Deputy Undersecretary of Defense for Intelligence & Warfighting Support

"Intelligence Community in the War on Terrorism"

14 March 2006

National Security Act 1947
Key West Conference

- National Security Act / Title 50
- Created:
    - United Stated Air Force
    - Central Intelligence Agency -and-
    - Director of Central Intelligence (*also Director of CIA)
- Driven by failure at Pearl Harbor
- Cold War structure

Driving Forces Behind Change

- Change in Threat – (Conventional vs Asymmetric)

- Change in the Political / Military Situation

- War Driven Requirements

- SecDef/USDI Direction

    - Taking Stock of Defense Intelligence
    - Defense HUMINT Reform

    Remodeling Defense Intelligence

- Perception of Failure

    - 9/11 Commission
    - WMD Commission

Intelligence Reform and Terrorism Prevention Act of 2004

- Director National Intelligence

- National Counterterrorism Center

- National Counter Proliferation Center

- Joint Intelligence Community Council

- Improvement of Education for the Intelligence Community

What DoD is Focused on Today

- Implementing Intelligence Campaign Planning (ICP) process to better anticipate threats and plan for intelligence operations

- Creating Joint Intelligence Operations Centers (JIOCs) to enable more agile operations and strengthen Combatant Commander, and DNI support

- Strengthening Intelligence Disciplines (starting with Defense HUMINT) to improve capacity

Intelligence Campaign Planning (ICP)

- Supports Command's ability to plan, synchronize, manage & execute intelligence

- Defines detailed collection/production requirements for deliberate allocation between theater and national assets

- Improves OPS/INTEL integration for planning, crisis, war and post-conflict

- Used for presenting COCOM and DoD intelligence needs to the DNI/IC

- ICPs ongoing at Combatant Commands

JIOC Concept

Analysis Driving Operations

Ops Officer

Analysis **Collection**

Collection Manager
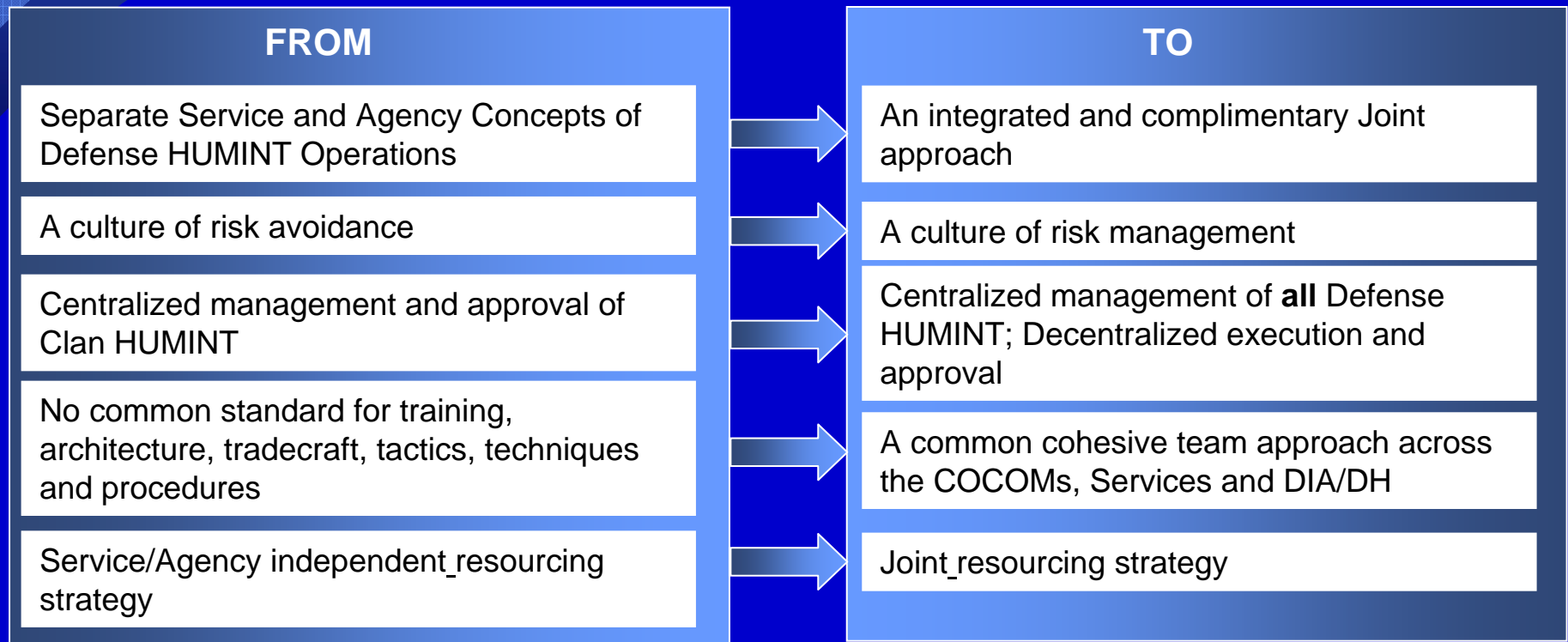
Operations Feeding Analysis

Underlying Principles

- We are operationalizing intelligence right now in our fight for knowledge in Iraq and Afghanistan
- JIOCs at various levels
  - **DoD JIOC at DIA**
  - **COCOM JIOCs**
  - **Tactical/Operational levels (e.g. JIOC-I)**
- Better integrates Analysts and Collectors
- JIOCs are tied together through Horizontal Integration … but are more than information technology systems

A DoD-Wide HUMINT Enterprise

A significantly strengthened Defense Wide HUMINT Enterprise capable of meeting the needs of the COCOMs, Department, and the rest of the National Intelligence Community

FROM	TO
Separate Service and Agency Concepts of Defense HUMINT Operations	An integrated and complimentary Joint approach
A culture of risk avoidance	A culture of risk management
Centralized management and approval of Clan HUMINT	Centralized management of **all** Defense HUMINT; Decentralized execution and approval
No common standard for training, architecture, tradecraft, tactics, techniques and procedures	A common cohesive team approach across the COCOMs, Services and DIA/DH
Service/Agency independent resourcing strategy	Joint resourcing strategy

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Human Intelligence Reform

- Published new policy that applies to all Combatant Commands (to include USSOCOM), Services, and DIA

- Decentralized approval authorities

- Created Military Source Operations (MSO)

  - Collection from, by and/or via humans

  - Foreign military and military-related intelligence

  - Conducted by trained personnel under military commanders

  - Conducted under SECDEF authorities

  - Satisfies Department of Defense requirements

- Established centralized management under Dir DIA to achieve common standards across DoD

- Intent is for all warfighters to conduct MSO whenever/wherever required – all activities must be coordinated
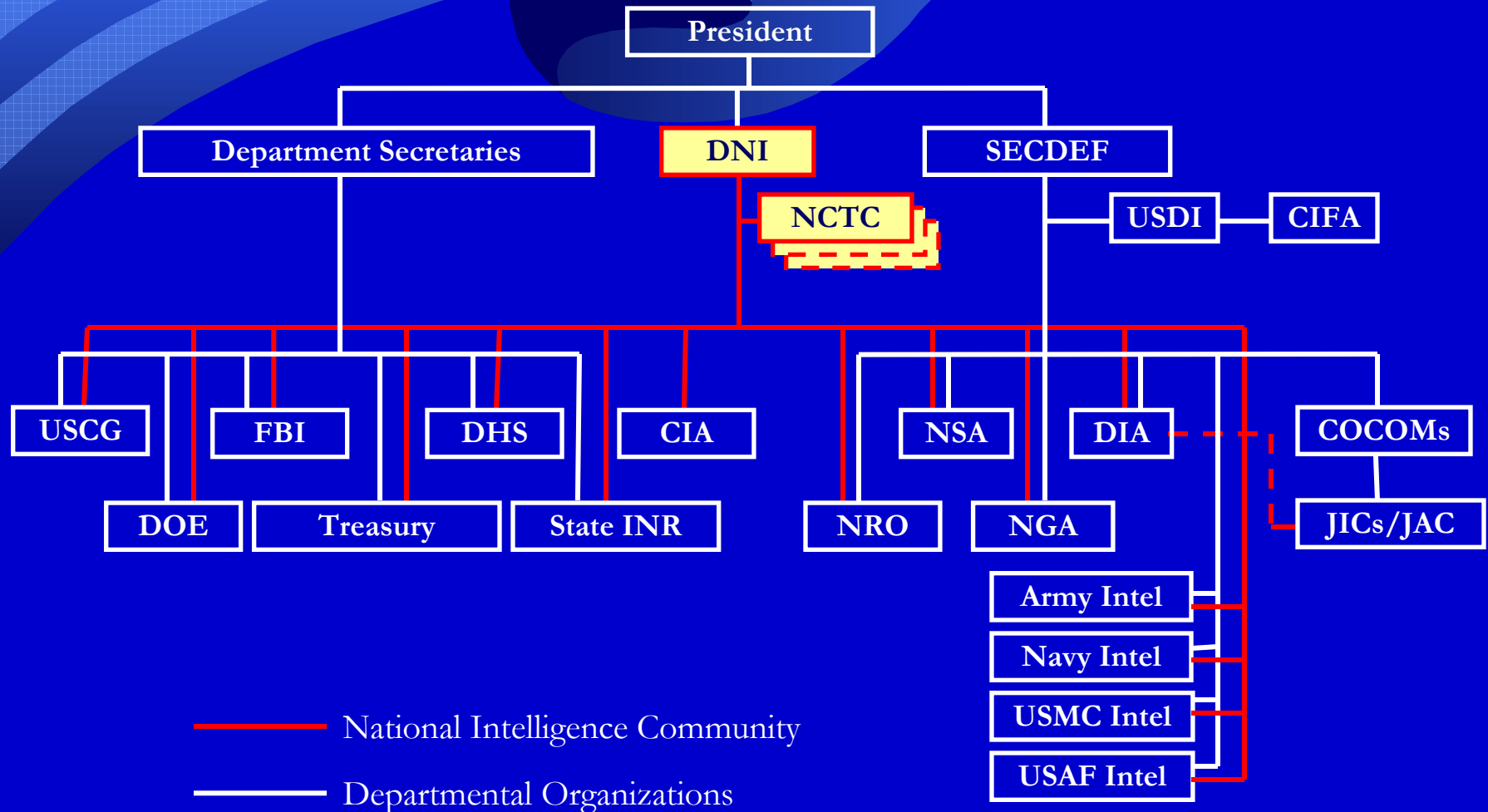
Why is This Important?

> *The enemies we face are not traditional conventional military forces, but rather distributed multi-national and multi-ethnic networks of terrorists. These networks seek to break the will of nations... (QDR)*

- DoD Intel must:

    - Support the current fight

    - Provide indications and warnings of a WMD threat

    - And be prepared to support a conventional conflict

- DoD Intel must also support the CIA and DNI

    - All are dependent on DoD's ability to collect relevant information, analyze it and ensure leaders can act on it

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DoD Intelligence Capabilities and National Intelligence Capabilities

Our Challenges

- **Training to the right standards while at war**
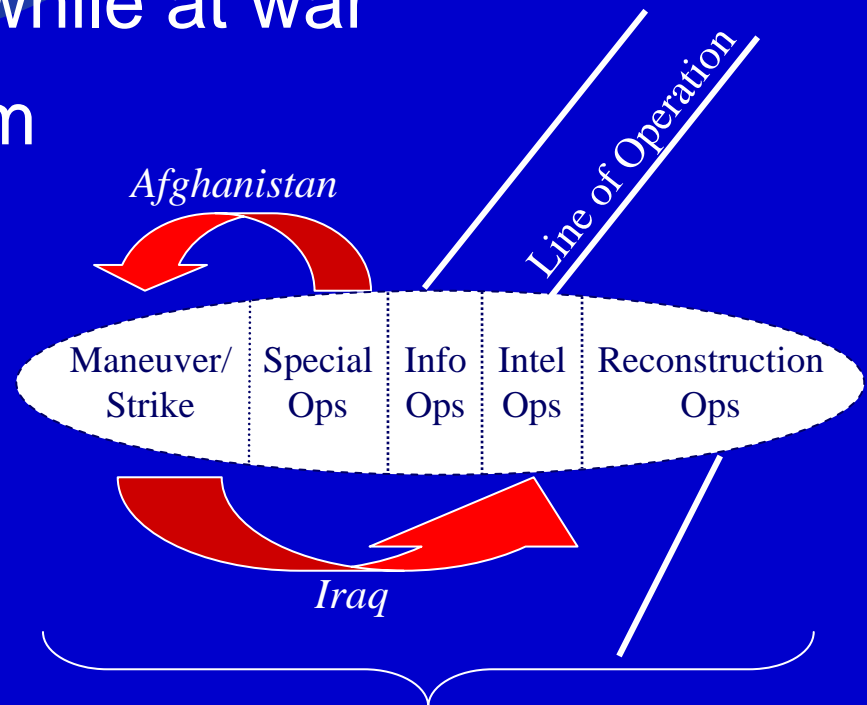- **Transforming the force while at war**
- **Must break the Paradigm**

Logistics*

SpecOps*

Maneuver/Strike

Intel*

InfoOps*

Afghanistan

Line of Operation

Maneuver/ Strike | Special Ops | Info Ops | Intel Ops | Reconstruction Ops

Iraq

•**Supporting efforts viewed as Staff Functions**

Harness Lines of Operations into True Joint Force Capabilities

Paradigm Shifts

- Need to Know ⟶ Need to Share
- Actionable Intel ⟶ Action to Produce Intel
- Intel as a Staff ⟶ Intel as a Line of Function   Operations
- Risk Aversion ⟶ Risk Mitigation
- Stove Pipes ⟶ Horizontal Integration

Questions