

ENHANCED DOMAIN AND COLLECTION METHODS AND TOOLS

DAY TWO

Primary Takeaways:

At the conclusion of the collection management presentation, participants will be able to:

1. Define a number of key terms related to collection management as well as creating actions and assigning resources to them, and differentiate between several closely-related concepts;

2. Identify a methodology to create actions and practice using a scenario;

3. Identify and utilize [REDACTED]

[REDACTED]

4 [REDACTED]

[REDACTED]

b7E

Module I: Collection Management Definitions:

Collection managers and other field office personnel should be aware of several key terms to keep in mind when creating and assigning actionable efforts to address information needs. Objectives are derived from goals and can help frame a discussion regarding any actions that may be created and assigned resources [REDACTED]

[REDACTED]

b7E

1. **Goal**: A goal is a general statement of a desired state toward which a program is directed. It sets the fundamental, long-range direction of an achievement or accomplishment for which certain efforts are made. Goals provide guidelines but are more subjective, do not offer benchmarks for progress, and can not be accurately measured for success. **Example**: Intelligence analysts will gain a better understanding of their field office's domain.

2. **Objective**: An objective is a specific, measurable effort or action necessary to accomplish a goal. It breaks down a broader goal into its smaller parts and can provide guidelines to achieve a targeted outcome. Quantifiable objectives are the specific measures used to determine if a goal has been met. **Example**: Domain analysts will produce a domain intelligence note on each of the top five domain threats by July 31, 2010.

3. **Information Need**: An information need is a statement of need for information concerning a particular issue. Information needs are derived from case, domain, and strategic knowledge gaps. **Example**: [REDACTED]

[REDACTED]

b7E

4. **Action**: An action is a measurable effort or activity taken to address an information need derived from case, domain, and strategic gaps within a specified timeframe.

Actions are attributed to [REDACTED]

[REDACTED]

Example [REDACTED]

b7E

[REDACTED]

b7E

5. Action Type: Actions fall within seven types [REDACTED]
Collection; Domain: Investigative; Operational; Production [REDACTED]
[REDACTED] and Administrative.

b7E

6. Action Priority: Actions are assigned a priority rating of High, Moderate, or Low in conjunction with the priority of their associated information needs.

7. Action Timeframe: Actions [REDACTED] are assigned a timeframe in which to complete the action. Timeframes are [REDACTED]
[REDACTED]

b7E

Module II: Create Actions

1. Creating Actions from Information Needs

Once information needs have been gleaned from cases and domain assessments, the Collection Management Coordinator and other personnel must create actionable steps to address the needs. They should start by first thinking about their goals and objectives relative to satisfying the specific needs. Next, they must turn those goals and objectives into measurable actions that are associated [REDACTED]

[REDACTED] and are assigned to a particular timeframe. [REDACTED]
[REDACTED]

After personnel have determined the information needs that must be satisfied, they should then begin to envision the different action steps that can provide the answers. Analysts should contemplate the necessary progression of actions to get the intelligence that will address the information need but they also should consider the means of satisfying the need from a number of angles other than the more obvious ones. The focus of the actions should be on addressing the information need in the most optimal way, and not on the easiest way. [REDACTED]

b7E

[REDACTED] Once the [REDACTED] has determined how to get the necessary information, he/she can then create an action that is associated with the appropriate techniques and personnel, and is assigned to a particular timeframe depending on the priority of the information need [REDACTED] and other personnel who interact with the [REDACTED] should be cognizant of the fact that there may be several action items for each information need.

[REDACTED] **Actions**

Agents have traditionally been better trained to break down their investigative efforts into manageable actions due to the tactical and investigative nature of their work, while the strategic analysis and mindsets employed by intelligence analysts do not always easily lend themselves to similar measures. As a result, analysts must learn to simultaneously think more sequentially AND more laterally (i.e., more creatively) so that they can construct actions that satisfy information needs. In order to do so, there are a number of methods to assist with the articulation and creation of action items. [REDACTED]

[REDACTED] It can help to create realistic action items that address case, domain, and strategic gaps.

b7E

i. Specific: *What exactly are we going to do, with, or for whom?* Your action should be focused and specifies what outcome you want to achieve. The action should be concrete, detailed, and well-defined. Use action verbs to precisely delineate what, where, when, and how you will address the information need. To create specific actions, it helps to ask:

- **WHAT** am I going to do?
- **WHY** is this important for me to do?
- **WHO** is going to do what? Who else needs to be involved?
- **WHEN** do I want this to be completed?
- **HOW** am I going to do this?

Diagnostic Questions:

- What exactly are we going to do, with or for whom?
- What investigative/analytical techniques will be used?
- Is the information need well understood?
- Is the action described with action verbs?
- Is it clear who is involved?
- Is it clear where this will happen?
- Is it clear what needs to happen?
- Is the outcome clear?
- Will this action lead to the desired results?

ii. Measurable: *Is it measurable and can WE measure it?* You should be able to measure whether your action has addressed your information. Your action should be quantifiable in some manner. If the action is measurable, it allows you to track the action as you progress towards meeting your information need.

Diagnostic Questions:

- Is it measurable and can WE measure it?
- How do we know that the action has occurred?
- Can tangible results (i.e., products or outcomes) be obtained?

iii. Attainable: *Can we get it done in the proposed timeframe with the resources that are available to us?* Your action should be feasible and appropriately limited in scope given the resource and capacity constraints of your field office. Ensure that your action is attainable and achievable.

Diagnostic Questions:

- Can we get it done in the proposed timeframe?
- Do I understand the limitations and constraints?
- Can we do this with the resources that we have?
- Is this possible?

iv. Relevant: *Will this objective lead to the desired results?* Your action should be relevant and related to the information need. The action should also be pertinent to the capabilities of the person conducting the action. As a result, the outcome or results of your action will directly address the need.

Diagnostic Questions:

- Will this objective lead to the desired results?
- Has the action been assigned to the right person?
- Does this person have access to the necessary resources to complete the action?
- Does this action directly address the information need?
- Does your action address the correct information need?

v. Timely: *When will we accomplish this action?* You must include a timeframe for conducting the action and address the information need. Assess what other actions or information needs (and their own timeframes) rely on the completion of your action. Your deadline should be both achievable and realistic. Without a deadline, you will reduce the motivation and urgency required to execute the actions. Timeframes create the necessary urgency and prompt action.

Diagnostic Questions:

- When will we accomplish this action?
- Is there a stated deadline?
- Is this an appropriate amount of time to complete the task?

The heuristic device to create [redacted] actions is just one means to help FBI personnel articulate their actionable efforts. Regardless of which method is used, analysts should always keep in mind that their efforts must address the “Who,” “What,” “When,” and “How” elements in order to create actionable items. If these components are absent, there is no direction to frame the action, which then devolves into a meaningless statement with only broad goals and no measurable objectives.

b7E

2. Action Type Examples

There are seven broad action types under which actions may fall. [redacted]

b7E

[redacted] Again, personnel should keep in mind that an information need may require more than one action to be adequately satisfied.

A [redacted] action type pertains to singular actions [redacted] which are undertaken in the course of an investigation in order to deter or detect crime and to gather information for future arrests and prosecutions. [redacted] actions may be related, but not limited, to:

b7E

- Running an undercover operation

- Conducting a drug buy
- Installing/monitoring a wire tap

[REDACTED]

- Analyzing forensics data
- Installing/conducting electronic/physical surveillance
- Conducting search and opening operations
- Arresting a suspect
- Requesting Headquarters, field office, or external SME assistance

b7E

B. Investigative: The “Investigative” action type involves actions that advance the progression of assessments and predicated investigations in order to detect, obtain information about, and prevent and protect against federal crimes and threats to national security and to collect foreign intelligence, as well as actions related to authorized investigative methods. “Investigative” actions may be related, but not limited, to:

[REDACTED]

- Opening an investigation (PI/FI) or assessment
- Contacting a source/liaison

b7E

[REDACTED]

- Collecting against a requirement
- Opening a technical source or a CHS
- Conducting an interview
- Applying authorized investigative methods
- Requesting Headquarters, field office, or external SME assistance

C. Collection: The “Collection” action type encompasses those actions that pertain to the process of managing and organizing the collection of intelligence using various [REDACTED] methodologies to satisfy tactical, analytic, or operational objectives. “Collection” actions can be directed at almost all parts of the collection management cycle, including collection requirements management, planning and direction [REDACTED] and collection. (The reporting phase of collection management has been given its own action type.) “Collection” actions may be related, but not limited, to:

[REDACTED]

- Creating or updating a Collection plan/posture
- Creating or updating a Collection strategy
- Researching a requirement
- Tasking a requirement
- Evaluating an IIR

b7E

[REDACTED]

- Creating a local requirement

[REDACTED]

D. Production – IIR: The “Production – IIR” action type includes all actions that are related to the production and dissemination of Intelligence Information Reports (IIRs). “Production – IIR” actions may be related, but not limited, to:

- Creating an IIR
- Reviewing an IIR
- Coordinating with the field office case agent
- Coordinating with the HQ operational unit
- Undergoing legal review

[REDACTED]

b7E

- Approving an IIR
- Disseminating an IIR
- Requesting Headquarters, field office, or external SME assistance

E. Production – Intelligence Product: The “Production – Intelligence Product” action type encompasses actions germane to the production of intelligence products, including joint agency products, such as finished intelligence products like Intelligence Assessments, Intelligence Bulletins, Intelligence Studies, Intelligence Notes, and Intelligence Memos and other products with limited distribution such as Sensitive FBI Intelligence Reports (SFIRs). “Production – Intelligence Product” actions may be related, but not limited, to:

- Creating an intelligence product
- Reviewing an intelligence product at the field office level
- Approving an intelligence product at the field office level

[REDACTED]

b7E

- Requesting Headquarters, field office, or external SME assistance

F Domain: The “Domain” action type includes actions related to the process of organizing and prioritizing information and resources on domain threats, with an emphasis on potential and emerging elements, to (1) enhance domain awareness; (2) contribute to regional and national assessments and operational strategies; and (3) identify intelligence gaps in support of collection management efforts. “Domain” actions may be related, but not limited, to:

- Producing a domain intelligence study
- Producing a domain assessment (Type 4)
- Producing a COP
- Identifying a domain entity
- Completing a domain entity profile
- Completing a domain contact profile
- Conducting Domain Reviews

[REDACTED]

b7E

- Requesting Headquarters, field office, or external SME assistance

G. Administrative: The “Administrative” action type covers actions that are conducted in support of the six other action types. Although “Administrative” actions are completed pursuant to other actions, they are not sufficient to address an information need adequately by themselves. “Administrative” actions may be related, but not limited, to:

- Requesting or responding to an analysis requirement
- Applying for or renewing a FISA

- Evaluating an IIR
- Responding to a Request for Information
- Submitting a request for training

- Requesting Headquarters, field office, or external SME assistance

b7E

3. Worksheet

When crafting [redacted] action item, it can be helpful to parse its necessary components in a deconstructed format in order to sufficiently answer the “Who,” “What,” “When,” and “How” questions which give the action its direction and focus. Neglecting to address these elements fully could lead to inappropriate or vaguely-worded actions, resulting in still-unanswered information needs or a misuse of resources. Analysts/agents can therefore use this worksheet to help frame their thinking, ensuring that they take into account the [redacted] diagnostic questions when creating clear and effective actions. The worksheet [redacted] is meant to assist in the articulation of the key elements of an action item. Additionally, personnel should complete the worksheet in the recommended sequence in order to maximize the direction that each element provides to the one that follows it and ultimately create a successful action item.

b7E

A. “Information Need”: Personnel can start the process of creating action items from information needs by first capturing the need from the domain assessment and case file reviews. If it is not clearly expressed or is confusing, analysts/agents should confirm the nature and intent of the need with the personnel who worked on the reviews. Once the need is clearly delineated, it should be always kept in mind when working toward an actionable item so as to avoid scope creep or other unwanted sidetracks. To this end, the information need can be captured in the worksheet as an easily accessible guide and reference point.

Information Need: _____

Action:	
(4) Who: _____	(1) What: _____
(2) How: _____	(3) When: _____
(5) Written action: _____	

B. “What”: The first step when creating an action item should be to determine what specific activity will be undertaken. It is important to start with this element as it affects the other three by shaping the ultimate direction of the action. The “What” element should describe an outcome rather than a process. As such, personnel should ensure that they use action verbs (i.e., measurable verbs) that specify definite, observable behaviors and outcomes which are both attainable and relevant to the information need. The following terms are examples of measurable and observable actions:

To explain	To apply	To define
To identify	To employ	To evaluate
To describe	To illustrate	To assess
To integrate	To distinguish	To use
To contrast	To interpret	To diagram
To sort	To categorize	To report
To relate	To organize	To restate
To list	To arrange	To review
To name	To construct	To classify
To analyze	To create	To translate

Avoid speaking in these inadequate terms as they are open to many interpretations (they are non-specific) and are not accessible to quantification:

To know	To understand	To really understand
To fully appreciate	To internalize	To grasp the significance of
To have an awareness of		

UNCLASSIFIED//FOR OFFICIAL USE ONLY

Additionally, analysts/agents should define clear and specific objects (i.e., the outcome that is produced by the action verb) which are also measurable, attainable, and relevant.

C. “How”: The second step is to establish the vehicle or mechanism to be used in completing the action. Personnel should determine the means by which the outcome from the “What” element will be accomplished. When contemplating the method(s) that will be used, analysts/agents may find it helpful to think about the various investigative and analytical techniques in their repertoire that they can utilize. [REDACTED]

b7E

D. “When”: The third step is to pinpoint the deadline by which the action needs to be completed. Personnel should remember that their action must be timely but also attainable in order to remain relevant. While it is tempting either to select a tight deadline or allow for too much time in which to complete the task, analysts/agents run the risk of being unable to complete the assignment or rendering the action irrelevant due to the amount of time that has lapsed, respectively. Both of these results ultimately leave the information need unanswered. In addition, personnel should consider whether there are other actions that are dependent upon the completion of the action in question. Personnel should therefore choose a specific deadline [REDACTED]

b7E

E. “Who”: The fourth step is to determine which personnel in the field office will be conducting the action. The analysts/agents responsible for assigning personnel to the action should make a decision based on who is best positioned to address all of the previous elements. The action should therefore be pertinent to the capabilities of the selected individual, who must also have access to the resources necessary to complete the action. The deadline is particularly important to remember when considering who will take responsibility for the action, as an employee with suitable capabilities and accesses could be unavailable within the stated timeframe. [REDACTED]

b7E

F. “Written Action”: This is the fifth and final step in creating an action item. Analysts/agents can now take the previous four disjointed elements and combine them into a logical narrative following the SUBJECT-VERB-OBJECT syntax plus a timeframe and a methodology that details what action is expected, by whom, and when it will be completed. [REDACTED]

b7E

4. Scenarios

UNCLASSIFIED//FOR OFFICIAL USE ONLY

UNCLASSIFIED//FOR OFFICIAL USE ONLY

In order to practice using [redacted] criteria in conjunction with the worksheet of deconstructed action elements, personnel can use the following fictionalized domain assessment and case file review information to create well-crafted and detailed action items:

b7E

A. Case File Review: Your field office has opened a Full Investigation on [redacted]

[redacted]

[redacted]

b6
b7C
b7D
b7E

Based upon this information, the agent and [redacted] have a number of information needs to be answered:

[redacted]

b6
b7C
b7E

UNCLASSIFIED//FOR OFFICIAL USE ONLY

--	--

b6
b7C
b7E

B. Domain Assessment Review:	
-------------------------------------	--

--

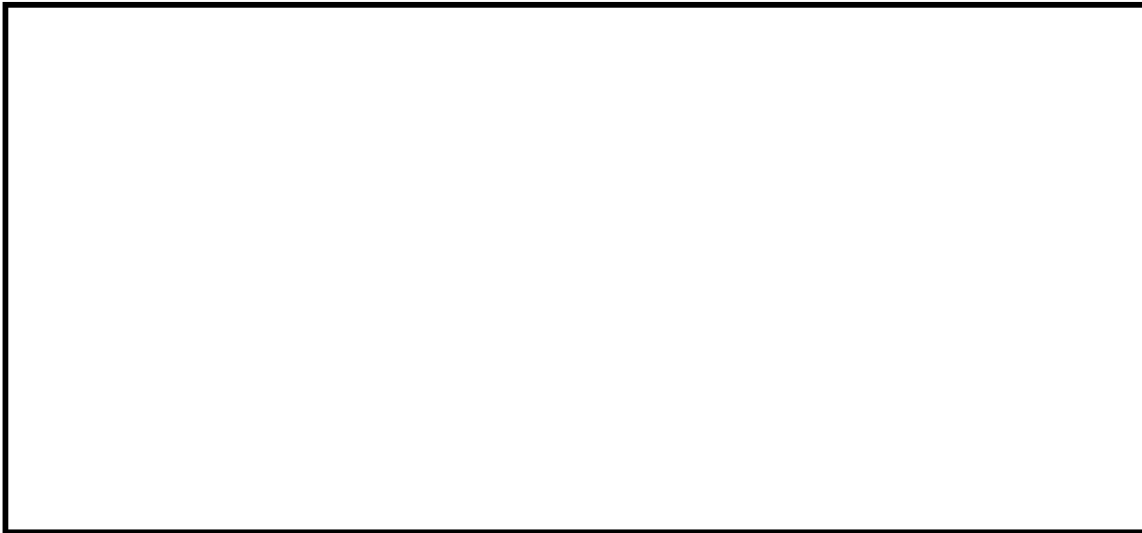
--

b6
b7C
b7D
b7E

While reviewing these files, the analyst and agent had some questions that needed answers:

--

b7E



b6
b7C
b7E

Module III: Prioritize Actions

Once personnel have created actionable items to address the information needs that are derived from case file and domain assessment reviews, they must then prioritize all of them relative to each other in order to assign resources to the highest priority actions. Prioritization is essential because the priority rankings are used to determine where resources will first be allocated in order to address high priority actions related to high priority case subjects and domain entities.

1. Action Priority Terms

A. High Priority: A “High” priority action addresses information needs that could reveal [REDACTED] and should be addressed within the action timeframes of [REDACTED]

B. Moderate Priority: A “Moderate” priority action addresses information needs that could reveal [REDACTED] and should be addressed within the action timeframes of [REDACTED]

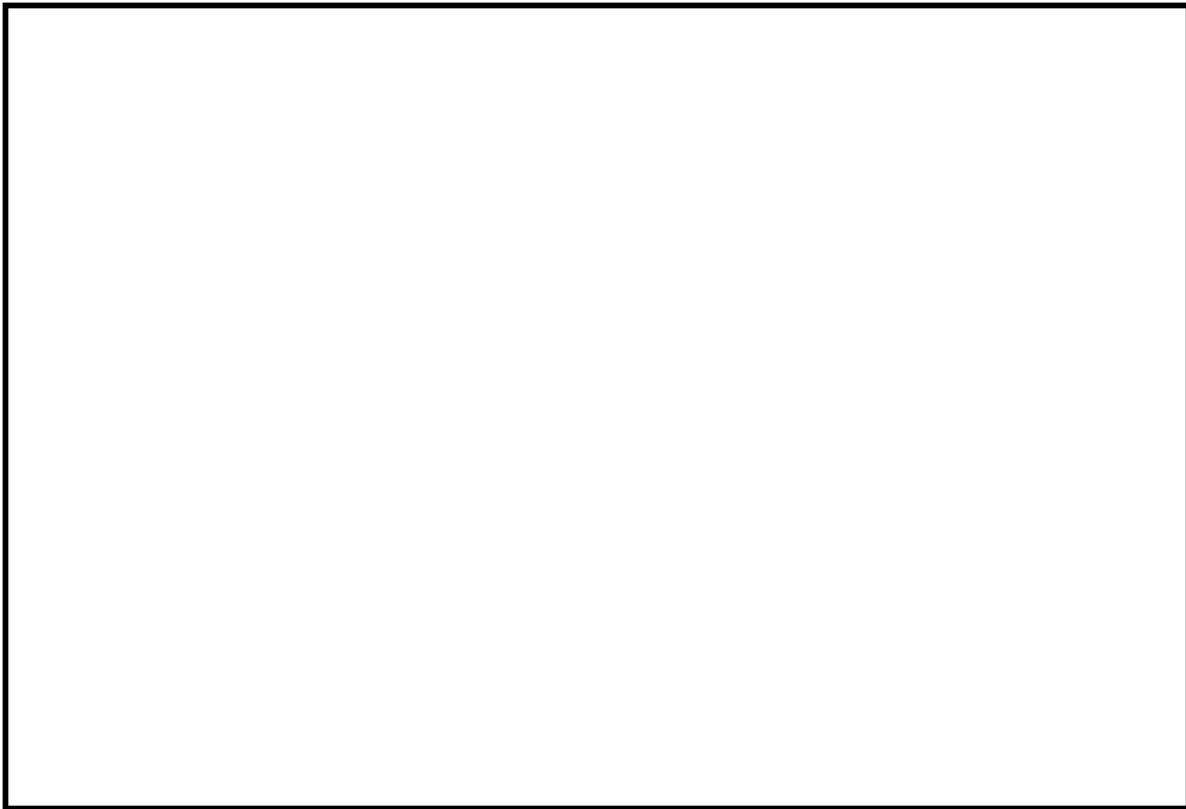
b7E

C. Low Priority: A “Low” priority action addresses information needs that may be [REDACTED] and should be addressed within the action timeframe of [REDACTED]

The action timeframe of “On-going” can be associated with any action priority (i.e., an “on-going” action may be of “High,” “Moderate,” or “Low” priority) depending on what the action in question is. For example, [REDACTED]

2. Prioritization Methodology

A. Action Priority of Information Need



b7E

B. Identification of Information Needs via Prioritization Methods Preview

While the priority of the case or domain threat does not directly determine the priority of its related actions, it does still inform the ultimate ranking of prioritized actions relative to each other. If there is a high priority case or domain threat, it is not a given that all of its information needs are considered equally high priority. Analytic consideration must be given to each information need to determine the importance of the intelligence that it is requesting. For example

[Redacted]

b7E

[Redacted]

However, before this can occur, the case and domain threats themselves will have been prioritized previously using two tools:



b7E

UNCLASSIFIED//FOR OFFICIAL USE ONLY

Using the prioritization tools, the case subjects and domain entities will be ranked in relative order according to the threat they pose during a stringent review of what intelligence is known and unknown (i.e., the information needs) about them. Each of the prioritized threats may generate one or more information needs which are also then prioritized according to the type of intelligence they might reveal (i.e., “High,” “Moderate,” and “Low”). Once the information needs have been identified, personnel can then create actionable steps to address them. Since actions acquire the same priority status as the information needs from which they are derived, this methodology also yields a prioritization of actions. Resources will then be allocated to the highest priority actions because these are answering the highest priority information needs.

Threat Priority Listing	Prioritized Info Needs/Actions

b6
b7C
b7E

--

b6
b7C
b7E

UNCLASSIFIED//FOR OFFICIAL USE ONLY



b6
b7C
b7E

Module IV: Use of



A.



b7E



B.



b7E

Module V: Integration of



b7E

A. Demonstration of



b7E