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Chapter 7 in 1st edition, chapter 9 in 2nd edition

**Office of the Director of National Intelligence**

**Introduction:**

* This chapter examines the transformation and Notable successes of the ODNI
* New Intelligence law makes the Director of National Intelligence responsible for integrating the 15 independent members of the intelligence community.
  + To make this work The DNI has to take his legal authority to the limit
    - In hope of providing leadership to strong headed agencies (Defense Dept. and CIA)

**Genesis of the ODNI**

* The National Security Enterprise (NSE) is less efficient than it should be due to:
  + Institutional rivalries
  + Overlapping authorities
  + Shortcomings in its constituent elements
  + Shaped by structural and serendipitous imbalances in the relative clout of individual agencies and the leaders who head them
* Attempts have been made to improve these issues:
  + Creation of the ODNI
* Corollary Belief is if mandated changes fail, it is because those responsible had deliberately or incompetently failed to overcome bureaucratic pathologies.
* There is a recurring practice of excusing policy failure by citing inadequacies in the IC.
  + Washington sees either a policy success or Intel failure (scapegoat)
    - Scapegoating has decreased since ODNI
* A larger issue than rivalries (before 9/11) was the need for better information sharing
  + Between foreign intelligence and domestic law enforcement
* The need to Improve the IC info sharing came from:
  + 9/11
  + Flawed performance in respect to Iraq’s WMD’s
  + Politically charged assertions about the role of the IC in deciding to overthrow Saddam Hussein Regime.
* IC officials wanted to conserve the status quo while members of congress wanted to make major changes

**Reassigning Roles and Responsibilities**

* + Serious difficulty resulted in clarifying DNI authorities on issues critical to his ability to lead and transform the IC.
* The DNI principle responsibilities are:
  + 1. Serve as head of the IC
  + 2. Act as the principal intel advisor to the president, the National Security Council, and Homeland Security Council for intel matters related to the national security
  + 3. Oversee and direct the implementation of the National Intel Program
* Intel Reform Act intended to solve:
  + The DCI from giving priority to managing the CIA instead of IC
    - The DCI had a lot of authority over CIA, but little over IC
* The Intel Reform Act:
  + Ultimate Goal= to enhance the performance of the NSE by improving the quality of intel provided to all members of the National security team so that they might better protect our nation
  + Divided the DCI’s portfolio
    - Making integration and improvement of the whole IC a priority
    - This did not solve the problem of the DCI’s ability to influence the IC (other than the CIA)
  + Effect Change through his or her authority for the NIP budget but constrained his ability to act but to respect the statutory responsibilities of the heads of departments

**Better Information Sharing**

* 9/11 commission report showed the failure to share information among agencies
* The Intel reform Act specified:
  + “the director of National Intel (DNI) shall have principal authority to ensure maximum availability of and access to intel information within the IC consistent with national security requirements.”
* The best way to make sure nothing is missed, is to not seek what we already know.
  + Meaning by sharing information more areas can be covered.
* Greater sharing increases the risk of unauthorized disclosure.
  + This risk is accepted by ODNI and other IC officials in post 9/11 world, so that threats aren’t missed or misinterpreted.

**Improved Analysis**

* Improve National security decisions by improving the quality and reliability of analytic support to the agencies and individuals that together constitute the NSE.
  + Accomplished through:
    - Improved Info Sharing, Better analytic products, more effective use of experts from outside the IC, greater use of open-source info, enhance integration and cooperation between law enforcement agencies and the IC, require continuous effort for improvement

**Principal Intelligence Advisor … If the President so Wishes**

* The DNI first and foremost role= The principal intel advisor to the President, the national security council, homeland security council for intel matters realted to the national security
* Also, represents the IC in the NSC process
* Present info and analysis through the PDB.
* The DNI’s Formal Role in the NSC process:
  + Being up to speed on developments and intel information related to subjects previously discussed
  + Shaping intelligence-related requirements and assigning tasks to appropriate analytic components of the IC
  + Provide intelligence support to the other senior officials attending the meeting
  + Contribute to the decision-making process by commenting on proposed options and offering proposals of his own. (Trickiest, because DNI mst maintain objectivity when presenting assessments)

**DNI Mechanisms: National Intelligence Officers, National Intelligence Managers, and The Joint Intelligence Community Council**

* The ODNI is represented at virtually all meetings convened by the NSC process, but only the DNI has the authority to offer or comment on policy recommendations
* The NIC prepares the DNI for participation in NSC meetings (this is after the Intel Reform Act. It was previously done by analysts in the CIA’s Directorate of Analysis [DA])
  + Increased responsibility on National Intelligence Officers (forced them to use the engage across the IC, because they were one-thirtieth the size of the DA
  + Before 2010 NIO’s were senior subject matters experts iand quasi-official coordinators of requests for additional collection
* Eventually NIM’s were out in charge of each of the NIO accounts.
  + NIO’s felt there status had been degraded, but they were given ability to focus on fewer tasks
* The Joint Intel Community Council function:
  + To assist the DNI to develop and implement a joint national intel effort to protect national security
  + However more important links are between policymakers and analysts that they trust.

**The PDB Process as a Source of Information and Influence**

* The subjects covered in these briefings are informed by the NSC agenda
  + Often reflect IC knowledge of the issues being considered
* Positive side= this engagement provides the info and analytical judgment the president needs to assess the practically of policy recommendations
  + Same is true for the briefing and written piece provided by the IC
* DPB could have cause negative view if the personalities and interpersonal relationships of the presenters are not strong
* DPB changes:
  + Systematized effort to provide the same info to all NSC principals

**Forging an ODNI Organizational Culture**

* THE ODNI exists because of dissatisfaction with the performance and procedures of the DCI-led IC.
  + It was not easy to create. It seemed everyone in congress had different visions of how it should be, and what powers it should have
* The ODNI can seem like a microcosm if the IC
* To prevent ODNI from being captive of the CIA, the ODNI has requirements that it cannot be collocated with any components of the IC
* Changes the legacy guidelines and requirements was difficult and time consuming (partly due to the disagreement over what the ODNI should be and do)
  + Another challenge was that staffers were pulled from other agencies, and didn’t believe that they would return to their old agencies)
* Results = ( absence of a coherent organizational ethos with shared norms or values)
  + the ODNI lacked a distinct culture of its own
  + populated by individuals who had worked other places and had difficulty with change
  + Had higher priority to mission than to institution building
* Without the ability to clearly articulate what it was caused it to been seen as just another level of bureaucracy
* In the absence of an established organizational culture the personalites and leadership styles of DNIs played large role in establishing organizational culture

**The ODNI at Twelve: an Appraisal**

* Many people thought the ODNI would not survive
* Due to a Sufficient number of people in key positions wanting to sieze the opportunity of the Intel Reform Act it ended up working
  + People also noticed that it was achieving its goal of intel reform
* Its increased effectiveness caused it to gain more important roles assigned to the IC.
* Personalities and relationships played a big role in its success
  + James Clapper
* While the process will never be satisfactory, it is greater than pre-ODNI era
* The changes adopted and accepted during the ODNI era have improved the National Security Community