



(U) Jack Israel, A&P's Senior Technical Leader

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(U/FOUO) As the Technical Leader for Analysis & Production (A&P), my main concern is transformation of analysis, mission, technology, and technical leadership. I ask myself on a weekly-- if not daily-- basis, "Is A&P moving forward in these areas?" In analysis, I would like to see progress in implementing many of the ideas outlined in Richard Heuer's seminal work, *The Psychology of Intelligence Analysis*. I believe this book should be required reading for all A&P analysts because it so clearly lays out methods for improving analysis and avoiding analytic pitfalls. As I look back at some of the analytic work I did years ago, I see some of the problems I had then with mindset, biases, and perception. Had I known about many of the self-help steps described in this book, I believe my work would have been even better.

(C) In mission and technology, my primary concern continues to be making progress in Digital Network Intelligence (DNI). Voice dominates our reporting today, yet DNI is much more prolific in the global net. There are many reasons why DNI reporting has not increased dramatically over the years: problems with access, cultural proclivities, and the difficulty in working DNI. All of these vie for my attention right now, and I feel confident that we can provide analysts better access and tools in the near future.

(U/FOUO) Finally, building more technical leaders is essential. The model of the new working relationship between senior management and technical leaders was set at the creation of the SIGINT Directorate. Great progress has been made in this regard and will continue as technical experts supplement their knowledge with an understanding of many basic SID processes such as requirements, systems engineering, and programmatic.



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