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Intelligence and Risk Analysis

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The purpose of this project was to foster a closer collaboration between the risk analysts and intelligence analysts. In the past work of CREATE and at DHS, intelligence analysts were primarily used as subject matter experts (SMEs) to provide probability estimates related to the terrorists’ choice of modes of attack, targets, and the likelihood of success at various stages of an attack. While these efforts had some success, members of the intelligence community felt that there could be better uses for their participation in risk analysis projects. The intent was to design the risk-intelligence interaction as a truly collaborative effort. The project was done in collaboration with the Homeland Security Institute (HIS) and the Center for Peace and Security Studies at Georgetown University.
CREATE and HSI staff had conducted a series of interviews with intelligence analysts to determine their views of risk analysis, their experiences with previous risk analysis studies, and their recommendations about how to improve the collaboration. CREATE staff also had interviewed several intelligence analysts to better understand the intelligence analysis tasks, the tools that intelligence analysts use, and how risk analysis could help with further development of tools that could be useful for intelligence analysts.

This work culminated in a symposium, held on December 16, 2008, which included about 10 intelligence analysts, 10 risk analysts, and 10 followers of the risk or intelligence analysis communities. The agenda for this workshop is shown below.

Some conclusions of the workshop were:

- To create a true collaboration, intelligence analysts should be involved from the beginning in risk analysis activities, including scenario development, development of attack trees, etc.
- Many intelligence analysts are not comfortable with expressing their opinions in precise probabilistic language. Tools are needed to make this task as easy as possible mapping the way intelligence analysts think in their daily life.
- Intelligence analysts are very busy and under a lot of pressures to respond to urgent needs to produce reports in response to policy maker’s requests. To spend time on risk analysis, it is important that the motivation and incentives come from high-level policy requests.
- Risk analysts have many tools that may be useful for intelligence analysis. However, these tools are currently too far removed from the natural way intelligence analysts do their work and need to be simplified and tailored to meet intelligence analysts’ needs.
- Intelligence analysts have some tools that some of them find useful, for example the “Alternative Competing Hypothesis” process or attack trees. When risk analysts want to introduce new tools, it would be helpful to build on these more traditional and used tools.
INTELLIGENCE AND RISK ANALYSIS SYMPOSIUM

Sponsored by: National Center for Risk and Economic Analysis of Terrorism Events, CREATE, USC
Center for Peace and Security Studies, CPASS, Georgetown University
Homeland Security Institute, HSI

AGENDA
Tuesday, December 16, 2008
Georgetown University Hotel & Conference Center
Leahey Center, Salon D; 3800 Reservoir Road, NW; Washington, DC 20057

8:30 - 9:00 am Continental Breakfast

9:00 - 9:30 am Welcome and Overview
Robert L. Gallucci, Dean, School of Foreign Service, Georgetown University
Robert G. Ross, Chief, Risk Sciences Branch, Special Programs Division, S & T Directorate, DHS
Detlof von Winterfeldt, Director, CREATE, USC

9:30 - 10:00 am Homeland Security Risk Analysis and the Role of the Intelligence Community
Tina W. Gabbrielli, Director, Office of Risk Management & Analysis, NPPD, DHS
Lynn A. Slepisch, Deputy Director, Office of Risk Management & Analysis, NPPD, DHS (Presenter)

10:00 - 10:30 am Intelligence Analysis Tasks - Risk Analysis Tools
Detlof von Winterfeldt, Director, CREATE, USC (Presenter)
Elisabeth Paté-Cornell, Chair, Dept. of Management Science & Engineering, Stanford University
Genevieve Lester, Graduate Fellow, University of California, Berkeley

10:30 - 11:00 am Changed Targets and the Tradecraft of Intelligence Analysis
Gregory F. Treverton, Director, Center for Global Risk & Security, RAND

11:00 - 11:30 am Break

11:30 - 12:00 pm Intelligence Analysis in Customs and Border Protection
Thomas L. Bush, Director, Analysis & Targeting, CBP Office of Intelligence & Operations Coordination, DHS

12:00 - 12:30 pm Review of Intelligence and Risk Analyst Collaboration Needs for DHS
John C. Baker, Principal Analyst, HSI
Meghan Wool, Senior Associate Analyst, HSI

12:30 - 1:30 pm Lunch

1:30 - 2:30 pm Panel 1: Intelligence and Risk Analysis - Opportunities for Collaborations
Moderator: Henry H. Willis, Policy Researcher, RAND

2:30 - 3:30 pm Panel 2: Research Agenda for Intelligence and Risk Analysis
Moderator: Vicki M. Bier, Director, Center for Human Performance & Risk Analysis, University of Wisconsin

3:30 - 4:00 pm Break

4:00 - 5:00 pm Panel 3: Lessons Learned and Where Do We Go From Here?
Moderator: Robert G. Ross, Chief, Risk Sciences Branch, Special Program Division, S & T, DHS