A Generic Process Model for Intelligence Agencies

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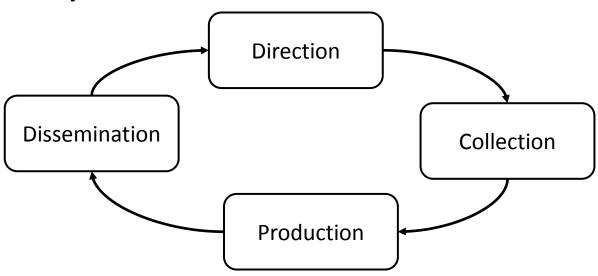
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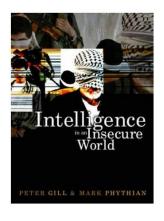
Introduction

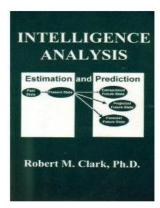
- Observations concerning intelligence analysis
 - Conflicting literature regarding the application of intuition vs. structured analysis techniques
 - Data structures are not always appropriate for the application of (quantitative) analysis techniques
 - 65% of analysts is applying structured analysis techniques (n=122)
 - Only 30% of analysts is (able) applying quantitative analysis techniques (n=122)
- Possible implications
 - Intelligence analysts might be more prone to biases if
 - applying intuition?
 - excluding quantitative analysis techniques?
 - if the absence of an audit trail prevents peer review

Traditional model

Intelligence cycle



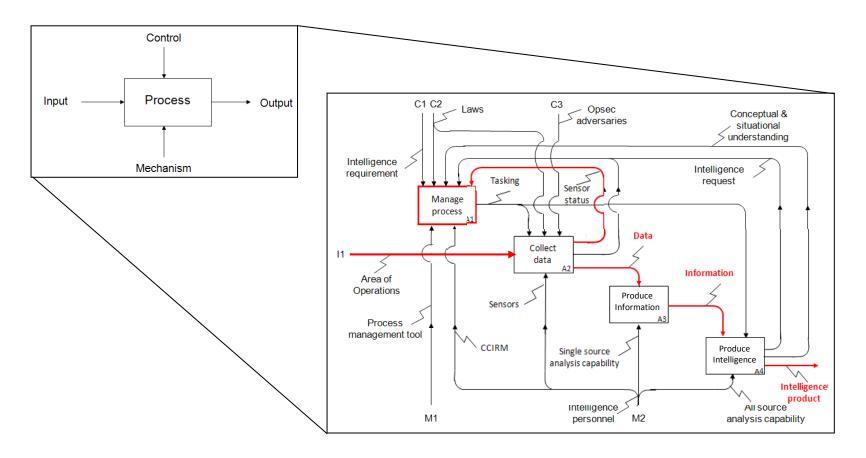




- No sub-processes
- No feedback loops
- No information regarding the production of intelligence
- Unsufficient to manage / improve

Process model approach

IDEF-0 methodology*



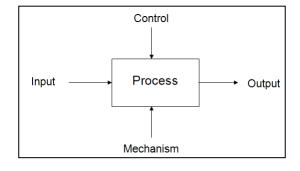
^{*} Integration definition for function modeling

Process model approach

IDEF-0 methodology

Controls are things that are used to ensure the function is triggered to begin and completed properly.

Input are things that are consumed in the function



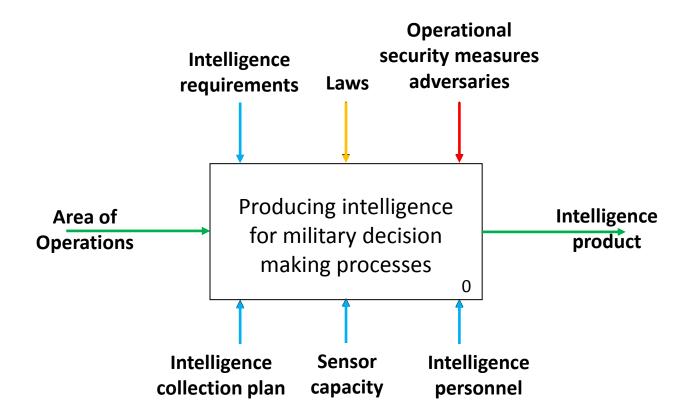
Output are things that are produced by the function

Mechanisms are the resources that are used by the function, but are not consumed.

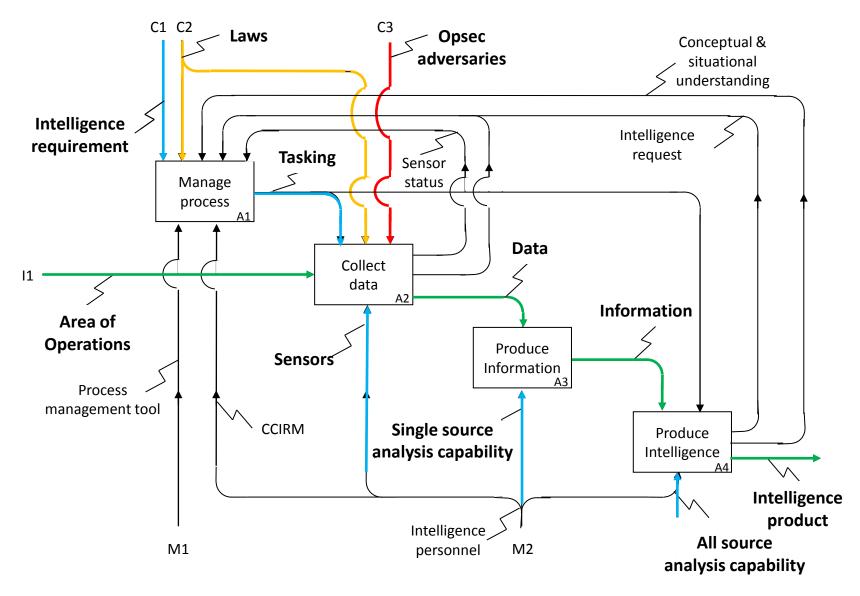
Process model approach

 IDEF-0 methodology A0 More general More specific A0 This box is the parent of this diagram A4

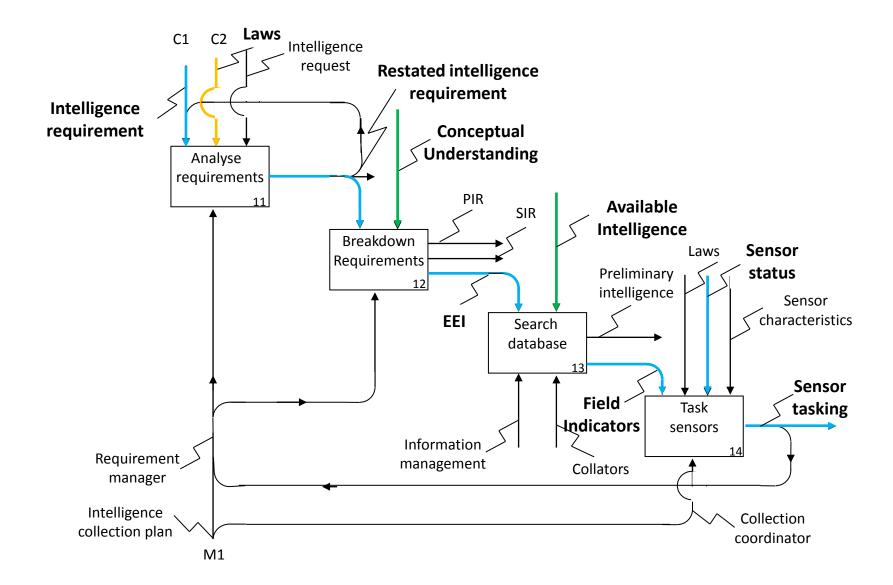
Results: generic process model



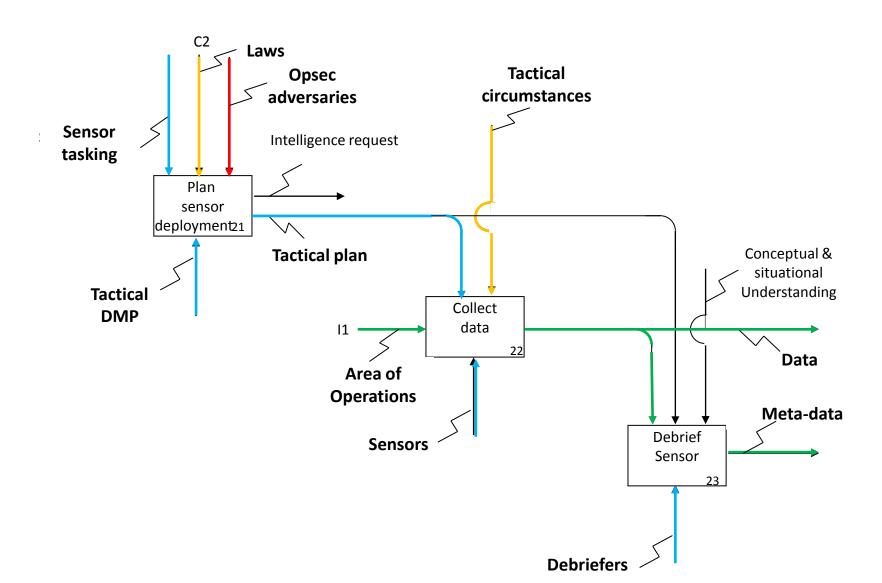
Results: generic process model



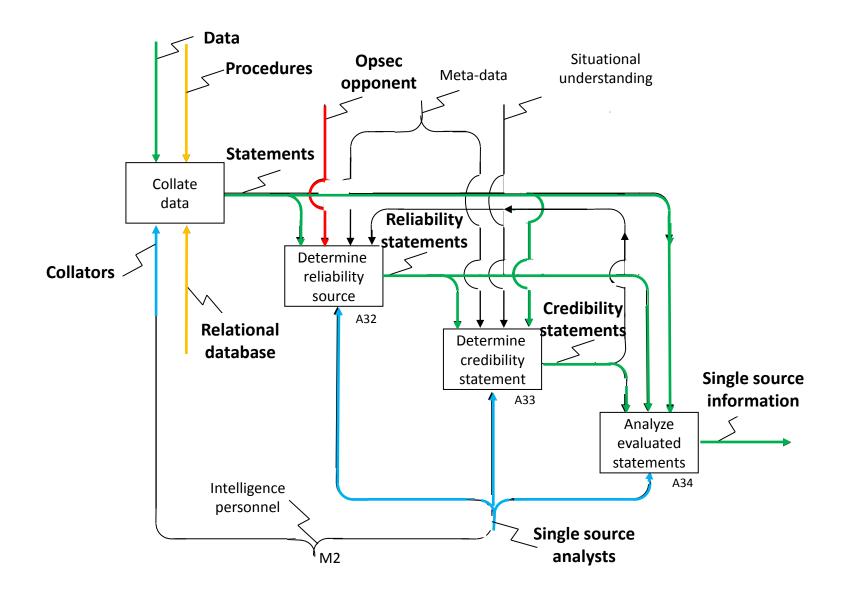
Manage intelligence processes



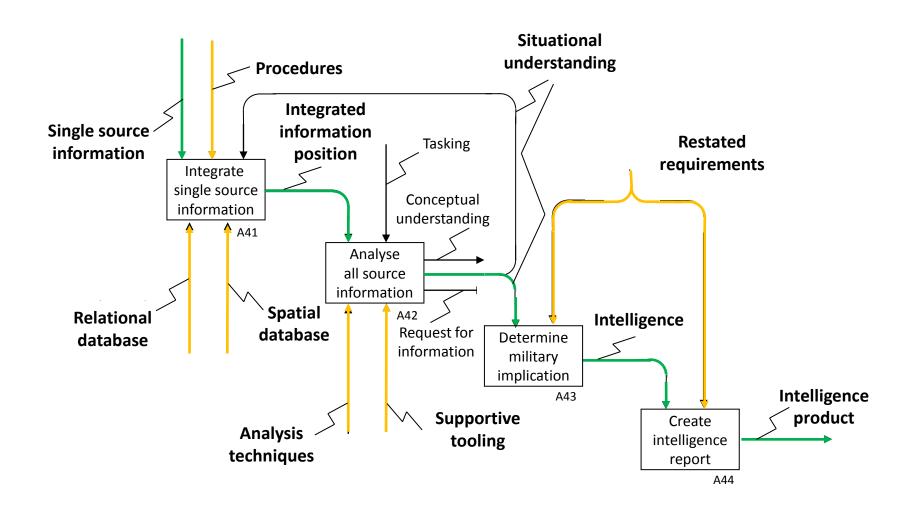
Collect data



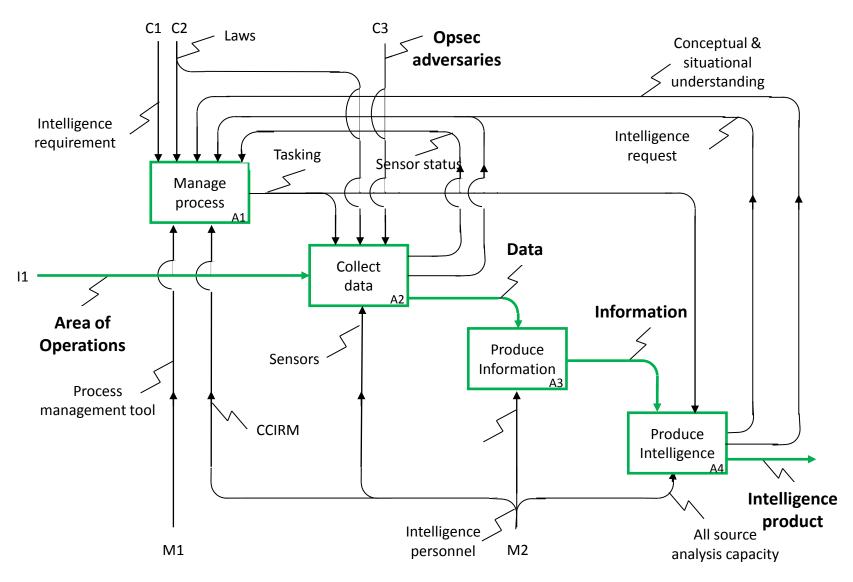
Produce information



Produce intelligence



Summary



Conclusions (1)

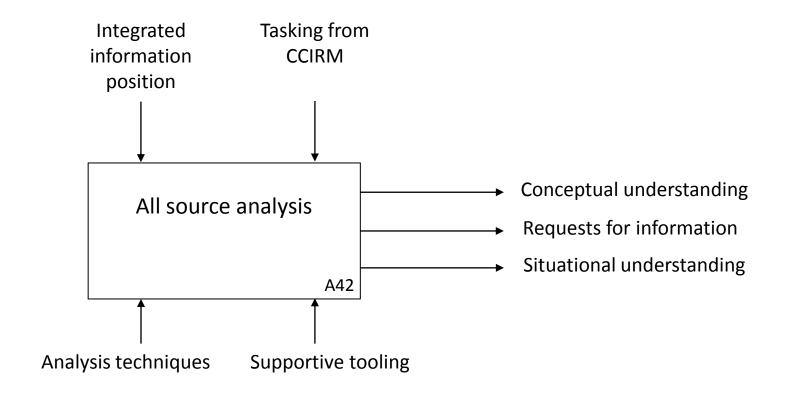
- Application model is generic:
 - Independent on nationality and theatre
 - Independant from available types of sensors
 - Independant from available capacity
 - It can be applied to both intelligence teams and to intelligence services as a whole

Conclusions (2)

- Application generic process model:
 - It can be used at the management level
 - Monitor and control intelligence (sub)processes
 - It can be used at the educational level
 - Develop trainings for all sub processes
 - It can be used to improve the quality of intelligence
 - Weakest link(s) can be identified and improved

My application

PhD. Research: quality of intelligence analysis



Questions?