

SECRET

66-286

20 January 1966

MEMORANDUM FOR: Deputy Director for Intelligence

Jack:

Attached is a paper setting forth certain recommendations and principles pertaining to the organization of the Board and Office of National Estimates and working arrangements between Board and Office and the DD/I. It was, as you recall, the paper which served as the basis for my discussions with you and the Director of National Estimates on 18 January. At that meeting we all agreed on the points set forth in the attached statement.

The principles reflected in the attached are embodied in a Headquarters Notice which will be formally disseminated within the Agency in the next day or so. I am attaching an advance copy of this Notice so that you can feel free to inform your immediate staff of the decisions which have been made. The DCI and DDCI have approved these decisions.

A copy of this memorandum has been sent to the Director of National Estimates.

/s/

L. K. White

Attachments

O/ExDir/HKnoche:blp (19 Jan 66)

Distribution:

Original - Addressee w/atts

✓ 1 - Executive Director ~~w/cy atts~~

1 - ER w/cy atts

1 - O/ExDir (Knoche) ~~w/cy atts~~

SECRET

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66-222

19 January 1966

**MEMORANDUM FOR: Deputy Director for Intelligence
Director of National Estimates**

Jack:
Sherm:

With the establishment of the Board and Office of National Estimates as an independent component reporting directly to the Director, I suggest that you or your designees consult and work up appropriate revisions of the Headquarters Regulations pertaining to your organizations and functions.

As a suggestion, some of the functions spelled out in the current Regulation pertaining to ONE [redacted] are either outmoded or otherwise unnecessary. For example, under "Functions", subparagraphs (a), (d), and (e) would in my view best be deleted.

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I believe it is also desirable that you reach agreement between your two offices that the selection of officers [redacted] be the responsibility of the Deputy Director for Intelligence with due regard to nominations from the Office of National Estimates. In any case, under current procedures approval by the DDCI will be required for senior positions, such as [redacted]

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X1

As further guidance for you, the Director has requested that organization charts show not only a solid line from the Board and Office of National Estimates to the Director of Central Intelligence but a dotted line to the Deputy Director for Intelligence as well.

I hope that we can get these regulatory changes published soonest and request that you give me an agreed draft by 26 January if possible. Please let me know if I can be of assistance.

O-ExDir:HK:sbo

Distribution:

0 - DD/I

1 - D/ONE

1 - ExDir

1 - HKnoche Chrono

1 - ER

LK
L. K. White

~~SECRET~~

GROUP 1
Excluded from automatic
declassification

RECOMMENDATIONS

- a. That both the Board and Office of National Estimates be removed from the DD/I organization and be made an independent component directly subordinate to the DCI.
- b. That the Director of National Estimates continue to be the Chairman of the Board of National Estimates.
- c. That the members of the Office of National Estimates continue to be members of the Intelligence Career Service.
- d. That the Director look to the Director of National Estimates for the preparation of important papers which are clearly estimative in character and to the DD/I for other substantive intelligence reports.

Agency issuances implementing these recommendations should include these points:

- a. The Board of National Estimates is the DCI's instrument for the production of National Estimates; its chairman reports directly to the DCI on substantive matters; but substantive consultation with the DD/I is expected to be close and continuous; and the DD/I is expected to advise the DCI regarding the substance of all finished intelligence.
- b. The DD/I is responsible for providing proper staffing of the Office of National Estimates and for insuring the free and full substantive and analytical support of Board projects by the DD/I production area.

SECRET

66-287

20 January 1966

MEMORANDUM FOR: Director of National Estimates

Sherm:

Attached is a paper setting forth certain recommendations and principles pertaining to the organization of the Board and Office of National Estimates and working arrangements between Board and Office and the DD/I. It was, as you recall, the paper which served as the basis for my discussions with you and the Deputy Director for Intelligence on 18 January. At that meeting we all agreed on the points set forth in the attached statement.

The principles reflected in the attached are embodied in a Headquarters Notice which will be formally disseminated within the Agency in the next day or so. I am attaching an advance copy of this Notice so that you can feel free to inform your immediate staff of the decisions which have been made. The DCI and DDCI have approved these decisions.

A copy of this memorandum has been sent to the Deputy Director for Intelligence.

/s/

L. K. White

Attachments

O/ExDir/HKnoche:blp (19 Jan 66)

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- 1 - O/ExDir (Knoche) ~~w/cy atts~~

25X1

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SECRET

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- a. That both the Board and Office of National Estimates be removed from the DD/I organization and be made an independent component directly subordinate to the DCI.
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Agency issuances implementing these recommendations should include these points:

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- b. The DD/I is responsible for providing proper staffing of the Office of National Estimates and for insuring the free and full substantive and analytical support of Board projects by the DD/I production area.

SECRET

17 January 1966

MEMORANDUM

SUBJECT: DCI-DDI-Board of National Estimates Relations

1. A proper and effective relationship between the DCI, the DDI, and the Board of National Estimates is not easy to define in black and white terms. It is clear on the one hand that the DCI's role in the intelligence community requires that the DCI be closely involved in the National Estimates process. This in turn indicates that the Chairman of the Board should, as a practical matter, report directly to the DCI on the substantive aspects of NIE's and other papers prepared by the Board for the DCI's use.

2. At the same time, however, the DDI is the DCI's principal deputy responsible for intelligence production. The DDI Directorate produces on both a scheduled and ad hoc basis a broad range of intelligence for the DCI which is directly related to the national policy making process. Sometimes, in fact, DDI publications are more direct than National Estimates in their impact on national policy makers-- examples are the President's Daily Brief, DCI briefing papers, and special memoranda.

3. If the DCI is to be properly served by the DDI in the production of finished intelligence, it is important that the DDI have some cognizance of all such production in order to insure consistency in what the Agency and the DCI are saying in various publications and to guard against undesirable duplication in production.

4. The advantages from either the substantive or administrative point of view of further separation of ONE as an office from the DDI have not to my mind been demonstrated. It appears to me in fact that the advantages lie in the other direction, toward a closer relationship than now exists. The life blood

of the ONE staff comes not entirely from within itself; it is heavily dependent for substantive support and assistance on the DDI corps of analysts and experts. Without this close daily support and contact, there would be danger of deterioration in the relevance, freshness, and soundness of the ONE product.

5. A close ONE relationship with the DDI is also important in terms of efficient administration of the problems of recruitment, allocation, and assignment of the hard-to-find, high class analytical talent needed in ONE and throughout the DDI area. The DDI with his large pool of experienced manpower is in the best position to provide ONE with experienced, high quality staff and to arrange for beneficial shifts in staff assignments.

6. What is required to insure the highest quality product from ONE and the optimum responsiveness to the DCI requirements is not greater separation of ONE and the DDI, but a closer relationship than now exists. This relationship should be defined in terms which will satisfy the following principles and objectives:

a. The DCI needs to have direct access to the Chairman of the Board and to be involved in the substance of NIE's; the Chairman of the Board requires direct access to the DCI.

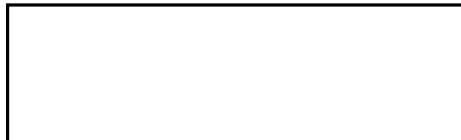
b. The DDI, as the DCI's deputy for production, must be in a position to advise the DCI with respect both to the substance of all finished intelligence and the most effective means of meeting any substantive requirement.

c. The DDI, with the large pool of trained analytical manpower at his command should have the responsibility for providing ONE with the staff personnel required to insure the maintenance of the highest standards in ONE production. Details on how this staffing would be provided should be worked out between the DDI and the Director/ONE.

7. In summary, in my view any statement on ONE's relationship with the DCI and with the DDI needs to include the following points:

a. The Board of National Estimates is the DCI's instrument for the production of National Estimates; its chairman reports directly to the DCI on substantive matters; but substantive consultation with the DDI is expected to be close and continuous; and the DDI is expected to advise the DCI regarding the substance of all finished intelligence.

b. The DDI is responsible for providing proper staffing of the Office of National Estimates and for insuring the free and full substantive and analytical support of Board projects by the DDI production area.



R. J. SMITH

Deputy Director for Intelligence

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