

**BY ORDER OF THE COMMANDER  
NATIONAL AIR AND SPACE  
INTELLIGENCE CENTER**

**NASIC INSTRUCTION 10-102**

**29 MARCH 2012**



**Operations**

**ISSUE MANAGER**

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This instruction implements Air Force Policy Directive (AFPD) 10-1, *Mission Directives*. It establishes and describes the position of Issue Manager at the National Air and Space Intelligence Center (NASIC), including functions, responsibilities, authorities, and the criteria for establishment of Issue Managers for select intelligence topics. This publication applies to all NASIC civilian and military personnel assigned to NASIC. This publication does not apply to the Air Force Reserve Command (AFRC) Units or Air National Guard (ANG) Units assigned to NASIC. Refer recommended changes and questions about this publication to the Office of Primary Responsibility (OPR) using the AF Form 847, *Recommendation for Change of Publication*; route AF Form 847s from the field to NASIC Publications Office (NASIC/SCOK), 4180 Watson Way, Wright-Patterson AFB, OH 45433-5648, ATTN: Publications/Forms Managers. Maintain records created as a result of the prescribed processes identified in this directory in accordance with (IAW) AFMAN 33-363, *Management of Records*, and dispose of them IAW the AF Records Disposition Schedule (RDS) found on the Air Force Portal link at <https://www.my.af.mil/afrims/afrims/afrims/rims.cfm>. Contact supporting records managers as required

**SUMMARY OF CHANGES**

This instruction has been updated to clarify organizational responsibilities and define organizational processes. This instruction also streamlines overview and responsibilities of the Issue Managers.

## **1. OVERVIEW:**

1.1. Issue Manager Positions are established at NASIC to oversee critical intelligence issues for the entire organization. The creation of individual Issue Manager Positions is a corporate decision, staffed through the NASIC Council and approved by the NASIC Commander.

1.2. Issue Managers are NASIC's primary representatives and advocates on all matters related to their respective intelligence issues. Issue Manager Responsibilities cross all NASIC Groups, Directorates, offices, Squadrons, and Divisions where work related to the Issue Manager's intelligence issue is performed.

1.3. The goals of the Issue Manager are to achieve high levels of integration between various elements of NASIC; improve the analytic depth and quality; improve the level of support to operational, policy, and acquisition clients; and improve interaction and integration with the Intelligence Community.

1.4. Issue Manager positions may be created for a limited number of major intelligence issues that span the breadth of the NASIC organization. These issues should be of high priority to both the Air Force and National communities and must be a key intelligence issue for NASIC as a whole.

1.5. An Issue Manager position should not be created for an intelligence issue for which there is already an office (e.g., an aircraft Issue Manager position would not be needed if NASIC already had an aircraft office). An Issue Manager position would also not be warranted for intelligence topics of more limited scope in terms of national importance, duration, or amount of NASIC resources dedicated to the issue. In those cases, it may be more appropriate to assign a senior analyst to lead an Integrated Production Team (IPT), which might be composed of analysts from several offices.

1.6. Typical areas for creation of Issue Manager positions could include any areas where the Intelligence Community has created a Mission Manager or similar community management structure. In those cases, the Issue Manager would act as NASIC's primary interface with the Intelligence Community management structure.

1.7. Issue Managers are full-time positions, requiring persons experienced in the respective intelligence issues and experienced in working across NASIC and the Intelligence Community. Issue Managers work for the entire organization and represent all of NASIC's interests and to facilitate interaction across the entire NASIC organization. They may be administratively assigned at a lower level in the organization.

## **2. RESPONSIBILITIES:**

2.1. NASIC/CC will approve the creation of individual issue manager positions at NASIC.

2.2. NASIC Group Commanders and Directors will recommend, to the Commander, critical intelligence issues appropriate for the establishment of an Issue Manager.

2.3. NASIC Council will consider Issue Manager requirements for resources and prioritization as Center level requirements, and determine an appropriate resourcing solution.

2.4. NASIC Chief Scientist's Group (CSG) will evaluate the need for an individual issue manager position and staff the proposal through the NASIC Group Commanders and

Directors. Any proposal must address projected resource (people, billets, funds, facilities) impacts.

2.5. NASIC/GTOR will keep Issue Managers apprised of all tasking (e.g., formal production requirements, ad hoc tasks, and Requests for Information (RFI)) related to the Issue Manager's intelligence topics.

2.6. NASIC Production Management Group (PMG) will work with Issue Managers to ensure that the Center-wide plans for analysis and production incorporate the critical intelligence topics assigned to the Issue Managers.

2.7. NASIC Analysis and Production Groups and Squadrons will keep the Issue Managers apprised of ongoing analysis and production related to the critical intelligence topics assigned to the Issue Managers. The Groups will inform the Issue Managers of any changes in priorities or resources that could potentially impact the analysis and production on the critical intelligence topics assigned to the Issue Managers. The Issue Managers will work with the Group Technical Directors and Squadron Senior Intelligence Analysts to ensure that analysis and production plans incorporate the critical intelligence topics assigned to the Issue Managers.

2.8. NASIC Issue Managers will work across the entire NASIC organization and represent the organization, interacting with external organizations, including the Intelligence Community, along with key national and operational clients. Issue Managers also serve a variety of analytic and management functions for the NASIC organization as it relates to their respective intelligence issues.

2.8.1. ANALYTIC: Issue Managers will serve as the NASIC senior intelligence experts for their respective intelligence areas—acting as a single NASIC voice on their respective issues, and representing NASIC on key intelligence, national, and theater committees related to their specific intelligence areas.

2.8.1.1. Issue Managers will work to assure quality and consistency in NASIC intelligence positions, including arbitrating internal analytic disputes in concert with NASIC analytic leadership as required.

2.8.1.2. Issue Managers will also be responsible for leading the development of NASIC's overall knowledge base related to their respective intelligence issues, including the identification of key intelligence questions and gaps, along with identifying important collection problems and issues. As part of this effort, Issue Managers will identify and recommend new analytic projects to address key questions and gaps. They will also initiate, foster, and provide oversight for key cross-organizational analytic efforts.

2.8.1.3. For initiative production, Issue Managers will scope the level of effort with Senior Intelligence Analysts, obtain approval from the CSG for the initiative and Center-wide level of effort, and then follow the production processes outlined in NASICI 14-102, *NASIC Intelligence Production*.

2.8.1.4. In all activities, the Issue Managers will work with the existing line management structure to ensure proper support for analytic projects.

2.8.2. MANAGEMENT: Issue Managers will oversee NASIC's overall programs for their respective intelligence issues. This includes representing NASIC's program and working to ensure integration with the broader Intelligence Community on their respective intelligence issues.

2.8.2.1. Issue Managers will also provide updates and advice to the NASIC commander and senior leadership concerning NASIC's program (analysis, production, and resources) and efforts directed at their respective intelligence issues.

2.8.2.2. As part of that effort, Issue Managers will maintain awareness of major ongoing analysis and production efforts. They will also monitor reportable resources (both financial and personnel) that have been earmarked for use specifically for their respective intelligence issues.

2.8.2.3. Issue Managers will identify program gaps and resource shortages and will work with XP to advocate for additional resources to improve the program.

KATHLEEN C. SAKURA, Colonel, USAF  
Commander

**Attachment 1**

**GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION**

***References***

AFMAN 33-363, *Management of Records*, 13 October 2011

AFPD 10-1, *Mission Directives*, 21 June 2002

NASIC 14-102, *NASIC Intelligence Production*, 11 August 2010

***Adopted Forms***

AF Form 847, *Recommendation for Change of Publication*, 22 September 2009

***Abbreviations and Acronyms***

**AFMAN**—Air Force Manual

**AFPD**—Air Force Policy Directive

**AFRC**—Air Force Reserve Command

**AFRIMS**—Air Force Records Information Management System

**ANG**—Air National Guard

**CSG**—Chief Scientist's Group

**IAW**—In Accordance With

**IPT**—Integrated Production Team

**NASIC**—National Air & Space Intelligence Center

**OPR**—Office of Primary Responsibility

**PMG**—Production Management Group

**RDS**—Record Disposition Schedule

**RFI**—Requests for Information