

**Statement for the Record by**

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**Nominee for the Position of**

**Principal Deputy Director of National Intelligence**

**Before the Senate Select Committee on Intelligence**

**United States Senate**

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Madam Chairman, Mr. Vice Chairman, Members of the Committee, I am honored to come before you as President Obama's nominee for Principal Deputy Director of National Intelligence (PDDNI). If I am confirmed, it will be a privilege to serve the Nation in this capacity, to repay the President's confidence in me, to assist Director Blair, and to work with this Committee. I thank Chairman Feinstein and Vice Chairman Bond for holding today's hearing at a time when Senators have so much on their plates.

The President has stressed the importance of high-quality and unbiased intelligence in protecting America, informing U.S. policies and leadership abroad, and supporting U.S. forces serving in harm's way. In turn, Director Blair has set demanding standards for the performance of the Intelligence Community (IC), and is working systematically to transform it, as this Committee has encouraged him to do. If confirmed, I will do my utmost to meet these high expectations and standards.

My career can be summed up as three decades of work in national security, senior executive positions in and out of government, a record of institutional reform, experience in exploiting technology for strategic advantage, and a fierce commitment to objectivity. I hope you will find in me both the professional qualifications and personal qualities to fulfill the responsibilities of the PDDNI.

Those responsibilities flow from the DNI's, which this Committee has helped conceive and guide. The DNI exists for two fundamental purposes: to ensure that intelligence bearing on the protection of the Nation and on matters of war, peace, and policy is reliable, objective, and timely; and to integrate and improve U.S. intelligence capabilities for the future. These purposes require the DNI to organize collaboration and to remove barriers to sharing information throughout the IC and with those who depend

on the IC: policy-makers, forces in the field, and those we look to for Homeland defense. In addition, the DNI is responsible for ensuring that intelligence resources, both technical and human, are allocated according to national priorities. To meet pressing and diverse needs in a turbulent world, optimizing IC-wide collection and analytic capabilities is crucial and requires strong DNI leadership. Also, by forming, proposing, and managing an integrated National Intelligence Program, the DNI can assure that investments in improved capabilities are well aligned, that they work together, and that tax dollars are wisely spent to reflect national priorities. This ambitious agenda frames the responsibilities of the PDDNI, whether in assisting or acting for the DNI.

The PDDNI's responsibilities are also shaped by the security challenges facing the United States. The foremost challenge is unblinking vigilance against threats of attack on the Homeland. At present, the most acute such threat comes from terrorist groups with strategic aims, strategic reach, and abiding hatred of the United States, the most dangerous of which is al Qaeda. Beyond warning and preventing attack, we must understand, find, outsmart, strike, cripple, and defeat these terrorists. That they would eagerly use against us any weapon they get their hands on makes this priority all the more compelling. Recent U.S. success against al Qaeda is a dividend on a more integrated national intelligence effort. Whether on the Afghan-Pakistan border or anywhere else on Earth, the goal of intelligence must be to leave them no place to hide.

The second challenge is to prevent and counter the acquisition of weapons of mass destruction (WMD), especially by reckless regimes and violent extremists. The recent disclosure of Iran's enrichment facility at Qum underscores that integrated intelligence is a prerequisite of effective counter-proliferation. Iran and North Korea are critical

priorities in their own right and because they could spawn further proliferation. The wider challenge is to be able to discover the diversion of fissile material, illicit weapons production, and trafficking in WMD materials and know-how.

The third challenge is to comprehend the implications of a changing world -- shifting power, emerging threats, economic interdependencies, and new opportunities. China could become a global partner, a rival or both. India has growing capacity and clout, and is strategically located. Cyberspace, health, climate, energy, fragile states, world trade, and financial markets all pose security challenges, thus intelligence challenges. At the same time, more and more countries are willing and able to partner with the United States in tackling these problems. As Director Blair has stressed, good intelligence should illuminate opportunities as well as dangers for U.S. policy and security.

Against this background, I would if confirmed have no greater duty than to help keep the United States safe from attack. Even with decisive actions and successful policies abroad, it could take many years to defeat the likes of al Qa'ida. Meanwhile, weapons of mass destruction and delivery means could spread. These conditions place a premium on unimpeded sharing of information, prompt threat assessment, active collaboration, and the setting of clear priorities at every level across the IC. My goal would be to enhance cooperation among all arms of the IC.

I would also commit myself, if confirmed, to give our national security decision-makers intelligence on which they can rely. The PDDNI is expected to play a supporting role in the NSC inter-agency process while maintaining strictly the objectivity of intelligence analysis. If confirmed, I would adopt the discipline of explaining what the IC knows in its entirety; what it does not know; what it thinks; what is likely to happen;

and what may be unlikely to happen but is very consequential and thus crucial to watch. For these purposes, I would rely on the best intelligence professionals and technologies in the world, making use of secret means while making sense of a growing abundance of open information. I would be as ready to have my thinking challenged as to challenge the thinking of others in the IC.

If confirmed, I would also work to make the IC stronger than it is now -- more integrated, more agile, and better understood and supported by the public. Stronger also means being more resourceful: exploiting information technology to expand sharing in both intelligence and business functions; creating economies and efficiencies by collaborating; and developing people who can excel in and strengthen such a community. That we are beginning to see a positive return on the effort to transform U.S. intelligence should makes us even more determined to press ahead with that transformation, for we have a long way to go.

Managing the IC is a challenge. The DNI and PDDNI must accept heavy responsibilities while at the same time empowering the agencies of the IC to facilitate agile operations, encourage initiative, and respond to changing threats and opportunities. The IC's decentralized structure need not be a problem – in fact, it is a strength. Having fifteen of its elements reside within six different departments makes U.S. intelligence more responsive to those who depend on it. Increasingly, these departments are benefiting from the DNI's integrative efforts, and the arrangement of shared authority between the DNI and those department heads is working better and better. Moreover, by organizing cross-agency teaming, such as national intelligence centers and mission management, it is possible to gain the benefits of both integration and decentralization.

The imperative of integrated intelligence requires creating shared networks, setting common standards for handling sensitive data, and overcoming cultural barriers. In time, sharing across all intelligence agencies should be institutionalized, resources optimized, operations harmonized, and the Nation made safer with less need for DNI insistence and intervention. Meanwhile, it is up to the DNI and PDDNI to create conditions so that responsibility remains clear, the power of decentralization is fostered, the hardest challenges are tackled by cross-agency teaming, and collaboration becomes the norm.

To me, the Intelligence Community's oversight by and cooperation with Congress are not only obligatory but also crucial for maintaining public trust and for the effectiveness of U.S. intelligence. Trust between the American people and their Intelligence Community is critical because of the secrecy that must surround its work, the potency of its tools, natural concerns about privacy and civil liberties, and the consequences of intelligence failure. Key to building public trust is the IC's accountability, both to the President as the executive and to the Congress as the people's representatives.

Moreover, a close working relationship with Congress will make the IC better at meeting the dangers the Nation faces. Strengthening this relationship is a major responsibility of the PDDNI. It requires not only furnishing timely, full, and reliable information on significant matters to Congress but also inviting your counsel and your concerns. This DNI has made clear to the entire IC, and to me, the importance he places on communications and cooperation with Congress. He and I both believe that the IC benefits from your oversight. If confirmed, I will make myself fully available to you and will actively seek your views.

This is both a critical and a formative time for U.S. intelligence. Success requires that the leaders of the IC work to build the confidence of the American people. Director Blair has said that he wants to increase public understanding of, trust in and admiration for the Intelligence Community and its talented and dedicated people – the way our military has earned such respect. If confirmed, I will join him in that effort. The way we work with and answer to this Committee can be instrumental to that purpose.

Again, Madam Chairman and Mr. Vice Chairman, thank you for holding this hearing, and thanks to all Members for considering my nomination. I welcome your questions.