

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

NASIC INSTRUCTION 14-202

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Intelligence

**NASIC ANALYTIC LEADERSHIP ROLES
AND RESPONSIBILITIES**

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This instruction implements AFPD 14-2, Intelligence Rules and Procedures. This publication outlines the roles and responsibilities for National Air & Space Intelligence Center (NASIC) analytic leadership. This publication supports NASICI 36-114, *Position Management*, and NASICI14-102, *NASIC Intelligence Production*. This publication draws upon DIA/DI Instructions (DI#2, 14 Jun 2010), *DI Leadership Roles and Responsibilities*, as a benchmark for leadership to ensure the highest quality of defense intelligence analytic output. This publication applies to all NASIC civilian and military personnel as well as all Air Force Reserve Command (AFRC) Units and Air National Guard (ANG) Units assigned to NASIC. It defines key analytic leadership positions, specifies assigned duties, and de-conflicts roles and responsibilities of those leaders in NASIC units. The objective of this instruction is to optimize NASIC analytic processes/operations by defining key leadership positions, specifying assigned duties, and deconflicting roles and responsibilities of those leaders in NASIC units. 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 Forms 847 from units through the appropriate functional's chain of command. 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/afirms/afirms/afirms/rims.cfm>. Contact supporting records managers as required.

1. OVERVIEW.

1.1. NASIC analytic leaders are non-supervisory positions which primarily focus on the analytic mission. The analytic leadership complements the chain of command leadership who are responsible for the overall mission, personnel, activities and infrastructure. The term “NASIC Analytic Leadership” is not intended to establish a separate career track, chain of command, or new set of processes within NASIC.

1.2. This instruction defines roles and responsibilities of each member of the analytic leadership. The purpose is to create a common basis (core of individuals) to manage intelligence production processes and coordinate tasks across squadrons and groups. Frequent communication and teamwork between the chain of command and analytic leadership is expected and required for mission success. Three levels of analytic leadership have been identified which roughly correspond to analytic leadership of similar strategic intelligence and S&T organizations, respectively, within DIA and AFMC. They are the Principal Intelligence Analyst (PIA), Senior Intelligence Analyst (SIA), and Technical Director (TD). Two additional key supporting positions are identified for their significant interaction in the analytic production process and are discussed in this instruction: the Director of Operations (DO) and the Program Analyst.

1.3. The instruction recognizes that diversity of disciplines and missions among squadrons may drive unique roles/manning requirements. Generally, NASIC squadrons will follow the standard organizational format outlined in this instruction, with proposed variations requiring NASIC/CV review, as established in the Position Structure Plan review process.

2. ROLES & RESPONSIBILITIES.

2.1. **The Technical Director (TD)** serves as the group-level analytic leader and technical advisor on behalf of the group commander/director. Core duties are:

2.1.1. Represents Group, Center, and USAF in USAF, IC and International boards and forums.

2.1.2. Oversees/coordinates Group/Center input on National Intelligence Estimates (NIEs), National Intelligence Priority Framework (NIPF) reviews, and other major IC analytic efforts.

2.1.3. Acts as senior authority on substantive content for *Defense Intelligence Digest* (DID) submissions in their area of expertise.

2.1.4. Serves as a DID Senior Reviewer.

2.1.5. Participates in NASIC Chief Scientist Group (CSG), Civilian Policy Board (CPB) and other boards as required.

2.1.6. Develops policies, plans, resource allocations, and operating programs to satisfy national, DoD, USAF, and AF ISR Agency programs.

2.1.7. Anticipates strategic changes in environment and intelligence demand.

2.1.8. Establishes and strengthens a network of peers and contacts to support Center strategic outreach and enhance cooperation and collaboration.

2.1.9. Advocates and conducts strategic planning for special collection and analysts to solve key intelligence challenges.

2.1.10. Advises senior leadership as to programs, personnel development, projects and strategic planning.

2.1.11. Teaches, coaches, and mentors SIAs, PIAs, and analysts.

2.1.12. Leads Group level development of analytic tradecraft and assures the highest possible analytic rigor and compliance with ICDs.

2.1.13. Assures a quality analysis and production program.

2.1.14. Assists the NASIC Chief Scientist as needed.

2.1.15. Champions a balance between original discovery and production.

2.2. The Senior Intelligence Analyst (SIA) serves as the analytic leader for the squadron and a technical/analytic advisor to the squadron commander/director. Core duties are:

2.2.1. Represents NASIC on assigned mission of the squadron/division.

2.2.2. Reviews squadron analytic products for quality and assures proper classification of contents.

2.2.2.1. Generally approves new analytic assessments/judgments.

2.2.2.2. Assures the highest possible analytic rigor.

2.2.2.3. Leads squadron identification and implementation of analytic tradecraft best practices and assures compliance with analytic tradecraft standards and ICDs.

2.2.3. Teaches, coaches, mentors PIAs and analysts within unit.

2.2.4. Interacts with consumers, stakeholders and IC peers & partners.

2.2.5. Advises squadron commander/director on analytical requirements, performance, projects and strategic planning.

2.2.6. Advises DO and PIAs on production management: strategic priorities, production responsibilities, timelines, and task assignment and negotiation .

2.2.7. Assists the Group Technical Director.

2.2.8. Champions a balance between discovery and responsive production.

2.2.9. Accepts leadership roles in the Center, USAF and IC to include analytic teams, working groups, panels and similar bodies.

2.3. The Principal Intelligence Analyst (PIA) serves as an analytic team leader within the flight. Core duties are:

2.3.1. Primary Subject Matter Expert (SME) for assigned mission/analytic assessments.

2.3.2. Reviews all team/flight analytic products for quality and security compliance. Assures the highest possible analytic rigor.

2.3.3. Teaches, coaches and mentors other analysts.

2.3.4. Manages production of assigned analysts; assists Flight Chief in ensuring timely completion of the flight's assigned intelligence production requirements.

2.3.5. Advises Flight Chief, DO and SIA on intelligence tradecraft implementation, production requirements, analyst performance and project status within the flight or team.

2.3.6. Performs analysis and production.

2.3.7. Assures cross-functional collaboration.

2.3.8. Guides flight execution of analytic and production processes.

2.3.9. Assists squadron's SIA in assessing analytic health of squadron.

2.3.10. Champions discovery and analysis investment.

2.3.11. Accepts leadership roles in Center and IC for analysis, analytic tradecraft, training, development and similar topics.

2.4. **The Director of Operations (DO)** serves as the squadron's manager of mission operations. Core duties are:

2.4.1. Serves as a deputy to Squadron Commander/Director for continuity.

2.4.2. Plans and directs operations; receives, assigns, negotiates, levies and monitors intelligence production tasks, initiative projects and associated production (may delegate status monitoring to Program Analyst). Coordinates with the SIA, other Squadron DOs and SIAs, Flight Chiefs and PIAs, suppliers and customers as required.

2.4.3. Identifies and monitors analytic resource allocation in coordination with flight chiefs and PIAs.

2.4.4. Tracks and documents all modifications to production priorities and resource allocation.

2.4.5. Implements internal squadron training program.

2.4.6. Advises Squadron Commander/Director on mission workload, resource requirements, contractual matters, strategic plans.

2.4.7. Advises Squadron Commander/Director and SIA on shortfalls and gaps in analytic production and concerns as to prioritization.

2.5. **The Program Analyst** provides squadron-level management and program analysis. If no program analyst is assigned to a squadron, the squadron determines how best to assign the various duties to the DO, SIA, or other personnel. Core duties are:

2.5.1. Tracks squadron production tasks, agreements, status and milestones.

2.5.2. Provides periodic reports to support decision making of flight and squadron leadership.

2.5.3. Coaches flights on production management process.

2.5.4. Documents status of formal Production Requests (PRs).

2.5.5. Develops squadron metrics.

2.5.6. Provides awareness of database/web pages currency.

2.6. Analytic Quality. All elements of the leadership team share responsibility for analytic quality. Technical Directors provide group-level oversight of analytic and production processes, review products for senior-level customers, contribute insight and feedback from engagement with senior customers and analysts across the IC, and ensure appropriate collaboration and coordination among NASIC offices and other IC agencies. SIAs establish basic guidelines for squadron implementation of quality analytic tradecraft; monitor analysis and production at the macro level to identify issues and trends in quality; serve, unless otherwise designated, as primary approval authority for intelligence product release; and ensure that products meet squadron, NASIC and IC standards. PIAs, drawing upon guidelines set by their squadron's SIA, have principal responsibility for the substantive content of analytic products. Flight and Branch Chiefs and the chain of command assign tasks and work, set expectations for individuals, provide training and professional development for the workforce, and evaluate and recognize individual and team performance.

2.7. Analytic Priorities. Setting analytic priorities is a complex problem involving multiple inputs. Flight/Branch Chiefs assign work and tasks to members and determine the Flight's available capacity for additional workload. SIAs, PIAs, and DOs must have a continuous dialog on priorities of day to day tasks. TDs, SIAs and DOs have a responsibility to work across organizational boundaries to establish coherent analytic priorities for NASIC and the IC as a whole. They must work to integrate and synchronize transnational and functional analytic priorities with the overall analytic strategy. In addition, the TD through interaction with senior officials will provide feedback on priority concerns from the senior customer's perspective. The SIA is responsible for providing major input to flight chiefs and PIAs on analytic priorities in context of new intelligence data, changing threat picture, and analytic and customer needs. The DO is responsible for providing major input to flight chiefs and PIAs on analytic priorities in context of the annual outlook and weekly management of assigned formal and informal products. The PIA's deep subject matter expertise will identify critical and emerging issues requiring priority investment of analytic effort. That feedback to the DO, SIA and Squadron Commander/Director serves to aid leadership in obtaining additional resources, reallocating resources, and building the interagency coordination required to engage new issues. Within NASIC, Flight Chiefs and PIAs at the flight level (and Squadron Commanders/Directors and SIAs at the squadron level) are ultimately responsible for setting daily/weekly analytic production priorities, balancing limited resources against multiple standing requirements, ad hoc requests, and initiative analytic projects. Strategic prioritization for the Center is decided by the NASIC Council.

2.8. Setting Analytic Positions. NASIC will employ a process of deliberate review process by analytic leaders when establishing the Center's analytic position on key issues; the process will include, at a minimum, key SMEs, PIAs and SIA(s) involvement, with Technical Directors and NASIC Chief Scientist integrated as necessary. The position must be based on thorough review of intelligence reporting and application of rigorous analytic methods with inputs from all subject-relevant analysts, PIAs, and analytic elements. TDs and SIAs must solicit participation and establish a collaborative process for deliberation and decision on the final analytic position. Where appropriate, they must ensure dissenting or alternative analyses are presented alongside the mainstream position. Once the process produces an analytic position, TDs and SIAs must ensure the position is understood and

properly articulated through the analytic workforce so that position will be conveyed consistently throughout all related production, until changed through a similar deliberate review process. In the event TDs cannot reach consensus on a particular analytic issue, the issue will be referred to the NASIC Chief Scientist for adjudication.

3. STANDARD UNIT COMPOSITION.

3.1. The standard unit composition for analytic leadership at NASIC is a Technical Director in groups/directorates, a Senior Intelligence Analyst as well as a military (O-4) Director of Operations in squadrons, and one or more Principal Intelligence Analysts in flights, as determined by the scope of the flight's analytical mission and number of analysts. Squadrons may establish program analyst positions as required. A civilian may fill the DO position on a case by case basis, with approval of the NASIC/CV through NASIC's established review process for the squadron Position Structure Plan (PSP).

AARON M. PRUPAS, Colonel, USAF
Commander

Attachment 1**GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION*****References***

AFPD 14-2, *Intelligence Rules and Procedures*, 29 November 2007

AFMAN 33-363, *Management of Records*, 1 March 2008

DI #2, *DI Leadership Roles and Responsibilities*, 14 Jun 2010

Adopted Forms

AF Form 847, *Recommendation for Change of Publication*

Abbreviations and Acronyms

AF—Air Force

AFISRA—Air Force Intelligence, Surveillance, Reconnaissance Agency

AFMAN—Air Force Manual

AFPD—Air Force Policy Directive

AFRC—Air Force Reserve Command

ANG—Air National Guard

CPB—Civilian Policy Board

CSG—Chief Scientist Group

CV—Vice Commander

DI—Directorate for Analysis Instruction

DIA—Defense Intelligence Agency

DO—Director of Operations

DoD—Department of Defense

IAW—In Accordance With

IC—Intelligence Community

ICD—Intelligence Community Directive

NASIC—National Air and Space Intelligence Center

NIE—National Intelligence Estimates

NIPF—National Intelligence Priority Framework

OPR—Office of Primary Responsibility

PIA—Principal Intelligence Analyst

PR—Production Requirement

PSP—Position Structure Plan

RDS—Records Disposition Schedule

SIA—Senior Intelligence Analyst

SME—Subject Matter Expert

TD—Technical Director