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THE DIRECTOR OF CENTRAL INTELLIGENCE

WASHINGTON, D.C. 20505

Deputy Director for National Foreign Assessment

9 APR 1980

MEMORANDUM FOR: National Intelligence Officers

SUBJECT : NIC Warning Procedures

1. DCID 1/5, which established a National Intelligence Warning System, assigned specific responsibilities to the NIO for Warning and the regional NIOs. The NIO/W, among other things, is charged with being "alert to alternate interpretations within the Community" and with developing a "warning consciousness and discipline throughout the Community." The NIOs, who have substantive responsibility for warning in their respective fields, are directed to conduct Community-wide monthly reviews of situations potentially requiring the issuance of warning.

2. The establishment of the NIC offers an opportunity to take advantage of the collective expertise of the NIOs to enhance the monthly warning reviews and assist the NIO/W. With a view to strengthening the ability of the NIC collectively and the NIOs individually to conduct disciplined and systematic examinations of trends and developments which may have potential warning significance and eventually require the issuance of an Alert Memorandum, the following procedures are established:

a. The NIC as a warning committee:

1. The Chairman of the NIC will convene the Council as a warning committee at least once a month -- more often when required by events.
2. NIC warning meetings will discuss in depth an agenda of not more than three or four principal items, and review briefly less urgent items of potential warning significance.

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1. The NIO should make it clear to the participants that their purpose is not to arrive at consensus judgments, but rather to test prevailing assumptions and explore reasonable alternative interpretations of data and events.
2. He should routinely circulate an agenda well enough in advance of the meeting to allow attendees to prepare themselves.
3. Should it seem appropriate, he might consider assigning topics to individual attendees.
4. The monthly report to the DCI is a unique opportunity for the NIO to express his views, but he may on occasion be inhibited by the broad dissemination these memoranda receive. While a report of the proceedings at the meeting is, of itself, valuable to the DCI, in such cases the NIO should consider a limited distribution cover memorandum expressing his own views.

3. NIO monthly meetings will be held, as before, during the third full week of each month. Reports are due to Chairman, NIC by COB Tuesday of the following week. The NIC monthly meeting will be held at 0900 on the Tuesday of the second week, combined with the DD/NFA's regularly scheduled NIO meeting.

4. These procedures are designed to facilitate a more orderly and disciplined examination of potential warning problems, articulate and evaluate assumptions underlying current assessments with greater precision, and identify analytic and collection deficiencies. This systematic approach should have a valuable cumulative effect in enhancing the NIC's awareness of and sensitivity to potential warning problems and its ability to set in motion at the earliest possible time analytic and collection actions that will strengthen the Community's ability to issue timely and accurate warning.

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[Redacted Signature]

Bruce C. Clarke, Jr.

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