

28 October 1976

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MEMORANDUM FOR: [REDACTED]
Special Assistant to the DDI

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FROM : [REDACTED]
Assistant to the DDCI

SUBJECT : Improvement of Support to DDCI on NFIB Matters

1. You suggested we get together on subject, which I would like to do; but, since I sometimes think better on paper, I am submitting the following thoughts to you in advance:

a. I have the feeling that during his tenure on an NIE or IMM working group, the analyst who is the CIA rep divorces himself from the rest of the Agency and acts more or less on his own. I would suggest that you or someone in your office keep track of these people, and ensure that the positions they are advancing are concurred in by other CIA analysts and supervisors conversant with their topic. What I am looking for here is coherent CIA positions on NFIB issues. Such positions should be summarized in briefing papers provided to the DDCI at or prior to our pre-pre-NFIB meetings.

b. Additionally, we should request the analysts to keep us informed in a timely manner of significant disputes between participating agencies, including those that arise within the working group and those that NFIB reps, like General Allen, may raise in the future. Suggested responses to the contentious views (!) of other agencies could be woven into the CIA position briefing paper.

c. When appropriate, I think your office should also be in touch with the NIO responsible for the issue to be discussed. Frankly, I have been disappointed with the failure of the NIO's to exercise a strong coordinating role and to resolve many of the issues which have arisen before they got to the NFIB. Perhaps you could encourage them to do so. Also, it would be useful to know in advance their views, as the "leading experts", on the conflicts that have arisen in working group meetings and elsewhere.

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d. It would appear useful for your office to maintain regular contact with Walt Elder's shop in order to learn future agenda topics and be ready to cope with them.

e. Some sort of briefing paper, however short, should be prepared for the DDCI on each NFIB agenda item. We ought to make him the best informed person at the meeting, with a constructive contribution to offer when possible. On informational items, or papers like the Africa requirements document we considered today, it would be useful to secure comments from DDI or DDS&T analysts and, as appropriate, DDO desk officers for the DDCI's consideration. Topics billed as "informational" may turn out to be otherwise, and you should solicit analysts' views as to what problems may arise.

2. Of course, we can never do a fully satisfactory job under the current system, where papers are completed and passed around for discussion two or three days before an NFIB meeting - or even later than that; where the NIO's consider it their job to get disputes aired before the NFIB rather than resolve them in advance; and where NFIB principals save their choicest complaints for the NFIB meeting. With the DDCI's blessing, I am conferring with [redacted] on ways in which we might urge the DCI to correct this situation.

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O/DDCI: [redacted] (28Oct76)

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