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UNITED STATES INTELLIGENCE COMMUNITY (IC)

100 DAY PLAN

INTEGRATION AND COLLABORATION

FOLLOW-UP REPORT

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Follow-up Report

FOLLOW-UP REPORT



The Intelligence Community (IC) must be seamlessly integrated to achieve unified and aligned action. The overarching vision, endorsed by the Intelligence Community's Executive Committee (EXCOM), is to integrate the enterprise and enable cross-organizational collaboration against critical mission areas. To achieve this we must address and overcome barriers – legal, policy, technology, process, and culture. The ODNI began to remove barriers through the 100 Day Plan for Integration and Collaboration. The 100 Day Plan prioritized and accelerated our efforts to satisfy the objectives of the National Intelligence Strategy; it focused on six enterprise integration priorities:

1. Create a Culture of Collaboration
2. Foster Collection and Analytic Transformation
3. Build Acquisition Excellence and Technology Leadership
4. Modernize Business Practices
5. Accelerate Information Sharing
6. Clarify and Align DNI's Authorities

The initiatives identified in the 100 Day Plan allowed us to demonstrate short-term progress and build momentum for integration and collaboration across the Community. Our goal was to take a few important steps, with measurable results, that are helping us undertake our larger transformational efforts.

Experts have studied the IC for over 60 years. Their findings and recommendations are well documented. We know what we need to do, and many people have been working on solutions, but progress is challenging. Problems are deep-seated, complex, and interdependent. We took a major step forward by addressing issues of policy, technology, process, culture, and leadership in a multi-disciplinary manner. We also established a dedicated team and reporting mechanism to ensure coordination, accountability, transparency, and sustained focus and execution across the board. We will continue to use and expand our approach, incorporating lessons learned from the 100 Day Plan.



Our short-term accomplishments will have long-term impact.

Implemented a Civilian Joint Duty Program: We issued instructions to implement an IC civilian joint duty program. The phased program requires civilians to complete at least one assignment outside their “home” agency as a prerequisite for senior rank. The duty program will allow IC professionals to deepen their understanding of the inner workings of other IC agencies, and the Community at large. It also enables them to build and sustain collaborative, information sharing networks across the IC.

Completed an IC EEO and Diversity Strategy: The ODNI published the first five-year IC EEO and Diversity strategy which outlines how to strengthen: (1) leadership and accountability; (2) workforce planning; (3) recruitment, hiring, and retention; and (4) career development and advancement. We are also developing an approach to recruit, hire, and retain first and second generation Americans, building on an external “summit” of more than 15 Heritage Community leaders and an internal “colloquium” that engaged IC employee Affinity Groups and Special Emphasis Program leaders. The strategy also provides for improving business practices and creating a more “welcoming” culture and environment.

Initiated important first steps to improve the security clearance process: We developed a pilot program that will pave the way for a standard and uniform clearance process that allows us to hire and move people where and when we need them.

Instituted a Community-wide Leadership Forum: We established an EXCOM which allows the Office of the Director of National Intelligence (ODNI) leadership to close on important and pressing issues quickly, directly, and effectively. The EXCOM allows IC members to raise and address issues of importance. It provides an opportunity for a senior-level dialogue and Community coordination on critical intelligence activities.

Began improving information sharing: We developed guidance to help maximize our relationships with our allies. An e-mail pilot program that enables communication with our allies on secure networks is forthcoming.

That’s some of what we accomplished so far.

We established aggressive timelines to solve some long-standing problems. We identified 26 initiatives. Seventeen are closed out and we expect five more to be complete by the end of August. For the incomplete initiatives, we will continue to press on toward the goals and follow-on actions. We progressed measurably over the past 100 days. And, we now face deeper challenges. No “big bang” solution exists for any of these problems. Progress will be deliberative, focused, and iterative.

In August, we will distribute the IC’s 500 Day Plan which will lay out the way forward. We will report on the incremental progress we make in 100 day intervals as we execute the 500 Day Plan. We will sustain and build on the momentum we have gained over the next 500 days in order to take on the bigger challenge of changing policies, improving technology, and transforming the culture of the IC. To execute the 500 Day Plan we will have to continue to collaborate across the IC to transform the Community to meet the complex national security challenges of the 21st Century.

A handwritten signature in blue ink, reading "J. M. McConnell".

July 27, 2007

One Community...

CREATE A CULTURE OF COLLABORATION

Create a Culture of Collaboration... Aligned to The National Intelligence Strategy.

- **Enterprise Objective 4:** Attract, engage, and unify an innovative and results-focused Intelligence Community workforce.

THE CURRENT ENVIRONMENT AND HOW WE KNEW IT NEEDED TO CHANGE

HYPOTHETICAL SCENARIO

What is Happening: John took the IC Employee Climate Survey in 2006. He was not surprised by the results. The IC has a way to go to become more collaborative as an enterprise. Most employees understand that the IC mission depends upon sharing knowledge and collaborating across agencies. Only some think it is actually easy to work with those outside their own agencies. John's own past experience has not been positive. After completing a two year rotational assignment outside his agency, he came home to find his billet was gone. He also found there was no way to apply his new knowledge toward his agency's mission.

What Should Happen: With a program of joint duty, common, core performance elements, and a leadership commitment to improving career development, John has now moved around the Community. While on rotation, he kept in touch with his supervisor and his colleagues. Contact with his friends through wikis, blogs and community forums helped him and his colleagues develop valuable all-source intelligence products on several occasions. John knew his outside experience made him a better analyst – his supervisor knew it, too. They both knew the collaborative relationships he developed contributed positively to mission success.

CREATE A CULTURE OF COLLABORATION

What it Means to You: Your reputation throughout the community and your ability and willingness to share information horizontally will be an integral part of your performance which will be based on input from your colleagues at all levels, not just your boss. You will have more opportunity in your career.

What it Means to the Community: A more experienced and well-rounded workforce willing and able to work collaboratively to solve tough problems.

What it Means to National Security: A workforce that better understands customers, sources and methods, and regularly shares information to better develop meaningful intelligence products.

One Career

Formulating the right mix of incentives, leadership development, trust-building measures and skills to create and sustain collaboration from the bottom up.



WHAT'S THE PROBLEM	WHAT WE DID	WHY IT MATTERS	WHAT'S NEXT
The IC workforce is not encouraged and rewarded to collaborate across agencies.	Developed and promulgated Joint Duty Implementing Instruction IC Policy Guidance (ICPG) 601.1 that requires employees to have an assignment outside their “home” agency in order to advance to the executive level.	By giving IC employees the opportunity to increase their understanding of the inner workings of other agencies, we will create and sustain collaboration across the IC.	Create opportunities for IC-wide joint recruiting; incorporate candidate matching into the joint duty process; establish an IC collaboration network; open a “bricks and mortar” National Intelligence University (NIU).
Performance appraisal systems across the Community are varied and do not consistently reward collaboration.	IC Directive (ICD) 651 and 656 are in coordination; they address Performance Management and include a 360-degree feedback component.	By establishing common, core performance elements and providing for a feedback mechanism, we will reinforce horizontal communication and cross agency collaboration.	Run a pilot program on the 360-degree performance appraisal system; build in collaboration metrics.
We live and operate in a global threat environment. The IC needs to be as diverse as the US to reflect the world’s diverse cultures, languages, and backgrounds. Our security and hiring practices make this difficult.	We wrote and promulgated the first IC Equal Employment Opportunity and Diversity (EEOD) Cross Cutting Emphasis Area Plan 2007-2012.	This strategy includes an implementation plan, with specific measures for the IC, which will outline the way ahead for improving diversity across the Community.	Implement and oversee EEOD strategy to make sure we reach our goals.

One Community...

FOSTER COLLECTION AND ANALYTIC TRANSFORMATION

Foster Collection and Analytic Transformation... Aligned to The National Intelligence Strategy.

- **Enterprise Objective 2:** Strengthen analytic expertise, methods, and practices; tap expertise wherever it resides; and explore alternative analytic views.
- **Enterprise Objective 3:** Rebalance, integrate, and optimize collection capabilities to meet current and future customer and analytic priorities.
- **Enterprise Objective 9:** Learn from our successes and mistakes to anticipate and be ready for new challenges.

THE CURRENT ENVIRONMENT AND HOW WE KNEW IT NEEDED TO CHANGE

HYPOTHETICAL SCENARIO

What is Happening: It is 0530 and Gail, an imagery analyst, arrives at her cubicle, logs on to three separate workstations and starts to read the hundreds of messages that arrived overnight in her queue. Scribbling notes on a piece of paper, she goes down the hall to track down historic imagery to verify a hunch. After spending most of the day sifting through message traffic, tracking down past reports, and waiting for return e-mails, Gail has one hour to really think about the day's events and complete the intelligence report that is due by the end of the day.

What Should Happen: Gail arrives at work at 0530. She logs onto a single workstation that provides access to a virtual analytic workspace where she queries the latest and greatest products and messages that have come in over night. The information automatically loads in a range of analytic views – social networks, geospatial, and temporal analysis tools. Gail quickly spots the patterns, performs “what if” analysis and writes her report. She posts her comments on the wiki and engages in an on-going analytic discussion.

FOSTER COLLECTION AND ANALYTIC TRANSFORMATION

What it Means to You: Analysts are connected virtually. They can tap into colleagues to cross-reference knowledge and become recognized and respected as experts in their fields.

What it Means to the Community: The analytic community will be able to produce better, fused intelligence products.

What it Means to National Security: Better fused Intelligence enhances situational awareness and enables improved decision making.

One Collaborative Environment

Strengthening collection and analysis so we can give our customers the timely, accurate and relevant information they need.



WHAT'S THE PROBLEM	WHAT WE DID	WHY IT MATTERS	WHAT'S NEXT
Community members lack visibility into common information needs making it difficult to compile, consolidate, search and prioritize collection requirements.	Developed and coordinated an Integrated Collection and Analysis Requirements System (ICARS) implementation plan.	When implemented across the Community, ICARS will provide a foundation for analysis to drive collection.	Continue incremental system development driven by user feedback and mission needs.
There is overlap in roles and responsibilities among various players in the mission manager space. The Mission Manager's Board needs to meet to discuss issues.	The ODNI staff developed a white paper on mission management best practices. It still requires coordination with the Community.	The paper provides an overview of mission management practices that have worked best over the past two years and can be applied to Community efforts against a broader array of targets.	Instantiate mission management best practices with regional and functional mission managers and incorporate into a new National Intelligence Coordination Center.
IC analysts cannot readily find all available intelligence on topics of interest. Nor do analysts have a unified workspace with tools that enable them to work easily across agency boundaries and exploit all available information.	ODNI is building the Library of National Intelligence (LNI), a consolidated repository of all disseminated IC intelligence; CIA is the executive agent. ODNI is piloting a Community-wide web-based environment, called "A-Space"; DIA is the executive agent.	When these pilots reach full capability, IC analysts will be able to collaborate across agency boundaries, and fully exploit all available information and finished intelligence.	CIA will deliver a pilot LNI this year and DIA will bring A-Space to an initial operational capability.
The lack of common analytic standards results in uneven quality in finished intelligence products and inconsistent documentation practices.	The ODNI developed ICD 203 establishes IC-wide standards for rigorous, objective analysis; IC agencies developed/refined plans to evaluate how well they meet the standards; ODNI is circulating a draft ICD 206 to standardize source referencing.	Analysts, managers, and trainers now have clear guidance on tradecraft expectations and "in-house" evaluation programs which will help the IC better focus on analytic training and development. Consistent sourcing will facilitate information sharing and improve transparency for consumers.	Assist IC elements in implementing their evaluation plans. Finalize coordination of the draft sourcing ICD.
The process by which the ODNI develops intelligence priorities does not adequately reflect senior customers' highest priorities.	The ODNI developed ICD 204 which assigns roles and responsibilities for the National Intelligence Priorities Framework (NIPF) and developed proposed changes to the NIPF process.	The new process will ensure intelligence priorities are aligned with senior customers' highest priorities, and IC resources are allocated to those priorities.	Finalize coordination of the draft ICD and begin implementing changes to the NIPF process.
There is a need to enhance and focus efforts to penetrate and analyze hard targets.	The ODNI gathered information on what analysts need to know and how the IC is postured to collect against hard targets.	The information gives the ODNI a foundation for deciding adjustments in collection.	Evaluate the value of the intelligence gained from these collection efforts and adjust them as necessary so collection meets analysts' needs.

One Community...

BUILD ACQUISITION EXCELLENCE AND TECHNOLOGY LEADERSHIP

Build Acquisition Excellence and Technology Leadership... Aligned to The National Intelligence Strategy.

- **Enterprise Objective 8:** Exploit path-breaking scientific and research advances that will enable us to maintain and extend intelligence advantages against emerging threats.

THE CURRENT ENVIRONMENT AND HOW WE KNEW IT NEEDED TO CHANGE

HYPOTHETICAL SCENARIO

What is Happening: Dr. Strong is a hot shot in nanotechnology. The grey beards who recruited him are concerned that his ideas may be too risky and will not produce results quickly given the standard development and acquisition timelines. Dr. Strong contends that the technology he is researching could be made real if he is given the time and resources needed to pursue them. Once his sponsor transferred to another organization his only support vanished and the program died. In reality, while his new ideas seemed risky, they are actually being demonstrated in industry and major breakthroughs are forthcoming. Now, the government will not be in a position to leverage them any time soon.

What Should Happen: Dr. Strong is doing his best work on a fast track. His supervisors encourage him to take calculated risks. With the consistent leadership support and the new and open acquisition environment, he is able get his project approved – even with a lot of competition throughout the Community and the need for complex procurements. Decisions are made promptly and fairly, and he has all the support he needs to meet agreed-upon milestones. Agencies are looking forward to incorporating his work in a shared architecture. Analysts are already using results from the pilot.

BUILD ACQUISITION EXCELLENCE AND TECHNOLOGY LEADERSHIP

What it Means to You: An innovative, rapidly evolving environment. There are ample opportunities to get the right things done and apply the latest technology.

What it Means to the Community: Disciplined and agile acquisition that continuously refreshes and extends technology and gains buying power and efficiencies through agency cooperation.

What it Means to National Security: Quickly gain influences over adversaries by exploiting America's unique advantages in technology and systems management.

One Investment Strategy

Developing and acquiring capabilities more efficiently.



WHAT'S THE PROBLEM	WHAT WE DID	WHY IT MATTERS	WHAT'S NEXT
Acquisition was buried in the management process and did not receive adequate attention and focus to ensure research and advanced technology projects were resourced adequately.	Installed the first Deputy Director of National Intelligence (DDNI) for Acquisition. Drafted a strategy and developed ICPG 105.1 to improve the acquisition process.	Prepares for better capability to exploit advanced technology, especially on large-scale efforts that have joint benefits.	Develop/acquire enterprise-level tools to support the acquisition process. Develop a right-sized, fully-qualified and experienced acquisition workforce.
The coordination of acquisition to meet Community needs is not well developed, in part due to weak structures and guidance. Decision rights are unclear.	Recommended modifications to acquisition authorities, coupled with an implementation plan.	With clarity in authorities, decisions can be made in the interest of the Community, with assurance of broad support, program continuity and security, and execution of programs.	Complete acquisition and science and technology (S&T) policy. Establish an ODNI Systems Engineering and Architecture Group. Develop additional implementing charters, including protection protocols.
High-potential research is often not performed due to lack of skills and because included agencies cannot justify risky investments or large programs with joint benefits.	Wrote and socialized the Implementation Plan for Intelligence Advanced Research Projects Agency (IARPA). Began identification of future research thrust areas.	Socialization of IARPA's stand-up is an important step towards sustaining and expanding a robust Community-wide advanced research capability, focused on creating new, surprising, and high-impact capabilities.	Obtain funding and develop an IC S&T strategy and research plan emphasizing speed, synergy, and surprise. Improve linkage among advanced S&T programs and acquisition.

+++*One Community...*+++
MODERNIZE BUSINESS PRACTICES

Modernize Business Practices...
Aligned to The National Intelligence Strategy.

- **Enterprise Objective 7:** Create clear, uniform security practices and rules that allow us to work together, protect our nation’s secrets, and enable aggressive counterintelligence activities.
- **Enterprise Objective 10:** Eliminate redundancy and programs that add little or no value and re-direct savings to existing and emerging national security priorities.
- **Enterprise Objective 9:** Learn from our successes and mistakes to anticipate and be ready for new challenges.

THE CURRENT ENVIRONMENT AND
HOW WE KNEW IT NEEDED TO CHANGE

HYPOTHETICAL SCENARIO

What is Happening: Robert has trouble filling positions in his research group. A big hang-up in the hiring process is clearances. Robert recruited one candidate who, after 18 months of waiting for his accesses decided to take a job in industry. For another candidate the process proved too cumbersome and confusing. Every few months he got over a different hurdle – retyping information from his DoD forms to IC forms, his DoD Secret clearance was recognized, he re-signed applications that had timed out, he was granted Top Secret, but had two compartments to be read into. Almost there — but he needed a polygraph (actually two polygraphs), then a badge, then another compartment read-in. Robert diligently worked with security at each step. They hinted that the candidate might be able to break into the polygraph queue, but the queue was not his only delay. The real problem was the candidate’s mother-in-law; she lives in India.

What Should Happen: Robert is filling his slots quickly with high quality people. He has a lot of flexibility to add and subtract skilled staff, including rotations from several agencies and expert contractors. He was interested in directly hiring a US-educated scientist who grew up overseas. They both knew that his clearance was uncertain, but the clearance office promised a prompt decision on Top Secret. It came though quickly, and the scientist was on the job a few weeks later.

MODERNIZE BUSINESS PRACTICES

What it Means to You: Timely granting of clearances and the ability to enter all IC agencies with the IC One Badge without having to send clearances will allow you to use your expertise where and when it is needed on important projects.

What it Means to the Community: Reforming the IC’s business processes will lead to greater efficiency, first in security, and eventually in personnel, finances and other functions.

What it Means to National Security: Jettison slow and costly functions, free up resources for deployment against adversaries.



One Approach

Streamlining new business processes to create a more agile intelligence enterprise and avoid duplicative investments.

WHAT'S THE PROBLEM	WHAT WE DID	WHY IT MATTERS	WHAT'S NEXT
Multiple, complex and inconsistent security clearance systems slow the pace in filling open positions and moving personnel.	Prepared a pilot on an alternative security clearance process.	A piloted and demonstrated solution to the security clearance process will show the Community a workable common process and will expedite its adoption.	Execute the pilot process and develop supporting training. Scale-up adoption.
Senior IC leaders lack regular access to knowledgeable, independent and outside perspectives to help solve the IC's toughest problems in policy, technology and people.	We have established a Senior Advisory Group to advise the Director and DNI Executive Committee (EXCOM). Terms of Reference are defined and members are identified.	IC leaders will benefit from acquiring new thinking from outside the IC on complex enterprise-level problems.	Convene Senior Advisory Group meetings and develop critical topics.
There is insufficient funding flexibility to ensure the ODNI can adequately address community priorities.	The ODNI identified the IC's lowest priority resources, which can be reallocated to higher strategic priorities.	This "trade space" is necessary to build a budget that reflects the IC's highest priority needs.	The DNI, with advice from the EXCOM, determines reallocation of "trade space" resources for the FY 2009 NIP budget.
Much of the IC cannot produce auditable financial statements.	The ODNI drafted a comprehensive financial management improvement plan. A Governance Board was established for oversight and direction.	Improved financial processes will ensure clean audits, better transparency for oversight, and better financial controls.	Implement the comprehensive financial management improvement plan.
Budgeted funds cannot always be tracked back to improving performance against critical mission areas, such as counter-terrorism and counter-proliferation.	The ODNI developed an IC-wide performance measurement framework that links mission outcomes to output measures associated with budgeted activities.	By considering performance measures in budget decisions, we can identify where to invest our resources so they can produce the best results against critical mission areas.	We will incorporate our framework and measures into the FY 2009 NIP budget.
Current ODNI and Community-wide planning, budgeting, programming and assessment processes are fragmented, not well aligned, or synchronized.	We created an end-to-end capabilities-based planning model to link strategy, capabilities, architecture, budgets, performance metrics, and fielded solutions.	Shared strategic interests will be consistently represented and linked through the programming and budgeting cycle. It will enable the IC to build the right thing, the right way.	Run the pilot, evaluate potential outcomes and field an IC-wide Balanced Scorecard.

ACCELERATE INFORMATION SHARING

Accelerate Information Sharing...
Aligned to The National Intelligence Strategy.

- **Enterprise Objective 5:** Ensure that Intelligence Community members and customers can access the intelligence they need when they need it.
- **Enterprise Objective 6:** Establish new and strengthen existing foreign intelligence relationships to help us meet global security challenges.

THE CURRENT ENVIRONMENT AND HOW WE KNEW IT NEEDED TO CHANGE

HYPOTHETICAL SCENARIO

What is Happening: Linda is an all source analyst studying a few challenging international relationships. To get all the information she needs for her analysis, she needs access to many repositories of information scattered around the community. She has to query separate systems to get vital data. Despite stellar research skills, Linda is still unaware of some useful repositories that contain very sensitive information that could help validate her assessments. She writes her report. The report could be useful to state and local authorities who have an office nearby. In order to get the information to the local authorities, the classified report is rewritten to be unclassified. After a significant delay, much useful, actionable information is eliminated and valuable time is lost.

What Should Happen: Linda has access to information repositories through a “federated search” capability that facilitates the retrieval of information, saving valuable time and effort. The system indicates sensitive information exists for which she does not have access. So, even though she might not have native access, she is able to understand what the intelligence community knows. Having received comprehensive training on new write-for-release guidance, she now knows that her reports are released in various forms and formats to include her classified report, as well as an unclassified version that provides actionable information to the state and local authorities — immediately.

ACCELERATE INFORMATION SHARING

What it Means to You: You will have the tools, processes and information needed to produce better intelligence.

What it Means to the Community: Agencies concentrate on sharing information with customers rather than protecting it from outsiders.

What it Means to National Security: The seamless flow of information among the different collection disciplines and analytic communities will enable our leaders to have the intelligence they need to make the right decisions.



Moving from a "need to know" paradigm toward a "responsibility to provide" culture and mindset.



WHAT'S THE PROBLEM	WHAT WE DID	WHY IT MATTERS	WHAT'S NEXT
Longstanding cultural and bureaucratic barriers continue to block sharing of information or fail to facilitate it.	Developed ICPM 2007-500-3, on Intelligence Information Sharing.	Puts in place a policy framework to meet the President's and Congress' information sharing mandates and the means to appeal denial of access.	Promulgate and implement these policies across the IC with detailed guidance on how access will be granted to all sources of intelligence.
Current community information systems and processes employ coarse-grained access control mechanisms that impede the delivery of information to all those who need it.	Developed an implementation plan that describes how a single, consistent identity and access policy scheme can resolve information sharing problems across agencies, networks, and systems.	The identity activity will compare an individual's access privileges to the information they need. Fine-grained access control enables information sharing while minimizing the risk of unauthorized disclosure of sensitive information.	Implement the concept of a consistent personnel identity and access scheme, policies, and technologies to support fine-grained access control.
State, local, and tribal governments received threat reporting from multiple federal agencies often with inconsistent detail.	Established an interagency coordination group to provide threat reporting. Developed counter-terrorism tear-line policy within ICPM 2007-500-1.	State, local, and tribal partners will receive consistent coordinated threat reporting.	Analysts will produce products that have the information important to our state and local partners - enabling first lines of prevention.
Most intelligence production remains in highly classified environments, limiting its utility to all customers.	We are defining write-to-release and responsibility to provide policy and concepts to change analytic culture within an ICPM.	Users will have more access to information that could help with analysis and decision-making.	Develop production guidance representing the diversity of intelligence customers' needs. Establish personnel evaluation criteria focusing on "responsibility to provide" for analysts and collectors.
1. Current Information Technology (IT) policies limit or prohibit sharing information and collaboration with our allies. 2. The IC needs a better process to evaluate the potential and enlist the cooperation and assistance of foreign partners.	1. Evaluated current IT information sharing policies and recommended changes. Started an e-mail pilot program (now operational) between selected US and allied classified networks to provide e-mail (with attachments) capability. 2. Signed strategic guidance for the IC to leverage and maximize foreign intelligence relationships.	1. A DNI policy on information sharing with foreign partners avoids ad hoc policy development within individual agencies. 2. Greater cooperation with our foreign partners will augment US collection and analysis, provide otherwise unobtainable knowledge, and reduce redundancy.	1. Upgrade capability to provide robust services required for a mission-critical system. Publish an assessment of, and strategy for, improving electronic sharing capabilities between selected US and Allied classified networks. 2. Lead the IC in strategic review of the effectiveness and potential of key foreign intelligence partnerships to identify and remove impediments to ensure more valuable and productive relationships. Coordination with Allies is on-going.

+++*One Community...*+++
CLARIFY AND ALIGN
DNI'S AUTHORITIES

THE CURRENT ENVIRONMENT AND
HOW WE KNEW IT NEEDED TO CHANGE

HYPOTHETICAL SCENARIO

What is Happening: Past oversight and governing documentation is outdated and needs to be clarified in order to support and enable the authorities of the DNI. For instance, Intelligence Authorization Acts from 2001-2006 call for the Director of Central Intelligence and other IC elements to take on Community-wide responsibilities, e.g., briefing Congress on declassification plans; providing customized intelligence products for decision-makers in Congress; cyber security guidance; coordinated counter-terrorism strategy; structure/resourcing of the IC; standards and qualifications for intelligence professionals.

What Should Happen: Clarification and alignment will support the DNI's effort to guide the IC holistically and completely in a thoughtful and well-coordinated manner with appropriate authorities and endorsement. By establishing an EXCOM, the DNI can feel the pulse of the IC through this inclusive group. He can open dialogue on any issue to get feedback and input. He can provide overarching and specific guidance regularly and effectively. Also, the DNI can use his authorities to declassify documents (or bodies of documents) that are of extraordinary public interest. The process is expeditious and responsive.

CLARIFY AND ALIGN DNI'S AUTHORITIES

What it Means to You: Quicker decision making, clearer guidance, more certainty.

What it Means to the Community: Agencies can concentrate on sharing information with customers without compromising sensitive information.

What it Means to National Security: A national intelligence authority that can focus, guide and coordinate all IC agencies will ensure that our leaders have the timely tailored intelligence they need to make better decisions.



Clarify and Align DNI's Authorities...
Aligned to The National Intelligence Strategy.

- **Enterprise Objective 1:** Build an integrated intelligence capability to address threats to the homeland, consistent with US laws and protection of privacy and civil liberties.

One Direction

Making our Community more integrated and operationally agile.



WHAT'S THE PROBLEM	WHAT WE DID	WHY IT MATTERS	WHAT'S NEXT
DNI's authorities regarding the national intelligence agencies, as well as roles and responsibilities of the heads of the IC components, are not clearly defined.	We included several DNI Authority proposals in the FY 2008 Intelligence Authorization Bill. We endorsed an agreement with the Secretary of Defense to dual hat the Under Secretary of Defense for Intelligence - USD(I) as the Director of Defense Intelligence (DDI). Recommended possible revision to EO 12333.	Clear and efficient lines of authority, with properly aligned leadership roles and responsibilities will help the IC become more agile and effective.	Draft appropriate Executive Branch documents and assess whether further statutory authorities or clarification are necessary to clarify and Align DNI authorities.
DNI authorities do not provide common guidance on the development, implementation and evaluation of activities across the Community, including the declassification of information.	We recommended language on the administrative procedures that govern information sharing between agencies, foreign partners, and others.	By expanding our capacity to declassify information that no longer needs to be classified, the IC can increase its transparency with the American people.	Once the appropriate Executive branch document is signed, develop an ODNI policy for intelligence dissemination and declassification.
A mechanism does not exist to resolve key IC challenges quickly.	An EXCOM has been established to advise the DNI in coordinating intelligence activities. Terms of Reference have been approved.	Everyone now has a "seat at the table." The DNI will use the EXCOM to close on important and pressing issues.	Hold regularly scheduled EXCOM meetings to address IC issues and inform leadership of issues impacting the Community.

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