

This document is made available through the declassification efforts  
and research of John Greenewald, Jr., creator of:

# The Black Vault



The Black Vault is the largest online Freedom of Information Act (FOIA)  
document clearinghouse in the world. The research efforts here are  
responsible for the declassification of MILLIONS of pages  
released by the U.S. Government & Military.

**Discover the Truth** at: <http://www.theblackvault.com>



U.S. Department of Justice

**Federal Bureau of Investigation**  
Washington, D.C. 20535

September 14, 2018

MR. JOHN GREENEWALD JR.  
THE BLACK VAULT  
SUITE 1203  
27305 WEST LIVE OAK ROAD  
CASTAIC, CA 91384

FOIPA Request No.: 1415032-000  
Subject: STRATEGIC EXECUTION TEAM:  
FREQUENTLY ASKED QUESTIONS

Dear Mr. Greenewald:

Records responsive to your request were previously processed under the provisions of the Freedom of Information Act (FOIA). Below you will find informational paragraphs relevant to your request. Please read each item carefully.

Enclosed are 47 pages of previously processed documents and a copy of the Explanation of Exemptions. This release is being provided to you at no charge.

Please be advised that additional records potentially responsive to your subject may exist. If this release of previously processed material does not satisfy your information needs for this request, you may request an additional search for records. Submit your request by mail or fax to – Work Process Unit, 170 Marcel Drive, Winchester, VA 22602, fax number (540) 868-4997. Please cite the FOIPA Request Number in your correspondence.

For your information, Congress excluded three discrete categories of law enforcement and national security records from the requirements of the FOIA. See 5 U.S. C. § 552(c) (2006 & Supp. IV (2010)). This response is limited to those records subject to the requirements of the FOIA. This is a standard notification that is given to all our requesters and should not be taken as an indication that excluded records do, or do not, exist.

For questions regarding our determinations, visit the [www.fbi.gov/foia](http://www.fbi.gov/foia) website under “Contact Us.” The FOIPA Request Number listed above has been assigned to your request. Please use this number in all correspondence concerning your request.

You may file an appeal by writing to the Director, Office of Information Policy (OIP), United States Department of Justice, Suite 11050, 1425 New York Avenue, NW, Washington, D.C. 20530-0001, or you may submit an appeal through OIP's FOIA online portal by creating an account on the following web site: <https://www.foiaonline.gov/foiaonline/action/public/home>. Your appeal must be postmarked or electronically transmitted within ninety (90) days from the date of this letter in order to be considered timely. If you submit your appeal by mail, both the letter and the envelope should be clearly marked “Freedom of Information Act Appeal.” Please cite the FOIPA Request Number assigned to your request so it may be easily identified.

You may seek dispute resolution services by contacting the Office of Government Information Services (OGIS) at 877-684-6448, or by emailing [ogis@nara.gov](mailto:ogis@nara.gov). Alternatively, you may contact the FBI's FOIA Public Liaison by emailing [foipaquestions@fbi.gov](mailto:foipaquestions@fbi.gov). If you submit your dispute resolution correspondence by email, the subject heading should clearly state "Dispute Resolution Services." Please also cite the FOIPA Request Number assigned to your request so it may be easily identified.

Sincerely,

A handwritten signature in black ink, appearing to read "D Hardy", with a stylized flourish at the end.

David M. Hardy  
Section Chief,  
Record/Information  
Dissemination Section  
Information Management Division

Enclosure(s)

## EXPLANATION OF EXEMPTIONS

### SUBSECTIONS OF TITLE 5, UNITED STATES CODE, SECTION 552

- (b)(1) (A) specifically authorized under criteria established by an Executive order to be kept secret in the interest of national defense or foreign policy and (B) are in fact properly classified to such Executive order;
- (b)(2) related solely to the internal personnel rules and practices of an agency;
- (b)(3) specifically exempted from disclosure by statute (other than section 552b of this title), provided that such statute (A) requires that the matters be withheld from the public in such a manner as to leave no discretion on issue, or (B) establishes particular criteria for withholding or refers to particular types of matters to be withheld;
- (b)(4) trade secrets and commercial or financial information obtained from a person and privileged or confidential;
- (b)(5) inter-agency or intra-agency memorandums or letters which would not be available by law to a party other than an agency in litigation with the agency;
- (b)(6) personnel and medical files and similar files the disclosure of which would constitute a clearly unwarranted invasion of personal privacy;
- (b)(7) records or information compiled for law enforcement purposes, but only to the extent that the production of such law enforcement records or information ( A ) could reasonably be expected to interfere with enforcement proceedings, ( B ) would deprive a person of a right to a fair trial or an impartial adjudication, ( C ) could reasonably be expected to constitute an unwarranted invasion of personal privacy, ( D ) could reasonably be expected to disclose the identity of confidential source, including a State, local, or foreign agency or authority or any private institution which furnished information on a confidential basis, and, in the case of record or information compiled by a criminal law enforcement authority in the course of a criminal investigation, or by an agency conducting a lawful national security intelligence investigation, information furnished by a confidential source, ( E ) would disclose techniques and procedures for law enforcement investigations or prosecutions, or would disclose guidelines for law enforcement investigations or prosecutions if such disclosure could reasonably be expected to risk circumvention of the law, or ( F ) could reasonably be expected to endanger the life or physical safety of any individual;
- (b)(8) contained in or related to examination, operating, or condition reports prepared by, on behalf of, or for the use of an agency responsible for the regulation or supervision of financial institutions; or
- (b)(9) geological and geophysical information and data, including maps, concerning wells.

### SUBSECTIONS OF TITLE 5, UNITED STATES CODE, SECTION 552a

- (d)(5) information compiled in reasonable anticipation of a civil action proceeding;
- (j)(2) material reporting investigative efforts pertaining to the enforcement of criminal law including efforts to prevent, control, or reduce crime or apprehend criminals;
- (k)(1) information which is currently and properly classified pursuant to an Executive order in the interest of the national defense or foreign policy, for example, information involving intelligence sources or methods;
- (k)(2) investigatory material compiled for law enforcement purposes, other than criminal, which did not result in loss of a right, benefit or privilege under Federal programs, or which would identify a source who furnished information pursuant to a promise that his/her identity would be held in confidence;
- (k)(3) material maintained in connection with providing protective services to the President of the United States or any other individual pursuant to the authority of Title 18, United States Code, Section 3056;
- (k)(4) required by statute to be maintained and used solely as statistical records;
- (k)(5) investigatory material compiled solely for the purpose of determining suitability, eligibility, or qualifications for Federal civilian employment or for access to classified information, the disclosure of which would reveal the identity of the person who furnished information pursuant to a promise that his/her identity would be held in confidence;
- (k)(6) testing or examination material used to determine individual qualifications for appointment or promotion in Federal Government service the release of which would compromise the testing or examination process;
- (k)(7) material used to determine potential for promotion in the armed services, the disclosure of which would reveal the identity of the person who furnished the material pursuant to a promise that his/her identity would be held in confidence.



FEDERAL BUREAU OF INVESTIGATION  
FOI/PA  
DELETED PAGE INFORMATION SHEET  
FOI/PA# 1415032-0

Total Deleted Page(s) = 7

- Page 31 ~ b5; b7E;
- Page 32 ~ b5; b7E;
- Page 33 ~ b5; b7E;
- Page 34 ~ b5; b7E;
- Page 35 ~ b5; b7E;
- Page 36 ~ b5; b7E;
- Page 37 ~ b5; b7E;

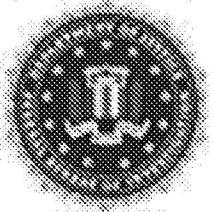
```
XXXXXXXXXXXXXXXXXXXXXXXXXXXXX  
X Deleted Page(s) X  
X No Duplication Fee X  
X For this Page X  
XXXXXXXXXXXXXXXXXXXXXXXXXXXXX
```

FEDERAL BUREAU OF INVESTIGATION  
FOI/PA  
DELETED PAGE INFORMATION SHEET  
FOI/PA# 1373576-0

Total Deleted Page(s) = 7

- Page 31 ~ b5; b7E;
- Page 32 ~ b5; b7E;
- Page 33 ~ b5; b7E;
- Page 34 ~ b5; b7E;
- Page 35 ~ b5; b7E;
- Page 36 ~ b5; b7E;
- Page 37 ~ b5; b7E;

```
XXXXXXXXXXXXXXXXXXXXXXXXXXXXX  
X Deleted Page(s) X  
X No Duplication Fee X  
X For this Page X  
XXXXXXXXXXXXXXXXXXXXXXXXXXXXX
```



## FREQUENTLY ASKED QUESTIONS CASE AGENT

### I am an agent in a criminal squad. How will this impact me?

1. As a case agent, you will not only continue to conduct investigations to support prosecutions, you will contribute more broadly to the division's knowledge of and response to critical threats, vulnerabilities, and knowledge gaps in the field office's Area of Responsibility or Domain.
2. If you have a source, you should question that source to gain information for both the case and any intelligence requirements that source may be able to address.
3. More information from [redacted] 302s and ECs will be turned into intelligence products. b7E
4. You will work more closely than in the past with the FIG, and will benefit from the assistance provided by the FIG's strategic analysis, targeting, and tactical analysis.
5. You will help address intelligence requirements, but you will also have opportunities to issue them [redacted] b7E  
[redacted]
6. You will have a better sense of how your cases fit into the local, regional, and national big picture in terms of threats, vulnerabilities, and gaps.

### Why is this change important?

The FBI is essentially the only member of the U.S. Intelligence Community with broad authority over the domestic domain, which includes a law enforcement function. The American people and our partners in the Law Enforcement and Intelligence Communities are counting on the FBI to use all of our tools to build a domestic security service capable of staying on offense against our greatest threats.

### What does it mean that the FBI will be a national security organization?

1. A national security threat is one that tries to impede on the very foundations of American society, involving dangers so significant that no local authority can handle them alone. [redacted] b7E

2. This approach will impact the nature and make-up of our workload.

— [REDACTED]

b7E

- New Attorney General’s Guidelines for Domestic FBI Operations (expected later this year) will give us new flexibility.

### **Why isn’t it enough to capture the intelligence gathered through our traditional case investigations?**

Our current cases tell us what we know, but not what we don’t know. We need a complete picture of the threats and vulnerabilities in our territory that our cases – even if we pull all the information together – may not give us.

### **Is intelligence more important than cases and investigations?**

No, but collection to meet certain requirements is equally important. If fulfilling a requirement directly results in protection of the U.S. from an attack, then that is as important as any case.

### **Criminal cases produce most of our sources. Will this change?**

[REDACTED]  
[REDACTED] We will continue to use this tool. At the same time we will expand our efforts to target and recruit sources to provide vital national security intelligence. This is why the SET initiatives also include more opportunities for HUMINT training and dedicated Special Agent HUMINT collectors on the FIG who will focus on cross-program source development to meet requirements.

b7E

### **What other things should I be looking for as I work on my cases?**

1. In most instances, [REDACTED] and reporting information that addresses requirements. Implementation of the SET recommendations will actually ease the burden on case agents in that the FIG will offer more of a supporting role in collection against requirements outside of a case agent’s normal purview. [REDACTED]  
[REDACTED] In addition, the specialized HUMINT collectors on the FIG will be available to assist in such debriefings. The SET will be implementing methodologies which will allow SSA’s and ASAC’s to ensure [REDACTED]  
[REDACTED]

b7E

2. Certain SET initiatives will create a system in which the requirements pertinent to the cases an agent is responsible for are identified, thereby familiarizing the agent with requirements for which the agent already has subject matter expertise.

**Will Special Agents be required to write IIRs?**

FBIHQ has not mandated that Special Agents write IIRs; however, the respective SAC can charge them with this responsibility. [redacted]

b7E

**Will the IIR created become discoverable?**

The FBI is mandated by Congress, the President, the Attorney General and the Director of National Intelligence to produce intelligence in support of its mission, national intelligence priorities, and the needs of other intelligence consumers. The IIR is the primary means by which the FBI shares information throughout the intelligence and law enforcement communities. [redacted]

b5  
b7E

In

**Will there be additional safeguards in place under the SET to ensure the confidentiality of extremely sensitive sources?**

Standard procedures already applied to sensitive sources will remain in place.

**Will Agents be expected to memorize the NHCDS?**

No. Our priority will be FBI requirements, and SAs will be expected to have general awareness of the priority requirements that are related to the program area.

**How will file reviews be different?**

Each supervisor will continue to conduct a file review with agents on a ninety-day cycle. These performance reviews are not meant to depart significantly from the current file review process in place, although some adjustments will be required. The existing file review template will be supplemented with an additional section that exclusively focuses on intelligence production (e.g., IIRs initiated by agent). Individual case review sheets will be modified to include key questions, such as:

**What are the specific roles of the analysts who are embedded on investigative squads and at resident agencies?**

- Embedded analysts assist the field office with close-to-real-time reporting. Because they are present on the investigative squads and at the resident agencies, they are familiar with their squads' cases and sources, and are aware of the information those squads and cases are generating. This helps efforts to identify reportable information as early as possible and compress the amount of time it takes to move information from point of collection to dissemination.
- Embedded analysts identify and help the squad or RA capitalize on intelligence collection opportunities that were specified in the Collection Plan, but that present themselves during the course of day-to-day investigative efforts.

[Redacted]

b7E

- Embedded analysts analyze information developed during the course of investigations to inform the division's view of its domain, further assure that reportable information is identified as quickly as possible, and add value to the investigations [Redacted]

[Redacted]

- Embedded analysts also assist with targeting projects to develop new sources when existing sources are unable to fill collection gaps. [Redacted]

[Redacted]

b7E

**Who will do case support work if the embedded analysts do not?**

While embedded analysts will continue to do tactical analysis, the description of their duties does not address the very critical day-to-day direct case support activities that agents need to help organize their investigations [Redacted]

[Redacted]

To help address these tasks, divisions are encouraged to use Investigative Operations Analysts (IOAs) to provide these services to case agents. In many divisions, IOAs are present in greater numbers than analysts. Additionally, FBI Headquarters will hire 171 Staff Operations Specialists (SOSs) during FY 2008 for direct placement to field offices to further enhance field office's efforts to effectively address direct case support tasks.

**What is the role of the Special Agent on the FIG?**

1. The Special Agents on the FIG are dedicated HUMINT collectors. [Redacted]

b7E

[Redacted]

2. SAs on the FIG use [Redacted]

[Redacted]

**What can I reasonably expect the dedicated HUMINT collector on the FIG to do?**

Dedicated HUMINT collectors on the FIG [redacted]  
[redacted]  
[redacted] They work with federal, state, and local agencies to better understand their intelligence needs, [redacted]  
[redacted]

b7E

**Will the new AG Guidelines for Domestic FBI Operations (AGG-Dom) allow the FBI to recruit new sources and task existing sources under a Threat Assessment?**

Yes. The AGG-Dom, as currently drafted however, will no longer have a Threat Assessment. Instead, a Threat Assessment will be replaced by an **Assessment Investigation**.

[redacted]  
[redacted] The purpose of an Assessment Investigation must be to detect, obtain information about, or prevent or protect against federal crimes or threats to national security or to collect foreign intelligence. FBI policy implementing the authorization to recruit and task sources during an Assessment Investigation is currently being drafted.

b7E

**How can I collect intelligence (under current and proposed Attorney General Guidelines/policy)** [redacted]  
[redacted]

[redacted]

b5  
b7E

**What can be collected outside of a case?**

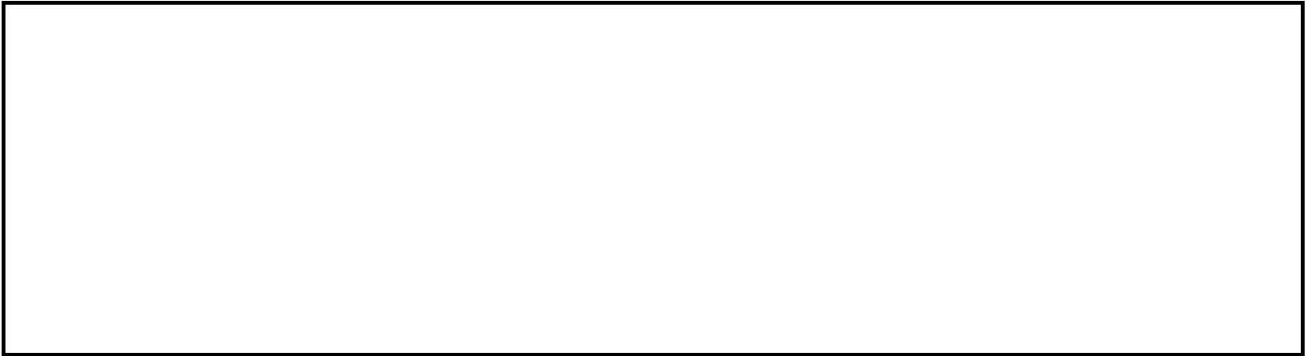
An agent should not be collecting anything that does not fall within a threat assessment (assessment investigation under AGG-Dom), preliminary, full investigation, or foreign intelligence collection activity (foreign intelligence investigation under AGG-Dom) [redacted]

[redacted]  
[redacted]

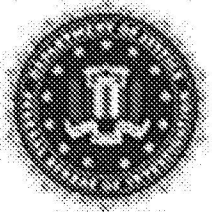
b5  
b7E



**Can we collect just to address a requirement?**



b5  
b7E



Strategic Execution Team

## DOMAIN FAQs

(updated 8-14-08)

### Note on Legal Matters

Implementation of the SET Initiative does not add any new investigative or intelligence collection authority for the FBI nor does it eliminate or modify the need to follow the Constitution, statutes, Attorney General Guidelines and their implementing policies. Finally, all FBI employees must still be cognizant of sensitive collections that may impact upon First Amendment rights (freedom of speech, religion and association) and the prohibition on racial profiling.

Questions marked with "\*" reflect the most common legal issues that have arisen as SET has been rolled out. The responses were drafted by the Office of General Counsel.

The term "threat assessment" is the vernacular used in reference to existing AG guidelines (both criminal and national security) as the means by which to collect information and to assess threats outside the scope of a traditional investigation. That term will change to "assessment" under the new Attorney General Guidelines for Domestic FBI Operations (AGG-DOM). For simplicity, "assessment" will be used in the answers below that are the same under existing guidelines and the AGG-DOM.

### What do you mean by "domain?"

1. "Domain" refers to a field office's Area of Responsibility. "Domain Awareness" is a strategic understanding of national security and criminal threats and vulnerabilities, the FBI's positioning to collect against these, and knowledge gaps related to a specific domain.
2. "Domain management" helps managers in field offices guide the office's activities, and also provides information on national domain management efforts. It improves our ability to proactively identify threats, manage current investigative activities strategically, and identify new opportunities for collection and prosecution.

### What is a "domain entity?"

The phrase "domain entity" does not refer to a subject, but rather to something or someone that subjects are interested in. [redacted]

b7E

### What other things should I be looking for as I work on my cases?

1. In most instances, [redacted] and reporting information that addresses requirements. Implementation of the SET recommendations will actually ease the burden on case agents in that the FIG will offer more of a supporting role in

collection against requirements outside of a case agent's normal purview. [redacted]

b7E

[redacted]

In addition, the specialized HUMINT collectors on the FIG will be available to assist in such debriefings. The SET will be implementing methodologies which will allow SSA's and ASAC's to ensure [redacted]

[redacted]

- 2. Certain SET initiatives will create a system in which the requirements pertinent to the cases an agent is responsible for are identified, thereby familiarizing the agent with requirements for which the agent already has subject matter expertise.

**Since Geospatial mappers/analysts (GIS) are an integral part of the SET initiatives, what mechanisms are recommended to target/recruit these individuals on behalf of the FBI? What special tools or systems are needed by the field offices to fully use this intelligence gathering tool?**

- 1. A part of the SET, headed by SSA [redacted] from WFO, is now focused on enhancing our GIS capabilities. They are working on training, software, and related issues.
- 2. The special tools/systems needed by the field office for GIS has already been deployed to each office. Before the SET arrives, the tools/systems should be checked to ensure they are properly installed and functional.

b6  
b7C

**\*Can I geo locate a domain entity? i.e., point of intent within my domain such as a storage facility.**

Yes. [redacted]

[redacted]

b5  
b7E

**\*Under current guidelines, what can I do or not do to collect domain information?**

See answer on page 4.

**\*Does Foreign Intelligence (FI) activity collection authority allow me to collect domain information?**

Yes—but an explanation is required. [redacted]

[redacted]

b5  
b7E

**\*Does the collection of domain information permit the field office to collect and track data on ethnic and racial groups as part of a threat assessment?**

Under the DOJ *Guidance Regarding the Use of Race by Law Enforcement Agencies*, investigative activity (including collection of domestic intelligence) may not be based solely on racial or ethnic characteristics. Therefore, collecting information about—and mapping the locations of—racial or ethnic communities may not be conducted on that basis alone. There must be a valid law enforcement or national security basis for such collection. [redacted]

b5  
b7E

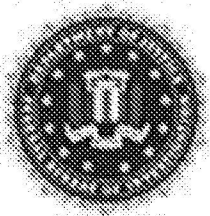
[redacted]

**How do individual program assessments fit into the new Domain Management?**

Assessments focused on particular program areas will be among the elements looked at in creating the Domain Assessment. [redacted]

b7E

[redacted]



## FIELD INTELLIGENCE MODEL

### FAQs

(updated 7-25-08)

#### Why standardize the FIGs?

1. Standardization will ensure that core intelligence functions [redacted] [redacted] are being performed within each field office. b7E
2. Along with standardized FIG structures, we are providing greater standardization of roles and responsibilities for employees performing core intelligence functions. As employees move to other assignments within field offices, between field offices, or to FBI HQ, they will have the benefit of common tools, practices, and procedures present at all levels of the organization, and also the assurance that they are participating in work activities that have been vetted within the organization.

#### How did you determine what the field intelligence model will look like?

The SET conducted hundreds of interviews and met with SAs, IAs, SACs, and others, and identified the elements that the most successful field offices have in common. Using these best practices, the team designed the optimal model for intelligence that can be adapted to a large, medium or small field division.

#### Is the field intelligence model a recommendation or mandate?

1. The field intelligence model's design principles are mandates, with some flexibility applied relative to the level of leadership (ASAC or SAC), the degree of specialization, the need for issue-oriented desks, and tactical intelligence capabilities.
2. During the implementation, the SET leadership and the SAC will discuss any particular resource challenges in the office and develop a short and long term strategy for developing the core intelligence functions through the field intelligence model.

#### How can I execute the models and other changes without additional resources?

1. While resources are a limiting factor to efforts to fully deploy the model, most offices have the minimum resources required to establish and sustain the foundational elements of the model.
2. It is understood that field offices will fully staff the new structure over time, but the

b7E

[Redacted]

b7E

3. The level of staffing for the central and strategic coordinating component is dependent on both field office size and the threat environment. Members of the DI and SET will work with each field office in advance of implementation to help identify personnel to fill key initial positions within the FIG, as well as help the office map a solution for full model implementation into the future.

### **What is the role of the Intelligence Program Manager?**

The IP Manager oversees the functions of the FIG and ensures that the field office succeeds in its intelligence mission. [Redacted]

b7E

[Redacted]

[Redacted] The manager should identify and address training needs for Intelligence Program personnel, and should ensure personnel have the basic tools they need to do their jobs.

### **Is it possible for agents to fill "analytical roles" or report to an SIA?**

The SA and IA roles will continue to be distinct and separate, but there will be some overlap to the extent that they are part of the multi-disciplinary team. There may be situations where an SA may report to an SIA, but this is probably some years away in most instances.

### **Will function coordinators like the Collection Management Coordinator and Domain Management Coordinator be IA positions or other MPA or specialized position that is non-analytical?**

The Collection Management Coordinator and Domain Management Coordinator will be IAs or SIAs.

### **How will the SET initiatives impact RAs?**

1. Agents in RAs are already performing most if not all of the core intelligence functions.
2. The SET will work with each field office to determine the best way to apply the model to the RAs depending on RA size and the overall level of decentralization.

### **How will the mandate to have a full-time HUMINT Liaison Collector be implemented within the Resident Agencies with a small number of agents? Will field office headquarters agents on the FIG be required to intercede on behalf of these agents in those RA territories as a HUMINT Liaison Collector or HUMINT Overt Collector?**

Agents in RA territories are already performing similar functions. Based on the assessment of the domain, field offices can allocate their resources accordingly to ensure liaison activities are appropriately focused.

**Where is strategic analysis performed within the FIG model?**

1. Strategic analysis may be performed from anywhere within the FIG model and by analysts assigned to any of the core intelligence functions. Analysts assigned to Domain and Collection Management functions perform strategic analysis as they work to assess the division's domain. Reports Officers assigned as the Chief Reports Officers or assistant CROs also may perform strategic-level analysis as they work to understand and articulate reporting trends within the division and what those trends may mean. Analysts assigned to issue-oriented Desks would have strategic analysis responsibilities associated with their assigned issues. Finally, embedded analysts will have the opportunity to develop subject matter expertise in issues aligned with their squads' areas of focus.
2. Training and guidance will provided on these strategic analysis functions.

**Why do we need a centralized, strategic coordinating component within each FIG? Shouldn't the individual investigative programs assume this function for their program?**

1. A centralized, strategic coordinating component is needed within each FIG [redacted] b7E  
[redacted]  
[redacted] Also, a holistic view also will assist with identifying issues that are being addressed through multiple program efforts, but that may be effectively addressed by refocusing some resources to other areas. In other words, a holistic domain view may identify areas where duplicate efforts are not necessary, and provide field offices with opportunities to more efficiently use limited resources to impact additional threat issues of concern.

2. [redacted] b7E

**Are the "FIG Agents" collecting Foreign Intelligence? If so, will they be required to collect other types of information as well?**

[redacted] b7E

**Will the FIG "own" liaison for the office since liaison is part of the HUMINT component of the FIG?**

The principal responsibility of the liaison function within the FIG is to conduct targeted liaison to address intelligence gaps of priority, and to help coordinate overall field office liaison efforts to minimize occurrences where multiple agents approach the same liaison partner for different but necessary requirements. Greater liaison efficiency will help field offices address multiple information needs through fewer unnecessary individual liaison efforts.

**If all liaison activities are to be coordinated by the FIG, why isn't the Community Outreach Specialist under the FIG?**

1. The FIG's role is coordination of liaison activities. They are not absorbing or replacing the liaison and outreach efforts overseen by other programs.
2. In the case of the Community Outreach Program, it was determined that it is in the interests of the program to maintain a "pure" outreach function that is not under the umbrella of the FIG or other operational program [redacted]

b7E

3. Although the Community Outreach Specialist (COS) is not under the FIG, he/she should coordinate with both Domain Management and HUMINT components of the FIG. [redacted]

[redacted] The COS can also assist FIG and other field office liaison activities by planning events and providing materials for presentations.

**How and under what circumstances will Desks be formed within the FIG? Who will staff them? If we already have Desks within our FIG, will we have to dismantle them?**

1. Issues-oriented Desks will only form under the FIG's central and strategic coordinating component where: (1) the field division's Headquarters-validated Domain Assessment concludes that a Desk is necessary to better understand and impact a high priority issues of concern to the office; and (2) FBI HQ concludes the need is valid.
2. Staffing the Desks will vary depending on several factors including the scope of the issue, the size of the office, and available resources, but in all cases would consist of a minimum of one analyst.
3. Agents also may be assigned to Desks, but would continue to work for the SSA of the HUMINT component. Agents would participate on the Desks as dedicated HUMINT collection resources against the assigned issue.



4. Field offices which previously established Desks may keep them as long as the Domain Assessment confirms the need for the Desks. Such a determination would be made in consultation with the FBI Headquarters during the Domain Assessment validation process.

**What resources are under the cross-program collection component? Why are they included, and why are Financial Analysts and InfraGard not among those resources? Also, if these entities are led by the ASAC for Intelligence, will that make it more difficult for the investigative programs to access these resources?**

1. Cross-program collection resources (e.g., SOG, SSG, Language Analysts, and Tech) support all investigative programs. The principle purpose for consolidating them under the leadership of the Intelligence Program ASAC is to help assure they are used in ways that are consistent with the division's Collection Strategy and without preference to any one investigative program. The Intelligence Program ASAC, is not responsible for managing any of the investigative programs, and should be best positioned to help the SAC focus resources in a way that supports the Collection Strategy.

2.

b7E

3. While some divisions have incorporated Financial Analysts and InfraGard into their current FIG structures, the SET is not recommending that these resources are incorporated wholesale across the FBI.

**What is the role of the Investigative Operations Analyst (IOA) position? What's the difference between an SOS and an IOA?**

1. IOAs perform case-specific research and some basic analysis; ie database checks and  Many field offices also have them do some applicant case work.
2. The new Special Operational Specialists (SOSs) will perform work similar to that of IOAs. However, they report to different programs. SOSs are part of the Intelligence Program in order to allow IAs to be freed up from basic case support research, so to perform duties associated with their new roles, as defined by the SET. SET does a short session with IOAs in Intelligence Operations 1.0 rollouts to familiarize them with SET functions and the new roles/responsibilities of Embedded Analysts contributing to those functions. Some field offices will begin assigning some of the research work done by IAs to IOAs after SET implementation.

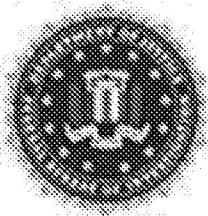
b7E

## **What is the role of the Language Analyst?**

1. Language Analysts are responsible for providing accurate and timely foreign language services, including the exploitation, translation, interpretation, transcription, and analysis of foreign language information collected in addition to serving as subject-matter experts in their own field of specialty.
2. Major Responsibilities include:
  - Exploit foreign language information collected via various means, such as electronic, human intelligence, imagery, etc., and transform the collected information into intelligence in support of investigative and intelligence requirements
  - Provide translation, transcription, and interpretation services to support investigative, intelligence, and administrative needs
  - Provide evaluation (i.e., quality control reviews) and assessment services (language tests) associated with foreign languages
  - Provide linguistic and intelligence analysis in support of investigative and intelligence operations
  - Serve as subject-matter experts in areas where they may have in-depth knowledge due to previous training and/or experience, such as religion, ideology, culture, history, politics, technology transfer, computer intrusion, etc.



Strategic Execution Team



## FREQUENTLY ASKED QUESTIONS HUMINT COLLECTION

### Note on Legal Matters

Implementation of the SET Initiative does not add any new investigative or intelligence collection authority for the FBI nor does it eliminate or modify the need to follow the Constitution, statutes, Attorney General Guidelines and their implementing policies. Finally, all FBI employees must still be cognizant of sensitive collections that may impact upon First Amendment rights (freedom of speech, religion and association) and the prohibition on racial profiling.

Questions marked with "\*" reflect the most common legal issues that have arisen as SET has been rolled out. The responses were drafted by the Office of General Counsel.

The term "threat assessment" is the vernacular used in reference to existing AG guidelines (both criminal and national security) as the means by which to collect information and to assess threats outside the scope of a traditional investigation. That term will change to "assessment" under the new Attorney General Guidelines for Domestic FBI Operations (AGG-DOM). For simplicity, "assessment" will be used in the answers below that are the same under existing guidelines and the AGG-DOM.

#### \*How do the new Attorney General Guidelines affect the SET HUMINT initiatives?

The AGG-DOM as well as the Attorney General Guidelines for Confidential Human Sources permit the activities envisioned under the SET HUMINT initiatives as a general rule;

[redacted]

b5  
b7E

#### \*Will the new AG Guidelines for Domestic FBI Operations allow the FBI to recruit new sources and task existing sources under a Threat Assessment?

Yes.

[redacted]

b5  
b7E

[redacted] FBI policy implementing the authorization to recruit and task sources during an assessment is currently being drafted.

#### \*How can I collect intelligence (under current and proposed Attorney General Guidelines/policy)

[redacted]

b5  
b7E

[redacted]

[Redacted]

b5  
b7E

**\*What can be collected outside of a case?**

[Redacted]

b5  
b7E

**\*Can we collect just to address a requirement?**

[Redacted]

**\*If I do not have a case driving my collection activities, can I document lawfully collected domain information in an FBI database or FBI control file?**

[Redacted]

**\*If we can not use an [Redacted] on a CHS, what legal process can we use? [Redacted]**

b5  
b7E

[Redacted]

[Redacted]

b5  
b7E

[Redacted]

b5  
b7E

[Redacted]

**\*In conducting liaison, do I have to identify myself as FBI?**

[Redacted]

### **How will Agents on the FIG and Agents in operational squads outside the FIG interact?**

They must work together to enhance the HUMINT base. The FIG SA will share relevant case-related intelligence with the appropriate operational squad. The SA on the operational squad who develops collection opportunities outside of his/her case should forward this information to the FIG SAs.

### **If there is a gap in a particular program area, who recruits the source, the dedicated HUMINT collectors on the FIG or Agents on the squad responsible for that program?**

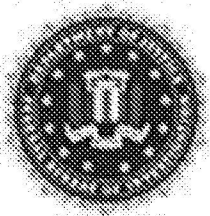
It depends on the situation. It may be the SA on the FIG, or it may be the SA on the operational squad if he/she is best situated. Often it will be a collaborative effort.

### **How do you prioritize targeted liaison, particularly in a large area?**

1. The Domain Assessment will help you to prioritize by identifying the most pressing threats, vulnerabilities, and gaps in your Area of Responsibility.
2. You can also look to program managers at FBIHQ for guidance. Programs such as InfraGard, the Business Alliance, Academic Alliance, and Community Outreach have established relationships that can be leveraged.

### **How will the SET initiatives impact InfraGard?**

InfraGard and the CI Domain programs will continue their liaison efforts and support the efforts through the SET's HUMINT Liaison Collectors of the field office. All liaison and outreach programs will be coordinated more closely.



## FREQUENTLY ASKED QUESTIONS IMPLEMENTATION



b7E

### How will the SET's recommendations be implemented?

- Field Rollout:** The SET initiatives related to intelligence operations are being implemented in "waves," reaching all field offices by the end of 2008. When SET comes to each field office, the team will work side-by-side with field office personnel for two weeks to refine and improve the changes as they are implemented. The rollout will provide guidance, training, and tools for enhancing domain awareness, collection management, raw and finished intelligence production, and dissemination. A second round of training will be provided by region later in the year.
- Headquarters Alignment:** The Directorate of Intelligence is being realigned to better support the standardized structures and functions in the field.
- Human Capital:** Rollout of approved changes, including recruiting for IAs, is already underway. Members of the SET, recruiters, and IAs piloted our new recruiting approach at four campuses: George Washington University, Columbia University, the University of Maryland, and the University of California, Los Angeles. Additional recruiting activities are ongoing at other campuses and potential sources of candidates, including military bases. Rollout of all human capital initiatives will continue throughout 2008.

### What is the timeline for field rollout?

- The rollout began March 31 at Washington Field Office and has been completed in Albany, Baltimore, Boston, Buffalo, New York, Norfolk, Richmond, Newark, New Haven, Philadelphia, and Pittsburgh. It is underway in Los Angeles and San Francisco. The rollout will be completed in each of the 56 field offices by the end of calendar year 2008.
- There will be two SET deployments: (1) the initial deployment to help drive initial changes and (2) regional training to share lessons learned from other offices and introduce additional capabilities.

### When will the SET get to my office?

- There are three components to the SET implementation. The human capital training has been completed. The schedule for the Intelligence Operations (IO) 1.0 rollout is as follows. Note that the current schedule is subject to change.



Washington	1	3/31/2008	04/11/08
Baltimore	1.1	4/21/2008	5/2/2008
Norfolk	1.1	4/21/2008	5/2/2008
Richmond	1.1	4/21/2008	5/2/2008
New York City	2	5/26/2008	6/6/2008
Albany	2.1	6/9/2008	6/20/2008
Boston	2.1	6/9/2008	6/20/2008
Buffalo	2.1	6/9/2008	6/20/2008
New Haven	2.2	6/23/2008	7/4/2008
Newark	2.2	6/23/2008	7/4/2008
Philadelphia	2.2	6/23/2008	7/4/2008
Pittsburgh	2.2	6/23/2008	7/4/2008
Los Angeles	3	7/21/2008	8/1/2008
San Francisco	3	7/21/2008	8/1/2008
Anchorage	3.1	8/4/2008	8/15/2008
Honolulu	3.1	8/4/2008	8/15/2008
Las Vegas	3.1	8/4/2008	8/15/2008
Phoenix	3.1	8/4/2008	8/15/2008
Portland	3.1	8/4/2008	8/15/2008
Sacramento	3.1	8/4/2008	8/15/2008
San Diego	3.1	8/4/2008	8/15/2008
Seattle	3.1	8/4/2008	8/15/2008
Chicago	4	9/8/2008	9/19/2008
Houston	4	9/8/2008	9/19/2008
Albuquerque	4.1	9/22/2008	10/3/2008
Dallas	4.1	9/22/2008	10/3/2008
El Paso	4.1	9/22/2008	10/3/2008
Oklahoma City	4.1	9/22/2008	10/3/2008
Salt Lake City	4.1	9/22/2008	10/3/2008
San Antonio	4.1	9/22/2008	10/3/2008
Cincinnati	4.1	9/22/2008	10/3/2008
Cleveland	4.1	9/22/2008	10/3/2008
Detroit	4.2	10/6/2008	10/17/2008
Indianapolis	4.2	10/6/2008	10/17/2008
Kansas City	4.2	10/6/2008	10/17/2008
Louisville	4.2	10/6/2008	10/17/2008
Milwaukee	4.2	10/6/2008	10/17/2008
Omaha	4.2	10/6/2008	10/17/2008
Springfield	4.2	10/6/2008	10/17/2008
St Louis	4.2	10/6/2008	10/17/2008
Atlanta	5	10/27/2008	11/7/2008
Miami	5	10/27/2008	11/7/2008
Birmingham	5.1	11/10/2008	11/21/2008
Charlotte	5.1	11/10/2008	11/21/2008
Columbia	5.1	11/10/2008	11/21/2008
Denver	5.1	11/10/2008	11/21/2008
Jackson	5.1	11/10/2008	11/21/2008



Jacksonville	5.1	11/10/2008	11/21/2008
Knoxville	5.1	11/10/2008	11/21/2008
Little Rock	5.2	12/1/2008	12/12/2008
Memphis	5.2	12/1/2008	12/12/2008
Minneapolis	5.2	12/1/2008	12/12/2008
Mobile	5.2	12/1/2008	12/12/2008
New Orleans	5.2	12/1/2008	12/12/2008
San Juan	5.2	12/1/2008	12/12/2008
Tampa	5.2	12/1/2008	12/12/2008

2. The IO 2.0 training will be conducted in 7 regional sessions (precise dates are being worked out now): Headquarters (August 4), New York (September), Los Angeles (October), Dallas (November or December), St. Louis (December), Atlanta (January), and Miami (January).

**How long will the SET team physically be in the field office?**

The SET will initially be on the ground in your office for approximately two weeks to provide baseline training. After the initial roll out, the SET will return at a later date for regional “2.0” training between August and January (depending on when you have the original rollout). Along the way, the SET will check on your process and see what lessons learned can be used to improve the process and/or implementation in other offices.

**Does the schedule address major events that will impact the field offices?**

The SET tried to plan around major events. The schedule takes into account the FBI’s 100th anniversary in July and the Democratic and Republican National Conventions.

**What is the rollout approach?**

1. The SET is collecting baseline information on each field office in order to understand what changes will be required and what unique challenges each office may face. Each field office will receive a Prep Check List, and going through that list, will help ensure that all logistical matters are coordinated.
2. Between March and December each field office will complete the initial rollout. There will initially be two weeks of training including basic courses on each core intelligence function, one-on-one coaching with key intelligence personnel, and interactive sessions with every investigative squad. The team will work closely with executive managers to help resolve any issues and to ensure that the new standardized structures and processes are properly implemented. This phase is referred to as SET 1.0.
3. After the initial rollout, personnel will be left to work on a number of key intelligence projects. During this “Act/Execute” phase, the SET maintains regular contact with field office personnel to provide guidance and assistance.

4. The next phase of implementation, known as SET 2.0, will consist of advanced training, including an interactive exercise. The 2.0 training will be conducted by region beginning in August with the final session scheduled for January 2009. Additional specialized training is also being provided for particular IT applications such as [REDACTED] and specific work roles such as Chief Reports Officer.
5. At FBI Headquarters, the Directorate of Intelligence is being reorganized to mirror the field office structure and to provide improved support to various intelligence functions.

b7E

### **What will change in my field office when the rollout is implemented?**

1. Changes that will occur include a new organizational structure, defined intelligence work roles and responsibilities, a well-defined domain awareness program, an enhanced collection management function, and a formalized liaison program through which all liaison with external entities in the field office will be coordinated.
2. All of these changes will be supported by additional human resources initiatives and IT tools.

### **How will supervisors be engaged?**

1. Supervisors will be provided with information and opportunities for input prior to the rollout. During the “boots on the ground” phase, the SET will work extensively with supervisors throughout the field office. Among other things, supervisors will be provided with communications materials to assist them in briefing their personnel.
2. Over the long term, supervisors will stay engaged through regular formalized (Compstat-like) performance dialogues that cascade down from the Director’s Strategy Performance Sessions with SACs.

### **How will training support this effort?**

1. The Training Division is heavily involved with the SET efforts. They are developing specialized training courses for all aspects of the intelligence operations roll-out. Virtual Academy courses will be included in the training. They are preparing to deliver a Chief Reports Officer training course prior to the rollout in most field offices. They are also producing training materials and job aids.
2. To support longer term efforts, the training curriculum for new agents has been completely revamped and will be revised again in six months to reflect the SET initiatives. The Training Division is also very engaged with development of advanced training options for Special Agent and IA career paths.

**What should I do before the SET team arrives? Are there changes that can be made at my field office to jumpstart the process before SET arrives?**

No. The SET plans to roll out FBI-wide changes that incorporate lessons learned from each successive wave. As a result, making changes before the SET arrives at your office would be counterproductive. A Prep Checklist and baseline assessment will be provided prior to the SET's arrival to each field office.

**We have an intelligence or FIG related initiative underway. Should we continue this effort?**

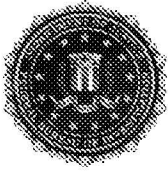
Do not continue the initiative if it is inconsistent with the SET initiatives. If you have a specific issue, contact the SET for guidance.

**Is it recommended that field offices secure additional resources (i.e. agents, analysts, etc.) to “effectively” implement the SET initiatives?**

Prior to the SET arriving, a baseline assessment of each field office will be conducted. Based on this assessment, it will be determined what type of SET model could be successfully configured to that office. Field offices should also plan to staff “functions” of the new field intelligence model. These functions should be considered responsibilities, not individuals.

**What happens after the SET?**

Responsibility for most of the SET initiatives will be transitioned to DI or HRD (for career path issues). Key DI and HRD executives and components are already heavily involved in SET to smooth this transition.



## FREQUENTLY ASKED QUESTIONS Intelligence Agent Career Path

(Updated as of 06/18/2008)

### **Q&As:**

#### ***What will be the role of the Intelligence Special Agent?***

1. The Intelligence Special Agent [redacted]

b7E

2. Intelligence Special Agents use [redacted]

#### ***What can an Intelligence Special Agent reasonably expect to do?***

b7E

#### ***How does work of an Intelligence Special Agent differ from the work of Agents in the other career paths?***

All Agents are intelligence collectors. An Intelligence Special Agent works primarily on collection management while Agents in the other career paths work on investigative assignments from their squad.

#### ***How and when will I get more specific guidance of the duties of Intelligence Special Agents?***

Introductory alignment to the Intelligence Special Agent role will take place in the FIG rollouts conducted by the Strategic Execution Team during 2008. Information on changes in policy, revisions to the developmental plans, and other career path related updates will be available on the HRD Career Path Unit website.

### ***What's the benefit for me from being on the Intelligence Career Path?***

The Intelligence Career Path will enhance your ability to develop expertise in collecting intelligence, and become more proficient in your program. You will be provided more opportunities for specialized training and mentoring, and will have a roadmap outlining developmental steps necessary to be successful on a FIG. Completion of the requirements on the developmental plan will help you acquire FBI Intelligence Officer Certification. Most importantly, the Intelligence Career Path will promote greater consistency in SA development across the FBI, and will strengthen your ability to respond to our common mission.

### ***How will I be able to change my career path?***

An EC available on the HRD Career Path Unit website   provides an overview of career paths, including the processes for changing career paths. While agents will not be able to move from program to program as often as in the past, there will be opportunities for both agents and management to initiate changes. The process will involve HRD, CPU, and affected operational divisions. Final decisions will be made by HRD in the best interests of the Bureau.

b7E

### ***How will performance be evaluated?***

Your progress in your developmental plan will be addressed through regular file reviews, the Performance Appraisal Review (PAR) process, the inspection process, and SAC PARs. You and your supervisor will access and track your developmental plans online, where the completion of the plan's requirements will also be noted. This tracking system is not currently on line; you can refer to the EDSP, Career Path Unit website on the FBI Intranet for updates and information on developmental plans.

### ***Will SAs get PRLs based on their career path?***

The career path program will not affect the PRL transfer policy. Career paths are not PRL specialty designators; therefore, PRL transfers would not be offered based on career path designations. If a FO has a need for what the Transfer Unit deems a critical need, the FO may make a request for that need by submitting an EC. The Transfer Unit will canvass for that need on a case-by-case basis.

### ***Where can I get more information about career paths?***

The developmental plan for each path is constructed by the operational division that owns it; e.g., SA for Intelligence by the DI. Direction to the field, mandatory requirements, developmental opportunities and timelines for the SA for Intelligence are the responsibility of the DI. Although the DI will provide this information, the Career Path Unit will assist by furnishing a "one-stop shopping" location for SAs seeking information about career development. All SA career path developmental opportunities are summarized on this HRD, EDSP, CPU website, and additional materials continue to be added. In FY08, CPU anticipates that SAs, professional support, and managers will be able to pull individualized developmental plans from a database under construction by another HRD unit.

### ***What is the training for an Intelligence Special Agent? How will I obtain it?***

A developmental plan for the career path has been created by the Directorate of Intelligence. The plan includes training and on the job developmental opportunities

appropriate for Intelligence Special Agents at various stages of their careers. The developmental plan is available for review on this website under the link to developmental plans.

***How will all Special Agents develop in their intelligence role?***

An All-Agent Intelligence Developmental Plan includes required and recommended training and on-the-job opportunities. This developmental plan is to be followed by Agents in all career paths in order to further develop intelligence collection expertise in the entire Agent population.

***Can Agents designated in the Intelligence Career Path be assigned to the FIG during their first three years in the Bureau?***

It is an executive decision from the Directorate of Intelligence that Agents in the Intelligence Career Path be assigned to other investigative programs until the end of their third year in the Bureau in order to obtain general investigative experience available to other Agents and to complete their Probationary Agent Training. After completion of the third year, the Agents may be assigned to a FIG.

***What is the role of the Special Agent on the FIG?***

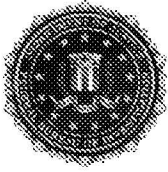
1. The Special Agents on the FIG are dedicated HUMINT collectors. [redacted]  
[redacted]
2. SAs on the FIG [redacted]  
[redacted]

b7E

***What can I reasonably expect the dedicated HUMINT collector on the FIG to do?***

Dedicated HUMINT collectors on the FIG [redacted]  
[redacted]  
[redacted] They work with federal, state, and local agencies to better understand their intelligence needs, [redacted]  
[redacted]

b7E



ALL INFORMATION CONTAINED  
HEREIN IS UNCLASSIFIED  
DATE 01-29-2018 BY [redacted] NSICG

## SET and Analyst Work Roles FAQs

### ***What are the specific roles of the analysts who are embedded on investigative squads and at resident agencies?***

1. Embedded analysts assist the field office with close-to-real-time reporting. Because they are present on the investigative squads and at the resident agencies, they are familiar with their squads' cases and sources, and are aware of the information those squads and cases are generating. This helps efforts to identify reportable information as early as possible and compress the amount of time it takes to move information from point of collection to dissemination.
2. Embedded analysts identify and help the squad or RA capitalize on intelligence collection opportunities that were specified in the Collection Plan, but that present themselves during the course of day-to-day investigative efforts. [redacted]

b7E

[redacted]

3. Embedded analysts analyze information developed during the course of investigations to inform the division's view of its domain, further assure that reportable information is identified as quickly as possible, and add value to the investigations [redacted]

b7E

[redacted]

4. Embedded analysts also assist with targeting projects to develop new sources when existing sources are unable to fill collection gaps. [redacted]

[redacted]

### ***Who will do case support work if the embedded analysts do not?***

While embedded analysts will continue to do tactical analysis, the description of their duties does not address the very critical day-to-day direct case support activities that agents need to help organize their investigations - [redacted]

b7E

[redacted]

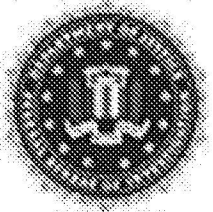
[redacted] To help address these tasks, divisions are encouraged to use Investigative Operations Analysts (IOAs) to provide these services to case agents. In many divisions, IOAs are present in greater numbers than analysts. Additionally, FBI Headquarters will hire 171 Staff Operations Specialists (SOSs)

during FY 2008 for direct placement to field offices to further enhance field office's efforts to effectively address direct case support tasks.

***Where is strategic analysis performed within the FIG model?***

1. Strategic analysis may be performed from anywhere within the FIG model and by analysts assigned to any of the core intelligence functions. Analysts assigned to Domain and Collection Management functions perform strategic analysis as they work to assess the division's domain. Reports Officers assigned as the Chief Reports Officers or assistant CROs also may perform strategic-level analysis as they work to understand and articulate reporting trends within the division and what those trends may mean. Analysts assigned to issue-oriented Desks would have strategic analysis responsibilities associated with their assigned issues. Finally, embedded analysts will have the opportunity to develop subject matter expertise in issues aligned with their squads' areas of focus.
2. Training and guidance will provided on these strategic analysis functions.





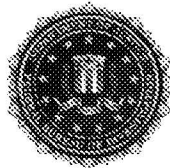
## FREQUENTLY ASKED QUESTIONS NETWORKS SURVEY

### **What is the networks survey supposed to accomplish?**

The survey is designed to help us map the informal communications mechanisms, so we can identify the change agents. This information will be used to improve the roll out in future waves.

### **Who participated in the survey?**

The survey will focus on field and operational Headquarters colleagues the GS 13, GS 14, GS 15, and SES levels. February 29 is the target date for rollout of the survey.



Strategic Execution Team

## Strategic Execution Team (SET) Overview FAQs

(Updated as of 07/25/2008)

ALL INFORMATION CONTAINED  
HEREIN IS UNCLASSIFIED  
DATE 01-29-2018 BY [REDACTED] NSICG

b6  
b7C

### What is the SET?

The SET is a group of FBI personnel assembled to help steer a series of initiatives. Director Mueller established the SET in the fall of 2007 to build on, accelerate, and enhance the FBI's capabilities to make our nation safer.

### Who leads the SET?

The SET is led by Thomas J. Harrington, Associate EAD of the National Security Branch. Tim Healy, a DAD in the DI, leads the SET Intelligence Operations (IO) rollout.

### Who's on the SET?

The SET is made up of FBI employees from multiple work roles across the Bureau, representing field offices and headquarters staff. Approximately 55% of SET members are from the field, while 45% are from headquarters. Twenty-seven field offices are represented on the SET. The team is supported by McKinsey & Co., a management consulting firm.

### How were SET members selected?

1. SET members were selected to represent a variety of backgrounds, expertise, geographies, and positions. By bringing individuals with diverse experiences together, the SET taps into much of the great work already ongoing across the Bureau. Team membership will continue to evolve and change over time.
2. We asked for high performers. Many SET members were directly involved in implementing the initiatives, structures, and processes that we are now seeking to adopt across the field. They know the subject matter, are respected in their offices, and bring tremendous dedication and determination to the effort.
3. In the implementation phase, many SET members are personnel who have been selected to fill key roles in their office's FIG or in the DI.

### Is SET managed under National Security Branch? If so, why?

The SET is outside the regular organizational structure, reporting directly to the Director and the Executive Steering Committee which includes the EADs over both National Security Branch and the Criminal Branch.

### What is the role of the Directorate of Intelligence (DI) in this effort?

1. The SET has been working closely with the Directorate of Intelligence since its inception and is, in many ways, building on and accelerating the DI's efforts. Key DI executives have been integrated into the SET and many now serve in leadership roles on the team. Tim Healy, a DAD in the DI, is assigned to the SET and is responsible for implementation. Tracy Reinhold, another DAD in DI, is also heavily

involved with the SET. Other DI managers are serving as team leads for particular work streams and many DI personnel are now serving as SET instructors.

2. Over time, and particularly as the DI reorganization is completed, the DI will assume full oversight of the effort. This transition is well underway. For example, a DI unit has oversight responsibility for the Act/Execute phase of SET implementation.

### **Whatever happened to SMS (balanced scorecard)?**

SET doesn't replace the Strategy Management System (SMS). SET is designed to accelerate the integration of our intelligence and operational programs in support of particular strategic objectives. The top 10 initiatives for SMS this year are almost all initiatives from the SET.

### **What has the SET accomplished to date?**

1. During the summer of 2007, the SET completed an exhaustive assessment of the strengths and weaknesses of the FBI's intelligence efforts. They conducted hundreds of interviews across the field and headquarters. Through this process, they identified a series of "pain points" – obstacles to success ranging from process bottlenecks to structural programs, to training and recruitment needs.
2. The diagnostic also identified what was working well. Then, using the best practices from the field, the SET developed a plan to address the identified "pain points." Their recommendations were presented to the Director and his executive leadership team who approved them for implementation in December 2007.
3. That plan is now being implemented through a multi-phased rollout. The initial 1.0 rollout has been completed in 12 field offices. SET 2.0, which involves more advanced training will be rolled out in 7 regional sessions, beginning August 4.

### **What are the SET recommendations to be implemented?**

1. Standardize the organizational structure across field offices to maximize the effectiveness of core intelligence functions.
2. Standardize and define work roles so that a person moving from one office to another understands the basic structure and functions of the FIG.
3. Dedicate more resources to domain management, collection management and HUMINT.
4. Align Headquarters to better support the new field structure and intelligence functions.

### **How long will SET be around?**

The SET will continue to operate for as long as it takes to implement the standardized intelligence structure.

**What happens after the SET?**

Responsibility for most of the SET initiatives will be transitioned to DI. Key DI executives and components are already involved in SET to smooth this transition.

**What is the SET doing now?**

Implementation 1.0 in the first 12 field offices ("waves 1 and 2") is complete and SET is providing these offices with support and guidance for their "Act/Execute" phase. 1.0 is underway in Los Angeles and San Francisco and will begin in other West Coast offices on August 4. The first session of SET 2.0 regional training will be held August 4 at FBIHQ for WFO, Baltimore, Richmond, and Norfolk. Work is continuing on human capital issues. Also underway is the reorganization of the Directorate of Intelligence to better support the new organizational model and standardized functions in the field.

**What are you trying to accomplish?**

b7E

**What does this change effort entail?**

The SET initiatives will impact almost everyone in the field office to a greater or lesser degree. It is broader than just the FIG. Depending on the current organization of your division, some reorganization may be required. New methods for prioritizing our work, being more proactive, [redacted] how certain personnel are evaluated, and even the Inspection process will change.

b7E

**Why is this change important?**

The FBI is essentially the only member of the U.S. Intelligence Community with broad authority over the domestic domain, which includes a law enforcement function. The American people and our partners in the Law Enforcement and Intelligence Communities are counting on the FBI to use all of our tools to build a domestic security service capable of staying on offense against our greatest threats.

**What does it mean that the FBI will be a national security organization?**

- 1. A national security threat is one that tries to impede on the very foundations of American society, involving dangers so significant that no local authority can handle them alone. [redacted]

b7E

[Redacted]

- 2. This approach will impact the nature and make-up of our workload.

[Redacted]

- New Attorney General’s Guidelines for Domestic FBI Operations (expected later this year) will give us new flexibility.

**What problems are you trying to fix?**

In 2007, the SET engaged in a thorough diagnostic process, conducting over 100 interviews across the field and headquarters. Through this process, the SET identified a series of “pain points” – obstacles to our success ranging from process bottlenecks to structural problems, to training and recruitment needs. The SET initiatives are designed specifically to address the identified “pain points.”

**Are there going to be FBI requirements?**

Yes, and these will include requirements from the criminal programs. (CID is working on them now.) Field offices will also have local requirements in addition to FBI requirements.

**Is this being forced on us by ODNI or the President’s Intelligence Advisory Board because of political motives?**

- 1. Ultimately, we are making these changes to enable the FBI to succeed in its mission to protect the American people. We need to change because the threats facing our communities have changed.
- 2. The President, the DNI, and the American people would like to see us accelerate our progress in the intelligence area. Our plan for doing so was developed by a team of FBI personnel with input gained through hundreds of interviews in the field. This unique bottom-up process was designed to ensure that the structures and process put in place are realistic and workable in the field.

**Is theUSIC dictating the FBI’s priorities?**

No. We will collect intelligence based on the FBI’s priorities.

[Redacted]

[Redacted]

**Will the FBI be split in two? Are we going to an MI5 model?**

No, we are ONE FBI. In fact, this effort will move us toward greater integration of intelligence into our casework and all program areas.

**Are you trying to turn the FBI into a domestic CIA?**

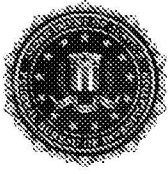
No. We are not turning the FBI into MI5, or CIA, or NSA, or any other existing intelligence agency. We are building something new. The FBI is unique. We can act on the intelligence we gather. We own our ground, the information, and the action we will take to address it.

**How do you manage other priorities? e.g. political etc.**

We will map FBI priorities against ODNI's collection priorities. We will collect intelligences in those instances where matches occur. We will not be doing deliberate collection on requirements outside of FBI priorities.

[Redacted]

b7E



## PERFORMANCE MANAGEMENT FAQs

(Updated as of 07/7/2008)

ALL INFORMATION CONTAINED  
HEREIN IS UNCLASSIFIED  
DATE 01-29-2018 BY [redacted]

NSI b6  
b7C

### **How will field offices be held accountable for following through with the implementation of the SET initiatives?**

Field offices will be held accountable through metrics, "COMPSTAT-like" performance dialogues, performance appraisals and inspections.

### **How will you know if the SET initiatives are working?**

When the SET first comes to the office, we will take a baseline. After the initial roll out, we will check back – measure current efforts against the original baseline, and measure how much progress has been made.

### **How will the new Performance Management be different from what we already have in place in our field office?**

The new Performance Management process is part of the phased SET rollout, beginning on March 31, 2008. Offices will be visited in "waves," in order to efficiently and effectively introduce the new intelligence operations model. Depending on which wave you are in, your field office could have the new system in place from April-to-December of this year. As part of the rollout, field offices will be provided specific guidance and tools on topics ranging from metrics, scorecard templates, performance reviews, and more.

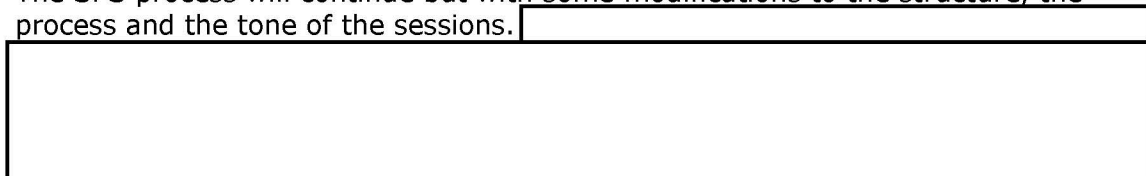
### **When will Compstat reviews occur? When will this start?**

1. SACs will go before the Director and EADs for NSB and Criminal every 60 days. On odd months, SACs should run a similar session within the office.
2. The reviews will start concurrently with other elements of the rollout.

### **What is the difference between the Compstat Sessions and the Strategy Performance Session (SPS)? What will happen to the SPS process?**

1. The old SPS was more issue focused. The revamped SPS (the one informally referred to as Compstat) will focus on our intelligence strategy and how to move it forward.
2. The SPS process will continue but with some modifications to the structure, the process and the tone of the sessions. [redacted]

b7E



## **Are we adopting the Compstat process introduced into law enforcement community?**

Compstat has been a successful tool utilized throughout the law enforcement community since the 1990s. The FBI will implement a more advanced, intelligence-based version of that model but it will not be far from the intent of the Compstat founders.

## **To what extent will the metrics collection and reporting process be automated?**

As we all know, automation at the Bureau takes time. Initially, for the first 6 to 12 months, the metrics capture and reporting process will continue to be labor intensive, led by the DI's Performance Management Unit. That data will be collected from the field, aggregated, assessed for accuracy, and then fed into the [redacted] system for reporting. However, upcoming systems such as [redacted] will produce key intelligence metrics and assist with getting to a more automated approach.

b7E

## **How is executive leadership involved in this process?**

1. Director Mueller has signed off on the new Performance Management system including the selected metrics. He will continue to lead his monthly and quarterly Strategy Management System (SMS) performance reviews with his EADs, which will be tied in more closely to the reviews and results occurring in the field.
2. Director Mueller will chair the field performance dialogues with the SACs on a monthly basis, with the Director participating occasionally. Joining the Director at the table and driving much of the hard conversations with the SACs will be the EAD and AEADs NSB, EAD Criminal, AD DI, AD OPA, and General Counsel.

## **How is success defined? Will we be expected to set targets?**

Targets will not be set initially, in order to focus on establishing a baseline for certain metrics (e.g., IIRs) within each field office and across the boards. Immediate and stretch targets will be phased in gradually (Phase 2) and that will be the primary gauge of success from a quantitative perspective.

## **Do the metrics and qualitative performance discussions link to SAC PARs?**

Yes, a number of metrics and requirements on the SAC PARs are identical to the items we are capturing as part of the SET rollout.

## **How will file reviews be different?**

1. Special Agent file review will be the same but include a second page that collection against intelligence requirements. It will also include which of these priority requirements were collected and if an Intelligence report was disseminated. If requirements were not filled, then answering the question "why not?"
2. Intelligence Analyst file reviews will be standardized across the field.



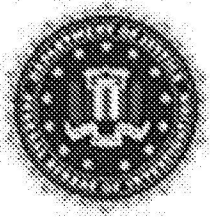
**How do performance metrics for the FIG translate to the individuals' performance ratings?**

Performance metrics are for the Field Office as a whole and will not translate to individuals. Of course, individuals play an important part in improving metrics, but they will not and should not be held accountable for office wide metrics.

**How can I find out more about the new Inspection process?**

There is a lot of helpful information on the Inspection Division's intranet website: [redacted] You will find a video presentation that explains the new process as well as FAQs, document templates, and other materials. The video will also be available to SET instructors to show during the rollout. A recent OPA intranet story can be found on the OPA intranet: [redacted] and the latest issue of the *NSB Memo* has a feature article on the new process and its relationship to the Intelligence Program.

b7E



## PRODUCTION AND DISSEMINATION

### FAQs

(updated 8-14-08)

#### Note on Legal Matters

Implementation of the SET Initiative does not add any new investigative or intelligence collection authority for the FBI nor does it eliminate or modify the need to follow the Constitution, statutes, Attorney General Guidelines and their implementing policies. Finally, all FBI employees must still be cognizant of sensitive collections that may impact upon First Amendment rights (freedom of speech, religion and association) and the prohibition on racial profiling.

Questions marked with "\*" reflect the most common legal issues that have arisen as SET has been rolled out. The responses were drafted by the Office of General Counsel.

The term "threat assessment" is the vernacular used in reference to existing AG guidelines (both criminal and national security) as the means by which to collect information and to assess threats outside the scope of a traditional investigation. That term will change to "assessment" under the new Attorney General Guidelines for Domestic FBI Operations (AGG-DOM). For simplicity, "assessment" will be used in the answers below that are the same under existing guidelines and the AGG-DOM.

#### What is being done to streamline the vetting and dissemination process?

b7E

#### How do we improve the quality of our intelligence products?

1. Each field office will have a certified Chief Reports Officer (CRO) who will be accountable for quality – and will provide feedback, training, and coaching. CRO training will be provided.
2. We will institute new feedback mechanisms so everyone is getting accurate feedback on relevance and quality of reporting – from inside the organization and from outside partners.

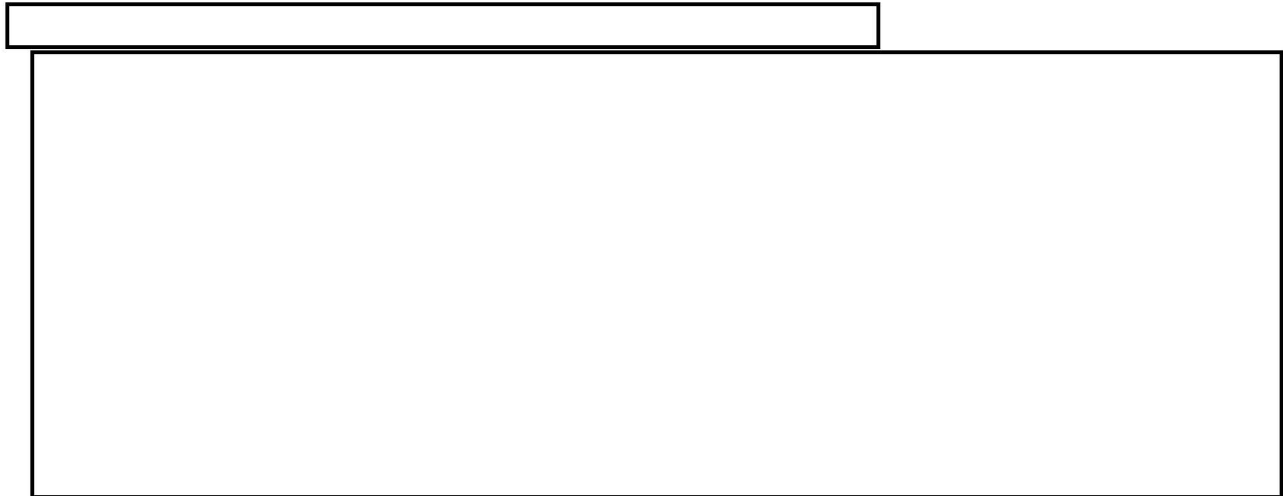
**Who is the FBI's "customer" for intelligence products?**

The FBI's customer base for both raw intelligence information and finished analytical products is varied and ranges from national level policy and decision-makers, the USIC, war fighters, state and local law enforcement, and the FBI.

**What are the intelligence products that will now be recognized by the FBI? Where do these products go?**

1. The IIR serves all of the FBI's customers and our mandate is to share as much intelligence information as possible with the broadest audience.
2. The FBI is striving to create brand recognition among its finished analytical products with the objective of standardizing its product line across the enterprise. The FBI plans to deliver its finished analytical intelligence in five standardized categories: Intelligence Assessments, Intelligence Bulletins, Situational Intelligence Reports, Letterhead Memorandums, and Briefings. While striving to serve the widest possible customer base these products can be tailored for a designated audience such as state and local law enforcement as opposed to the national level.
3. This list is not all-inclusive, but reflects products that will be the focus of FBI branding efforts. Products coming out of the collection and domain management processes will be critical as well.

b7E



**What is the role of the Chief Reports Officer?**

1. The CRO is a senior reports officer and graduate of the Certified Release Authority course at FBIHQ. [redacted]  
[redacted]  
[redacted] The CRO may be a supervisory position dependent upon the configuration of the FIG.
2. The CRO is accountable for the field office's production of accurate, timely, and relevant raw intelligence products. [redacted]  
[redacted]

b7E



b7E

**What are the principal criteria for the Chief Reports Officer?**

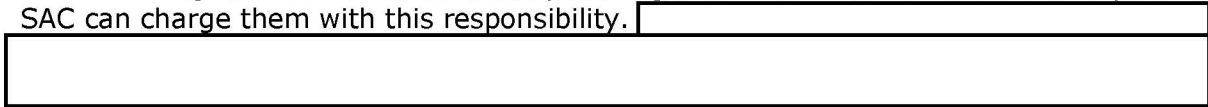
The CRO should be well versed in the USIC and knowledgeable of FBI intelligence operations and procedures. The CRO must be a graduate of the basic reports officer course and served as a reports officer in the FBI for not less than one year. Possesses strong written communication skills, extensive knowledge of USIC, FBI and locally generated intelligence requirements, and demonstrates ability to meet tight deadlines.

**When and how will the Chief Reports Officer be certified?**

Prior to the implementation of the SET process in a field division, and during the pre-deployment phase, the respective field division will designate an individual to attend the certified reports officer course at FBIHQ. Upon successful completion of this course, the individual will serve a period of OJT with the National Security Reports and Requirements section prior to returning to the field division where they will then be authorized to directly disseminate IIRs within the parameters of the direct dissemination guidelines.

**Will Special Agents be required to write IIRs?**

FBIHQ has not mandated that Special Agents write IIRs; however, the respective SAC can charge them with this responsibility.



b7E

**What is the mechanism for**



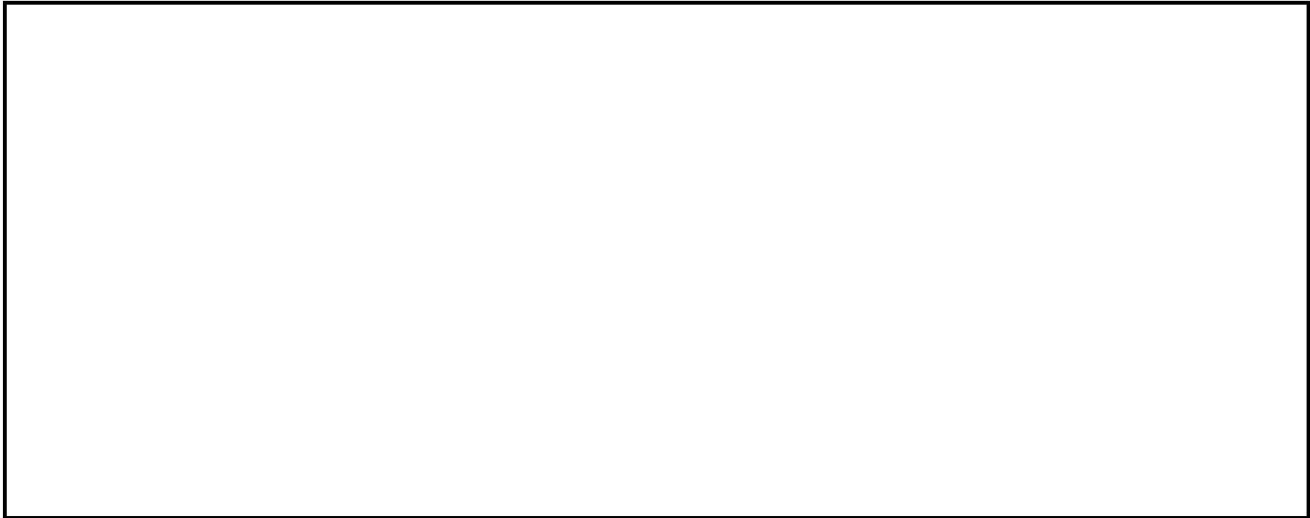
b7E

**\*Will the IIR created become discoverable in a criminal case?**

As a general rule, all FBI record information is



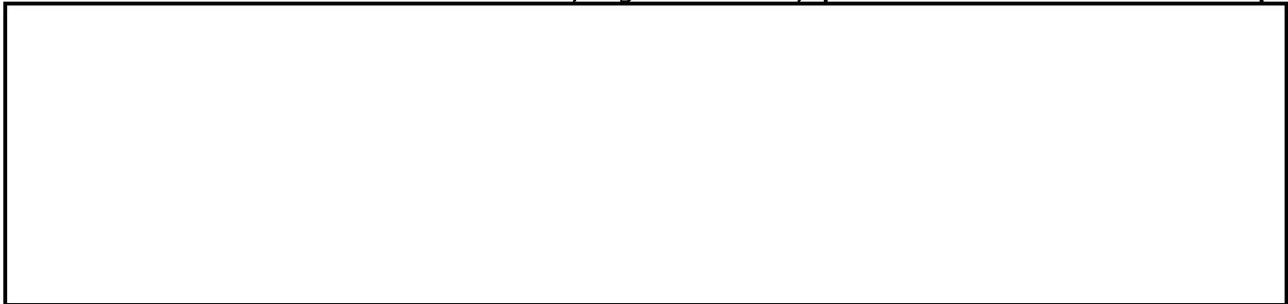
b5  
b7E



b5  
b7E

Notwithstanding the potential discoverability of IIRs, these documents are the primary means by which the FBI shares information throughout the intelligence and law enforcement communities as mandated by higher authority. [redacted]

b7E



**What are the objectives of the IIR direct dissemination program?**

The program is designed to empower FBI field divisions to disseminate intelligence information directly to FBI consumers when appropriate. [redacted]

b7E



**\*Are there any legal requirements that affect direct dissemination of IIRs?**

The SET initiative for direct dissemination of IIRs is expected to lead to significant increase in the production and dissemination of these intelligence products. However, the authority to disseminate—and the restrictions on that dissemination—have not changed because of SET. The three key Privacy Act (PA) requirements to: (1) disseminate personally identifying information (PII) about U.S. Persons only in accordance with the FBI’s published routine uses or other exceptions to the PA; (2) to avoid reporting information on the exercise of First Amendment rights except for an authorized law enforcement purpose; and (3) to take reasonable steps to ensure that disseminated PII is accurate, relevant, timely, and complete still apply to IIRs. In addition, Executive Order 12333 limits information about U.S. Persons that can be received by members of the Intelligence Community. Finally, there are a number of statutory restrictions on dissemination of information obtained through certain processes or from certain sources—such as FISA, Title III, federal tax information, and federal grand jury information—that must be complied with.

[Redacted]

b5  
b7E

[Redacted]

Any concerns should be addressed with the CDC or with OGC.

**Why is the Letterhead Memorandum (LHM) considered to be a finished intelligence product?**

Particularly within HQ divisions, the LHM is the appropriate vehicle to pass specific intelligence [Redacted]

b7E

[Redacted]

**How will we ensure that case sensitive information is not disclosed in the intelligence sharing (e.g. IIR) process?**

[Redacted]

b7E

**Will there be additional safeguards in place under the SET to ensure the confidentiality of extremely sensitive sources?**

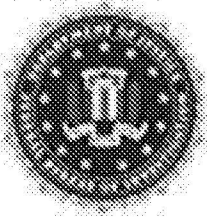
Standard procedures already applied to sensitive sources will remain in place through the SET.

**Will Agents be expected to memorize the NHCDs?**

No. Our priority will be FBI requirements, and SAs will be expected to have general awareness of the priority requirements that are related to the program area.

**How is Headquarters going to support the production process?**

We will build a more robust Production and Dissemination Unit in the DI to provide guidance. For the short term, we will increase the staff by hiring contractors to work as Subject Matter Experts.



## Staff Operations Specialist Position FAQs

### What is the Staff Operations Specialist (SOS) Position?

The Staff Operations Specialist (SOS) is an entry-level professional position that will focus on assisting Special Agents and Intelligence Analysts on operational squads. The career ladder goes from GS-7 to GS-12.

### What type of duties will the SOS perform?

The SOS conducts or manages the execution of operational research and simple analysis. [redacted]

[redacted]

[redacted]

b7E

### What background should the SOS have?

The SOS should have a college degree or must be familiar with basic intelligence operations and intelligence reporting. They draft ECs, memos, and daily, weekly or monthly updates.

### What are the minimum qualifications for the SOS position?

Highly desirable candidates will meet minimum requirement, to include a bachelor's degree and an excellent academic record (3.3 GPA), solid interpersonal skills and the ability to write and brief clearly and accurately. Education may be substituted with proficiency in intelligence operations and intelligence reporting.

The SOS must possess the ability to manipulate a wide variety of information systems to include FBI and local, state, and federal law enforcement and intelligence databases, as well as commercial software products (such as Microsoft Access, Microsoft Windows, Microsoft Excel, Microsoft PowerPoint, Oracle, Correll WordPerfect and analytical notebook systems, public source systems (such as Lexis-Nexis and Choice Point.)

### Who will do case support work if the embedded analysts do not?

The description of embedded analysts does not address the very critical day-to-day direct cases support activities that agents need to help organize their investigations. [redacted]

[redacted] To help

[redacted]

b7E

address these tasks, divisions are encouraged to use Investigative Operations Analysts (IOAs) to provide these services to case agents. In many divisions, IOAs are present in greater numbers than analysts. Additionally, FBI Headquarters will hire 171 Staff Operations Specialists (SOSs) during FY 2008 for direct placement to field offices to further enhance field office's efforts to effectively address direct case support tasks.

**How will the SOS job differ from IAs, Intel Assistants, SSTs and other similar roles in FOs?**

The SOS position is part of the SET roll out will be one to gather & analyze intelligence information for both IA's & SA's, as well as to implement any SET initiatives in field offices. The position is on a FIG & is not an administrative position as the Intel Assistants & SST's are & will report to a SA or SIA.

**Can current IAs apply for the SOS role?**

Yes, however, the current career ladder for an IA is to the GS-0132-14 current IA selected would then have a career ladder to a GS-0301-12. Additionally, the SOS position has a mobility agreement that could result in a permanent change to duty station based on the needs of the Bureau & there is no guarantee that IA's will be hired at GS-0132-13 or GS-0132-14 in the future.

**Can current Intel Assistants, SSTs, etc apply for the role?**

Yes & they must meet all the qualification requirements listed in the vacancy announcement.

**If the role is supposed to be a "feeder" role into other job families, does that mean people will be forced out of it?**

The position is one that will provided developmental assignments that may make the applicant competitive for IA & SA positions, however, no one will be forced out of a position. Also, any SOS interested in other positions must apply through the competitive process as with all positions.

**Will SOSs take over case support?**

No, this is another resource to provide case support but will not be the only mechanism for field office or HQ case support.

**What is the role of the Investigative Operations Analyst (IOA) position? What's the difference between an SOS and an IOA?**

1. IOAs perform case-specific research and some basic analysis: ie database checks and [redacted] Many field offices also have them do some applicant case work.
2. The new Special Operational Specialists (SOSs) will perform work similar to that of IOAs. However, they report to different programs. SOSs are part of the Intelligence Program in order to allow IAs to be freed up from basic case support research, so to perform duties associated with their new roles, as

b7E



defined by the SET. SET does a short session with IOAs in Intelligence Operations 1.0 rollouts to familiarize them with SET functions and the new roles/responsibilities of Embedded Analysts contributing to those functions. Some field offices will begin assigning some of the research work done by IAs to IOAs after SET implementation.

**Why do SOSs report to the FIG instead of to the AO?**

As described in the position description the SOS will be imbedded into the FIG & supervised by the FIG Supervisor.

