
**INTELLIGENCE COMMUNITY DIRECTIVE
NUMBER 205**



**ANALYTIC OUTREACH
(EFFECTIVE: 16 JULY 2008)**

A. AUTHORITY: The National Security Act of 1947, as amended; Executive Order 12333, as amended; and other applicable provisions of law.

B. PURPOSE:

1. This Intelligence Community (IC) Directive (ICD) establishes overarching doctrine and policy of the Director of National Intelligence (DNI) and IC responsibilities concerning outreach to experts beyond the IC to support, improve, and enrich analysis. Analytic outreach is the open, overt, and deliberate act of an IC analyst engaging with an individual outside the IC to explore ideas and alternate perspectives, gain new insights, generate new knowledge, or obtain new information. It is conducted in accordance with fiscal, procurement, security, counterintelligence, operational and other laws, regulations, policies and procedures applicable to the IC and the analysts' individual organizations.

2. This ICD responds to recommendations in the 2005 report of the Commission on the Intelligence Capabilities of the United States (U.S.) Regarding Weapons of Mass Destruction. The report recommended that IC analysts broaden their information horizons by collaborating with individuals in academia, nongovernmental organizations, and business, and to the National Intelligence Strategy objective of drawing upon expertise wherever it resides to inform judgments.

3. This ICD directs the Deputy Director of National Intelligence for Analysis (DDNI/A), in collaboration with the Deputy Director of National Intelligence for Collection (DDNI/C) and the Heads of all elements of the IC, to ensure that this policy is implemented effectively.

4. Sound intelligence analysis requires that analysts who are dealing with issues of concern network in the U.S. and internationally to develop trusted relationships. These trusted relationships could include, as appropriate, experts in academia; think tanks; industry; non-governmental organizations; the scientific world (e.g., U.S. government laboratories, national academies, national research councils, and Federally Funded Research and Development Centers); state, local, and tribal governments; other non-Intelligence Community U.S. government agencies; and elsewhere. These communities allow the IC to expand its knowledge base, share burdens, challenge assumptions and cultural biases, and encourage innovative thinking.

C. APPLICABILITY: This ICD applies to the IC, as defined by the National Security Act of 1947, as amended, and other departments or agencies that may be designated by the President, or designated jointly by the DNI and the head of the department or agency concerned, as an element of the IC.

D. POLICY:

1. Analysts shall leverage outside expertise as part of their work.
 - a. Analysts must determine what they need to know about a particular subject and actively seek answers to those questions from diverse sources.
 - b. Analysts should have knowledge of the leading experts in their areas of expertise, both in the U.S. and internationally.
 - c. Analysts routinely shall seek appropriate opportunities to engage openly with outside experts, especially those with unique knowledge, experience, contacts, or nontraditional views.
 - d. With strong institutional support, analysts must tap expertise wherever it exists in the U.S. and, as necessary, in other countries. When appropriate, analysts must network and participate actively in communities of interest, consistent with this ICD.
 - e. When conducting outreach activities, analysts must clearly identify themselves and their organizations, in accordance with applicable legal and/or policy requirements.
2. Each element of the IC shall establish an Analytic Outreach Coordinator to be the single point of contact for analytic outreach.
 - a. One individual or staff will serve as Analytic Outreach Coordinator, a central focal point for analytic outreach in each IC element, whether outreach is centralized or decentralized. This includes IC technical committees, centers, and mission managers, when appropriate. The Analytic Outreach Coordinator will act as a catalyst, advocate, and locus of expertise for conducting outreach activities, and help coordinate and de-conflict outreach efforts to eliminate unnecessary duplication within and among organizations.
 - b. The Analytic Outreach Coordinator will serve as an enabler of outreach, not as a new or additional administrative approving authority.
 - c. The Analytic Outreach Coordinator will serve as a liaison on security, counterintelligence, and outreach tradecraft training issues to ensure that the interests and needs of analysts are effectively represented.
 - d. The Analytic Outreach Coordinator will report details of upcoming outreach events on IC information platforms, as well as the results of outreach activities (conference summaries, papers, studies, etc.).
3. Elements of the IC should use outside experts whenever possible to contribute to, critique, and challenge internal products and analysis, and to provide alternative perspectives.
 - a. Elements of the IC will use outside experts to closely review analytical assumptions, logic and, where appropriate, evidence, both during analysis and after assessments have been completed.

b. Outside experts also may be commissioned separately to examine an alternative view or approach to an issue; to argue the pros and cons to a judgment involving uncertainty, ambiguity, or debate; and to provide technical peer review.

4. IC elements shall seek to establish overt clearance, contract, and reimbursement procedures to streamline access to outside expertise, both in the U.S. and in other countries to the extent permitted under applicable laws and regulations.

a. Managers must have the flexibility and resources to obtain external expertise as needed for a surge, to fill gaps in IC coverage, and for competitive and alternative analysis. When appropriate, they should use such flexible instruments as blanket purchase agreements, retainers, and indefinite quantity arrangements to access outside experts quickly.

b. Procurement officials shall facilitate use of these methods and seek other new, streamlined arrangements, and IC elements shall share innovative methods they have used to expedite the process of tapping outside expertise.

c. IC elements may establish Federal Advisory Committees, in accordance with the Federal Advisory Committee Act, if applicable, when needed to access members' expertise over the longer term in specifically defined areas.

d. When feasible, IC elements shall also fund projects of mutual interest jointly and/or leverage existing contracts of other IC elements under the Economy Act and/or other applicable provisions of law.

e. When establishing a contractual relationship or contemplating commitment of appropriated funds, the IC element must follow applicable contracting, fiscal, and security policies and processes.

5. The DNI and IC element security and counterintelligence officials, working closely with IC element Analytic Outreach Coordinators, shall ensure that policies and procedures, including any internal procedures to vet contacts with outside experts, actively facilitate appropriate analyst outreach activities domestically and internationally with both U.S. and foreign experts. These officials also shall ensure that these policies are widely understood and consistently implemented.

a. The key is to establish the proper balance between protecting information and people, in particular our analysts engaging in outreach, and enabling and encouraging legitimate outreach. Unnecessary or unreasonable restrictions that discourage collaboration with outside experts may increase the likelihood that alternate perspectives will not be considered and debatable judgments will remain unchallenged.

b. Analysts in the IC shall never discuss classified or sensitive information with outside experts who are not appropriately cleared. This prohibition includes intelligence sources and methods; military and operational information; gaps in IC collection capabilities; or insights, assessments or judgments derived from sensitive intelligence collection. Discretion will be exercised regarding foreign policy and other political sensitivities and, when the degree of latitude allowed is uncertain, analysts should consult their immediate supervisors. Analysts should clearly distinguish expressed views that are official from those that are personal. Before engaging in outreach activities, analysts should clarify whether discussions are being held under Chatham House (off-the-record; not for attribution) or other established rules.

c. For certain activities, such as reviews of IC products, analytic outreach may be most productive when working with cleared individuals with whom more information may be shared.

d. International perspectives are encouraged to avoid cultural biases and improve analysis. Still, analysts must remain aware that foreign intelligence services may seek to exploit contacts with IC personnel. Security and appropriate management levels shall be consulted, in accordance with individual element procedures, before initiating contacts with subject matter experts living abroad or with non-United States citizens. In accordance with ODNI and analysts' individual element regulations and procedures, analysts working in foreign countries shall coordinate any close and continuous relationships or suspicious contact with foreign nationals with their supervisors who shall inform the relevant DNI Representative(s). Also, analysts must report suspicious or other than casual contacts in accordance with applicable DNI and IC element security regulations. Appropriate steps must be taken, in accordance with individual element procedures, to avoid disrupting ongoing intelligence activities or foreign liaison relationships.

6. Elements of the IC shall provide analysts with the tools and resources to engage outside expertise productively, to include convenient access to the Internet and to unclassified facilities for conferences, seminars, and/or teleconferencing. Elements of the IC also shall ensure that analysts have access to the best available on-line literature research capabilities – those used by academia and industry – and that they are trained to use those systems.

7. Elements of the IC shall seek to avoid duplication of effort and shall share access to and the results of their outreach activities widely by posting them expeditiously on IC information-sharing platforms.

a. Outreach programs are conducted primarily to meet the mission needs of their respective organizations. Nevertheless, IC elements must coordinate these programs in order to expand and share their benefits, leverage scarce resources, and avoid unnecessary duplication across the IC. For example, calendars of outreach events, information on experts and centers of expertise, and production from outreach activities (reports and conference summaries), shall be posted on appropriate sites available to the IC. To the extent possible, this information will be easily available to analysts in the same formats across Unclassified, Secret, and Top Secret networks.

b. Analytic Outreach Coordinators for IC elements shall work closely with their own information technology specialists, the Associate Director of National Intelligence and Chief Information Officer (ADNI and CIO), the Deputy Director of National Intelligence for Acquisition (DDNI/AQ), the Assistant Deputy Director of National Intelligence for Open Source (ADDNI/OS), and open source providers to develop a one stop shopping center, e.g., A-Space, for analysts to obtain and share outreach information and production from outreach activities.

8. IC elements shall formalize their expectations for analytic outreach in position descriptions and shall reward success through performance appraisals and incentives consistent with mission and security considerations.

a. Analytical practices should routinely include innovative thinking and challenges to conventional wisdom. To encourage these approaches and to improve analysis by casting the widest possible net for relevant information, job descriptions, vacancy announcements, and

performance standards in the work requirements statements of intelligence analysts and their supervisors, as appropriate, shall include terms such as “outreach,” “engagement,” and “networking”.

b. Analysts should attend, actively participate in, and initiate outreach activities in accordance with DNI and IC element expectations.

9. IC elements, working with the DDNI/A and the National Intelligence University System, shall integrate outreach into ongoing analytic training programs.

a. IC elements shall encourage mentoring programs or relationships to help junior analysts, who may require closer guidance and management oversight, to learn from those more experienced in conducting outreach activities. Once analysts and managers have received adequate tradecraft and security training, they will be trusted to act appropriately and use good judgment in engaging and networking professionally with outside experts. This includes assuring the bona fides of outreach participants and validating and caveating, as appropriate, information received from or provided during outreach activities.

10. IC elements shall promote career development opportunities that help establish senior analysts as top experts in their fields.

a. Recognition shall include active participation in conferences, seminars, and workshops sponsored by the IC or other U.S. Government organizations, private think tanks, universities, industry or professional associations, and/or non-governmental organizations.

b. Although IC analysts are required to comply with their organization’s pre-publication review policies for outside presentations and papers, the review process shall be reasonable and expeditious.

11. IC elements, as appropriate, shall establish and maintain a broad range of contacts and collaborative relationships with U.S. and international think tanks, U.S. business consortia, professional associations, and university programs to leverage their expertise and provide opportunities for outreach activities to improve analysis.

E. ROLES AND RESPONSIBILITIES:

1. The DDNI/A, with the support of the ADDNI/OS, shall ensure that IC elements use expertise outside the IC effectively to support and improve analytical products. Where country or topical mission managers exist, they will work with the DDNI/A to help ensure that outside expertise is used to support and improve their analytic products and to coordinate analytic outreach across the IC within their mission areas.

2. The Subcommittee on Analytic Outreach of the National Intelligence Analysis and Production Board shall serve as the principal coordinating body in the IC with respect to analytic outreach initiatives and interagency collaboration.

3. Analytic Outreach Coordinators of the IC elements shall implement this ICD within their individual organizations. They shall prepare a brief annual report on the state of outreach in their organizations as the DDNI/A specifies.

4. The Bureau of Intelligence and Research (INR) of the U.S. Department of State shall serve as the Executive Agent of the DNI to promote, facilitate, and implement Community-wide outreach. INR will encourage best practices within the IC on outreach, undertake special projects, and serve as an IC liaison or representative to outside individuals or entities when appropriate.

5. The Assistant Deputy Director of National Intelligence for Customer Requirements (ADDNI/CR) will seek opportunities to leverage expertise in the private sector business community and in non-intelligence federal, state, and local agencies to facilitate information sharing and improve analysis.

6. The ADNI and CIO, in concert with the ADDNI/OS, and the DDNI/A, the National Counterintelligence Executive (NCIX), and the DDNI/AQ shall ensure technical means and standards are in place to facilitate interaction with experts outside the IC and that outreach information and products of open source providers are easily available on Unclassified, Secret, and Top Secret systems.

7. The Assistant Deputy Director of National Intelligence for Security (ADDNI/SEC) and the NCIX, in coordination with element security and training officials, shall ensure that analysts are aware of intelligence-related threats and vulnerabilities as they seek to expand outreach activities. These offices, in coordination with the DDNI/A, the DDNI/C, and Analytic Outreach Coordinators for IC elements, shall actively review security policies and procedures in order to facilitate any vetting, approvals, notifications, or reporting required by individual IC elements for contacts with outside experts and to simplify or eliminate any unnecessarily cumbersome or restrictive practices within their purview.

8. The ADDNI/SEC, in collaboration with DDNI/A, DDNI/C, and Analytic Outreach Coordinators for IC elements, shall serve as ombudsman for security-related outreach issues or conflicts that may arise related to implementation of this ICD.

9. IC elements shall hold organizations and appropriate personnel accountable for implementing "analytic outreach" by reporting on implementation of this policy, as stipulated in paragraph E.3. IC elements should develop and include "Analytic Outreach" performance standards and evaluation criteria in the annual performance evaluation process and in award and recognition programs, in accordance with applicable policy documents. IC elements shall provide copies of any performance standards to the ODNI (ADNI for Human Capital).

10. The DDNI/AQ, in collaboration with IC element procurement officials, DDNI/A, and DDNI/C, shall promote contract processes and reimbursement procedures with the flexibility to obtain external expertise, both in the U.S. and internationally, as needed for surge, to fill gaps in IC coverage or knowledge, and for competitive and alternative analysis purposes.

F. EFFECTIVE DATE: This ICD becomes effective on the date of signature.



 Director of National Intelligence

16 JUL 08

 Date