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.

James R. Clapper
Director of National Intelligence

9 JAN 2017
Date