

#14249

22 February 1978

MEMORANDUM FOR:

[Redacted]

STATINTL

Director of Performance Evaluation and Improvement

FROM:

[Redacted]

Imagery Division, OPEI

SUBJECT:

Visit Request Letters

1. Attached are several letters to Air Force and Navy organizations concerning proposed visits by [Redacted] and me aimed at gathering data for the study of S&TI support to developers of doctrine and tactics. I would appreciate your signing them so we can proceed with our arrangements.

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2. We have had no problems in informal coordination with Army, Air Force, or Marines. The Army Training and Doctrine Command has already concurred and final coordination is in process. The Air Staff concurred by phone and asked that we contact the Air Force organizations directly--they don't even want information copies of our letters (a case of small staff and too much paperwork). The Marines said to give them a few days notice by phone and they would be happy to have us. The Navy may be more bureaucratic so we are being very formal with them. There is enough time to iron out any problems that may arise.

[Redacted]

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Attachments:

DCI/IC-78/3117 thru 78/3121

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- 1 - Addressee
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STATINTL OPEI/ID/IAB/[] (21Feb78)

Washington, D.C. 20505

Intelligence Community Staff

DCI/IC-78/3117
22 FEB 1978

MEMORANDUM FOR: Commander, Strategic Air Command

FROM:
Director of Performance Evaluation and
Improvement

STATINTL

SUBJECT: Scientific and Technical Intelligence Support

1. A recently completed study of scientific and technical intelligence (S&TI) support to the research and development community demonstrated that it could be systematized and greatly improved. Two of the key concepts in the systematization of support were: (a) ensuring responsiveness by bringing the user into the intelligence cycle, particularly with regard to requirements and evaluation and (b) correlation of the S&TI production program with the supported R&D program. It was found that these things could be done simply with current resources.

2. It appears that the system which has been devised for S&TI support to developers of weapons could be adapted to serve the developers of doctrine and tactics. In order to verify this and to discuss specific techniques, especially program documentation and correlation, I would like to have a member of my study team confer with members of your intelligence division on 6-7 April 1978.

3. If you concur in this request, who is providing contract support to the staff of the DCI for Resource Management will make the visit. has the requisite need-to-know concerning use of intelligence in the development of doctrine and tactics. The point of contact for detailed arrangements is

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OPEI/ID/IAB/ (21Feb78)

Washington, D.C. 20505

Intelligence Community Staff

DCI/IC-78/3118
22 FEB 1978

MEMORANDUM FOR: Commander, Air Force Air Intelligence
Training Center, Lowry AFB

FROM:
Director of Performance Evaluation and
Improvement

STATINTL

SUBJECT: Scientific and Technical Intelligence Support

1. A recently completed study of scientific and technical intelligence (S&TI) support to the research and development community, demonstrated conclusively that it could be systematized and greatly improved. Two of the key concepts in the systematization of support were: (a) ensuring responsiveness by bringing the user into the intelligence cycle, particularly with regard to requirements and evaluation and (b) correlation of the S&TI production program with the supported R&D program. It was found that these things could be done simply with no reallocation of resources.

2. It appears that the system which has been devised for S&TI support to developers of weapons could be adapted to serve the developers of doctrine and tactics. In order to verify this and to discuss specific techniques, especially program documentation and correlation, I would like to have a member of my study team confer with members of your staff on 4-5 May 1978.

3. If you concur in this request, of the staff
of the DCI for Resource Management will make the visit. It would be
appreciated if your designated point of contact would contact him at

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OPEI/ID/IAB (21Feb78)

Washington, D.C. 20505

Intelligence Community Staff

DCI/IC-78/3119

22 FEB 1978

MEMORANDUM FOR: Commander, Tactical Air Command

FROM:

[Redacted]

STATINTL

Director of Performance Evaluation and
Improvement

SUBJECT:

Scientific and Technical Intelligence Support

1. A recently completed study of scientific and technical intelligence (S&TI) support to the research and development community, demonstrated that it could be systematized and greatly improved. Two of the key concepts in the systematization of support were: (a) ensuring responsiveness by bringing the user into the intelligence cycle, particularly with regard to requirements and evaluation and (b) correlation of the S&TI production program with the supported R&D program. It was found that these things could be done simply with current resources.

2. It appears that the system which has been devised for S&TI support to developers of weapons could be adapted to serve the developers of doctrine and tactics. In order to verify this and to discuss specific techniques, especially program documentation and correlation, I would like to have two members of my study team confer with members of your intelligence division and TAFIG on 18-19 April 1978. I also request your concurrence for the team members to visit the Tactical Fighter Weapons Center, Nellis AFB, on 1-2 May and the Tactical Air Warfare Center, Elgin AFB, on 3-4 May.

3. If you concur in this request, [Redacted] of the staff, [Redacted] of the DCI for Resource Management will make the visit. [Redacted] [Redacted] who is providing contract support, will accompany [Redacted]. Both have requisite need-to-know concerning use of intelligence in the development of doctrine and tactics. The point of contact for detailed arrangements is [Redacted].

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OPEI/ID/IAB/[] (21Feb78)

Washington, D.C. 20505

Intelligence Community Staff

DCI/IC-78/3120

22 FEB 1978

MEMORANDUM FOR: President, Naval War College

FROM:

[Redacted]

STATINTL

Director of Performance Evaluation and
Improvement

SUBJECT: Scientific and Technical Intelligence Support

1. A recently completed study of scientific and technical intelligence (S&TI) support to the research and development community, demonstrated this service could be systematized and greatly improved. Two of the key concepts in the systematization of support were: (a) ensuring responsiveness by bringing the user into the intelligence cycle, particularly with regard to requirements and evaluation and (b) correlation of the S&TI production program with the supported R&D program. It was found that these things could be done simply with current resources.

2. It appears that the system which has been devised for S&TI support to developers of weapons could be adapted to serve the developers of doctrine and tactics. In order to verify this and to discuss specific techniques, especially program documentation and correlation, I would like to have a member of my study team confer with the Center for Advanced Research and the Center for War Gaming on 25 April 1978.

3. If you concur in this request, [Redacted] who is providing contract support to the staff of the DCI for Resource Management, will make the visit. He has requisite need-to-know concerning use of intelligence in the development of doctrine and tactics. The point of contact for detailed arrangements is [Redacted] the study director, at [Redacted]

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OPEI/ID/IAB/ (21Feb78)

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Washington, D.C. 20505

Intelligence Community Staff

DCI/IC-78/3121
22 FEB 1978

MEMORANDUM FOR: Commander in Chief, Atlantic Fleet

FROM:

[Redacted]
Director of Performance Evaluation and
Improvement

STATINTL

SUBJECT: Scientific and Technical Intelligence Support

1. A recently completed study of scientific and technical intelligence (S&TI) support to the research and development community, demonstrated this service could be systematized and greatly improved. Two of the key concepts in the systematization of support were: (a) ensuring responsiveness by bringing the user into the intelligence cycle, particularly with regard to requirements and evaluation and (b) correlation of the S&TI production program with the supported R&D program. It was found that these things could be done simply with current resources.

2. It appears that the system which has been devised for S&TI support to developers of weapons could be adapted to serve the developers of doctrine and tactics. In order to verify this and to discuss specific techniques, especially program documentation and correlation, I would like to have two members of my study team confer with members of your staff on the morning of 20 April 1978, followed by conferences later that day and the next with staff members of COMSUBLANT, COMNAVAIRLANT, COMSURFORLANT, and COMOPTEVFOR.

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3. If you concur in this request, [Redacted] of the Staff of the DCI for Resource Management will make the visit. [Redacted] who is providing contract support, will accompany [Redacted]. Both have requisite need-to-know concerning use of intelligence in the development of doctrine and tactics. The point of contact for detailed arrangements is [Redacted]

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DCI/IC-78/3115
13 February 1978

MEMORANDUM FOR:

[redacted] 
Director of Performance Evaluation and
Improvement

25X1A

25X1A FROM:

[redacted]
OPEI/ID

SUBJECT:

Interest of the Senate Select Committee on
Intelligence in S&TI Support to R&D

25X1 1. [redacted] In my memorandum of 2 February to you on this subject, I indicated that George Pickett of SSC(I) had asked for the IC Staff report on S&TI Support to R&D and for a briefing on the subject. The report will be sent after receipt of an SSC(I) request through channels. Mr. Pickett was given a desktide briefing here on 7 February. Thereafter, we had an exchange of professional views. The following is a summary of my observations.

25X1 2. [redacted] Mr. Pickett has a strong interest in S&TI management and has developed a good grasp of some of the problems. He absorbed the briefing readily and I have the feeling that he is supportive of the results. He asked what the RM Staff intends to do, so I referred him to the executive summary of the report. (You may recall that the summary contains the recommendations.) I told him that the findings and recommendations had been briefed at many locations including CIA, DIA, and DDR&E, and that it had been distributed throughout CIA and DoD. I made the point that the RM Staff had recommended the use of some system for improved S&TI support to R&D and that it was felt that the "DARCOM" system had been demonstrated as workable.

25X1 3. [redacted] He wanted to know if we were experiencing problems. I said that there were bureaucratic impediments in DoD based on reasons I consider specious, but that you were redirecting the effort so as to make

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SUBJECT: Interest of the Senate Select Committee on Intelligence in
S&TI Support to R&D

use of the RM Staff role in evaluation within the Intelligence Community. That is, attempt to get some DoD action going based on the fact that there are no existent tools to allow for meaningful evaluation of S&TI products. He then asked about CIA's part in S&TI support to R&D. I said we were examining this problem and that we were confident that CIA products could be put to better use by DoD R&D users once there was a more systematic distribution system.

25X1 4. Mr. Pickett said he would be preparing questions for Senator Hathaway at future hearings when the DCI will be a witness. One of the questions will be along the lines of, "What steps have you taken lately to improve analysis?" "Analysis" will be used in its broadest sense to include priorities among problems to be analyzed, measurement of user satisfaction, and the like.

25X1 5. We had a discussion about what is meant by "quality of analysis"? I told him that I felt this question was usually addressed in a vacuum; that is, the "quality of analysis" in a product is judged without attention being paid to the questions that caused the production. I suggested that there should be intense interest in the "quality of the questions (requirements)" and in the system for raising the questions to the Intelligence Community. At present, it appears that there is too little systematic requirements input from users and too much Intelligence Community guesswork about what is really needed. Thus, products that appear to be high quality analysis from the point of view of the Intelligence Community may not furnish information needed and be useless from the users perspective. The lack of a meaningful evaluation system prevents correction of the communications breakdown. We agreed that our study indicated a lack of Intelligence Community capability to systematically address the broad base of requirements.

25X1 6. I understand that Mr. Pickett plans to request the briefing on S&TI support to R&D for a small staff group at the Senate Select Committee on Intelligence. I recommend that we cooperate fully, stressing our understanding of current problems in this area and our proposed actions to correct them. It is also important to point out that we are extending our solutions to other areas in need of support such as training, doctrine, and tactics.

SUBJECT: Interest of the Senate Select Committee on Intelligence in
S&TI Support to R&D

25X1

7. I was disappointed to hear Mr. Pickett say that he has found Naval Intelligence to be the least cooperative agency with which he has dealt. He rates them a poor third behind Army and Air Force intelligence, citing a series of specific instances when the Navy had been very slow or unresponsive. Mr. Pickett said this view is also prevalent among his counterparts in the House.



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Distribution: (DCI/IC-78-[redacted])

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1 - OPEI/PAID/[redacted]

1 - IC Registry

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OPEI/[redacted] (13Feb78)

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2 February 1978

MEMORANDUM FOR:

[Redacted]

Director of Performance Evaluation
and Improvement

STATINTL

FROM:

[Redacted]

OPEI/ID

STATINTL

SUBJECT:

Senate Select Committee Request for Report

1. When I was at US Army Foreign Science and Technology Center last week, I was asked if George Pickett from SSC(I) had contacted me about the DARCOM system for S&TI Product Evaluation. Since he had not, I called him this morning to ask if there was some information about it that he might want.

2. During the course of our conversation, I mentioned the ICS report on Intelligence Community Support to R&D. He asked if I would send him a copy and we also agreed that I would visit him at noon on 6 February to give him the "highlights". I also agreed to send the report.

3. I understand that he should request this formally and -- after the fact -- am working this out through [Redacted]

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[Redacted]