

**BY ORDER OF THE  
SECRETARY OF THE AIR FORCE**

**DEPARTMENT OF THE AIR FORCE  
MANUAL 14-401**



**26 MAY 2021**

*Incorporating Change 1, 2 October 2024*

***Intelligence***

**INTELLIGENCE ANALYSIS AND  
TARGETING TRADECRAFT / DATA  
STANDARDS**

**COMPLIANCE WITH THIS PUBLICATION IS MANDATORY**

---

**ACCESSIBILITY:** Publications and forms are available for downloading or ordering on the e-Publishing website at [www.e-Publishing.af.mil](http://www.e-Publishing.af.mil)

**RELEASABILITY:** There are no releasability restrictions on this publication

---

OPR: AF/A2/6A

Certified by: AF/A2/6A  
(Ms. Jeanette Rivera-Breznai)

Supersedes: AFMAN 14-401, 8 August 2019

Pages: 21

---

This publication implements Air Force Policy Directive 14-4, *Management of the Air Force Intelligence, Surveillance, Reconnaissance and Cyber Effects Operations Enterprise* and is consistent with Intelligence Community Directive (ICD) 121, *Managing the Intelligence Community Information Environment*, ICD 191, *Duty to Warn*, ICD 203, *Analytic Standards*, ICD 204, *National Intelligence Priorities Framework*, ICD 205, *Analytic Outreach*, ICD 206, *Sourcing Requirements for Disseminated Analytic Products*, ICD 501, *Discovery and Dissemination or Retrieval of Information within the Intelligence Community*, ICD 503, *Intelligence Community Information Technology Systems Security Risk Management*. This publication applies to all civilian employees and uniformed members of Regular Air Force, the Air Force Reserve, the Air National Guard, the United States Space Force (USSF) and those who are contractually obligated to comply with Department of the Air Force (DAF) publications. Where this publication indicates Air Force requirements, the requirements will apply to the Space Force Intelligence element until the Secretary of the Air Force publishes policy and guidance applicable to the newly established Space Force Intelligence element. Ensure all records generated as a result of processes prescribed in this publication adhere to Air Force Instruction (AFI) 33-322, *Records Management and Information Governance Program*, and are disposed in accordance with the Air Force Records Disposition Schedule which is located in the Air Force Records Information Management System. Refer recommended changes and questions about this publication to the office of primary responsibility (OPR) using the Air Force Form 847, *Recommendation for Change of Publication*; route Air Force Form 847 from the field through the appropriate functional chain of command.

This publication may be supplemented at any level, but all supplements must be routed to the OPR of this publication for coordination prior to certification and approval. The authorities to waive wing/unit level requirements in this publication are identified with a tier (“T-0, T-1, T-2, T-3”) number following the compliance statement. See Department of the Air Force Instruction (DAFI) 33-360, *Publications and Forms Management*, for a description of the authorities associated with the tier numbers. Submit requests for waivers through the chain of command to the appropriate tier waiver approval authority, or alternately, to the requestor’s commander for non-tiered compliance items. The use of the name or mark of any specific manufacturer, commercial product, commodity, or service does not imply endorsement by the DAF. Compliance with Attachments [1](#) and [2](#) in this publication are mandatory.

## **SUMMARY OF CHANGES**

This interim change (IC) outlines the guidance regarding the FY23 National Defense Authorization Act (NDAA), Section 6312, which mandates all Intelligence Analysts be trained annually on the standards set forth in the Intelligence Community Directive 203 (ICD 203), *Analytic Standards*. Analysis is the foundational core competency of ISR Airmen and Guardians, underpinning all other DAF ISR core competencies directly driving decision making across the spectrum of conflict. Incorporating ICD 203 in DAFMAN14-401 codifies DAF compliance with the referenced NDAA directive.

### **1. Overview.**

1.1. **Purpose.** This manual establishes the responsibilities of Department of the Air Force (DAF) organizations. It is an Intelligence, Surveillance, and Reconnaissance (ISR) technical and career field-specific publication that defines organizational responsibilities for intelligence analysis, targeting intelligence, and data standards in support of global integrated ISR and other service core functions, while ensuring consistency with Intelligence Community, Department of Defense (DoD), and DAF doctrine, policy, and guidance.

#### **1.2. General.**

1.2.1. Intelligence analysis is a core functional competency of ISR professionals. Intelligence analysis is fundamental to all associated DAF activities, from planning and mission execution to national mission integration and force modernization. The Analysis Capability Working Group, Space Analysis and Tradecraft Working Group, and Analysis Review Board are key forums that facilitate analysis unity of effort. **Note:** Refer to the ICD 203, *Analytic Standards* for analysis descriptions, processes, and best practices.

1.2.2. Intelligence supportability analysis is a sub-set of intelligence analysis. A key attribute is employing standard processes to identify USAF customer capability and needs, and then assessing Intelligence Community and USAF intelligence readiness to support. To some degree, this activity occurs at unit-level intelligence for operational wings, but intelligence supportability analysis has joint community standards that intelligence support to acquisition adhere to for training and certification. Impactful intelligence supportability analysis is a key enabler for DAF capability development and requirements development processes.

1.2.3. Targeting intelligence, as highlighted by Joint Publication (JP) 2-0, *Joint Intelligence*, is one of eight categories of intelligence products. It is a unique type of intelligence analysis and a core functional competency of ISR professionals. The DAF aligns with the joint community's perspective that the targeting process is a systematic, comprehensive, and continuous analytical approach. It is combined with clear understanding of operational requirements, capabilities, and limitations to identify and exploit critical adversary vulnerabilities within target systems. The Targeting Capability Working Group is a key forum that facilitates unity of effort across the DAF targeting intelligence enterprise.

1.2.4. Data is the fundamental unit of intelligence analysis and targeting. The overall USAF ISR enterprise operates in a data-centric environment that makes data discoverable, accessible, interoperable, and secure to meet Intelligence Community requirements. The USAF manages intelligence data as an enterprise asset. The USAF Intelligence Element will make the data available to authorized USAF, DoD, national mission partners, and partner nations in accordance with United States law, DoD, and Intelligence Community guidance. The USAF ISR Council provides governance for USAF intelligence data use.

**2. Roles and Responsibilities.** The Secretary of the Air Force, with consultation with the Director of National Intelligence (DNI), has designated the Deputy Chief of Staff, ISR and Cyber Effects Operations (AF/A2/6) as the Air Force Head of the Intelligence Community Element (HICE) and the Deputy Chief of Space Operations for Intelligence (SF/S2) as the Space Force HICE. A2/6 will continue coordination with SF/S2, USAF-designated programs, forums, and representatives will include USSF requirements, as applicable.

**2.1. Deputy Chief of Staff, Intelligence, Surveillance, Reconnaissance, and Cyber Effects Operations (AF/A2/6).** AF/A2/6 will:

2.1.1. Designate a representative to serve as the Senior ISR Analyst; Analytic Ombudsman in accordance with ICD 203 and Intelligence Community, *Analytic Ombuds Activity – Guide & Recommendations*; Analytic Outreach Coordinator in accordance with ICD 205; and Analytic Production Steward IAW ICD 501 or USAF analytic portfolio lead. **(T-0)**.

2.1.2. Establish and oversee USAF targeting intelligence guidance that applies to ISR activities, to include Target Coordinate Mensuration training and certification programs and the Collateral Damage Estimation training program per Chairman, Joint Chiefs of Staff Instruction (CJCSI) 3160.01C, *No Strike and the Collateral Damage Estimation Methodology*, and CJCSI 3505.01D, *Target Coordinate Mensuration Certification and Program Accreditation*. **(T-0)**.

2.1.3. Designate a USAF Collateral Damage Estimation Program Manager to the Joint Staff Deputy Directorate for Warfighter Support, Targeting Division.

2.1.4. Designate USAF programs of record for target coordinate mensuration, target material production, and target mensuration only programs.

2.1.5. Appoint an Air Force ISR Chief Data Officer to establish ISR-specific guidance, standards, data-centric architecture, and procedures to manage data during its life cycle to meet Intelligence Community, DoD, and DAF requirements outlined in ICD 121, ICD 501, ICD 503, DoD Instruction (DoDI) 8310.01, *Information Technology Standards in the DoD*, DoDI 8320.02, *Sharing Data, Information, and Information Technology (IT)*

*Services in the Department of Defense, DoDI 8320.07, Implementing the Sharing of Data, Information, and Information Technology (IT) Services in the Department of Defense, and DoD Directive (DoDD) 5250.01, Management of Intelligence Mission Data (IMD) in DoD Acquisition. (T-0).*

2.1.6. Coordinate with the Deputy Chief of Staff for Plans and Programs (AF/A8) and DAF acquisition leadership to ensure intelligence support is provided during the development of requirements across the full acquisition life cycle.

2.1.7. Coordinate intelligence analysis, targeting, and data standards guidance with appropriate SF/S2 staff elements.

2.1.8. As the Air Force HICE, and in consultation with the Space Force HICE, submit to the congressional intelligence committees a certification asserting that all Intelligence analysts in the USAF and USSF have completed the annual training in accordance with ICD 203, *Analytic Standards*.

2.1.9. As the HICE, submit to the congressional intelligence committees a certification asserting that all Intelligence analysts in the USAF and USSF have completed the training.

**2.2. Director, Intelligence Analysis, Partnerships, and Engagements (AF/A2/6A).** AF/A2/6A will:

2.2.1. Oversee analysis policy, guidance, strategic planning, advocacy, evaluation, competencies, and tradecraft standards for the USAF ISR enterprise.

2.2.2. Establish duty-to-warn procedures in accordance with ICD 191. **(T-0)**. Designate separate senior officers responsible for reviewing threat information and making waiver determinations. **(T-0)**. Coordinate processes with the Air Force Office of Special Investigations. **(T-0)**.

2.2.3. Serve as USAF ISR lead representative to the Intelligence Community, DoD, allies, and industry for analysis policy, requirements, capabilities, standards, analytic outreach, and disputes. **EXCEPTION:** The Commander, National Air and Space Intelligence Center (NASIC/CC) serves as USAF lead representative for Defense Intelligence Analysis Program-related analytic disputes.

2.2.4. Serve as USAF intelligence analysis functional area manager for policy formulation, standards, readiness, and requirements.

2.2.5. In coordination with USSF/S2, advocate for analysis resources in DAF, DoD, and Intelligence Community planning and programming forums.

2.2.6. Provide oversight and annual development of a USAF ISR Program of Analysis in accordance with DoDI 3115.17, *Management and Oversight of DoD All-Source Analysis*, and Intelligence Community direction. **(T-0)**.

2.2.7. Establish and oversee a USAF Intelligence Analysis Assessment Program to evaluate compliance with Intelligence Community and DAF analysis tradecraft standards and with Intelligence Community sourcing requirements for specific, pre-identified covered products.

- 2.2.7.1. Include requirements, timelines, and minimum criteria to evaluate Intelligence Community and DAF analysis tradecraft standards, including compliance with ICD 203. **(T-0)**.
- 2.2.7.2. Coordinate with SF/S2 staff, major command directors of intelligence, field command directors of intelligence, and NASIC/CC to annually identify the subset of DAF products to be included in the Office of the DNI covered product list in accordance with ICD 206. **(T-0)**. Annually submit a nomination list of covered products in accordance with ICD 206. **(T-0)**.
- 2.2.7.3. Annually identify shortfalls in Intelligence Community support for the USAF's ability to meet analytic priorities, USAF ISR Program of Analysis focus areas, and key intelligence questions.
- 2.2.7.4. Compile ISR analytic assessments and develop written reports that summarize results, highlight trends, identify shortfalls, and make recommendations.
- 2.2.7.5. Provide results of assessments, standards compliance, and Intelligence Community shortfalls to the Office of the DNI, Office of the Under Secretary of Defense for Intelligence, and the Defense Intelligence Agency.
- 2.2.8. Administer the USAF Quality of Analysis Program for analytic professional development.
- 2.2.9. Lead the Analysis Review Board for the USAF, with Air Combat Command Director of Intelligence (ACC/A2) and Space Operations Command Director of ISR (SpOC/S2) as advisors (given their service analysis roles). Provide oversight, assessment, and improved coordination of intelligence analysis and production within the USAF ISR enterprise.
- 2.2.10. Advocate for intelligence-specific analysis and production systems; tools; and technologies in coordination with AF/A2/6O, the Air Force ISR Chief Data Officer, ACC/A2, SpOC/S2, and senior intelligence officers of Air Force Material Command and Space Systems Command. Coordinate with the Air Force ISR Chief Data Officer to synchronize intelligence analysis technology initiatives with Intelligence Community and DoD efforts.
- 2.2.11. Adjudicate analysis and production disputes, and represent the USAF in national forums with regard to disputes between customers and USAF intelligence producers. **Exception:** SF/S2 will adjudicate disputes pertaining to USSF intelligence producers.
- 2.2.12. Serve as Analysis Capability Advocate to provide Intelligence Community and USAF-level information, policy, and guidance to the Analysis Capability Working Group that affect DAF intelligence analysis capabilities.
- 2.2.13. Coordinate intelligence analysis guidance with appropriate SF/S2 staff elements.
- 2.2.14. Oversee the establishment of an annual training program reinforcing ICD 203, Analytic Standards.

**2.3. Director, Intelligence, Surveillance, and Reconnaissance Operations (AF/A2/6O).** AF/A2/6O will:

2.3.1. Oversee targeting intelligence policy, guidance, strategic planning, advocacy, and competencies for the USAF ISR enterprise.

2.3.2. Serve as USAF targeting intelligence functional area manager for policy formulation, standards, readiness, and requirements.

2.3.2.1. Serve as the overall and department-level functional manager for USAF-wide targeting intelligence, and for target coordinate mensuration training and certification, collateral damage estimation training, and implementation of CJSIs 3160.01C and 3505.01D.

2.3.2.2. Serve as the waiver authority for individuals or units that wish to train with or utilize a target coordinate mensuration program other than the AF/A2/6-designated program(s) of record. **EXCEPTION:** SpOC/S2 will serve as waiver authority for Space Force Intelligence element individuals and units.

2.3.2.3. Serve as the single focal point regarding USAF position to the Joint Staff, DoD, and Intelligence Community on targeting intelligence-related policy and guidance issues.

2.3.3. Oversee intelligence support to acquisition policy, guidance, strategic planning, advocacy, and competencies for the USAF ISR enterprise.

2.3.4. Serve as USAF intelligence support to acquisition functional area manager for policy formulation, standards, readiness, and requirements.

2.3.5. Serve as the USAF functional manager for intelligence support to acquisition and implementation of CJCSI 5123.01H, *Charter of the Joint Requirements Oversight Council (JROC) and Implementation of the Joint Capabilities Integration and Development System*, DoDI 5000.86, *Acquisition Intelligence*, and Title 10 United States Code Section 2431a, *Acquisition Strategy*.

2.3.6. Plan and program for both analysis and targeting intelligence capabilities; review all joint and AF requirements, planning, and acquisition documents for intelligence interests; report critical intelligence parameter breaches to all applicable USAF Intelligence elements; provide substantive intelligence support and oversee acquisition intelligence support for all special access programs; and ensure the provision of adequate resources per Public Law 108-458, *Intelligence Reform and Terrorism Prevention Act of 2004*, Section 1016(i). **(T-0)**.

2.3.7. Integrate applicable collections policy, guidance, strategic planning, and advocacy with analysis, targeting, and data standards initiatives to achieve a mutually supporting USAF intelligence enterprise.

2.3.8. Coordinate intelligence targeting and acquisition guidance with appropriate SF/S2 staff elements to ensure integrated USAF/USSF approach and synergy.

**2.4. Air Force Intelligence, Surveillance, and Reconnaissance Chief Data Officer.** The Air Force ISR Chief Data Officer is the senior AF/A2/6 leader responsible for establishing ISR-specific policy and overseeing execution of all Air Force ISR-specific data management activities, including data standards, tagging, stewardship, cataloging, and modeling according to ICD 121, ICD 501, and Public Law 108-458. The Air Force ISR Chief Data Officer will:

2.4.1. Coordinate with the Air Force Chief ISR Information Officer to identify technologies and solutions for automated discovery, access, and use of all available data by the ISR enterprise.

2.4.2. Serve as the principal USAF member on Intelligence Community and DoD data standards forums, including the Intelligence Community Chief Data Officer Council. SF/S2 serves as USSF member.

2.4.3. Establish and chair an Air Force ISR data governance forum to coordinate with major command senior intelligence officers in guiding ISR data use and collaboration on data standards, models, and information enterprise unity of effort across the Air Force ISR enterprise.

2.4.4. Advocate for ISR data management and implementation of data standards and resourcing through the Air Force corporate process.

2.4.5. Coordinate with the Air Force Chief Data Officer on any ISR issues that impact or affect larger Air Force-wide data management activities, standards, tagging, cataloging, and modeling in accordance with Air Force Policy Directive (AFPD) 90-70, *Enterprise Data Management*.

**2.5. Commander, Air Force Office of Special Investigations (AFOSI/CC).** AFOSI/CC will:

2.5.1. Serve as the OPR for conducting analysis of counterintelligence and international terrorism threats to USAF equities. **(T-1)**.

2.5.2. Establish duty-to-warn procedures in accordance with ICD 191. **(T-0)**. Collaborate with USAF ISR and USSF ISR elements, United States, and foreign law enforcement agencies to communicate threat data. **(T-0)**.

**2.6. Commander, National Air and Space Intelligence Center (NASIC/CC).** As the Commander of the USAF service intelligence center and USAF and DoD center of analytical excellence for foreign threats to United States air and space operations, NASIC/CC will:

2.6.1. Collaborate across the DAF, DoD, and Intelligence Community, and with allies to provide fusion and all-source analysis to meet operational, policy, requirements community, and acquisition needs. **(T-0)**.

2.6.2. Identify resource requirements for meeting customer analysis requirements in accordance with CJCSI 5123.01H, Defense Intelligence Agency guidance, and Public Law 108-458. **(T-0)**.

2.6.3. Establish duty-to-warn procedures per ICD 191 and DAF direction. **(T-0)**. Designate separate senior officers responsible for reviewing threat information and making waiver determinations. **(T-0)**. Coordinate procedures with the Air Force Office of Special

Investigations in their role as DAF analytic center for counterintelligence and international terrorist threats. (T-1).

2.6.4. Establish procedures and implement USAF Intelligence Analysis Assessment Program to evaluate and report compliance with ICD 203 tradecraft standards and two additional USAF Intelligence Element standards of timeliness and customer engagement; pre-identified covered products per ICD 206; and shortfalls in Intelligence Community and USAF-level support for the center's ability to meet analytic requirements, USAF Program of Analysis focus areas, and key intelligence questions. (T-1).

2.6.5. Designate at least one ombudsman responsible for responding to concerns raised by center analysts about adherence to USAF analytic tenets, standards, and production guidelines per ICD 203 and Intelligence Community *Analytic Ombuds Activity – Guide & Recommendations*. (T-0).

2.6.6. Establish and resource an ISR senior data officer to implement and manage NASIC-specific data standards and oversee proper life cycle management, storage, cataloging, and tagging of all data of intelligence value per ICDs 121, 501, and 503, DoDIs 8310.01, 8320.02, and 8320.07, and DoDD 5250.01. (T-0). As required, identify subordinate units needing ISR data portfolio leads and coordinate with other senior data officers and the Air Force ISR Chief Data Officer to effectively manage ISR-specific data. (T-1).

2.6.7. Align analysis priorities with Intelligence Community, DoD, and DAF guidance, including ICD 204, DNI unifying intelligence strategies, Defense Intelligence Agency strategies, Defense Intelligence All-source Analysis Enterprise *Management Guide*, USAF ISR Programs of Analysis, and multi-program prioritized production requirements. (T-0).

2.6.8. Annually produce and provide to AF/A2/6A a Program of Analysis that integrates USAF ISR Program of Analysis focus areas, outlines center's analytic priorities, and identifies gaps in meeting customer requirements. (T-1).

2.6.9. Implement and oversee center-wide intelligence requirements, priorities, and production management processes; maintain timely customer engagement according to the needs of the customer on production requirements and requests for information. (T-1).

2.6.10. Serve as the USAF Validation Office for Defense Intelligence Analysis Program production requirements and formally submit requirements into DAF, DoD, and Intelligence Community requirements processes for evaluation by applicable producers at the earliest stage. (T-1).

2.6.11. Perform analytic outreach responsibilities in accordance with ICD 205. (T-0).

2.6.12. Coordinate intelligence requirements and activities associated with foreign threats to space operations with appropriate Space Force Intelligence elements.

**2.7. Major Command/Field Command/Numbered Air Force Directors of Intelligence (A2/S2) and Operations (A3/S3).** A2/S2 and A3/S3 will execute the Tactics Analysis and Reporting Program for their areas of responsibility and will appoint separate co-chairs for each Tactics Analysis Team, as appropriate.



2.8. **Tactics Analysis Team Co-Chairs.** Tactics Analysis Team Co-Chairs are responsible for the organization, conduct, and execution of Tactics Analysis Teams. Co-chairs will:

2.8.1. Lead and manage all Tactics Analysis Team operations, teams, and working groups to satisfy operational requirements. **(T-2).**

2.8.2. Oversee development of and discoverability of Tactics Analysis Team and Tactics and Adversary Studies Element products within required timelines. **(T-2).**

2.8.3. Establish collection, requirements, analysis, and Tactics and Adversary Studies Element priorities in support of each Tactics Analysis Team and operational requirements. **(T-3).**

2.8.4. Advocate for Tactics Analysis and Reporting Program funding through the DAF corporate process and present programmatic issues to the Tactics Coordinating Committee. **(T-3).**

2.9. **Major and Field Command Directors of Intelligence (A2 and S2).** A2 and S2 will:

2.9.1. Oversee the analysis and production activities of command elements, to include Tactics Analysis and Reporting Program and Tactics and Adversary Studies Element, in response to validated mission requirements.

2.9.2. Submit an endorsed memorandum via e-mail to AF/A2/6O requesting approval to use a target coordinate mensuration program other than the AF/A2/6 and/or SpOC/S2 program of record.

2.9.3. Establish duty-to-warn procedures according to ICD 191 and DAF direction. **(T-0).** Designate separate senior officers responsible for reviewing threat information and making waiver determinations. **(T-0).** Coordinate processes with the Air Force Office of Special Investigations in their role as DAF analytic center for counterintelligence and international terrorist threats.

2.9.4. Establish procedures and implement USAF Intelligence Analysis Assessment Program to evaluate and report compliance with ICD 203 tradecraft standards and two additional USAF standards of timeliness and customer engagement; pre-identified covered products per ICD 206; and shortfalls in Intelligence Community and DAF-level support for the command's ability to meet analytic requirements, USAF ISR and USSF ISR Program of Analysis focus areas (as applicable), and key intelligence questions.

2.9.5. Designate at least one ombudsman responsible for responding to concerns raised by command analysts about adherence to USAF analytic tenets, standards, and production guidelines per ICD 203 and Intelligence Community *Analytic Ombuds Activity – Guide & Recommendations*. **(T-0).**

2.9.6. Establish and resource an ISR senior data officer to implement and manage ISR-specific command data standards and oversee proper life cycle management, storage, cataloging, and tagging of all data of intelligence value per ICDs 121, 501, and 503 and DoDIs 8310.01, 8320.02, and 8320.07. **(T-0).** As required, identify subordinate units needing ISR-specific data portfolio leads and coordinate with other senior data officers and their respective service ISR Chief Data Officer to effectively manage ISR-specific data.

2.9.7. Implement and oversee command-wide intelligence requirements, priorities, and production management processes and a tracking system in support of a distributed, layered, and mutually supporting analysis and production enterprise.

2.9.8. For ISR support to acquisition, ensure threat support analysis and intelligence supportability processes, priorities, and requirements are submitted at the earliest possible date to DAF, DoD, and Intelligence Community elements to facilitate optimum weapon system interoperability, supportability, and sufficiency.

2.9.9. Identify resource gaps for meeting end-user analysis requirements or as identified in the USAF ISR Program of Analysis. Formulate ISR analysis requirements in accordance with USAF and USSF corporate (as applicable) and Joint Capabilities Integration and Development System processes.

2.9.10. Collaborate with and identify counterintelligence topics, vulnerabilities, opportunities, and acquisition requirements to the Air Force Office of Special Investigations per DoDI O-5240.24, *Counterintelligence (CI) Activities Supporting Research, Development, and Acquisition (RDA)*. **(T-0)**.

2.9.11. Perform analytic outreach responsibilities in accordance with ICD 205. **(T-0)**.

2.9.12. Implement and oversee an annual training program on the standards set forth in ICD 203, Analytic Standards, ensuring all personnel who perform intelligence analysis complete the annual training.

2.10. **Commander, Air Combat Command (COMACC)**. As commander of the lead major command for analysis and targeting, COMACC will guide the integration, synchronization, and advocacy of analysis and targeting requirements in accordance with AFI 38-101, *Manpower and Organization*, and AFPD 10-9, *Lead Command Designation and Responsibilities for Weapon Systems*.

2.11. **Air Combat Command Director for Intelligence (ACC/A2)**. ACC/A2 will:

2.11.1. On behalf of COMACC, serve as the OPR for lead major command analysis and targeting intelligence responsibilities.

2.11.2. Chair the Analysis Capability Working Group and Targeting Capability Working Group. These cross-major command and field command entities are responsible for coordinating, assessing, and synchronizing USAF ISR enterprise analysis and targeting intelligence policies, tradecraft, education, training, tools, and solutions. **Note:** SpOC/S2 will serve as Space Advisor to Analysis and Targeting Capability Working Groups.

2.11.3. Serve as the program manager for the Tactics Analysis and Reporting Program, Tactics and Adversary Studies Elements, threat to air operations, red threat matrix, and Air Force Tactics, Techniques, and Procedures (AFTTP) 3-1, *Threat Guide*.

2.11.4. Establish Tactics and Adversary Studies Element teams to optimize multi-source adversary tactics analytic support for major and field command, numbered air force and associated air, space, and cyberspace component elements through the analysis and integration of data not readily available outside cryptologic channels.

2.11.5. Serve as the program manager for the Collateral Damage Estimation Qualification program and as the functional manager for overall USAF target program implementation,

to include maintaining program accreditations. Functional manager oversight responsibilities cover the USAF Target Coordinate Mensuration, Target Material Production, and Target Mensuration training and certification programs. Target coordinate mensuration program functional manager(s), collateral damage estimation qualification program manager, and accreditation maintenance responsibilities may be delegated to a lower level, as required.

2.11.6. Ensure alignment of intelligence, surveillance, and reconnaissance wing analysis and targeting priorities with the USAF ISR Program of Analysis. Establish processes to conduct wing production gap assessments and ability to meet customer requirements; annually report findings to AF/A2/6A for incorporation into the USAF ISR Program of Analysis.

2.11.7. Coordinate closely with AF/A2/6A and AF/A2/6O to ensure USAF guidance is sufficient to enable analysis and targeting intelligence operations, and to promote associated doctrine, concepts, best practices, materials, and training across the USAF.

2.11.8. Advocate for analysis and targeting intelligence funding, advise on program direction, and foster collaboration among DAF organizations.

2.11.9. Ensure Tactics Analysis and Reporting Program products are available and discoverable on the Joint Worldwide Intelligence Communications System and the Secret Internet Protocol Router Network.

**2.12. Commander, Air Force Materiel Command (AFMC/CC) and Commander, Space and Missile Systems Center (SMC/CC).** AFMC/CC and SMC/CC will guide the integration, synchronization, and advocacy of intelligence support to research and development, acquisition, test, sustainment, and installation management. AFMC/CC and SMC/CC will:

2.12.1. Deliver new intelligence capabilities through the appropriate program management office in accordance with DoDI 5000.75, *Business Systems Requirements and Acquisition*, and AFI 63-101/20-101, *Integrated Life Cycle Management*. (T-0).

2.12.2. Perform intelligence support to research and development, acquisition, test, sustainment, and installation management, which includes identifying and characterizing intelligence requirements for minimization of DAF capability risk per DoDI 5000.02, *Operation of the Adaptive Acquisition Framework*, DoDI 5000.86, AFI 63-101/20-101, and the Joint Capabilities Integration and Development System. (T-0).

**2.13. Commander, Air Education and Training Command (AETC/CC).** As the commander of the lead major command for force development and training, AETC/CC directs life cycle management of formal training courses for analysis and targeting intelligence per AFI 36-2670, *Total Force Development*, and to ensure DoD and Intelligence Community standards and training requirements are integrated for joint mission success.

### 3. GUIDANCE AND PROCEDURES.

#### 3.1. United States Air Force Intelligence Analysis Tradecraft Standards.

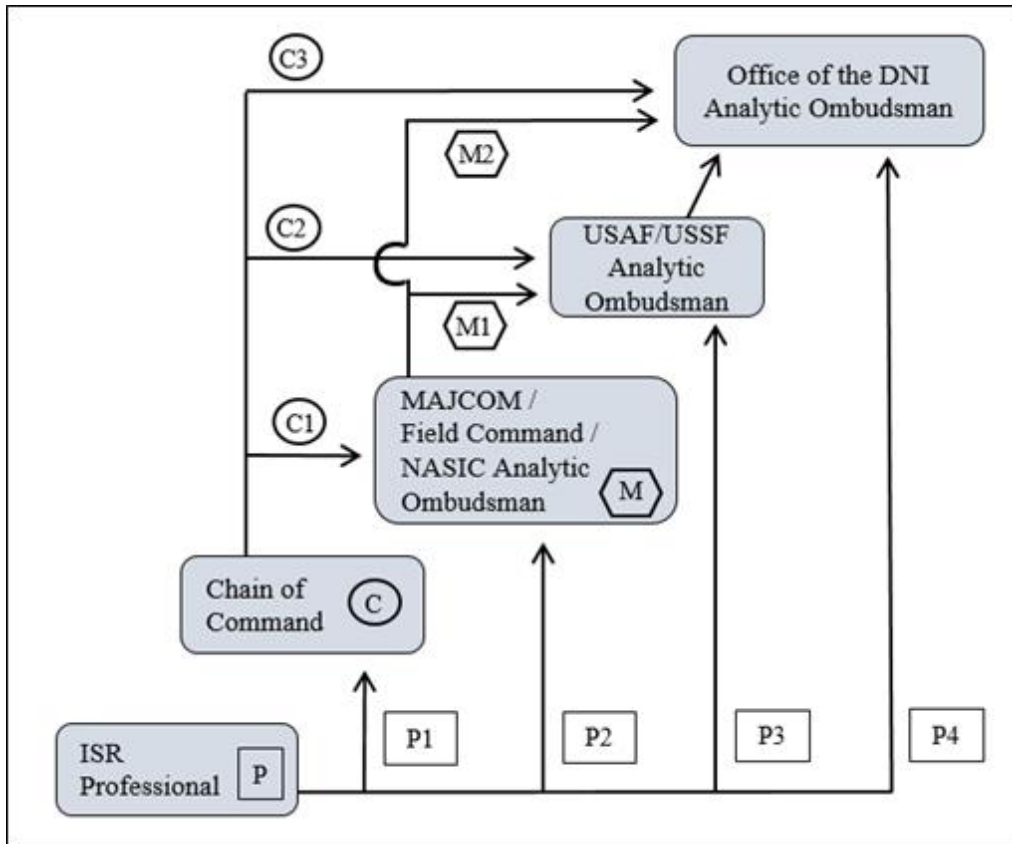
3.1.1. All USAF ISR, analysis, and production will adhere to ID 203 tradecraft standards of (1) Appropriate Sourcing, (2) Level of Uncertainty, (3) Assumptions vs Judgments, (4) Analysis of Alternatives, (5) Customer Relevance, (6) Logical Argumentation, (7) Consistency in Judgment, (8) Accuracy, and (9) Visual Information. (T-0). USAF analysis and production will also adhere to two additional tradecraft standards of (1) Timeliness, and (2) Customer Engagement, which align with global integrated ISR guidance while emphasizing analytic priority attributes within the DAF. (T-1). **Note:** Reference ICD 203 for descriptions of the first nine standards; **Attachment 1, Terms** for a description of the two additional USAF standards; and the USAF *Intelligence Analysis Handbook* for a sample assessment methodology.

3.1.2. Analytic tradecraft standards will be incorporated in USAF initial and mission qualification training requirements and used to conduct analysis operations and to report on readiness. (T-0).

3.1.3. USAF intelligence analysis entities will periodically review their produced intelligence products for compliance with USAF intelligence analysis tradecraft standards. (T-0).

3.2. **Challenges to Analytic Tenets and Standards.** USAF ISR professionals will be trained on and apply USAF analysis tenets (**Note:** Reference **Attachment 2** for a description), and standards raising concerns when others attempt, or appear to attempt, to influence analysis outcomes. (T-0). As depicted in **Figure 1**, ISR professionals (P) will raise real or perceived problems of analytic tradecraft or politicization, biased reporting, or lack of objectivity in intelligence analysis through their chain of command (C). (T-0). If concerns remain after internal procedures have been exhausted, per ICD 203 and Intelligence Community *Analytic Ombuds Activity – Guide & Recommendations*, ISR professionals will directly report concerns to the first analytic ombudsman in their chain, which may be their major or field command ombudsman or the National Air and Space Intelligence Center Ombudsman (M). (T-0). If analytic integrity concerns still remain, ISR professionals will directly report concerns to the USAF Analytic Ombudsman, and subsequently the Office of the DNI Analytic Ombudsman. (T-0).

Figure 1. Ombudsman Reporting Matrix.



### 3.3. Requirements and Production Management.

3.3.1. USAF intelligence analysis entities will follow the basic and enterprise request for information flow processes identified in the DAF Intelligence *Analysis Handbook* to ensure standardization across the USAF ISR enterprise. **(T-3)**.

3.3.2. USAF analysis organizations will follow Defense Intelligence Analysis Program (DIAP)-established timelines and procedures for managing requests for information that fall within the DIAP purview. **(T-0)**.

3.3.3. The USAF will use the Defense Intelligence Agency-developed Community On-Line Intelligence System for End-Users and Managers as the primary tool to research, develop, submit and review, validate, and assign DIAP-related requirements to analysis centers, as appropriate. **(T-2)**.

3.3.4. The USAF will post all identified covered analytic products, as defined by ICD 206, to the Library of National Intelligence. **(T-0)**. To the extent feasible, the DAF will post all other published products to the Library of National Intelligence. **(T-3)**.

MARY F. O'BRIEN, Lt Gen, USAF  
Deputy Chief of Staff, Intelligence,  
Surveillance, Reconnaissance and Cyber Effects  
Operations

## Attachment 1

## GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION

*References*

Public Law 108-458, *Intelligence Reform and Terrorism Prevention Act of 2004*, 17 December 2004

Public Law 117-263, FY23 National Defense Authorization Act, Section 6312, Annual Training Requirement and Report Regarding Analytic Standards, 20 December 2022

Title 10 United States Code Section 4211, *Acquisition strategy*.

CJCSI 3160.01D, *No Strike and the Collateral Damage Estimation Methodology*, 21 May 2021

\*CJCSI 3505.01E, *Target Coordinate Mensuration Certification and Program Accreditation*, 10 August 2022

CJCSI 5123.01I, *Charter of the Joint Requirements Oversight Council (JROC) and Implementation of the Joint Capabilities Integration and Development System*, 30 October 2021

DoDD 5250.01, *Management of Intelligence Mission Data (IMD) in DoD Acquisition*, 29 August 2017

DoDI 3115.17, *Management and Oversight of DoD All-Source Analysis*, 21 September 2020

DoDI 5000.02, *Operation of the Adaptive Acquisition Framework*, 08 June 2022

DoDI 5000.75, *Business Systems Requirements and Acquisition*, 24 January 2020

DoDI 5000.86, *Acquisition Intelligence*, 11 September 2020

DoDI O-5240.24, *Counterintelligence (CI) Activities Supporting Research, Development, and Acquisition (RDA)*, 15 July 2020

DoDI 8310.01, *Information Technology Standards in the DoD*, 7 April 2023

DoDI 8320.02, *Sharing Data, Information, and Information Technology (IT) Services in the Department of Defense*, 24 June 2020

DoDI 8320.07, *Implementing the Sharing of Data, Information, and Information Technology (IT) Services in the Department of Defense*, 5 December 2017

ICD 121, *Managing the Intelligence Community Information Environment*, 19 January 2017

ICD 191, *Duty to Warn*, 21 July 2015

ICD 203, *Analytic Standards*, 21 December 2022

ICD 204, *National Intelligence Priorities Framework*, 7 January 2021

ICD 205, *Analytic Outreach*, 28 August 2013

ICD 206, *Sourcing Requirements for Disseminated Analytic Products*, 22 January 2015

ICD 501, *Discovery and Dissemination or Retrieval of Information within the Intelligence Community*, 21 January 2009

ICD 503, *Intelligence Community Information Technology Systems Security Risk Management*, 21 July 2015

AFPD 10-9, *Lead Command Designation and Responsibilities for Weapon Systems*, 25 March 2021

AFPD 14-4, *Management of the Air Force Intelligence, Surveillance, Reconnaissance and Cyber Effects Operations Enterprise*, 11 July 2019

AFPD 90-70, *Enterprise Data Management*, 13 February 2020

AFI 33-322, *Records Management and Information Governance Program*, 23 March 2020

DAFI 90-160, *Publications and Forms Management*, 14 April 2022

AFI 36-2670, *Total Force Development*, 25 June 2020

AFI 38-101, *Manpower and Organization*, 29 August 2019

AFI 63-101/20-101, *Integrated Life Cycle Management*, 16 February 2024

AFTTP 3-1, *Threat Guide*, [SECRET Internet Protocol Router Network Caution-url: <https://intelshare.intelink.sgov.gov/sites/547intel/SitePages/TG.aspx>]

USAF Intelligence Analysis Handbook, [Joint Worldwide Intelligence Communications System Caution-url: <https://hafa2.highpoint.dodiis.ic.gov/#/content/home.html>; Nonsecure Internet Protocol Router Network: <https://intelshare.intelink.gov/sites/a2/analysis/default.aspx>]

Defense Intelligence All-source Analysis Enterprise, *Management Guide*, March 2019, [Joint Worldwide Intelligence Communications System Caution-url: <https://dia.coe.ic.gov/sites/DIAP/default.aspx>]

Intelligence Community Analytic Ombuds Activity – *Guide & Recommendations*, January 2019, [Joint Worldwide Intelligence Communications System Caution-url: <https://intelshare.intelink.ic.gov/sites/odni-mi/mpac/AIS/Pages/Analytic%20Ombudsman.aspx>]

JP 2-0, *Joint Intelligence*, 26 May 2022

HAFMD 2-4, *Special Management: Deputy Chief of Staff Space Operations for Intelligence*, 24 April 2023

### ***Prescribed Forms***

None

### ***Adopted Forms***

AF Form 847, *Recommendation for Change of Publication*

### ***Abbreviations and Acronyms***

**AF/A8**—Deputy Chief of Staff for Plans and Programs

**A2**—Director of Intelligence

**A3**—Director of Operations



**ACC**—Air Combat Command  
**AETC**—Air Education and Training Command  
**AFI**—Air Force Instruction  
**AFMAN**—Air Force Manual  
**AFMC**—Air Force Materiel Command  
**AFPD**—Air Force Policy Directive  
**AFTTP**—Air Force Tactics, Techniques, and Procedures  
**CJCSI**—Chairman, Joint Chiefs of Staff Instruction  
**COMACC**—Commander, Air Combat Command  
**DAF**—Department of the Air Force  
**DIAP**—Defense Intelligence Analysis Program  
**DNI**—Director of National Intelligence  
**DoD**—Department of Defense  
**DoDD**—Department of Defense Directive  
**DoDI**—Department of Defense Instruction  
**ICD**—Intelligence Community Directive  
**INT**—Intelligence  
**ISR**—Intelligence, Surveillance, and Reconnaissance  
**JP**—Joint Publication  
**NASIC**—National Air and Space Intelligence Center  
**OPR**—Office of Primary Responsibility  
**S2**—Director of Intelligence  
**S3**—Director of Operations  
**SMC**—Space and Missile Systems Center  
**SpOC**—Space Operations Command  
**U.S.**—United States  
**USAF**—United States Air Force  
**USSF**—United States Space Force

### *Terms*

**All-Source Analysis**—Intelligence analysis that employs all available sources of data and information to enable the creation of new intelligence and knowledge.

**Analytic Ombudsman**—Representative who is responsible for addressing organizational concerns regarding bias, politicization, lack of objectivity, or other concerns in the application of analysis and production standards.

**Covered Products**—A subset of disseminated analytic products or services that is officially designated by an Intelligence Community element as falling under the authority of ICD 206.

**Customer Engagement**—Additional USAF analysis tradecraft standard. Analysts should fully address customer requirements within time constraints and in a manner most useful, as well as be responsive to customer feedback. While challenging to evaluate, this tradecraft standard is foundational to USAF intelligence analysis.

**Data Portfolio Lead**—The decision authority at the wing or delta level for tagging, retention, release, destruction of data holdings, and access to wing or delta data and information.

**Duty—to-Warn**—A requirement to warn United States and non-United States persons of impending threats of intentional killing, serious bodily injury, or kidnapping. **Note:** See ICD 191 for details.

**Fusion Analysis (also called Time-Dominant Fusion)**—Analysis in a time-sensitive environment in close proximity to the point of collection that entails quickly melding new information with baseline knowledge to meet a specific operational need. Emphasis is on the process of managing information and on timeliness over completeness.

**Intelligence Analysis**—A cognitive activity—both art and science—applying tools, processes, tradecraft, methods, and judgments to data and information to create and deliver new intelligence, insights, and knowledge, with the goal of providing a decision advantage to commanders and decision makers.

**Intelligence Consumer (also called Intelligence Customer )**—A requestor or user of intelligence, including an operational unit, an acquisition organization, a national policy maker, or an intelligence organization.

**Intelligence Product**—Tangible information in written, visual, digital, and/or verbal form that conveys information of intelligence value (e.g., written assessment, threat map, and targeting materials).

**Intelligence Production**—The development, tailoring, and presentation of intelligence knowledge via products and/or services that address customer requirements.

**Intelligence Requirement**—A need for intelligence to fill a gap in knowledge or understanding of the environment, adversary capabilities, centers of gravity, or intentions.

**Intelligence Service**—Assistance provided to another entity during the performance of an ISR mission: (1) the actual action of delivering or conveying intelligence to a user (e.g., presenting a briefing, tipping and cuing, collaboration, or threat modeling), or (2) the process of enabling an ISR mission (e.g., exercise planning, skill knowledge training, or security clearance indoctrination). Some intelligence services result in additional intelligence products.

**Key Intelligence Question**—A strategic, high-level question that states the primary unknown, or information need, about an intelligence issue or problem, which subsequently drives intelligence analysis and/or production within an organization.

**Multi-Source Analysis (also called Multi-Intelligence Analysis)**—Intelligence analysis that makes use of more than one source when access to additional potential sources is limited by reasons of timeliness, system access, location, or security levels.

**Senior ISR Data Officer**—An organization’s representative who oversees life cycle management, storage, cataloging, tagging, and information sharing of ISR-specific data. Senior ISR Data Officers understand ISR enterprise automation and other infrastructure requirements, plans, and activities of mission systems.

**Single-Source Analysis (also called Exploitation)**—Intelligence analysis that employs a single source or expertise in a functional area to characterize events, people, or things. Such analysis is limited to describing, rather than evaluating, the topic of a particular analysis due to restrictions inherent in single-source intelligence collection, precluding the ability to provide fully contextualized intelligence assessments.

**Targeting Intelligence Enterprise**—An integrated system of technologies, standards, data, processes, procedures, organizations, and people that are used to develop, plan, execute, assess, and support military operations with decision-quality targeting material and intelligence.

**Timeliness**—Additional USAF analysis tradecraft standard. Analysis must be timely to impact planning, mission objectives, operations and aid in commanders' decisions. The aim is to deliver knowledge at the earliest time and place to enable effective decisions and action.

## Attachment 2

### UNITED STATES AIR FORCE INTELLIGENCE ANALYSIS TENETS

**A2.1. USAF intelligence analysis tenets derive from and support.** Intelligence Community, joint intelligence, and broader ISR principles, while simultaneously emphasizing analysis attributes of particular interest and priority within the USAF. These overarching principles are held to be true and in common by USAF ISR professionals, and they cover the most important tenets of USAF intelligence analysis.

**A2.2. ISR professionals are responsible for.** Applying the following six USAF intelligence analysis tenets to the extent feasible and reporting related concerns in accordance with [Paragraph 3.2. \(T-0\)](#).

A2.2.1. **Objectivity** . Analysis will be based on fact and be clear and truthful about what is known versus what is judged. **(T-1)**. It will not be distorted by emotion or personal or organizational bias and will be independent of command or political considerations. **(T-1)**. Further, it will clearly delineate underlying intelligence, assumptions, and judgments. **(T-1)**. Analysts should address alternative perspectives and contrary information and avoid being unduly constrained by previous judgments.

A2.2.2. **Integrity** . While closely linked to objectivity, integrity involves a broader focus on all activities, standards, and processes associated with intelligence analysis. Analysts will ensure complete honesty and reliability in their analysis combined with firm adherence to a code of professional ethics and tradecraft standards such as accuracy, timeliness, and customer responsiveness. **(T-1)**. Integrity includes explaining changes in previous analytic judgments, as well as addressing significant differences in judgment among various United States analytic elements. As stated in Joint Publication (JP) 2-0, integrity is “the cardinal element in intelligence analysis and reporting, and the foundation on which credibility with the intelligence consumer is built.”

A2.2.3. **Synthesis** . Intelligence analysis requires analysts to use all available sources of information to maximize completeness. **(T-1)**. Analysts should also identify information gaps and, where they exist, they should coordinate with collectors to develop access and collection strategies. Synthesis is founded on well-honed tradecraft skills, including critical thinking, alternative analysis, and the ability to take the perspective of the adversary. Compatible, service-oriented information technology architectures and tools are also key to facilitating synthesis.

A2.2.4. **Collaboration** . Analysts must actively solicit opinions and assessments from other analysts and seek to share ideas. **(T-1)**. Data, information, and intelligence must be broadly accessed and shared. **(T-1)**. Collaboration should take place internally within the DAF ISR enterprise, across the Intelligence Community, and with allies, academia, and other entities outside the Intelligence Community, when feasible. Effective collaboration facilitates maximum synthesis.

A2.2.5. **Anticipation** . Analysis is far more than trend assessment; its true value resides in warning and forecasting to be relevant to decision-making, warfighting, operations, and acquisition. Because information gaps routinely limit our ability to predict with complete accuracy, it is incumbent on analysts to effectively apply tradecraft standards such as alternative analysis, levels of confidence, assumptions vs. judgments, and appropriate sourcing. **(T-1)**. Intelligence warning and forecasting are not exact; however, analysts will utilize the most recent information for all warning or forecast-related analysis. **(T-1)**.

A2.2.6. **Requirements** . Analysts will continually engage with customers to comprehend their dynamic requirements. **(T-1)**. Customer requirements can be solicited from a variety of sources such as: understanding their operations; holding working groups or technical exchanges with them; anticipating and listening to their questions; responding to feedback; and addressing documented need statements and derivative data needs. Effectively meeting analysis mission requirements demands an effective balance of customer familiarity, interpreted needs, collaboration, and analytical judgment.