

**Intelligence Community Directives 203 on Analytic Standards
206 on Sourcing Requirements
208 on Maximizing Utility**

Analytic Standards

A. PURPOSE

1. Pursuant to Intelligence Community Directive (ICD) 101, Section G.1.b.(3), technical amendments are hereby made to ICD 203, *Analytic Standards*, signed January 2, 2015.

2. This ICD, as amended, conforms to Director of National Intelligence Memorandum ES 2022-01273, *Designation of the ODNI Analytic Ombuds as Head of the Intelligence Community Analytic Ombuds Community of Practice*, signed August 22, 2022. Amendments to this Directive include designating the Office of the Director of National Intelligence Analytic Ombuds as the head of the Intelligence Community Analytic Ombuds Community of Practice and establishing the position as an independent entity reporting directly to the Deputy Director for Mission Integration (DD/MI).

B. EFFECTIVE DATE: This technical amendment becomes effective on the date of signature.



Assistant Director
for Policy and Strategy

December 21, 2022
Date

**INTELLIGENCE
COMMUNITY
DIRECTIVE
203**

**Technical
Amendment**



INTELLIGENCE COMMUNITY DIRECTIVE

203

Analytic Standards

A. AUTHORITY: The National Security Act of 1947, as amended; the Intelligence Reform and Terrorism Prevention Act of 2004; Executive Order 12333, as amended; Presidential Policy Directive/PPD-28; and other applicable provisions of law.

B. PURPOSE

1. This Intelligence Community Directive (ICD) establishes the Intelligence Community (IC) Analytic Standards that govern the production and evaluation of analytic products; articulates the responsibility of intelligence analysts to strive for excellence, integrity, and rigor in their analytic thinking and work practices; and delineates the role of the Office of the Director of National Intelligence (ODNI) Analytic Ombuds.

2. This Directive supersedes ICD 203, *Analytic Standards*, dated 21 June 2007, and rescinds ICPM 2006-200-2, *Role of the Office of the Director of National Intelligence Analytic Ombudsman*.

C. APPLICABILITY

1. This ICD applies to the IC, as defined by the National Security Act of 1947, as amended; and to such elements of any other department or agency as may be designated an element of the IC by the President, or jointly by the Director of National Intelligence (DNI) and the head of the department or agency concerned.

2. This Directive does not apply to purely law enforcement information. When law enforcement information also contains intelligence or intelligence-related information, this Directive shall apply only to the intelligence or intelligence-related information and analysis contained therein.

D. POLICY

1. The IC Analytic Standards are the core principles of intelligence analysis and are to be applied across the IC. IC Analytic Standards shall be applied in each analytic product in a manner appropriate to its purpose, the type and scope of its underlying source information, its production timeline, and its customers. IC elements may create supplemental analytic standards that are tailored to their particular missions.

2. The IC Analytic Standards are the foundational assessment criteria for a regular program of review of IC analytic products. Each IC element shall maintain a program of product evaluation using the IC Analytic Standards as the core elements for assessment criteria.

3. The IC Analytic Standards serve as a common IC foundation for developing education and training in analytic skills. The results of analytic product evaluations will be used to improve materials and programs for education and training in analytic knowledge, skills, abilities, and tradecraft.

4. The Standards also promote a common ethic for achieving analytic rigor and excellence, and for personal integrity in analytic practice. Adherence to IC Analytic Standards is safeguarded by the ODNI Analytic Ombuds, who addresses concerns regarding lack of objectivity, bias, politicization, or other issues in Standards application in analytic products.

5. The Standards promote the protection of privacy and civil liberties by ensuring the objectivity, timeliness, relevance, and accuracy of personally identifiable information (PII) used in analytic products. Analysts should include PII in products only as it relates to a specific analytic purpose (e.g., necessary to understand the foreign intelligence or counterintelligence information or assess its importance), consistent with IC element mission and in compliance with IC element regulation and policy, including procedures to prevent, identify, and correct errors in PII.

6. The IC Analytic Standards guide analysis and analytic production. All IC analytic products shall be consistent with the following five Analytic Standards, including the nine Analytic Tradecraft Standards.

a. Objective: Analysts must perform their functions with objectivity and with awareness of their own assumptions and reasoning. They must employ reasoning techniques and practical mechanisms that reveal and mitigate bias. Analysts should be alert to influence by existing analytic positions or judgments and must consider alternative perspectives and contrary information. Analysis should not be unduly constrained by previous judgments when new developments indicate a modification is necessary.

b. Independent of political consideration: Analytic assessments must not be distorted by, nor shaped for, advocacy of a particular audience, agenda, or policy viewpoint. Analytic judgments must not be influenced by the force of preference for a particular policy.

c. Timely: Analysis must be disseminated in time for it to be actionable by customers. Analytic elements have the responsibility to be continually aware of events of intelligence interest, of customer activities and schedules, and of intelligence requirements and priorities, in order to provide useful analysis at the right time.

d. Based on all available sources of intelligence information: Analysis should be informed by all relevant information available. Analytic elements should identify and address critical information gaps and work with collection activities and data providers to develop access and collection strategies.

e. Implements and exhibits Analytic Tradecraft Standards, specifically:

(1) Properly describes quality and credibility of underlying sources, data, and methodologies: Analytic products should identify underlying sources and methodologies upon which judgments are based, and use source descriptors in accordance with ICD 206, *Sourcing Requirements for Disseminated Analytic Products*, to describe factors affecting source quality and credibility. Such factors can include accuracy and completeness, possible denial and deception, age and continued currency of information, and technical elements of collection as

well as source access, validation, motivation, possible bias, or expertise. Source summary statements, described in ICD 206, are strongly encouraged and should be used to provide a holistic assessment of the strengths or weaknesses in the source base and explain which sources are most important to key analytic judgments.

(2) Properly expresses and explains uncertainties associated with major analytic judgments: Analytic products should indicate and explain the basis for the uncertainties associated with major analytic judgments, specifically the likelihood of occurrence of an event or development, and the analyst's confidence in the basis for this judgment. Degrees of likelihood encompass a full spectrum from remote to nearly certain. Analysts' confidence in an assessment or judgment may be based on the logic and evidentiary base that underpin it, including the quantity and quality of source material, and their understanding of the topic. Analytic products should note causes of uncertainty (e.g., type, currency, and amount of information, knowledge gaps, and the nature of the issue) and explain how uncertainties affect analysis (e.g., to what degree and how a judgment depends on assumptions). As appropriate, products should identify indicators that would alter the levels of uncertainty for major analytic judgments. Consistency in the terms used and the supporting information and logic advanced is critical to success in expressing uncertainty, regardless of whether likelihood or confidence expressions are used.

(a) For expressions of likelihood or probability, an analytic product must use one of the following sets of terms:

| | | | | | | |
|------------------|-------------------|-------------------------|---------------------|---------------------|-----------------|--------------------|
| almost no chance | very unlikely | unlikely | roughly even chance | likely | very likely | almost certain(ly) |
| remote | highly improbable | improbable (improbably) | roughly even odds | probable (probably) | highly probable | nearly certain |
| 01-05% | 05-20% | 20-45% | 45-55% | 55-80% | 80-95% | 95-99% |

Analysts are strongly encouraged not to mix terms from different rows. Products that do mix terms must include a disclaimer clearly noting the terms indicate the same assessment of probability.

(b) To avoid confusion, products that express an analyst's confidence in an assessment or judgment using a "confidence level" (e.g., "high confidence") must not combine a confidence level and a degree of likelihood, which refers to an event or development, in the same sentence.

(3) Properly distinguishes between underlying intelligence information and analysts' assumptions and judgments: Analytic products should clearly distinguish statements that convey underlying intelligence information used in analysis from statements that convey assumptions or judgments. Assumptions are defined as suppositions used to frame or support an argument; assumptions affect analytic interpretation of underlying intelligence information. Judgments are defined as conclusions based on underlying intelligence information, analysis, and assumptions. Products should state assumptions explicitly when they serve as the linchpin of an argument or when they bridge key information gaps. Products should explain the implications for judgments if assumptions prove to be incorrect. Products also should, as appropriate, identify indicators that, if detected, would alter judgments.

(4) Incorporates analysis of alternatives: Analysis of alternatives is the systematic evaluation of differing hypotheses to explain events or phenomena, explore near-term outcomes, and imagine possible futures to mitigate surprise and risk. Analytic products should identify and assess plausible alternative hypotheses. This is particularly important when major judgments must contend with significant uncertainties, or complexity (e.g., forecasting future trends), or when low probability events could produce high-impact results. In discussing alternatives, products should address factors such as associated assumptions, likelihood, or implications related to U.S. interests. Products also should identify indicators that, if detected, would affect the likelihood of identified alternatives.

(5) Demonstrates customer relevance and addresses implications: Analytic products should provide information and insight on issues relevant to the customers of U.S. intelligence and address the implications of the information and analysis they provide. Products should add value by addressing prospects, context, threats, or factors affecting opportunities for action.

(6) Uses clear and logical argumentation: Analytic products should present a clear main analytic message up front. Products containing multiple judgments should have a main analytic message that is drawn collectively from those judgments. All analytic judgments should be effectively supported by relevant intelligence information and coherent reasoning. Language and syntax should convey meaning unambiguously. Products should be internally consistent and acknowledge significant supporting and contrary information affecting judgments.

(7) Explains change to or consistency of analytic judgments: Analytic products should state how their major judgments on a topic are consistent with or represent a change from those in previously published analysis, or represent initial coverage of a topic. Products need not be lengthy or detailed in explaining change or consistency. They should avoid using boilerplate language, however, and should make clear how new information or different reasoning led to the judgments expressed in them. Recurrent products such as daily crisis reports should note any changes in judgments; absent changes, recurrent products need not confirm consistency with previous editions. Significant differences in analytic judgment, such as between two IC analytic elements, should be fully considered and brought to the attention of customers.

(8) Makes accurate judgments and assessments: Analytic products should apply expertise and logic to make the most accurate judgments and assessments possible, based on the information available and known information gaps. In doing so, analytic products should present all judgments that would be useful to customers, and should not avoid difficult judgments in order to minimize the risk of being wrong. Inherent to the concept of accuracy is that the analytic message a customer receives should be the one the analyst intended to send. Therefore, analytic products should express judgments as clearly and precisely as possible, reducing ambiguity by addressing the likelihood, timing, and nature of the outcome or development. Clarity of meaning permits assessment for accuracy when all necessary information is available.

(9) Incorporates effective visual information where appropriate: Analytic products should incorporate visual information to clarify an analytic message and to complement or enhance the presentation of data and analysis. In particular, visual presentations should be used when information or concepts (e.g., spatial or temporal relationships) can be conveyed better in graphic form (e.g., tables, flow charts, images) than in written text. Visual information may range from plain presentation of intelligence information to interactive displays for complex information and analytic concepts. All of the content in an analytic product may be presented

visually. Visual information should always be clear and pertinent to the product's subject. Analytic content in visual information should also adhere to other analytic tradecraft standards.

E. RESPONSIBILITIES

1. The Deputy Director for Mission Integration (DD/MI) shall:
 - a. Confirm and direct the application of these Analytic Standards by IC elements in analytic intelligence products;
 - b. Conduct an IC-wide program of periodic review and evaluation of analytic intelligence products, guided by the annual identification of functional or geographical areas of analysis for specific review:
 - (1) Disseminate ODNI Analytic Tradecraft Standards Evaluation Rating Criteria to IC elements;
 - (2) Prepare findings of analytic intelligence product reviews for reporting to Congress and relevant IC elements;
 - (3) Develop lessons learned and identify exemplary products for use by IC elements in training;
 - (4) Refine the IC-wide program of periodic review and evaluation based on new lessons learned and best practices identified.
 - c. Assist IC elements in effective application of the Analytic Standards; and
 - d. Oversee analytic product evaluation programs in individual IC elements to ensure standards and practices are compatible with the IC-wide program.
2. The ODNI Analytic Ombuds shall:
 - a. Serve as the DNI's principal advisor on safeguarding objectivity in intelligence analysis;
 - b. Be a senior executive who reports directly to the DD/MI, but operates independently and holds no other position within the ODNI to ensure a dedicated focus and to preserve neutrality;
 - c. Serve as head of the IC Analytic Ombuds Community of Practice to posture the IC with an integrated analytic ombuds program;
 - d. Issue guidance to analytic ombuds partners for consistent and effective practices and promote awareness of the role, responsibilities, and practices, and how to engage ombuds;
 - e. Establish requirements for tracking and categorizing analytic complaints and identifying performance measures to assess program effectiveness;
 - f. Adhere to International Ombuds Association Standards of Practice, which are; independence, impartiality, informality, and confidentiality;
 - g. Remain current and well-informed of issues affecting IC analysis and promote awareness of the requirement for analysis that is objective and independent of political consideration;

h. Be available to analysts to counsel, conduct arbitration, offer recommendations, and, as appropriate, initiate inquiries into real or perceived problems of analytic tradecraft or politicization, biased reporting, or lack of objectivity in intelligence analysis.

(1) Analysts in IC elements other than the ODNI must first use existing administrative procedures within their own IC element to raise concerns about adherence to analytic standards;

(2) When these internal administrative procedures have been exhausted, or when an analyst believes that those procedures will not preserve confidentiality, the analyst may bring these concerns to the ODNI Analytic Ombuds;

(3) In such instances, the ODNI Analytic Ombuds will carry out responsibilities in the same manner as if responding to an ODNI analyst's concerns. The ODNI Analytic Ombuds may address concerns that span more than one IC element; and

i. Perform all responsibilities confidentially so that analysts may raise concerns without fear of reprisal. However, confidentiality will not extend to significant misconduct, to violations of law or ethics, or when otherwise precluded by law.

3. Heads of IC elements shall:

a. Ensure that analytic intelligence products produced and disseminated by their element properly apply the IC Analytic Standards;

b. Designate an individual or office responsible for responding to concerns raised by the element's analysts about adherence to analytic standards (including tradecraft standards) in analytic products;

c. Conduct internal programs of review and evaluation of analytic intelligence products utilizing the IC Analytic Standards as the core criteria, and provide annual status reporting to the DD/MI according to DD/MI guidelines; and

d. Ensure that the IC Analytic Standards are properly addressed in their elements' education and training programs.

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

Signed//James R. Clapper
Director of National Intelligence

2 January 2015
Date



INTELLIGENCE COMMUNITY DIRECTIVE 206

Sourcing Requirements for Disseminated Analytic Products

A. AUTHORITY: The National Security Act of 1947, as amended; the Intelligence Reform and Terrorism Prevention Act of 2004; Executive Order 12333, as amended; and other applicable provisions of law.

B. PURPOSE: This Intelligence Community Directive (ICD) establishes the requirements for sourcing information in disseminated analytic products. This Directive supersedes ICD 206, *Sourcing Requirements for Disseminated Analytic Products*, 17 October 2007.

C. APPLICABILITY

1. This ICD applies to the Intelligence Community (IC), as defined by the National Security Act of 1947, as amended; and to such elements of any other department or agency as may be designated an element of the IC by the President, or jointly by the DNI and the head of the department or agency concerned.

2. This ICD applies to those disseminated analytic product types (or product lines) developed by IC elements to convey analytic assessments based predominantly on intelligence reports, diplomatic reports, or publicly available information.

3. Applicable types of disseminated analytic products shall be designated by IC elements in consultation with the Deputy Director of National Intelligence for Intelligence Integration (DDNI/II), and be identified in a central listing (hereafter, "covered analytic products").

D. POLICY

1. Sourcing information shall be included in covered analytic products to enhance the credibility and transparency of intelligence analysis, and to assist readers in making an informed assessment of the quality and scope of sources underlying the analysis. Sourcing information shall enable readers to discover and retrieve sources consistent with ICD 501, *Discovery and Dissemination or Retrieval of Information within the Intelligence Community*. Sourcing information in each product should be sufficient to meet these purposes, while avoiding exhaustive source listings. Sourcing information shall also be structured to enable assessment of the use and utility of sourcing.

2. Every disseminated version of a covered analytic product shall contain sourcing information, except in accordance with Sections D.4 and D.7.

3. The presentation of sourcing information in covered analytic products shall be in the form of source reference citations, appended reference citations, source descriptors, and source summary statements. Analysts should use a combination of these mechanisms to optimize clarity and reader understanding.

a. Source reference citation (SRC): Covered analytic products shall contain SRCs.

(1) SRCs shall be presented as sequentially numbered endnotes that correlate to superscript numbers in the main body of the analytic product.

(2) An SRC shall be generated each time a source is directly cited in product text (e.g., “according to...” or a specific aspect of analysis (i.e., judgment, assessment, estimate, alternative hypothesis or view, confidence level) depends on a source.

(3) The relevance of a source referenced in an SRC should be clearly apparent if a reader chooses to consult the source report directly; otherwise, the product text shall explain why the source pertains (e.g., when the relevance of the source can be understood only in conjunction with another source).

(4) An SRC should reference the most original source that presents the relevant information in a form appropriate for use in analysis.

(5) An SRC shall not be used to reference information that only meets the criteria for an appended reference citation, as discussed in Section D.3.b, and is not directly cited in product text.

(6) SRC endnotes shall include the following elements:

(a) Portion marking that presents the classification of the SRC;

(b) Identification of the information originator, author, producer, or owner. For intelligence-based sources, this is the publishing IC element, named source originators or sub-organization, or liaison service country of origin;

(c) An unambiguous source identifier. At least one unambiguous source identifier that provides succinct source identifying, labeling, or tagging information that enables unambiguous and efficient location and retrieval of the source;

(d) A title for the source document or information with volume and issue number if applicable, and if included, the title classification. The title of an intelligence-based report may be omitted if necessary and consistent with guidance in Section D.4.c;

(e) The date of issuance, publication, or posting. If date of online posting is unknown, then date of online access;

(f) Page number, if applicable;

(g) Classification of the information extracted from the source;

(h) Overall classification of the source document; and

(i) A source descriptor. If the source descriptor is included in the main body of the product, it is optional in the SRC. If the source descriptor is extracted from the source and includes a portion marking different from the SRC classification, the portion marking shall be included.

(7) Unique or emergent types of sources or media to which the set of SRC elements above do not adequately apply shall be identified to the implementing authority to consider establishing guidance, which shall be developed in consultation with IC elements and published in the form of an IC Standard.

b. Appended reference citation (ARC): An ARC is appropriate for information that relates to analysis in a supplemental or complementary way, but does not expressly affect or support a specific aspect or outcome of analysis. ARCs may be used to provide further reading options or to show broader context or background. ARCs are an appropriate method for identifying insights or other data gleaned from analytic outreach that contributes to a covered analytic product, especially if not conveyed in an SRC.

(1) Inclusion of ARCs in covered analytic products is optional.

(2) ARCs shall not be included solely to delineate the overall scope of analytic inquiry or research involved in preparation of the covered analytic product.

(3) ARCs, if included, shall be listed separately from, and after, SRCs. Each ARC shall include at least the following elements:

(a) Portion marking that presents the classification of the ARC;

(b) If the reference information is accessible, source identifying, labeling, or tagging information that enables unambiguous and efficient location and retrieval of the referenced information; and

(c) A succinct explanation for why the ARC is being included (e.g., provides further information related to an SRC or a specific passage in the body of the product or notes the use of analytic outreach or other type of engagement or analytic technique).

c. Source descriptor: A source descriptor should be included in the main body of the text. If not, a source descriptor shall be included in the SRC. A source descriptor is used in conjunction with an SRC to describe source qualitative factors germane to specific product judgments, or when the time of pertinent information in a source is significantly different from the time of publication of the source.

(1) Source descriptors for intelligence-based or diplomatic sources shall be derived from source documents. If a source descriptor is substantially changed from the source, this shall be indicated, with a rationale.

(2) Analysts may devise their own source descriptors for sources of publicly available information not obtained from an IC-produced open source report.

(3) For a source directly cited in product text (e.g., “according to...”), the source descriptor should also appear in product text and be clearly associated.

d. Source summary statement: Source summary statements are strongly encouraged in covered analytic products to provide a holistic assessment of sourcing that supports a covered analytic product.

(1) The importance of including a source summary statement increases with the complexity of a product, complexity of the sources, or the number of sources cited.

(2) A source summary statement should cover strengths and weaknesses of the source base, which sources are most important to key judgments, what sources are meaningfully corroborative or conflicting, and should highlight any specific subject matter expertise used to develop the assessment.

4. The presentation of sourcing information shall be subject to IC policy on classification and control markings and foreign disclosure and release. The sensitivity of sourcing information

presented shall be consistent with the classification and controls intended for the covered analytic product.

a. Downgraded or sanitized copies of covered analytic products should contain sourcing information. In instances where covered analytic products are intended for public release, sourcing information will be removed prior to publication. Sourcing information shall be appropriately modified, or if necessary, removed, from downgraded or sanitized copies of a covered analytic product, consistent with ICD 710, *Classification Management and Control Markings System*.

b. In covered analytic products that include a tearline, SRCs should be inserted after the body of the report and before the tearline version.

c. If necessary, one or more SRC data elements can be omitted so that the resulting endnote does not exceed the classification of the main body, but still provides sufficient information to search and discover the source in an appropriately authorized system.

d. If an IC Identifier (IC-ID) is used to meet the requirement of the unambiguous source identifier, it may remain as the only SRC element after downgrading or sanitization because IC-IDs are unclassified and releasable.

5. If citing a source that is dynamic (e.g., from an Internet posting), ephemeral (e.g., an analyst phone conversation), or not subject to an IC element's policy for systematic storage for analyst access (e.g., a chat session transcript or briefing), a record of the source shall be preserved for retention by the IC element producing the covered analytic product for at least one year. If this requirement conflicts with an IC element's internal record keeping policies, the IC element may request an exemption in accordance with Section D.7. For products with a specified time horizon, a period for which the judgments remain valid (e.g., National Intelligence Estimates), applicable source information shall be retained for the period of the time horizon or five years, whichever is shorter. This section does not supersede retention limits prescribed in law, Executive Order, or Presidential directive.

6. The covered analytic product with all appropriate sourcing information shall be retained as a document of record, along with associated downgraded, sanitized, or tearline products. Consistent with the implementation of ICD 501, identical versions shall also be submitted to the Library of National Intelligence or successor systems.

7. An IC element may request exemption from specific provisions of this Directive for an identified covered analytic product type, if it foresees mission critical circumstances that will consistently prevent compliance. Exemption requests must be submitted in writing to the DDNI/II for adjudication, and describe the specific factors that render the requirements infeasible for that covered analytic product type.

8. If it is not feasible to produce a covered analytic product with all appropriate sourcing information prior to dissemination (e.g., due to urgent requirements in a crisis or time-sensitive or unit-level military operations), the product shall be re-issued with all appropriate sourcing information as soon as feasible, but not more than 30 days thereafter, in accordance with Section D.6.

9. As soon as practicable and under the direction of the DDNI/II in coordination with the IC CIO, the IC shall adopt a method to provide customized, Public Key Infrastructure-enabled access to cited source material without additional textual references.

E. ROLES AND RESPONSIBILITIES

1. The DDNI/II shall:

- a. Designate an implementing authority within the office of the DDNI/II for this Directive;
- b. Compile, within 60 days of the effective date, and annually update a central listing of covered analytic products, based on review of IC element nomination lists;
- c. Issue implementing guidance in the form of an IC Standard for source or types of products that require new or modified approaches to SRC data elements or format;
- d. Monitor IC element compliance and identify areas for improvement;
- e. Assist and guide IC elements in their development of related processes and training; and
- f. Adjudicate IC element requests for exemptions from provisions of this Directive.

2. The IC CIO shall ensure that relevant provisions of this Directive are reflected in IC information technology minimum standards and specifications within 120 days of the effective date.

3. Heads of IC elements shall:

- a. Provide within 30 days of the effective date and annually thereafter to the DDNI/II implementing authority a nomination list of their covered analytic products to be covered by this Directive;
- b. Fully implement the information technology minimum standards and specifications as issued by the IC CIO within 365 days of the effective date;
- c. Submit written requests to the DDNI/II for any exemptions to provisions of this Directive;
- d. Retain copies of covered analytic products, with full sourcing information included, as documents of record in keeping with Section D.6 of this ICD;
- e. As necessary, identify to the implementing authority new or unique sources or types of products for which the SRC data elements and sequence in Section D.3(a)(6) do not adequately apply;
- f. Provide their employees the necessary training, tools, and guidance to comply with this directive;
- g. Establish implementation guidelines; and
- h. Report to the DDNI/II as directed on efforts to implement this directive.

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


 Director of National Intelligence

22 JAN 2015
 Date

APPENDIX – GLOSSARY

Appended reference citation (ARC) – A specified set of descriptive elements about information that relates to analysis in a supplemental or complementary way, but that does not expressly affect or support a specific aspect or outcome of analysis. ARCs may refer to information considered with sources in the development of analysis, or may refer to information that provides broader context or background.

Covered analytic product – A subset of disseminated analytic products designated by IC elements in consultation with the DDNI/II that fall under the authority of ICD 206.

Disseminated analytic product – Any intelligence product, such as an assessment, study, estimate, compilation, database, graphic, or interactive publication, created by the analytic component of an IC element, reviewed or validated by that IC element, and disseminated to consumers outside that IC element.

Source – An originator or discrete parcel of data or information that provides material that comprises, contributes to, affects, or is used to evaluate, the basis for intelligence analysis. A source can be a person, document, passage, quotation, data record, database, tweet, email, book, web page, etc. Source identifying parameters and characteristics are described in source reference citations, source descriptors, and source summary statements.

Source descriptor – A brief, narrative exposition of factors that affect or indicate the quality or credibility of a single source. These factors are distinct from the information elements in a source reference citation. Source descriptor factors may include accuracy and completeness, possible denial and deception, age and continued currency of information, and technical elements of collection as well as source access, validation, motivation, possible bias, or expertise. When a source's relevance is unlikely to be apparent if a reader consults the source report directly, a source descriptor may also include an explanation of the source's relevance.

Source reference citation (SRC) – A specified set of factual information elements about a source, presented in uniform format in an endnote. Information in SRCs enables readers to locate and retrieve the source, and may help readers assess the quality or credibility of the source.

Source summary statement – An explanation of quality, credibility, or validity factors that pertain for sources considered together – usually for the whole set of sources upon which a disseminated analytic product is based.

Sourcing information – Descriptive information about sources or reference information, presented in covered analytic products as SRCs, ARCs, source descriptors, and source summary statements.



INTELLIGENCE COMMUNITY DIRECTIVE

208

Maximizing the Utility of Analytic Products

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

B. PURPOSE

1. This Intelligence Community Directive (ICD) establishes policy for the Intelligence Community (IC) to maximize the utility of analytic products by facilitating wider dissemination and enhancing the quality of information and analysis shared.

2. This Directive supersedes ICD 208, *Write for Maximum Utility*, 17 December 2008, and rescinds Intelligence Community Policy Memorandum 2007-200-2, *Preparing Intelligence To Meet The Intelligence Community's "Responsibility To Provide,"* 11 December 2007.

C. APPLICABILITY

1. This ICD applies to the IC, as defined by the National Security Act of 1947, as amended; and to such elements of any other department or agency as may be designated an element of the IC by the President, or jointly by the Director of National Intelligence (DNI) and the head of the department or agency concerned.

2. This ICD applies to analytic products including, but not limited to, papers, graphics, and multimedia that are intended for customers outside the originating IC element.

D. POLICY

1. IC elements shall produce analytic products in a format customers can easily discover, access, use, and disseminate to facilitate mission requirements in accordance with the five principles of maximizing the utility of analytic products as defined in Section D.2. These principles will aid IC elements in producing intelligence that will expedite sanitization, disclosure, and release decisions.

2. The production of analytic products shall be guided by the principles found in Section D.2.a-e. In applying these principles, analysts, classifiers, and foreign disclosure or release officials should consider the principles to be a hierarchy, where the first principle is foremost in consideration and the last principle the least.

a. **Know Your Customers:** Maximizing the utility of analytic products requires IC elements to ensure that their intelligence officers know who their customers are by understanding their operating environment, including what information the customer needs, timeliness, classification limits, and how products can be most effectively and

efficiently discovered and disseminated. Analysts should determine prior to publication whether their analytic product is focused on a specific customer or a general audience, which will help determine classification limits and sources used.

b. Meet Analytic Standards: IC elements shall produce analytic products that provide customers with insight into the quality and credibility of underlying sources, characterize the uncertainty surrounding the analytic judgments contained in the products, and include context that aids the customer's understanding. All analytic products produced by IC elements shall use the standards of proper analytic tradecraft in accordance with ICD 203, *Analytic Standards*.

c. Produce for Tailored Re-Use: IC elements shall create analytic products in a manner that enables timely dissemination to US customers, including, when warranted, nontraditional IC customers at the federal, state, local, and tribal levels, or authorized foreign governments. When authorized by law and policy, IC elements should share analytic products with private sector entities. When appropriate, IC elements should make sharing analytic products with Five Eyes and NATO partners a priority. When similar information with similar credibility is reported at multiple classification levels, the reporting at the lowest classification level should be used to facilitate re-use.

(1) Tearlines shall be produced at the lowest classification level commensurate with the protection of sensitive data, sources, methods, and activities. Tearlines should adhere to the policy in ICD 209, *Tearline Production and Dissemination*.

(2) All analytic products shall employ proper sourcing in accordance with ICD 206, *Sourcing Requirements for Disseminated Analytic Products*. Sourcing information in each analytic product should enable readers to discover and retrieve sources consistent with ICD 501, *Discovery and Dissemination or Retrieval of Information within the Intelligence Community*, while avoiding exhaustive source listings, in order to expedite re-use decisions.

(3) Alternate versions of products, portion marking, sanitized text, metadata tagging, and tearlines should be used to facilitate tailored re-use and broader dissemination if needed. Sanitized products should never render facts or judgments in a manner inconsistent with their higher-classified version; facts, judgments, confidence levels, and probabilistic language must be congruent.

d. Make Analytic Products Discoverable and Accessible: IC elements shall ensure that customers with the appropriate clearances and approved mission need can discover and, if authorized, access analytic products in accordance with ICD 501. IC elements, at a minimum, shall electronically disseminate their analytic products to the Library of National Intelligence or successor systems.

e. Demonstrate Transparency: Analytic products should follow the *Principles of Intelligence Transparency for the Intelligence Community*, which are intended to facilitate IC decisions on making information publicly available in a manner that enhances public understanding of intelligence activities, while continuing to protect information, including sources and methods, when disclosure would harm national security. The degree to which transparency will be applied depends upon the nature and type of the analytic product.

E. ROLES AND RESPONSIBILITIES

1. The Deputy Director of National Intelligence for Intelligence Integration (DDNI/II), shall:

a. Implement and ensure compliance with this ICD by establishing performance measures for IC elements and monitoring results;

b. Identify best practices and procedures by soliciting inputs from IC elements on maximizing the utility of analytic products and sharing results;

c. Develop guidance, in coordination with the Assistant Director of National Intelligence (ADNI) for Partner Engagement and IC elements, to describe sourcing information at various classification levels that assists analysts, collection, and disclosure and release officers in supporting broader dissemination of analytic products.

2. The ADNI for Policy and Strategy shall create Standards or guidelines on producing tearlines that promote the maximum utility of analytic products in accordance with ICD 209, *Tearline Production and Dissemination*.

3. The Office of the Director of National Intelligence's Chief Transparency Officer shall create Standards or guidelines on applying the *Principles of Intelligence Transparency for the Intelligence Community* in accordance with this ICD.

4. IC elements shall:

a. Produce and distribute analytic products to meet customers' needs in accordance with Section D. of this Directive;

b. Ensure that analysts, collection, and disclosure and release officers promote practices in accordance with Section D. of this Directive;


c. Ensure that analysts, collection, and disclosure and release officers receive training in the principles contained in Section D. of this Directive;

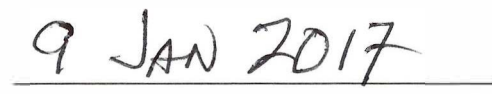
d. Disseminate or post machine-identifiable summary information (resource metadata) for all analytic products in compliance with IC Standards and technical specifications;

e. Aggressively seek insight into customer requirements and solicit customer feedback concerning all aspects of the production and dissemination environment to ensure product utility is maximized;

f. Report annually to DDNI/II on efforts to maximize the utility of their analytic products in accordance with E.1.a.

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


Director of National Intelligence


Date