

(U) 'Data Is Not Intelligence'

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(U//FOUO) These words came from Dr. Thomas Fingar (pictured) in his keynote address at the Analytic Transformation Symposium in Chicago on 5 September. Such a strong reminder at the opening of his address was intended to remind those at the symposium of the importance he and the Director of National Intelligence, the Honorable J. Michael McConnell, place on improving analysis throughout the Intelligence Community.

(U//FOUO) Dr. Fingar, the Deputy Director of National Intelligence for Analysis, made this statement at the opening of the symposium sponsored by the Intelligence and National Security Alliance, a non-profit, non-partisan public policy forum focusing on intelligence and national security issues. The symposium was held in Chicago, Illinois, from 4 to 6 September 2007.

(U//FOUO) Dr. Fingar continued by saying that "intelligence comes from the brains of analysts." He clearly wanted those attending the symposium to understand his view of the importance of the analytic process in producing intelligence. The emphasis throughout his remarks was that the Intelligence Community must transform its analytic mission. The transformation is being effected in three areas: enhancing the quality of analytic products; managing the mission more effectively at a Community level; and building more integrated analytic operations across the Intelligence Community.

(U//FOUO) To enhance the quality of analytic products, analysts themselves must improve. They can do this by receiving more and better formal training, and by continuing to learn through experience and mentoring from more experienced analysts. In addition, they must alter mindsets that keep them from sharing information, especially that which would improve an intelligence product. An adjunct to changing mindsets about sharing information is establishing trust between and among analysts as a way to improve the quality of analytic products.

(U//FOUO) In an explanation of how to manage the analytic mission more effectively at the Community level, Dr. Fingar reviewed the A-Space and Library of National Intelligence (LNI) programs. While some leaders might consider these two programs more as tools, Dr. Fingar stressed that they were programs to help analysts enhance products. A-Space will provide a virtual environment in which analysts can work on data and collaborate. The LNI will give analysts a research facility that will help them gather already-disseminated intelligence on a topic.

(U//FOUO) The effort to build more integrated analytic operations involves, in part, greatly improving collaboration. Setting common standards is a key to collaboration, and collaboration will enhance the quality of analytic products, according to Dr. Fingar. He emphasized that the IC analytic standards recently approved were a step, but only a step. He called for "transparency" in intelligence analysis; that is, that all analysis has to be reproducible. Following established common standards will help ensure transparency. More importantly, collaboration will help establish an analytic community.

(U//FOUO) Dr. Fingar's address set the tone for the rest of the symposium. The point was that the quality of intelligence products must improve--must "transform." The most important part in the transformation is the analyst. In training analysts better, by encouraging them to learn continually through experience and mentoring, product will improve. More effective management, through

programs such as A-Space and the LNI, will help give analysts data and intelligence they need, and a better environment in which to work. Collaboration is encouraged and made easier by these programs, and collaboration is part of building integrated operations. All of these together will help ensure that the quality of analytic products improves--that customers receive intelligence, not data.