TE WHARE WĀNANGA O TE ŪPOKO O TE IKA A MĀUI

VICTORIA
UNIVERSITY OF WELLINGTON

School of Government

STRA 523 INTELLIGENCE ANALYSIS AND INTERPRETATION
(15 Points)

Trimester Two 2006

COURSE OUTLINE

Contact Details

Course Co-ordinator: **Associate Professor Jim Veitch**
Room RH 1209, Level 12, Rutherford House, Pipitea Campus
Telephone: (04) 463-5394
Fax: (04) 463-5454
Email: jim.veitch@vuw.ac.nz

Lecturer: **Jim Nockels**
Jim has over thirty years experience working in Intelligence and Defence policy positions in Australia. He has served as an intelligence officer in DSD, JIO and the National Assessments Staff, where he was also Secretary of the National Intelligence Committee. Jim has also been an intelligence user working as a senior Defence manager in a range of positions managing strategic and international policy issues, including three years in Washington as Counsellor Defence Policy at the Australian Embassy. He also served in London, where he attended the Royal College of Defence Studies. Jim is an experienced intelligence manager, having worked on a variety of issues, most recently Olympics security planning, responses to September 11 and the Bali bombing, and critical infrastructure security. He recently retired from the Australian Public Service and now acts as a consultant on a wide range of security related issues.

Administrator: **Darren Morgan**
Room RH 802, Level 8, Rutherford House, Pipitea Campus
Telephone: (04) 463-5458
Fax: (04) 463-5454
Email: darren.morgan@vuw.ac.nz

Course Dates, Times and Location

This is an **intensive** course. It runs from Tuesday 1 to Friday 4 August 2006 (inclusive). Classes start at 8.30am and finish at 4.00pm each day.

The course will be held on the Pipitea Campus of Victoria University of Wellington, and you will be advised of your classroom one week prior to the course by email.

Course Objectives

Intelligence Analysis and Interpretation explores the concept of intelligence analysis and the process of transforming information into intelligence. The role and qualities of intelligence analysts and their relationship with policy makers will also be considered as well as review of analytical tools and techniques. An opportunity will also be provided to develop some of the skills necessary to conduct basic analytical and investigative activities, and to practice them through practical exercises.

It will cover:

- What is intelligence? – A short review
- The Intelligence Cycle and the Role of the Analyst;
- The Analyst and the Policy Maker;
- Analysis and the Analyst;
- Problem Solving;
- The Mind of the Analyst;
- Failures in Intelligence Analysis;
- Indicators and Warning;
- Analytical Methodologies; and
- Applying Analysis

Course Content

The course will be conducted from Tuesday 1 to Friday 4 August 2006 (inclusive) in 12 sessions of two hours duration.

The program will begin by reviewing intelligence methods and tasking before exploring the roles and attributes of the analyst. It will go on to explore how the analytical process supports policymakers and the transformation of information into intelligence. Problem solving techniques will be discussed and exercised, and the importance of memory, perception and thinking reviewed. Intelligence failures will also be discussed as an introduction to a detailed review of analytical methodologies. These methodologies will be examined in detail and participants given an opportunity to exercise them in class.

The Program will be a balance of lectures and practical exercises to demonstrate thinking processes and analytical techniques.

Each of the 12 sessions will be two-hour components, consisting of lecture, discussion periods and exercises.

1. Intelligence, the Intelligence Cycle and the Analyst – A short review

Objective
This short session will acquaint, or re-acquaint, participants with the concept of intelligence and its elements. It will review the differing types of intelligence, their significance in the analytical process and the role of the analyst.

Scope
Main issues covered will be:

- The Intelligence Cycle and the Analyst;
- Reviewing Intelligence Sources;
- Understanding Strategic and Tactical Intelligence;

- The Analyst's Role in Formulating the Intelligence Question;
- The Analyst's Role in Managing the Collection Process;
- Guest lecture on the Role and Management of Intelligence in New Zealand.

2. The Analyst and Policy

Objective
To explore the key role intelligence plays in the policy process and the analyst's place in interpreting and responding to the needs of the intelligence consumer. Included will be the analyst's challenge, "asking the right question".

Scope
The main issues covered will be:

- Competing for the Consumer's Time;
- The Policy Process: Where Does Intelligence Fit? – Guest Lecturer;
- Signals, Noise and Reducing Uncertainty;
- Expectations of the Analyst;
- Analytical Principles;
- Qualities of an Analyst;
- Guest lecture on the role of intelligence in informing the policy process in New Zealand.

3. – 4. The Analyst's Mind

Objective
This unit will review the mind process as it relates to analysis. It will explore the role of memory, perception and the cognitive process in analysis.

Scope
The main issues covered will be:

- Perception and Memory;
- How We Perceive Issues and Make Judgements;
- Using Thinking to Achieve a Cognitive Breakthrough.

5. – 6. Problem Solving

Objective
To explore the challenges the analyst faces in undertaking an analytical task. It will discuss mindsets, ambiguities and bias, and provide tools for countering them.

Scope
The main topics covered will be:

- Bias, Assumptions and Mindsets;
- Thinking Backwards;
- Role Playing;
- Devil's Advocacy;
- Brainstorming;
- Problem Structuring;
- SWOT Analysis.

Classroom exercises will be used to demonstrate these techniques.

7. Intelligence Analysis and Intelligence Failures

Objectives
This unit will discuss the concept of failure in intelligence analysis and explore the causes. Its objective is to provide a foundation for a detailed examination of analytical techniques.

Scope
The main issues to be covered will be:

- A Review of Failures in Intelligence Analysis;
- The Concept of an Analytical "Failure";
- Causes of Failure:
    - Systemic Weakness;
    - Information Overload;
    - Lack of Information;
    - Mirroring and Templating;
    - Deception;
    - Bias and Misinterpretation.
- Guest Lecture on Working as an Intelligence Analyst.

8. – 9. Indicators and Warning

Objectives
This unit will provide a basic understanding of how to use intelligence indicators and warning signs as analytical tools. It will illustrate, by example, the gravity of not recognising or incorrectly interpreting indicators.

Scope
The main issues covered will include:

- Missing the Indicators and Intelligence Failures;
- The Psychology of Indicators;
- Indicators as Analytical Tools;
- Warning and Its Interpretation;
- Developing Intelligence Indicators.

A classroom exercise will be used to explore indicators and warning.

10. – 12. Applying Analysis

Objective
This unit will review the range of intelligence analytical products and provide an opportunity to discuss and use them. The issue of tactical and strategic threat assessment will also be discussed as an indication of the practical application of intelligence analysis to the policy process.

Scope
The main techniques explored will be:

- Premise;
- Inference;
- Brain Storming;
- Mind Mapping;
- Delphi Analysis;

- Link Analysis;
- SWOT Analysis;
- Multi Disciplinary Analysis;
- Computer Assisted Analysis;
- Creating An Intelligence Product:
    o Strategic and Tactical Threat Assessments;
    o How Intelligence Can Help the Policy Maker.

A range of classroom exercises will be used to demonstrate and test participants understanding of these approaches.

Time	Tuesday 1 August 2006	Wednesday 2 August 2006	Thursday 3 August 2006	Friday 4 August 2006
0830 – 1030	**Session 1:** Intelligence, the Intelligence Cycle and the Analyst	**Session 4:** The Analyst's Mind	**Session 7:** Intelligence Analysis and Intelligence Failures	**Session 10:** Applying Analysis
1030 – 1100	**Morning Tea**			
1100 – 1300	**Session 2:** The Analyst and Policy	**Session 5:** Problem Solving	**Session 8:** Indicators and Warning	**Session 11:** Applying Analysis
1300 – 1400	**Lunch (not provided)**			
1400 – 1600	**Session 3:** The Analyst's Mind	**Session 6:** Problem Solving	**Session 9:** Indicators and Warning	**Session 12:** Applying Analysis

<u>Readings</u>

There are a limited number of specific texts on the subject of intelligence analysis and, while general external reading is encouraged, the substance of the course will be delivered through lectures and practical exercises.

<u>General Reading</u>

Heuer, R.J. Jr. *Psychology of Intelligence Analysis*, CIA Centre for the Study of Intelligence, CIA 1999
www.odci.gov/csi/books/19104

Mathams, R.H. *Sub Rosa: Memoirs of an Australian Intelligence Analyst*, Allyn and Unwin, London, 1982

Marrin, Stephen, *Homeland Security and the Analysis of Foreign Intelligence*, Markle Foundation Taskforce on National Security in the Information Age, Washington, July 2002
www.markletaskforce.org/documents/marrin_071502.pdf

Kerbel, Josh, *Thinking Straight: Cognitive Bias in the US Debate About China*, Studies in Intelligence, Vol. 48, No 3, 2004 www.cia.gov/csi/studies/vol48no3/article03.html

Assessment Requirements

The course will be assessed as follows:

1. Classroom exercises, which will be distributed, completed and collected during class time (20%);
2. Analytical exercise to prepare an intelligence brief (2,500 to 3,000 words), due at the end of the course on **Friday 4 August 2006** (30%). A hard copy must be handed in to Jim Nockels at the end of the course. There will be no extensions;
3. A set assignment to review and critique an analytical problem (3,000 to 4,000 words), due on **Friday 25 August 2006** (50%). This should be emailed to Jim Nockels (nockels@netspeed.com.au) as an attachment by the due date and copied to Francine McGee (francine.mcgee@vuw.ac.nz). There will be no extensions. In addition, a hard copy must be posted or handed in to:

> Francine McGee,
> School of Government,
> Victoria University of Wellington,
> Level 8 Reception,
> Rutherford House,
> 23 Lambton Quay,
> P.O. Box 600,
> Wellington.

Students should keep a copy of all submitted work.

ANZSOG candidates taking this course as an elective should note that they take it for 24 points, and not 15 points. Accordingly, the learning outcomes to be achieved by ANZSOG candidates are wider and deeper than those expected for non-ANZSOG candidates. The content of those learning outcomes, and the means whereby they will be assessed, will be negotiated and confirmed with the course co-ordinator at the start of the course.

Expected Workload

The expected workload is, on average, (a) approximately 20 hours of preparation time before the first day of the course, (b) 24 hours of class contact time and (c) approximately 20 hours of independent study after the course.

Penalties

The ability to plan for and meet deadlines is a core competency of both advanced study and public management. Failure to meet deadlines disrupts course planning and is unfair on students who do submit their work on time. It is expected therefore that you will complete and hand in assignments by the due date. Marks will be deducted at the rate of five for every working day by which the assignment is late (weekends and public holidays excluded) and no assignments will be accepted after five working days beyond the date they are due. For out of town students, two calendar days' grace is given to allow for time in the post. Electronic versions of assignments may be submitted by email, but MUST be followed by a hard copy.

If ill-health, family bereavement or other personal emergencies prevent you from meeting the deadline for submitting your assignments, you can apply for, and may be granted, an extension to the due date. **Note that this applies only to extreme unforeseen circumstances and is not necessarily awarded.** You should let your course co-ordinator/lecturer know as soon as possible in advance of the deadline if you are seeking an extension.

Mandatory Course Requirements

Attendance at all session is mandatory.

Absences which are not negotiated with the course lecturer/co-ordinantor will be noted. Please arrange these if unavoidable in advance.

The completing of all assignments as set out in the outline

General University Policies and Statutes

Students should familiarise themselves with the University's policies and statutes, particularly the Assessment Statute, the Personal Courses of Study Statute, the Statute on Student Conduct and any statutes relating to the particular qualifications being studied. See the Victoria University Calendar available in hard copy or under 'About Victoria' on the VUW home page at www.vuw.ac.nz.

Student and Staff Conduct

The Statute on Student Conduct together with the Policy on Staff Conduct ensure that members of the University community are able to work, learn, study and participate in the academic and social aspects of the University's life in an atmosphere of safety and respect. The Statute on Student Conduct contains information on what conduct is prohibited and what steps are to be taken if there is a complaint. For information about complaint procedures under the Statute on Student Conduct, contact the Facilitator and Disputes Advisor or refer to the statute on the VUW policy website at www.vuw.ac.nz/policy/studentconduct. The Policy on Staff Conduct can be found on the VUW website at www.vuw.ac.nz/policy/staffconduct.

Academic Grievances

If you have any academic problems with your course, you should talk to the tutor or lecturer concerned; class representatives may be able to help you in this. If you are not satisfied with the result of that meeting, see the Head of School or the relevant Associate Dean; VUWSA Education Co-ordinators are available to assist in this process. If, after trying the above channels, you are still unsatisfied, formal grievance procedures can be invoked. These are set out in the Academic Grievances Policy which is published on the VUW website at www.vuw.ac.nz/policy/academicgrievances.

Academic Integrity and Plagiarism

Academic integrity is about honesty – put simply, it means **no cheating**. All members of the University community are responsible for upholding academic integrity, which means staff and students are expected to behave honestly, fairly and with respect for others at all times.

Plagiarism is a form of cheating which undermines academic integrity. The University defines plagiarism as follows:

The presentation of the work of another person or other persons as if it were one's own, whether intended or not. This includes published or unpublished work, material on the Internet and the work of other student or staff.

It is still plagiarism even if you re-structure the material or present it in your own style or words.

Note: It is, however, perfectly acceptable to include the work of others as long as that is acknowledged by appropriate referencing.

Plagiarism is prohibited at Victoria and is not worth the risk. Any enrolled student found guilty of plagiarism will be subject to disciplinary procedures under the Statute on Student Conduct and may be penalised severely. Consequences of being found guilty of plagiarism can include:

- an oral or written warning
- cancellation of your mark for an assessment or a fail grade for the course
- suspension from the course or the University.

Find out more about plagiarism, and how to avoid it, on the University's website at www.vuw.ac.nz/home/studying/plagiarism.html.

Students with Impairments

The University has a policy of reasonable accommodation of the needs of students with disabilities. The policy aims to give students with disabilities the same opportunity as other students to demonstrate their abilities. If you have a disability, impairment or chronic medical condition (temporary, permanent or recurring) that may impact on your ability to participate, learn and/or achieve in lectures and tutorials or in meeting the course requirements, please contact the Course Co-ordinator as early in the course as possible. Alternatively, you may wish to approach a Student Adviser from Disability Support Services (DSS) to discuss your individual needs and the available options and support on a confidential basis. DSS are located on Level 1, Robert Stout Building, telephone (04) 463-6070, email disability@vuw.ac.nz. The name of your School's Disability Liaison Person is in the relevant prospectus or can be obtained from the School Office or DSS.

Student Support

Staff at Victoria want students to have positive learning experiences at the University. Each Faculty has a designated staff member who can either help you directly if your academic progress is causing you concern, or quickly put you in contact with someone who can. Assistance for specific groups is also available from the Kaiwawao Māori, Manaaki Pihipihinga or Victoria International.

In addition, the Student Services Group (email student-services@vuw.ac.nz) is available to provide a variety of support and services. Find out more at www.vuw.ac.nz/st_services/.

VUWSA employs Education Co-ordinators who deal with academic problems and provide support, advice and advocacy services, as well as organising class representatives and Faculty delegates. The Education Office (telephone (04) 463-6983 or (04) 463-6984, email education@vuwsa.org.nz) is located on the ground floor, Student Union Building.

Manaaki Pihipihinga - Maori and Pacific Mentoring Programme (Faculty of Commerce and Administration)

This is a mentoring service for Maori and Pacific students studying at all levels. Weekly one hour sessions are held at the Kelburn and Pipitea Campuses in the Mentoring Rooms, 14 Kelburn Parade, and Room 210 and 211, Level 2, Railway West Wing. Sessions cover drafting and discussing assignments, essay writing, and any questions that may arise from tutorials and/or lectures. A computer suite networked to Cyber Commons is available for student use.

To register with Manaaki Pihipihinga, please contact one of the following:

Puawai Wereta   Fa'afoi Seiuli
Room 210, Level 2   Room 109 B
Railway West Wing   14 Kelburn Parade
Tel. (04) 463-8997   Tel. (04) 463-5842
Email: Puawai.Wereta@vuw.ac.nz   Email: Faafoi.Seiuli@vuw.ac.nz