

DIS

DISSI

DISSI A/2/7: Writing Defence Intelligence Products

September 2006

Classification:

UNCLASSIFIED

What is this about:

Ensuring the targeted and timely issue of branch level Intelligence products to customers

Who should read it:

All

When does it take effect:

Immediately

Review date:

September 2007

Sponsors:

XXXXXXX

s.40

1. The purpose of these instructions is to lay down guidelines, formats and procedures for writing and issuing a Defence Intelligence product from the standard range. The aim is to introduce a degree of standardisation and terminology which will clarify both for authors and customers the kind of material and depth of analysis and assessment that has gone into each. The procedures attached to this instruction have been designed to allow easy reader recognition while at the same time not imposing unnecessary constraints upon the authors.
2. The instruction also recognises that although these standard products should cover the vast majority of Defence Intelligence work, there will be occasions when a bespoke product meets the customer's needs. This could, for example, include formal oral briefings. The standard list of products could be lengthened (or shortened) in the light of experience.

Major Developments

3. Occasionally, developments are important enough to be reported direct to Ministers in the form of a loose minute from CDI or DCDI, who should be consulted as soon as possible over possible subjects. An example of such a major development would be a reported policy turn-around by an overseas leader. Such reporting does not constitute a standard DIS product, so is not covered by these procedures.

Annexes

- [Annex A: Procedures in Planning Product](#)
 - [Annex B: DI Standard Product Lines](#)
 - [Annex C: Procedures to Follow when Writing](#)
 - [Annex D: Procedures for Reviewing and Issuing Product](#)
 - [Annex E: Checklist for Reviewers](#)
 - [Annex F: Useful Points of Contact](#)
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Annex A to DISSI A/2/7

September 2006

Procedures in Planning Product

Purpose of Product

1. Before beginning work on any product, the analyst should ensure that there is a clear customer or set of customers and that the product meets a legitimate objective. Each product should be aimed at an appropriate customer, usually in MOD, and identify how it will contribute to defence or wider government objectives. The analyst should try to develop a good awareness of individual customers' fields of work, the sort of product they need from the DIS and the timeliness with which they need information.
2. The requirements of customers are expressed in a number of ways in addition to direct contact between branches and customers, e.g. through CDS' Master Intelligence Requirements and PIRs, the [Requirements and Priorities for Defence Intelligence \(RPDI\)](#), the Operational Tasking Group (OTG) list and the involvement of key customers in Task Force Groups.
3. Knowing the purpose of the proposed document will help analysts decide on the most appropriate style or format to use. In some cases a Request for Information (RFI) may best be answered in a telephone call, email or through verbal briefing.

Selecting an Appropriate Format

4. In general, formal written product from the standard Defence Intelligence range will be produced in response to a specific customer request. Formal product should be used to reach a wide audience, or to present analysis on a subject that is too detailed or complex to deliver verbally or explain in a short email. Standard products will also be required if the intelligence provided will be used to underpin important decisions that may require careful scrutiny. For example, defence procurements require a valid Threat Statement.
5. The list of standard products is attached at [Annex B](#).

Timeliness

6. It is a key aim to ensure that intelligence is received by the customer in time to inform decision-making. Senior customers would prefer to receive a judgement based on incomplete knowledge than to receive the perfect

analytical product too late. Customers are aware that assessments may be modified in the light of further information becoming available.

7. It is the responsibility of approving officers to ensure that products are issued in an appropriate time frame (e.g. taking account of current events or the issue of other intelligence products such as JIC assessments). On some occasions the deadline for the work will determine the format of the product.

Annex B to DISSI A/2/7

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DI Standard Product Lines

Templates for all Standard Product Lines can be found on DISWeb on TRS using this link: <http://disweb2/admin/forms/templates/default.asp>.

Non periodic products

1. **DI Brief** [[note 1](#)] - No more than one or two pages long, with key judgements on the front page. This would be produced rapidly in response to a request from a customer or on receipt of particularly striking intelligence. It should normally take no longer than 24 - 48 hours to produce.
2. **DI Assessment** [[note 1](#)] - Modelled on the JIC pattern of about three or four pages, this is a 'letter report'. Imagery and graphics may be incorporated, but not at the expense of speed. This should be a more detailed look at a specific subject and be the product of a collective process involving other parts of the DIS and the agencies as necessary. The time-frame for production should be 3 - 10 days.
3. **DI Report** - An in-depth analysis of a topic or a set of topics, based on all sources and, as for a DI Assessment, based on collective analysis across the DIS and with other agencies (except Critical Infrastructure Reports which are included under Reference Documents). Reports should be longer than seven pages of text, including the executive summary and full use should be made of graphics and imagery.

Reference Documents

4. **DI Defence Profile** - A detailed profile of a country's armed forces, defence industries and defence policy, which should be updated on a periodic basis. These should include an infrastructure annex where appropriate.
5. **DI Background Brief** - Designed to provide succinct but comprehensive background information on a country, region or issue of interest usually at no more than RESTRICTED level.
6. **DI Critical Infrastructure Report** - Designed to provide a summary of information on a country's national critical infrastructure - transportation, utilities (essential services) and critical facilities, primarily intended for PJHQ and operational staffs for use in outline and contingency planning and briefings.

7. **DI Survey** - World-wide and usually periodic reviews of particular topics of interest eg WMD, ballistic missiles, terrorism etc.
8. **DI Personality Assessment** - Covering Leadership Briefs (short and basic biographic reports), Leadership Assessments (longer biographic reports which address some aspects of personality, motivation and vulnerability to influence) and Psychological Assessments (in-depth appraisal of individuals, including their psychological strengths and weaknesses). All leadership and psychological assessments should be cleared with **XXX Human Factors s.40** before issue.
9. **DI Database** - Detailed information on topics such as national ORBATS, and families of systems and equipment. These would most likely be in electronic format.
10. **DI Systems Analysis** - These focus on a particular threat system, are aimed at the warfighter and are primarily produced in electronic form.
11. **DI Handbook** - A publication not in a database format, which covers a family of systems or equipment.
12. **DI Target Systems Analysis (TSA)** - Known as the HELIX range of products. OTG-tasked knowledge bases in support of Effects Based Operations, which include recommendations on targeting and information operations against an agreed set of strategic and military objectives.
13. **DI Threat Statement** - Used in support of defence equipment procurement programmes. Prior to formal publication, a draft copy of the Threat Statement will be forwarded to the Customer to confirm it meets Project requirements – with the specific instruction that it should not be used until formal endorsement is obtained. A copy will also be forwarded to DI ST and to CDI and DCDI, who, on confirmation, will authorise formal publication and release to the customers.

Cyclical products

14. **DI Daily** - Covers fast moving global issues, major crises and emerging concerns. Approval to start a daily product should be given at Director level.
 15. **DI Weekly** - Comprising the DIS wide weekly and topic/countries/ regimes where there is a steady flow of intelligence and where there is customer demand. Approval to start a weekly product should be given at Director level. The continuing need for a weekly should be reviewed at Director level every six months.
 16. **DI Fortnightly** - Similar to weeklies, but on slightly slower moving or lower priority topics where there is a steady flow of intelligence and where there is customer demand. Approval to start a weekly product should be given at Director level. Approvals would be the same as for weeklies, with reviews every six months.
 17. **DI Monthly** - Similar to weeklies, but on slower moving or lower priority topics. Approvals would be the same as for weeklies and with reviews every 12 months.
 18. **DI Quarterly** - Similar to monthlies, but on even slower moving or lower priority topics. Approvals would be the same as for weeklies and with reviews every 12 months.
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Annex C to DISSI A/2/7

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Procedures to follow when writing

1. Throughout the writing process authors must follow the conventions laid out in the [DIS Style Guide](#) and [JSP 101: Defence Writing Guide](#) (available on Touchstone and DII).
2. This Annex provides authors with general guidance on writing DI products and guidance on each section of the standard products. It is based on CDI and DCDI preferences for written work and feedback from customers. Further advice and guidance is given on the individual product templates. [\[note 2\]](#)
3. The aim of DIS product is to inform our customers as briefly and concisely as possible. Customers look first at the executive summary, and if they have time and specific interests, they may read on. The structure of a piece should be simple and obvious to the reader, with enough sub-headings to guide the reader through the item quickly. The most important issue or judgement should be the first point in a product, with the least important point last (the inverted pyramid concept, as in journalists' news reporting). A long chronological narrative with conclusions at the end should be avoided.
4. Products should normally conform to the product lines listed in the three approved categories, Non-periodic products, Cyclical products and Reference Documents, and be written using the standard product templates. **Where customer requirements dictate a different approach, Directors may sanction a different format or may relax particular elements of the standard format.**

Guidance on Standard Product Sections

Title

5. Product titles should be informative and unambiguous, instantly allowing readers to see why they have been placed on the distribution list. As Defence Intelligence exists to inform customers of developing events and reply to their RFIs, product titles should preferably not be in the form of a question.

Preface

6. The preface should provide readers with key information:
 - a. **Rationale** Links the product to RPDI [\[note 3\]](#), OTG and/or customer needs. Products should contain an explicit link back to the relevant requirement in the RPDI within the preface, using one of the following exemplars:
 1. **A typical Regional Group non-periodical product.** This publication responds to the requirement for the production of regional political/military analysis on [Region or Country], as set out in the MOD's Requirements and Priorities for Defence Intelligence [specify]. *[Add as appropriate]* It has been written at the request of..... in order to.....

2. **A typical Regional Group periodical product.** This publication responds to the requirement for the production of regional political/military analysis on [Region or Country], as set out in the MOD's Requirements and Priorities for Defence Intelligence [specify]. *[Add any further information about the purpose of the publication as appropriate]*
 3. **A typical thematic or functional product.** This publication responds to the requirement for the production of analysis on [Theme or Topic - *expand to cover relevant aspects identified in RPDI*] as set out in the MOD's Requirements and Priorities for Defence Intelligence. *[As necessary]* It has been written at the request of..... in order to.....
 4. **A Threat Statement.** This publication responds to the requirement to inform decisions on the procurement of future equipment through the equipment programme, as set out in the MOD's Requirements and Priorities for Defence Intelligence. It has been written at the request of..... in order to.....
 5. **General S&T Intelligence Assessment/System Analyses.** This publication responds to the requirement to identify emerging scientific and technological developments that could impact on the future operational capability of our armed forces, as set out in the MOD's Requirements and Priorities for Defence. It has been written at the request of..... in order to.....
 6. **A product which cannot be linked to the RPDI.** There is no standing requirement for the production of analysis on this topic in the MOD's Requirements and Priorities for Defence Intelligence, but this product has been written [at the request of.....][in order to.....]
- b. **Intelligence Cut-Off Date (ICOD).** The ICOD should be as up-to-date as possible; otherwise the assessment will appear out of date. If there is a delay, analysts should provide a short explanation for it, or the ICOD should be revised shortly before the document is finalised and the assessment should be updated if necessary.
 - c. **Related products.** The Related Product box on the preface page should be used to promote other work (at the same or lower classification) likely to be of interest to the customer, whether produced by the originating branch or another area of DIS. This also exposes the readership to the wider range of DIS products. Several customers have found this useful as it enabled them to contact areas of DIS not normally consulted and increase their understanding of a topic thus improving decision-making. The DISWeb [Product Finder](#) will display the available products from which to choose.
 - d. **Contact details** Product prefaces should contain a point of contact, normally the author, for reader comments or queries. Please see paragraphs 17-18 of this annex for further details of how points of contact should be displayed.

Executive Summary

7. This section should provide readers with the key messages of the analysis, and enable them to judge which items or chapters to read in greater detail. Customer feedback shows that most will get no further than this section unless something specifically sparks their interest and they have time to read on.
8. Executive Summary sections of all products should be one page in length (**longer summaries will only be permitted in exceptional circumstances under agreement with the appropriate Director**).
 - a. Cyclical Products. Summaries should follow the format of the DIS Weekly. Each article or subject title should be presented in Bold font, followed by a few sentences covering the key elements of the piece. The page or paragraph number(s) relating to the article should be noted in brackets after the descriptive sentence.
 - b. Non-periodic products and Reference Documents. These should follow as closely as possible the format for cyclical products. The executive summary should highlight the key areas covered and conclusions of the document.
9. Individual entries within Executive Summary sections should be annotated to show the appropriate classification at the end of every paragraph. Paragraph numbering need not be used in this section.

Assessment Base Box

10. DI Assessments and Reports [[note 4](#)] should contain a statement of the "assessment base", in the form of a box located *after* the Executive Summary. The purpose of the Assessment Base Box is to give the reader an idea of the degree to which the key judgements/conclusions are underpinned by intelligence. Please see the DISSI on Assessment Base Boxes ([A/2/11](#)) for further information.

Background/Introduction

11. Unless the sponsor/key customer or topic is new, the background or introduction should be a clear, concise paragraph containing only the facts and detail necessary to set the context for the product. Many customers may already be aware of the basic facts.
12. Where an issue is particularly complex or complicated, it should be explained as clearly as possible. If a customer does not understand all of the facts, they could ignore the judgement. Most senior decision-makers want facts and implications, not, for example, detailed technical specifications. Please make clear where more information is required, so that customers who want more detailed information know that they can get it if required.

Analysis and Outlook

13. Customers look to the DIS to provide 'value added' in the form of assessment and prediction - or an analysis of the factors affecting the outlook. It is not sufficient merely to reproduce raw material. If there is little or no analysis and prediction in the product, it may be of little value. We should never leave the reader asking: 'So what?' Therefore do not just record 'the story so far', but try

- to judge what will happen next and to relate events and commentary to the interests of the reader. Branch heads should encourage staff to be predictive.
14. The analysis should show the reader the 'so what' factor. Hypotheses, predictions or general findings should be presented in this section. All-source analysis involves making judgements on the basis of all of the information available at the time. When a judgement is made, it should be with as few qualifications as possible, and words conveying vagueness, such as 'perhaps' should be avoided. There should be enough supporting facts and logic to give authority to the judgement; and any vulnerability in the assessment should be included.
 15. A range of possible outcomes should be included where appropriate with an indication of how probable or likely various outcomes may be and the degree of confidence in the assessment. It is important to state any underlying assumptions and caveats. If necessary, highlight any key intelligence gaps and assess the reliability of your sources. It helps the customer if it is clear whether the information reported is consistent with established trends or marks a turning point or departure from existing patterns.
 16. To avoid confusing customers, it is important to ensure product consistency across DIS and national (JIC) assessments, wherever possible. However, in the light of new information received, it may be necessary to amend a previous assessment. Where there is a compelling case for issuing a product that differs from previous DIS and JIC assessments, you should point out the difference and explicitly state the reason for the change. For example:

- a. *In May 2005, we assessed that A would happen. It did not because of B. We now assess that C will happen by February 2007 as a result of D.*

If a judgement differs from a JIC assessment, this will first need to be endorsed at Director level.

Conclusions

17. The conclusion should let the reader know clearly and concisely which of the predictions or hypotheses are assessed to be the most likely. Ideally, where there were competing hypotheses it could be useful to state the likelihood of each, and possible best countermeasure or action to take in each event.

Points of Contact

18. For DI Briefs and Assessments it is important to provide sufficient detail in a signature block (contact name, post title and telephone extension) to allow any reader to contact the author if there are follow on questions, or points for clarification.
19. For all standard product lines instances of collaborative working between branches or organisations should be highlighted. The following guidance should be followed:
 - a. **RESTRICTED and Below.** As the linking of names to roles is classified CONFIDENTIAL, products at RESTRICTED or below should show analysts' post titles, but not names.

- y. There are several techniques for publishing at a lower classification:
 1. Find lower-classification or open source collateral
 2. Make logical deductions on the basis of collateral material
 3. XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX s.23
 4. XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX s.23
 5. Omit highly classified details that are not essential to the publication
- z. XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX
 XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX
 XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX s.23
 XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX
 XXXXXXXX
- aa. XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX
 XXXXXXXXXXXX:
 1. XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX
 2. XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX s.27
 3. XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX

Protective Markings

- 28. Ensure that the product has the lowest possible classification consistent with the security regulations, and (except on STONE GHOST) classify all paragraphs individually. Make sure that the overall classification reflects that of the most sensitive paragraph within it. Please see [DISSI A/9/3](#) for further detail on classifying documents.

Sanitisation and Security

- 29. XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX
 XXXXXXXX. XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX s.23
 XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX
 XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX.
- 30. XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX
 XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX s.23
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Legality

- 30. XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX
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Annex D to DISSI A/2/7

August 2006

Procedures for Reviewing and Issuing Product

1. Quality is in the first instance the responsibility of the author, but the appropriate Assistant Director (AD), or delegated officer, is responsible for reviewing the product and giving clearance before publication. In relation to specific products, the AD may delegate this responsibility to a senior analyst, but will remain accountable for the quality of all the products produced in the branch. In certain circumstances release approval may need to be given at Deputy Director or Director level.

Authority

2. Quality is in the first instance the responsibility of the author, but the appropriate Assistant Director (AD) is responsible for reviewing the product and giving clearance before publication. In relation to specific products, the AD may delegate this responsibility to a senior analyst, but will remain accountable for the quality of all the products produced in the branch. In certain circumstances release approval may need to be given at Deputy Director or Director level.

Review Process

3. Initially authors should read through their own work checking facts and data for accuracy. The documents should then be passed to an appropriate individual for review. In many cases the reviewer will be the section AD, but there may be occasions to go outside the branch. For example, where the document presents technical or scientific information, or is a detailed or complex piece of analysis it may be advisable to pass the draft to a non subject matter expert to check if it can be understood by a lay audience [\[note 5\]](#).
4. Before circulating a draft for comment, check the following:
 - a. Have all the questions raised during consultation with customers and colleagues been answered?
 - b. Does the draft contain superfluous material, not directly related to the questions?
 - c. Do the key points stand out clearly enough (same terms used throughout)?
 - d. Could it be more concise?
 - e. Have the spelling and grammar been checked?

Publication of Products - Hard Copy

5. When a product has been reviewed and is **ready for issue** the word file with separate images should be forwarded with the completed quality control checklist (at [Annex E](#)) via TRS to 'Amey Design' and to **XXXXX Amey s.40 Design (XXXXXX)**. The first proof of a product should not be used as a **s.40** first draft. The checklist should be completed and signed by the appropriate AD or delegated senior officer and the product, in Word document format, should only be sent to Amey for processing when it has approving officer authority. **Amey will not accept any product for publication which is not accompanied by the completed checklist.**

6. Amey Design will pass a hard copy proof along with a checklist back to Branches to conduct proofreading and notify the branch. Authors should collect the proof from Amey as soon as possible after notification. The proofreading should only highlight minor typographical or typesetting errors. Authors and Editors should complete the proofreading exercise quickly (preferably same day as receipt) as the product will not be formally printed for distribution until this action has been completed.
7. When a product is ready for posting to a web environment, a metadata file [[note 6](#)] (if not already supplied with the hard copy version in the first instance) must be completed and passed via TRS to Amey Web and to **XXXXXX** s.40 Amey Web, **XXXXXX**. Please see the DISSI on [web publishing \(A/2/8\)](#). s.40 **Amey Web will not accept any product for posting which is not accompanied by the metadata file.**

Publication of Products - Soft Copy Only Products

5. When a product has been reviewed and is ready for issue it should be forwarded with the completed quality control checklist (at [Annex E](#)) and metadata form on TRS to 'Amey Web'. The Web Team will then convert the Word document into html format for web publication and dissemination. Some recipients cannot accept html format documents, so authors must send Word documents to these areas themselves - details of known problem areas are provided in the DISSI on [Distribution \(A/2/10\)](#).

PLEASE NOTE: Documents which do NOT involve hard copy distribution should not be sent to 'Amey Design'. However, they should be sent to 'Amey Web' with appropriate metadata for posting to websites.

Complaints and Comments

9. Production of DIS product has been contracted out to Amey Business Services under a PPP contract. Amey will endeavour to produce and disseminate products as quickly as possible, but if you have any complaints or comments about the service, please contact the Amey contract **XXXXXXXXXXXX** s.40 in the first instance. Should the issue remain unresolved, it should be referred to the following:
 1. **Hard copy.** DI BCR ICF **XX XXXXXXXXXXXX** s.40
 2. **Soft copy.** **XXXXXXXXXXXX** s.40

Annex E to DISSI A/2/7

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Checklist for Reviewers

- [Product Review Checklist](#)

Annex F to DISSI A/2/7

September 2006

Useful Points of Contact

DISSI Sponsor

XXXXXXXXXXXXX - XXXXXX **s.40**
Product templates, DISSI A/2/7, DISSI A/2/10

DI CSD Secretariat

Customer Liaison Officers

DIS@>home office - **XXXXXXXXXXXXXXXXXXXXXXXXXXXX** **s.40**

DI CSD Sec **XXXXXX** **s.40**
RPDI , DIS website on DII,
Customers - Ministers, COS, 2/3 stars

DI CSD Sec **XXXXXX** **s.40**
WABs, DIS Acquaint, customer survey, DIS brochure,

DI CSD Sec **XXXXXXXXXXXXXXXXXXXX** **s.40**

DI CSD Information

DI CSD ICF **XXXXXXXXXXXXXXXXXXXX** **s.40**
Complaints and Comments about Amey Hard copy production

DI ICSP-ISM **XXXXXXXXXXXXXXXXXXXX** **s.40**
Complaints and Comments about Amey soft copy production

DI CSD CSYS **XXXXXXXXXXXXXXXXXXXX** **s.40**
Access to DIS Website on DII(S)

Amey Design (XXXXXX) **s.40**

XXXXXXXXXXXXXXXXXXXX **s.40**
Production of hard copy

Amey Web (XXXXXX) **s.40**

XXXXXXXXXXXXXXXXXXXX **s.40**
Posting of soft copy on websites

Amey Contract XXXXXXXX **s.40**

XXXXXXXXXXXXXXXXXXXX **s.40**

Footnotes

1. DI Briefs and Assessments are intended to be issued quickly in soft copy, so do not need to go to Amey for formatting prior to distribution. However, a copy shall be e-mailed to Amey Web for posting online, where appropriate. The printing of any required hard copies is the responsibility of the originating branch. All other products should go to Amey Design for hard copy production and any necessary formatting.
2. Templates are available on DISWeb on Touchstone as links from Forms and Templates.
3. CDI/2/8 dated April 2006.
4. The use of Assessment Base Boxes does not apply to DI Ops products.
5. Many posts in the wider MOD are filled by non-experts who move post every two to three years.
6. Metadata is a system of tagging products published on web-sites. It enables customers who are looking for information to search against particular criteria, such as date, country or topic.