



## **(U) New Positions Are Created at the Cryptologic Centers: Associate Intelligence Authorities**

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### **The AIAs:**

(U//FOUO) Full-time Associate Intelligence Authorities (AIAs) are now in place in Georgia (██████████), Texas (██████████), Hawaii (██████████), and Maryland (Deborah Maklowski, who's also Deputy SIA and the Intelligence Analysis Skill Community (IASC) Advocate). In Colorado, (██████████) serves as the Cryptologic Center's (CC) AIA while also leading a mission element. (For future reference, the AIAs are listed on the [IASC personnel](#) webpage.)

### **Background:**

(U//FOUO) As the planning matured in 2004 and 2005 for mission build-out and workforce expansion at the Regional SIGINT Operations Centers, creating what are now the four CCs in Georgia, Texas, Colorado, and Hawaii, it became clear that the functions and responsibilities of the NSA/CSS Senior Intelligence Authority (SIA) in respect to IA workforce shaping, development, and sustainment needed to be replicated at each of the CCs. To that end, Cindy Farkus, the SIA and Assistant Deputy Director for Analysis and Production, asked that each CC advertise for and select a senior (GGD-15) Intelligence Analyst to serve as the CC's NSA/CSS Associate Intelligence Authority (AIA).

(U//FOUO) Collectively, the SIA's and AIAs' primary purpose is to help mission managers acquire the IA workforce they need; ensure that all IAs have the skills, knowledge, abilities, tools, opportunities, and leadership they need to perform effectively and grow professionally; and represent and speak for the profession and disciplines of cryptologic intelligence analysis across the global cryptologic enterprise, the U.S. and foreign partner Intelligence Communities, the federal government, academia, and private industry.

### **Qualifications:**

(U//FOUO) An AIA is typically a Level 5, Level 4, or high-potential Level 3 Intelligence Analyst (as determined by the IA Professional Health Program (PHP)); is currently employed in a work role associated with the IASC or in a work role directly supporting an intelligence analysis mission (as determined by the SIA); and possesses diverse IA skills and highly developed interpersonal and communications skills.

### **Roles and Responsibilities:**

(U) As a resource of NSA/CSS and on the behalf of his/her organization, the AIA provides counsel, support, and facilitation in four main areas: workforce requirements, capabilities, and readiness; skills development; the community and profession of intelligence analysis; and analytic tools, technologies, and techniques.

#### **A. (U) Workforce Requirements, Capabilities, and Readiness**

- (U) Advise management on IA hiring and deployment issues
- (U) Assist management in interviewing, assessing, and prioritizing NSA's IA applicants
- (U//FOUO) Partner with the SIA's Office, the IASC Director, and other relevant organizations and authorities to help local managers maintain and revise IA standards of performance for NSA/CSS missions
- (U) Support and advise organizations and authorities setting IA performance standards and objectives

## B. (U) Skills Development

- (U) Facilitate corporate efforts to identify and prioritize learning and skills development requirements for IAs; assist oversight efforts aimed at ensuring these requirements are met
- (U) Foster and advocate learning, mentoring, target knowledge transfer, and technical development programs and opportunities to raise overall IA proficiency, in alignment with NSA/CSS missions
- (U) Advise authorities and the local IA workforce on issues associated with the IA PHP
- (U) Support other Agency programs aimed at improving overall analytic capacity, through advocacy, marketing, mentoring, and active participation

## C. (U) The Community and Profession of Intelligence Analysis

- (U) Foster a sense of community among IAs and promote that community identity to those outside the IASC
- (U) Foster the concept of Intelligence Analysis as a discrete professional discipline among IAs and promote that concept to those outside the IASC
- (U) Support opportunities for IAs to share knowledge, build careers, and develop their professional networks
- (U//FOUO) Serve as a communications bridge between the SIA, the IASC, and local IAs
- (U//FOUO) Provide advice and support to the IASC Director and staff
- (U) Advise organizations and authorities on recognition and award programs and policies for IAs

## D. (U) Tools, Technologies, and Techniques

- (U) Serve as an advisory resource for relevant authorities in respect to the identification, development, testing, standardization, training, and deployment of tools and technologies intended to improve analytic performance and increase analytic capacity
- (U) Assist relevant authorities in fostering the discovery, testing, training, and insertion of analytic techniques and methods intended to enhance analytic performance and capabilities

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