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3 December 1974

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MEMORANDUM FOR:

SUBJECT: PRD's Product Review: The Second Month and Some Recommendations for the Future

1. I do not find that I have a great deal of startling new information to provide you at the end of my second month of reviewing South/Southeast Asia products. In general, another month of reviewing my area has reinforced rather than changed the views I held at the end of October.

2. Instead of belaboring you with minutia I have unearthed concerning my product area, I would like to propose a path PRD might take now that the experimental two month period is over:

a. Commit ourselves to the production of a pilot product entitled, The DCI's Quarterly Report on National Intelligence Production. First edition to be published on 15 January 1975 for General Wilson's review. If he likes it, we go public with it. If he doesn't, we refine it. See attachment for my concept of what will be contained in this report.

b. Commit ourselves to analyze the NIB/NID in detail and provide a report to General Wilson concerning the feasibility of amalgamating these two products. This report to be completed NLT 1 February 1975.

c. Commit ourselves to preparing a study entitled, "The State of National Intelligence Production" to be completed NLT 1 June 1975. This report to take a pretty broad overview of what are the strengths and shortcomings of national intelligence production during FY 75.

3. To add a little flesh to the skeleton provided above, I am in the process of preparing a sample of what the Southeast Asia chapter of the quarterly report might look like. I hope to have this completed by the end of this week.

Colonel, USMC

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Attachment

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SUBJECT: Proposal for a Product Entitled The DCI's Quarterly Report on National Intelligence Production

1. In your 1 October memorandum to General Wilson proposing the conduct of a systematic PRD review of national intelligence, you stated inter alia, "we propose to test the procedures and concepts outlined above by conducting a one or two month trial exercise."

2. With our two month experiment behind us, it's now time to bite the bullet and determine what we intend to do with the data which we have accumulated. I believe we have the capability to do the following:

a. Publish a product entitled The DCI's Quarterly Report on National Intelligence Production.

(1) This report would be provided to a very limited audience. It would include the DCI, the NIOs, and the principals of the major production agencies. Utilizing the data we have already accumulated plus adding our December "take" we should be able to publish our first report not later than January 15, 1975.

(2) The quarterly report would take the form of a series of chapters addressing intelligence production in each geographic and topical area of interest. PRD analysts would seek to review all production of the previous quarter--both serial products (NIB, DIN, NID, SIGINT Summaries, etc.) and discrete studies (NIAMs, Inter Agency Memorandums, NIEs, NSSM responses, special reports prepared by single agencies in response to national consumer needs, etc.)

(3) Each chapter of the quarterly report would examine the quality of the intelligence products provided the national consumer in a specific geographic or topical area. Where appropriate, products would be reviewed in terms of their contribution to the satisfaction of a KIQ.

(4) In addition to these narrative chapters we will provide annexes containing data for use by production managers. This data would assist in examining management problems such as:

(a) use of production analysts (product redundancy);

(b) balance of coverage (numbers of articles, column inches, etc. devoted to various subjects);

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(c) appropriateness of coverage (amount of political, military, economic, specialized intelligence produced by various agencies);

(d) need for new or cancellation of no longer needed products;

(e) utilization of collection sources in preparing products.

(5) The quarterly report will also include an executive summary containing the highlights of the quarterly findings.

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TO ALL PRD OFFICERS

FYI, I currently envisage the production of a monthly Review of National Intelligence with its contents organized along the following general lines:

- I. The Monthly Review
 - A. Highlights (from all following sections)
 - B. Specific Commentary
 1. Current Reporting (by area or topic)
 2. Assessments (memoranda, NIEs, etc.)
- II. Special Review (e.g., excerpts from PM on Cyprus)
- III. Special Studies (e.g., survey of community periodicals, CPAD survey of collection systems, etc.)
- IV. Consumer Comments
- V. Responses from Readers



Chief, PRD/IC

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Notes on the Review of National Intelligence

1. Objectives:

We are seeking through this publication to:

- Establish a regular systematic and effective way of carrying out our mission of product review;
- Provide the DCI and USIB with an as-objective-as-possible review and evaluation of the performance of the production community;
- Spotlight accomplishment and identify weaknesses in the community coverage of world events and trends;
- Propose solutions to intelligence and intelligence-management problems as perceived in this review;
- Maintain constructive pressure on the production offices to improve their performance;
- Provide often-neglected production analysts with comments, pro and con, on their work;
- Maintain a general record of the activities, successes and failures of proposed national intelligence;
- Develop for the DCI a growing influence over the work of the community's production offices;
- Provide to high-level national readers assurance that the community is seeking dispassionately to assess the quality and the pertinence of finished intelligence provided to policy makers.

In addition to these general Objectives, we also seek specifically to:

--Develop a means and a medium for regular feedback from the consumers of finished intelligence;

--Build up a unique series of files concerning all major areas and topics addressed in proposed finished intelligence;

--Establish a statistical base concerning such matters as the relationship of produced intelligence to the KIQs, the relative contributions made to finished intelligence by the various collection systems (e. g., SIGINT, HUMINT, etc.), patterns of substantive emphasis in individual publications, and trends in the quality of the finished product;

--Establish for the reviewing body (PRD) a methodology of review and a consistent course of internal intellectual discipline;

--Establish an outlet (the Review) for a variety of commentaries on the work of the community by various offices, analysts, and consumers;

--Develop a medium for the publication and wide dissemination of various ICS studies of interest to the production community;

--Provide NIOs with information on coverage, KIQs, sources, etc., i. e., with data relative to their mission;

--Suggest to the community ways and means to improve both the overall quality and effectiveness of finished intelligence and to make more efficient the disposition of the resources devoted to the production of national intelligence.

2. Questions and Proposals:

--Periodicity (proposed bimonthly);

--Dissemination. Proposed USIB, NSCIC Working Group, and (in fairly substantial numbers) the various production offices;

--Format. Present format permits flexibility but isn't too ambitious;

--Consumer relations. Propose we actively solicit consumer comments of intelligence and production;

--If DCI concurs, propose first official issue be published in February and include review of selected major papers (including NIEs).

This enterprise is unique and has never been tried before. It is, I think, ambitious but feasible, and I think we need it or something very much like it. It will of course be controversial and no doubt resented in some quarters. But once established with the backing of the DCI it

will I think be accepted (even if grudgingly) and can be influential. I believe further that it can be effectively responsive to the DCI's mission to guide the work and the allocation of resources of the entire community.