

Joint Statement for the Record

**Office of the Under Secretary of Defense for Intelligence
Defense Intelligence Agency
Joint Staff Director for Intelligence
U.S. Central Command Director for Intelligence**

HASC Oversight and Investigations Subcommittee

Hearing on the Department of Defense Inspector General Report: “Investigation on Allegations Relating to USCENTCOM Intelligence Products”

28 February 2017

Chairwoman Hartzler, Ranking Member Moulton, and Members of the Committee, thank you for the invitation to offer the testimony of the Department of Defense (DoD) on the DoD Inspector General (IG) Report “Investigation Allegations Relating to USCENTCOM Intelligence Products.” The Department appreciates the extensive DoD IG report, and we are integrating its recommendations into our continuous efforts to improve intelligence analysis across the Defense Intelligence Enterprise.

It’s great to be here with Neil Wiley, Director for Analysis, Defense Intelligence Agency. Mr. Wiley serves as the Functional Manager for DoD All-Source Analysis on behalf of the DIA Director. Also with me are the Joint Staff Director for Intelligence, Maj Gen James Marrs, who serves as a focal point for intelligence activities at the Combatant Commands; and the USCENTCOM J-2 MG Mark Quantock, who leads USCENTCOM’s analytic workforce.

As senior leaders for defense intelligence, we hold ourselves to the highest standards, and take great pride in the exceptional intelligence professionals who support the full spectrum of DoD intelligence customers, from the President to the Soldier in the field. Every day, thousands of defense intelligence professionals across the globe tirelessly work to provide insight and

analysis without politicization. Our commitment is, and always will be, to provide unvarnished intelligence and key assessments into the myriad of issues facing our country each day.

The Department has already taken a number of policy, governance, and oversight steps over the past several years to create a stronger foundation for objective, high quality defense intelligence analysis. While these steps were initiated without specific reference to the IG investigation at USCENTCOM, and some predate that investigation, our actions align with many of the IG's recommendations.

- Analytic quality and objectivity are priorities for the Department. In a May 2016 memo to Defense Intelligence components, the Under Secretary of Defense for Intelligence (USD(I)) stated that improvements in tradecraft and adherence to analytic integrity standards were key to strengthening defense intelligence analysis.
- The USD(I) also sponsored the first ever Analytic Objectivity Symposium in September 2016 bringing together diverse communities responsible for producing objective, defensible, and useful analysis in finance and accounting, medical and academic research, law enforcement, and intelligence. The expert speakers at the symposium agreed that a combination of analyst training, clear tradecraft standards, application of structured analytic techniques, and supervisory and oversight measures can reduce the incidence of bias and politicization in analysis and yield high quality analytic products. The Office of the USD(I) has made the symposium proceedings widely available and will follow up with additional public events to provide DoD intelligence analysts access to a wide range of resources and ideas.
- In November 2016, the USD(I) signed a new policy titled "Management and Oversight of DoD All-Source Analysis," that provides for the first time a framework for DoD

intelligence analysis. This policy extends Intelligence Community analytic standards to all DoD intelligence analytic organizations, including those within the Combatant Commands. The policy establishes training, education, and certification programs for defense intelligence all-source analysis; these programs are keystones for improving analytic tradecraft and helping to ensure analysis is objective.

- Further, the policy institutionalizes the role of a Functional Manager for DoD All-Source Analysis (FM/A) and assigns that role to the Director of DIA. Overall, the FM/A, in collaboration with the USD(I) and DoD intelligence analytic organizations, will promote an analytic environment of data sharing and trust.
- The FM/A plays a significant role in DoD training and certification programs – two key areas that help ensure that analysis is free from bias. Accordingly, DIA has developed a Professional Analyst Career Education (PACE) program to train DIA analysts and managers of analysts, whether they serve at DIA headquarters or a combatant command, to a consistent tradecraft standard, including analytic objectivity. DIA also offers the Defense Intelligence Enterprise numerous courses on providing manager feedback to analysts. DIA is also managing the Certified All-Source Analyst (CDASA) program, a three-tiered credentialing program that recognizes DoD personnel who have demonstrated, through experience and analytic knowledge, a level of competence consistent with the baseline of the analytic profession. More than 600 DoD analysts from DIA, Combatant Commands, and Services have achieved the CDASA Tier 1 certification. An exam for Tier 2 certification is being developed for mid-level analysts, and the Tier 3 certification is in planning for advanced analysts. CDASA professionalizes, unifies, and integrates defense intelligence all-source analysis by

validating individuals who consistently meet and sustain common standards for competency in knowledge, skills, and practice.

- The FM/A and OUSD(I) jointly chair the Defense Analytic Tradecraft Council (DATC), which serves as a forum for advancing analytic integrity and tradecraft standards across the Department. The DATC has already provided guidance and best practices for DoD intelligence analytic organizations to establish both an analytic ombudsman program—with the goal of developing a corps of senior analytic personnel to serve as analytic ombudsmen equipped to monitor and react confidentially and appropriately to any real or perceived instance of analytic manipulation—and a periodic analytic product review program, which evaluates finished analytic products based on Intelligence Community analytic tradecraft standards.
- OUSD(I) has been working closely with ODNI to elevate ODNI's annual Analytic Objectivity and Process Survey more broadly throughout the Defense Intelligence Enterprise. OUSD(I) has encouraged Combatant Commands, in particular, to have their analysts respond to ensure we are collecting the most comprehensive data possible on current perceptions and concerns related to analytic objectivity.
- Finally, OUSD(I) is developing an analytic oversight program that will include site visits to the Combatant Commands, Service Intelligence Centers, counterintelligence analytic components, and combat support agencies to gauge the health of the defense intelligence analytic community. The assessment criteria are drawn from the new DoD all-source analysis policy and from OUSD(I) emphasis areas articulated in the May 2016 memo to the DoD intelligence analytic organizations to maximize the effectiveness and efficiency of defense analytic operations while implementing rigorous risk management processes.

- USCENTCOM has developed and is executing an aggressive action plan to make improvements and address the recommendations from the DoD IG and the Joint Task Force.

The Department's actions have already established a firm foundation for DoD intelligence analysis. We look forward to continuing along this path to ensure that DoD analysis meets the highest standards of quality and objectivity.