

25 February 1977

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NOTE TO:
FROM :
SUBJECT: Input to OPEI Homework Relative to PRM/NSC-11

1. In keeping with the oral guidelines at the last SAG meeting, below are some alternate ways of doing business, long-standing deficiencies in the current methodology, key issues, etc., that might be worth keeping in mind as the PRM/NSC-11 drill unfolds in the weeks ahead. They are offered in no particular order of importance.

a. Feasibility of a foreign affairs community* approach to human resource collection of foreign information needed for the production of national intelligence. It is time for an Executive Order that provides a framework for a synergetic reporting relationship between the Intelligence Community and non-intelligence foreign affairs entities (such as the Foreign Service) that is supportive of national

*Those departments, U.S. Government agencies, and other organizations which are represented in U.S. diplomatic missions abroad; and Executive Branch entities which may not be represented abroad but are significantly involved in international activities with the governments of other nations.

and departmental needs while retaining the mission integrity and program autonomy of the non-intelligence entities.

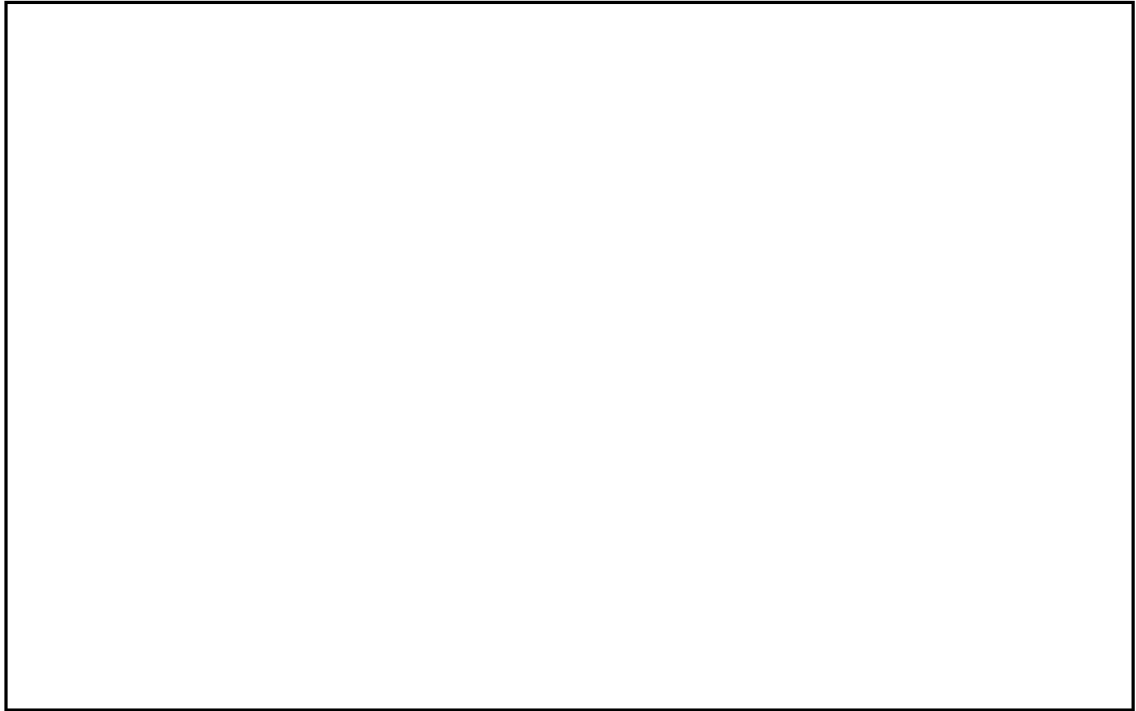
b. Overhaul of the Foreign Service to become a cross-agency career track for professional collectors of foreign information from human sources, i.e., for the human resource "collector community." Foreign information is simply foreign information throughout the collection and distribution process, regardless of the method of collection or the sponsoring department or agency. Removal of the largely psychological barrier between "intelligence" and "non-intelligence" collection to meet national and departmental needs would enhance coordination of collection activities; exchange of information, skills, training, and methodology; plus ease some cover difficulties and many small interagency frictions which impede performance.

c. Needed: A DCI-sponsored, foreign affairs community program to identify and promote ideas for improving coordination and mutual assistance overseas between human resource collection elements of the various departments and agencies, including collection elements that are not part of the
This would directly support, albeit transcend, the

*Concept is
A "unified"
Foreign Service"
- to encompass
all govt agencies
reps abroad.*

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d. Alternatives worth serious consideration in the CI field:

- Establishment of a national structure for: the development of foreign CI policy; coordination of the Government's CI activities; central CI R&D, training and threat analysis (HUMINT, SIGINT, PHOTINT) supporting all CI agencies.

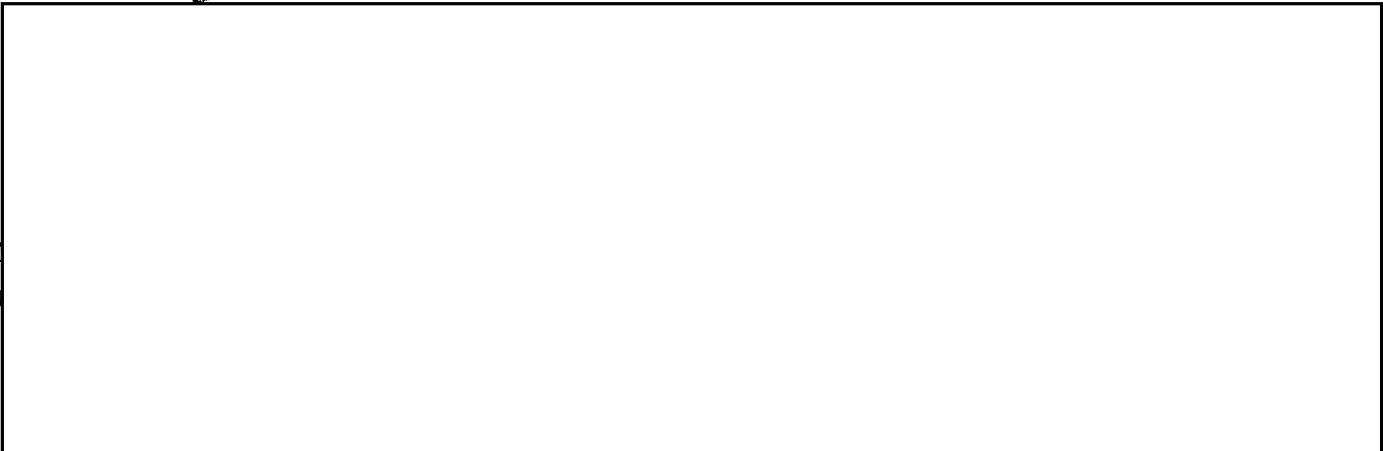
- Establish an NIO for CI to orchestrate national CI estimates.

- Create within the FBI two clearly separate career tracks for CI and for criminal investigation, or create a separate CI agency.

*Proposal
in works

Not separate
from above*

- Merge the Army, Navy and AF CI agencies into one DoD CI entity, exclusive of criminal investigation.



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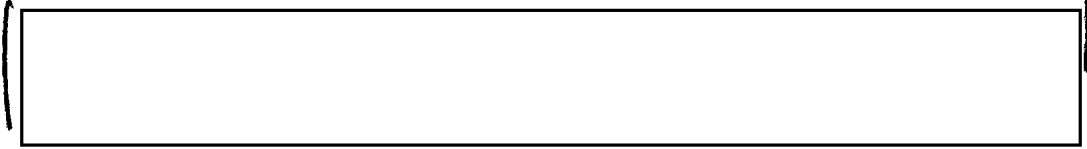
Philosophy on early retirement is changing - in govt. & industry.

f. Obtain legislation which would provide early retirement at government mandate for career personnel in NFIP programs, to enable systematic upgrading of the quality of career intelligence officers.

This is duplicatory of HRC, etc. - function should remain in IC Staff context

g. Designate an NIO for human resource collection to work with the D/DCI/IC. The human resource reporting contribution to national intelligence is a mix of reporting from intelligence and non-intelligence departments and agencies, which poses special problems for oversight, coordination and review of Community collection performance. The NIO would assist the D/DCI/IC on discussions and negotiations with non-intelligence departments and agencies relative to national intelligence needs, and on Intelligence Community collection issues such as determining the

proper IC role in the technology transfer problem;
exploring collection trade-off possibilities; and
new ways of doing business such as extending the



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