INTELLIGENCE COMMUNITY DIRECTIVE 900

06 May 2013

Integrated Mission Management

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

B. (U) PURPOSE

1. (U) This Intelligence Community Directive (ICD) establishes policy for Intelligence Community (IC) integrated mission management.

2. (U) This Directive rescinds ICD 200, *Management, Integration, and Oversight of Intelligence Community Analysis;* ICD 201, *National Foreign Intelligence Warning System;* and ICD 300, *Management, Integration, and Oversight of Intelligence Collection and Covert Action.* This Directive supersedes ICD 900, *Mission Management*, 21 December 2006.

C. (U) APPLICABILITY: This Directive applies to the IC, as defined by the National Security Act of 1947, as amended; and to such elements of any other department or agency as may be designated an element of the IC by the President, or jointly by the Director of National Intelligence (DNI) and the head of the department or agency concerned.

D. (U) POLICY

1. (U/[redacted]) The management of intelligence missions shall be integrated across intelligence functions, disciplines, and activities to achieve unity of effort and effect.

a. Integration entails the alignment of the interdependent disciplines of collection, analysis, and counterintelligence. Collection activities are responsive to and inform analytic requirements. Analytic activities produce intelligence judgments, identify intelligence gaps, and provide the basis for guidance to collectors. Counterintelligence activities complement collection and analytic activities and identify vulnerabilities of intelligence sources, methods, and activities.

b. This integrated approach shall also be applied to the development of mission-based inputs for program management and enabling processes and activities such as planning and programming efforts, budget and program execution oversight, Community and customer engagement, workforce competencies and training activities, and the development of capability requirements.

c. This integrated approach shall also be applied to the production of current and strategic intelligence, and to processes and activities that support warning.

2. (U//[redacted]) The DNI designee and senior official responsible for integrated mission management shall be the Deputy DNI for Intelligence Integration (DDNI/II).

3. (U//[redacted]) Integrated mission management shall be addressed through the National Intelligence Managers (NIM) construct. NIMs shall serve as principal substantive advisors on all or specified aspects of intelligence related to designated countries, regions, topics, or functional issues.

4. (U//[redacted]) Integrated mission management shall be accomplished primarily through Unifying Intelligence Strategies (UIS), which orient and guide collection and analytic activities to satisfy customers' information needs.

E. (U) IMPLEMENTATION

1. (U) NIMs shall be:

a. (U//[redacted]) Established at the discretion of the DNI for countries, regions, topics, or functional issues; and

b. (U//[redacted]) Supported typically by a team including a National Intelligence Officer of the National Intelligence Council (NIC), a National Intelligence Collection Officer, and a National Counterintelligence Officer of the Office of the National Counterintelligence Executive.

2. (U//[redacted]) NIMs maintain a comprehensive understanding of and provide strategic oversight for intelligence activities and issues related to their respective mission areas.

a. For NIMs with regional or country mission areas, this responsibility includes topical and functional issue areas such as terrorism, the proliferation of weapons of mass destruction, and counterintelligence.

b. For NIMs with topical and functional mission portfolios – such as counterterrorism, counterproliferation, and counterintelligence – this responsibility extends across all relevant regions and countries.

c. The division of regional, country, and functional responsibilities entails a degree of overlap in NIM mission areas. NIMs will work across the IC and with one another to ensure proper coordination and minimize duplication of effort.

3. (U//[redacted]) As necessary, the DNI may designate a lead NIM to ensure effective IC response during a crisis.

4. (U//[redacted]) NIMs shall be provided access to intelligence and intelligence-related information necessary for the performance of responsibilities related to their respective mission areas.

a. In the event of an impasse on NIM access to information, the DNI or Principle Deputy Director of National Intelligence (PDDNI), in consultation with the head of the originating IC element, shall determine whether and how access should be provided; and

b. Consistent with the NIMs' access to sensitive intelligence information, they shall comply with all special handling restrictions as determined by originating IC elements.

F. (U) ROLES AND RESPONSIBILITIES

1. (U) The DNI will:

a. (U//[redacted]) Establish NIMs for specific countries, regions, topics, or functional issues, as needed;

b. (U//[redacted]) Designate a NIM to lead IC integration during specific crises, as necessary; and

c. (U//[redacted]) Approve UIS.

2. (U) The DDNI/II shall:

a. (U//[redacted]) Serve as the DNI designee and senior official responsible for integrated mission management;

b. (U//[redacted]) Provide integrated mission input to enabling processes and activities, including by participation in the Intelligence Planning, Programming, Budgeting, and Evaluation (IPPBE) System in accordance with ICD 116, *Intelligence Planning, Programming, Budgeting, and Evaluation System*;

c. (U//[redacted]) Ensure strategic prioritization, coordination, and deconfliction of intelligence activities to enhance integrated mission management, including by establishing and leading fora with participation by IC elements and Functional Managers; and

d. (U//[redacted]) Conduct periodic assessments of the effectiveness of integrated mission management.

3. (U) NIMs shall exercise the following strategic responsibilities for their assigned missions consistent with the authorities and responsibilities granted to IC elements by the President or statute:

a. (U//[redacted]) Identify opportunities within their missions to integrate collection, analysis, and counterintelligence efforts;

b. (U//[redacted]) Develop and coordinate UIS and other plans and campaigns to integrate collection, analysis, and counterintelligence efforts, address intelligence gaps and unmet customer requirements, and ensure an anticipatory posture for warning;

c. (U//[redacted]) Through the DDNI/II, advise the DNI on the development of the National Intelligence Priorities Framework (NIPF), and on changes to priorities between NIPF cycles;

d. (U//[redacted]) Support the DNI's role as principal advisor to the President on intelligence matters, including support to the National Security Council (NSC) and National Security Staff, Principals Committee, Deputies Committee, and other related NSC and cabinet-level processes, meetings, and taskings, and Congressional meetings;

e. (U//[redacted]) Integrate and coordinate mission activities with heads of IC elements, other NIMs, and Functional Managers, and keep them informed of activities and decisions related to their assigned missions;

f. (U//[redacted]) Maintain full cognizance of the IC's mission-related activities across functions and disciplines, understand customer requirements, and maintain relationships with IC customers;

g. (U) Determine the state of collection against their assigned missions, identify collection gaps against those missions, develop integrated strategies to address collection gaps, and evaluate responsiveness and success in closing collection gaps;

h. (U) Determine the state of analysis on their assigned missions, evaluate the quality of analysis, ensure that competitive and alternative analyses are conducted, identify analytic gaps related to customer requirements, and assess responsiveness and success in closing analytic gaps;

i. (U) Task collection and analysis by IC elements (and provide advisory tasking outside the IC, as appropriate) in accordance with DNI and PDDNI direction, and applicable Office of the DNI Executive Secretariat requirements. These "formal" mechanisms shall not, however, be construed to prohibit the necessary and invaluable informal discussions that must occur between NIMs and IC elements;

j. (U/[redacted]) Evaluate the effectiveness of functional or disciplinary activities that support their missions, identify challenges, and formulate recommendations;

k. (U/[redacted]) Provide the DNI with an annual "state of the mission" report; and

l. (U/[redacted]) Support the DDNI/II's participation in the IPPBE system process, in accordance with ICD 116.

4. (U/[redacted]) The Directors of the National Counterterrorism Center and the National Counterproliferation Center, and the National Counterintelligence Executive, as the NIMs for Counterterrorism, Counterproliferation, and Counterintelligence respectively, shall report directly to the DNI for their core mission areas, and shall work through the DDNI/II on matters related to intelligence integration. All other NIMs shall report to, and be managed by, the DDNI/II.

5. (U) IC Functional Managers, consistent with ICD 113, *Functional Managers*, shall:

a. (U/[redacted]) Identify opportunities to integrate collection, analysis, and counterintelligence efforts within their functions;

b. (U/[redacted]) Support the NIMs by providing information, expertise, and advice;

c. (U/[redacted]) Respond to NIM requirements; and

d. (U/[redacted]) Integrate and coordinate mission activities with heads of IC elements, NIMs, and other Functional Managers, and keep them informed of activities and decisions related to their respective missions.

6. (U) The heads of IC elements shall:

a. (U/[redacted]) Identify opportunities to integrate collection, analysis, and counterintelligence efforts within their elements and across the IC;

b. (U/[redacted]) Support the NIMs by providing information, expertise, and advice;

c. (U/[redacted]) Respond to NIM requirements; and

d. (U/[redacted]) Integrate and coordinate mission activities with heads of other IC elements, NIMs, and Functional Managers, and keep them informed of activities and decisions related to their respective missions.

G. (U) DEFINITIONS

1. (U//[redacted]) *Collection*, for the purposes of this Directive, is the acquisition of information to meet an intelligence requirement.

2. (U//[redacted]) *Analysis*, for the purposes of this Directive, is a collaborative enterprise working within or across intelligence disciplines and IC element boundaries that operates in accordance with pertinent tradecraft. Analysis is objective, transparent, and independent of political considerations.

3. (U//[redacted]) *Counterintelligence* means information gathered and activities conducted to identify, deceive, exploit, disrupt, or protect against espionage, other intelligence activities, sabotage, or assassinations conducted for or on behalf of foreign powers, organizations, or persons, or their agents, or international terrorist organizations or activities.

H. (U) EFFECTIVE DATE: This Directive becomes effective on the date of signature.

James R. Clapper
Director of National Intelligence

6 MAY 2013
Date