Careers at Defense Intelligence Agency

fulfilling personal and national goals

The Evolution of Military Intelligence

The crucial advantage in possessing advance information when choosing among available alternatives in the affairs of nations has long been recognized.

In the fifth century B.C., the Chinese philosopher Sun Tzu, writing on "The Art of War," stated that *foreknowledge* was "the reason the enlightened Prince and the wise General conquer the enemy whenever they move." He described the craft of intelligence so clearly, completely, and succinctly that the Orient maintained a superiority in intelligence capability over the West throughout ancient times. This relative position of intelligence persisted through the Middle Ages when Western Europe, lacking adequate intelligence, made some of its most costly mistakes in its relationship with the East.

Having learned, through experience, the value of intelligence, most European governments, led by Italy's city states, had established permanent embassies abroad by the 16th century. Spymasters like Queen Elizabeth's Walsingham, King Louis' Richelieu, Cromwell's Thurlow, and Napoleon's Fouche achieved positions of great strength by collecting, evaluating, and applying military and political intelligence.

The evolution of Europe's great armies during the 19th century brought a growing emphasis on military intelligence organizations. As part of the Prussian military model developed by Frederick the Great, the intelligence system became a vital part of the general staff.

By the end of the 19th century, however, the European governments had allowed their intelligence services to deteriorate and entered World War I ill-equipped to provide even the most basic military information needed by war planners. (French intelligence estimated the size of the German Army at just half its actual strength.)

In the period between World Wars I and II, in contrast to the situation in the United States, intelligence flourished in Europe and in Japan to counter emerging dictatorships in Germany, Italy, Japan, and the U.S.S.R. A similar growth took place in the intelligence capabilities of the free European nations as they attempted to counter the threat posed by the dictatorships.

With the onset of World War II, the United States found itself with a woefully inadequate intelligence system. The shock of Pearl Harbor focused national attention on intelligence in a manner never before experienced in the Nation's history.

The failure of intelligence was the major topic in the seven separate official inquiries and the postwar congressional investigation into the Pearl Harbor catastrophe. The top-to-bottom failure of the U.S. intelligence system, particularly in communication and evaluation, led to the revitalization of the intelligence process and the eventual development of a centralized and comprehensive intelligence system.

The Development of DIA

Among the more important outgrowths of the post-World War II revolution in defense management was increased attention to the vital, complicated field of intelligence.

In 1961, the Defense Intelligence Agency was established to unify the efforts of the Department of Defense intelligence components and to increase the Defense intelligence capability. The creation of DIA signaled a major change in the organization and system of intelligence activities within the Military Establishment.

The decentralized intelligence structure that previously had existed within the national Military Establishment was welded together within a single, unified, overall coordinating agency above departmental level, under the direction, authority and control of the Secretary of Defense with the chain of command running from the Secretary of Defense, through the Joint Chiefs of Staff, (JCS) to the Director, DIA.

In essence, the DIA Director was given two levels of function. First, to support intelligence for the national Military Establishment, responsive principally to the JCS; and second, the management of Department of Defense (DoD) intelligence programs and intelligence support for the Secretary of Defense, responsive principally to the Office of the Secretary of Defense (OSD).

DIA Today

The activation of DIA was deliberately a slow and careful process because of the overriding importance of maintaining an effective defense intelligence machine during the conversion period. DIA did not achieve full operational status until three years after its birth, and it has been undergoing change and development continuously since that time. Intelligence must remain dynamic, reacting to changes in the world situation and to adjustments in national policies. The organization, functions, and management relationships of DIA change to reflect this.

The Cuban crisis, the growth of the Vietnam problem, the increased U.S. concern with the Middle East and Africa significantly changed the scope of the defense intelligence effort compared with that being carried out by the Military Departments before the creation of DIA. Strengthening of the planning capability of the unified command headquarters also brought increased intelligence support problems. As a result, the DIA organization today differs in many ways from the original plan and will certainly be changing as time goes by.

DIA Mission

In a world still lacking universal acceptance of law and order, where military power still plays the dominant role in international relationships, and where the uneven availability of vital natural resources is increasingly used to exert political leverage, our global environment has become a complex melange of capabilities and intentions.

Under these conditions, our foreign intelligence effort assumes critical importance in keeping the United States alert to military, political, and economic threats. It also becomes a leading element in supporting on-going international negotiations and in verifying compliance with agreements that were designed to reduce turmoil.

The never-ending task of collecting, processing, evaluating, analyzing, integrating, producing, and disseminating military intelligence for the DoD [illegible] with the Defense Intelligence Agency.

In the Agency's mission to satisfy foreign military intelligence requirements of the Secretary of Defense, JCS, and components of the Defense Department, DIA uses its own assigned resources, manages and evaluates other Defense Department components, and [illegible] with other intelligence organizations such as the Central Intelligence Agency and the National Security Agency.

In addition, DIA acts as a DoD spokesman and is a member of the National Foreign Intelligence Board (NFIB). The Military Department intelligence chiefs also participate as observers in board proceedings. It is from the NFIB that the Director, DIA receives guidance with respect to his responsibilities in the national intelligence arena.

To strengthen the military posture and security of the United States, there exists a continuing need for intensive, military-oriented intelligence research. Maintaining a constant surveillance of Soviet task forces throughout the world, verification [illegible] of dissident forces in [illegible], Latin America, and [illegible] the identification of a [illegible] system produced by [illegible] examples of the more ob- [illegible] DIA's work.

[illegible] is the DIA effort [illegible] great quantities [illegible], develop, and [illegible] intelligence base [illegible] accurate, timely in- [illegible] ground, naval, air, [illegible] forces around the [illegible]

[illegible] today . . . and

DIA Major Functions

In carrying out the Agency's mission, all of DIA's functional responsibilities are encompassed within the broad areas of collection, production and support. Production of intelligence comprises the major portion of DIA's resources. Four general categories of intelligence are produced by DIA and, under DIA guidance, by the Military Departments.

The first production category is basic intelligence, which forms the data base for all military intelligence studies, estimates and short-term assessments. It contains, for example, basic information on strengths and capabilities of forces, target information and biographic data on foreign military personalities.

The second category is time-sensitive current intelligence, which reports on major worldwide happenings and evaluates their significance. To support this function, DIA operates the National Military Intelligence Center on a 24-hour basis to identify and report identifications of impending foreign developments that may have major impact on National Security Interests.

The third category is intelligence estimates. DIA participates with the CIA in preparing National Estimates and produces DoD estimates for departmental, joint and international use. Both types include estimates of foreign capabilities, vulnerabilities and probable courses of action and serve as cornerstones for the development of long term foreign and national security policy.

The final category is scientific and technical intelligence. This is produced by DIA and by the Military Departments under the overall management of DIA. Foreign scientific and technical intelligence includes research in natural and applied sciences, applied engineering techniques and all aspects of weapons technology.

The foregoing is supplemented by specialized production units operated by the Military Departments. These are under DIA's management and include special imagery, electronics and fleet intelligence/ocean surveillance analysis.

To obtain the information needed by our intelligence producers, DIA integrates all Defense intelligence collection and processing activities. The Defense Attache System is the only collection activity directly controlled by DIA. Other intelligence collection resources, such as those belonging to CIA, NSA and the military services, respond to DIA collection requirements together with the requirements of other non-Defense intelligence consumers.

In the collection process, DIA assembl integrates, validates and assigns relativ priorities to all Defense intelligence requirements. These are evaluated to determine the most cost effective mean of collection and to avoid unnecessary duplication in tasking. Collection resul are routinely checked to determine whether stated requirements are being satisfied, and whether tasking should b reassigned or terminated.

In the area of support, DIA operates t Defense Intelligence College. Here, ext sive instruction is provided to both mili tary and civilian career personnel who are selected to fill key intelligence assig ments and to personnel preparing for f eign duty in the Defense Attache Syste

Other DIA support functions include broad planning and managerial efforts insure proper coordination of DIA acti ities with those of other U.S. entities in volved in foreign intelligence; control a direction of DoD general intelligence information (automatic data processing systems and associated communications counterintelligence and internal securit and activities such as personnel and administration.

DIA Organization and People

At the heart of all activities at DIA is the function of the intelligence research specialist. In general, it is his/her responsibility to participate in the research, development, analysis, and maintenance of the worldwide intelligence data base and to produce intelligence on military and para-military ground, naval, air, missile, and military forces. Intelligence research specialists develop intelligence regarding the effect on military capabilities of the government structure, national policies, international commitments, and alignment of nations. Their advanced work might include preparation of analytical studies and the presentation of oral briefings.

They may engage in, or directly support, either the collection, analysis, evaluation, interpretation, or dissemination of information on economic, social, cultural, physical, geographic, scientific, or military conditions, trends and forces in foreign areas.

To accomplish this broad vital objective requires the coordinated efforts of many specialized skills and fields of endeavor. Some analysts devote themselves to deducing the intentions of foreign governments, and some study foreign armed forces, their strengths and disposition, equipment, and state of readiness. Still others study the war-supporting industrial base in order to estimate the capability of foreign countries to sustain war. Some organize the findings of others and forward them to higher echelons. In short, intelligence is like a pyramid with its broad base the accumulation of information and its peak the feeding of information upward to the ultimate users. At the base of the pyramid are the junior intelligence analysts, each specializing in some aspect of the mission. Analysts maintain working relationships with the Central Intelligence Agency, the Departments of Commerce and State as well as other intelligence organizations of the Department of Defense.

Typical Work Assignments:

a. *Military Capabilities.* Important to determining the capabilities of the armed forces of any country is the type and quantity of armaments and supporting material they possess. All but a dozen nations of the world must import such arms and supporting equipment.

b. *Military Geography.* Fields of emphasis include physical and cultural geography and specialized subjects such as petroleum, its storage and transmission; electrical power; telecommunications; demography; and escape and evasion. Intelligence analysts are assigned tasks to provide for the collection of intelligence, its processing, and the production of reports and studies presenting factual data, as well as interpretative and estimative efforts. Within the above field of work, a small group of analysts develop and maintain intelligence relative to United States Prisoner of War (POW) and Missing-in-Action (MIA) personnel. Other analysts work with information concerning escape and evasion, producing substantive intelligence on SAFE Area Intelligence Descriptions. These studies, which require contributions from numerous elements within DIA, are designed to assist an escapee or evader in avoiding capture and surviving until recovery can be made.

c. *Targeting.* Analysts involved in this unique, worldwide function, produce and disseminate annotated installation photographs and textual descriptions. They develop targeting systems, contribute to JCS directives, and manage the worldwide Tactical Target Materials Program. Civil engineers, preferably those who are structurally oriented, perform physical vulnerability analyses on targets of national interest. This aspect of targeting requires a knowledge of both plastic and dynamic design concepts and an understanding of the response of structure to both static and dynamic loading conditions. Problems are encountered dealing with techniques of structural modeling, finite element analysis of structures, soil mechanics, and analysis of construction techniques used by other countries. To assist the analyst engineer in his work, a large computer is available; computer codes have been developed to analyze common problems, but the analysis of special structural configurations requires that an engineer do his own programming using familiar computer languages such as FORTRAN and BASIC, as well as newer languages with direct application to systems analysis.

d. *Transportation and Logistics Intelligence.* In addition to the primary responsibility of maintaining an up-to-date basic data file on one or more of the various modes of transportation in a specifically assigned geographic area, the analyst may be tasked to produce various programmed studies and reports and to respond to spot requests. Typical assignments in this area involve the production of detailed studies in any of the many transportation networks or facilities, such as roads, railroads, inland waterways, ports, and civilian aviation facilities of a particular country. One of the most important tasks of the analyst is to compute capacities of selected lines of communication in terms of amounts of military supplies that could be moved between various points. Similarly, the analyst may be tasked to determine how much time is required to move a military unit over a given distance on a selected route. Pure logistical analysis, to include determinations on plant capacity, inventories, and supply substainability is becoming increasingly critical.

e. *Imagery Analsysis.* Dynamic, challenging, and progressive assignments may be pursued by the analyst in the highly technical field of imagery interpretation. The imagery analyst, possessing a unique quality of perception, logic, and reasoning, applies proven interpretation techniques to extract all distinguishing characteristics of intelligence from imagery collection systems. The imagery analyst develops authoritative photographic intelligence assessments covering a broad range of military categories. These studies may be disseminated via a variety of textual and graphic products, and may be used to provide information on which value judgments and decisions are made at the appropriate national levels of command.

f. *Economics.* In the field of economics, the analyst may expect to work in the areas of detailed analysis of foreign military expenditures and assistance, economic analysis and foreign military production activities. The analyst works closely with other economists in military and civilian agencies.

g. *Political Intelligence.* In this field, analysts deal with the structures of governments, political parties, national policies, and foreign relations and their impact on a country's defense doctrine and strategy.

h. *Scientific and Technical Intelligence.* A major effort within DIA is also focused entirely on scientific and technical intelligence, requiring the knowledge and skills of physicists, mathematicians, and engineers of virtually every discipline. Those involved are called upon to determine capabilities and vulnerabilities of foreign weapons systems and components and to search for evidence of scientific breakthroughs which might render U.S. weapons systems obsolete. These analysts delve deeply into the technical capabilities of foreign missile systems, radars, aircraft, nuclear-powered submarines, electronics and nuclear weapons in order to determine quantitatively the threat which they pose. The results of such analyses are of great value in developing methods by which to remove or alleviate the threat.

Scientific and technical intelligence presents a constantly expanding set of challenging and at times frustrating problem areas.

Ingenuity and imagination are, for instance, a primary requisite if one is to overcome the handicap of insufficient data with which to work. In addition, the technical analyst must be capable of placing himself in the other person's shoes, if his analysis of another's technology or hardware is to be accurate.

Science will continue to advance, as will its translation into new weapons and components. So will most scientific and technical intelligence capabilities continue to advance.

DIA and Military Service Relationship

The establishment of DIA did not eliminate the requirement for intelligence staffs in the Military Departments. Some of the more important intelligence functions which remain with the departments are:

Basic intelligence training and doctrine for combat intelligence.

Internal department security and counterintelligence operations.

Most scientific and technical intelligence production.

Intelligence support for, and participation in, military service level staff studies (including the independent departmental contributions to DIA for use in developing defense intelligence estimates).

Technical advisory support to intelligence activities in the military services.

Technical liaison with counterpart activities of other countries through representation activities of the Defense Attache System or directly with foreign representatives stationed in the United States.

Performance of specific intelligence collection and reconnaissance functions.

Research and development for intelligence support systems related to departmental or military service-identified combat intelligence missions.

DIA and the College Graduate

To insure a flow of young and talented people into the Defense Intelligence Agency, a Career Development Plan has been instituted which compares favorably with any similar plan in either industry or government.

Each year, college seniors are interviewed during the fall or spring semester for employment upon graduation. In addition to a real desire to pursue a career in the intelligence community, candidates must possess at least a bachelor's degree in a pertinent field from an accredited college or university. Entry into this plan will be at a salary commensurate with academic achievement and any relevant experience.

During the initial year of employment with DIA, the trainee normally completes an intelligence orientation course which provides a broad understanding of the intelligence function and an introduction to the military intelligence community. During the remainder of the first year, the trainee is assigned to meaningful tasks involved in the production of intelligence. In addition to gaining experience in the work of an intelligence analyst, the new professional employee will obtain an insight into administrative processes, reporting systems and record systems.

In the second year of training, the entry-level trainee may receive experience in the areas of intelligence collection and intelligence estimates. Also during the second year, the trainee will be afforded as wide a range of educational opportunities as possible, consistent with the individual's capabilities, type of academic discipline possessed, and the needs of DIA.

Individual Development Plan. Soon after arrival in DIA, new professional employees are counseled by their supervisor and a representative of the training office to determine a program of training courses, rotational assignments, and other developmental experiences which will prepare them to advance in DIA. Following this counseling, an individual program of classroom and on-the-job training is prepared which guides the progress of each new employee.

Full-time Study Program. While there are specific experience and grade criteria for nomination to prestigious DoD academic institutions such as the National War College and Service War College, employees with as little as two years with DIA are encouraged to participate in other training opportunities that might include full semester study at a local university or involvement with the Exceptional Analyst Program. Selection for all full-time study programs are competitive.

Rotational Assignments. New professional employees normally receive at least two distinct assignments within DIA during their first two years of Agency employment. Such assignments broaden career perspective as well as provide opportunities in different aspects of intelligence work. Later in their careers, DIA employees have the opportunity to receive temporary assignments to other intelligence agencies to improve professional competence and prepare them for greater responsibilities.

After-Hours Study. The Defense Intelligence Agency financially supports selected employees attending academic study at local universities in the Washington area. Tuition support is provided for courses which will help an employee in the performance of official duties.

In-House Training. Numerous courses in intelligence analysis, orientation and management as well as verbal and written communications, supervision, automatic data processing and technical subjects are available within the DIA training program. New employees are given opportunities to complete training which will prepare them for greater responsibilities in the Defense Intelligence Agency.

DIA and the Experienced Professional

DIA also has a need for experienced professional people in a wide variety of disciplines and at various salary (grade) levels. The salary depends not so much on the applicant's length of experience, but rather on the quality, scope and responsibility of this experience.

Applicants for positions at the higher grade levels, for instance, are required to show increasingly responsible experience in which they have demonstrated conclusively the ability to perform at a level commensurate with the grade. In general, progressively responsible administrative, investigative, professional or technical work is required, as well as the ability to deal effectively with individuals or groups of persons; to collect, assemble and analyze pertinent facts, and to prepare clear and concise written reports. Military intelligence experience is, of course, a very desirable asset.

In the recruitment of skilled professional people, as well as college graduate trainees, DIA pays special attention to personal attributes (including the capacity for professional growth), ethics, personal relationships, emotional stability, motivation and ability to work under pressure. Special emphasis is also placed on recruitment of women and minority groups and their subsequent placement in all occupational areas.

DIA Career Benefits

The advantages of a career at DIA are many and varied, including the liberal fringe benefits associated with Federal employment. Due to its highly specialized nature, DIA is granted direct hiring prerogatives and its employees hold regular appointments (although Civil Service status is not required). All applicants must, however, be U.S. citizens and are subject to thorough background inquiry and physical examination.

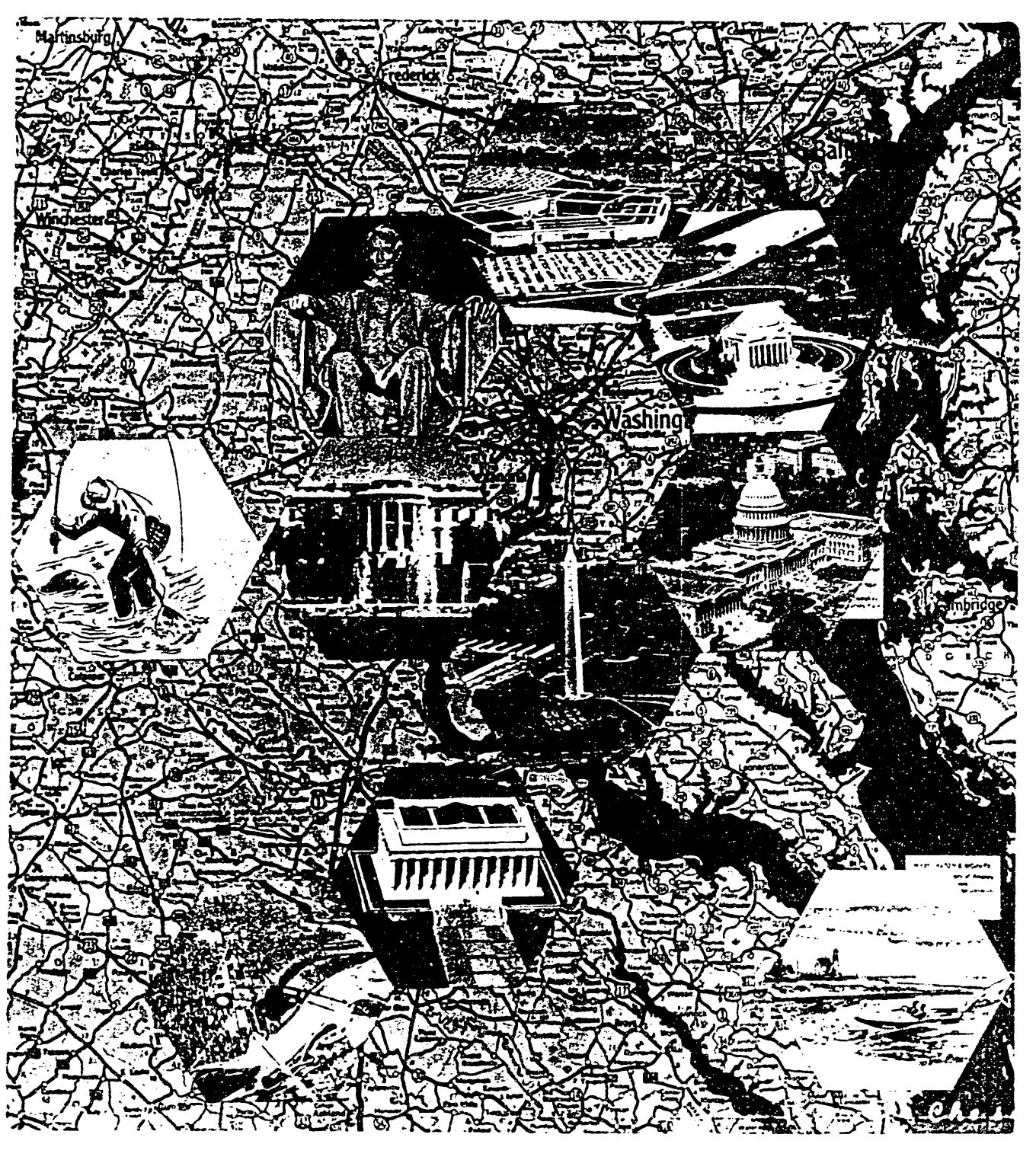
In addition to nine paid holidays a year, the first-year employee receives 13 workdays of vacation. After three years, 20 days leave are granted and after 15 years service, 26 days. Depending on type of service, military duty is either partially or completely credited in computing an employee's total period of employment.

An excellent, low-cost group life insurance plan is another fringe benefit of employment with DIA. Group hospitalization and surgical benefits are offered at reasonable cost to the employee, and DIA employees also participate in the Civil Service retirement program. Entry salaries depend, of course, on individual qualifications as well as the current government service salary schedule. DIA follows well-planned promotion, placement, salary appraisal and incentive awards programs, and promotion from within is a general Agency policy. A large and active employee activities association provides recreational outlets for the interested.

But of all the benefits of working for DIA, certainly one of the most gratifying is the satisfaction one gains from performing a worthwhile service in our country's interest.

You and the DIA Intelligence Team

The Defense Intelligence Agency is responding to the needs and challenges of a rapidly changing world situation. For this reason, DIA relies heavily on a constant influx of new and dedicated personnel, in addition to an experienced cadre of trained experts, to respond to national requirements. Opportunities for increased responsibilities grow with experience, and the ability to meet challenges head on offers satisfaction as part of the vital military-civilian team.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Metropolitan Washington, D.C. . . . Home of DIA

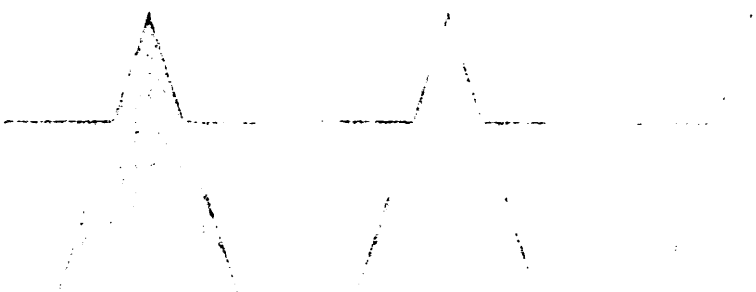
Headquarters for the Defense Intelligence Agency is located in the Pentagon with the majority of activities accomplished at the new Defense Intelligence Analysis Center located at Bolling Air Force Base in Washington, DC.

The capital city's national memorials and historical points of interest are well known. Not so well known is the fact that Washington is but an hour's drive from the Chesapeake Bay and two hours from the Blue Ridge Mountains. For living, you may find suburban Virginia (or Washington itself) to your liking, as well as the Maryland suburbs, all within convenient commuting distance of DIA, thanks to the Capital Beltway and the Metro subway system.

Metropolitan Washington abounds in cultural attractions. The National Theatre, where Broadway shows often premier, the Kennedy Center, Wolf Trap Farm Park for the Performing Arts, the Arena Stage and Carter Barron Amphitheatre present first-rate stage fare, while art collections of the National Gallery of Art, the Phillips, the Corcoran and the Washington Gallery of Modern Art should please even the most discriminating art lover.

The Washington-Baltimore area also presents topflight professional, collegiate and amateur football, baseball and basketball competition the year around, as well as thoroughbred, harness, powerboat and auto racing.

Washington area universities and Baltimore's Johns Hopkins offer a wide spectrum of educational opportunity at the graduate level. More than 250 libraries in the area, led by the massive Library of Congress, complement the area's outstanding educational facilities by providing the most comprehensive technical and research resources.



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