
Defense Report

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DOD Reorganizes Its Intelligence Program

One spinoff from the extensive investigation by the Congress into U.S. intelligence operations has been changes in the administration and operations of the intelligence organizations working for DOD.

In testimony before the Senate Select Committee on Intelligence prior to the Congressional adjournment in early October, Honorable Robert Ellsworth, Deputy Secretary of Defense, outlined the changes now underway.

Secretary Ellsworth said that the biggest weakness in DOD Intelligence activities was the lack of sufficient coordination between policy formulation and intelligence analysis. The blame, said Ellsworth, lies primarily with the policy makers who have not told the intelligence analysts enough about why they need the intelligence—what specific kind of decision was under study on which the intelligence analysis would impact.

Ellsworth also cited as past faults: inadequate analytical methods, poor leadership, and shortcomings in the quality and motivation of the analysts themselves.

To help solve these problems, DOD has undertaken three changes:

—The creation of a Defense Intelligence Board, on a six month trial basis, which would permit the senior users of intelligence and the senior intelligence producers and managers to sit down together and coordinate on a continuing basis what intelligence is needed and why it is needed.

—Undertaking both research and practical efforts to improve methods of analysis. One of the examples used by Ellsworth was the fact that DOD is now doing “practical work on new intelligence products which will give us a more exact comparison between opposing forces—as, for example, North and South Korea.” Previously, intelligence analysts had concentrated on the strengths and weaknesses of a single foreign force and tended to pay insufficient attention to rigorously comparing one force against another.

—Designing a more attractive and rewarding career for intelligence in order to attract superior talent to the military intelligence field. This problem is especially acute for civilian intelligence analysts in the Defense Intelligence Agency which cannot at present offer career opportunities comparable to those offered by CIA or the National Security Agency. Legislation may be required to fully solve this problem.