Deputy Undersecretary of Defense for Intelligence & Warfighting Support

“Inelligence 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
- Perception of Failure
  - 9/11 Commission
  - WMD Commission

Remodeling Defense Intelligence
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
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

<table>
<thead>
<tr>
<th>FROM</th>
<th>TO</th>
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<tbody>
<tr>
<td>Separate Service and Agency Concepts of Defense HUMINT Operations</td>
<td>An integrated and complimentary Joint approach</td>
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<td>A culture of risk avoidance</td>
<td>A culture of risk management</td>
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<td>Centralized management and approval of Clan HUMINT</td>
<td>Centralized management of all Defense HUMINT; Decentralized execution and approval</td>
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<td>No common standard for training, architecture, tradecraft, tactics, techniques and procedures</td>
<td>A common cohesive team approach across the COCOMs, Services and DIA/DH</td>
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<td>Service/Agency independent resourcing strategy</td>
<td>Joint resourcing strategy</td>
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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
DoD Intelligence Capabilities and National Intelligence Capabilities

- President
  - Department Secretaries
    - DNI
    - SECDEF
      - USDI
        - CIFA
      - NCTC
        - NSA
        - DIA
          - NRO
          - NGA
            - COCOMs
              - JICs/JAC
            - Army Intel
            - Navy Intel
            - USMC Intel
            - USAF Intel

- National Intelligence Community
- Departmental Organizations
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*

*Supporting efforts viewed as Staff Functions

Harness Lines of Operations into True Joint Force Capabilities

Afghanistan  Iraq

Line of Operation
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