

MEMORANDUM FOR THE RECORD

Event: Diana P. Brett (FBI Miami Field Office Supervisory Intell. Analyst) Interview

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Special Access Issues: None

Prepared by: Lance Cole

Team Number: 6

Location: FBI Miami Field Office

Participants - Non-Commission: FBI Assistant General Counsel Robert Sinton

Participants - Commission: Lance Cole and Christine Healey

Personal Background: Diana P. Brett is a Supervisory Intelligent Analyst ("SIA") in the FBI Miami Field Office. She joined the FBI in March 1993 after having previously worked for the Fort Lauderdale, Florida Police Department and the Florida Auditor General's office. Brett has a B.A. in Criminology from Florida State University.

FBI Work Experience. After joining the FBI in March 1993, Brett worked as an Intelligence Research Specialist ("IRS") on the Miami office's criminal intelligence drug squad for three years. In 1997 she was promoted to supervisor and supervised a group of up to 22 drug squad intelligence analysts. That squad (the drug intelligence squad) was located off-site at a HIDTA (High Intensity Drug Traffic Area) Task Force facility in Fort Lauderdale, and as a result had limited interaction with the other analysts in the Miami Field Office.

Brett indicated that having the drug squad analysts housed in a separate, off-site facility "worked well" and had a number of advantages. Because they were in a separate facility, the analysts "had time to do analytical work" and did not receive as many assignments from agents. They were also able to share information and collaborate on projects. They had their own computer equipment and did not have to compete with others for resources.

Current FBI Position: Brett is now an SIA and supervises directly the four to five intelligence analysts on the T-4 squad; she has "oversight responsibility" for the analysts who are assigned to other squads, but does not directly supervise them. Brett said it is currently "working well" with some of the analysts in the T-4 squad under her supervision and others dispersed among the other squads and reporting to the squad supervisors for those squads. Prior to the 9/11

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attacks, there were four or five Miami analysts working on terrorism; now there are 22 counterterrorism ("CT") analysts, including Brett, but three are currently assigned to other squads (cybercrime, drugs, and the HIDTA Task Force). Of the 19 analysts currently working CT, four or five are assigned to the T-4 squad and the others are assigned to other squads, including four who are assigned to foreign counterintelligence ("FCI") squads.

CT Analytical Work. After the 9/11 attacks, the Miami analysts were reassigned and "all the criminal analysts became CT analysts." The criminal analysts were initially apprehensive about whether they had the skills to do CT analysis, but they quickly discovered that the skills they had developed as criminal analysts were readily transferable to CT work. For example, telephone records analysis, which Brett described as "the bread and butter" or criminal analysts' work, is critical to CT work. The analysts were able to analyze telephone records and "find connections" that were valuable for CT investigations, which was the same thing they had done in the past with drug cases. After finding connections through telephone records analysis, the analysts can draw upon other information that is in their databases. For example, the analysts learned how terrorists were using calling cards and were able to link the numbers that they called.

Another useful analytical project was working with a Florida company called Seisint, Inc., on what Brett described as "a profiling analysis" using databases. [For additional information about Seisint and their data mining program, see the Washington Post article at [http://www.washingtonpost.com/ac2/wp-dyn/A21872-2003Aug5?language=printer.](http://www.washingtonpost.com/ac2/wp-dyn/A21872-2003Aug5?language=printer)] One analyst from the Miami FBI office worked on the Seisint project, which was approved by the FBI Headquarters and the Department of Justice in Washington. Brett thinks that in addition to the analyst, a number of FBI agents worked on the project, and she believes that other law enforcement agencies had representatives working on the project. [On behalf of the Commission, we requested from Robert Sinton documents relating to the Seisint program.] Brett described the project as very useful and successful, and that it resulted in a number of investigative grand jury subpoenas being sent out.

2002 Miami Office Reorganization and the Role of the Intelligence Squad.

Immediately after the 9/11 attacks, the Miami analysts worked on "link analysis" projects, pen register analysis projects, and other 9/11 leads. They were still off-site at the Fort Lauderdale HIDTA location then, so they had to find desks and equipment at the Miami office to work there on the 9/11 response investigation. Their equipment was still at the HIDTA, and they were not

able to bring it back to Miami until October 2002, when all the analysts were moved back to the field office.

Brett did not have any direct input into the October 2002 reorganization of the Miami office. She was still working at the HIDTA location when the reorganization was being planned, so she was not involved in the planning. As a result of the reorganization, most of the analysts were assigned to particular counterterrorism squads [and report directly to the SSA of the squads, and only indirectly report to Brett]. Since the reorganization the T-4 squad has served as the "training squad" for analysts in the Miami Field Office. In her role as SIA, Brett tries to match the analysts to the needs of the particular terrorism squad to which they are assigned, but she does not directly supervise the analysts on squads other than the T-4 "intelligence squad."

Brett described the Miami T-4 squad as "a centralized analytical squad" that does "non-case specific strategic analysis," while the analysts who are assigned to particular counterterrorism squads do "case specific tactical analysis." Brett said that this arrangement is necessary because "agents on the squads want analysts there working on their cases."

FBI Analytical Function Management, Training, and Organization Issues. Brett stated that one challenge the FBI faced in the past with respect to the analytical function was the lack of a system for evaluating the job performance of analysts. In 1997 and 1998 Brett developed a "sub-file" system to segregate and retain all of the work product of the analysts who worked for her. She described this file as a "sub-AS" or sub-analytical support file. She then used the file when she responded to question or complaints from agents about analysts' work. She also used the file to prepare performance evaluations of the analysts. She has created the same kind of system for the new, post-October 2002 organization of the office, and she believes it has been a useful management tool. She indicated that she did not believe it was a problem for a supervisory analyst like herself to be supervising senior analysts who are at the same GS compensation level.

Brett is one of 24 supervisory intelligence analysts in the country. She and her peers have advocated establishing such a position in each FBI field office. At present there is no FBI-wide system in place for management of the analytical function. Two years ago Brett assisted with the establishment of the FBI's new "College of Analytical Studies" at Quantico. Brett described this effort as part of an "ongoing process" and said that "work remains to be done" in this area.

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Another management issue facing the FBI with respect to the analytical function is promotion from inside the agency. Brett and a colleague were the first Miami analysts to be "hired from outside" – all the office's other analysts had been promoted from within. Brett said that some of those analysts were very good at their jobs, including some who did not have college degrees, while others were not. In her view, it is now important that everyone who seeks an analyst position must "want to be an analyst" and must understand what their job will be [as opposed to viewing the position merely as an opportunity for internal promotion]. She also stressed the importance of "good writing skills" for people who want to become analysts. She noted that a CIA course on writing for analysts is offered through the FBI's College of Analytical Studies, which should help the analysts develop their writing skills. Brett also noted that many of the older analysts [who were promoted from within] are now retiring or leaving the FBI.

Brett has not met with Maureen Baginski, the Executive Assistant Director for the Office of Intelligence, to discuss Baginski's plans for reorganizing the FBI's intelligence function. She was unable to attend the one three-day meeting at FBI Headquarters that she and her supervisory analyst peers at the other field offices were invited to attend. Brett said the field office analytical supervisors have "formed a coalition" to try to convey information to Baginski, and that the coalition communicates by e-mail about their areas of interest and concern. Baginski changed the policy, put in place by Director Freeh, that all analysts must have a college degree. Brett said the coalition has concerns about this policy change in terms of its effect on efforts to increase the status and perception of analysts.

Brett noted that "there has always been a divide" between FBI field analysts and headquarters analysts. Brett believes that Baginski is trying to address this issue. For example, in the past compensation for field analyst supervisory positions did not go above the GS-12 level, while at headquarters supervisory analysts could go up to the GS-14 level. Now field analytical supervisors like Brett can go up to a GS-13 level, and in the future will be able to go as high as GS-14. Brett noted that she and her field office analytical supervisor peers originally had to "try out" for promotion to GS-13, but that policy was rescinded and she became a "term GS-13" and will become a GS-14 in September 2004.

Brett raised another issue in connection with her future promotion to GS-14. When she receives that promotion, she will be at the same compensation level as the supervisory agent who is in charge of her squad. Although she had previously indicated that she does not believe it is a

problem for a supervisory analyst like herself to supervise senior analysts who are at the same GS compensation level, she expressed some concern about how the system would work when supervisory analysts were promoted to the same GS-14 level as supervisory agents. When asked about this apparent contradiction, she noted that there also is an issue in the FBI of “agents vs. analysts” [suggesting, but not explicitly saying, that agent is perceived as a more important position]. She said that making analysts’ compensation more comparable to that of agents may have an effect in this area.

Brett said that Zeltha Withrow (sp?), a Section Chief in the Office of Intelligence at Headquarters has been very supportive of the field analysts. Withrow left the FBI for a time “because of morale” [among the analysts], but came back “when things changed.”

New Analytical Positions and Recommendations. Brett described her understanding of the changes that were being put in place by Baginski for FBI analysts. She understands that there will be three new positions for analysts: Intelligence Analyst or “IA” positions; Operations Specialists or “OS” positions; and Reports Officer or “RO” positions. Initially the OS positions were to “top out” at the GS-13 compensation level, but Baginski recently said that all three positions will go up to the GS-14 level. In Brett’s view, the RO position is really the “least analytical” of the three positions. Her understanding is that the ROs will be responsible for disseminating intelligence information outside the FBI, something that has not previously been done by the FBI.

Brett said that she thinks it would be beneficial for the FBI to establish a stand-alone intelligence function within the agency – a “National Intelligence Squad” that would have a separate identity. She saw a version of this at the military’s Southern Command facility, where all the analysts worked together and concentrated on intelligence analysis. She also favors putting all the analysts together in the FBI field offices, rather than distributing analysts among squads. She noted that at present there are 14 supervisors for 22 analysts in the Miami office, which she characterized as “not an ideal arrangement.” Her preference would be to have all of the analytical positions – IAs, OSs, and ROs – grouped together rather than dispersed among various squads. The “Concept of Operations” that has been adopted for organization of the intelligence analytical function says that field offices will be standardized and each field office will have an intelligence squad.

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