

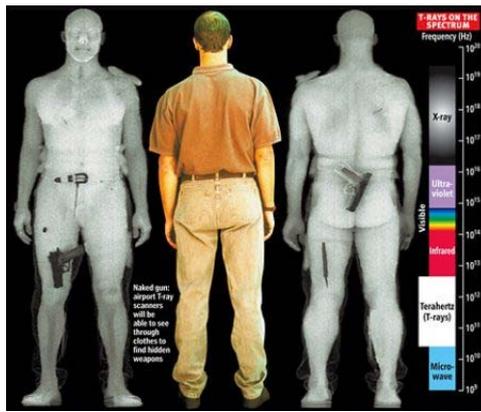
Examining Divergent Beliefs and Values in Policy Debates

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Domestic Intelligence: Project Motivation

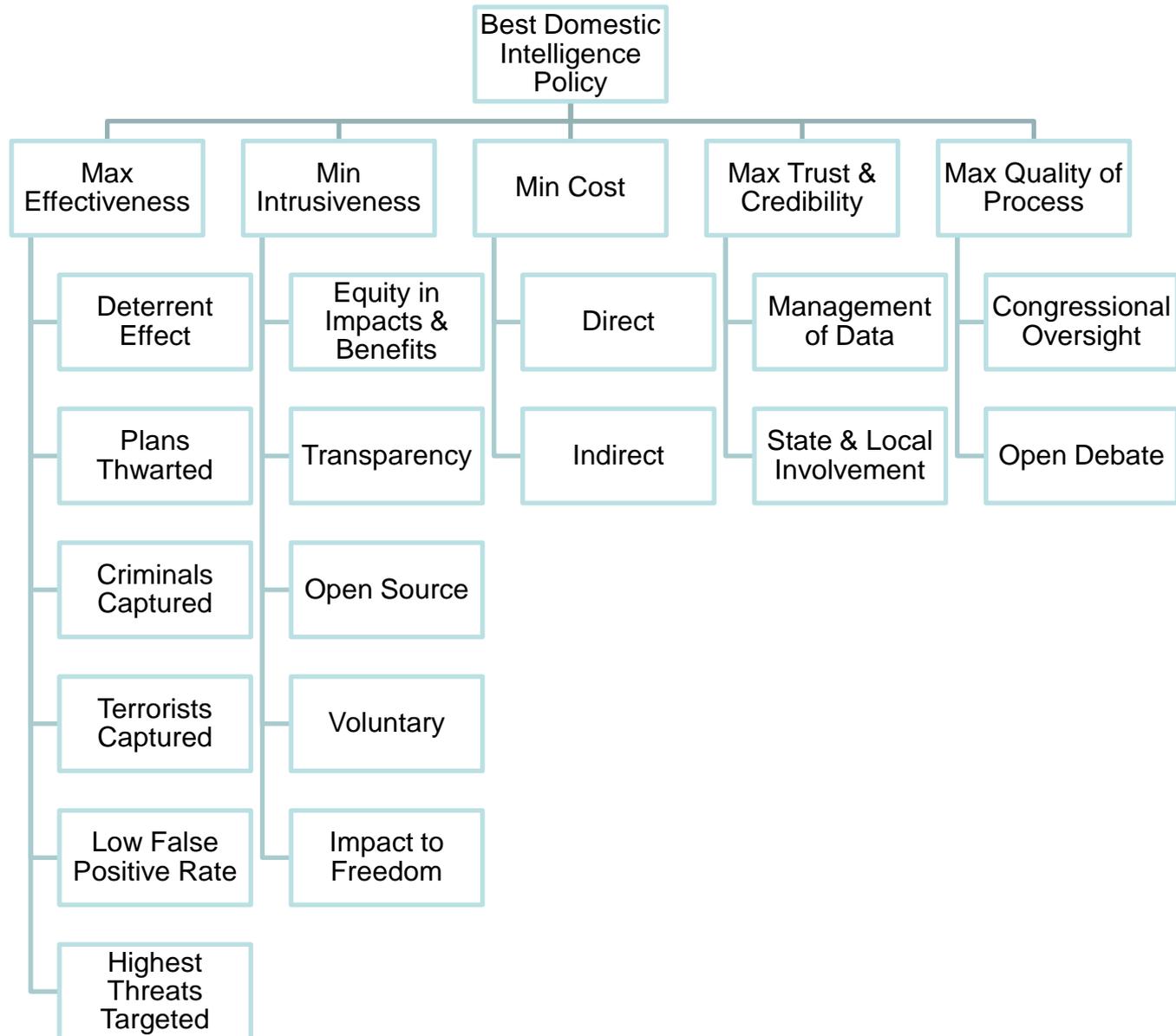
- Recognized importance of increased domestic intelligence activities since 9/11
- But different opinions on: effectiveness of activities, intrusiveness of activities, legality of activities
- Jeffreys-Jones (2007): “the immediate response[s] to 9/11 by the Administration and Congress—strengthening the FBI’s powers—was imposed at a cost to civil liberties. To defend liberty, the argument ran, America had to curtail it.”



Contributors to Model Framework

- From a “management consulting firm serving business and government clients and specializing in the disciplines of decision and risk analysis, operations research, and systems engineering”
- Average years of work experience: 27.4
- 95% at least a masters degree, 30% with a Phd
- 100% with security clearances

Value Hierarchy



Full Study: Domestic Intelligence Policy

Alternatives

- A comprehensive and systemic upgrading of the technology used for controlling the U.S. border, including increased manned aerial assets (i.e., helicopters and small patrol planes), expanded use of unmanned aerial vehicles with surveillance equipment, and next-generation detection (i.e., virtual fence) technology.
- Federal investigators regularly review and compile data acquired from personal communications, i.e., e-mail, telephone conversations, and text messages.
- Undercover federal investigators attend religious services or meetings of civic groups in the US, collecting surveillance data on members.
- Local law enforcement agencies are given expanded authority to stop and search any private vehicle determined to be “suspicious” by police officers. What constitutes “suspicious” would be determined by individual law enforcement agencies.
- Body-imaging scanners required for all screening at all US airports.
- Automated surveillance in public locations including sophisticated facial recognition software and license plate readers at key intersections.

Stakeholder Groups Questioned

- 1) Students in the Security Studies Masters degree program (SSP) at Georgetown University

This group was targeted because of their knowledge, background and interest in the topic of homeland security and because they are studying policy issues related to the domestic intelligence as part of their course work

- 2) Graduate students in two business programs at Georgetown University (an MBA program and an Executive Masters program)

This group was targeted to be more broadly representative of the private sector managers

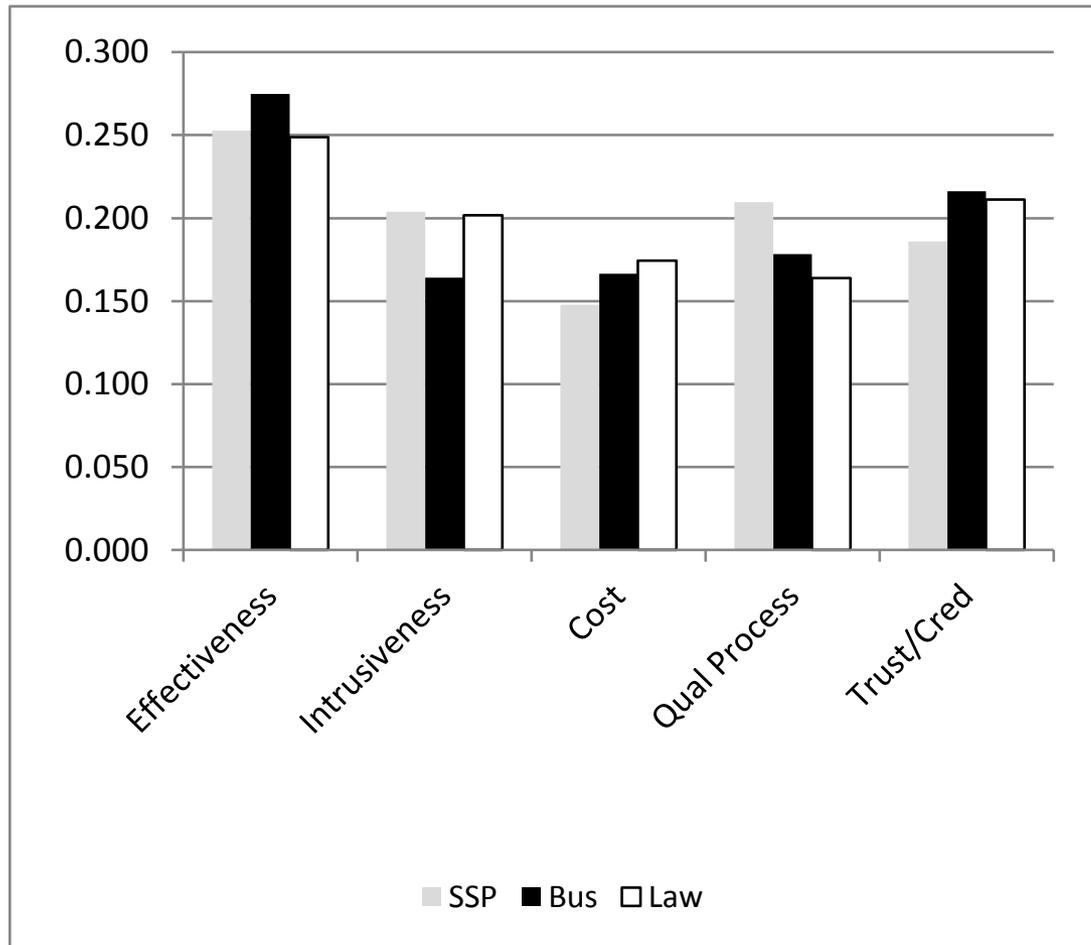
- 3) Members of a law enforcement agency from a large US west-coast city

This group was targeted because of their knowledge and experience in police work.

Types of Questions

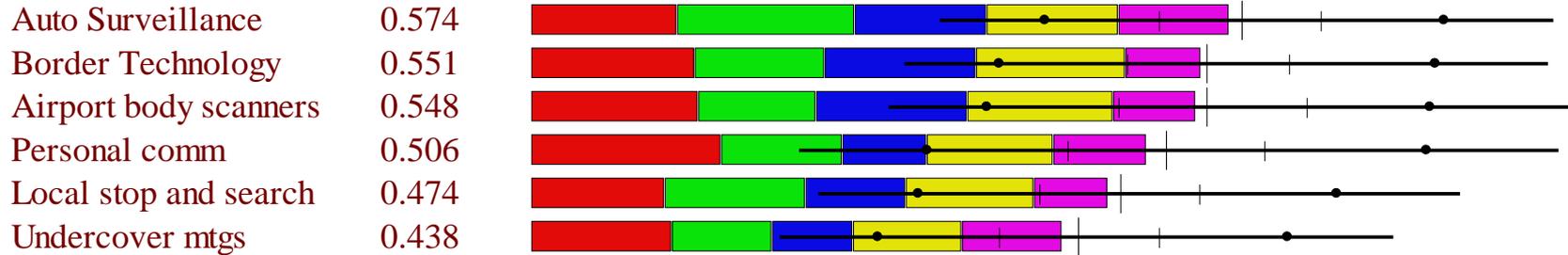
- 1.) Holistic Acceptability: “Do you think this action is acceptable for the government to take in the interest of homeland security?”
- 2.) Value (Objective) Weights. “Which objective of the set would you most like to change from its worst consequence to its best, assuming all other attributes levels are held constant.” Then, respondents assign weights as a percentage of the change from worst to best for the objective with the “largest change” (assigned a weight of 100). For each of the six sets of weight judgments, normalized weights are calculated by dividing each judged swing weight by the sum of weights for each set of judgments, resulting in normalized weights that sum to 1.0.
- 3.) Beliefs about consequences of policy alternatives. For example: “if you think the upgrading of the border technology [the first of six domestic intelligence alternatives respondents evaluated] is likely to have no deterrent effect, you would put a 0 in the first cell; if you think it is significantly likely to deter terrorist behavior, you would put a 100 in the first cell. If you think it will have some moderate level of deterrence, you may put a 40 in the first cell. If you are unsure, try to fill in your best estimate.”

Additive weights across stakeholder groups

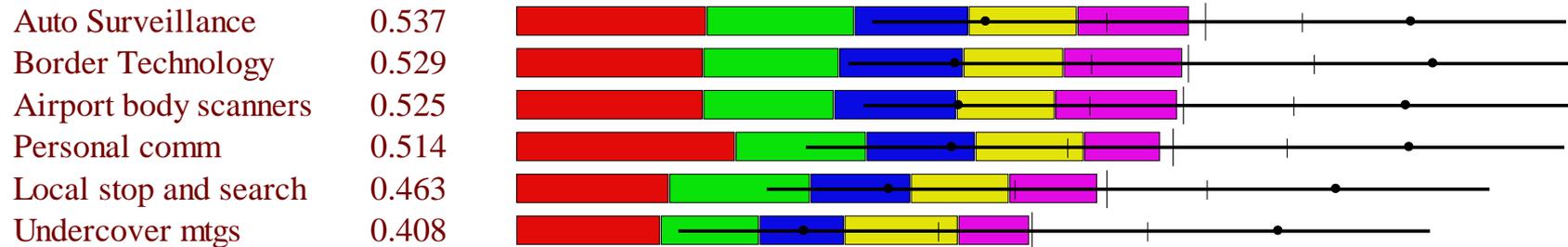


Overall Results

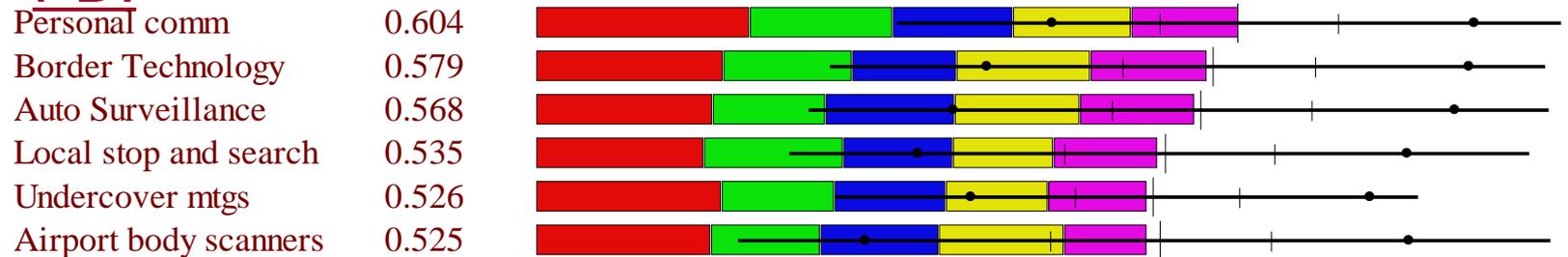
SSP:



Bus:

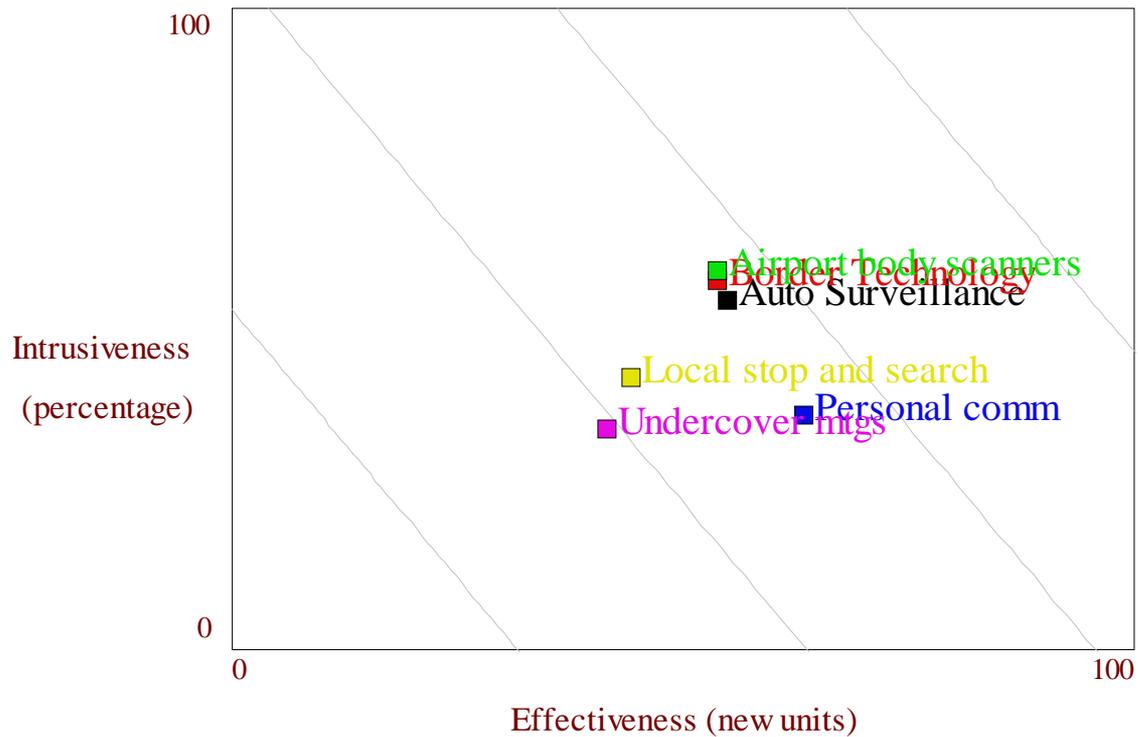


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Intrusiveness vs. Effectiveness (Business Students)

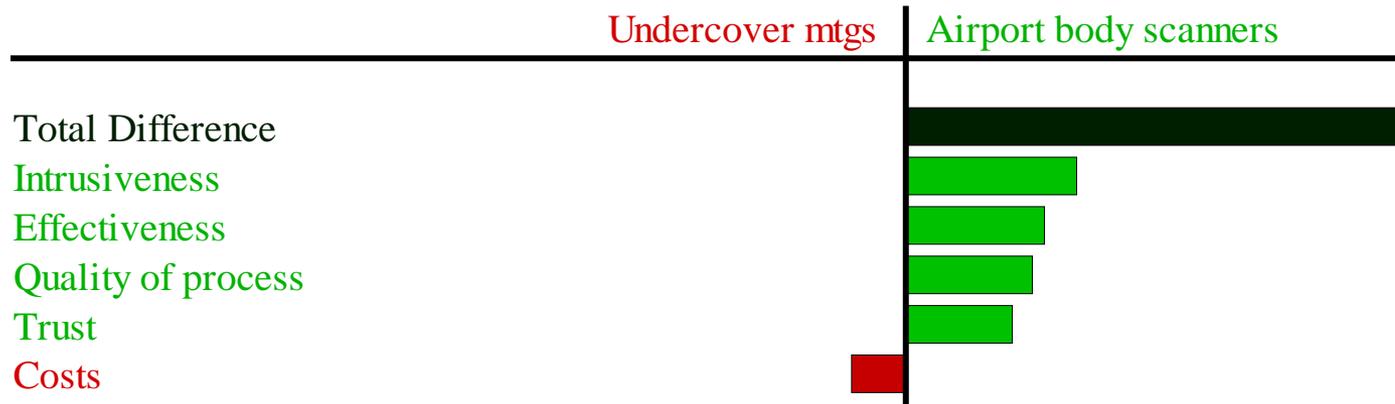
Scatter Diagram for Average Preference Set



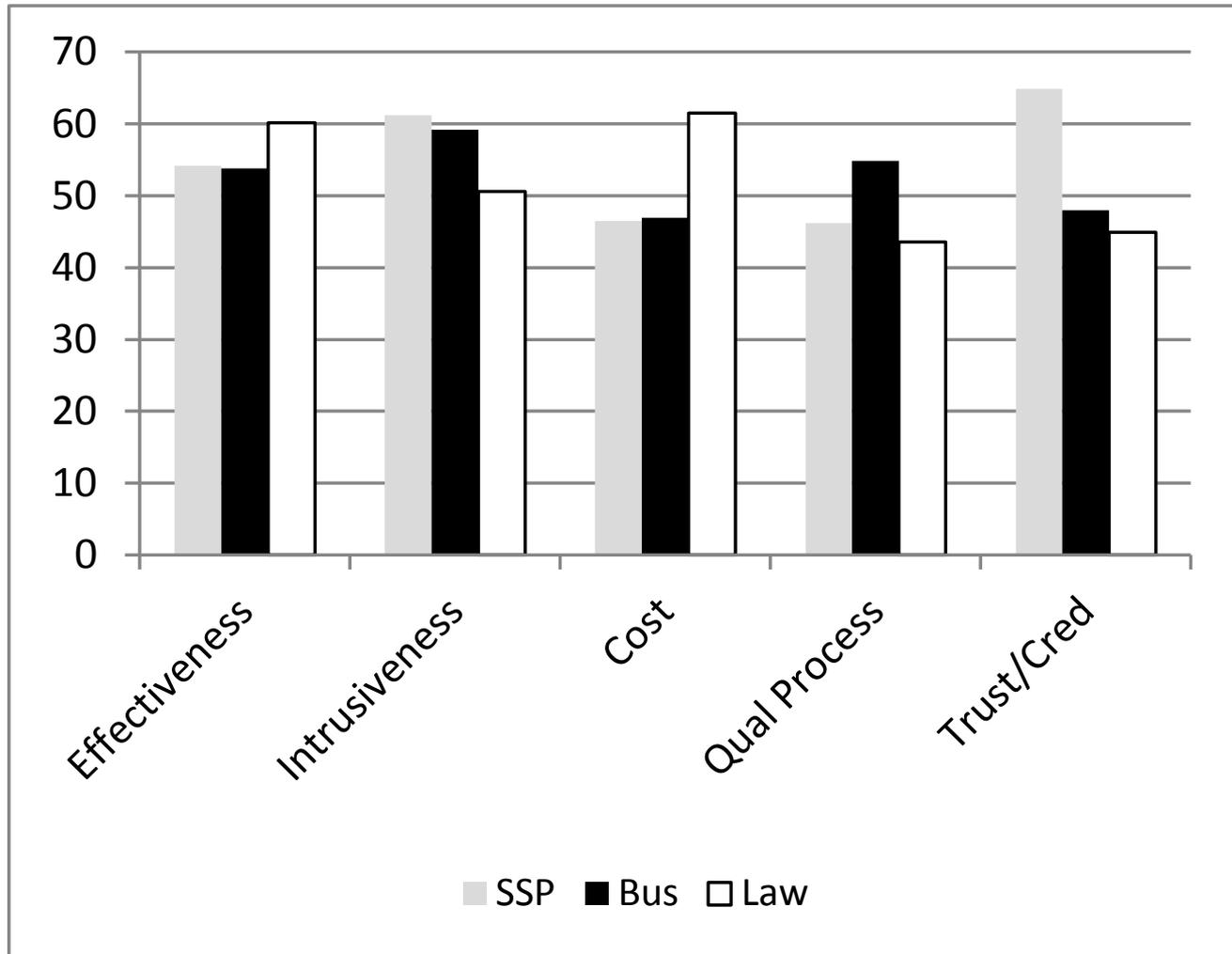
Preference Set = Average

Capability to compare alternatives precisely (Business Students)

Maximize Program Acceptability Objective Utility for	Airport body scanners	0.525
	Undercover mtgs	<u>0.408</u>
	Total Difference	0.117

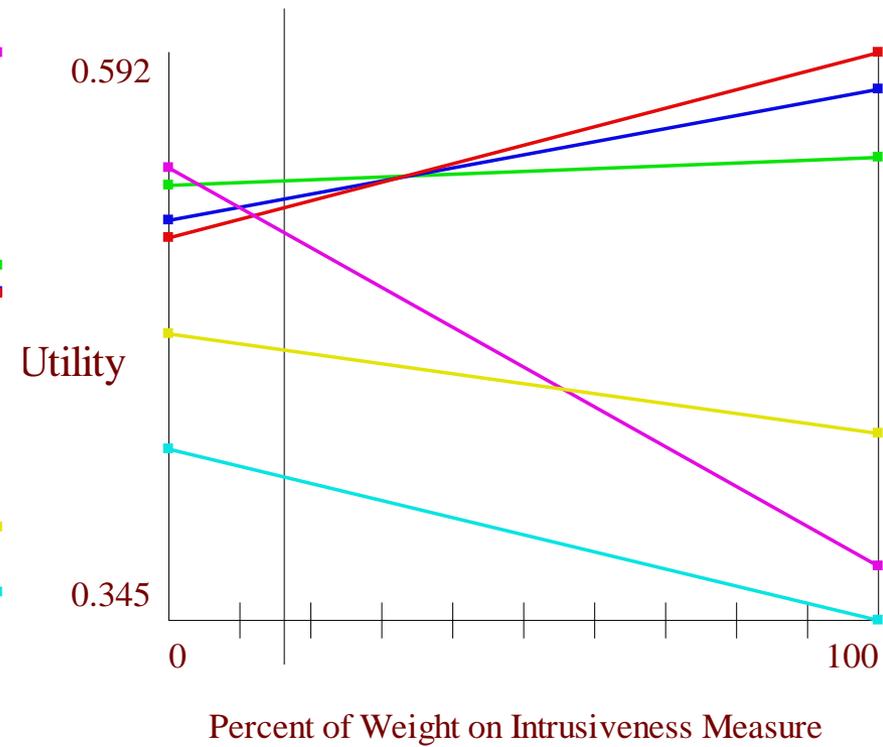
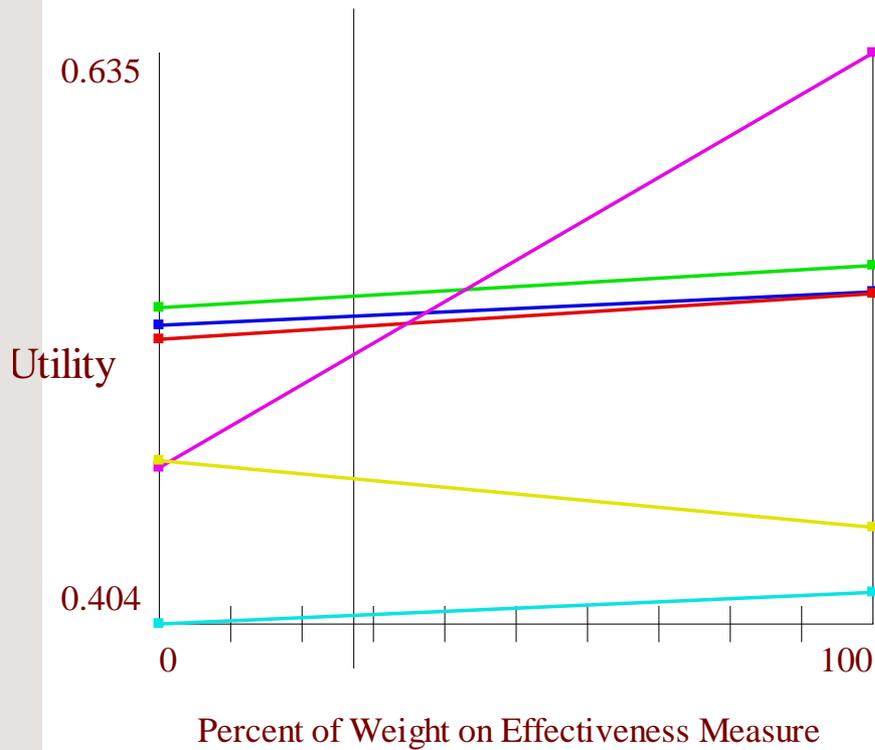


High-level objective scores for airport screening alternative



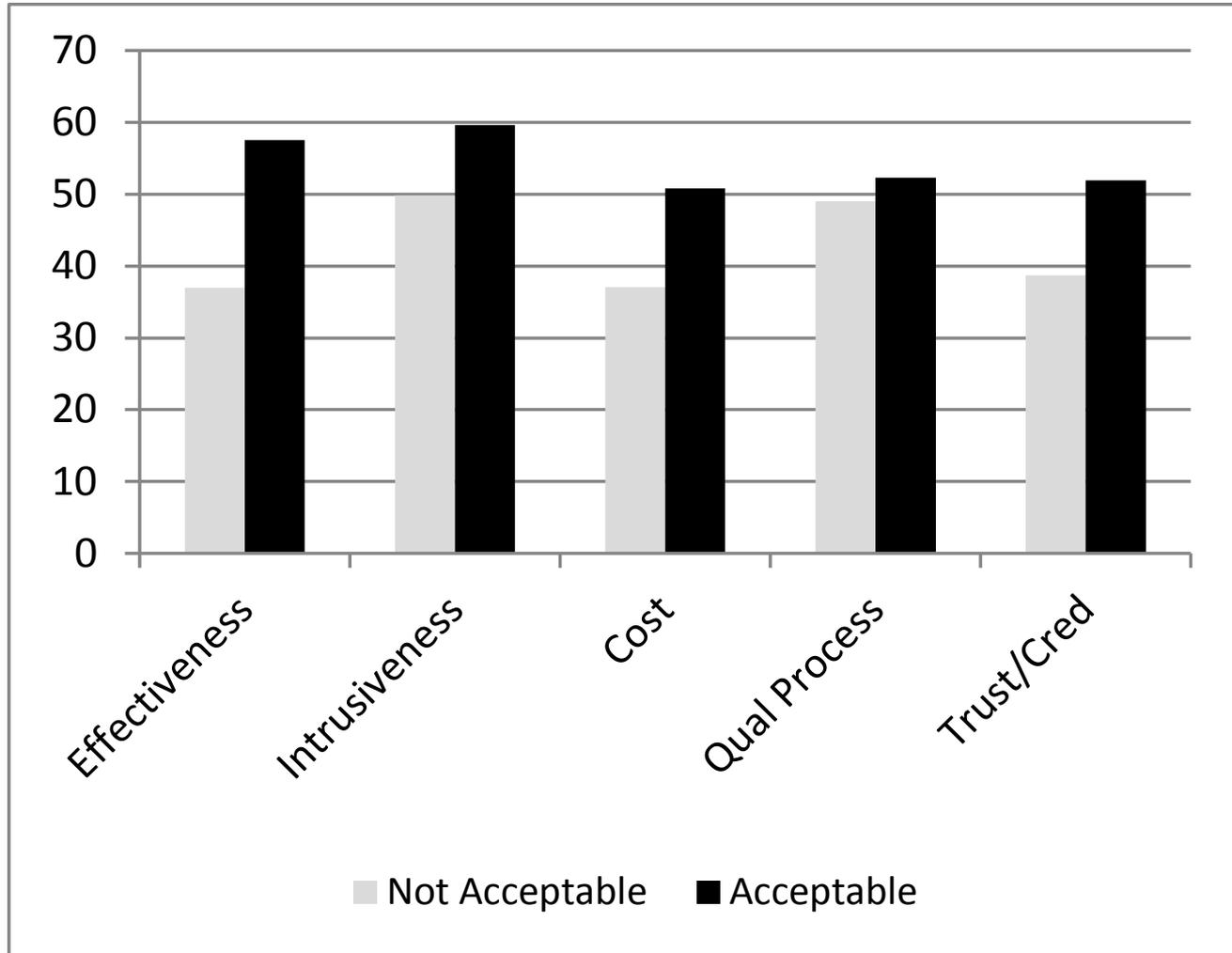
Effectiveness & Intrusiveness

Sensitivity Analysis (Business Students)



- Airport body scanners
- Auto Surveillance
- Border Technology
- Local stop and search
- Personal comm
- Undercover mtgs

High-level objective scores for airport screening by acceptability



Conclusions

- Insights about why people have different feelings about acceptability of policy alternatives can potentially inform decision makers and aid in the construction of a risk communication strategy.
- Our data suggests the messages should focus on how well each domestic intelligence alternative meets different objectives. A risk communication strategy that emphasizes the positive aspects of an alternative should promote more rational thinking among stakeholder groups.
- Additionally, it is especially important for the alternatives that do not have broad acceptability for the risk communication strategy to emphasize the strengths of the alternative, especially to convince people that the policy is effective and would be implemented with a process of high quality, accountability, and transparency.

BACK-UP SLIDES (SCALES)

Sub-objectives for Effectiveness

Sub-objective	Measure
<p>Maximize Deterrent Effect</p>	<p><u>Constructed scale</u> High Score: Policy is significantly likely to deter terrorist behavior Medium Score: Policy is likely to deter terrorist behavior Low Score: Policy is not likely to deter terrorist behavior</p>
<p>Maximize Plans Thwarted</p>	<p><u>Constructed scale</u> High Score: > 50 expected pieces of actionable intelligence collected by policy in 3 month period Medium score: 10-50 expected pieces of actionable intelligence collected by policy in 3 month period Low score: < 10 expected pieces of actionable intelligence collected by policy in 3 month period</p>
<p>Maximize Criminals Captured</p>	<p><u>Constructed scale</u> High Score: > 50 expected criminal cases prosecuted in 1 year period based on evidence collected Medium score: 10-50 expected criminal cases prosecuted in 1 year period based on evidence collected Low score: < 10 expected criminal cases prosecuted in 1 year period based on evidence collected</p>
<p>Maximize Terrorists Captured</p>	<p><u>Constructed scale</u> High Score: Expected to capture at least 1 terrorist in less than 5 years Medium Score: Expected to capture 1 terrorist in 5-10 years Low Score: Expected to capture less than 1 terrorist in 10 or more years</p>
<p>Minimize False Positive Rate</p>	<p><u>Constructed scale</u> High Score: Likely to have many false positives Medium-High Score: Some false positives Medium Score: Few false positive Low: No false positives</p>
<p>Maximize Targeting of Highest Threats</p>	<p><u>Constructed scale based on national intelligence priorities:</u> High Score: Prevents Nuc, Rad, Chem, Bio Medium Score: Prevents Conventional Explosive Attacks Low Score: Prevents Small Arms Attacks</p>

Sub-objectives for Quality of Political Process

Sub-objective	Measure
Maximize Congressional Oversight	<p data-bbox="1136 486 1373 511"><u>Constructed scale</u></p> <p data-bbox="624 525 1634 549">High Score: Congress has direct influence because of oversight responsibility</p> <p data-bbox="624 564 1615 588">Medium Score: Congress has indirect influence though budget authorization</p> <p data-bbox="624 602 1128 626">Low Score: Congress has no influence</p>
Maximize Open Debate	<p data-bbox="1136 664 1373 688"><u>Constructed scale</u></p> <p data-bbox="624 702 1881 769">High Score: All pros and cons of the policy are discussed in stakeholder meetings and through a formal public comment process before policy is accepted</p> <p data-bbox="624 783 1837 851">Medium Score: Pros and cons of the policy are weighed through an informal process such as the media</p> <p data-bbox="624 865 1599 889">Low Score: Policy is enacted in secrecy with no accountability to the public</p>

Sub-objectives for Trust & Credibility

Sub-objective	Measure
Maximize Management of Data	<p style="text-align: center;"><u>Constructed scale</u></p> High Score: Data storage policies are clearly stated and data are stored at low levels of aggregation for short periods of time Medium Score: Data storage policies are clearly stated but data are stored at higher levels of aggregation for longer periods of time Low Score: Data storage policies are not clearly stated and data are stored at higher levels of aggregation for longer periods of time
Maximize State & Local Involvement	<p style="text-align: center;"><u>Constructed scale</u></p> High Score: Activity is managed at the state or local level Low Score: Activity is managed at the federal level

Sub-objectives for Cost

Sub-objective	Measure
Direct Costs	Expected 2 year program costs (measured in current year dollars) including both capital costs and 2 years of operating costs (Current Proxy is a constructed scale that captures subjectively whether direct costs are expected to be high, medium, or low)
Indirect Costs	Expected 1 month indirect costs estimated based on expected hours of delay per person, number of people delayed, and a cost per person per hour (assume \$50) (Current Proxy is a constructed scale that captures subjectively whether direct costs are expected to be high, medium, or low)

Sub-objectives for Intrusiveness

Sub-objective	Measure
Maximize Equity in Impacts and Benefits	Percent alignment of impacts and benefits (e.g., 100% alignment is airline screening)
Maximize Transparency	Percent of impacted population who know they are being impacted (e.g., 100% transparency is airline screening)
Maximize Use of Open Source Information	Percent of information collected from publicly available sources
Maximize Voluntariness	Percent of participation is voluntary
Minimize Impact to Freedom	<p style="text-align: center;"><u>Constructed Scale</u></p> <p>Very High: Infringing on U.S. “sacred values” for what it means to be an American High: Agreeable to only a small portion of the U.S. public Medium: Agreeable to a substantial portion of the U.S. public Low: Reasonably prudent requests Very Low: No infringement what so ever on an individual’s freedom</p>