
INTELLIGENCE COMMUNITY DIRECTIVE NUMBER 900



MISSION MANAGEMENT (EFFECTIVE: 21 DECEMBER 2006)

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

B. PURPOSE

1. This Intelligence Community (IC) Directive (ICD) establishes policy concerning the Office of the Director of National Intelligence (ODNI) Mission Managers and sets forth their general roles and responsibilities. Each Mission Manager, assigned either to a country- or issue-specific account, will work in partnership with the National Intelligence Council (NIC) and senior ODNI and other IC officials to ensure the IC's efforts in those areas are fully integrated and responsive. The National Intelligence Mission Manager Board (NIMMB) oversees the activities of the Mission Managers.

2. This ICD rescinds IC Policy Memorandum 2005-100-2, *Director of National Intelligence Mission Managers*, of 15 November 2005, and shall be read in consonance with other ICDs relevant to analysis and collection.

C. APPLICABILITY: This directive applies to the IC, as defined by the National Security Act of 1947, as amended, and other departments or agencies that may be designated by the President, or designated jointly by the Director of National Intelligence and the head of the department or agency concerned, as an element of the IC.

D. POLICY

1. Mission Managers are the principal IC officials overseeing all aspects of national intelligence related to their respective mission areas. Where those responsibilities overlap, the Mission Managers will work in partnership to ensure the IC's efforts in those areas are fully integrated and responsive. Mission Managers report to the DNI. Management and oversight of Mission Manager activities will be carried out by the Principal Deputy DNI (PDDNI), who will chair the NIMMB consisting of the Deputy DNIs for Analysis (DDNI/A), Collection (DDNI/C), Management (DDNI/M), and Requirements (DDNI/R), the Associate DNI (ADNI) for Science and Technology, the Mission Managers, and other senior ODNI representatives, as determined appropriate by the PDDNI. Mission Managers shall ensure that they are fully informed of current policymakers' intelligence needs (to include military warfighters, as appropriate, law enforcement, and homeland security officials' needs) and shall, in turn, work to ensure that the IC's collection, analysis, and management posture can meet those needs. These responsibilities apply to both long- and short-term support to policymakers, to include support—that is appropriately coordinated throughout the IC—during significant events or crises. The Assistant Deputy DNIs (ADDNI) for Analytic Mission Management and Collection Strategies (ADDNI/CS) shall have lead responsibility for the management of all mission areas not assigned to specific Mission Managers.

a. Country-specific Mission Managers will oversee all activities in, or related to, their countries, including terrorism and weapons of mass destruction proliferation. Issue-focused Mission Managers will be responsible for overseeing IC activities related to their specific transnational issues in all countries. When the responsibilities of country-specific and issue-focused Mission Managers overlap, both will have full transparency into intelligence-related activities involving the target country, and they will share responsibility for activities that fall within the purview of both. The country-specific Mission Managers will maintain primary responsibility for all overlapping areas of responsibility. The NIMMB will resolve any disagreements with respect to activities in the areas of overlap.

b. At this time, Mission Managers are designated for counterterrorism, counterproliferation, counterintelligence, Iran, North Korea, and Cuba and Venezuela. The Director of the National Counterterrorism Center (NCTC) shall serve as the Mission Manager for counterterrorism. The Director of the National Counterproliferation Center shall serve as the Mission Manager for counterproliferation. The National Counterintelligence Executive shall serve as the Mission Manager for counterintelligence. The Mission Managers for counterproliferation, counterintelligence, Iran, North Korea, Cuba and Venezuela, and any other Mission Managers that may be established by the DNI will be appointed by the DNI to serve at the pleasure of the DNI.

E. ROLES AND RESPONSIBILITIES

1. Mission Managers will be responsible for:

- a. Understanding the full range of customer requirements related to their assigned missions and ensuring these requirements have been conveyed to and coordinated with the DDNI/R.
- b. Setting collection and analysis priorities for national intelligence related to their assigned missions for submission to the NIMMB.
- c. Determining the state of collection against their assigned missions, identifying collection gaps against those missions, developing integrated, cross-intelligence collection strategies to fill those gaps, tasking collection activity against their assigned missions, consistent with overall guidance from the DDNI/C, and evaluating collector responsiveness and success in filling collection gaps.
- d. Identifying exploitation gaps related to their assigned missions, tasking exploitation to fill those gaps, and evaluating the success in filling identified exploitation gaps.
- e. Determining the state of analysis on their assigned missions, identifying analytic gaps related to customer requirements, and tasking analysis related to those missions, ensuring that such tasking is consistent with the overall guidance from the DDNI/A, and evaluating analysis responsiveness in filling analytic gaps.
- f. Evaluating the quality of analysis and ensuring that competitive and alternative analyses are conducted on topics related to their assigned missions.
- g. Ensuring that intelligence related to their assigned targets is available to and shared with all appropriate IC personnel.
- h. Providing recommendations to the NIMMB on transferring personnel and funds across the IC to improve efficiency or effectiveness of intelligence activities against their assigned missions and on resource investments necessary to improve intelligence on their assigned missions.
- i. Identifying unmet needs related to their assigned missions appropriate for inclusion in advanced research and development plans, as well as in relevant science and technology budgets.
- j. Evaluating the effectiveness of the IC's efforts against their assigned missions, to include, but not be limited to, collection, analysis, exploitation, dissemination, information sharing, foreign relations, and resources.
- k. Providing, on an annual basis, a "state of the mission" report in writing to the DNI for their assigned mission areas.

2. Relations with Policy

a. Mission Managers and National Intelligence Officers (NIO) shall notify one another of times and agendas for relevant policy meetings, including sub-Policy Coordinating Committees (PCCs), PCCs, Deputies Committees (DCs), and Principals Committees (PCs) meetings.

b. Mission Managers shall be consulted by NIOs with regard to preparing briefing books and organizing briefing sessions for DCs and PCs. Mission Managers shall also be consulted by NIOs in selecting "pre-brief" teams for DCs and PCs. The Mission Manager(s), or a representative from the Mission Manager staff, shall participate in all such briefings, unless otherwise directed by the DNI or the PDDNI. The provisions in this paragraph do not apply to the counterterrorism Mission Manager, who will take the lead in supporting the ODNI principals in interagency meetings related to counterterrorism, including sub-PCCs, PCCs, DCs, PCs, as well as National Security Council and Homeland Security Council meetings.

c. All relevant Mission Managers and NIOs shall be notified promptly by all lead IC elements of all policy meetings at the level of sub-PCC or above. For related sub-PCC and PCC meetings, Mission Manager staff should attend; if Mission Manager staff cannot attend, a NIC representative or another representative agreed upon by the Mission Manager and NIO shall attend.

d. Unless otherwise directed, Mission Managers shall serve as the "plus-ones" to the DNI or PDDNI at relevant DC and PC meetings. Mission Managers or their representatives shall provide timely feedback to the IC from PC- and DC-level meetings they attend.

e. Mission Managers shall convene and chair regular meetings, including video teleconferences, with all relevant IC elements. These conferences shall be used to coordinate collection and analytic efforts to ensure that all relevant intelligence customers are being properly served. The DDNI/C and DDNI/A shall also be informed of all such conferences. Such conferences shall be convened more frequently during significant intelligence events related to the Mission Manager's assigned mission. NIOs, at the direction of Mission Managers, shall convene meetings to develop IC assessments and to clearly delineate differences in analytic assessments—either among IC elements or among NIOs, Mission Managers, and IC elements—to ensure that such differences are being fully provided to relevant customers. The counterterrorism Mission Manager shall perform this function and shall coordinate with the NIO for Transnational Threats, as appropriate.

f. Mission Managers shall participate fully in all ODNI deputy-level discussions on resource and budgetary issues related to their assigned missions. Such discussions shall include both internal ODNI and IC-wide resource and budgetary matters. The counterterrorism Mission Manager will advise the DNI on the extent to which the counterterrorism program recommendations and budget proposals of the departments, agencies, and elements of the US government conform to the priorities established by the President.

g. Mission Managers shall develop their analytic and collection priorities based on those contained in the National Intelligence Priorities Framework (NIPF). Mission Managers shall frame the NIPF priorities for their assigned missions in a manner consistent with the NIPF, and such prioritization shall be provided, in writing, to the ADDNI/NIPF within 60 days of the bi-annual approval of the NIPF. If analytic or collection resources are inadequate to meet NIPF or Mission Manager-developed priorities, Mission Managers shall notify the NIMMB and recommend options to address the issue.

3. Collaboration with the NIC and IC Analytical Elements: Close collaboration between Mission Managers and the NIC is essential to ensure that analytic resources are properly arrayed to address customer requirements. Mission Managers and their counterpart NIOs must share information fully regarding customer requirements and analytic capabilities, and consult one another on the assignment of analytic tasks. NIOs will have primary responsibility for the production of coordinated analytic products except where counterterrorism assessments are coordinated by NCTC.

a. Analytic taskings to the IC from Mission Managers and NIOs, other than daily production taskings from the Directorate of Intelligence of the NCTC, shall be appropriately coordinated with one another before they are issued and should be regarded as equally authoritative regardless of whether they are issued by the Mission Manager or the respective NIO.

b. Mission Managers shall have full visibility into the state of the IC's analytic efforts and capabilities in their respective mission areas and share their findings with senior IC analyst points of contact.

c. Where necessary, Mission Managers shall use analytic boards, such as the National Intelligence Analysis Production Board, as a coordination mechanism for analysis-related issues.

4. Mission Manager Collaboration with the DDNI/M: Mission Managers shall work collaboratively with the DDNI/M to:

a. Enable the IC to meet the mission and enterprise objectives of the National Intelligence Strategy.

b. Provide recommendations for the transfer of personnel and funds across the IC to improve efficiency or effectiveness of intelligence activities against their assigned missions.

c. Develop national intelligence policy as needed.

5. Mission Manager Collaboration with the DDNI/C: To avoid duplication of effort and be able to provide "cross-target trade offs," Mission Managers and the DDNI/C shall inform one another of their strategic collection priorities and use the National Intelligence Collection Board (NICB) as the coordination mechanism for collection-related issues. Mission Managers may establish interagency targeting boards that serve as the working-level focal point for improving collection against their respective mission areas.

- a. Mission Managers shall request and co-chair NICB meetings for their assigned missions with the ADDNI/CS.
- b. Mission Managers shall manage current collection issues and develop integrated collection strategies in their respective mission areas. The NICB shall provide recommendations on “cross-target trade offs.”
- c. Mission Managers shall include the DDNI/A and DDNI/C as observers in their interagency targeting boards that they may establish and shall work with the same to promote consistency in the roles and missions of such boards.

6. Tasking IC Elements: All tasking shall be conducted in accordance with DNI and PDDNI direction, and applicable ODNI Executive Secretariat requirements. These “formal” mechanisms should not, however, be construed to prohibit the necessary and invaluable informal discussions that must occur between Mission Managers and IC elements.

- a. Mission Managers shall track all tasks to IC elements in a manner in which the NIMMB periodically can review the type and quantity of tasks.
- b. General guidelines on tasking IC elements should not be read to alter more specific guidelines related to analytic or collection tasking.

7. Information Sharing

- a. All Mission Managers shall have full and complete access to materials necessary for the performance of their responsibilities. If a Mission Manager and an agency reach an impasse on Mission Manager access to information, the DNI or PDDNI shall determine whether and how access shall be provided. The counterterrorism Mission Manager shall resolve all disputes over access to counterterrorism information, subject to DNI review.
- b. Consistent with the Mission Managers’ full and complete access to sensitive information, they shall comply with all special handling restrictions as determined by IC elements. In addition, all Mission Managers and relevant ODNI staff personnel shall undergo regular training on special handling requirements to minimize the danger of inappropriate disclosures of information.
- c. Mission Managers shall, by working with the ADNI and Chief Information Officer (ADNI/CIO) and other relevant ODNI, IC, and Defense Department officials, strive to ensure that all analysts within their assigned mission areas have appropriate access to information to ensure that sufficient independent competitive analysis can be performed.
- d. Mission Managers shall recommend to the ADNI/CIO—and, in the case of terrorism information, to the Program Manager for the Information Sharing Environment—changes in policies and procedures necessary to ensure appropriate information sharing with regard to their assigned missions.

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



Director of National Intelligence

12/21/06

Date