

# Introduction to Intelligence

Institutions, Operations, and Analysis

Jonathan M. Acuff

LaMesha L. Craft

Christopher J. Ferrero

Joseph Fitsanakis

Richard J. Kilroy Jr.

Jonathan C. Smith



# DETAILED CONTENTS

---

<b>Preface</b>	<b>xv</b>
<b>Acknowledgments</b>	<b>xvii</b>
<b>About the Authors</b>	<b>xix</b>
<b>Chapter 1 • Introduction</b>	<b>1</b>
What Is Intelligence?	1
The Purpose of Intelligence	3
The Three Levels of Intelligence	5
<i>Strategic Intelligence</i>	5
<i>Operational Intelligence</i>	6
<i>Tactical Intelligence</i>	6
Three Perspectives on Intelligence	7
<i>The Kent School</i>	7
<i>The Gates School</i>	8
<i>The McLaughlin School</i>	9
Conclusion: The Promise and the Limitations of Intelligence	10
Key Concepts	12
Additional Reading	13
<b>Chapter 2 • Intelligence History</b>	<b>15</b>
Intelligence From Antiquity to the Westphalian State System	15
Intelligence in Ancient Greece	16
<i>The Art of War vs. On War</i> in China	18
Intelligence in Late Medieval and Early Modern Europe	20
England	20
France	21
Russia	23
Intelligence in America From the Revolution to Pearl Harbor	24
The Birth of Counterintelligence	25
Famous Spies of the Revolution	25
New Technologies in Intelligence	26
Institutional Support	27

World War II and the Birth of the Modern	
American Intelligence Community	28
The US and UK Partnership	29
The War's End	30
The Cold War	31
American Intelligence and the Nuclear Arms Race	31
Avoiding Armageddon: The Cuban Missile Crisis	33
Soviet HUMINT Successes	35
Intelligence in the 21st Century: 9/11 and Its Aftermath	38
Reorganization of the Intelligence Bureaucracy	38
Adapting to New Threats	39
Conclusion: Assessing Over 3,000 Years of Intelligence History	40
Key Concepts	41
Additional Reading	42

### **Chapter 3 • Intelligence and Security Institutions: Organizations and Processes** **43**

An Illustration of Intelligence Support	43
The National Security Framework in the US System	46
Congress	47
Judiciary	50
Executive	51
The Growth of the National Security Bureaucracy	52
The Cold War	52
<i>The National Security Council</i>	55
<i>The National Security Act of 1947</i>	56
<i>The Goldwater–Nichols Act of 1986</i>	56
The Post-9/11 Environment	57
<i>The Department of Homeland Security</i>	57
<i>The Intelligence Reform and Terrorism Prevention Act of 2004</i>	58
Intelligence Organizations in the US System of Government	59
The Intelligence Community Leadership	60
The Central Intelligence Agency	63
The Pentagon and Defense Intelligence	66
The Rest of the Intelligence Community	71
Intelligence Outside of the Intelligence Community	74
The Intelligence Cycle and Its Critics	76
Origins of the Intelligence Cycle	76
Overview of the Elements	77
1. <i>Planning and Direction</i>	77
2. <i>Collection</i>	80
3. <i>Processing and Exploitation</i>	82

4. <i>Analysis and Production</i>	84
5. <i>Dissemination</i>	85
6. <i>Evaluation</i>	87
Conclusion: Critiques and Alternative Approaches	87
Key Concepts	88
Additional Reading	89

## **Chapter 4 • Comparative Intelligence Systems 91**

Cases in Intelligence Studies	91
Case Selection	92
Theoretical Lenses for Analysis	94
The United Kingdom	94
MI-5, Security Service	95
MI-6, Secret Intelligence Service	96
The Joint Intelligence Committee	96
Oversight of the UK Intelligence Community	98
Performance of UK Intelligence	99
French Republic	101
The Early French Intelligence Community	101
The General Directorate for External Security	102
Intelligence Reform in France	102
Oversight of the French Intelligence Community	103
Performance of French Intelligence	103
Federal Republic of Germany	105
The Federal Intelligence Service (BND)	106
Oversight and Performance of German Intelligence	108
Israel	109
Mossad and Partner Organizations	110
Israeli Intelligence Oversight and Performance	111
Russian Federation	113
The KGB and Partner Organizations	114
Oversight and Performance of Russian Intelligence	116
The Future of Russian Intelligence	118
People's Republic of China	118
The Ministry for State Security	121
Oversight of Chinese Intelligence	123
Performance of Chinese Intelligence	125
Conclusion: Similarities and Differences of Foreign Intelligence Systems	126
Key Concepts	127
Additional Reading	128

<b>Chapter 5 • Intelligence Operations</b>	<b>131</b>
How Do We Collect Intelligence?	131
Complexity and Challenges of Contemporary Intelligence Operations	132
What Are Intelligence Operations?	132
The Evolving Operational Environment	133
Assessing the Adversary	134
Intelligence Collection Planning	137
Developing a Collection Plan	137
Role of the Collection Manager	138
The Collection Requirements Process	140
The Five Principal Intelligence Collection Disciplines and Beyond	142
Human Intelligence (HUMINT)	142
Signals Intelligence (SIGINT)	145
Geospatial Intelligence (GEOINT)	147
Measurement and Signature Intelligence (MASINT)	149
Open Source Intelligence (OSINT)	151
Cyber Threat Intelligence	153
Military Intelligence	153
Defense Intelligence Structure	153
Service Intelligence Agencies	154
Military Intelligence Roles and Missions	156
Scientific and Technical Intelligence	158
Conclusion: Intelligence Operations Summary	158
Key Concepts	159
Additional Reading	159
<b>Chapter 6 • Counterintelligence</b>	<b>161</b>
The World of Espionage and Intrigue	161
Counterintelligence Roles and Missions	161
Defining Counterintelligence	161
Counterintelligence Officers	163
Insider Threats	165
Defensive Counterintelligence	167
Fundamentals	167
Security Domains	167
Offensive Counterintelligence	169
Fundamentals	169
Deception Operations	170
Neutralization	172
Contemporary Challenges for Counterintelligence	172
Cyber Domain	172
National Counterintelligence and Security Center	173

Conclusion: Counterintelligence Summary	174
Key Concepts	175
Additional Reading	175
<b>Chapter 7 • Covert Action</b>	<b>177</b>
Types of Covert Action	179
Information Operations	179
Political Activity	181
Economic Activity	183
Sabotage	184
Coups	185
Support to Paramilitary Operations	188
Secret Participation in Combat	190
Assassination and Targeted Killing	190
Oversight of Covert Action in the United States	192
The US Military and Covert Action	193
Conclusion: Considerations in Covert Action	194
Key Concepts	196
Additional Reading	196
<b>Chapter 8 • Cyberspace Operations and the Information Environment</b>	<b>199</b>
Convergence of Technology	199
Peeling Back the Layers of Cyberspace	201
The Information Environment and Information Operations	203
Impacts of Cyberspace and the Information Environment on Geopolitics	204
The US Cyber Strategy	208
Cyber Threats to Critical Infrastructure	208
Cyber Threat Intelligence	209
Analyzing Cyber Threats	212
Using Destructive Malware to Protest Freedom of Expression	213
Malicious Software to Wipe Away the Competition	214
Using Cyber to Shape Political-Military Objectives	214
Holding Information and Infrastructure at Risk	215
Conclusion: The Complexity of Threats in the Cyberspace Domain	217
Key Concepts	218
Additional Reading	218
<b>Chapter 9 • Intelligence Regulation and Governance</b>	<b>219</b>
McCarthyism and the Second Red Scare	220
Domestic Intelligence and COINTELPRO	220

The Watergate Scandal	222
The Church and Pike Committees	223
Intelligence Oversight After Watergate	225
<i>The Role of Congress</i>	225
<i>The Role of the President</i>	227
Intelligence Oversight in Practice	229
<i>The Separation of Powers in Intelligence Oversight</i>	230
Conclusion: An Imperfect but Indispensable System	234
Key Concepts	234
Additional Reading	235

## **Chapter 10 • Inter-Agency Communications** **237**

The Inherent Tensions in Intelligence Communications	238
Communications Challenges in Intra-Agency Settings	239
Highly Hierarchical	239
Allegations Against the Defense Intelligence Agency	242
Communications Challenges in Inter-Agency Settings	243
Institutionalization	244
Displacement in Practice	245
Rivalry and Infighting	246
The War on Terror	247
Products for Intelligence Consumers	248
Getting the Attention of Intelligence Consumers	250
Retaining the Attention of Intelligence Consumers	252
Conclusion: Making Intelligence Useful	253
Key Concepts	254
Additional Reading	254

## **Chapter 11 • Intelligence Analysis** **257**

Epistemology and Intelligence Analysis	257
Forecasting and the Challenges of Prediction	262
Psychological Biases and Intelligence Analysis	267
Cognitive Biases	268
Motivated Biases	273
Conclusion: From the Philosophy of Science to Practice	274
Key Concepts	275
Additional Reading	275

<b>Chapter 12 • Analytic Methods</b>	<b>277</b>
The Contemporary Context of Intelligence Analysis	277
Methods Used to Analyze Intelligence Targets	280
Decomposition	281
Network Analysis	282
Brainstorming	284
Scenarios	284
Indicators	286
Systems Analysis	288
Case Studies	293
Quantitative Approaches	295
Red Teams	299
Structured Analytic Techniques and Their Critics	300
Presenting Findings: The Structure and Voice of Written Analytic Products	305
Voice	305
Structure	306
Conclusion: Patterns of Recruitment and Training of Intelligence Analysts in the US Intelligence Community	307
Key Concepts	308
Additional Reading	309
<b>Chapter 13 • The Ethics of Intelligence</b>	<b>311</b>
Of Ethics and Moral Systems	313
Deontology	316
Consequentialism	318
Critical Theory	319
Case Studies	320
Relationship With the Press and Other Nongovernment Actors	321
Privacy and Surveillance	323
Whistleblowers	325
Torture	328
Assassination	333
Conclusion: The Ethical Demands of National Service	338
Key Concepts	343
Additional Reading	344
<b>Chapter 14 • Threats to the United States and Its Interests</b>	<b>345</b>
Strategic Competitors	346
Pandemics	257



Climate Change as a Driver of International Instability	362
Accelerant of Global Geopolitical Tensions	362
Increased Threats to Food and Water Stability	363
Degradation of US Military Basing and Operations	364
Cyber Threats in the 21st Century	365
Artificial Intelligence, Machine Learning, and Big Data Analytics	365
Ethical Considerations: Who's Watching Whom?	367
The Likelihood of a "Cyber 9/11" Scenario	367
Inter-state War	368
Ethnic Conflict, Revolution, and State Destabilization	372
State Destabilization	373
Irredentism	373
Transnational Social Movements	374
Assessing the Likelihood and Impact of Pressures on States	374
Weapons of Mass Destruction	376
Nuclear Weapons	376
Chemical and Biological Weapons	378
Ballistic Missiles	379
Terrorism	380
Criminal Networks	386
Latin American Criminal Networks	387
Intelligence Community Response to Criminal Networks	388
Conclusion: Of Threats and Priorities	388
Key Concepts	389
Additional Reading	390