



# The Human Factor: Inside the CIA's Dysfunctional Intelligence Culture (Encounter BroadSides)

By Ishmael Jones

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## The Human Factor: Inside the CIA's Dysfunctional Intelligence Culture (Encounter BroadSides) By Ishmael Jones

American Presidents make decisions on war unaware that the human source intelligence provided by the CIA is often false or nonexistent. From Harry Truman during the Korean War to George Bush during the War on Terror, modern Presidents have faced their darkest moments as a result of poor intelligence. The CIA has assured Congress and the President that intelligence programs in hostile areas of the world are thriving, when they simply do not exist.

The CIA is a broken, Soviet-style bureaucracy with its own agenda: to consume federal funds, to expand within the United States, to feign activity, and to enrich current and former employees. After 9/11, billions of dollars directed by Congress to increase the number of officers working under deep cover on foreign streets have disappeared without the CIA fielding a single additional, productive officer overseas.

*The Human Factor* makes the case for intelligence reform, showing the career of an accomplished deep cover CIA case officer who struggled not with finding human sources of secret information in rogue nations, but with the CIA's bloated, dysfunctional, even cancerous bureaucracy. After initial training in the US, Ishmael Jones spent his career in multiple, consecutive overseas assignments, as a deep cover officer without benefit of diplomatic immunity. In dingy hotel rooms, Jones met alone with weapons scientists, money launderers, and terrorists. He pushed intelligence missions forward while escaping purges within the Agency, active thwarting of operations by bureaucrats, and the ever-present threat of arrest by hostile foreign intelligence services. Jones became convinced that the CIA's failure to fulfill its purpose endangers Americans. Attempting reform from within proved absurd. Jones resigned from the CIA to make a public case for reform through the writing of this book.

Effective American organizations feature clear missions, streamlined management, transparency, and accountability. The CIA has none of these. While

it has always hired good people, it wastes and even perverts employees. The CIA is not doing its job and must be fixed. Until it is, our lives and the lives of our allies are in jeopardy.

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**The Human Factor: Inside the CIA's Dysfunctional Intelligence Culture (Encounter BroadSides)** By Ishmael Jones **Bibliography**

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### Editorial Review

From Publishers Weekly

What's wrong with the CIA? A number of authors have tackled this question lately, and the pseudonymous Jones brings what could be a unique vantage point: a career operative, Jones claims he was "America's number one producer of intelligence reports on terrorism." Unfortunately, the book is more memoir than expose, privileging personal complaints (Jones is frequently underutilized and underappreciated) over actual accounts of the intelligence community's accomplishments and setbacks. Even as he hops the globe, Jones revels in woefully familiar aggravations: the Agency fails to reimburse his expenses in a timely fashion, wastes his time in team-building exercises, etc. He convincingly labels headquarters a haven for burnt-out, risk-averse pension-seekers, but he spends just as much time getting in digs at difficult landlords, surly cab drivers and airplane travel. Though Jones levels many serious charges against those running the CIA, he doesn't follow through and offers just a few pages of suggestions; his self-concern and attention to mundane details make this more suitable for those considering a career at the Agency than those wishing to understand it.

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### Review

"Excellent...a devastating and alarming picture."

— *National Review*

"Scathing – and unauthorized."

— *Congressional Quarterly*

"Controversial, eye-opening account"

— *Foreword Magazine*

"This book should be required reading for anyone who serves in our government or is served by it. But beware: Reading *The Human Factor* will make you very, very angry."

— **Max Boot**, Senior fellow in national security studies, The Council on Foreign Relations; author of *The Savage Wars of Peace* and *War Made New*

"Jones (the cover name the Agency gave him during his first training course), a Marine who joined the Agency's clandestine service and became a case officer in the late '80s, paints a devastating and alarming picture of a vast bureaucracy he calls 'a corrupt, Soviet-style organization'."

— **Michael Ledeen**, *National Review Online*

"Mr. Jones obviously believes that the United States deserves the best intelligence organization in the world. He believes passionately that every American taxpayer is being cheated because we are paying scores of billions of dollars for a bloated, ineffective, risk-averse organization that cannot perform the mission for which it was created."

— **John Weisman**, *The Washington Times*

"Ishmael Jones represents an altogether uncommon breed of CIA officer, one willing to risk life and career in the pursuit of gathering better intelligence. If the CIA as a whole shared this one officer's relentless

pursuit of WMD sources, terrorists, and the rogue nations that support them, then we might find ourselves in a much safer world today. With his book *The Human Factor*, Jones relates the details of his extraordinary career with a notable lack of bravado and a tremendous amount of dry wit.”

— **Lindsay Moran**, author of *Blowing My Cover: My Life as a CIA Spy*

“The Human Factor is an enormously important book and a surprisingly accessible read. Hopefully, it will propel the reform debate beyond the usual tinkering.... Call him Ishmael, or not, but I call him a patriot.”

— **David Forsmark**, *Frontpage Magazine*

## Review

Over the past 15 or 20 years, I'd guess that about half the interns and research assistants I've employed have had a hankering to be James Bond, and they asked me what I thought about it. And could I help?

I couldn't help, since most of that frolicsome crowd over at Langley think I'm not the sort of person they like (a bad relationship that dates back to my years in Italy as Rome correspondent for *The New Republic*, when I wrote many stories challenging the Agency's views on Soviet and Italian Communism and European terrorism, and the relationships between them). But anyway, I've told the young people, life at CIA is unpleasant, very bureaucratic, and not at all the glamorous adventure you imagine it to be.

If only Ishmael Jones's excellent book *The Human Factor: Inside the CIA's Dysfunctional Intelligence Culture* had been available, I could have simply told them to read it. Jones (the cover name the Agency gave him during his first training course), a Marine who joined the Agency's clandestine service and became a case officer in the late '80s, paints a devastating and alarming picture of a vast bureaucracy he calls "a corrupt, Soviet-style organization." He warns that the CIA must "either be restructured as an American organization -- which encourages achievement, creativity, and accountability -- or it must be dismantled."

I don't know any other author who has told this devastating story so calmly and so convincingly. He thinks the Agency should be broken up into its component parts and integrated into other Agencies, from State to Defense.

Jones shows that the CIA is not doing its basic job, penetrating our enemies' organizations and getting their people to work with us. One of *The Human Factor's* most surprising revelations is that, despite all the hue and cry about the need for more and better human intelligence, despite the billions of dollars that have been poured into this project, we don't have any more case officers today than we did back when. So where did all the money go? It went to create a domestic empire right here in the United States...

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## **Users Review**

### **From reader reviews:**

#### **Roger Dupre:**

As people who live in the modest era should be up-date about what going on or details even knowledge to make these individuals keep up with the era that is certainly always change and make progress. Some of you maybe will probably update themselves by reading books. It is a good choice for you personally but the

problems coming to an individual is you don't know what kind you should start with. This **The Human Factor: Inside the CIA's Dysfunctional Intelligence Culture (Encounter BroadSides)** is our recommendation to help you keep up with the world. Why, because this book serves what you want and need in this era.

**Norma Wilson:**

Reading can called imagination hangout, why? Because if you find yourself reading a book particularly book entitled **The Human Factor: Inside the CIA's Dysfunctional Intelligence Culture (Encounter BroadSides)** your thoughts will drift away trough every dimension, wandering in every single aspect that maybe unfamiliar for but surely can be your mind friends. Imaging every single word written in a publication then become one contact form conclusion and explanation that maybe you never get prior to. The **The Human Factor: Inside the CIA's Dysfunctional Intelligence Culture (Encounter BroadSides)** giving you a different experience more than blown away your mind but also giving you useful data for your better life in this era. So now let us present to you the relaxing pattern this is your body and mind will probably be pleased when you are finished reading it, like winning a sport. Do you want to try this extraordinary wasting spare time activity?

**Joshua Poulson:**

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**Joyce Hynes:**

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