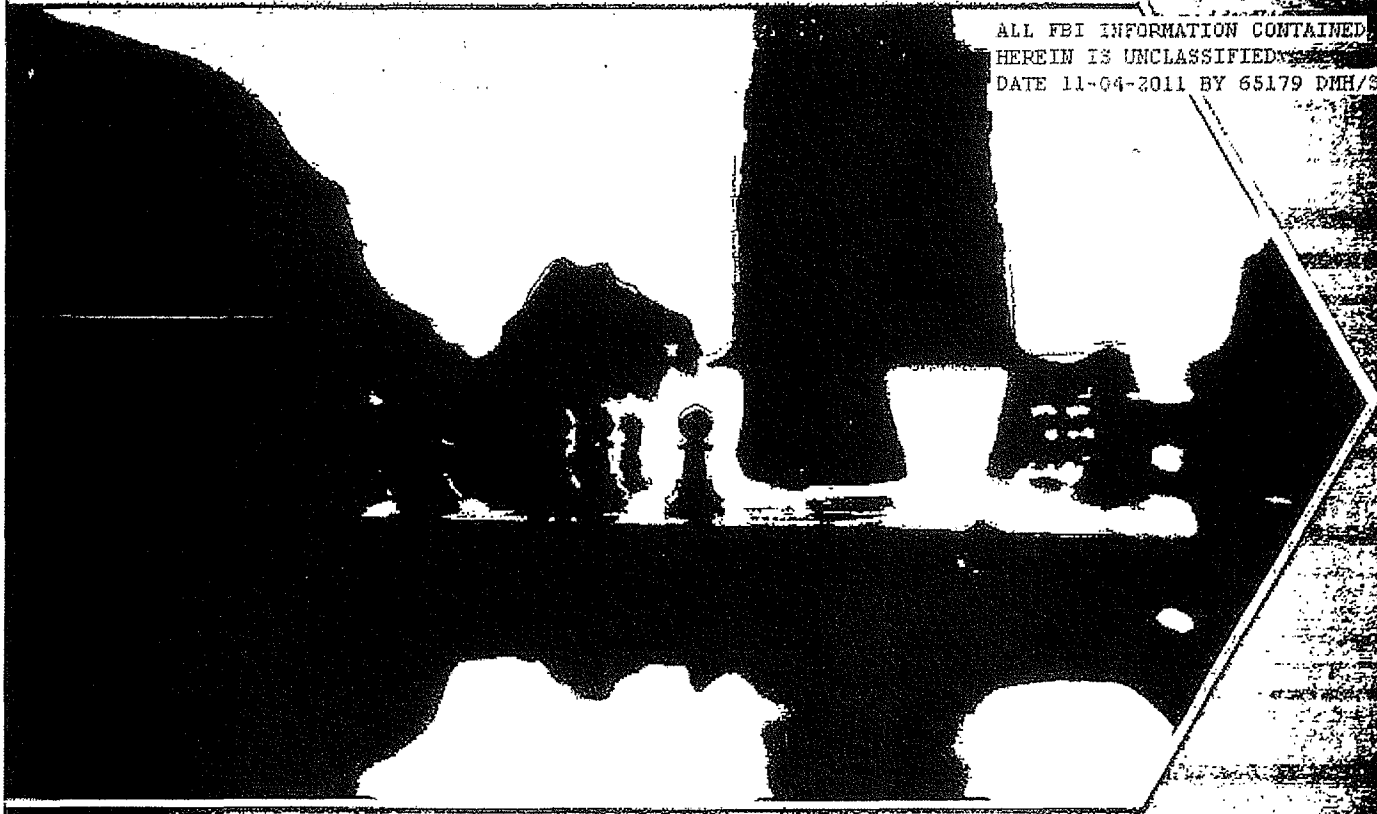


# Fundamental Elements of the Counterintelligence Discipline

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## Technical Competencies for Counterintelligence Functions Volume 2

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Fundamental Elements: Technical Competencies

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# **(U) FUNDAMENTAL ELEMENTS OF THE COUNTERINTELLIGENCE DISCIPLINE**

## **VOLUME 2**

### **TECHNICAL COMPETENCIES FOR COUNTERINTELLIGENCE FUNCTIONS**

OFFICE OF THE NATIONAL COUNTERINTELLIGENCE EXECUTIVE  
NATIONAL COUNTERINTELLIGENCE INSTITUTE

August 1, 2007

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## **(U) EXECUTIVE SUMMARY**

(U) This is the second volume of the Counterintelligence (CI) Competency Study prepared by the Office of the National Counterintelligence Executive (ONCIX). The Universal Competencies published in volume 1 (January 2006) provided the competencies necessary for all CI practitioners to perform CI activities at the foundational level (level 1) for all CI functions. The Technical Competencies presented in volume 2 provide the second level of core competencies that are requisite for CI practitioners to perform their activities within specific functions. The results presented in this new volume do not incorporate the conclusions and competencies already presented in volume 1 since they are the foundational (level 1) competencies for all CI practitioners. For example, competencies that are covered in volume 1, such as Written Communications, do not appear in each of the functions presented in this volume. Instead, the competencies listed in volume 2 are those supported by the set of knowledge, skills, and abilities required to perform specific functions of the CI discipline (level 2). Together, volumes 1 and 2 represent the core competencies for the CI mission throughout the CI enterprise.

(U) In interviews conducted for this study, the researchers determined there are four main CI functions among the agencies in the CI Community—analysis, investigations, collection, and operations. Analysis of the data related to each function suggests that, while the competencies for analysis, investigations, and operations were clearly different, the competencies for operations and collection were virtually identical. Both the operations and collection functions collect information through human sources, whether through a low-level source operation or an offensive counterintelligence operation. However, the difference between collection and operations is in the how the collected information is used (application). Since the competencies related to the conduct of both functions are identical, the two functions are presented together in this report.

(U) This volume was distributed to the members of the Counterintelligence Professionalization Steering Committee for their review and comment. Although not all

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agencies responded with comments, all had the opportunity to do so. It was apparent from the comments that differences in lexicon among CI agencies inhibit, to some degree, the understanding of what is meant when using common CI terminology. For example, what one agency labels a counterespionage investigation is labeled a counterintelligence investigation in another. A common lexicon of key CI terms is needed to limit confusion inside and outside the community and will be addressed in the future by ONCIX.

(U) Although lexicon issues must be addressed, the results of the competency study presented in this volume still have the potential to influence not only improved interoperability among the agencies of the community, but also to create better interaction and synergy among the functions of CI. Specifically, it is important for CI practitioners to understand enough about all the functions of CI to be able to recognize the potential synergy that can be created by leveraging all functional capabilities for the benefit of the outcome of an operation or investigation. For example, it is important for operators, collectors, and investigators to know enough about analysis to recognize the importance of using professional analysts to enhance their operation or investigation. Likewise, analysts need to understand enough about how operations and investigations are conducted to recognize where their analytical talents can be most beneficial. Comments in both the study interviews and the coordination process indicated a requirement for better community-wide appreciation on this point. This issue is partly addressed in this volume by some competencies sharing commonality across the technical functions. Highlighting this commonality and interdependence across the CI functions advances the desired shift to encourage greater synergy among CI functions.

(U) ONCIX will use the two competency study volumes to build a set of core training standards for the CI Community. These core standards will be applied across the CI Community at the universal foundational level (level 1) and functional levels (level 2) of CI; however, they will not include those activities unique to an agency's mission. Once the standards are developed, coordinated, and published, ONCIX will implement a process of peer evaluation to determine if the training activities within the community are meeting these core standards. The universal and technical competencies will also be used to design a CI career development model

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to professionalize the CI cadre. This model will provide the foundation for career tracks and professional development programs in the CI Community that will enhance the overall capability of the community. Common competencies and core training standards will provide the basis for increased interoperability among the agencies of the community by increasing the flexibility and effectiveness of the overall enterprise and eliminating gaps in capabilities between agencies with different missions and constituencies.

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## **(U) BACKGROUND AND RATIONALE**

(U) This report reinforces and amplifies the findings of *Volume 1, Fundamental Elements of the Counterintelligence Discipline*, January 2006. Volume 1 was an initial response to the Presidential and legislative tasking of the Office of the National Counterintelligence Executive (ONCIX) to develop policies and standards for training and professional development of the counterintelligence (CI) workforce. Although volume 1 focused on those competencies required of all CI personnel in all agencies and functional areas (foundational level 1), volume 2 refines the previous findings by identifying the technical competencies (level 2) required of personnel working within each functional area of CI (analysis, investigations, operations, and collection), regardless which agency performs the function. As previously stated in volume 1, each agency will have distinct competencies required to meet their specific mission requirements. This study is designed to provide the groundwork for additional competency research within each agency of the CI Community to identify agency-specific competencies. The competencies identified in the two volumes of this study will be the foundation for CI Community training standards to be developed in 2007.

## **(U) METHODOLOGY**

### **(U) OVERVIEW OF THE RESEARCH PLAN**

(U) The data used for determining the competencies for volume 2 were drawn from the same study interviews that provided the data for the competencies in volume 1. Also, the analytic methodology used to reach those conclusions was replicated to identify the technical competencies in this second volume. New spreadsheets were designed to perform the identical mapping process as followed for the Universal Core Competencies in volume 1, but interviews were isolated by specific function and then collected data was analyzed as previously described in volume 1.

## **(U) CONDUCTING THE RESEARCH**

(U) No additional research or data collection was initiated for this phase of the study. In the initial data collection phase for volume 1, Universal Core Competencies, the interview records were written to allow for additional review and data extraction for examination and analysis of technical competencies into discrete CI functions. This process allowed for the best possible consistency in the data analysis. For complete details on the research process for the entire study, please refer to volume 1, page 16.

### **(U) Mapping Knowledge, Skills, and Abilities (KSA) to Tasks**

(U) The researchers reviewed each interview/focus group transcript to concentrate on those tasks that were specific to the interviewee's functional area of expertise. These tasks were listed down the "y" axis of the spreadsheet (first column) while the knowledge, skills, abilities, and traits were listed on the "x" axis (first row). A separate worksheet was constructed for each agency in which interviews were conducted, and an aggregate/total worksheet consolidated the results from all spreadsheets. The results of the worksheets were aggregated, and the 25 most-frequent KSA responses were identified. Each KSA then was given a "universality test" in which the researchers determined if there were responses for that particular KSA from at least five different agencies. If there were, the KSA was considered to support a universal competency for that function.

### **(U) Mapping Competencies to KSAs**

(U) Next, the researchers examined the results of the "KSA to Tasks" spreadsheet to pinpoint competency categories for the KSAs. Each cell in each individual agency spreadsheet was reviewed to determine the task/KSA cells that appeared in the majority of agencies. Because of the small sample size, the researchers considered responses from five of the seven agencies to be an indication that a particular KSA should be considered universal across the CI



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Community. The researchers then identified potential competency categories from the following sources:

- DIA Production Career Service Program; *Core Competencies Guide for Analysts*, May 2000.



- Joint Military Intelligence College, *Intelligence Essentials for Everyone, Occasional Paper Number Six*, June 1999.
- Intelligence Community Training and Education Board, *Standards Descriptions, IC Working Group on General Analysis Standards for Training, Education, and Career Development*, 20 December 2005.
- ODNI-developed *IC Analytic Competency Framework*, 2006.

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- Draft *FBI National Security Branch Agent Career Path, Counterintelligence Subprogram Developmental Plan Requirements*, 4 December 2006.



In cases where competencies were not evident from these sources, the researchers developed an appropriate competency category and description. A complete list of competencies for each function appears at the end of the section for each function, and a table of competency labels and descriptions for each functional area appears at Appendix 1 of this report.

(U) The researchers then created a new spreadsheet for each functional area that listed competencies across the "x" axis and KSAs on the "y" axis. Again, each competency was mapped to the applicable KSA by asking the questions:

- Is this competency required to know \_\_\_\_\_?
- Is this competency required to have the skill to \_\_\_\_\_?
- Is this competency required to be able to \_\_\_\_\_?

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For each cell where the answer to one of the above questions was "yes" a value of "1" was placed in the cell. Appendix 2 provides a complete listing of each competency and the KSAs that support it for each functional area.

**(U) Mapping Competencies to Tasks**

(U) The researchers mapped each competency to the tasks associated with each specific function. Separate spreadsheets were developed for each functional area. The competencies were displayed across the "x" axis (first row), and the tasks specific to the functional area were listed on the "y" axis (first column). Each cell was then evaluated to determine if each specific competency mapped to each specific task by asking the question: "Is this competency required to do \_\_\_\_\_?" Where the answer to this question was "yes," a value of "1" was placed in that cell to indicate the competency mapped to that task.

## **(U) LITERATURE REVIEW**

### **(U) HISTORICAL BACKGROUND**

(U) The review of historical literature from volume 1 of this study applies equally to volume 2. Review of human resources and human capital documents previously mentioned provided insight into technical competencies for each function across various CI Community agencies.

### **(U) PAST EFFORTS**

(U) Depending on the specific CI function, previous efforts to identify competencies within related intelligence disciplines ranged from numerous to nonexistent. For example, several Intelligence Community (IC) and Department of Defense (DoD) efforts to identify competencies for analysts that were useful in this study. Examples include the IC's report on analytic competencies published by the Intelligence Community Analytic Training and Education Council (ICATEC) in *Standards Descriptions – ICTEC Working Group on Standards for the Training, Education, and Career Development of IC Analysts*. August 18, 2005 draft version, and *Core Competencies Guide for Analysts*, DIA Production Career Service Program. May 2000. Additionally, some of the work done by the Federal Bureau of Investigation (FBI) to build career paths for the Counterintelligence Subprogram of the National Security Branch was useful in deriving investigations competencies. The Central Intelligence Agency's (CIA) performance standards for CI officers and CIA inspectors, investigators, and grievance officers also provided some competency categories. Very little relevant work exists for CI operations competencies. There were, however, relevant performance elements on the CIA human resources site for DO Operations Officers and Collection Management that were adapted for use in this study.

## **(U) RESULTS AND CONCLUSIONS**

### **(U) PREPARING ANALYSTS WITHIN THE CI DISCIPLINE**

(U) Interviews with CI analysts revealed a commonly held view that all proficient analysts share the same competencies regardless of their discipline. The rationale was that mastery of common competencies is required to perform any analytical task in a professional manner—whether the analyst is dealing with CI, another IC-related discipline, or securities in the financial markets. Common among the interviewed CI analysts is the view that analysis is their profession and the disciplines within the taxonomy of the analytic profession are the various “INTs” they support.

(U) Examination of the CI analyst interview data across all the agencies suggests considerable agreement on these views. The competencies listed below capture the KSAs and tasks required to perform CI analysis and illustrate the importance placed on the ability to conduct research, apply analytic techniques and tradecraft, and produce intelligence. For the majority of the analysis currently being performed within the CI Community, the same competencies identified in previous intelligence analyst competency studies also pertained to CI. By developing the same competencies in its CI analysts as those developed in analysts of other intelligence disciplines, CI will benefit from the common IC language and methods and enhance the credibility of its intelligence products. However, this approach argues for comprehensive professional development of analysts for a discrete profession as opposed to building an analytical cadre from individuals who were trained in different fields such as operations, investigations, or administration. In some agencies, robust training and professional development exists for the analysts. In other agencies, considerable progress must be made to ensure analysts receive the training and development needed to keep pace with their peers in other agencies as well as with the threats posed by our adversaries.

(U) One aspect of the CI mission that separates it from the rest of the IC, however, is that the CI mission supports not only the intelligence but also law enforcement. While other analysts

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within the IC support human intelligence operations, and these competencies can support CI source operations as well, it is the support that analysts can and should provide to CI investigations specifically, that sets the CI discipline, and the analytic support to it, apart from the rest of the IC.

(U) The researchers' review of previous efforts to describe analytic competencies within the IC disclosed a general focus on intelligence production with little distinction between strategic production and support to more tactical-level intelligence operations and investigations provided by CI analysis. In the course of the interviews, the researchers also found a need within the CI Community for more direct involvement of analysts in operations and, more important, the investigations conducted within those agencies. For this reason, the researchers saw the need for a competency not addressed in previous or current competency efforts-one that would provide the CI analyst with an understanding of techniques and perspective in CI investigations that would provide better direct support to CI activities. The competency "CI Operational Techniques and Perspective" requires the analyst to know enough about how CI operations and investigations are conducted to tailor analytic support to those specific activities. This competency suggests a need for combined training with investigators and operators so all functional experts within the CI discipline gain an appreciation for how each function can complement and support the other, thus creating a synergistic benefit not always realized in the past.

(U) The functional competencies for CI analysts are listed below. A more detailed description of these competencies is in Appendix 1:

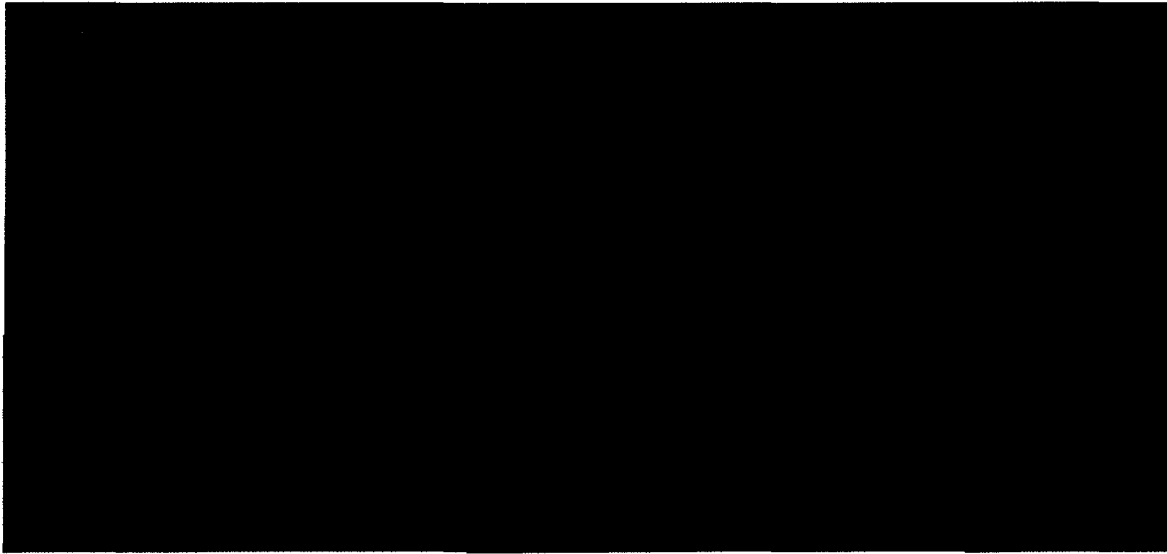
**Technical Competencies for CI Analysts**

Collection Systems and Operations  
Organizational Culture  
Target Knowledge and Expertise  
CI Operational Techniques and Perspective  
Analytic Mindset  
Information Ordering

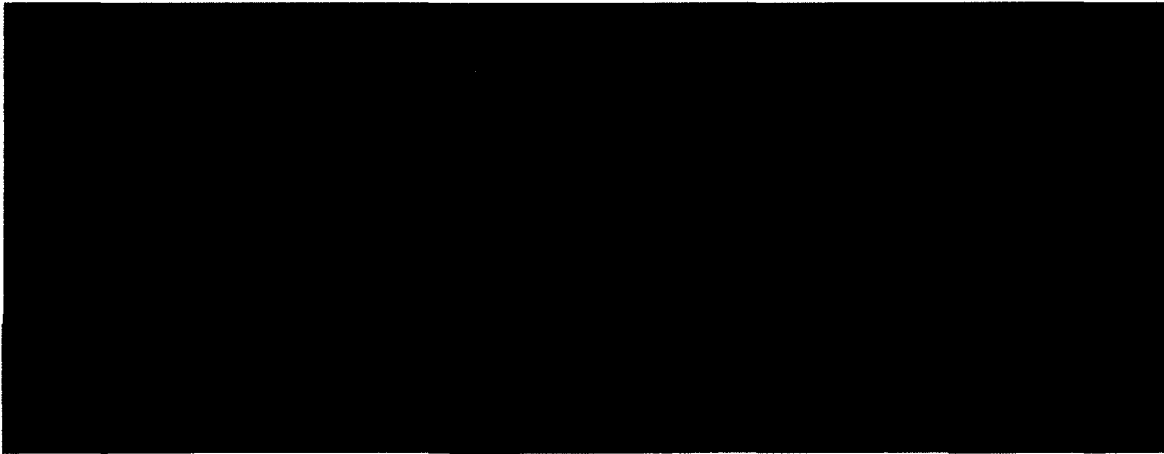
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- Information Gathering and Assessing
- Pattern Recognition
- Analytic Tools and Methods
- Enterprise Perspective
- Customer Operations and Requirements

**(U) PREPARING OPERATORS and COLLECTORS WITHIN the CI DISCIPLINE**



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**(U) Technical Competencies for CI Operators**

Recruiting  
Handling and Evaluating Assets  
Reporting and Dissemination  
Intelligence Collection  
Analyzing Operational Information  
Target Knowledge  
Operational Guidelines  
Operational Art

**(U) PREPARING INVESTIGATORS WITHIN THE CI DISCIPLINE**

(U) The investigation function differentiates CI from other intelligence disciplines. Because of the law enforcement component inherent in all counterintelligence investigations, there is significant overlap between CI and law enforcement. However, in examining the investigation function in more detail, it is apparent that there are many KSAs and tasks that, while similar to those of other criminal investigative KSAs, still require a significant degree of subject matter and intelligence tradecraft expertise that is not required to conduct a criminal investigation. For that reason, it makes sense that investigations be considered as a function of CI rather than exclusively as a function of law enforcement. This is the single aspect of CI that is most misunderstood within the IC.

(U) Although the investigation function has its own competencies, it also incorporates many of the competencies of the other functions of CI. A counterespionage investigation requires a mature understanding of investigative processes and procedures, as well as a certain degree of subject matter expertise of the foreign intelligence service that is the target of the investigation. Also inherent in this process is a significant amount of analysis of information gathered as a result of leads and intelligence information incorporated into the analysis. This analytical process acts to develop investigative plans further and provide additional leads. A thorough understanding of the IC, as well as the jurisdictions, capabilities, and limitations of the

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agencies comprising it, is also important for the ability to engage those agencies to the maximum extent possible within the guidelines of laws such as the Foreign Intelligence Surveillance Act of 1979 (FISA). Since, as suggested by the FISA, some of the laws and policies governing the conduct of counterintelligence investigations differ from those that guide criminal cases, the "Laws and Policies Competency" is aligned with the CI discipline rather than specifically law enforcement.

(U) The incorporation of "all-source" analysis, along with an understanding of how other elements of the IC can support and enhance a counterespionage investigation, makes a CI investigation distinctly different from other criminal investigations and, at the same time, differentiates CI from other intelligence disciplines that do not have an investigation function. This blending makes CI a "bridging discipline" between intelligence and law enforcement. Because of this, it can be said that CI has suffered from a "split identity" among agencies of the CI Community. When asked in the interviews, "of what profession is counterintelligence a discipline?", most responses varied between characterizing CI as a discipline of the intelligence profession or a belief that CI is a discipline of the law enforcement profession. A more progressive response to this question placed CI along with intelligence, law enforcement, and security as a discipline of the National Security profession. This characterization requires further examination.

**(U) Technical Competencies for CI Investigators**

(U) Because of the unique role the investigations function plays within the CI discipline, there are a number of competencies within this function that, in some ways, duplicate those in volume 1 of this study. Although this duplication was eliminated in the analysis and operations/collection functions, the same competency label within the investigations function takes on a different definition than in the other two functions. Therefore, the researchers determined that the labels for those competencies should appear on the list of investigations competencies with a definition that varies from that in volume 1 and is relevant to CI investigations. The definitions of the investigation competencies follow in Appendix 1:



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Guiding Principles  
Subject Matter Expertise  
Investigative Expertise  
Relating to Others  
Customer Interaction  
Communicating and Presenting Information  
Information Collection for Investigations and Inquires  
Written Communication  
Interviewing  
Analyze Information  
Problem Solving and Decisionmaking  
Organizing, Planning, and Coordinating Work

## **(U) COMMENTARY**

(U) Volume 2 concludes the first systematic study conducted to authoritatively define the competencies, KSAs, and tasks that are common throughout the CI Community. These are key elements of CI workforce development and training that will provide the critical components to inform training and education standards for those areas within the CI Community that are universal. The listings of the KSAs and competencies represent data collected from extensive interviews and review of reference material that has been released on intelligence and CI jobs and functions. Although terminology varies among agencies and organizations, the research results from this study do correlate with related areas in draft versions of the *FBI National Security Branch Agent Career Path* and *Counterintelligence Subprogram Developmental Plan* competencies and developmental opportunities; the *CIA Performance Standards for CI Officers, DO Officers and Inspections, Investigations and Grievance Officers; Draft Standards Descriptions – IC Working Group on Leadership Standards for Training, Education, and Career Development*; the *Draft Standards Descriptions-ICTEB Working Group on Standards for the*

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*Training, Education, and Career Development of IC Analysts*; and the DIA Production Career Service Program *Core Competencies Guide of Analysts, May 2000*.

(U) The most immediate application for this two-volume study will be to establish a baseline of universal CI training standards to be released in 2007. With a set of core competencies across the CI Community, regardless of job function, the community will be able to begin training its work force using a common frame of reference. The core competencies for the specific functions discussed in this volume will overlay and build on the universal competencies identified in the first volume.

(U) In addition to the short-term improvements that can accrue to CI training by connecting it to core competencies, a long-term result of this study will be to create tiered training for developing the CI work force and career paths. By providing core training standards for the CI Community that are based on these universal and functional competencies, and by providing the appropriate level of training at the proper milestones within an individual's career, the CI discipline will be "professionalized," and training will have greater consistency across the community. Each organization and/or agency will continue to provide training that is specific to its unique mission (for instance, CI support to force protection, etc.). These unique training requirements are not part of this study. ONCIX is working with the CI Community to acquire the professional development plans for CI practitioners and leaders within each agency, where such plans exist. Many of these plans are under revision, and ONCIX stands ready to assist with this development in a manner that is congruent with the competencies in this study, leaving sufficient latitude and prerogative for agency-specific modifications. To assist those agencies who need it, ONCIX will develop templates for professional development plans that can be adapted for use by CI agencies.

(U) With standardized professional expectations, the CI Community will be positioned to collaborate with the academic community to build the future CI work force. Academic programs will prepare students for careers in CI and will help form a basis for recruitment by providing courses focused on developing CI competencies. Early development of the work force will ensure continuity and leadership succession planning. ONCIX has initiated a dialogue with academia outlining the professional expectations of the CI discipline to help them develop

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programs to prepare their students for a more complete understanding of CI and how it fits in the mosaic of national security.

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# APPENDIX 1

## (U) TECHNICAL COMPETENCIES - CI ANALYSTS

Competency	Description
Collection Systems and Operations	Understand various collection disciplines, capabilities, and responsible organizations; understand the collection cycle; submit tasking requirements when necessary; work with collection counterparts in the Intelligence Community. <sup>a</sup> Knowledge of IC collection-management processes, systems, and tools. Knowledge of collection strategy, targeting, feedback, and source-validation/vetting processes. <sup>b</sup>
Organizational Culture	Demonstrate sophisticated understanding of the customers' and IC partners' counterintelligence needs. Demonstrate flexibility supporting the mission needs of the office by playing a leading role in corporate activities and in an inclusive, positive work environment that encourages teamwork. <sup>c</sup>
Target Knowledge and Expertise	Demonstrate sophisticated understanding of collectors and/or relevant policy issues, collection-strategy development, and collection and substantive issues related to the analyst's account. <sup>c</sup>
CI Operational Techniques and Perspective	Understand operational and investigative processes and how analytical input to those processes can improve operational outcomes. Bring a professional analytic perspective to investigative and operational problems and aid in consideration of various hypotheses by operators and investigators. Understand culture of adversary country and geography of area of operation to assist with investigative and operational decision making.
Analytic Mindset	Understand how to put a situation into context, providing a frame of reference for examining the subject. <sup>d</sup>
Information Ordering	Follow a rule or set of rules to arrange things or actions in a meaningful order. The things or actions to be put in order can include operational events, activities, action/reaction, or logical operations. <sup>d</sup>

<sup>a</sup> (U) DIA Production Career Service Program; Core Competencies Guide for Analysts, May 2000.

<sup>b</sup> (U) ODNI-developed IC Analytic Competency Framework, 2006.

<sup>c</sup> (U) CIA CSAA Collection Analyst Performance Objectives, June 11, 2004.

<sup>d</sup> (U) Joint Military Intelligence College, Intelligence Essential for Everyone, Occasional Paper Number Six, June 1999.

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Information Gathering And Assessing	Understand the broad framework of the information market as well as changes in the market and the impact of those changes on the information needs of the user community. Identify and fill gaps in situations where information is organized in a non-linear, systems-level structure. Make connections between and among elements across multiple information sources. Extract information from ambiguous sources by making connections to relevant implications, presuppositions, and supplementary information sources. Detect anomalous patterns across information sources that allow the detection of deliberately deceptive or incomplete information. <sup>a</sup>
Pattern Recognition	Understand how to identify or detect a known pattern such as temporal (e.g., recurring activity), spatial (e.g., repeated use of a location), or subject (same individual) that is hidden or masked in some manner.
Analytic Tools and Methods	Understand quantitative methods and analytic techniques, including denial and deception detection, high-impact/low-probability analysis, and network/association or link analysis. Be able to distinguish between the need for additional subject-matter knowledge and the need to apply a different analytic technique, method, or approach; generate diverse, competing hypotheses, distinguish the individual elements of each hypothesis, employ appropriate quantitative and analytical methods to test hypotheses, and rank hypotheses in terms of plausibility and value; develop, employ, and document analytic processes and target-specific knowledge; forecast trends; review and evaluate analytic products, online knowledge bases, and databases for accuracy, clarity, conciseness, completeness, and satisfaction of consumer needs. <sup>a</sup>
Enterprise Perspective	Understand the interrelationships among organizations and components of the IC. Understand how one's work impacts, and is impacted by, the mission and operations of IC organizations and components and uses this information to maximize contribution to mission and accomplishment. <sup>a</sup>
Customer Operations and Requirements	Knowledgeable of customer organizations or operations (e.g., military, policymakers, State Department, Homeland Security, and law enforcement), including how to translate customer requirements into intelligence needs and to disseminate intelligence using tailored applications to meet customer requirements. <sup>b</sup>

<sup>a</sup> (U) Intelligence Community Training and Education Board, *Standards Descriptions, IC Working Group on General Analysis Standards for Training, Education, and Career Development*, 20 Dec 2005.

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**(U) TECHNICAL COMPETENCIES - CI OPERATORS AND COLLECTORS**

Competency	Description
Recruiting	Actively seek out and create opportunities to locate and spot targets using appropriate cover, knowledge of local area, and targeting data. Design and implement operational scenarios to gain contact with targets; manipulates operational environment to facilitate opportunities for contact. Evaluates target's access, suitability for recruitment, and bona fides. Craft and execute operational plan culminating in recruitment of asset while minimizing blow-back potential. <sup>a</sup>
Handling and Evaluating Assets	Identify innovative sources where unique information can be obtained, routinely guide others toward the most appropriate sources, and use the full range of strategies to fill operational gaps. Exploit a wide range of methodologies and analytical tools to manipulate, gather, and synthesize information to provide new insights. Provide assets with clear taskings and test asset's responsiveness. Prepare asset for and conduct turnover, operational testing, and termination. Direct and motivate assets to obtain information of intelligence value. Monitor activities and behavior of assets to detect changes, vulnerabilities, or problems that may affect the operation. Evaluate the productivity, veracity, values, and bona fides of reporting assets. <sup>a</sup>
Reporting and Dissemination	Comprehensively and accurately document operational activity and information collected from it and distribute this information to valid consumers and customers for further evaluation and analysis.
Intelligence Collection	Evaluate current collection activities against requirements. Formulate strategic direction for collection programs based on all-source analysis and comprehensive understanding of IC requirements. Apply broad expertise to anticipate and prioritize strategic intelligence needs. <sup>b</sup>
Analyzing Operational Information	Define what types of information are relevant for even the most complex operational issues facing the agency and/or IC in a broad range of topic areas. Analyze information to determine its clandestineness, accuracy, uniqueness, and completeness and work to reconcile the information. Evaluate a growing volume of intelligence and counterintelligence information for relevance to customer needs. Prioritize, caveat, and disseminate intelligence ensuring protection of sources and methods in a range of diverse situations. <sup>b</sup>

<sup>a</sup> (U) CIA Operations Occupation Performance Standards, February 2005.

<sup>b</sup> (U) CIA Senior DO Officer II Occupation Performance Standards, February 2005.

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Target Knowledge	Thorough understanding of the modus operandi of opposition intelligence services. Complete familiarity with the cultures of both the country and intelligence service against which operations are targeted as well as the geographic location in which the operational activity is taking place.
Operational Guidelines	Comprehensive knowledge of the US and foreign laws and US Government policy governing intelligence and counterintelligence operational activity. Understand the missions and capabilities of agencies of the US Intelligence and CI Communities and the value of collaboration with other agencies in accomplishing the CI mission.
Operational Art	Apply interpersonal skills, manage relationships with sources and assets, and manipulate the operational environment in a manner that exploits the relationships for information that meets requirements. Maintain own cover and that of colleagues. Adhere to appropriate security procedures such as reporting unofficial foreign contacts, maintaining a secure workspace, and compartmentalization. Use alias documentation to establish and maintain alias persona. Exploit and incorporate knowledge of local environment to tailor and securely conduct operational activities.

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**(U) TECHNICAL COMPETENCIES – CI INVESTIGATORS**

Competency	Description
Guiding Principles	Understand and be able to apply laws, Executive Orders, guidelines, policies, and organizational procedures to investigative processes. <sup>a</sup>
Subject-Matter Expertise	Understand various cultures and hostile modus operandi as it applies to the investigation of espionage activities. Be completely familiar with the area of operation in which an investigation is taking place. <sup>a</sup>
Investigative Expertise	Apply tactics, techniques, and procedures for a full range of investigative tools and processes to include—but not be limited to—interview and interrogation techniques, surveillance, countersurveillance, and surveillance detection. Be able to manipulate situations, environments, and individuals to advance an investigation to a logical and complete conclusion. Know the Rules of Evidence as it applies to collection, storage, and preservation of information and items of potential evidentiary value. <sup>a</sup>
Relating With Others	Establish and maintain professional working relationships within the organization and the larger IC. Promote cooperation among individuals, teams, and organizations by facilitating the exchange of candid and accurate information, guidance, resources, and/or assistance. Negotiate skillfully and be occasionally sought by others to assist in negotiating difficult matters. Develop and implement constructive compromises during discussions and when planning work-related activities, actively advocating the position of others when appropriate. Participate in or provide high-level support to administrative hearings, ongoing judicial actions, or the prosecution of referred cases. <sup>a</sup>
Customer Interaction	Regularly engage a broad array of customers (e.g., prosecutors, internal agency management, and other agencies of the IC), to elicit information and maintain an understanding of their current and evolving needs. Regularly solicit customer feedback on the utility of CI initiatives and investigations. Educate customers on more complex CI issues/topics through training courses, briefings, seminars, off-sites, etc. <sup>b</sup>

<sup>a</sup> (U) Derived from Draft FBI National Security Branch Agent Career Path, Counterintelligence Subprogram Developmental Plan Requirements, 4 December 2006.

<sup>b</sup> (U) CIA Performance Standards Counterintelligence Officer Occupation, February 2005.



Fundamental Elements: Technical Competencies

Communicating and Presenting Information	Communicate complex ideas clearly and concisely in a manner that is well organized and targeted to the audience. Respond to challenging and difficult questions in a clear and appropriate manner, thoroughly explaining related issues, concerns, and problems. Listen to, clarify, and convey understanding of others' ideas, comments, and questions; as appropriate, incorporate feedback into ongoing work. Consistently deliver articulate and effective briefings or presentations on complex issues to customers, agency managers, and/or IC partners. <sup>b</sup>
Information Collection for Investigations and Inquiries	Skillfully define what types of information or evidence are relevant for very subtle or complex investigation. Develop and implement innovative strategies for efficiently gathering information and/or evidence relevant to an investigation or inquiry, including that which might not occur to others. Creatively and comprehensively identify and obtain valid information from a wide variety of standard (e.g., interviews, policy manuals, criminal code, and legal references) and unconventional sources. Consistently verify the accuracy and completeness of information against alternative sources. <sup>c</sup> Understand the capabilities that CI supporting specialties (Technical Surveillance Countermeasures, polygraph, computer forensics, behavioral science, etc.) can contribute to a CI investigation. Know when to consult these specialists for assistance. Have basic knowledge of how to request specialized CI investigative support.
Written Communication	Prepare complex reports of investigation that are well organized and comprehensive, properly emphasizing key issues, addressing customer needs, and considering the impact and implications of the documents (e.g., policy and legal). Communicate complex concepts or ideas effectively to communicate with readers at different levels of knowledge and sophistication. Produce documents that are sound, thorough, logical, concise, and accurate. <sup>b</sup>
Interviewing	Elicit cogent information during interviews regardless of the atmosphere or level of rapport. Skillfully utilize a variety of elicitation techniques/tactics (e.g., monitoring key verbal and nonverbal behaviors, carefully sequencing questions, and asking questions intended to elicit behaviors) during contact with subjects, witnesses, and informants; carefully match techniques to the interview and situation and correctly apply laws, policies, and procedures. Remain neutral and unbiased during an interview. <sup>b</sup>

<sup>c</sup> (U) CIA Performance Standards for Inspectors, Investigators and Grievance Officers, February 2005.

Fundamental Elements: Technical Competencies

Analyze Information	Skillfully analyze complex information to determine its significance, usefulness, and/or likely impact on the results of an investigation. Skillfully separate highly complex, ambiguous, or unusual information into its underlying principles, reasons, precedents, or facts. Actively discuss and explore the legal issues related to investigations with peers, team members, supervisor, and/or staff counsel. Perform thorough reviews of planned activities for compliance with laws and regulations to provide guidance. <sup>b</sup>
Problem Solving and Decisionmaking	Thoroughly and carefully analyze the causes complex problems, take steps to address them, and recognize related problems or situations that may occur. Proactively identify multiple solutions for unusual or difficult problems, considering the source of the problem and the most appropriate solution. Lead group problem-solving efforts and guide others in defining, analyzing, and effectively resolving problems. Make defensible, solid decisions on the basis of thorough analysis of all relevant information after seeking important information from and involving relevant others. Make decisions in ambiguous or ill-defined situations in a timely manner. <sup>b</sup>
Organizing, Planning, and Coordinating Work	Effectively organize work activities, even under tight deadlines or in the face of numerous competing priorities. Comprehensively identify the resources (e.g., time, staff, and materials) needed to accomplish work unit goals. Develop and implement effective plans for complex investigations that may require the coordination of multiple persons and numerous resources. Coordinate with all affected parties on the status of work activities and projects, ensuring that they are well informed of problems or changes and of the impact or consequences of changes. Update and maintain case files, records, and recordkeeping systems to ensure all files and records are readily accessible. <sup>c</sup>

*This appendix is Unclassified in its entirety.*

## APPENDIX 2

### (U) TECHNICAL COMPETENCIES and KNOWLEDGE, SKILLS, and ABILITIES-ANALYSTS

#### Collection Systems and Operations

CI/Intelligence Community  
Broad Knowledge/Well Rounded  
Customer Base  
Analytical Tools  
Research  
Collaborate/Build Relationships  
Organize/Prioritize Work  
Think Logically/Critically  
Problem Solving  
Multiple Disciplines (of Intelligence/CI)

#### Organizational Culture

CI/Intelligence Community  
Customer Base  
Analytical Tools  
Collaborate/Build Relationships  
Organize/Prioritize Work  
Create Methodologies  
Question  
Multiple Disciplines (of Intelligence/CI)  
Organizational Procedures

#### Target Knowledge and Expertise

Hostile Modus Operandi  
Cultural Expertise  
Research  
Reading Comprehension  
Question  
Recognize Trends/Anomalies  
Multiple Disciplines (of Intelligence/CI)  
Academic Mastery of Some Area

Fundamental Elements: Technical Competencies

Language  
Area of Operation

CI Operational Techniques and Perspective

Hostile Modus Operandi  
Cultural Expertise  
Broad Knowledge/Well Rounded  
Customer Base  
Analytical Tools  
Verbal (Oral) Communication  
Research  
Collaborate/Build Relationships  
Organize/Prioritize Work  
Problem Solving  
Create Methodologies  
Question  
Recognize Trends/Anomalies  
Organizational Procedures  
Area of Operation  
Investigative Procedures

Analytical Mindset

Hostile Modus Operandi  
Cultural Expertise  
Broad Knowledge/Well Rounded  
Customer Base  
Analytical Tools  
Verbal (Oral) Communication  
Write Clearly and Accurately  
Research  
Collaborate/Build Relationships  
Think Logically/Critically  
Reading Comprehension  
Problem Solving  
Create Methodologies  
Question  
Recognize Trends/Anomalies  
Multiple Disciplines (of Intelligence/CI)  
Academic Mastery of Some Area

Fundamental Elements: Technical Competencies

Information Ordering

Hostile Modus Operandi  
Cultural Expertise  
Broad Knowledge/Well Rounded  
Customer Base  
Analytical Tools  
Research  
Organize/Prioritize Work  
Think Logically/Critically  
Problem Solving  
Create Methodologies  
Recognize Trends/Anomalies  
Multiple Disciplines (of Intelligence/CI)

Information Gathering and Assessing

Hostile Modus Operandi  
CI/Intelligence Community  
Broad Knowledge/Well Rounded  
Customer Base  
Analytical Tools  
Research  
Collaborate/Build Relationships  
Think Logically/Critically  
Problem Solving  
Create Methodologies  
Question  
Recognize Trends/Anomalies  
Use Computers/Software  
Organizational Procedures

Pattern Recognition

Hostile Modus Operandi  
Cultural Expertise  
Broad Knowledge/Well Rounded  
Analytical Tools  
Research  
Think Logically/Critically  
Reading Comprehension  
Problem Solving

Fundamental Elements: Technical Competencies

Create Methodologies  
Question  
Recognize Trends/Anomalies  
Use Computers/Software  
Academic Mastery of Some Area  
Area of Operation  
Investigative Procedures

Analytic Tools and Methods

CI/Intelligence Community  
Analytical Tools  
Research  
Organize/Prioritize Work  
Create Methodologies  
Use Computers/Software

Enterprise Perspective

CI/Intelligence Community  
Broad Knowledge/Well Rounded  
Customer Base  
Analytical Tools  
Research  
Collaborate/Build Relationships  
Problem Solving  
Multiple Disciplines (of Intelligence/CI)  
Laws and Policy  
Organizational Procedures  
Think Strategically

Customer Operations and Requirements

CI/Intelligence Community  
Broad Knowledge/Well Rounded  
Customer Base  
Verbal (Oral) Communication  
Write Clearly and Accurately  
Collaborate/Build Relationships  
Organize/Prioritize Work  
Problem Solving  
Create Methodologies

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Fundamental Elements: Technical Competencies

Question  
Recognize Trends/Anomalies  
Multiple Disciplines (of Intelligence/CI)  
Laws and Policy  
Organizational Procedures  
Area of Operation  
Investigative Procedures  
Think Strategically

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Fundamental Elements: Technical Competencies

**(U) TECHNICAL COMPETENCIES and KNOWLEDGE, SKILLS, and ABILITIES-OPERATORS and COLLECTORS**

Recruiting

Hostile Modus Operandi  
Cultural Expertise  
Laws and Policy  
Organizational Procedures  
Language  
Tradecraft  
Psychology  
Collection Requirements  
Area of Operation  
Broad Knowledge for Conversation  
Multiple Disciplines (of Intelligence/CI)  
Verbal (Oral) Communication  
Inter-personal Skills  
Observation  
Nonverbal Communication  
Memorize  
Listening  
Accurate & Complete Notetaking  
Tactics for Surveillance/Countersurveillance/ Surveillance Detection  
Work Independently  
Question  
Role-play/Acting  
Assess People  
Recognize Threats.  
Manipulate/Exploit  
Think Logically/Critically  
Manage Time  
Identify Resource Needs  
Lead Profiling

Handling and Evaluating Assets

Hostile Modus Operandi  
Cultural Expertise  
Organizational Procedures



Fundamental Elements: Technical Competencies

Customer Base  
Language  
Tradecraft  
Psychology  
Collection Requirements  
Area of Operation  
Broad Knowledge for Conversation  
Verbal (Oral) Communication  
Research  
Interpersonal Skills  
Observe Asset Activities  
Observation  
Nonverbal Communication  
Memorize  
Listening  
Accurate and Complete Notetaking  
Tactics for Surveillance/Countersurveillance/ Surveillance Detection  
Evidence Gathering  
Problem Solving  
Collaborate  
Work Independently  
Organize/Prioritize Work  
Question  
Role-play/Acting  
Assess People  
Recognize Threats  
Manipulate/Exploit  
Nonlinear Thinking  
Think Logically/Critically  
Manage Time  
Identify Resource Needs

Reporting and Dissemination

Laws and Policy  
Organizational Procedures  
CI Community  
Customer Base  
Where to Find Information  
Collection Requirements  
Analytical Tools  
Grammar  
Write Clearly and Accurately  
Reading Comprehension

Fundamental Elements: Technical Competencies

Research  
Use of Computers/Software  
Collaborate  
Work Independently  
Organize/Prioritize Work  
Read and Extract Relevant Data  
Manage Time

Intelligence Collection

Hostile Modus Operandi  
Cultural Expertise  
Laws and Policy  
Organizational Procedures  
CI Community  
Customer Base  
Where to Find Information  
Language  
Tradecraft  
Psychology  
Collection Requirements  
Area of Operation  
Verbal (Oral) Communication  
Reading Comprehension  
Research  
Interpersonal Skills  
Use of Computers/Software  
Memorize  
Listening  
Accurate and Complete Notetaking  
Evidence Gathering  
Collaborate  
Question  
Role-play/Acting  
Recognize Threats  
Manipulate/Exploit  
Read and Extract Relevant Data

Analyzing Operational Information

Hostile Modus Operandi  
Cultural Expertise  
Where to Find Information  
Psychology

Fundamental Elements: Technical Competencies

Collection Requirements  
Analytical Tools  
Reading Comprehension  
Research  
Observe Asset Activities  
Observation  
Problem Solving  
Question  
Read and Extract Relevant Data  
Nonlinear Thinking  
Think Logically/Critically

Target Knowledge

Hostile Modus Operandi  
Cultural Expertise  
Where to Find Information  
Language  
Collection Requirements  
Area of Operation  
Reading Comprehension  
Research  
Observation  
Memorize  
Listening  
Collaborate  
Question  
Recognize Threats  
Read and Extract Relevant Data

Operational Guidelines

Hostile Modus Operandi  
Cultural Expertise  
Laws and Policy  
Organizational Procedures  
CI Community  
Customer Base  
Collection Requirements  
Area of Operation  
Reading Comprehension  
Leverage Technologies  
Identify Resource Needs

Fundamental Elements: Technical Competencies

Operational Art

Hostile Modus Operandi  
Cultural Expertise  
Laws and Policy  
Organizational Procedures  
CI Community  
Customer Base  
Language  
Tradecraft  
Multiple Disciplines (of Intelligence/CI)  
Psychology  
Collection Requirements  
Area of Operation  
Broad Knowledge for Conversation  
Verbal (Oral) Communication  
Write Clearly and Accurately  
Research  
Interpersonal Skills  
Observe Asset Activities  
Observation  
Nonverbal Communication  
Memorize  
Listening  
Accurate and Complete Notetaking  
Tactics for Surveillance/Countersurveillance/ Surveillance Detection  
Collaborate  
Question  
Problem solving  
Role-play/Acting  
Assess People  
Recognize Threats  
Manipulate/Exploit  
Leverage Technologies  
Nonlinear Thinking  
Think Logically/ Critically  
Manage Time  
Identify Resource Needs

Fundamental Elements: Technical Competencies

**(U) TECHNICAL COMPETENCIES and KNOWLEDGE, SKILLS, and ABILITIES-INVESTIGATORS**

Guiding Principles (Laws, Policies, etc)

Laws and Policy  
Organizational Procedures  
CI Community  
Collection Requirements  
Investigative Procedures  
Reading Comprehension  
Memorize  
Evidence Gathering  
Organize/Prioritize Work  
Read and Extract Relevant Data

Subject-Matter Expertise

Hostile Modus Operandi  
Cultural Expertise  
CI Community  
Customer Base  
Where to Find Information  
Language  
Collection Requirements  
Area of Operation  
Multiple Disciplines (of Intelligence/CI)  
Verbal (Oral) Communication  
Write Clearly and Accurately  
Reading Comprehension  
Research  
Observation  
Memorize  
Collaborate  
Organize/Prioritize Work  
Recognize Threats  
Manipulate/Exploit  
Read and Extract Relevant Data  
Nonlinear Thinking  
Think Logically/Critically

Fundamental Elements: Technical Competencies

Investigative Expertise

Laws and Policy  
Organizational Procedures  
CI Community  
Where to Find Information  
Tradecraft  
Psychology  
Area of Operation  
Investigative Procedures  
Multiple Disciplines (of Intelligence/CI)  
Reading Comprehension  
Research  
Interpersonal Skills  
Use of Computers/Software  
Observation/Spatial Recognition  
Nonverbal Communication  
Memorize  
Listening  
Accurate and Complete Notetaking  
Tactics for Surveillance/Countersurveillance/ Surveillance Detection  
Evidence Gathering  
Problem Solving  
Collaborate  
Organize/Prioritize Work  
Question  
Role-play/Acting  
Assess People  
Recognize Threats  
Manipulate/Exploit  
Read and Extract Relevant Data  
Nonlinear Thinking  
Leverage Technologies  
Think Logically/Critically

Relating with Others

Cultural Expertise  
CI Community  
Customer Base  
Language  
Psychology  
Investigative Procedures

Fundamental Elements: Technical Competencies

Verbal (Oral) Communication  
Write Clearly and Accurately  
Interpersonal Skills  
Nonverbal Communication  
Listening  
Collaborate  
Role-play/Acting  
Assess People  
Manipulate/Exploit

Customer Interaction

Hostile Modus Operandi  
Cultural Expertise  
Laws and Policy  
Organizational Procedures  
CI Community  
Customer Base  
Psychology  
Area of Operation  
Investigative Procedures  
Verbal (Oral) Communication  
Write Clearly and Accurately  
Interpersonal Skills  
Nonverbal Communication  
Listening  
Accurate and Complete Notetaking  
Problem Solving  
Collaborate  
Organize/Prioritize Work

Communicating and Presenting Information

Hostile Modus Operandi  
Cultural Expertise  
Organizational Procedures  
CI Community  
Customer Base  
Grammar  
Verbal (Oral) Communication  
Interpersonal Skills  
Nonverbal Communication  
Memorize

Fundamental Elements: Technical Competencies

Listening  
Collaborate  
Role-play/Acting  
Assess People  
Manipulate/Exploit

Information Collection for Investigations and Inquiries

Hostile Modus Operandi  
Cultural Expertise  
Laws and Policy  
Organizational Procedures  
CI Community  
Where to Find Information  
Language  
Collection Requirements  
Area of Operation  
Investigative Procedures  
Multiple Disciplines (of Intelligence/CI)  
Verbal (Oral) Communication  
Write Clearly and Accurately  
Reading Comprehension  
Research  
Use of Computers/Software  
Observation/Spatial Recognition  
Nonverbal Communication  
Memorize  
Listening  
Accurate and Complete Notetaking  
Tactics for Surveillance/Countersurveillance/ Surveillance Detection  
Evidence Gathering  
Problem Solving  
Collaborate  
Organize/Prioritize Work  
Question  
Role-play/Acting  
Recognize Threats  
Read and Extract Relevant Data  
Nonlinear Thinking  
Leverage Technologies  
Think Logically/Critically  
Manage Time  
Identify Resource Needs



Fundamental Elements: Technical Competencies

Written Communication

Hostile Modus Operandi  
Cultural Expertise  
Laws and Policy  
Organizational Procedures  
CI Community  
Customer Base  
Collection Requirements  
Area of Operation  
Investigative Procedures  
Grammar  
Write Clearly and Accurately  
Research  
Use of Computers/Software  
Accurate and Complete Notetaking  
Collaborate  
Work Independently  
Organize/Prioritize Work  
Read and Extract Relevant Data  
Think Logically/Critically  
Manage Time

Interviewing/Interrogating

Hostile Modus Operandi  
Cultural Expertise  
Laws and Policy  
Organizational Procedures  
Language  
Psychology  
Collection Requirements  
Area of Operation  
Investigative Procedures  
Grammar  
Multiple Disciplines (of Intelligence/CI)  
Verbal (Oral) Communication  
Write Clearly and Accurately  
Interpersonal Skills  
Nonverbal Communication  
Memorize  
Listening  
Accurate and Complete Notetaking

Fundamental Elements: Technical Competencies

Evidence Gathering  
Problem Solving  
Question  
Role-play/Acting  
Assess People  
Recognize Threats  
Manipulate/Exploit  
Think Logically/Critically

Analyze Information

Hostile Modus Operandi  
Cultural Expertise  
Organizational Procedures  
CI Community  
Where to Find Information  
Collection Requirements  
Area of Operation  
Analytical Tools  
Multiple Disciplines (of Intelligence/CI)  
Write Clearly and Accurately  
Reading Comprehension  
Research  
Use of Computers/Software  
Memorize  
Problem Solving  
Collaborate  
Recognize Threats  
Read and Extract Relevant Data  
Nonlinear Thinking  
Leverage Technologies  
Think Logically/Critically

Problem Solving and Decisionmaking

Hostile Modus Operandi  
Cultural Expertise  
Laws and Policy  
Organizational Procedures  
CI Community  
Customer Base  
Where to Find Information  
Tradecraft

Fundamental Elements: Technical Competencies

Psychology  
Area of Operation  
Analytical Tools  
Investigative Procedures  
Multiple Disciplines (of Intelligence/CI)  
Verbal (Oral) Communication  
Research  
Tactics for Surveillance/Countersurveillance/ Surveillance Detection  
Evidence Gathering  
Problem Solving  
Collaborate  
Organize/Prioritize Work  
Question  
Recognize Threats  
Read and Extract Relevant Data  
Nonlinear Thinking  
Think Logically/Critically  
Identify Resource Needs

Organizing, Planning, and Coordinating Work

Hostile Modus Operandi  
Cultural Expertise  
Laws and Policy  
Organizational Procedures  
CI Community  
Customer Base  
Where to Find Information  
Area of Operation  
Analytical Tools  
Investigative Procedures  
Multiple Disciplines (of Intelligence/CI)  
Write Clearly and Accurately  
Reading Comprehension  
Research  
Use of Computers/Software  
Memorize  
Tactics for Surveillance/Countersurveillance/ Surveillance Detection  
Evidence Gathering  
Problem Solving  
Collaborate  
Organize/Prioritize Work  
Question

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Fundamental Elements: Technical Competencies

Read and Extract Relevant Data  
Nonlinear Thinking  
Think Logically/Critically  
Manage Time  
Identify Resource Needs

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