clear and critical distinction between information and intelligence. Information is data that has been collected, but not further developed through analysis, interpretation, or correlation with other data and intelligence. The application of analysis transforms information into intelligence. Both information and intelligence are important, and both may exist together in some form. They are not, however, the same thing and thus have different connotations, applicability, and creditability.

Planning and direction phase

Planning and direction by a competent authority is the starting point of the intelligence cycle and normally comes in the form of tasking by higher echelons or your commander. If a request for intelligence support comes from lateral or lower echelons, ensure your commander is aware of these requests. Obtaining commander approval is essential to your tasking. In other words, make sure your commander approves of your intent to satisfy the request and that it does not interfere with a higher priority tasking that you previously received.

If intelligence holdings can provide the required information, the collection, processing, and production phases are by-passed, and the intelligence is disseminated. If the requirement cannot be satisfied from current intelligence holdings, appropriate command direction and action are required to identify collection requirements and task collection resources. Preparation of plans, tasking, evaluation of the intelligence cycle, and a continuing check on the value of collection systems are all part of the planning and direction phase.

The broad scope of our requirements demands high-level management and guidance to direct and control the process to satisfy them. The costly and unique nature of many intelligence resources and the variety of continuing needs for intelligence by users at all levels dictate that United States intelligence resources be properly planned, programmed, budgeted, and operated to satisfy requirements.

Synchronizing phases

Efficient management and guidance are also necessary to ensure clear and accurate communication between intelligence activities and to synchronize the various phases and steps within the cycle. Responsibility for the overall efficient management and guidance of the intelligence cycle begins in the direction phase, from the moment a requirement for intelligence is initiated to when feedback on the usefulness of the intelligence is provided. Often satisfying one requirement generates another, and the entire cycle repeats itself.

Determining requirements

The initial step in the intelligence cycle and the driving force behind the work you do is the identification of specific user needs. If you are a producer of intelligence, those stated intelligence requirements should serve as a road map or guide to focus your efforts in the proper direction. If you are a user of intelligence, ensure the intelligence requirements you develop accurately state the problem you have at hand.

Standing and spot requirements

The intelligence cycle must be responsive to users at all levels of command from the commander of an air intelligence squadron at a forward operating base to the President. Intelligence must also be responsive to rapidly changing needs. For intelligence to be useful it must be timely. If your commander must know the status of all air defense sites in a particular area before effectively planning an air strike, any intelligence you provide after the fact is useless. We can readily place intelligence requirements into two broad categories:

1. *Standing requirements* - Provides information necessary for mid- and long-range planning. They are broad, continuing requirements that generally follow a fixed pattern. Some standing requirements may be equally valid in limited war or crisis situations involving US forces.
2. *Spot requirements* - During military operations or crisis situations, a need for intelligence often arises that cannot be satisfied by a pre-established standing requirement. In this case, a spot or ad hoc requirement is developed to answer very specific questions or problems. Spot requirements normally involve time-dominant information and high perishability.

Essential elements of information (EEIs)

A stated intelligence requirement often comes in the form of a set of EEIs. They are specific items of information a commander needs before making a decision to employ, deploy, or commit forces.

Operation Plan (OPLAN), Operation Order (OPORD), and EEI

Let's look at a sample operation problem to illustrate how a set of EEIs might be used or produced. Suppose that in the interest of national security it becomes necessary to destroy the missile site in area A of figure 3-2. As a mission of prime importance, your commander has a definite need for specific information concerning the probable reaction of the enemy during the operation. If the commander has firsthand knowledge of the problem area, certain EEIs may be orally specified. The commander may also find that the pertinent EEIs are already listed in the intelligence annex of an existing OPLAN. A third possibility is that you may be asked to formulate an EEI necessary for this particular mission.

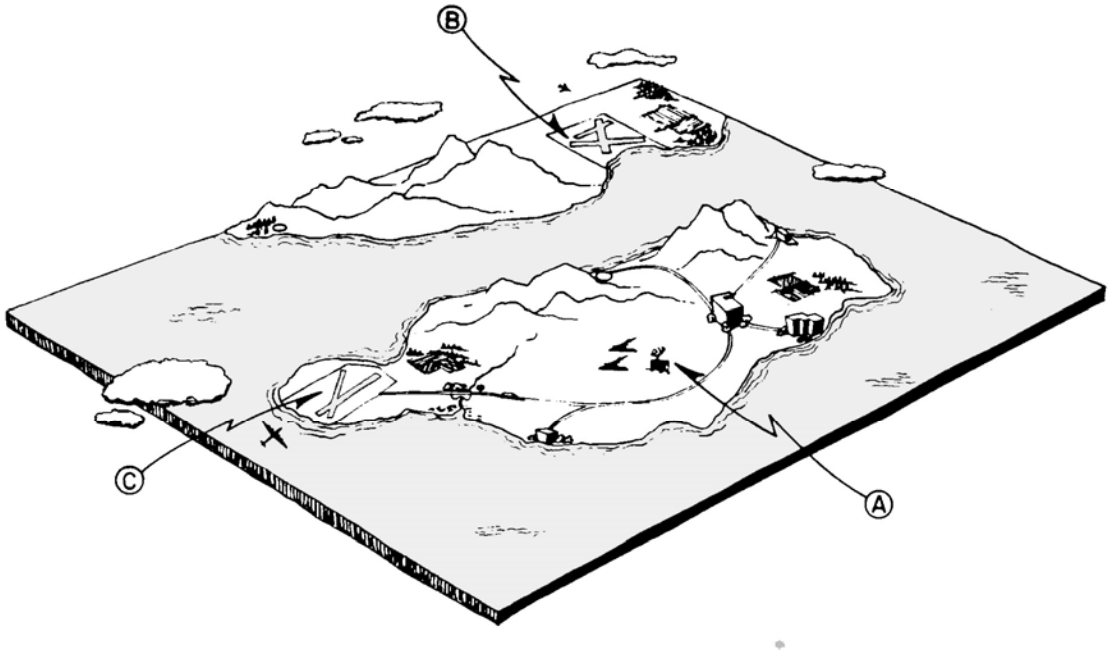

Figure 3-2. Point of origin for EEIs.

Building EEI

As we formulate our EEI, we define broad, general problems or tasks that must have a more specific development later. Take another look at the problem area shown in figure 3-2 and try to determine what we really need to know. What do you see in the problem area? Surely, this is more than a large island with a few cultural features, separated from another land area by a narrow channel of water. Some questions of the broad, general problems (EEI) associated with this mission may be stated as follows:

- Are the radar facilities at annotation A used to protect the missile site?
- Do the airfields at annotation B and C have facilities large enough to service large cargo and fighter aircraft?
- Are there air defense installations across the channel?
- What are the terrain features of the island?

Stating the problem

EEIs are just statements of problems to be solved. When the EEIs are listed in the intelligence annex of an OPLAN or OPORD, they may be listed as statements or questions. As statements or questions, the EEIs are comparable to problems you might encounter in an algebra course. To formulate them, start with a known factor such as the destruction of a missile site and then list the unknown factors. The end result must produce intelligence that is timely, objective, comprehensive, and accurate.

Validating requirements

Requirements must be validated to prevent duplication of effort. Also ensure justification is sufficient to support collection and confirm the requirement is based on a valid mission need. The validation authority for an intelligence requirement depends on the collection source necessary to satisfy it. Regardless, you have a big responsibility when it comes to validating requirements. If you levy a requirement on a collection agency and then learn the information has already been collected and processed, you lose valuable time and waste resources.

Timeliness

Remember that timeliness is the most important characteristic of useful intelligence. When you receive a requirement for intelligence, ask yourself the following questions:

1. What are the present and future needs of this information?
2. Is there still a need for this information?
3. Has the requirement already been satisfied and available in one of your data base files?

Prioritizing requirements

Once an intelligence gap has been identified and the requirement validated, it must be prioritized along with all the other valid intelligence requirements. Only then can specific collection tasking be generated. Collection assets are expensive to operate and there are usually more valid requirements than can be satisfied with available resources. This being the case, we must have a management and direction system to ensure the most important requirements are satisfied first and the most efficient use is made of our resources. Prioritizing requirements not only determines which requirements will be satisfied first, but also determines the frequency of collection for standing requirements.

Responsible agencies for defining requirements

At the highest level, the National Security Council is responsible for defining requirements and establishing priorities for national foreign intelligence requirements. The order of precedence for specific military intelligence requirements is determined chiefly by the Deputy Undersecretary of Defense for Policy Review, the JCS, and the DIA. Since DOD is the primary user of intelligence, the

DIA is responsible for providing plans, programs, policies, and procedures for DOD intelligence collection activities.

Intelligence plans and annexes to OPLANs

Before we move into the collection phase of the intelligence cycle, an examination of intelligence plans and annexes is in order since they play a major role in the direction phase. It can never be stressed enough that military intelligence exists solely to support peace or wartime military operations. Intelligence is a critical link in formulating the OPLANs, primarily because intelligence is regarded as a force multiplier. It is possible that we will be numerically outmatched in a conflict against our major adversaries. This is one of the many reasons we keep our decisionmakers informed on the most effective ways to employ our limited forces. Your input to the commander is normally guided by the intelligence plan or intelligence annex that is an integral part of an OPLAN.

015. Collection

Collection is the normal response to requirements for intelligence and can involve systematic and accidental acquisition of intelligence information through a variety of sources. To ensure effective and economical use of collection resources, collection activities should achieve the following:

1. Collect in response to taskings.
2. Accurately determine the value of collected data.
3. Rapidly and accurately distribute critical and perishable information.
4. Be randomly planned so that the enemy cannot determine a pattern and evade coverage.
5. Be systematic to minimize missed opportunities and reduce duplication.
6. Be coordinated to reduce duplication, promote natural assistance, and spread the knowledge of imposed techniques.

We'll continue on in the collection phase by familiarizing you with the different methods that are used to collect intelligence information, as well as collection sources and requirements.

Collection methods

The collection phase in the intelligence cycle uses two distinct methods: primary and secondary. Primary collection involves locating the source, exploiting or using the source to the full extent, and reporting the intelligence information collected.

Primary collection methods

Intelligence collection operations must often be conducted in an arena of conflict among competing interests. In many instances, there may be interests at stake that are more important than the mere success of a particular collection operation, such as diplomacy or foreign relations. The following are four traditional methods of obtaining intelligence information that are generally recognized:

1. *Overt* – An overt operation is conducted openly and may be acknowledged by and attributed to its sponsor and participants. Subscribing to foreign newspapers, military attaché observation of maneuvers, and interrogation of prisoners of war (PWs) are examples of overt intelligence collection.
2. *Discreet* – A discreet operation must be conducted quietly and cautiously to avoid undue curiosity, public interest, or interference that may hinder the success of the operation. Discreet operations may be acknowledged by and attributed to their sponsors. Examples of discreet operations include reconnaissance flights in international airspace near the boundaries of other nations, debriefing of defectors, joint interrogation of another power's PW, and acquiring a third power's military equipment that has been captured by a second power. The disclosure of a discreet operation could result in the termination of the operation and may cause embarrassment to its sponsor.

3. *Covert* – A covert operation is planned and executed to conceal the identity of or to permit plausible denial of sponsorship. Covert operations attempt to be something other than their genuine purpose by using a cover to avoid easy discovery of their underlying goal.
4. *Clandestine* – A clandestine operation is planned and conducted to conceal the existence of the operation itself. Only participants and sponsors are intended to know the operation is over or was ever conducted. A well-planned and executed clandestine operation should leave no traces behind that would give rise to suspicion.

Secondary collection

In contrast to primary collection sources, secondary collection involves obtaining intelligence documents, reports, estimates, and publications from available sources and then forwarding the intelligence information to satisfy a requirement. Secondary collection fulfills a very vital role because the intelligence analysts provide the greater part of all the intelligence information collected to satisfy specified requirements. Before you can plan an effective collection effort, you must know something about the collection agencies that are trained to exploit intelligence information.

Collection agencies

Like the Departments of the Army and Navy, the Department of the Air Force is responsible for collecting the intelligence information required to accomplish their missions. To perform this continuous operation, many types of collection are used. Take a look at the following four types of collection sources whose job it is to satisfy the user's requirement for intelligence information.

Aerial reconnaissance platforms

1. *Theater reconnaissance platforms* – Theater reconnaissance platforms collect information considered to be perishable, fleeting, and crucial to a war effort. These reconnaissance units are driven by tactical concerns. They can collect four types of information: photographic, visual, weather, and electronic. These platforms are equipped with sensors that provide intelligence from a large portion of the electromagnetic spectrum, from radar to visual.
2. *National collection platforms* – DIA manages this element of the collection process. This form of intelligence tends to be strategic in nature and not easily converted into a quick reaction tactical asset.
3. *Mission requirements* – Mission requirements dictate the role of any aircraft. In the past, people tended to think of aircraft as either tactical or strategic. In modern warfare, it is important to remember aircraft must operate in either role to meet the needs of the IC and the theater commander.

Voice and data collection facilities

Electronic facilities have specialized communications intelligence (COMINT) equipment that enables them to intercept, decipher, and analyze enemy voice and data transmissions. By closely monitoring enemy transmissions, we may be able to obtain information that would otherwise be inaccessible. This could include an understanding of enemy tactics or employment strategies; technical developments in military equipment; or most importantly, indications and warning intelligence of enemy developments, exercises, or impending attack. This intelligence discipline has enjoyed its highs and lows throughout history. Through COMINT we received advance warning of the attack of Pearl Harbor but due to skepticism over this new intelligence's validity, the information was never relayed in time. Later, breaking the Japanese code was a critical factor in winning the war in the Pacific. In particular, the Battle of Midway hinged on our advance notice of enemy strategies and disposition.

Air attaché

An air attaché is an official representative of the Secretary of the Air Force and Air Force Chief of Staff. Attachés are assigned to many countries throughout the world. The Assistant Chief of Staff,

Intelligence, exercises operational and administrative control of the air attaché system. Air attachés are trained in collection procedures. They must also supervise, control, and direct personnel and resources assigned to their offices to accomplish their missions. The mission of an air attaché is actually more than that of a collection agent, but they do play an important role as a collector of intelligence information. They are observers and participants in many official functions, thus placing them in a very advantageous position to collection of intelligence information.

Foreign air and space technology intelligence

The National Air Intelligence Center (NAIC) is the primary DOD agency responsible for the production of foreign air and space technical intelligence data. It provides accurate and timely information on the current capabilities and potential threats of foreign power aerospace systems. NAIC analyzes information on foreign aerospace weapon systems to determine their performance characteristics, capabilities, limitations, and vulnerabilities. It also assesses foreign research and development trends in the design of future weapons systems in an effort to preclude technological surprise to the United States.

Exploiting available sources

With the information presented so far, you should now be ready to consider the problem of exploiting available sources of information to satisfy a requirement. Before the collection of intelligence information is actually started, the specific requirement(s) must be defined, prioritized, validated, and tasked. Normally, the unified command for a given geographic region is responsible for planning and directing the production assignments for that area.

The unified command for a geographic region has broad responsibilities and because of those responsibilities the command establishes what is referred to as all-source analysis. This arrangement allows efficient use of resources within the theater, as well as eliminates shortfalls, duplication of effort, and confusion during collection activities.

The plan’s objective is to coordinate with all the concerned agencies planning guidance and lay the groundwork for effective resource programming. Each time pertinent data is needed to fill an information gap; a new intelligence requirement is created. Each element in your EEI list may be a separate collection effort. If a short-term, critical, time-sensitive requirement cannot be satisfied at the local level it is sent forward by the most expeditious method, through the command or service chain to the most appropriate DOD producer.

Intelligence Information Report (IIR)

Collection agencies working to satisfy Air Force collection requirements use standard reporting procedures. The primary vehicle used to transmit collected information is the Intelligence Information Report (IIR).

IIRs provide unevaluated, uncollated information gathered in response to intelligence collection requirements. Generally, IIRs do not qualify as approved DOD intelligence for use by consumers, and is most always marked with a statement indicating that the report contains information that has not been finally evaluated (see figure 3-4).

SERIAL: IIR 5 380 0005 91

DEPARTMENT OF DEFENSE
BODY

COUNTRY: (U) KUWAIT (KU), IRAQ (IZ)

SUBJECT: (U) SILKWORM TEST FACILITY

WARNING: (U) THIS IS AN INFORMATION REPORT, NOT FINALLY EVALUATED INTELLIGENCE.

DOI: (U) 910315

SUMMARY: REPORT PROVIDES DETAILS CONCERNING AN IRAQI SILKWORM MISSILE TEST AND MAINTENANCE FACILITY FOUND AT THE AL BADAWIYAH GIRLS SCIENCES SCHOOL NEAR THE TOWN OF AL BADAWIYAH (2904N/04806E). ACCORDING TO DOCUMENTATION FOUND AT THE SITE, A COMPANY LEVEL COASTAL DEFENSE MAINTENANCE UNIT WAS LOCATED THERE.

TEXT:
1. SOURCE SPOKE TO LOCAL RESIDENTS WHO INDICATED THERE WERE UNIDENTIFIED LARGE MISSILES HIDDEN IN THE AL BADAWIYAH GIRLS SCIENCES SCHOOL. UPON INVESTIGATION, SIX HY-2 SILKWORM MISSILES WERE FOUND INSIDE THE FACILITY BETWEEN THE CLASSROOMS. MISSILE TEST CARTS, CABLING AND A GENERATOR VEHICLE OF CHINESE ORIGIN WERE ALSO PRESENT INSIDE THE SCHOOL.
2. THE SILKWORM MISSILES WERE APPROXIMATELY 20 FT IN LENGTH AND PAINTED DARK GREY/GREEN WITH RED SIX FIGURE SERIAL NUMBERS ON THE NOSE (NFI). ONE MISSILE'S WARHEAD ASSEMBLY WAS REMOVED AND LOCATED NEARBY IN A LARGE GREEN METAL AND WOOD CONTAINER (SOURCE COMMENT: CRATE WAS LABELED AS "IMPORTED TO JORDAN", THE BOX MAY HAVE BEEN A CONVENIENT CONTAINER). MISSILE BOOSTER SUSTAINER BOXES WERE LOCATED IN CLASSROOMS WITHIN THE BUILDING. TWO DERELICT MISSILE TRANSPORTER TRUCKS OF SOVIET ORIGIN WERE LOCATED NEXT TO A TRUCK MOUNTED CRANE 100 METERS WEST OF THE FACILITY. AN ADDITIONAL GENERATOR OF CHINESE ORIGIN WAS NOTED 600 METERS WEST OF THE BUILDING ALONGSIDE A DRIVE-IN THEATER.
3. SOURCE REPORTED THAT THE AUDITORIUM APPEARED TO HAVE BEEN USED AS A TROOP MESSING/BERTHING AREA. INSPECTION OF THE SITE INDICATED THAT THE TROOPS DEPARTED HASTILY; CLOTHES WERE FOUND HANGING TO DRY AND FOOD WAS ABANDONED

Figure 3-4. Sample IIR message.

016. Processing

The vast majority of information collected by sensing and recording platforms cannot be used by intelligence analysts or commanders without it first being processed. Often sophisticated equipment is used to transform it into usable forms, and timeliness in the processing of collected information is of critical importance during this phase. Almost all intelligence information should be screened for priority action twice; once as it is being collected and again as processing turns it into meaningful data. In this manner, priority action items can be rapidly identified and passed to users in time to be of significance to decision makers.

During this phase, raw information is converted to readily usable forms and reported to production elements. In addition, processing and exploitation may be performed by the same element that collected the information.

An example of processing and exploitation is in taking the technical parameters (frequency, pulse repetition frequency, and bandwidth) detected by a SIGINT collection system and associating the

parameters with a particular radar system. Rather than having to deal with raw data, the analyst is provided with the essential fact – the identity of the radar.

Information collected in various mediums that require processing include the following:

1. Film processing and cataloging.
2. Document translations.
3. Correlation and interpretation of radar data.
4. Analog and digital signal processing.

017. Production

During the production phase, professional judgment is applied to collected and processed information in order to derive conclusions or prepare products to disseminate as intelligence. The production phase involves the following:

1. Evaluation.
2. Analysis.
3. Integration.
4. Interpretation.

Evaluation

The first step in the production phase is evaluation. This is the assessment of information for pertinence, accuracy, and reliability of the source. Evaluation is closely associated with the entire intelligence cycle, because you must critique the ability of the collected information to satisfy the original requirement. Your primary concern is with establishing the potential value of the information. During evaluation, collected information is appraised in terms of the reliability of its source, the accuracy of the individual facts reported, and the overall credibility of the reported information.

Determining relevancy

As each item of information is received, it is examined immediately to determine its relevancy. This initial step in the evaluation of an item of information should introduce questions in the mind of the evaluator.

For example, if you are evaluating an item of information, ask yourself the following questions:

1. Does it concern our area of operations?
2. Who needs the information and how soon do they need it?
3. If there is no immediate use for the report, does it have a future need?
4. Should the information be forwarded to a higher or lower level, or should it go to a liaison unit?

If you decide the information is of intelligence value, it must then be determined who needs it and how soon. Urgent information should be disseminated immediately to those agencies needing it. Process the information and disseminate the results on a follow-up basis.

In intelligence operations, we are especially interested in an objective evaluation of each item of information that arrives in our production unit. Information is of little value to anyone unless it has been evaluated in terms of two factors: the reliability of the source and the accuracy of the information.

Reliability

The best guide to the reliability of a human source of information is past performance. Sometimes the reliability of a source can be established by confirmation from other sources. If the same information

is reported from two distinct sources, one of unknown reliability and the other of known reliability, the reliability of the new source can be judged.

When information is not available from a reliable source, the "coherence theory of truth" should be used to determine what items of information are most likely to be true. This theory is based on the premise that information confirmed most often by independent sources is more likely to be true, versus conflicting information confirmed by a lesser number of sources. If all other sources conflict with one another, use the information from the most reliable source. The best source is normally the one having the greatest proportion of confirmed intelligence information.

The character of the original source and the conditions under which the information was collected has a bearing on the reliability of information. For example, PWs may or may not be reliable sources of information, depending upon their national psychology and other factors. Information from indigenous personnel, even from those who are friendly, may be influenced by fear, confusion, a desire to please, or lack of perception on the part of the individual. Evaluators may consider these factors when evaluating the reliability of information. An additional test of source reliability is to consider whether or not the information could have been obtained under the conditions existing at the time.

Determining accuracy

The accuracy of information is based on its degree of correctness or truthfulness. To determine the truthfulness (accuracy) of information, your evaluation must include an appraisal of the information, as well as its source. The results of this part of the evaluation may reflect on the reliability of a source. Basically, the evaluation must indicate if the reported information can be accepted as true. If so, you can then say the information is credible, worthy of belief, or accurate. The task of analyzing information in terms of credibility is known as evaluating the accuracy of information.

Evaluation code

Collection agencies engaged in primary collection of intelligence information use an evaluation code to indicate the probable value of the information they report. An example of these codes is shown in figure 3-5. Be familiar with these evaluation codes for two reasons. First, if you are engaged in primary collection it is necessary to give the collected information its initial evaluation. Second, if you are receiving evaluated intelligence information, you need to know the reliability of the source and the accuracy of the information. The evaluation code is a standard system:

- A letter is used to show the evaluation of reliability.
- A numeral is used to show the evaluation of accuracy.

Reliability of Source	Accuracy of Content
A Completely reliable: no question exists as to authenticity, trustworthiness, and competence.	**1** Confirmed by other sources: fully coherent and compatible
B Usually reliable: authentic, but some question may exist as to trustworthiness or competence or both.	**2** Probably true: unconfirmed, but coherent and compatible; or confirmed, but some doubt as to coherence or compatibility.
C Fairly reliable: authentic, but considerable doubt exists as to trustworthiness or competence or both.	**3** Possible true: compatible, but somewhat contradicted by other reports or somewhat incoherent.

Figure 3-5. Evaluation codes.

The evaluation rating system provides for six levels of reliability and six levels of accuracy. Reliability ratings are based on the type, background, and experience of the information source. The accuracy ratings are based upon the correctness or truthfulness of the reported information. Normally, intelligence reports will spell-out the reliability and accuracy ratings for the source, rather than only listing the letter/number ratings.

Analysis

After you have finished evaluating intelligence information in terms of reliability, accuracy, and credibility, we're ready to analyze it. Analysis is the second step in the production phase of intelligence. In this step the analyst continues to study and evaluate the facts and relate them to other sources of intelligence information. Our objective in this section is to explain briefly the meaning of and illustrate the application of the analysis step in the production of intelligence.

Separating significant facts

Analysis means separating a whole subject or thought into parts for the purpose of studying its elements. This process involves a variety of methodologies to study the nature of a thing or of determining its essential features. As applied to the production phase of the intelligence cycle, analysis can be considered as a continuation of the evaluation of information.

In both the evaluation and analysis steps, an attempt is made to determine the truthfulness of the information. However, the analysis step proceeds further, in this step the analyst tries to relate significant facts derived from a report with other intelligence to formulate a hypothesis. Analysis requires careful researching, studious inquiry, and exhaustive investigation of intelligence information. The results of analysis aids in identifying related materials, providing factual background information, and verifying new information which are all necessary conditions for producing valid new intelligence.

Reference documents

In order to analyze intelligence information, compare facts derived from the original basic report with other related information. Questions that may arise are:

1. What related information do I need to make the comparison?
2. Where can I find the information?

The answer depends upon the subject of the report or item of information. It also depends on the scope of the related information needed to make the comparison.

Most intelligence reports received by a processing unit contain information relating to generalized or standardized intelligence subjects, such as enemy forces, weapon systems, airfields, targets, and transportation systems. The DOD, the military services, and the MAJCOMs usually produce an extensive series of standardized intelligence publications covering such subjects. These publications are usually available in intelligence libraries required to support the processing of intelligence information. We limit our coverage of these documents to a few of the more commonly used types you might use for an analysis. The following are examples of commonly used documents:

1. Biographical data.
2. Performance and characteristics handbooks.
3. Target intelligence documents.
4. Orders of battle (OBs).
5. Air Tactics, Techniques and Procedures (AFTTP) 3-1, Vol. 2, Threat Reference Guide and Countertactics.
6. Tables of Organization and Equipment (TO&Es).
7. DIA Factbook: Communist World Forces.

Biographical data

Suppose the report you are analyzing makes reference to certain individuals and groups. The report mentions specific contacts, associations, and activities of these persons. It may be possible to find the information needed to derive sound conclusions from the information under analysis by looking in the DIA Military Biographic Data or CIA Biographic Handbook. The first publication provides biographic data on foreign country figures of military interest; the latter includes biographic information on foreign country key national leadership.

Performance and characteristic handbooks

A report may include references to foreign country weapons such as aircraft, missiles, tanks, and guns:

1. The DOD, military services, and the MAJCOMs produce a series of handbooks containing this type of data. In addition, NAIC produces a number of publications containing scientific and technical information on enemy weapon systems.
2. Selected commercial magazines and professional trade journals are another source of scientific and technical information. You have a wide variety of references to consider when analyzing information dealing with military equipment, weapon systems, and other scientific and technical subjects.

Target intelligence documents

To derive significant facts and draw conclusions from reported targeting information, you may need to compare the information with other related target intelligence. Much of this information is available in a number of DOD standardized targeting documents:

1. Modernized Integrated Database (MIDB).
2. Basic encyclopedia (BE).
3. Geographic Installation Intelligence Production Specifications (GIIPS)
4. Maps and charts.
5. Imagery.

Orders of battle

One of your functions is to provide intelligence necessary to update the OB database. OB reference documents are comprehensive compilations of intelligence information on the types, numbers, location, and disposition of enemy forces, as well as some organizational information. Significant conclusions can be derived from the analysis of this type of information, to include the capabilities and intentions of the enemy force. OB reference documents are organized by type of equipment and then by country or geographic area of under study. OB can be categorized as follows:

1. Ground OB (GOB).
2. Air OB (AOB).
3. Missile OB (MOB).
4. Antiaircraft Artillery OB (AAAOB).
5. Naval OB (NOB).
6. Electronic OB (EOB).

AFTTP 3-1, Vol. 2, Threat Reference Guide and Countertactics

This publication is designed to provide an up-to-date summary of essential information on military forces. Primary emphasis is placed on characteristics and performance of major items of military equipment. The document contains sections on: air defense; command, control, and communications (C3); early warning (EW); antiaircraft artillery (AAA); surface-to-air missiles (SAMs); aircraft, naval, force employment, and electronics.

Tables of Organization and Equipment (TO&Es)

These documents take the various pieces of equipment listed in the OB reference documents and place them into functional groupings, based on the organizational structure for a particular military force. TO&Es are published for the air forces (e.g., naval, air defense, etc.), but are most essential when determining the status of ground forces. The organization structures for countries differ and may change from time to time.

DIA Factbook: Communist World Forces

This publication is designed to provide an up-to-date summary of essential information on Communist military forces. Primary emphasis is placed on current OB and characteristics and performance of major items of Communist equipment. The document contains information on: ground, air, and naval forces, missile and rocket forces, ground and naval forces, space systems, etc.

All-Source intelligence analysis

In analysis, obtain all related information from every intelligence source you can find. No single source can possibly answer all your EEIs; therefore, it is important for you to become familiar with the type and nature of the intelligence products produced by your counterparts, taking into account their capabilities and limitations. Electronic intelligence (ELINT) provides valuable information on the location, source, characteristics, and capabilities of electronics (other than communications), but is susceptible to deception. On the other hand, COMINT provides information from intercepted voice transmissions that would otherwise be inaccessible. Like ELINT, it is also susceptible to deception and encryption.

Integration

In integration, the analyst takes the evaluated and analyzed information and tries to form an intelligence pattern on a larger scale. Information gathered in analysis can be considered as pieces of a puzzle and integration is where we begin to put the pieces of the puzzle together. At this point, the raw materials of intelligence begin to appear more meaningful. Integration is defined in the following terms of production of intelligence:

Integration application

Integration means bringing the parts of a material or thought together to form a whole. As applied to the intelligence cycle, integration is the process of forming an intelligence pattern through the selection and combination of evaluated information. The analyst assembles the facts and relationships, which were identified and compared with other intelligence during the analysis, into a unified whole. From these integrated facts, the analyst forms an intelligence pattern of the subject at hand. The end result of this process provides the analyst with a sound basis for making final conclusions.

Forming an intelligence pattern

Let’s look at an example of forming an intelligence pattern. You have evaluated and analyzed an information report concerning the sighting of MIG-31 fighter aircraft at an airfield in the newly organized country of Slabinia. Since this is the first sighting of a MIG-31 in this country and obviously significant, you begin to analyze the situation and isolate the following facts:

1. From characteristics and performance handbooks, you determine the MIG-31 is far superior to the MIG-21 currently operated by the Slabinian Air Force.
2. From target intelligence documents, you determine the airfield where these aircraft are located was recently lengthened to accommodate high-performance aircraft.
3. A human intelligence report indicates the number of former Soviet Union personnel at this airfield and adjoining radar site has tripled in the past few months.

4. A COMINT report reveals Slabinia recently signed a military assistance agreement with FSU worth several million dollars and included unspecified hardware.
5. COMINT also reveals Slabinian pilots are currently in FSU undergoing advanced flight training.
6. ELINT reveals that Slabinian radar sites have been engaged in advanced ground controlled intercept training that is believed to be beyond the current abilities of their pilots and radar operators.

Forming a pattern to integration

Through analysis, you have isolated what appear to be several related facts. You are now ready to begin the integration. The first thing you do is to try to form an intelligence pattern on a larger scale by carefully examining the isolated facts and determining what they all have in common. If you look at the facts by themselves, they could easily fit into several intelligence patterns; e.g., trade and commerce, pilot training, radar capabilities, etc. When you look at the facts, they form a single intelligence pattern on a much larger scale–Slabinian Air Force modernization.

Drawing conclusions

The whole objective of integrating is to form a logical picture or hypothesis of enemy activities. Let's move on to build on the pattern we have established for the isolated facts, the Slabinan modernization, and state our conclusion of how all the facts relate to each other. In the example we have given, you may have come up with several conclusions concerning your original sighting of the MIG-31 aircraft. To progress past this point in the intelligence cycle takes background knowledge, experience, and insight that only come with further training. One logical conclusion is that the deployment of the MIG-31 aircraft and the related information are an indication Slabina has received a shipment of MIG-31 aircraft. Based on the COMINT and ELINT reports, it appears FSU pilots are currently operating the aircraft until Slabinian personnel complete flight and familiarization training.

Let's clarify the relationship of the four steps (evaluation, analysis, integration, and interpretation) in the production phase of the intelligence cycle. Evaluation does not stop when analysis begins, nor does analysis stop when integration begins. In other words, the steps of the production phase are not completely separate and distinct. They overlap and some parts of each step may be performed simultaneously.

Interpretation

The interpretation of processed information is the final step in the production of intelligence from collected information. Interpretation is the process of causing items of intelligence information to make sense when placed in the proper relationship to a given situation. After collected information has been evaluated, analyzed, and integrated, it must be interpreted to determine its true significance. To make sound interpretations, be familiar with the organization, tactics, and military terminology of the enemy. Sound interpretations are necessary if the true value of intelligence information is to be established. In short, the information becomes finished intelligence at this point. It becomes something useful for your commander.

The objective of interpretation is to satisfy the EEI that originally set the intelligence process in motion. The EEI can be satisfied only after all evaluated information has been checked against all possible courses of action open to the enemy. An intelligence unit must prove or disprove each capability of the enemy on the basis of significant facts. As a result of this thorough testing, you can eliminate all apparently unsound assumptions and reduce the number of enemy actions to be guarded against by your commander and staff in their operational planning.

Keep in mind the interpretation in its final form is used as a guide by your commander in making decisions. Interpretation involves measuring presently known information against, past, present, and future factors. It deals with both the favorable and unfavorable aspects of the enemy situation, their strengths and effectiveness, their combat ability and potential, and their probable courses of action.

Compiling reports and studies

When produced intelligence information has meaning and significance in terms of your mission objectives, it is time to react. The reaction that normally follows production is dissemination. But, before intelligence information can be disseminated it must be compiled in a usable form for its intended users.

Exactly which of the available reference documents and materials to use in the preparation of reports and studies depends on the unit mission. You must decide what intelligence requirements need to be satisfied by the reports and studies. These requirements are usually established during the planning phase of an operation. For an operational unit, the more important ones appear in the OPLAN or other governing directives. The OPLAN for an operational unit is the first essential document to research before disseminating any intelligence reports.

018. Dissemination

Dissemination transfers intelligence products from producers to users. Producers must make every effort to promote awareness of their products (e.g., production guidebooks or catalogues). In turn, users must accurately state their needs. The objective here is to achieve a balance between failing to get valid intelligence to users and not overwhelming users with unneeded products. Dissemination is time critical and to be responsive, products must reach the customer in time to be of operational or planning value. Military intelligence information reporting is generated under the following conditions:

1. *Controlled reporting* – Controlled reporting is in response to specific validated requirements.
2. Periodic reporting – Periodic reporting satisfies multiple requirements for information and is submitted on a continuing basis at specified intervals.
3. *Initiative reporting* – This type of reporting involves responses to information needs as understood by a collection element's determination of an intelligence gap, or a report that is considered by its originator to be of immediate, emergency, or critical importance.
4. *Evaluation* – To ensure that the intelligence cycle produces the best intelligence possible, frequent evaluations are necessary. Evaluations should ensure that disseminated intelligence is useful and efficiently produced.
5. When deciding on which method of dissemination to use, consider the following:
    - *User requirements* – The intelligence product should be prepared in the form most responsive to the user's need and compatible with the projected means of dissemination. The value of intelligence is based on its usefulness to the commander and staff, not its quantity. To operate efficiently, producers and users should agree on the general categories of intelligence to be furnished. Mutual efforts by producers to promote awareness of their products and by users to state their requirements should be encouraged. By accomplishing these steps, an optimum balance can be achieved between the extremes of failing to get vital intelligence to a user and inundating users with unneeded products.
    - *Urgency* – Dissemination is not responsive unless the products reach the users in time to be of operational or planning value. Transmittal of critical, time-sensitive information should not be delayed. Always try to provide the products that may be needed for a crisis situation first.
    - *Security* – Disseminate intelligence only to users with a need-to-know and strictly within security guidelines. Security guidelines clearly distinguish between peacetime and combat priorities. When intelligence impacts on the mission but security constraints limit dissemination, it should promptly be sanitized and disseminated.

Communication of materials

Intelligence information may be communicated in writing, orally, graphically, or by means of models. The most effective dissemination uses a combination of these means simultaneously. Combining these communication modes is normally a more effective way to aid your audience in retaining the information.

Written dissemination

There are numerous types of written dissemination. Most MAJCOMs and national agencies try to make your job a little easier by producing intelligence reporting manuals. These manuals provide guidance on the types of reports you will be required to submit and the format to follow. Intelligence reports used within the military generally take the following three different forms:

1. *Basic intelligence report* – The basic intelligence report has been called the mainstay of the IC. It concentrates mainly on descriptions, with a secondary focus on explanation and evaluation.
2. *Current intelligence report* – This form of intelligence centers around ongoing, dynamic events. Its focal point is briefing current events as they unfold and interpreting their meaning for your consumers. Current intelligence attempts to describe events and predict their possible outcome.
3. *Estimative intelligence report* – This type of intelligence deals with events or subjects that have not yet happened. Its concentration must be predictive. In forecasting future occurrences, you try to explain what the events mean and to assess their significance.

There are several ways these different intelligence reports can be written:

1. *Intelligence summaries* – Intelligence summaries are used for a number of purposes. They can be used to summarize events such as; the unit intelligence activities accomplished during a particular time, the intelligence received on a subject or a group of subjects, or the content of one or more intelligence reports, messages, or communications. Only the most significant information is included in these summaries.
2. *Detailed reports* – As the name implies, detailed reports provide detailed information on specific subjects. These reports can be compared to a detailed intelligence briefing in written form. The subject may be broad, such as an Air Force study of a particular country. Like briefings, detailed reports have an introduction, body, and summary or conclusion. The last page of the report lists the references used to compile the report and any attachments.
3. *Intelligence estimate of the situation* – This is a report we prepare to aid the commander in planning. The estimate tells the commander what resources and capabilities are available to the enemy. With this information the commander can make an informed, logical estimate on the enemy's probable course of action.
4. *Intelligence annexes/appendices* – The intelligence annex provides detailed information on what intelligence must be collected, produced, and disseminated to support an operations plan or operations order. Appendices are used to provide additional information to an annex. The intelligence annex is also used by commanders to inform their forces of the current enemy situation and area of operations.
5. *Intelligence briefings* – Another method we use to disseminate intelligence is through briefings. Intelligence briefings serve one major purpose—to inform. Our briefings deal with significant and essential facts, figures, and statements that pertain to the particular subject we may be briefing.

Summary

Intelligence lays the groundwork for air and space operations in peace and war. By understanding the fundamentals of the intelligence cycle, you ensure that intelligence is fully integrated into operations. This integration enables intelligence to support both planning and execution effectively.

Self-Test Questions

After you complete these questions, you may check your answers at the end of the unit.

014. Planning and direction

1. What are the steps involved in collecting, assembling, and converting information into usable intelligence called?

2. Name the phases of the intelligence cycle.

3. Does the intelligence cycle always follow a sequential order?

4. What is data?

5. When does information become intelligence?

6. Where does planning and direction tasking normally come from?

7. When would the collection, processing, and production phases in the intelligence cycle be bypassed?

8. Where does the responsibility for overall efficient management and guidance of the intelligence cycle begin?

9. Why must intelligence be timely?

10. What type of requirement is of a broad, continuing nature that generally follows a fixed pattern?

11. What type of requirement is highly perishable?

12. What are essential elements of information?

13. Where could a commander find a list of EEIs?

14. What are statements or questions of problems to be solved in an OPLAN or OPORD called?

15. Why must requirements be validated?

16. What is the most important characteristic of useful intelligence?

17. What is the highest-level agency responsible for defining requirements and establishing priorities for national foreign intelligence requirements?

18. Military intelligence exists for what purpose?

015. Collection

1. What phase of the intelligence cycle is a normal response to requirements for intelligence?

2. What method of collection involves locating and exploiting a source and reporting the collected information?

3. Subscribing to foreign newspapers would be what type of intelligence collection?

4. What type of collection must be conducted quietly and cautiously to avoid interference that could hinder the success of an operation?

5. What type of operation is planned and conducted to conceal the existence of an operation?

6. What type of operation attempts to be something other than its real purpose by using a cover to avoid discovery?

7. How does secondary collection differ from primary collection?

8. What types of information can theater reconnaissance platforms collect?

9. National collection platforms tend to be what in nature?

10. An individual that can attend official functions and collect information would be filling what job?

11. What DOD agency has the primary responsibility for production of foreign aerospace technical intelligence data?

12. What must be done before specific collection requirements are started?

13. What does all-source analysis allow to occur?

14. What is the primary report used to transmit collected information?

016. Processing

1. What type of collected information normally needs to be processed first to be of use to an intelligence analyst?

2. During what phase of the intelligence cycle would the correlation and interpretation of radar data occur?

017. Production

1. When is professional judgment applied to collected and processed information in order to derive conclusions or to prepare products to disseminate as intelligence?

2. What steps are involved in the production phase?

3. What step in the production phase involves assessment of information for pertinence, accuracy, and reliability of the source?

4. What is the best guide to the reliability of a human source?

5. Why would the reliability of an indigenous person be questioned?

6. What is the accuracy of information based on?

7. What does a letter in the evaluation code represent?

8. What does a number in the evaluation code represent?

9. How many levels for reliability and accuracy exist in the evaluation rating system (evaluation code)?

10. In what step of the production phase does the analyst try to relate significant facts derived from a report with other intelligence to formulate a hypothesis?

11. Most intelligence reports received by a processing unit contain information related to what type of intelligence subjects?

12. Where would you find information on foreign country key national leadership?

13. What are some of the target intelligence documents available to you?

14. What kind of information can you find in order of battle documents?

15. AFTTP 3-1, Vol. 2, *Threat Reference Guide and Countertactics* places its primary emphasis on what type of information?

16. Which document provides information on Communist military forces?

17. At what point in the production phase does raw materials of intelligence begin to appear more meaningful?

18. During what step in the production phase does information become finished intelligence?

018. Dissemination

1. What phase of the intelligence cycle transfers intelligence products from producers to users?

2. What type of reporting is in response to specific validated requirements?

3. What type of reporting is considered by its originator to be of immediate, emergency, or critical importance?

4. What are some of the factors to consider when deciding on which method of dissemination to use?

5. What are some of the ways intelligence information can be communicated?

6. Name some of the forms of written communications.

7. What type of written report has been called the mainstay of the Intelligence Community?

8. The concentration of estimative intelligence reports tends to be of what nature?

9. What type of written report attempts to describe events and predict their possible outcome?

10. What type of information could be summarized in an intelligence summary?

11. What type of reports gives detailed information on specific subjects?

12. What estimate tells the commander what resources and capabilities are available to the enemy?

13. What is the major purpose of intelligence briefings?

3-2. Shared Production Program

The previous section described the Intelligence Cycle and how raw information is turned into intelligence information. This section covers the purpose and production responsibilities of the Shared Production Program (SPP). This program is the DOD's systematic approach to intelligence information production.

019. Shared Production Program

Purpose

The SPP's main purpose is to expand the Distributed Production Program to provide a concept and structure that capitalizes on the analytical and production resources of the entire Department of Defense intelligence production community (DODIPC). It focuses expertise, eliminates unwarranted

duplication, and maximizes efficiency and quality across the full spectrum of production media to DOD intelligence customers. To fulfill customer satisfaction, the SPP objectives are as follows:

1. Facilitate central management of defense intelligence production with decentralized execution by providing an explicit, logical division of activities, responsibilities, and accountability among national, service, and theater production centers (less NSA and the National Geospatial Intelligence Agency (NGA)). This is based on traditional roles as specified in Title X, *Unified Command Plan*, and national-level policy directives.
2. Provide a set of procedures and policies to facilitate assignment and changes of responsibilities.
3. Make the DODIPC "expert" available, wherever they may be located, to respond to all appropriate customer requirements.
4. Ensure all intelligence requirements are validated and documented in accordance with DODIPC policies and procedures.
5. Prevent duplicative expenditure of resources.
6. Ensure timely, accurate, interoperable, standard, and on-line automated integrated databases for forces and facilities within theaters and throughout the DODIPC. Interoperability is attained by adherence to DOD standards.

Benefits

The principal benefit from the SPP is more effective use of available intelligence production resources. This is achieved by the following:

1. Assigning production responsibility to organizations most affected by foreign developments in their area of responsibility as assigned by the DOD.
2. Providing the intelligence produced for a principal customer to all other customers with similar requirements.
3. Establishing SPP database and other medium policy, procedures, and formats to enhance the ability to exchange information electronically.
4. Making SPP assignments part of the assigned organizations' mission to establish full accountability for the production of the assigned products.

Production responsibilities

Production responsibilities under the SPP are assigned to unified commands, services, and selected defense agencies in accordance with Title X, *Unified Command Plan*; mission responsibilities; operational needs; the availability of existing and programmed resources; and the ability to participate. Responsibilities within the SPP are assigned by specific functional topics and geographic areas, and the general areas of production responsibilities are shown in DOD–0000–151B-YR, *Production Responsibilities*. This document is also used in assigning production requirements.

A primary production center will be designated for each specified production functional topic and geographic area, although other production centers may be designated collaborating production centers and contribute to the production. The assignment of production is based on mission requirements and ensures each production center's commitment and priority to accomplish the assigned production. This production is known as a service of common concern.

Assignment of an order of battle database under the SPP automatically includes the requirement to accomplish the appropriate portions of the military capabilities study based on that database, as well as any other military capabilities assessments on those forces.

The Defense Intelligence Production Functional Manager is responsible for deconflicting any assigned production responsibilities, maintaining an active and open dialogue with all DOD intelligence production centers, and identifying any production gaps requiring collective action by the

DODIPC. This manager is also responsible for ensuring appropriate forums are available to all DOD elements with production responsibilities, such as periodic conferences and production program reviews.

Distributed and Federated Intelligence, Surveillance, and Reconnaissance (ISR) Operations

In the Air Force's ISR construct, the production of intelligence is deemed as either "distributed" or "federated". These are terms that you will hear throughout your career, and it is important that you understand the mechanism involved. Though we'll cover ISR in detail in a later volume, this lesson provides us the opportunity to introduce distributed and federated ISR operations.

ISR operations require the management of widespread supporting ISR capabilities that ensure integration and synchronization with operations. These operations encompass both distributed and federated nodes. Distributed nodes are those geographically separated supporting entities that are directly subordinate to the Commander, Air Force forces (COMAFFOR) or the Joint Force Air Component Commander (JFACC). Federated nodes, on the other hand, are those geographically separated entities supporting, but not subordinate to, the COMAFFOR/JFACC.

Many key AOC ISR functions, such as analysis, Intelligence Preparation of the Battlespace (IPB), target development, battle damage assessment (BDA), combat assessment, collection and associated processing, exploitation, and dissemination (PEDs) activities are conducted by different units geographically spread throughout the globe. This makes the coordination of intelligence production critical, whether in peacetime or war.

Summary

The DOD's Shared Production Program is designed to capitalize on the analytical and production resources of the DODIPC. We have expanded on the purpose behind this program, gone over some of its benefits, and reviewed production management responsibilities. We also looked at the difference between distributed and federated ISR operations in the context of intelligence production. In the next unit, we'll cover the restrictions placed on the Intelligence Community when it comes to the collection of intelligence information.

Self-Test Questions

After you complete these questions, you may check your answers at the end of the unit.

019. Shared Production Plan

1. What is the purpose of the SPP?

2. What is the principal benefit of the SPP?

3. What is designated for each specified production functional topic and geographic area?

4. Who is responsible for ensuring appropriate forums are available to all DOD elements with production responsibilities?

5. What collection-related ISR operation consists of nodes that are geographically separated supporting entities that are directly subordinate to the COMAFFOR/JFACC?

6. What collection-related ISR operation consists of nodes that are geographically separated entities supporting, but not subordinate to, the COMAFFOR/JFACC?

3-3. Intelligence Oversight

The need for a Department of Defense Intelligence Oversight (IO) program came about as a result of certain activities conducted by DOD intelligence and counter-intelligence units against US persons involved in the civil rights and anti-Vietnam war movements. During the 1960s and 1970s, the United States experienced significant civil demonstrations from protesters associated with these movements. Some of these demonstrations were believed to be beyond the ability of civilian authorities to control, and military forces were used to assist in the restoration of order. Units deploying for this purpose discovered they needed basic pre-deployment intelligence to perform their missions, and the US Army, designated as executive agent for providing aid to civilian authorities, requested assistance from the Federal Bureau of Investigation (FBI). When the FBI was unable to provide the information needed, the Army began collecting it, and over time, this collection effort mushroomed and led to abuse of the Constitutional rights of our citizens.

Eventually, DOD intelligence personnel were using inappropriate clandestine and intrusive means to collect information on the legitimate political positions and expressions of US persons, accumulating that information in a nationwide data bank, and sharing that information with law enforcement authorities. In 1976, President Ford issued an Executive Order (EO) placing significant controls on the conduct of all intelligence activities, which became the forerunner of today's Intelligence Oversight Program.

020. Intelligence Oversight Program

Purpose

The purpose of the Intelligence Oversight Program is to enable DOD intelligence components to carry out authorized functions while ensuring their activities that affect US persons are carried out in a manner that protects the constitutional rights and privacy of such persons. In other words, the program basically outlines for us (the intelligence community) what information we can legally collect, analyze, process, retain, or disseminate without violating the rights of US citizens.

The IO program applies to all intelligence units and staff organizations that could collect, analyze, process, retain, or disseminate intelligence information on US persons. Additionally, the policy also includes those individuals doing intelligence work as an additional duty, even if those people are not assigned to an intelligence unit or staff.

Key IO Definitions

The following is a list of legal definitions of key terms as defined in the IO references you should know and fully understand.

US Person

What or who is a US person?

1. A US citizen.
2. An alien known by the intelligence community to be a permanent resident alien (i.e., foreign nationals lawfully admitted into the US for permanent residence).

3. An unincorporated association substantially composed of US citizens or permanent resident aliens.
4. A corporation incorporated in the US unless it is directed and controlled by a foreign government or governments.

What or who is a non-US person?

1. Corporation or corporate subsidiary incorporated abroad, even if partially or wholly owned by a corporation incorporated in the US, is not a US person.
2. Person or organization outside the US is presumed not to be a US person unless specific information to the contrary is obtained. An alien in the US is presumed not to be a US person unless specific information to the contrary is obtained.

Intelligence activity

The collection, production, and dissemination of foreign intelligence and counterintelligence by DOD intelligence components authorized under EO 12333, *United States Intelligence Activities*.

Collected Information

Information shall be considered "collected" only when it has been received for use by an employee of a DOD intelligence component in the course of his official duties. Thus, information volunteered to a DOD intelligence component by a cooperating source would be "collected" under this procedure when an employee of such component officially accepts, in some manner, such information for use within that component. Data acquired by electronic means (such as surveillance) is "collected" only when it has been processed into an intelligible form.

IO Governing Directives

There are three directives that govern the IO program; Executive Order 12333, DOD Directive 5240.1, *DOD Intelligence Activities,* and AFI 14–104, *Oversight of Intelligence Activities.*

Executive Order 12333

This is the presidential executive order that outlines federal policies and procedures concerning the collection, retention, and dissemination of intelligence information relating to US persons. Its goal is to have collection agencies achieve a proper balance between acquiring their essential information to support their missions and protecting individual interest or rights.

This publication identifies fifteen procedures for collecting intelligence information. In general, procedures two through four provide sole authority by which such components may collect, retain, and disseminate information concerning US persons. Procedures five through ten set forth the applicable guidance with respect to the use of certain collection techniques to obtain information for foreign intelligence and counterintelligence purposes. And finally, procedures eleven through fifteen govern other aspects of DOD intelligence activities, including the oversight of such activities.

DOD Directive 5240.1, DOD Intelligence Activities

DOD Directive 5240.1 is the sole authority by which DOD components, both military and civilian, may collect, retain, and disseminate information regarding US persons. It is intended to provide the DOD intelligence community with procedures to conduct its mission while protecting the constitutional and civil liberties of all US persons.

AFI 14–104, Oversight of Intelligence Activities

AFI 14–104 outlines the scope of the Air Force Intelligence Oversight Program. It describes responsibilities and training requirements and lists reporting procedures for questionable activities. It also outlines general restrictions covering collection techniques used by Air Force collection assets.

IO Responsibilities

US Government Level Responsibilities

There are three branches within the US Government: Executive, Legislative, and Judicial, and each has specific responsibilities regarding intelligence oversight.

Executive Branch

The President, through the National Security Council (NSC), directs the national intelligence efforts. The Executive Branch, headed by the President, directs all intelligence collection activities. They are required to abide by all existing laws concerning intelligence oversight.

Legislative Branch

This branch of the government is comprised of both the House and the Senate. It is their responsibility to create or enact laws to protect their interests and US persons. These are the laws that the executive branch must abide by during their collection activities.

Judicial Branch

This branch is comprised of the various courts. It is their responsibility to administer the laws through the existing court systems. It is responsible for interpreting the laws to insure all individual rights are guaranteed.

Intelligence Oversight Board (IOB)

In September of 1993, President Clinton signed Executive Order 12863 which established the Intelligence Oversight Board as a standing committee of the President's Foreign Intelligence Advisory Board (PFIAB). The IOB consists of no more than four members (selected by the Chairman of the PFIAB) from among the membership of the PFIAB. The IOB is primarily responsible for the discovery and reporting of any US intelligence activity that raises questions of propriety or legality in terms of the Constitution, the laws of the US, or any presidential order.

Air Force Intelligence Community Responsibilities

The Director of Intelligence, Surveillance, and Reconnaissance (AF/XOI) is responsible for formulating the overall Air Force intelligence oversight policy. The AF/XOI in turn delegates responsibilities and mandates IO policies to the MAJCOMs, Office of Air Force Reserve, Director of the Air National Guard, and applicable Forward Operating Agencies (FOAs) and Direct Reporting Units (DRUs) to establish and maintain an active Intelligence Oversight Program. This program should, as a minimum, consist of intelligence oversight training (initial and annual refresher) administered by an IO officer or training officer, to include periodic inspections, and reporting procedures for questionable activities and quarterly reports.

Your Responsibilities

By now, you maybe asking, "What are my responsibilities?" Simply put, if your unit is an identified DOD activity which may, as authorized, collect, process, retain, or disseminate intelligence information for foreign intelligence, counterintelligence, terrorism, or narcotics activities, you are involved in an "intelligence activity." Therefore, you're obligated to adhere to the IO policies, meaning you must perform your unit's intelligence mission in accordance with IO procedures and report any violations. This can be accomplished by following a few simple guidelines:

1. Protect the rights of US persons.
2. Know what you can, and cannot do.
3. Know how and to whom to report IO violations.
4. Fulfill your initial and annual refresher training requirements.
5. Familiarize yourself with the applicable IO references and directives.

6. As a minimum, know the definition of a “US person”, “intelligence activity”, and “collection activity”.
7. Know if your organization is authorized to conduct “intelligence activities.”
8. Know the authorized procedures and prohibitions for collecting, processing, retaining, and disseminating intelligence information.

Summary

This lesson merely touched on the more significant IO issues you should be familiar with. For more detailed information, consult the applicable IO directives or your unit’s local policies and IO officer. Other sources of information and assistance include your base or MAJCOM inspector general, legal advisor, and your chain of command.

Self-Test Questions

After you complete these questions, you may check your answers at the end of the unit.

020. Intelligence Oversight

1. What agencies and organizations does the intelligence oversight program apply to?

2. What is the legal IO definition of an intelligence activity?

3. List the three directives that govern the Intelligence Oversight program.

4. Within the US Government, list the three branches responsible for the IO program.

5. What is the primary responsibility of the Intelligence Oversight Board?

6. Air Force units and staff organizations that collect, analyze, process, retain, or disseminate intelligence information on US persons must establish and maintain an active IO program. As a minimum, what should this program include?

Answers to Self-Test Questions

014

1. Intelligence cycle.
2. Planning and direction, collection, processing, production, and dissemination.
3. No.

4. Information that has been collected but not further developed through analysis, interpretation, or correlation with other data and intelligence.
5. When analysis is applied.
6. Tasking by higher echelons or your commander.
7. When intelligence holdings already have the required information.
8. Direction phase.
9. To be of use.
10. Standing requirement.
11. Spot requirement.
12. Specific items of information a commander needs before making a decision to employ, deploy, or commit forces.
13. Intelligence annex of an existing OPLAN.
14. EEIs.
15. To prevent duplication of effort.
16. Timeliness.
17. National Security Council.
18. To support peace or wartime military operations.

015

1. Collection phase.
2. Primary collection.
3. Overt.
4. Discreet.
5. Clandestine.
6. Covert.
7. It involves obtaining intelligence documents, reports, estimates, and publications from available sources, and then forwards the intelligence information to satisfy a requirement.
8. Photographic, visual, weather, and electronic.
9. Strategic.
10. Air attaché.
11. National Air Intelligence Center.
12. They must be defined, prioritized, validated, and tasked.
13. The efficient use of resources within the theater, as well as eliminating shortfalls, duplication of effort, and confusion during collection activities.
14. Intelligence Information Report (IIR).

016

1. Sensing and recording mediums.
2. Processing phase.

017

1. Production phase.
2. Evaluation, analysis, integration, and interpretation.
3. Evaluation.
4. Past performance.
5. Information may be influenced by fear, confusion, a desire to please, or lack of perception by the person.
6. Its degree of correctness or truthfulness.
7. Reliability of a source.
8. Accuracy of information.

9. Six.
10. Analysis.
11. Generalized or standardized intelligence subjects, such as enemy forces, weapon systems, airfields, targets, and transportation systems.
12. CIA Biographic Handbook.
13. MIDB, BE, GIIPS, maps, charts and imagery.
14. Intelligence information on types, numbers, location, and disposition of enemy forces, as well as some organizational information.
15. Characteristics and performance of major items of military equipment.
16. DIA Factbook: Communitst World Forces.
17. Integration.
18. Interpretation.

018

1. Dissemination phase.
2. Controlled reporting.
3. Initiative reporting.
4. User requirements, urgency, and security.
5. In writing, orally, graphically, or by models.
6. Basic intelligence, current intelligence, and estimative intelligence reports.
7. Basic intelligence report.
8. Predictive.
9. Current intelligence report.
10. Unit intelligence activities for a particular time frame, intelligence received on a subject or group of subjects, or contents of one or more intelligence reports, messages, or communications.
11. Detailed reports.
12. Intelligence estimate of the situation.
13. To inform.

019

1. To expand the Distributed Production Program to provide a concept and structure that capitalizes on the analytical and production resources of the entire DOD Intelligence Production Community (DODIPC).
2. More effective use of available intelligence production resources.
3. A primary production center.
4. The Defense Intelligence Production Functional Manager.
5. Distributed.
6. Federated.

020.

1. Intelligence units and staff organizations that could collect, analyze, process, retain, or disseminate intelligence information on US persons.
2. The collection, production, and dissemination of foreign intelligence and counterintelligence by DOD intelligence components authorized under EO 12333.
3. EO 12333, DOD Directive 5240.1, and AFI 14-104.
4. Executive, Legislative, and Judicial branches.
5. The discovery and reporting of any US intelligence activity that raises questions of propriety or legality in terms of the Constitution, the laws of the US, or any presidential order.
6. Intelligence Oversight training (initial and refresher), periodic inspection programs, reporting procedures, and quarterly reports.

Student Notes