

# OVERVIEW

DIRECTORATE FOR ANALYSIS

## WHO IS THE DIRECTORATE FOR ANALYSIS

The Defense Intelligence Agency (DIA) Directorate for Analysis (DI) is a team of dedicated professionals committed to delivering decisive advantage to the Department of Defense in support of national security objectives. Whether answering our customers' needs for support to current military operations, or developing long-term strategic assessments that identify future threats for policymakers, DI executes this mission each and every day.

Our enduring goal is clear: to produce quality and relevant all-source intelligence. Success demands that we focus on our core missions, strengthen our analytic capabilities, invest in our people, and foster a culture of innovation and excellence. We do all of this in support of our customers, who include:

### Military Decisionmakers and Warfighters

DI provides strategic intelligence identifying opportunities and challenges for military commanders, allowing them to decide the best course of action on future military operations.

### National and Defense Policymakers

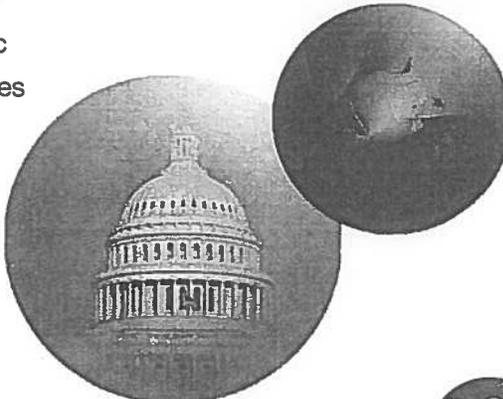
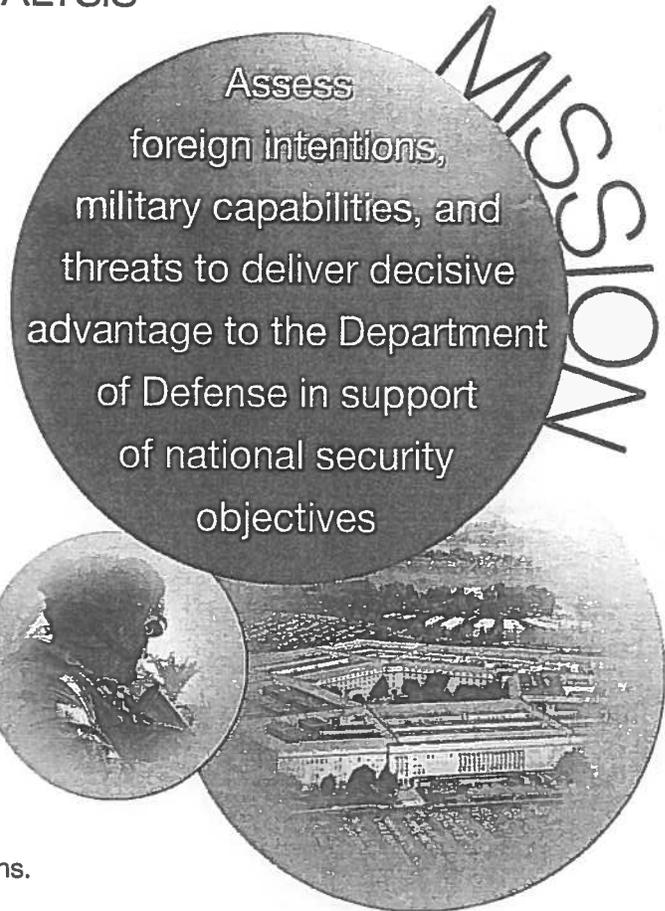
DI supports senior policymakers by describing the strategic environment and identifying the opportunities and challenges for policy formation.

### Acquisition Community

DI assesses technology trends and provides threat projections on future generations of weaponry and the countermeasures necessary to protect U.S. interests.

**MISSION**

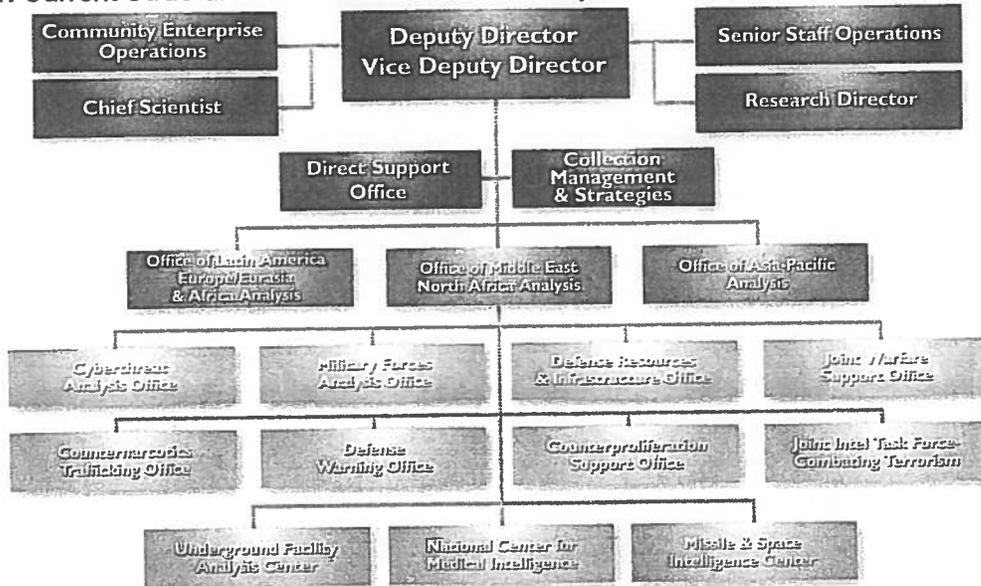
Assess foreign intentions, military capabilities, and threats to deliver decisive advantage to the Department of Defense in support of national security objectives



## DI Organizations

DI offices cover regional, functional, and transnational issues.

**FIGURE 1: Current Structure in the Directorate for Analysis**

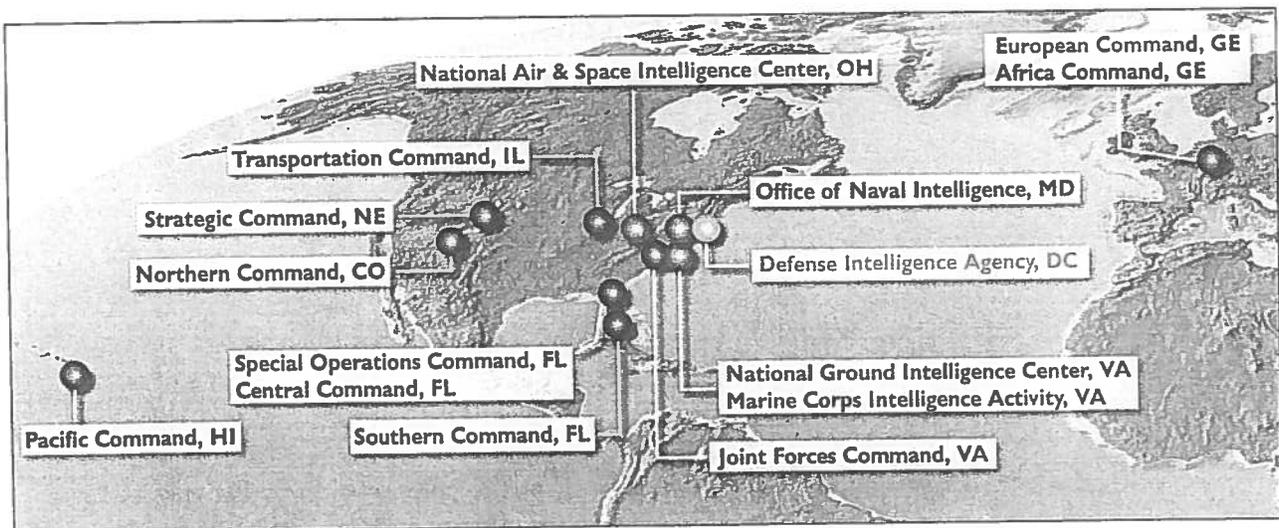


## DI Partners

### Defense Intelligence Analysis Program

The Department of Defense (DoD) intelligence analysis enterprise is managed by DIA. The DIA Deputy Director for Analysis serves as the Functional Manager for Analysis (FM/A), managing the enterprise via the Defense Intelligence Analysis Program (DIAP). DIAP establishes levels of effort for analysis and division of labor among defense intelligence analytic organizations based on the National Intelligence Priorities Framework (NIPF) and Defense Intelligence Priorities Framework (DIPF). In this capacity, the Deputy Director for Analysis is responsible for overseeing defense intelligence all-source analysis in DIA, the service intelligence centers, and the combatant command intelligence centers.

**FIGURE 2: Service Centers and Combatant Commands**



## International

In addition to DIAP partners, international partners provide invaluable intelligence within a collaborative enterprise. DI has longstanding, cooperative relationships with its international partners, and fosters an environment for defense intelligence analysis in which collaboration is an integral part of conducting business.

Under the DIA Strategic Plan, DI builds relationships with knowledgeable and capable foreign partners to enhance access to information and perspectives otherwise unavailable to our intelligence analysts.

Additionally, DI works with its partners to focus on the intent of foreign leaders and adversaries

to provide the intelligence required to prevent—rather than respond to—potential crises around the world.

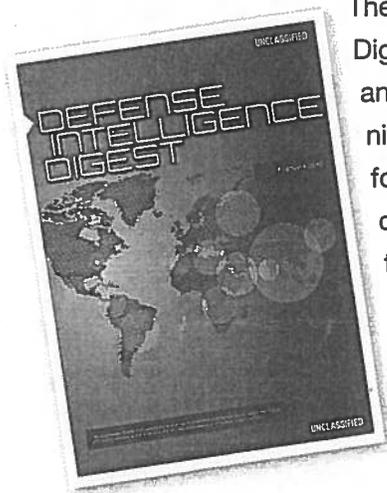
## Defense Intelligence Officers

DIA has established Defense Intelligence Officers (DIOs) for regional areas paralleling the National Intelligence Officer structure. The DIOs represent the Director of DIA and FM/A substantively in community fora; interact with customers throughout DoD and the U.S. government; guide intelligence community analysis on enduring issues; and assist in developing overall strategies for foreign relationships.

## WHAT THE DIRECTORATE FOR ANALYSIS DOES

### Key Product Types

In 2010, DIA/DI introduced a consolidated product line to better respond to customer needs.



The Defense Intelligence Digest (DID) highlights analysis of the most significant developments on foreign intentions, military capabilities, and threats to U.S. forces.

In addition to the DID, DI provides written products to support senior level customers on a variety of issues.

Products include the:

- ✦ Global Strategic Watch (GSW)
- ✦ Defense Intelligence Note (DIN)

- ✦ Defense Intelligence Report (DIR)
- ✦ Defense Intelligence Study (DIS)
- ✦ Defense Intelligence Reference Document (DIRD)

Much of DI's intelligence work is stored in online databases that support analytic production. Core Knowledge Online (CKO) is DI's official web portal and database providing access to all of DI's authoritative intelligence, including core knowledge and traditional finished intelligence products.

Other examples include the Modernized Integrated Database (MIDB), Military Equipment Parametrics and Engineering Database (MEPED), and the Combating Terrorism Knowledge Base, maintained by the Joint Intelligence Task Force-Combating Terrorism (JITF-CT).

## Analytic and Production Evaluation

The Office of the Director of National Intelligence (ODNI) has established Intelligence Community (IC) analytic standards through a series of intelligence community directives. These principles serve as a framework to develop finished intelligence. DI's product evaluation board tracks performance against these analytic standards, and DIA has implemented these standards in its training and education courses.

The Senior Defense Intelligence Analyst (SDIA) Council supports DI leadership by serving as a senior analytic sounding board on the most important analytic issues within DI.

DI is implementing the IC directive on analytic outreach, which defines "outreach" as engagement with individuals external to the IC to explore ideas and alternative perspectives, to gain new insights, to generate new knowledge, or to obtain new information. A speaker's series, in

association with the historian's office and a bi-weekly listing of events in the Washington area, have drawn attention from throughout the IC.

## Analytic Focus Areas

The DIAP community, including DI, is aligned with the National Intelligence Priorities Framework (NIPF), the IC's mechanism for establishing and maintaining national priorities. The NIPF represents a unified, IC-wide statement of current analytic priorities to customers.

DI is developing a series of strategic research plans that align with high priority countries and topics identified by NIPF. These plans identify intelligence priorities and gaps to better guide DI's analytic work. In addition, these research plans will help DI shape international exchanges for particular topic areas and strengthen applicable international analytic partnerships.

## THE DIRECTORATE FOR ANALYSIS WORKFORCE

### Workforce Demographics

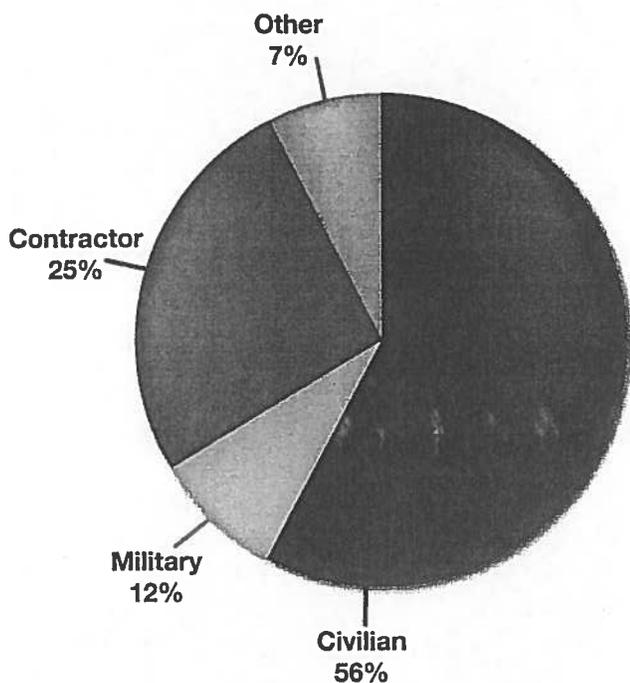
The DI workforce is composed of high caliber intelligence professionals with a variety of backgrounds and experiences, all of which strengthen the defense intelligence enterprise. Nearly half of DI's civilian workforce has attained masters or doctorate degrees and over one-quarter has previously served in the U.S. military. All military services (Army, Air Force, Navy, Marine Corps, and Coast Guard) are represented in DI.

### Recruitment

DI seeks the best and the brightest for its workforce. Its civilian ranks have grown 60% in the

last five years, with much of that growth coming from young, talented personnel. At the same time, we continue to rely on our senior analysts and managers who bring a wealth of experience and years of knowledge on specific regions or issues. In an effort to recognize and nurture our workforce's innate talent, and to motivate future leaders, DI has established a unique mentorship program where junior employees are able to "shadow" a senior DI leader during the performance of their daily duties.

**FIGURE 3. DI On-board Population Mix**



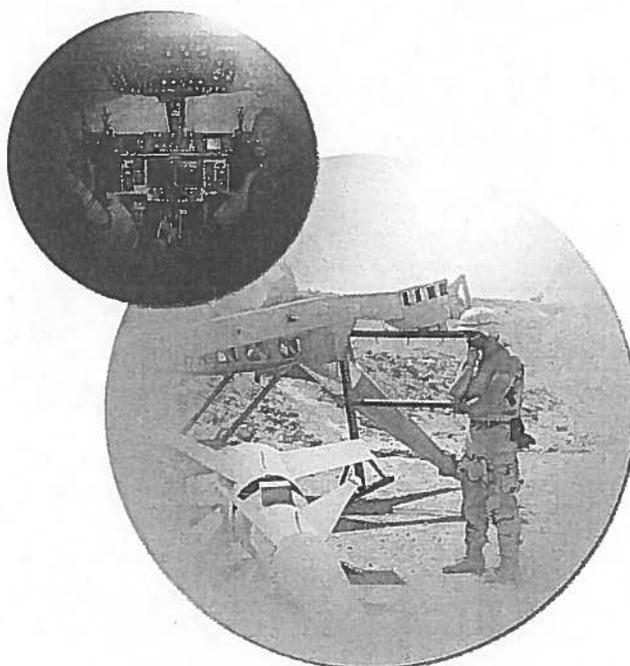
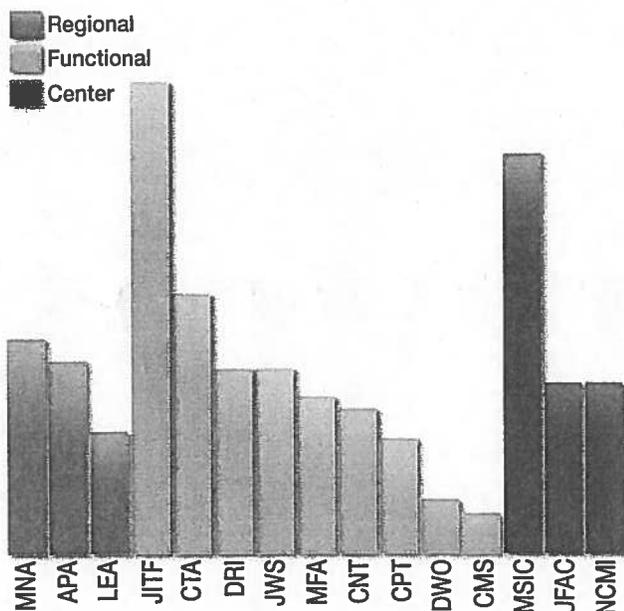
### Professional Development

DI offers a multitude of opportunities for its employees to expand their horizons and develop a diversified set of skills and abilities. These opportunities include unique training programs, choices in continuing education and career-broadening assignments.

DI has established an analytic development program that spans the analyst's entire career - Defense Intelligence Strategic Analysis Program (DISAP). It is designed to advance analytic tradecraft, implement innovative analytic methods, and align with ODNI's published analytic standards. Consisting of three levels of training, it commences with an introductory familiarization phase for all new analysts that creates a common foundation. Figure 5 illustrates the purpose of each DISAP phase.

Specific training is also available for developing DI's analytic management. The training is

**FIGURE 4. Relative Numbers of DI Workforce**





provided to those who establish policy and guidance for the production and review of finished analysis.

DI employees are encouraged to further their education and enhance their overall knowledge, abilities and skills through several programs. The National Defense Intelligence College (NDIC) facilitates knowledge sharing in the IC through teaching, research, and outreach. NDIC offers both undergraduate and graduate programs that offer degrees in the science of intelligence. Additional professional enrichment courses are offered through the Joint Military Intelligence Training Center, other intelligence agencies, military senior service schools, and long-term study programs with civilian universities.

Analysts and managers in DI can advance their careers through career-broadening opportunities, such as leading research projects, establishing community-wide project teams, collaborating on analytic and collection strate-

gies, and other experiences including rotations and deployments. Some key rotations include joint duty assignments throughout the DoD and the IC, rotations to the Joint Staff (J2-Director for Intelligence), as well as assignment to the President's Daily Brief staff. Additionally, 19% of DI's workforce gained operational experience and deployed to the Middle East and the rest of the globe in fiscal year 2009. Deployments offer analysts a wealth of knowledge, practical experience and real-time engagement that will serve them for the length of their careers.

Over time, an individual will progress through a series of training and development milestones intended to hone analytic and management skills. DI's professional development strategy ensures that our workforce develops the deep expertise in the research, writing and briefing skills essential to provide intelligence analysis that gives a decisive advantage to the DoD in support of national security objectives.

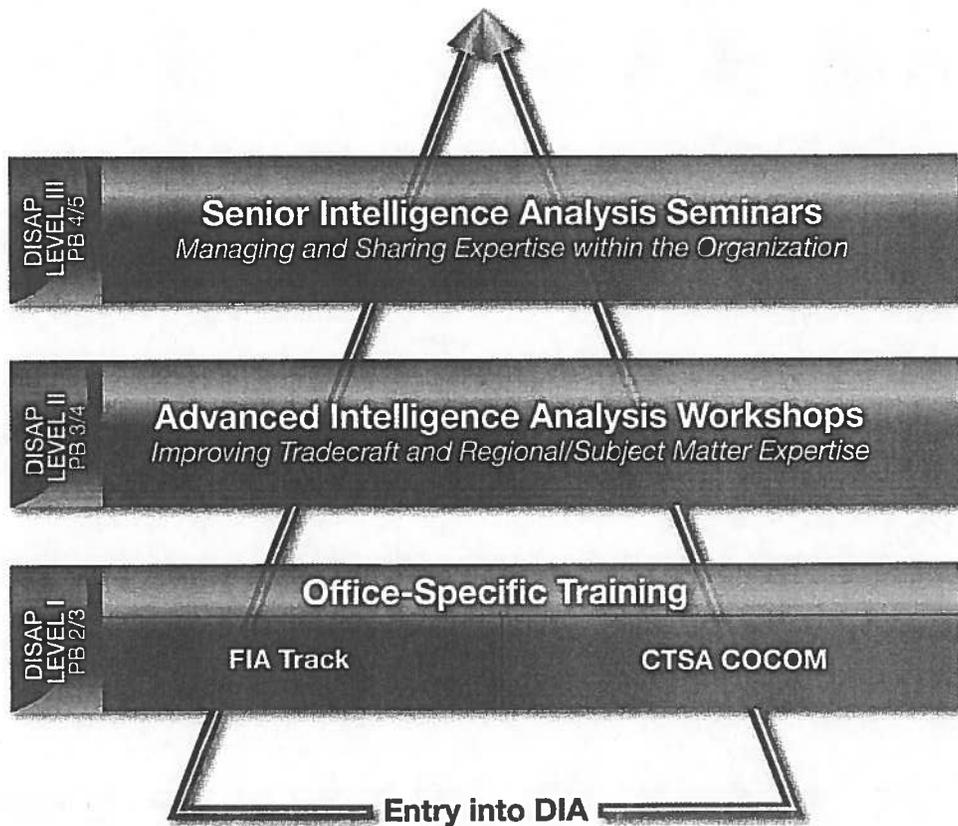
### **Improving Access to Information**

Along with partners in the IC, DI recognizes the value of analytic collaboration and invests in technologies to support and enhance its tradecraft and information sharing techniques to solve challenging problems and to support customers in the warfighting, policymaking, and acquisition communities. On behalf of ODNI, DI led the development of analysts' functional requirements for A-Space, the flagship initiative of the DNI's Analytic Transformation program. A-Space provides collaborative tools to help analysts reach across organizational and geographic boundaries to share insights, access a broader range of information, and hone their analytic insights. Analysts rely on Web 2.0 capabilities such as Intellipedia, a wikipedia-based service provided via Intelink, to create, edit, add

to, or change each others' entries in a shared process of creating and vetting analytic insights. Wiki technology combined with DI's unique business processes have resulted in "wiki4CK," a collaborative intelligence production environment that allows for the review and approval of

an analyst's articles by subject matter experts and foreign disclosure officers prior to release as DIA's "finished intelligence" products. These initiatives enhance analysts' ability to identify, define, and share insights on the difficult intelligence problems that DI is asked to solve.

**FIGURE 5: Analyst Training and Development Plan**



## WE ARE THE DIRECTORATE FOR ANALYSIS

We are intelligence professionals committed to delivering analysis that gives our customers a decisive advantage. DI uniquely provides understanding of foreign threat, or more specifically, intention and capabilities. In doing so, we tell our customers what we know, what we don't know, what we think, and ensure they understand the difference.

We execute our mission within the framework of DIA's values. Our values define the enduring character of our workforce—they provide a consistent identity that transcends individual leaders, technological change, and even the nature of the threat we face. Our values shape the way we go about our work and how we accomplish our mission.

- 1. Service to our fellow citizens**
- 2. Dedication, strength, and urgency of purpose to provide for our nation's defense**
- 3. Customer focus in the intelligence services we provide**

We seek to provide our customers timely, objective, and cogent intelligence to answer their needs. We best serve our customers by focusing our analytic resources on our unique mission and provide the products and services that will increase their confidence at the point of decision. Our most important metric is their confidence—in us and in our judgments—so they can succeed in their efforts.

- 4. Integrity and accountability in all of our actions and activities**
- 5. Inquiry, truth, and continuous learning**



- 6. Creativity and innovation in solving problems, discovering facts, and creating knowledge**

We ensure the quality of our analysis—our tradecraft and our profession. We have a responsibility to employ the best possible tradecraft in our work, leverage all sources of information, collaborate with other analysts, constantly reexamine our thinking, and refresh ourselves through training and development. We have the confidence to take risks and present our best judgments to our customers. We recognize success, while accepting and learning from failure. We acknowledge a responsibility to share and an obligation to collaborate. We hold ourselves accountable, measure our performance, and constantly seek ways to improve our analysis.

- 7. Teamwork through international and external partnerships**
- 8. Leadership at all levels within defense intelligence and the Intelligence Community**

We leverage the multi-disciplinary contribution of our partners—across the defense intelligence enterprise and the IC. We *lead* in making the all-source analytic process drive the actions of the rest of the community. We *lead* in the assessment of foreign military art and science, strategy, doctrine, and force requirements. We *collaborate* with all components of the IC to ensure the complete fulfillment of our customers' needs.

We are DI...delivering analysis for decisive advantage to the Department of Defense.

