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RETHINKING THE CONCEPT OF „INTELLIGENCE ANALYSIS": FROM PLANNING TO FEEDBACK

PhD. Cristian NIȚĂ[1]
PhD. Cristian CIUPERCĂ[2]
[1] National Intelligence Academy – Bucharest
[2] National Intelligence Academy - Bucharest

Abstract:*The intelligence activity is traditionally considered a privelege of governmental organizations, serving the need of substantiating decisions in the field of national security, intelligence being defined both as information, and the organized system for planning, collecting and analysing this information. However, intelligence is more than a sum of information, requiring a mix of relevant knowledge for a series of unique circumstances, which are transmited to a given benefficiary and are employed in decesions regarding the security of a nation. The aim of the present article is to redefine the concept of intelligence analysis in terms of the interaction between planning, collection, processing, analysis, dissemination and feedback.*
Key-words*: intelligence, knowledge, analysis, national security information, strategic intelligence.*

Intelligence literature proposes several approaches to this concept, intelligence analysis process being defined as: 1) evaluation and transformation of data records and information in descriptions, explanations and conclusions for beneficiaries of intelligence, 2) the braking of a problem in its componentswhich are later on studied separately, 3) the transformation of information fragmentation collected in a product used by policy makers, 4) developed techniques and specific means to determine and explain the relationship between facts and phenomena reported the identification elements of novelty, establishing credibility and veracity of data, establishing the truth, doubtful or false, informative coverage with them and their importance for safety / security, detection possible misinformation. Also, analysis of intelligence is interpreted as a rapid examination of sequences related data and information to determine the extent to which they confirm, complement or contradict each other, a process for establishing relationships and unanimously accepted facts.

Therefore, the analysis of intelligence is the means by which data is converted into intelligence, including providing hypotheses, determining the relevance and validity (truthfulness) of their collation, classification and interpretation.

Any analytical approach involves three major ingredients to be generated or discovered by analysts: hypotheses (possible explanations or predictions), evidence and arguments linking evidence with hypotheses. Intelligence analysis involves reviewing theknown facts, sort of important to their evaluation and cross at least twice and a conclusion by the exercise of judgment in part by induction, some by inference. Absolute intellectual honesty is essential in the sense that the process should not be influenced by emotion or prejudice or a desire to please.

Beyond the diversity of definitions of intelligence analysis given in the literature, a landmark development machines fundamental domain is given by Sherman Kent, an American theorist who helped define and develop a discipline of intelligence analysis. It is known as the "father of intelligence analysis" because of his contributions to codify the requirements and criteria of analysis, and to argue the idea that intelligence analysis is a discipline of the social sciences, with specific methodological issues.

In the Romanian literature, intelligence analysis approach is defined as a specialized knowledge of the issues determined - the national security - where they are used in specific forms and modalities, methods and techniques recognized in the formulation of diagnoses, substantiated estimates and forecasts useful in making the decision makers in state authority.

As part of a process of intelligence analysis is a step in the intelligence cycle in which information is subjected to systematic examination in order to identify the significant elements and draw conclusions. As activity is found in both governmental intelligence organizations and in private, in different areas such as national security, public policy, business management, marketing, terrorism.

INTELLIGENCE CYCLE - STEPS AND PROCEDURES

Intelligence cycle is a process that includes a set of specific activities structured information on several distinct steps, including the request for information, planning information collection, primary data collection, analysis of raw data and producing finished intelligence (intelligence product), dissemination of the original applicant or by other interested recipients.

In this last stage, the beneficiary shall examine product information received and may review the application, and then started again cycle information. This application cycle - primary information - analysis - information may recommence finished several times, until the customer is satisfied and take a decision. When this occurred, the cycle stops for information.

Being a complex process, the cycle of intelligence is multidimensional, multidirectional, is interactive and iterative in nature (often repeated).

Regarding the request for information, it is likely that the applicant / recipient to know precisely what it needs and how it should look finished intelligence product, but equally well may not know this and is extremely important throughout this process to have interaction / communication between the end user and the main producer (analyst).

Central Intelligence Agency of the U.S. describes the intelligence cycle as "a process by which primary information are acquired, transmitted, evaluated, analyzed and made available as a final product intelligence for decision makers to adopt appropriate decisions and to base actions .Those five steps that constitute this cycle are: planning and directing, collecting, processing, analysis and production, dissemination".

Within NATO, intelligence cycle is the process by which information is obtained processed, converted into intelligence and made available to users. This sequence of activities include determining information requirements, planning the collection of information, resources exploitation, submission to the analytical structure, transforming information into intelligence products and send them in a timely manner, suitability, adequacy, according to "need to know" and → collect → processing → targeting dissemination. These four stages of the intelligence cycle of intelligence to generate end products authorized users without the mandatory compliance with the steps in measuring the need for continuous updating of the intelligence process, depending on the needs of beneficiaries, would cause an overlap of these stages information flow. In NATO's conception, information superiority is the result of the action of the intelligence cycle, which will decisively influence success in a multinational operation met. Traditionally, intelligence work is described as cyclical: the need for planning, collection, processing, analysis and response formulation, dissemination, then return to your needs.

This approach has several drawbacks, the first being the fact that the recipient is separated from the process, and professionals are separated from one another, and there is a gap between the release and needs. Traditional cycle is useful to describe the structures and functions, serving as a conventional reason for organizing and managing a wider intelligence community, but it describes the process or pronged approach to possible future developments.

A successful intelligence requires that each stage of the intelligence cycle to be completed successfully. The lack of a single step usually feedback, legal beneficiary of the reaction may lead to product failure mean intelligence as a whole - which suggests the importance of the area for government decision making and how difficult is to manage thestrategic management by the business intelligence community.

FEEDBACK - THE FINAL STAGE OF THE INTELLIGENCE CYCLE AND PERFORMANCE INDICATOR FOR INTELLIGENCE ANALYSIS

Reactions to beneficiaries is their response to information by the intelligence services. They can be formal (with covering letter) or simple annotations on the document submitted.

Any analysis of a complex system requires imperative evaluation feedback mechanism, the process by which the system adapts the purposes autoînvățării and change.

Feedback is a mechanism to control the result is compared with the target, and the beginning is corrected as necessary, so that the result is as close to the objective requirement. The results are evaluated and the conclusion of that assessment is included at the beginning of the system, as an annex to the spreadsheet so that the feedback function to determine the behavior of the whole system. There may be several feedback processes, not just one, especially in complex systems. An analyst should not be considered complete until a prediction evaluated the potential effects of feedback, which requires predicting its essence and content, which may be positive - encouraging a more extensive or negative - effect diminishes. Also, there may be strong - has a greater effect on the outcome or worse - have less effect, can be immediately - act soon on the outcome, or may be delayed - will determine the outcome changes after a certain period of long.

Intelligence cycle is supported by a permanent feedback by and at all levels of activity. Makers triggers intelligence cycle (requirements for specific information) are involved in each component of these ¬ er (consultation and feedback), and they also completed it (directions, procedures and formalities to use the information received security decisions) .

Therefore, the performance contribution of infor ¬ mately national security intelligence cycle depends heavily on the binomial producer - consumer and, in particular, the feedback generated by the last element of this equation.

It believes that the information has reached its goal when the beneficiary is informed, according to need to know, with those elements of its specific activity. The existence of official reactions seem maker - which is validated or not the contents of intelligence or completing required data - determined analytically upturn, which results in a new product information.

Consumers the dissemination of information, analysis plays a critical role on the form and content intelligence product in evaluation feedback in defining ways in which to strengthen the cooperation between the producer (analyst) and consumer (customer information), even in creating a common language between them.

In practice, intelligence analysts receive a reduced feedback from the beneficiaries. One of the concrete ways of identifying beneficiaries usefulness of intelligence products is the availability makers to request new documents on the subject.

Feedback is very important because it shows how prompt was informative, useful, what was missing, what corrections are needed and what data should be checked. When there is action to be taken by the beneficiaries is done actually "positive closure" approach to operational feedback operational plan can take effect.

CONCLUSIONS

The dynamics of the current security environment highlights certain "systemic failures" of traditional business intelligence cycle. Intelligence activity tends to be a nonlinear network, centered on target-concentric model, which means the establishment of collaborative teams consisting of analysts, managers of collecting information and beneficiaries, focusing on the workload information. Rapid advance in information technology helps to accelerate this transition.

An alternative to traditional business intelligence cycle is the inclusion of all stakeholders in the process, as a constituent part of some complex systems, nonlinear, dynamic and evolving, constantly changing over time and requires intensive collaboration from those with whom they interact to guarantee the success of a major operation. In the intelligence community, they are the ones who collect information, process, analyze, synthesize, corroborate, plan and build functional systems benefit from the resulting product. To include in the business of information has redefined the traditional cycle, not the conventional implementation of a traditional hierarchical organization, but so that the process can get multiple benefits generated by the expanding information technology and new global challenges.

In this "network of networks", the analysis is not just part of the overall process, but a necessary input at each stage of the cycle. The goal is to build a common image of the target / objective of all participants to be able to extract the items they need to carry out tasks in which all can contribute their resources and knowledge of the image to outline a more precise target. The process is not linear or cyclic (although it contains several feedbacks, punctual and phase) is a network process, a social process in which all participants focus on the goal.

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