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11 AUG 1983

Warning Course - IV

New Outline

I. Introduction to Warning

- a. its purposes
- b. its nature

II. Warning Structures and Vehicles

a. Institutional Warning Structures

1. Alerting systems

- CRITIC
- SIGINT Alert System
- Watch Conditions
- Defense Conditions

2. Vehicles

- Community

Alert memorandum

SNIE's

NIE's

- Agency

, DIA Warning Report

Other Agency Reports

3. Institutional Handling

- mainstream
- by exception

4. Examples of operation

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-- General introduction

to the USSR reporting system

b. Informal Warning Structures

1. How we think they work
2. What the vehicles are
3. Examples of the structures
4. Examples of operations

III. The National Intelligence Warning System -- our present understanding

a. Role of Community organizations

1. DCI
2. NIC
3. NIO/W and NWS
4. Interagency groups

b. Roles of component agencies and their warning

entities

c. Roles of alert analytical and operations centers

1. Types of centers
2. Examples

IV. The Psychology of Warning

a. Definitions and terms

1. Warning
2. Surprise

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3. Strategic and Tactical Warning

4. Warning of War and Attack

5. Warning of Crises

-- Sudden

-- Gradual

b. Cognitive Process

1. Phases

-- Recognition of danger

-- Validation as genuine

-- Definition

-- Communication

-- Evaluation

-- Action

2. Explanation of the nature of the process

c. Cognitive Problems

1. Cognition itself

2. Conception

3. Perception

4. Assumptions/expectations

v. Sources of Warning Information

a. The nature of evidence

1. Types of evidence

-- eye witness

-- hearsay

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--demonstrative (imagery)

-- circumstantial

2. Relative probity of each type

-- reliability

-- validity

-- cross checking procedures

-- experience as a source substitute

3. Evidence filters -- paper and electronics

b. Probabilities

1. Difference between impact and likelihood

2. Event types distinguished and illustrated

3. Marginal probability and joint probability

4. Conditional probability

5. Relationship between logic and math and

probability diagrams

6. Implications of new information

7. Probabilities indicators used in SIGINT

c. Uncertainty and False Alarms

1. Essential information in warning

2. Vigilance vs. Reassurance

3. Norms for follow-up

4. Misses distinguished from false alarms

5. Consequences of delays

d. What to expect from each collection source

1. SIGINT

2. USS

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3. Imagery
4. HUMINT
5. Advantages and disadvantages of each
6. How to read reports from each

## VI. Analytical Methods

- a. Traditional loosely structured methods
  1. Inductive puzzle-piecing
  2. Hypothesis testing
  3. Theory of the case
- b. Indications analysis
  1. Types of subjects
    - Terrorism
    - Military activity
  2. SIGINT indicators with exercises
  3. WWIMS
  4. Political instability indicators
- c. Structured Analytical methods
  1. Decision points -- Belden
  2. Behavioral analyses
  3. Expected utility -- Univ of Rochester
  4. Expert systems
  5. Diagnostic Trees

## VII. Fundamentals of Decision-making analysis

- a. Deliberate decisions vs. contingent decisions
- b. Basics on the nature of intent
- c. Distinguishing decision-making roles

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d. The influence of individuals, institutions and mixed models -- Allison

e. Perceptions and other problems for decision-makers

VIII. Warning Lore -- US experience in warning

a. Harms encountered in the past

1. The disasters -- Pearl Harbor to the Shah  
-- Cryptanalysis in WW II (videotape)

b. Recent harms

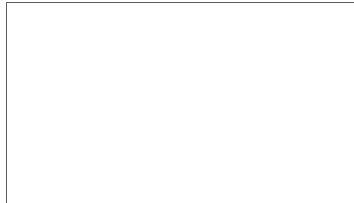
1. Oil embargo of 1973
2. Afghanistan, Poland, others

c. Recent improvements

1. NSA today
2. Near real time systems

d. Deception

1. Doctrine - Whaley
2. Practice



3. Detection of deception

e. Warning lessons learned

1. Technology
2. Information and collection
3. Judgment

f. International arrangements

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g. Where technology is taking us and its implications  
for analysis and analysts

IX. Wrap-up Discussion of Present Issues in Warning

a. Departure from the past

1. Warning of communist threats
2. Primarily devoted to war
3. Special discipline
4. Performed by specialists only

b. Present approaches

1. Everybody's business
2. A function rather than a separate discipline
3. No surprise

c. Current issues

1. Role of coordination
2. Need for a community vehicle
3. How much centralization
4. Betts' failures-are-inevitable theory
5. Capabilities or intentions -- a real

dichotomy?

6. mid-level management's role
7. Need for sustained consciousness

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Suggested Instruction Times

I. Introduction to Warning	1 hour
II. Warning Structures and Vehicles	3 hours
III. The National Intelligence Warning System	3 hours
IV. The Psychology of Warning	3 hours
V. The Sources of Warning Information	8 hours
VI. Analytical Methods	8 hours
VII. Fundamentals of Decision-making	4 hours
VIII. Warning Lore	6 hours
IX. Wrap-up	4 hours
Total: 40 hours ( probably minimum)	