

**Remarks by the Principal Deputy Director of National Intelligence  
Dr. Donald Kerr**

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**AS PREPARED FOR DELIVERY**

Thanks, Ned. I am pleased to be here this afternoon with all of you, and it is particularly rewarding to see so many familiar faces.

The Value of Inspectors General

I don't need to tell you all about the tough jobs you have – made tougher by the stereotype confronted by all IG's. It's the one that says Inspectors General only come to work for the "gotcha" moments, to rub someone's face in a mistake. From my own experience, that couldn't be further from the truth. There are few things more beneficial to a principal than a close working relationship with his IG.

As we in the ODNI work to reform our Community, you all have a critical role to play – specifically in helping us understand what is working, what isn't, and putting forward solutions to help our Community better confront its challenges. You have no agenda but the truth; no greater ambition than to serve your nation.

That fact was borne out in your recent IG Community Report on Watchlisting. In order to have a fair, efficient, and transparent process that will result in better standardized watchlisting, you needed to involve numerous agencies across the Community. In coming together, developing results and putting forward solutions, you showed the real value of collaboration, and the real importance of your work.

When they write the story of the ODNI, your conference theme – "Successes and Challenges in IC Collaboration" – could very well be the title.

In this work, many of us are now taking on the most important jobs that we'll ever have. We may never again have the opportunity to make the changes that we can make now. Never again have the chance to make real the recommendations that have been borne from 60 years of commissions. Never again be in the room – at the head of the table – when national security policy is made and remade.

We can spend the rest of our lives fighting for the chance to make changes on the margins, or we can take on the work before us right now. The big jobs, like strengthening cybersecurity, putting in place a single information environment, and improving collaboration and information sharing. Today, I'd like to give you a status update on some of the successes we've had, as well as some of the lessons we've learned along the way.

### Information Sharing

After 9/11, one of the most common and accurate criticisms of the IC was that we did not share information as well as we should. Today, the IC is delivering high quality, timely, often actionable intelligence to customers better than ever before. This is a result of the ODNI's work in providing standards, policies, and leadership.

Put simply, the IC is collaborating better. We are sharing information faster. And analysis and collection are being done in ways never before envisioned. Our customers, from the President to privates in the field, are better able to take action from the information we provide, and our nation is safer because of it.

For example, since last summer, NCTC has provided more than 50 Terrorism Intelligence Product Sharing (TIPS) reports to state fusion centers and local joint terrorism task forces. TIPS are strategic, federally coordinated analytic reports that are tailored for the unique needs of state and local consumers. Previous TIPS products have reported on terrorist travel and use of forged documents, emerging VBIED and IED technologies, analysis of al-Qa'ida leadership video/audio tapes, and countermessaging opportunities.

### Collection and Analysis

We're also transforming collection and analysis. What does that mean? To me, it's about higher standards for what we collect and how we analyze it, so we can get our customers a better product as they work to defend our nation.

For example, we're doing this by expanding the body of analytic expertise that we use to brief the President and his senior advisors. What's more, alternative analysis is now an engrained part of the intelligence process, ensuring that we approach a problem from all possible angles.

And to guarantee that our analysis is of unquestionable quality, we have established an office of Analytic Integrity and Standards for the ODNI and Intelligence Community – a Community-wide “go-to” for ensuring excellence in analytic tradecraft.

More than that, we're changing how we collaborate in order to develop analysis. We have launched a Library of National Intelligence, a searchable repository of all disseminated intelligence products. Kicked off last November, LNI now contains more than 250,000 documents, with approximately 3,000 documents added daily. For the first time, analysts will be able to search an intelligence repository that they can be sure includes all disseminated IC products. By the end of the year, we hope to have all 16 agencies capable of contributing.

We have also created joint “ready-response” teams of IC analysts who train to meet mission requirements worldwide. These teams, called Rapid Analytic Support and Expeditionary Response, or RASER for short, started in 2006, and after extensive training, our first team deployed overseas this past winter.

On the collection side of the house, we have established the National Intelligence Coordination Center to enable greater cooperation and collaboration across the national, defense and domestic arenas.

For the first time, the IC has a clearly defined collection agenda, based on vetted and validated strategic priorities that can be managed and directed across the defense, foreign and domestic realms.

### Acquisition Excellence and Technology Leadership

We are building acquisition excellence and technology leadership by developing cutting-edge, less expensive tools that help us root out terrorists, penetrate their networks, and counter the spread of WMDs.

One of the ways we’re doing this is through the Rapid Technology Transition Initiative (RTTI) – a program in which ODNI finds and funds technologies that can be put quickly into the hands of users.

For example, RTTI funded a Biometric Quick Capture Platform – an FBI project that allows field agents to connect with national databases to identify whom they have in custody in less than five minutes.

With an initial investment of half-a-million dollars, this capability was brought online in January 2007. Two months later, it was helping to catch terrorists in theater.

### Human Capital

We have also implemented Joint Duty, a program that requires our intelligence professionals to deepen their experience in other Intelligence Community agencies in order to move to senior ranks. This will strengthen the collaborative environment, and improve the Intelligence Community much the way the Goldwater-Nichols legislation improved “jointness” in DoD.

### Security Clearance Reform

On the topic of security clearances – last Wednesday, OMB submitted to the President a plan for transforming the security clearance process for the U.S. Government. This plan was the result of a joint effort by ODNI, DoD, OMB and OPM experts.

It outlines a new end-to-end process design that focuses on improved use of automation, new sources of data, more focused use of traditional field investigation, and continuous evaluation of cleared personnel. Near term implementation opportunities right now focus on building the

automated records check capabilities and the process for SECRET clearances. By 30 June, the President will issue a new Executive Order codifying for Executive Branch agencies their roles in carrying out this clearance reform.

In the meantime, we will continue to examine how we can streamline and automate other security processes. Expect to see similar recommendations for how we can improve the process for TS/SCI clearances late this year.

### The Next Administration: More Continuity Than Change

Let me talk now to the elephant in the room. A presidential election isn't that far off, and, to some people, the natural inclination is to just slow down and wait. The next Administration, they figure, will have its own ideas, and there's no sense doing something that will only be undone by the next occupant of the Oval Office.

In the late 1950's, author Allen Drury wrote about Washington as a city "built on the shifting sands of politics." What was reality one day could be only a faint memory the next. For most of Washington, that's probably true.

But I don't think it's accurate for us in the Intelligence Community. The work we're taking on now – fostering greater collaboration and integration, actively working to achieve improved financial management and audibility, fixing security clearances, strengthening analysis, creating greater linguistic and cultural capabilities – I doubt the next President, regardless of who it is, will tell us to hold off. In fact, those are things that he or she will probably *expect* to be pretty far along and nearing competition.

The threats we face are nonpartisan in nature and will happen regardless of the political affiliation of the Administration. We sit right in the middle of that Venn diagram – where priorities aren't Republican, aren't Democrat, they're American.

### Conclusion

ODNI is pulling the levers of power to reform our Intelligence Community. This isn't glamorous work; it isn't easily distinguishable to those outside the Community, but more than anything else, this is the work that needs to get done. We are causing processes to grind into operation that have probably gotten rusty from lack of use, others that we have never been used before. We are making changes today that will soon be felt by the men and women on the ground, in the field, keeping our nation safe.

I'm honored to be with you all today, and look forward to a productive dialogue.