

INDEX

TAB MISSIONS & FUNCTIONS

- 1 IC Staff Missions and Functions (3 August 1976)
- 2 PMCD "Recommendations Regarding Intelligence Community Staff Elements to be Included in a Restructured OPEI" (19 August 1977)

 Attached Report: PMCD "Position Management Survey of OPEI" (10 August 1977)
- 3 OPEI "Missions and Functions Statement" (1978)
- 4 PAO "Missions and Functions Statement" (1 February 1979)
- 5 OPEI "Long-Range Goal and Major Objectives for FY 1979"
- 6 PAO "Long-Range Goal and Major Objectives for FY 1980"
- 7 PAO "Long-Range Goal and Major Objectives for FY 1981"
- 8 PAO "Long-Range Goal and Major Objectives for FY 1982"

PREVIOUS SELF STUDIES (More appropriately titled the search for a study program)

- 9 "Intelligence Community Studies" (1977)
- 10 PRD "Continuing Accounts" (1975)
- 11 PRD "Work Program for January-June 1976"
- 12 PEB "Work Program for November-April 1977"
- 13 OPEI "Near-Term Work Program" (1 December 1977)
- 14 CAD "Study Program" (28 February 1978)
- 15 OPEI "Near- and Mid-Term Analysis Effort" (24 March 1978)
- 16 D/DCI/RM "Studies Requested by Congress" (29 August 1978)
- 17 PAO "Review of the Congressional Studies Program" (22 September 1978)
- 18 PAO "An Approach to the PAO Work Program" (8 November 1979)
- 19 D/DCI/RM "Study Plan" (13 November 1979)
- 20 PAO "Study Plan" (15 November 1979)

- 21 PAO "Study Plan" (19 November 1979)
- 22 PAO "Minutes of PAO Breakfast Meeting" (29 November 1979)
(Copy)
- 23 PAO "Study Program for FY 1981" (29 July 1980)
- 24 PAO "Study Plan for FY 1981" (11 August 1980)

HISTORIES OF PREDECESSOR UNITS

- 25 Paper which could be called "Uneven but Sustained Progress
Toward Effective Coordination of the U.S. Intelligence
Community" (1979)

MAJOR PRODUCTS (More Appropriately titled lists of completed
studies)

- 26 OPEI Studies Requested by CFI (13 September 1976)
- 27 List of IC Staff Studies for January 1976 to May 1978 (11 May 1978)
- 28 OPEI/PAO Study Program for FY 1978 (22 January 1979 and 21 July 1980)
- 29 PAO Projected Study Program for FY 1979 (21 July 1980)
- 30 Arline's memorandum on Admiral Turner's remarks on Program
Review at a Luncheon Discussion on 2 August 1979 (DCI/RM 79-0043)
- 31 DCI's Memorandum on RMS Activities (7 August 1979)

UNCLASSIFIED

PAO Subject

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DCI/RM 80-1939

15 August 1980

MEMORANDUM FOR: Walter Elder
Director, Community Legislative and Liaison Staff

STAT FROM:
Executive Assistant, Program Assessment Office

SUBJECT: Self Study

REFERENCE: CLLS Memorandum dated 12 August 1980, Same Subject

1. Since I am not exactly sure what you want to review, I have erred on the side of including marginal items of only possible interest in the PAO "reading list." I have grouped the items under the four categories mentioned in your memorandum.

- Missions and Functions
 - PMCD "Recommendations Regarding Intelligence Community Staff Elements to be Included in a Restructured OPEI" (19 August 1977)
 - PMCD "Position Management Survey of OPEI" (10 August 1977)
 - OPEI "Missions and Functions Statement" (1978)
 - PAO "Missions and Functions Statement" (1 February 1979)
 - OPEI "Long-Range Goal and Major Objectives for FY 1979"
 - PAO "Long-Range Goal and Major Objectives for FY 1980"
 - PAO "Long-Range Goal and Major Objectives for FY 1981"
 - PAO "Long-Range Goal and Major Objectives for FY 1982"
- Previous Self Studies (more appropriately titled the search for a study program)
 - "Intelligence Community Studies" (1977)
 - PRD "Work Program for January-June 1976"

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SUBJECT: Self Study

- PEB "Work Program for November-April 1977"
- OPEI "Near-Term Work Program (1 December 1977)
- CAD "Study Program" (28 February 1978)
- OPEI "Near- and Mid-Term Analysis Effort" (24 March 1978)
- D/DCI/RM "Studies Requested by Congress" (29 August 1978)
- PAO "Review of the Congressional Studies Program" (22 September 1978)
- PAO "An Approach to the PAO Work Program" (8 November 1979)
- D/DCI/RM "Study Plan" (13 November 1979)
- PAO "Study Plan" (15 November 1979)
- PAO "Study Plan" (19 November 1979)
- PAO "Minutes of PAO Breakfast Meeting" (29 November 1979)
- PAO "Study Program for FY 1981" (29 July 1980)
- PAO "Study Plan for FY 1981" (11 August 1980)

● Histories of Predecessor Units

- Paper which could be called "Uneven but Sustained Progress Toward Effective Coordination of the U.S. Intelligence Community" (1979)
- I cannot think of anything else to list under this particular heading category.

● Major Products (more appropriately titled lists of completed studies)

- OPEI Studies Requested by CFI (13 September 1976)
- List of IC Staff Studies for January 1976 to May 1978 (11 May 1978)
- OPEI/PAO Study Program for FY 1978 (21 July 1980)
- PAO Projected Study Program for FY 1979 (21 July 1980)

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SUBJECT: Self Study

-- PAO Studies/Evaluations Completed but not Reflected in Projected Study Program for FY 1979 and FY 1980 (August 1980)

2. Two related items of possible interest:

- memorandum on Admiral Turner's remarks on program review at a luncheon discussion on 2 August 1979 (DCI/RM 79-0043)
- DCI's memorandum on RMS Activities (dated 7 August 1979)

3. I hope the above information is of some use to you. I can provide you a copy of any of the items if you feel they may be of some assistance.



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SUBJECT: Self Study

Distribution: DCI/RM 80-1939

Orig-Addressee (D/CLLS)

1-D/PAO

1-DD/PAO

1-PAO

1-PAO Subject

1-PAO Chrono

1-RM Registry

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DCI/RM/PAO: [redacted] 8/15/80)

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TAB

3 August 1976

MEMORANDUM FOR: D/OPP
D/OPBD
D/OPEI

FROM:
Executive Officer/IC

SUBJECT: IC Staff Mission and Functions

1. At the 19 July 1976 meeting on IC Staff issues, succinctly reiterated the roles and responsibilities of the three IC Staff Offices. Attached at TAB A is a summary of his depiction of Office responsibilities. This listing does not include all Staff activities but is intended to show Office interrelationships, particularly in the planning, programming and budgeting process.

2. Using guidance as well as our experience of the past few months, we need to review and revise Staff Mission and Functions statements. Attached at TAB B is the current Mission and Functions statement(s) for your Office. Please review and revise it as necessary and return to me by COB 12 August 1976. In doing so, please be as succinct as possible aiming for clarity rather than staking out future and vague responsibilities in bureaucratic legalese.

3. After I receive your input, I will submit it to along with a revised overall ICS statement. For reference purposes I have also attached the current overall IC Staff Mission and Functions statement (which will also be revised) as well as the statements for each of the other Offices.

Attachments:
As stated

MAJOR ROLES AND RESPONSIBILITIES

<u>Component</u>	<u>Principal Functions</u>	<u>External Relations</u>
OPP	<u>Requirements</u> Develops time phased policy and planning systems for management of Intelligence Community resources, to include identification of requirements, objectives and priorities. Insures compatibility of plans with the Government-wide PPBS.	NIOs and consumers re needs
OPEI	<u>Systems Analysis</u> Evaluates all phases of program performance--including proposed, planned, and ongoing activities. Reviews and proposes ways to improve Community performance including satisfaction of consumer needs. Manages through DCI Committee structure collection requirements and tasking.	Program Managers NIOs and consumers re results
OPBD	<u>Programs/Budget</u> Provides fiscal guidance for Community; identifies program and budget issues; prepares and staffs Community program recommendations and budget for CFI and Congressional presentation.	Program Managers data

INTELLIGENCE COMMUNITY STAFF

Supports the Director of Central Intelligence (DCI) and the Committee on Foreign Intelligence (CFI) in developing and controlling the National Foreign Intelligence Program (NFIP). Assists the DCI in the supervision and direction of the Intelligence Community. The Intelligence Community Staff consists of the Office of Policy and Planning, the Office of Program and Budget Development, and the Office of Performance Evaluation and Improvement.

Main Functions:

- A. National Foreign Intelligence Program
 - Assist DCI and CFI in development of management policy for the NFIP and the Intelligence Community.
 - Assist in development and production of fiscal guidance for the NFIP, including proposed resource allocation.
- B. NSC Interface
 - Ensure Intelligence Community compliance with NSC policy directives.
 - Prepare supporting materials for DCI and CFI use at NSC semi-annual reviews.
- C. Collection and Production
 - Assist the CFI in establishment of policy priorities for national intelligence collection and production.
 - Develop requirements systems for, and assess performance of, national intelligence collection and production.
 - Provide staff support for collection committees of the National Foreign Intelligence Board.

D. External Relations

- Provide guidance to the CFI on national/tactical intelligence relationship.
- Serve as interface with appropriate elements of the Executive Branch and the Congress on programs and resources; assist the DCI in Congressional and other presentations of programs and budgets.
- Ensure proper responsiveness of Intelligence Community collectors and producers to needs of intelligence users.

E. Internal Relations

- Determine the adequacy of the Intelligence Community's services of common concern and identify areas requiring policy decisions.
- Ensure appropriate Community-wide availability and use of information handling and communications systems.
- Establish security policies and procedures for protection of intelligence and intelligence sources, methods and analytical procedures.

OFFICE OF PERFORMANCE EVALUATION AND IMPROVEMENT

The Office of Performance Evaluation and Improvement provides support to the D/DCI/IC and the DCI in exercising their responsibility to evaluate and improve the performance of national foreign intelligence activities and programs. The Office will consist of five divisions: SIGINT Division; Imagery Division; Human Resources Division; Technical Systems Assessment Division; and Production Assessment and Improvement Division. A small Integration Staff will be responsible for coordinating activities among the Divisions.

MAIN FUNCTIONS:

- Chair and provide staff support for the collection committees of the NFIB.
- Develop, maintain, and implement requirements systems for collection and production of national intelligence.
- Conduct studies and assessments of collection and production performance of the Intelligence Community.
- Assess the responsiveness of intelligence activities, projects and systems to consumer and user needs.
- Evaluate and improve the mechanisms by which collection and production requirements are established, prioritized, and tasked.
- Support, through the Office of Program and Budget Development, the NFIP program decision making process of the DCI and the CFI.
- Support, through the Office of Policy and Plans, national foreign intelligence policy decision making process of the DCI and the CFI.
- Perform assessments of the utility and value of collection and production within the Intelligence Community.
- Evaluate and improve the mechanisms and procedures by which national intelligence is collected and produced.

Integration Staff

The Integration Staff is a small staff of professionals, under the direction of the Office's Deputy Director. The Staff is responsible for studies and evaluations of the performance of Intelligence Community activities and programs which require the close coordination and integration of efforts involving specific cross-source considerations and/or tradeoffs between collection and production.

SIGINT DIVISION

The SIGINT Division provides primary support to the D/DCI/IC for the assessment of the performance of national foreign intelligence SIGINT activities, projects, and systems. The Chief of the SIGINT Division serves as the principal staff advisor to the D/DCI/IC for all SIGINT matters. He also serves as Chairman of the SIGINT Committee of the NFIAB. The Deputy of the SIGINT Division will be the Vice Chairman of the SIGINT Committee. The SIGINT Division will consist of two branches: a SIGINT Committee Support Branch and a SIGINT Assessment Branch.

Imagery Division

The Imagery Division will provide primary support to the D/DCI/IC for the assessment of the performance of national foreign intelligence imagery activities, projects, and systems. The Chief of the Imagery Division serves as the principal staff advisor to the D/DCI/IC for all imagery matters. He will also serve as the Chairman, Committee on Imagery Requirements and Exploitation (COMIREX) of the NFIAB, and in this role will report and be directly responsible to the DCI in coordination with the D/DCI/IC. The Deputy Chief of the Division serves as Vice Chairman, COMIREX. The Imagery Division will consist of two branches: A COMIREX Support Branch and an Imagery Assessment Branch.

Human Resources Division

The Human Resources Division is responsible for the evaluation and improvement of human resources activities of the Intelligence Community. It assists other foreign information gathering and reporting activities of the Government, working towards the enhancement of the national foreign information and intelligence effort. The Chief of the Human Resources Division serves as the principal staff advisor to the D/DCI/IC for all Human Resource matters. He also serves as Chairman of the Human Resources Committee of the NFIB.



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Production Assessment and Improvement Division

The Production Assessment and Improvement Division provides support to the D/DCI/IC and the DCI for the assessment and improvement of national intelligence production in the context of the needs of the producers, users, and consumers of intelligence. It also supports the work of the IC Staff related to Intelligence Warning and Crisis Procedures. The Production Assessment and Improvement Division will consist of three Branches and a Staff: a Producer Performance and Evaluation Branch, a Production Improvement and Consumer Support Branch, and a Crisis Intelligence Process Branch.

Technical Systems Assessment Division

The Technical Systems Assessment Division is responsible for the evaluation and improvement of Intelligence Community activities, projects, and systems which collect and process intelligence data other than those related to SIGINT, Imagery, and Human Resources.

Integration Staff

The Integration Staff is a small staff of professionals, under the direction of the Office's Deputy Director. The Staff is responsible for studies and evaluations of the performance of Intelligence Community activities and programs which require the close coordination and integration of efforts involving specific cross-source considerations and/or tradeoffs between collection and production.

Main Functions:

- Develop, study, and evaluate plans for cross-source and collection/production activities of the Office of Performance Assessment and Improvement.
- Serve as interface with Community activities of a cross-source and/or collection/production nature which will directly affect DCI and/or CFI actions and decisions; recommend augmentation or redirection as necessary and develop appropriate Terms of Reference.
- Establish and conduct studies and evaluations of the utility and value of collection and production activities within the Intelligence Community.

Activities of the Integration Staff are conducted using ad hoc support from the Divisions of the Office of Performance Assessment and Improvement.

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SIGINT Division

The SIGINT Division provides primary support to the D/DCI/IC for the assessment of the performance of national foreign intelligence SIGINT activities, projects, and systems. The Chief of the SIGINT Division serves as the principal staff advisor to the D/DCI/IC for all SIGINT matters. He also serves as Chairman of the SIGINT Committee of the NFIAB, and in this role will report and be directly responsible to the DCI in coordination with the D/DCI/IC. The Deputy of the SIGINT Division will be the Vice Chairman of the SIGINT Committee. The SIGINT Division will consist of two branches: a SIGINT Committee Support Branch and a SIGINT Assessment Branch.

Main Functions:

- Chair and provide staff support for the SIGINT Committee of the NFIB.
- Develop, implement, and maintain requirements systems for SIGINT collection.
- Conduct studies and assessments of performance of Intelligence Community SIGINT activities, projects, and systems.
- Assess the responsiveness of SIGINT activities, projects, and systems to consumer and user needs.
- Review, evaluate, and improve the mechanism by which SIGINT collection requirements are established, prioritized, and tasked.
- Support, through the Office of Program and Budget Development, DCI and CFI activities relating to SIGINT program decisions.
- Evaluate, and suggest improvements in the mechanisms and procedures by which SIGINT is collected and produced.

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ADMINISTRATIVE USE ONLY

Imagery Division

The Imagery Division will provide primary support to the D/DCI/IC for the assessment of the performance of national foreign intelligence imagery activities, projects, and systems. The Chief of the Imagery Division serves as the principal staff advisor to the D/DCI/IC for all imagery matters. He will also serve as the Chairman, Committee on Imagery Requirements and Exploitation (COMIREX) of the NFIAB, and in this role will report and be directly responsible to the DCI in coordination with the D/DCI/IC. The Deputy Chief of the Division serves as Vice Chairman, COMIREX. The Imagery Division will consist of two branches: A COMIREX Support Branch and an Imagery Assessment Branch.

Main Functions:

- Chair and provide staff support for the Committee on Imagery Requirements and Exploitation (COMIREX) of the NFIB.
- Develop, implement and maintain requirements systems for imagery collection and exploitation.
- Conduct performance assessments of national-level imagery activities, projects, and systems.
- Assess the responsiveness of imagery activities, projects and systems to consumer and user needs.
- Evaluate, and improve the mechanisms by which imagery collection and exploitation requirements are established, prioritized, and tasked.
- Support, through the Office of Program and Budget Development, DCI and CFI activities relating to imagery program resources decisions.

Human Resources Division

The Human Resources Division is responsible for the evaluation and improvement of human resources activities of the Intelligence Community. It assists other foreign information gathering and reporting activities of the Government toward improving the national foreign information and intelligence effort. The Chief of the Human Resources Division serves as the principal staff advisor to the D/DCI/IC for all human resource matters. He also serves as Chairman of the Human Resources Committee of the NFIAB.

Main Functions:

- Assist the DCI and the CFI in their responsibilities for human resources foreign information collection and reporting activities of the Government.
- Monitor, evaluate, and improve human resources foreign information collection and processing activities within the Intelligence Community.
- Provide evaluation of performance and related support for the development and improvement of human resources information gathering and reporting activities of all Government agencies to serve national needs.
- Provide for the effective coordination of human resources activities and programs of the Intelligence Community with related activities of other Government departments and agencies.
- Improve the means by which the information needs of intelligence users and producers are defined, prioritized and identified to collectors.
- Develop or assist in the development of plans for Government human resources foreign information collection and reporting, including training and research and development support.

Production Assessment and Improvement Division

The Production Assessment and Improvement Division provides support to the D/DCI/IC and the DCI for the assessment and improvement of national intelligence production in the context of the needs of the producers, users, and consumers of intelligence. It also supports the work of the Community Staff related to intelligence warning and crisis procedures. The Production Assessment and Improvement Division will consist of two branches: a Performance Evaluation Branch and a Crisis Intelligence and Product Improvement Branch.

Main Functions:

- Establish, direct and/or conduct ad hoc evaluations, reviews, and post mortem studies of intelligence performance.
- Review and evaluate the quality, usefulness, and timeliness of national intelligence products.
- Devise, propose, and help to implement means to improve intelligence production.
- Monitor and assess the activities of the Community in the area of warning intelligence and crisis support; devise, propose, and help to implement means to improve performance in this area.
- Assess the adequacy of information provided the intelligence producers.
- Support the DCI, NFIB (USIB) and the CFI in evaluating consumer-producer relationships.
- In coordination with Community components, develop and maintain data and procedures for evaluating substantive intelligence performance.

- ④ Encourage the development and use of new analytical methodologies, and new means of presenting national intelligence to consumers and users.
- ④ Maintain liaison with national production committees and producers, intelligence consumers and users inside and outside the Intelligence Community, and with appropriate contractors.
- ④ Act as the Community Staff interface with the National Intelligence Officers on matters of mutual concern.
- ④ As required, contribute to and directly support OPEI Divisions and Integration Staff and other elements of the Community Staff.

OFFICE OF POLICY AND PLANNING

Provides primary support to the Deputy to the DCI for the Intelligence Community (D/DCI/IC), the Director of Central Intelligence (DCI), and the Committee on Foreign Intelligence (CFI) for policy and planning actions in their management of the National Foreign Intelligence Program and the Intelligence Community. Supports the CFI in establishing policy priorities for the collection and production of national intelligence. Supports the CFI reviews of Intelligence Community compliance with the policies of the National Security Council (NSC) and the semi-annual review by the NSC. Advises and assists in the development and review of security policies, standards, procedures and practices for the protection of intelligence and intelligence sources and methods from unauthorized disclosures. Maintains a capability to investigate the compatibility of the varied information handling and communications systems and explore common solutions to mutual information handling problems. The Office consists of a Policy and Plans Division, an Information Handling Division, the Security Committee, and the Intelligence Research and Development Council (IR&DC) Secretariat:

Main Functions:

- Support the DCI and the CFI on matters relating to the development of management policy for the National Foreign Intelligence Program and the Intelligence Community.
- Support the CFI in its establishment of policy priorities for the collection and production of national intelligence.
- Support the CFI in providing continuing guidance to the Intelligence Community in order to ensure compliance with the policy directives of the National Security Council.
- Support the DCI and the CFI in the preparation and coordination of materials for the semi-annual review by the National Security Council.
- Develop for the CFI guidance on the relationship between national and tactical intelligence.

- ① Monitor the performance and adequacy of the Intelligence Community's services of common concern and identify areas requiring policy decisions.
- ② Investigate the relationships among the varied Community information handling and communications systems and explore common solutions to mutual problems.
- ③ Develop security policies and procedures including recommendations for legislation for the protection of intelligence and intelligence sources and methods from unauthorized disclosure.

POLICY AND PLANS DIVISION

Provides primary support to the Deputy to the DCI for the Intelligence Community (D/DCI/IC), the Director of Central Intelligence (DCI), and the Committee on Foreign Intelligence (CFI) for policy and planning actions in their management of the National Foreign Intelligence Program and the Intelligence Community. Supports the CFI in establishing policy priorities for the collection and production of national intelligence. Supports the CFI reviews of Intelligence Community compliance with the policies of the National Security Council (NSC) and the semi-annual review by the NSC.

Main Functions

The Policy and Plans Division will be responsible for the following functions:

- Support the DCI and the CFI on matters relating to the development of management policy for the National Foreign Intelligence Program and the Intelligence Community.
- Support the CFI in its establishment of policy priorities for the collection and production of national intelligence.
- Produce national substantive planning guidance and priorities documents (e.g., the Objectives, Perspectives, DCID 1/2, or their successors).
- Identify those major policy and planning issues which require DCI and CFI deliberation; develop the necessary background information, as well as recommendations and/or alternatives.
- Support the CFI in providing continuing guidance to the Intelligence Community in order to ensure compliance with the policy directives of the NSC.
- Monitor Community compliance with NSC policies; develop appropriate mechanisms and produce the reports needed to support this function.

- Monitor policy and plans for the use of national assets to support the operational forces, and foster the efficient use of tactical intelligence at the national level.
- Produce the materials needed by the DCI and the CFI for the semi-annual review by the NSC.
- Formulate national foreign intelligence plans, and the planning process; develop such plans on the basis of inputs from the Intelligence Community.

INFORMATION HANDLING DIVISION

The Information Handling Division (IHD) maintains the capability to investigate the relationships between varied information handling systems and explore common solutions to mutual problems. The IHD responds to information handling problems involving computer and telecommunications applications. The IHD disseminates information and provides guidance on the use of automated means for rapid production and dissemination of intelligence products. The IHD attempts to ensure that all applicable technology is considered for use in the production of national intelligence. The Division Chief serves as Chairman of the Information Handling Committee, and the Division provides staff support to the Committee.

Main Functions:

- Monitor and evaluate performance of data management systems, data processing, telecommunication and computer technology.
- Monitor the development of procedures and equipment to support the DCI's role in reporting on crisis situations.
- Provide a Community forum for consideration of R&D activities that may assist the production and dissemination of intelligence products.
- Promote increased Community-wide compatibility in planning and operation of computer and telecommunication systems and networks.
- Promote Community-wide standardization of data, files, and microforms.
- Promote advice to the Community on computer and telecommunications matters.
- Prepare the dissemination sections of the National Imaging Plans (NIPS).
- Provide the Chairman and the staff support for the Information Handling Committee.

ADMINISTRATIVE

OFFICE OF PROGRAM AND BUDGET DEVELOPMENT

Provides primary support to the D/DCI/IC, the DCI, and the Committee on Foreign Intelligence (CFI) for controlling and coordinating the development of the National Foreign Intelligence Program (NFIP). Develops the consolidated budget to be submitted to the President through OMB. Monitors Community program and budget execution, including major reprogramming activity. Develops issue papers and recommendations for CFI. The Office provides on-going evaluation and quantification of NFIP performance in terms of resource allocation, application, capability, and cost in relation to present and future national intelligence information needs. OP&BD consists of a Data Support Group, a Program and Budget Division and a Program Analysis Division.

Main Functions:

- Develop and produce NFIP resource guidance for promulgation by the Chairman, CFI.
- Control Community-wide development of the NFIP component programs and budget, objectives, and resource requirements.
- Perform CFI staff interface with appropriate elements of the Intelligence Community, the Executive Branch, and the Congress on matters of intelligence program and resource management.
- Identify and analyze resource issues within the NFIP; prepare issue or other appropriate staff papers to support the resource decision-making mechanisms.
- Prepare NFIP program recommendations and the consolidated budget; identify NFIP program and budget issues, including resource requirements, and alternatives.
- Assist the DCI in his presentation of Community programs and budgets to the President and the Congress.

DATA SUPPORT GROUP (DSG)

Provides data and data processing support to all elements of the Intelligence Community Staff (ICS) relating to national in-

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Main Functions

- Maintain the ICS data base to include information on the FYDP, RIQs/REP, CIRIS, DCID 1/2, selected aspects of the national-tactical interface, and data files/registers of the R&D Council.
- Serve as the ICS focal point for APP support, including software development.
- Provide continuous direct support to the CFI programming and budgeting cycle, and related evaluation activity.
- Initiate and participate in the development of a community-wide Management Information System based on CIRIS.
- Issue data calls, including data formats and information input instructions; validate inputs; and participate in the development of analytic methodologies employing automated data bases.

PROGRAM AND BUDGET DIVISION (PBD)

Assures Community-coordinated development of a comprehensive, cost-efficient NFIP, annually. Coordinates and monitors, CFI programming and budgeting cycle. Formulates guidance, procedures and CFI directives pertaining to the development process, and the substance to which they pertain.

Main Functions

- Develop NFIP program and fiscal guidance for promulgation by the Chairman, CFI.
- Monitor NFIP program and budget development and assist in DCI and CFI formal reviews during the programming and budgeting cycle.
- Identify major resource issues for DCI and CFI deliberation--produce appropriate background and position papers with recommendations and/or alternatives.
- Provide the Community forum for assessment and, resolution of resource management problems and issues.

- Ensure appropriate coordination with elements of the Intelligence Community, the Executive Branch, and the Congress.
- Produce a finished program/budget package (NFIP) for DCI and CFI approval.

PROGRAM ANALYSIS DIVISION (PAD)

Analyzes and assesses NFIP programs and their output in relation to cost and national intelligence need. Determines value relationships and shortfalls--by individual program and across programs with particular focus on resource requirements, allocations, applications, and effectiveness.

Main Functions

- Support the program and budget monitoring activities of the PBD with review and analysis of NFIP issues and problems.
- Provide the focal point for evaluation of the use of intelligence resources in relation to CFI-stated objectives and priorities.
- Initiate and serve as the focal point for, the identification of program trade-off issues in support of CFI decisions.
- Produce trend analyses (mid/long term) of NFIP intelligence resource capabilities, requirements, and functional productivity.

TAB

~~CONFIDENTIAL~~

RECOMMENDATIONS
REGARDING
INTELLIGENCE COMMUNITY STAFF
ELEMENTS TO BE INCLUDED
IN A RESTRUCTURED OPEI

POSITION MANAGEMENT & COMPENSATION DIVISION
OFFICE OF PERSONNEL
CENTRAL INTELLIGENCE AGENCY

19 August 1977

~~CONFIDENTIAL~~

ADMINISTRATIVE

[REDACTED]

19 AUG 1977

NOTE

SUBJECT: ICS Elements for Possible Inclusion in a Restructured OPEI

25X1 [REDACTED] 1. On 11 August, the undersigned and [REDACTED] met with
25X1 [REDACTED] (D/OPEI) to provide him with a draft copy of
our survey findings on OPEI. At the meeting, he requested that we provide
him with additional information concerning the analytical resources that
should be retained from the collection committees in conjunction with
their separation from OPEI, and information concerning the possible
combination of OPP elements with OPEI elements. The requested information
is provided below, organized by its current organizational element.

OFFICE OF POLICY AND PLANNING

25X1 [REDACTED] 2. The Office consists of a Policy and Plans Division, an
Information Handling Division, the permanent staff of the Security Committee,
and the IR&DC Secretariat. However, it has been agreed that the IR&DC
Secretariat will be transferred to the Executive Staff and is not treated
as part of OPP in this review.

25X1 [REDACTED] 3. Combined Office and DCI Committee Staff Functions: The
chiefs of the Security Committee and the Information Handling Division also
function as the Chairman of their respective DCI Security and Information
Handling Committees, and the personnel assigned to these OPP elements
provide staff support for the Committees. In their role as Committee
Chairmen, the Chiefs of Security and Information Handling report directly

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to the DCI and to the D/DCI/IC. These channels are clearly established, and are exercised on a regular basis. However, as Chiefs of elements within the OPP they are supposed to be responsive to the direction of the Director of OPP. It is evident that this dual relationship has created some confusion concerning both reporting channels and functional requirements. In fact, the chiefs of both the Security and Information Handling elements indicated that their direction comes from the D/DCI/IC rather than the D/OPP. This relationship was verified by both the current and the past D/OPP.

The factors outlined above indicate that neither the Security Committee nor the Information Handling Division are really integral components of OPP. The direction they receive from the D/OPP is largely administrative, and this is understandable because the Office Director is more concerned about Community planning procedures and policies, than the specific fields of Security and Information Handling. The Security and Information Handling elements, on the other hand, are more concerned with providing staff support for their respective Committees, than the overall planning and policy efforts of OPP.

In an effort to clarify the organizational relationships of the Security and Information Handling elements, it is recommended that the Security Committee and Information Handling Division be removed from the Office and established as separate elements, at Office level in ICS. Such a proposed restructuring is aimed at clarifying the lines of responsibility, communication, reporting, and direction; and clarifying the actual resources available for use in various activities.

25X1

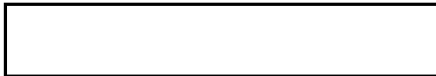
4. Viability of the Office as a Separate Functional Entity:
OPP currently contains two divisions and a Committee staff. However, the

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ADMINISTRATIVE

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ADMINISTRATIVE



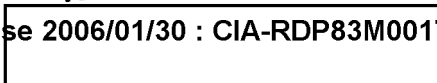
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Position Management recommendations resulting from the PMCD survey would have the effect of transferring both the Information Handling Division and the Security Committee from OPP, leaving only the Policy and Planning Division as an organizational entity. Under these circumstances, it would be difficult to justify the function of an Office Director and Deputy whose sole responsibility was to manage one Division, which also contains a Chief to direct the activities of the four professional personnel it contains. Therefore, it is recommended that the function of the Office Director and Deputy be eliminated, and that the Office itself be merged with the remaining elements of OPEI. Such a transfer of functions and resources would be aimed at the elimination of excess managerial layering in both OPEI and in OPP, the combining of both the evaluation and planning functions in one organizational element as natural concomitants of each other, the elimination of the organizational barriers created by separate organizational structures and reporting channels, and the more effective use of personnel resources through their application to substantive, rather than managerial work.

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 5. Relationship of OPP Functions to OPEI Functions: The missions of OPP revolve around the identification and development of policy and planning issues and methodology for the Community. However, they have been so severely undermanned that actual activities have been restricted to Community planning, and most of this planning concerns the development of a planning structure rather than resolution of issues. Because of OPP's restricted capability, much of the Community policy and planning work is currently being performed in OPEI. The OPEI Collection Committees

ADMINISTRATIVE



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are in the business of developing and recommending policy in relation to their activities. Other elements which respond to short-fuse, reactive policy development are the various Special Assistants to the D/DCI/IC.

Much of the mid-range planning is geared to issues and priorities in the five year Program Call in the budgetary process. The OPEI analytical resources are heavily involved in this type of activity. The PRM-11 exercise on the reorganization of the Intelligence Community was handled by OPEI, in large part, even though this area is specifically stipulated as an OPP mission. OPEI has been involved in much of this type of activity for several reasons: it has considerably more manpower to devote to problems; and the OPEI evaluation efforts provide the basis for planning efforts. Evaluations of products and performance lead to identification problems and priorities, which lead to recommendations for improvement, which lead to planning.

6. OPP Resources Identified for Consolidation with OPEI:

CURRENT

PROPOSED

Office of Policy & Planning
Office of the Director

Apply to substantive functions as needed



This is an extra managerial layer that is not needed to direct the planning effort. The ceiling should be transferred to provide for additional substantive officers as deemed necessary. (Recommendations regarding the allocation and placement of the professional positions are not provided in this report.) It is recommended that the secretarial position be transferred to the SIGINT Assessment Branch to provide needed secretarial support.

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OFFICE OF PERFORMANCE EVALUATION AND IMPROVEMENTMISSION:

The Office of Performance Evaluation and Improvement (OPEI) supports the DCI, the PRC(I) and the D/DCI/RM in analyzing, evaluating and improving the performance of collection and production activities, systems, and programs of the national foreign intelligence community. The office will structure the analysis and presentation of issues to be useful in the formulation of programmatic and budget decisions. This will be accomplished in coordination with the Office of Program and Budget Development, the Office of Policy and Planning, and the Office of Community Information Systems.

FUNCTION:

- o Analyze and assess the programs of the Intelligence Community in collection, processing and production as a part of the resource allocation decision process.
- o Review, evaluate and improve mechanisms and procedures by which national foreign intelligence is collected, processed and produced.
- o Coordinate and maintain liaison with such individuals, organizations, departments and agencies within and outside the Intelligence Community as appropriate to fulfill OPEI responsibilities.
- o Initiate, direct and conduct cross-program and system analyses in which alternative mixes of Intelligence Community resources would be developed, costed and assessed for their effectiveness in satisfying the requirements for national intelligence in peacetime, crisis and wartime; in this work, OPEI will consider where appropriate, the contributions of Intelligence-Related Activities to the NFIP mission and of NFIP assets to tactical missions.

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- o Perform special studies and make recommendations to the DCI in areas of broad, national concern (e.g., vulnerability/survivability of national intelligence assets, options for improving treaty monitoring capability).
- o As the interface on Intelligence Community activities of a cross-program nature, conduct, direct or monitor studies initiated within or tasked to the Intelligence Community.
- o Develop and maintain data bases and analytical techniques designed to permit specific identification and evaluation of intelligence production-related resource allocation proposals and investment requirements.
- o Assess and monitor ^{programs of the IC} Community programs for the acquisition, training and career development of professional personnel engaged in intelligence production and related processing activities.
- o [Perform cost-benefit analyses of proposed and ongoing programs intended to improve the effectiveness and productivity of intelligence production personnel.]
- o Monitor exercises, simulations, war games and other operations intended to assess the effectiveness [and shortcomings] of Intelligence Community support to national policy and decisionmaking functions and military operations.

ORGANIZATION:

Although organizationally OPEI has two divisions--Systems Analysis Division and the Production Assessment and Improvement Division--analytical teams are used to address specific requirements. Office personnel also participate in inter-organizational study efforts. The Division Chiefs and their respective Deputies undertake specific substantive assignments in addition to their overall supervisory duties.

JUSTIFICATION:

The Congress has expressed the view on numerous occasions that resource allocation decisions should be based on broad consideration of cross-program system alternatives, using measures of effectiveness reflecting the value of the information to intelligence users. In executing the DCI's responsibilities with respect to formulating the National Foreign Intelligence Program, strong analytic staff support independent of Program Managers and system disciplines is essential. The Resource Management Staff components proposed herein are considered the absolute minimum necessary to accomplish these objectives.

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PRODUCTION ASSESSMENT AND IMPROVEMENT DIVISION

MISSION:

The Production Assessment and Improvement Division (PAID) is responsible for the analysis of programmatic and budgetary issues within the National Foreign Intelligence Program (relating to the allocation and use of resources for the production of intelligence and maintenance of the facilities, personnel and expertise necessary to that function. PAID is also responsible for cost-benefit evaluation of ongoing intelligence production-related programs and for development of improvement recommendations where appropriate.

FUNCTIONS:

- o Initiate and conduct staff analyses of intelligence production programs within the following production Consolidated Decision Units (CDU) of the NFIP to include Military Intelligence, Scientific and Technical Intelligence, Political Intelligence, and Economic Intelligence.
- o Initiate and direct interagency resource allocation studies and cost-benefit analysis relating to the production CDU's.
- o Develop and maintain data bases and analytical techniques designed to permit specific identification and evaluation of intelligence production-related resource allocation proposals and investment requirements.
- o Assess, monitor and coordinate Community programs for the acquisition, training and career development of professional personnel engaged in intelligence production and related processing activities.
- o Perform cost-benefit analyses of proposed and ongoing programs for investment in automated data systems and related analytical methodologies intended to improve the effectiveness and productivity of intelligence production personnel.
- o Monitor exercises, simulations, war games and other operations intended to assess the effectiveness and shortcomings of Intelligence Community support to national policy and decisionmaking functions and military operations.

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ORGANIZATION:

The Production Assessment and Improvement Division has no internal subdivisions. Analytical teams, with the appropriate expertise, are formed as necessary to address particular study requirements. Division staff members also participate in inter-organizational study efforts. The Division Chief and his Deputy undertake specific substantive assignments in addition to their overall supervisory duties.

SYSTEMS ANALYSIS DIVISION

MISSION:

The Systems Analysis Division has overall responsibility for cost-effectiveness evaluations of alternative systems and programs proposed to meet intelligence user requirements. It supports an essential element of the DCI's budget responsibilities in that it provides an analytic framework for considering program alternatives, independent of the individual program managers, and capable of looking across all relevant resources, systems, and programs. Analysis will focus, to the degree possible, on total program costs, including related operation and support costs, and on measures of effectiveness reflecting the value of the system output to the ultimate user.

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PROGRAM ASSESSMENT OFFICE

Mission:

The Program Assessment Office (PAO) supports the DCI, the D/DCI/RM and the PRC(I) in analyzing, evaluating and improving the performance of collection and production activities, systems, and programs of the national foreign intelligence community. The office structures the analysis and presentation of issues to be useful in the formulation of programmatic and budget decisions. Strong analytic staff support independent of Program Managers and system discipline is essential.

Main Functions:

- o Analyze and assess the programs of the Intelligence Community as a part of the resource allocation decision process.
- o Review, evaluate and improve mechanisms and procedures by which national foreign intelligence is processed, developing and using measures of effectiveness that reflect the value of intelligence information to consumers.
- o Coordinate and maintain liaison with such individuals, organizations, departments and agencies within and outside the Intelligence Community as appropriate to fulfill PAO responsibilities.
- o Initiate, direct, and conduct cross-program and system analyses in which alternative mixes of Intelligence Community resources would be developed, costed and assessed for their effectiveness in satisfying the requirements for national intelligence in peacetime, crisis and wartime; in this work, PAO considers, where appropriate, the contributions of Intelligence-Related Activities to the NFIP mission and of NFIP assets to tactical missions.
- o Perform special studies and make recommendations to the DCI in areas of broad, national concern (e.g., vulnerability/survivability of national intelligence assets, options for improving treaty monitoring capability).
- o As the focal point within Intelligence Community of activities of a cross-program nature, conduct, direct or monitor studies initiated within or tasked to the Intelligence Community.
- o Develop and maintain data bases and analytical techniques designed to permit specific identification and evaluation of intelligence resource allocation proposals and investment requirements.

- o Assess and monitor proposed and ongoing Community programs for the acquisition, training and career development of professional personnel engaged in intelligence processing activities.
- o Develop and maintain cost analysis capability.
- o Monitor exercises, simulations, war games and other operations intended to assess the effectiveness of Intelligence Community support to national policy and decisionmaking functions and military operations.

TAB

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NATIONAL FOREIGN INTELLIGENCE PROGRAM ZERO BASE BUDGET REQUEST DECISION UNIT OVERVIEW		THIS UNIT CONTAINS 4 DECISION PACKAGES
NFIP AGENCY/PROGRAM: Intelligence Community Staff	DECISION UNIT TITLE & FOUR DIGIT CODE Office of Performance, Evaluation & Improvement and Product Assessment & Improvement Division	
LONG-RANGE GOAL: (Identify the goal (mission) of the decision unit--direct toward general needs to serve as a basis for determining the major objectives.) To support the Deputy to the Director of Central Intelligence for the Intelligence Community in assisting the Director of Central Intelligence in supervising the activities of the Community and ensuring the responsiveness of the National Foreign Intelligence Program to the needs of intelligence users.		
MAJOR OBJECTIVES: (List the objectives and requirements these objectives are intended to satisfy in achieving the decision unit goal. The objectives should be stated in a form that will allow for subsequent evaluation of activities.) To enhance overall Community performance by improving coordination among Community collection elements and by evaluating national intelligence products through:		
<ol style="list-style-type: none"> 1. Provision of supervision and staff support to IC Staff components responsible for the operation of requirements/coordinating systems for the collection of foreign intelligence. 2. Initiating, directing, and conducting assessments, reviews, and post mortems studies of Intelligence Community performance. 3. Evaluation of the adequacy of intelligence products in terms of quality, timeliness, and relevancy. 4. Support of the DCI and NFIB in assessing user-producer relationships. 5. Monitoring and assessing Community activities relating to warning intelligence and crisis support, including development of methodologies and systems to improve performance in this area. 		
OFFICE: ICS/Support Staff	PHONE: 00171R001600020001-8	DATE PREPARED: 14 September 1977

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ALTERNATIVES: (Describe the feasible alternative ways to accomplish the major objectives, and identify which of the alternatives represents the method proposed for the budget year.)

Amend Executive Order 11905 and assign the responsibility of coordinating intelligence activities to one or more agencies within the Intelligence Community under the direction of the Director of Central Intelligence.

ACCOMPLISHMENTS: (Describe the progress of the decision unit toward meeting the major objectives.)

The Office of the Director of Performance, Evaluation and Improvement and Production Assessment & Improvement Division have two primary components responsible for functions associated with meeting decision unity objectives.

INTEGRATION STAFF: The Integration Staff conducts studies and evaluations of Community activities involving cross-source considerations and tradeoffs as well as collection/production resource issues. The Integration Staff provides a focal point for assessments of collection/production/analytic systems, advanced technology, and research and development outside the areas of responsibilities of the Division.

PRODUCTION ASSESSMENT AND IMPROVEMENT DIVISION: PAID consists of two branches, the Performance Evaluation Branch and the Crisis Intelligence and Product Improvement Branch. The PEB provides support for the improvement of national foreign intelligence production in the specific context of the needs of consumers of intelligence. Through liaison with Community collection and production offices, contractors, and intelligence users outside the Community, the PEB seeks improvements in intelligence products, including new analytical methodologies and means of product presentation. The Crisis Intelligence and Product Improvement Branch monitors and assesses the performance of the Community in the area of warning intelligence and crisis support. It works closely with the PEB and other Divisions in providing relevant intelligence end-products and procedures to support governmental decision making in crisis situations.

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NATIONAL FOREIGN INTELLIGENCE PROGRAM ZERO BASE BUDGET REQUEST DECISION UNIT OVERVIEW		THIS UNIT CONTAINS 3 DECISION PACKAGES
NFIP AGENCY/PROGRAM: ICS/RMS/PAO	DECISION UNIT TITLE & FOUR DIGIT CODE: Program Assessment Office	
LONG-RANGE GOAL: <i>(Identify the goal (mission) of the decision unit--direct toward general needs to serve as a basis for determining the major objectives.)</i> Support the DCI, the PRC(1) and the D/DCI/RM in analyzing, evaluating and improving the performance of collection and production activities, systems and programs of the National Foreign Intelligence Community.		
MAJOR OBJECTIVES: <i>(List the objectives and requirements, and their sources, that are intended to be satisfied in achieving the decision unit goal. The objectives should be stated in a form that will allow for subsequent evaluation of activities.)</i>		
<ol style="list-style-type: none"> 1. Analyze and assess the programs of the Intelligence Community as a part of the resource allocation decision process. 2. Review, evaluate and improve mechanisms and procedures to enhance the National Foreign Intelligence Program. 3. Coordinate and maintain liaison with such individuals, organizations, departments and agencies within and outside the Intelligence Community as appropriate to fulfill PAO responsibilities. 4. Initiate, direct and conduct cross-program and system analyses in which alternative mixes of Intelligence Community resources would be developed, costed and assessed for their effectiveness in satisfying the requirements for national intelligence in peacetime, crisis and wartime. 5. Perform special studies and make recommendations to the DCI in areas of broad, national concern (e.g., vulnerability/survivability of national intelligence assets, options for improving treaty monitoring capability). 6. As the interface on Intelligence Community activities of a cross-program nature, conduct, direct or monitor studies initiated within or tasked to the Intelligence Community. 		
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MAJOR OBJECTIVES (Continued)

7. Develop and maintain data bases and analytical techniques designed to permit specific identification and evaluation of intelligence production-related resource allocation proposals and investment requirements.
8. Assess and monitor Community programs for the acquisition, training and career development of professional personnel engaged in intelligence production and related processing activities.
9. Perform cost-benefit analyses of proposed and ongoing programs intended to improve the effectiveness and productivity of intelligence production personnel.
10. Monitor exercises, simulations, war games and other operations intended to improve the effectiveness and shortcomings of Intelligence Community support to national policy and decisionmaking functions and military operations.

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NATIONAL FOREIGN INTELLIGENCE PROGRAM ZERO BASE BUDGET REQUEST DECISION UNIT OVERVIEW		THIS UNIT CONTAINS <u>3</u> DECISION PACKAGES
NFIP AGENCY/PROGRAM: Intelligence Community Staff	DECISION UNIT TITLE & FOUR DIGIT CODE: Program Assessment Office	
LONG-RANGE GOAL (Identify the goal (mission) of the decision unit--direct toward general needs to serve as a basis for determining the major objectives.) Increase the contribution of the U. S. intelligence program to national security by providing the DCI, the PRC(I), and the D/DCI/RM with an analytic basis for deciding the allocation of available people and dollars to the possible activities within the U. S. intelligence program.		
MAJOR OBJECTIVES. (List the objectives and requirements, and their sources, that are intended to be satisfied in achieving the decision unit goal. The objectives should be stated in a form that will allow for subsequent evaluation of activities.) A. Provide an analytical context for allocating resources to the major components of the U. S. intelligence program and the basis for judging its overall adequacy. B. Provide an analytic context for decisions on allocating resources among a broad class of programs addressing a major intelligence issue or mission. C. Provide an analysis of programmatic options for decisions on allocating resources to particular intelligence activities or programs. D. Provide other support to the DCI, as needed.		
[Redacted]		DATE PREPARED: 1 Sep 1979

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NATIONAL FOREIGN INTELLIGENCE PROGRAM ZERO BASE BUDGET REQUEST DECISION UNIT OVERVIEW		THIS UNIT CONTAINS _____ DECISION PACKAGES
NFIP AGENCY/PROGRAM Intelligence Community Staff	DECISION UNIT TITLE & FOUR DIGIT CODE: Program Assessment Office	<input type="text"/>
LONG-RANGE GOAL. (Identify the goal (mission) of the decision unit-subject toward general needs to serve as a basis for determining the major objectives.) Increase the contribution of the National Foreign Intelligence Program (NFIP) to national security by providing the DCI, the PRC (I) and the D/DCI/RM with an analytical basis for the allocation of resources (manpower, dollars) across the NFIP.		
MAJOR OBJECTIVES: (List the objectives and requirements, and their sources, that are intended to be satisfied in achieving the decision unit goal. The objectives should be stated in a form that will allow for subsequent evaluation of activities.)		
A. Provide an analytical context for allocating resources to the major components of the intelligence program and a basis for judging the overall adequacy of the NFIP,		
B. Provide an analytical context for decisions on allocating resources among a broad class of programs addressing a major intelligence issue or mission,		
C. Provide an analysis of programmatic options for decisions on allocating resources to particular intelligence activities or programs,		
D. Provide other support to the DCI, as needed,		

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DATE PREPARED:

02 May 1980

TAB

INTELLIGENCE COMMUNITY STUDIES

<u>TASKING AGENCY</u>	<u>TOTAL/REMAINING</u>	
CFI JULY 1976	24 / 7	
SSC(I) JUNE 1977	12 / 12	
HAC JUNE 1977	9 / 9	25X1
PRC(I) JULY 1977	<u>1 / 1</u>	<input type="text"/>
	46 / 29	

THERE ARE 81 ACTION ITEMS REQUIRED BY SSC(I) AND
HAC FOR FY 79 BUDGET SUBMISSIONS.

INTELLIGENCE COMMUNITY STUDIES

- DURING LAST PROGRAM CYCLE CFI TASKED 24 STUDIES APPLICABLE TO THIS YEAR'S CYCLE.
- OF 7 REMAINING, PRM ACTIVITIES HAVE DELAYED 2; 2; AND 3 PROVIDED INPUTS TO THESE REVIEWS, BUT ARE SCHEDULED FOR FY 80 PROGRAM IMPACT.
- IN GENERAL, COMMUNITY'S PERFORMANCE WAS NOT TOO BAD--SOME FORMAL REPORTS DELAYED BUT INFORMATION AVAILABLE FOR PROGRAM SUBMISSION AND ISSUE PAPERS.
- ARE CARRYING HEAVY LOAD FROM SSC(I) AND HAC--MOST DUE BY NOVEMBER. NUMBERS 9 AND 12 REALLY REPRESENT A JUDGMENT AS TO WHAT IS A STUDY EFFORT VERSUS ACTION ITEM--1 HAC ITEM CONTAINS 13 SUGGESTED STUDY AREAS FOR IC STAFF.
- THE 81 ACTION ITEMS INCLUDING STUDIES PLUS THE 7 REMAINDER AND THOSE STUDIES OR ACTIONS FROM OUR PRESENT MEETINGS WILL KEEP EVERYONE BUSY THROUGH NOVEMBER FOR BUDGET SUBMISSIONS.

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Next 19 Page(s) In Document Exempt

Approved For Release 2006/01/30 : CIA-RDP83M00171R001600020001-8

BACKUP

POTENTIAL STUDIES

- OUR "BASKET" IS FAIRLY FULL, ALREADY HAVE 29 STUDY EFFORTS COMPARED TO 24 LAST YEAR.

- DO HAVE SOME POTENTIAL AREAS--SOME SUCH AS 1, 2 AND 3 ARE ESSENTIALLY INTEGRATION AND ANALYSIS OF ON-GOING STUDIES WITH SOME ADDITIONAL COMPLICATIONS.

- THE LAST THREE REFLECT REQUIREMENTS THAT WOULD GIVE US A BETTER BASIS FOR MORE EFFICIENT RESOURCE MANAGEMENT OF THE OVERALL NFIP.

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INTELLIGENCE COMMUNITY STAFF

8 July 1975

NOTE FOR: D/DCI/IC
AD/DCI/IC
EO/IC Staff

This may help to explain what PRD is involved in on a continuing basis (excluding certain regular review functions). It may also help to explain why I am more or less constantly concerned about personnel matters. In any event, I hope this is useful to you, [redacted] and the EO. I would be happy to dissem it further within ICS if you wish.

[redacted]

C/PRD/IC

- Distribution:
- 1 - each addressee
 - 1 - C/PRD (& PRD Chrono)
 - 1 - IC Registry
 - 1 - each PRD officer
 - 1 - PRD Subject

INFORMATION

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8 July 1975

PRODUCT REVIEW DIVISION - CONTINUING ACCOUNTS

This list does not include tasks (including liaison with NIOs) undertaken as a consequence of PRD's regular, daily review functions concerning specific topics and geographic areas; activities associated with the production of post-mortem reports and special studies; or other one-time functions (e.g., special briefings for PFIAB and preparations for conferences) which arise from explicit requests for support.

Each account is identified below by task (underlined); objective; and action officer(s). Tasks are arranged under six major categories: The Warning Problem; Products and Product Analysis; Support of (Non-USIB) National Level Committees; S&T and Military Intelligence; Economic Intelligence; and Other.

(one or less
priority)

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[Redacted]

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- 3. Invigoration^{ng} ~~of~~ NOIWON--Improve the procedures and use of this net. Action Officer: [Redacted] with the ops centers)

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- 4. Developing CONTEXT--Place the CONTEXT system of remote preparation of text, and editing thereof, into an operational mode within the operational and intelligence communities. Action Officer: [Redacted] with IHC)

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[Large Redacted Area]

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PRODUCTS & PRODUCT ANALYSIS

- 8. Monitoring National Intelligence Bulletin--To monitor management of NIB and attempt to resolve any inter-agency problems associated with the publication. Action Officer: [Redacted]

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[Redacted]

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[Redacted]

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9. Developing National Situation Report--Manage the feasibility tests related to producing a single national level situation report during periods of international crisis. Action Officer: [Redacted]

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10. Providing Information on the Organization of the Community for Production--Provide appropriate guides to the production community and its products. (First guide prepared initially for the NSCIC WG; a revised paper will perhaps receive wider dissem.) Action Officer: [Redacted] (until 1 Aug.)

25X1

11. ^{Maintaining} Periodical Survey--Prepare follow-up actions to the Survey published on 30 December 1974; currently being updated. (First follow-up paper is in draft.) Action Officer: [Redacted] [Redacted] (until 1 Aug.)

25X1

25X1

12. Contributing to History of NIEs on Soviet Strategic Offensive Forces During the 1960s--Help ongoing efforts of NIOs and others to investigate and publish on this subject. Action Officer: [Redacted]

25X1

13. Preparing Review of National Intelligence--Publish this journal aperiodically. Action Officer: [Redacted] all PRD officers

25X1

14. Producing RONI--Prepare and monitor RONI production schedule; oversee preparation of graphics and printing; oversee production and analysis of RONI statistics (world-wide). Action Officer: [Redacted] (until 1 Aug.)

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SUPPORT OF (NON-USIB) NATIONAL LEVEL COMMITTEES

15. Supporting National Security Council Intelligence Committee--Serve as Executive Secretary of the Working Group and Intelligence Panel, both chaired by D/DCI/IC. Prepare minutes, briefing book for Chairman, assemble informational papers for members, respond to communications, help organize Working Group subcommittees. Action Officer: [Redacted]

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[Redacted]

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[Redacted]

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16. Supporting Economic Intelligence Subcommittee^{AS} Deputy Executive Secretary. Action Officer: [Redacted]

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S&T AND MILITARY INTELLIGENCE

17. Helping Realignment of USIB Committees Dealing with Weapon Systems Analysis. Action Officer: [Redacted]

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18. Coordinating S&T Intelligence--Monitor activities of the SIC (Scientific Intelligence Committee), JAEIC (Joint Atomic Energy Intelligence Committee), CE (Committee on Exchanges), ERDA (Energy Resources Development Administration), to insure proper intelligence community participation and coordination and to provide IC Staff assistance as required. Action Officer: [Redacted]

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19. Support^{ing} Committee on Soviet Cover, Concealment, and Deception--Serve as member of the inter-agency committee studying Soviet cover, concealment, and deception practices. Action Officer: [Redacted]

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20. Special^{Providing} Substantive Support to the NIO/SP--Provide special support as requested by Mr. Stoertz. Action Officer: [Redacted]

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21. Reviewing Nuclear Proliferation Problem--Review the status of intelligence community actions in regard to the specific recommendations for monitoring proliferation made in the Post-Mortem Report on the Indian Nuclear Test. Action Officer: [Redacted]

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22. Providing S&T Intelligence Liaison--Provide pertinent intelligence information to the President's Science Advisor, and the Science and Technology Policy Office and relay proper feedback on S&T matters to the intelligence community. Action Officer: [Redacted]

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[Redacted]

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23. Supporting Substantive Intelligence on S&T--Act as focal point, as necessary, for the intelligence community on substantive intelligence on S&T matters (there is no NIO for S&T at this time). Action Officer: [Redacted]

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24. Reviewing Proposal for an NIO/S&T--Marshal intelligence community arguments for and against the creation of an NIO for S&T affairs and recommend several areas of particular responsibility for that NIO. Action Officer: [Redacted]

[Redacted]

ECONOMIC INTELLIGENCE

25. Serving as Economic Intelligence Committee (USIB) Executive Secretary. Action Officer: [Redacted]

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26. Serving as Principal ICS Support Officer for PFIAB Member [Redacted] Action Officer: [Redacted]

25X1

27. Serving as Principal ICS Economic Intelligence Officer--Support PRD, other ICS divisions, and [Redacted] in this area and maintain contacts with the various elements of the Economic Intelligence Community. Action Officer: [Redacted]

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OTHER

28. Developing Intelligence Exercises--Initiate, coordinate, and supervise community intelligence exercises. Action Officer: [Redacted]

29. Monitor^{ing} Community Biographic Intelligence Programs--Monitor proposals for establishment of national biographic intelligence center to be jointly manned by CIA, DIA, NSA, and INR. Action Officer: [Redacted]

transferred
to Coord
Staff

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[Redacted]

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Surveying

30. Analytical Methods--Survey the community's efforts to employ new analytical methods. Action Officer: [Redacted]

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[Redacted]

[Redacted]

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C/PRD/IC

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PRD WORK PROGRAM, JANUARY - JUNE 1976

Introduction

PRD intends this year to continue efforts to develop techniques for assessing the performance of Community intelligence production components. We are committed to improving the RONI and sharpening the focus of its review. To do this we will devote greater attention to specific substantive questions of great moment (e. g. Soviet defense expenditures) and less to the general coverage of geographic areas and broad topics. We also plan to open the publication to outside contributors, those within the IC Staff, the NIO, and USIB member agencies.

At the request of the DCI, we are now preparing a KEP review. This exercise will provide a subjective review of Community performance against the 1976 KIQs--assessing the interface of collection, analysis, and reporting. This review is, of course, yet another attempt to develop an orderly and timely way of assessing Community performance against the DCI's objectives.

There are other important jobs to do, some of which continue the traditional activities of PRD; others present new ventures and preview a more positive stance in product improvement activities. We propose to work on nine specific projects, some well defined and some of an exploratory nature. All will focus on important aspects of product improvement, analytical methodologies, and general programs within the Community to nurture intelligence expertise.

The Work Program which follows is presented in two parts. Part I, Specific Assessment and Developmental Projects, outlines the eleven specific tasks programmed for the first six months of 1976. This tasking is in addition to the regular, ongoing PRD activities to develop contacts and expertise along area and topical lines, which includes monitoring activities related to the Strategic Warning Staff, Alert Memoranda, the USIB Committees, NIB/NID product, and the like. Within reason, we intend that the tasking in Part I will direct our efforts toward a balanced work program allowing PRD officers

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Approved For Release 2006/01/30 : CIA-RDP83M00171R001600020001-8

to carry out a two-part mission: (a) to respond in a timely fashion to a number of broad interests and concerns of the DCI and D/DCI/IC, and (b) to assess Community performance on a number of specific topics through a careful and constructive appraisal of activities and products.

Part II provides a summary of total tasking within PRD. This section lists, for each officer, those specific projects outlined in Part I and the routine topics and activities assigned to that officer for continuing monitoring, review, and comment.

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PART I

Specific Assessment and Developmental Projects

1. Review of National Intelligence

PRD is committed to publish RONI several times a year; we tentatively schedule issues in March, June, September, and December in 1976. The Review will take on a somewhat different cast than that of the earlier issues, with less attention to product review by area or topic in favor of making the Review a broader-based publication representative of all IC Staff interests. The Review will also solicit contributions from various Community components.

Personnel : Analysts in PRD are assigned geographic or topical areas to review and evaluate on a regular, continuing basis. This activity is the central focus of the RONI but not all areas will be covered in each issue.

Level of Effort : Focus of Division activity in month of issue.

Priority : High (1)*

Due Date : 30 March
30 June

2. KEP Review

The Director has requested a broad performance review of the KIQ system during FY 1975. The report will be based on the NIO KIQ Performance Evaluations, the MPRRD Summary of KIQ Performance and PRD's own assessment of Community performance. The exercise is to offer subjective appraisal of the interface of collection, analysis

*Priority numbers equate as follows:

1 = High, due date indicates probable completion date.

2 = Medium, due date indicates desirable draft date.

3 = Lower, due date indicates working papers for exploratory or feasibility review.

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and reporting against the total KIQ package in 1975. If successful, this year's exercise should develop a method to assess performance in 1976 and subsequent years.

Personnel : Each analyst will review those parts of the KEP related to his area or topic and assess Community performance. The review will be packaged by [redacted]
[redacted]

25X1
25X1

Level of Effort : Focus of Division activity in January and February.

Priority : High (1)

Due Date : 5 March

3. Post Mortem on Post Mortems

STAT The Chairman of the Editorial Board of Studies in Intelligence [redacted] has asked [redacted] for an article on post mortems. The article will discuss post mortems as a means to assess Community performance on specific issues; it will emphasize the value, strengths, weaknesses, and problems of post-mortem exercises.

Personnel : [redacted]

25X1

Level of Effort : As time allows.

Priority : Medium (2)

Due Date : Spring 1976. No tight deadline but we want to publish in a 1976 SII issue.

4. Analytical Methodologies

a. A Survey of Community Work on Analytical Methodologies

A draft survey is now in review. This draft provides a summary of work underway throughout the Community to improve present analytic methods and to establish new

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approaches to research and analysis. The survey is descriptive of ongoing work; it does not evaluate progress or speculate on probability of success. The purpose of the survey is to record efforts for analytical improvements and note duplication, if any. The survey should be useful for managers of analytic components and for members of the NSCIC Working Group.

In addition to the survey, the analyst on this account will continue to monitor developments and programs in the Community designed to improve analytic capabilities. This includes, inter alia, monitoring the work of CIA/OPR, CIA/ORD, and the contract work underway at Mathematica.

Personnel :

Level of Effort : Rather lengthy review based on written contributions and discussions with officers of various Community components. Research completed.

Priority : Medium (1)

Due Date : 27 February

b. Force Effectiveness Models: Assessment of Their Use and Problems

Over the next several months PRD plans to begin a more systematic assessment of current analytic methodologies and techniques that are in some sense unique or different, either because they are used in few analytic components, are under development, or seem to have some promise for improving Community analytic capabilities. As an exploratory exercise during this program period, we plan a study of the use of Force Effectiveness Models.

Personnel :

Level of Effort : The study will be based on personal contacts with users of this technique and with some of the contractors specializing in developing models for the military services and

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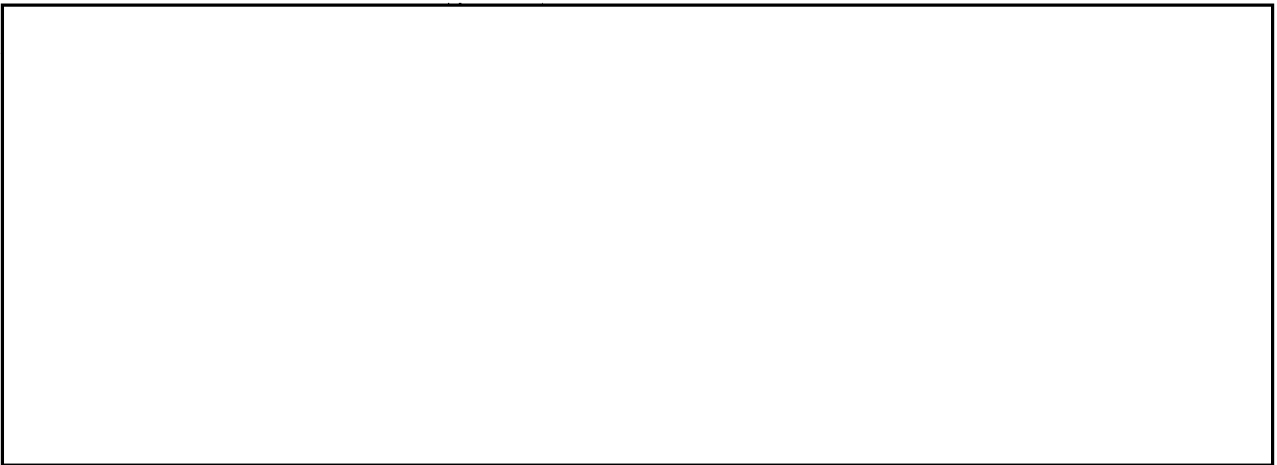
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intelligence components. The project will be full time, but could be preempted briefly by participation in the RONI, KEP review and ad hoc responses.

Priority : Medium (3)

Due Date : 30 May



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Level of Effort : This will be a full-time project for Andrews, and will take precedence over his review work on intelligence production concerning East Asia.

Priority : High (2)

Due Date : Draft report, 30 May

6. National Warning and Communications

a. Continuing Developmental Project

This project encompasses a number of projects related to intelligence warning and communications, exchange of data and analyses during an international crisis, and the drafting of coordinated intelligence. Specifically, project officers will monitor developmental activities related to Community operations centers, the Strategic Warning Staff, the CRITIC system, and the CONTEXT video assist to coordinated text drafting.

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Personnel : [REDACTED] 25X1
Level of Effort : Continuing as required by interagency developments.
Priority : High (1)
Due Date : Memoranda, as appropriate

25X1
[REDACTED]

A third meeting of the operation/watch center supervisors is planned for the Spring of 1976. Among the issues to be discussed, as determined [REDACTED] which bear on the handling of critical information are: 25X1

- (1) a better understanding of the functional communication systems involved in CRITIC procedures;
- (2) the effects of security compartmentation;
- (3) the use of communication facilities at relocation sights particularly during major terrorist threats; and
- (4) adjustments to the Handbook for Handling Critical Information as a result of accumulated experience.

Personnel : [REDACTED] 25X1
Level of Effort : Planning and management of [REDACTED] conference, related memos and record of the meeting. Work continuing through May. 25X1
Priority : High (1)
Due Date : 29-30 April

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7. The Making of an Intelligence Officer

Under this general heading PRD aims to explore a number of topics that relate to the recruitment, training, and development of intelligence officers. The specific project for this planning period will define the job of an intelligence officer and report on Community hiring criteria (the strengths, aptitudes, and interest in the profile of the typical recruit in the various intelligence components). The project will rely on written questionnaires and discussions with responsible officers to explore the interface of component mission and recruiting criteria. Particularly noteworthy practices or experiments will be noted and the report will offer some assessment of the existing recruiting procedures. A follow-on study in this series will assess Community procedures for training intelligence officers.

Personnel :

25X1

Level of Effort : Basic assignment during Spring of 1976.

Priority : Medium (2)

Due Date : 30 June

8. Survey of Intelligence Periodicals

The project will update a similar survey of 1975 at the request of the DCI. This year's version will probably include all periodical reporting having a frequency of six months or less. It will also analyze the data to highlight areas of possible duplication, over-kill, or inadequate coverage. The report will record the views of analysts and consumers, and will offer some evaluative judgments by PRD from the point of view of Community needs.

Personnel :

25X1

Level of Effort : Contributions have been requested of State, NSA, DIA, and CIA. As returns come in, will devote a high portion of his time to the assessment process.

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Priority : High (2)

Due Date : 30 March

Approved For Release 2006/01/30 : CIA-RDP83M00171R001600020001-8

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9. New Approaches to the Presentation of Intelligence

In his Annual Report for 1975, the DCI cites methods of intelligence presentation as a continuing problem facing the Intelligence Community. PRD intends to essay this problem by first exploring ideas, criticisms, and developments currently adrift in the Intelligence Community and, over the longer term, by monitoring progress in this regard as a continuing responsibility. The project will interface with Community training offices, the NIOs, CPAD, and other Community components.

Personnel : [redacted] an Assistant NIO, 25X1
a CPAD officer, and possibly others

Level of Effort : Half-time work of [redacted] 25X1
throughout the period using other members
of the research team for periodic symposia.
Project calls for good deal of consumer
contact and an appreciation of current
intelligence product.

Priority : Medium (2)

Due Date : Mid-May

10. Community Evaluations

There are a number of topics included in the KIQs which have been getting a good deal of attention in the overt and classified press, leading one to expect that the subject is well covered by intelligence production components. Such topics as technology transfers, Soviet intentions, Soviet laser developments, and Soviet military expenditures are but a few of the topics that are commonly referred to in the intellectual journals, the media, and governmental circles. How good is the intelligence effort on these topics? Which components are doing innovative and productive research? In short, what is our evaluation of intelligence efforts to monitor and report on the activities involved?

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PRD plans to evaluate two of the above subjects as exploratory projects during early 1976. Though the appraisal technique may differ, each project will review the attention to the topic from the production point of view, covering information requirements, priorities, level of effort given by various production components, sources of analytic strength, and consumer response on work to date.

a. Project: Soviet Laser Developments

Personnel:

Level of Effort: Principal assigned assessment duty.

Priority: Medium (3)

Due Date: 30 May

b. Project: Technology Transfers

Personnel:

Level of Effort: Principal assigned assessment duty.

Priority: Medium (3)

Due Date: 30 April

11. Ad Hoc Support to DCI and D/DCI/IC

The Division will stand at ready for review, comment or contribution to the following specific DCI objectives (as numbered) and for other tasking, as appropriate:

1. Key Intelligence Questions for FY-77, subject for review May/June 1976 (1)
2. EXCOM April and July 1976 (2)
3. Post mortem of Community performance during crises or other developments (3)

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4. Draft National Imagery Plan, subject to Community review in March 1976 (3)
5. DCI Substantive and Resource Management Objectives for FY-77 (3)
6. Those items of R&D action by the Intelligence Research and Development Council which relate to: (4)
 - tactical and real time use of intelligence
 - data handling and computer terminals and programs for analyst use
 - presentation of intelligence
 - distributed data files
7. Project FOCUS Assessments (5)
8. Reviews of Intelligence Requirement/Guidance Systems (5)
9. Improvement of communications between production analysts and field reporters, clandestine and military (5)
10. Tactical/national intelligence interface (6)

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Approved For Release 2006/01/30 : CIA-RDP83M00171R001600020001-8

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PERFORMANCE EVALUATION BRANCH SIX MONTH WORK PROGRAM

(1 November 76-30 April 77)

FIRST PRIORITY

1. Semiannual NSC Review #2

Early on flexible planning is a must to ensure effective management and timely completion of the second review. There are two "constants" in the equation that apply to our planning:

- Time: five months. Suspense date of 1 April 77.
- NSC Memo setting forth the requirement, e.g., "The DCI's matters."

The "variables" in the equation include:

- Substance/Content, e.g., what should the NSC be told in the second review? While this may be determined in part by decisions resulting from/at NSC review #1, the topics are almost limitless. Several have been suggested and should be considered:
 - Resource balance between collection and production.
 - Current intelligence balance between daily and in-depth analyses.
 - Distribution of IC effort between regional and topical.
 - Manpower assessment (derived from DIA manpower audit).
 - Using Review #1 as prescriptive, to assess in more detail IC activities in light of "lessons learned" or to measure progress in resolving major problems.

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- Closer reassessment of the user-producer interface and what can be done to improve it.
 - Using Review #1 as a baseline, examine problems/topics in more detail.
 - Assess user requirements and the timeliness/quality of reporting on regions/topics in more detail.
 - Assess user requirements and the timeliness/quality of reporting on regions/topics not included in Review #1, e.g., Africa, Southeast Asia, Latin America, Technology Transfer, et al.
- Methodology: given the Scrowcroft guidelines which stress assessment user requirements, and recognizing that the substance will dictate procedures, attention must focus on how the next review will be conducted: interviews, documentation research and analysis, data base development, relationships with other IC agencies, et al. Other considerations:
- Close coordination with other evaluation efforts in order to benefit from results and avoid duplication.
 - Seeks new approaches to satisfy user needs.
 - Define the scope of the review by establishing a specific number of key problems/topics to address.
- Resources: because PAID manpower resources are limited, the substantive areas/topics/issues to be examined and the methodologies to be employed will determine whether augmentation is necessary. For internal PAID planning purposes, a decision is needed early to initiate such efforts. Several alternatives to consider:
- Using PEB personnel exclusively.
 - Using PEB personnel, augmented by the CIPIB.

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- Again requesting temporary inter-agency assistance (INR, DIA, CIA).
- Consultants.
- Contractors.
- Combinations of the above.

-- Scheduling: see attached chart.

2. DIA Manpower Audit

PAID is committed to review and evaluate this audit. What we learn should be applicable to the IC in general as well as provide a model for examining the IC. The audit may provide a means to better examine production measurement, costs, and resources, and thus permit more efficient response to user needs by being better able to manipulate IC resources.

Suspense: early February 1977.

3. KIQs

Fifteen KIQs must be examined in the first quarter of the year and an evaluation prepared next fall. Several issues to discuss:

- How will PAID efforts interrelate with the new KIQ program?
- How can/should the KIQs be linked with the NSC review, for example, are the KIQs constituted responsive to user requirements?
- Do we need a KIQ to cover terrorism, for example, in order to ensure timeliness and quality of response of this topic?

4. SWAT Actions

The reality of our day-to-day existence in PAID must be faced. There are now six people in PEB. How do we operate differently than in the past "except at the margin?" Much of our work is of the staff-action type on "matters of the moment," putting out fires and the like. Cats and dogs!

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SECOND PRIORITY

1. Performance Evaluation

This is the raison d'etre of PEB. Much needs to be done-- little is in terms of allocating manpower/time/effort. Several topics have been suggested for examination.

- There is a gap between near term and longer term reporting, particularly in the nuclear proliferation, technology transfer, and terrorism topics. CIA and DIA products might be the object of a close watch in this regard.
- This is really an element of produce improvement. It's in the nature of the PAID charter to be aware of as many analytical and evaluative techniques as possible. OPR has done work in this area. Mathematica, Inc. has been contracted by CIA (OR&D) to accomplish studies in analytical methodologies.
- It has been suggested that a NSC conference be called to discuss net assessments to work such questions as: What are they? How many should there be? How can they be done better? Where does intelligence fit? Where does the IC Staff fit in this? There is much work to be done in preparation for such a conference. A carefully constructed point paper and agenda would need to be developed and then coordinated with all participants. This question ought to be brought up and, perhaps, the conference set in motion before any possible "rearrangements of the furniture" as a result of the election.
- It would be useful to evaluate the 1976 crop of NIEs and/or the NSSMs in progress. The NID itself could stand careful scrutiny; in this regard, a content analysis of the NID over a year's time might be quite revealing.
- Quite independent of the NSC Review, there is still a need to watch, over the next six months, the trend of IC analyses that integrates the political, economic, military, and the scientific/technical factors. IC across board (CIA, DIA/etc.) should produce more interdisciplinary products. Care, however, must be exercised to preserve the line between intelligence analysis and policy formulation.

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- The age-old question of compartmentation and classification needs careful reevaluation so that the widest possible audience of decision/policymakers can see or will examine more of the IC product.
- Question of "what product" must be answered: national, strategic, tactical, analytical, collection, etc.--what? We have not scratched the surface yet on the product for field commanders.

2. Post Mortems

. The difficulty involved in developing a work plan to do post mortems stems from the absence of predictable requirements. Aside from post mortems that are crisis-related, there are numerous area/topical-related events/issues that bear examination: sub-Sahara Africa, Indonesia, Vietnam, et al.

- DCI Annual Posture Report. We'll continually be involved in this "report to the President" one way or another each year. OPP is the assembly point this year. PAID is submitting a segment on production problems. The SSIC may be the stimulus for much of this year's content.

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PROPOSED SCHEDULE (or NSC REVIEW #)

	NOVEMBER	DECEMBER	JANUARY	FEBRUARY	MARCH
DEADLINE	ORGANIZATION PHASE ° Terms of reference ° NSC guidance ° Examine other evaluations				
		RESEARCH PHASE ° Review of ° Consumer	RESEARCH PHASE (con't) documentation survey		
				DRAFTING & REVIEW PHASE ° Analysis & writing ° Integration ° IC review draft	
					FINAL PHASE ° Editing ° DCI ° Printing

Send to NSC-1 Apr

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Next 1 Page(s) In Document Exempt

Approved For Release 2006/01/30 : CIA-RDP83M00171R001600020001-8

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IC 77-2404

1 December 1977

MEMORANDUM FOR: See Distribution

FROM:

[Redacted]

Director of Performance Evaluation and Improvement

SUBJECT:

Near-term Work Program

1. In the process of formulating our study program for the next year, I realized that there are a number of near-term projects that we could usefully accomplish while we await coordination and approval of the longer term study plan.

2. I envision that these near-term efforts should result in relatively brief reports (20 to 50 pages). They should be directed to the DCI and hence be programmatic and decision oriented. Alternatives should be developed and evaluated wherever it is feasible.

3. We should plan on accomplishing these tasks essentially with OPEI resources although, in some cases, we will need assistance from OPBD and the program managers. I will be happy to help the study leaders make initial contact with outside organizations as necessary. If any travel is important to the completion of the tasks, let me know as soon as possible so that I can plan accordingly.

4. Shown below are the projects, project leaders, participants, and completion dates for each task. I ask that each project leader meet with me during the week of 5 December so that I can review his plan of action before my departure for the West Coast. I would like to see an outline of the report and identification of major milestones at that meeting.

PROJECT	PROJECT LEADER* & PARTICIPANTS	COMPLETION DATE
[Redacted Table Content]		

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Approved For Release 2006/01/30 : CIA-RDP83M00171R001600020001-8

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Next 21 Page(s) In Document Exempt

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7 APR 1978

PLAN FOR 30 JUNE PAPER ON INTELLIGENCE PRODUCTION

- 25X1
1. Title: Production Resource Trends vs. PRC(I) Long-Term Interest Priorities
 2. Participants:
 3. Objectives: (1) To determine the degree of congruence between the prioritized topics of basic long-term intelligence interest recently established by the PRC(I) and the current trend in actual production resource allocation to the organizational elements of Community operations assigned to cover those topics; (2) to establish by this determination the existence of resource allocation and investment issues created by apparent imbalances between PRC(I) stated needs and priorities and the development/maintenance of Community production capabilities necessary to meet them.
 4. Approach: PRC(I) interest topics will be arrayed against the Community production organization subelements assigned to cover them. The people and dollar resources assigned to each in the FY 80-83 submissions will be compared with the comparable indices for the prior three fiscal years to determine the resource trend. We will attempt to correlate the production trends established with parallel collection trends by allocating (in dollar terms) resources expended on collection to the PRC(I) interest topics. While this correlation will be of a gross nature, it should provide insight into the extent to which production capabilities in key analytical areas are keeping pace with both consumer needs and the volume of raw data to be analyzed and reported.
 5. Schedule: Correlation of interest topics to production elements and assigned resources, as well as development of the historical resource allocation trend data will be accomplished in April-May. Parallel data for FY 80-83 will be plugged in as received in program submissions during early- mid-June. Completed paper to be available first week of July.

1. Title: Intelligence Community Training/Education
2. Responsible Office and Analyst: OPEI/PAID 25X1
3. Relation to Decisions/Issues: This study will support program and budget decisions related to:
 - size of Community training budgets as a portion of NFIP General Support;
 - adequacy of training and education activities in light of need to enhance Community performance, particularly in intelligence production; and
 - possible future agency and program manager desires to transfer training programs that are now in Program 8 to Program 3 in order to mitigate OMB-directed cuts in Program 8 training budgets.
4. Objectives: The objectives of the study are:
 - to define costs of intelligence training and education by program, agency, and training facility;
 - to determine how many employees of NFIP production agencies are receiving training, the type of training, where, and the costs; and
 - to support judgments whether the training/education being provided adequately meets and is relevant to Community needs.
5. Approach/Methodology: The data to support this survey and evaluation will be obtained through a data call on NFIP production agencies and the Program 3 and Program 8 facilities engaged in intelligence training. The judgments will be based on analysis of the comparative distribution of costs and training provided across programs, agencies, intelligence processes (collection, processing, and production), and types of training. Judgments regarding the quality, relevance, and utility of training will not be reached in the initial study.
6. Precedent Relevant Studies: Relevant studies are:
 - IC Staff Study of CIA training (1974); and
 - HAC Study of CIA Training Program (1977)

There is no precedent attempt to survey training/education activities on a Community-wide basis.

7. Milestones:

Data call drafting	Underway
Data call to agencies/schools	1st week in April
Data call response	Mid-May
Data reduction	By 30 May
Data analysts/report drafting	1-30 June
Draft report completed	30 June
Community review of draft	1-10 July
Final Report	30 July

1. Title: Community Linguistic Problems

2. Responsible Office and Analyst: OPEI/PAID

25X1

3. Relation to Decisions/Issues: This work, a by-product of my activities as Chairman of the NFIB Task Force on Linguistic Problems, will address a number of Community problems in the availability, qualifications, and use of foreign language technicians. Particularly, it will contribute to improved understanding and solution of the CCP linguist problem caused by the "voice explosion."

4. Objectives: This effort is part of a long-term effort to develop and implement policies and action programs in this area. Short-term objectives are:

- development and adoption of Community collaborative recruiting programs;

- review and adoption of more standardized language proficiency measures and tests;

- request that OSD and military departments report their policies and actions designed to improve the retention of foreign language technicians (aptitude screening, enlistment and reenlistment bonuses, proficiency pay, improved career progression ladder, skill maintenance programs, to name a few areas);

- development and adoption (with DCI support and funding) of a financial incentive program for NSA linguists to meet rare language shortages, encourage multiple language skills, and retain of scarce linguistic skills (e.g., voice transcriptions).

5. Approach/Methodology: Working through the NFIB Task Force, a number of policy and action recommendations will be developed for implementation and funding.

6. Precedent Relevant Studies: The Task Force has been active for over two years during which the problems have been well defined. The task now is to develop action-oriented solutions.

7. Milestones:

- interagency collaborative recruitment plan	End of May
- Draft plan for NSA incentive program	30 June
- Obtain OSD/service responses on efforts to retrain linguists	30 June

No final report or study will result from this effort. Instead, a stream of recommendations and programs will be sought.

1. Title: Intelligence Community Manpower

2. Responsible Office and Analyst: OPEI/PAID

25X1

3. Relation to Decisions/Issues: We can expect many manpower and personnel issues to arise this summer. Some are specific to individual programs and other are general Community issues. For example:

- a general appeal for additional manpower of all types counterèd by a Resource Management Staff effort to reduce manpower;

- the perennial issue based on the optional distribution among collection, processing, and production;

- DoD appeals for relief from Congress' directive for overall reduction in civilian and military grade structure; and

- DIA's need for legislation to free it of Civil Service Commission personnel management restraints and additional supergrade billets.

4. Objectives: To lend clarity and reasoned analytical approach to the issues that might arise and need attention.

5. Approach/Methodology: My suggested approach would be to talk informally with the program managers and the monitors in OPBD to learn which issues will be likely to arise. Then I would select one or a set that are susceptible to analysis. The specific issues would dictate the appropriate methods to be used.

6. Precedent Relevant Studies: A number of studies have been done in previous years but those that are relevant to this summer's issues cannot be identified at this time.

7. Milestones:

- Complete informal talks with program managers and monitors

Mid-April

- Develop study plan after a specific problem(s) is selected.

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TITLE: Support to Operating Forces

RESPONSIBLE OFFICE AND ANALYST: OPEI [REDACTED]

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RELATIONSHIP TO DECISIONS/ISSUES:

This structural category has two consolidated decision units (CDU's): Unified and Specified (U&S) Commands and Research, Development and Procurement. The first CDU includes GDIP units and activities assigned to the U&S Commands that have theater-wide responsibilities and significant national and departmental peacetime intelligence missions. They include collection, processing, production and communications capabilities. Proposed issue paper will focus on this CDU.

The second CDU identifies the resources to develop and procure Army and Navy technical sensor collection systems. These systems collect precise data on the parametric characteristics of Soviet weapons systems. Issue paper will not include the systems funded by this CDU.

OBJECTIVES:

- To identify the types of support provided to the Unified and specified Commands under this CDU.
- To single out potential issues for investigation and/or evaluation.
- To outline major program/options for consideration by the D/DCI/RM.

APPROACH: Issue paper will focus on providing a comparative analysis of the types of support provided. Since [REDACTED] of the funds allocated for this CDU are earmarked for personnel costs, principal research interest will be how these resources are employed by each supported command. Paper will also focus on the acquisition of "other purchased services" and the nature and extent of procurement activities. It is possible that there are no significant budgetary issues here. In such case the issue paper will be used primarily for background information and given relatively low priority.

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PRECEDENT/RELEVANT STUDIES: None

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MILESTONES:

<u>DATE</u>	<u>TASK</u>
10 April 1978	Initiate data collection activities
8 May 1978	Identify types of support provided
29 May 1978	Outline major program options
12-19 June 1978	Coordinate paper
30 June 1978	Complete issue paper

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1. Title: Mission Analysis of Indications & Warning

2. Responsible Office and Analysts:

OPEI -

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3. Relation to Decisions/Issues:

Using the study results, the D/DCI/RM should be better able to incorporate current and future Indications & Warning information needs into the budget planning process. The impact of alternative collection systems on Indications & Warning capabilities can be assessed. These assessments can be compared with the need for information from other intelligence areas, and the result should be a more cost-effective allocation of resources to intelligence programs.

4. Objectives:

The purposes of the study are to identify the major requirements for Indications & Warning activities in the strategic, European and Korean arenas; and, to assess the adequacy of both current and proposed collection systems in satisfying these requirements.

5. Approach/Methodology:

The approach to the problem will be a refinement of that used in the SALT Monitoring Study. Specific tasks currently envisioned for each arena include:

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-- Develop a list of candidate collectors available in the near- and mid-terms.

-- Identify those military, political and economic indicators and key events most important to Indications & Warning in the arena.

-- Develop a taxonomy for grouping these indicators into homogeneous categories (primarily for display purposes).

-- Identify a representative set of targets for observing the indicators.

-- Create an Indicator versus Target matrix such as that shown in Figure 1.

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-- Solicit estimates from a range of Community reports of the time required to detect and interpret a significant change in each indicator as a function of target, collector and alert status (normal versus focused collection).

-- Summarize estimates and present preliminary results to contributors for discussion and possible revision.

-- Once revisions in initial responses are complete, analyze results by identifying shortfalls or excesses in capabilities--perhaps as a function of the scenario. Possible formats for displaying results include:

-- collectors ranked by timeliness of response as a function of indicator groupings;

-- anticipated improvements in response time realizable for each collector due to mid-term enhancements;

-- sensitivities of collector response times listed as a function of alert status; etc.

In addition to the Indications & Warning analyses within arenas, collectors' effectiveness across arenas will also be evaluated. For example, collectors with clear superiority or inferiority across arenas will be identified, collectors whose application is unique to an arena will be highlighted, etc. Another factor to be considered is the target's ability to use deception to limit or deny collector's effectiveness.

6. Precedent Relevant Studies:

-- "Warning and Indications in Europe (WINE) Study, Final Report," Mitre, Inc., December 1975,

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-- "Warning Improvement Study and Plan (WISP)," a current effort being conducted under DIA sponsorship.

-- "Warning and Indications in Korea (WINK)," apparently closely associated with the above two studies.

-- "An Analysis of SALT Monitoring: U.S. Capabilities and Collection Systems," IC Staff, March 1978.

-- "COMIREX KH-11 Post-IOC Evaluation (COPE)," COMIREX, November 1977.

-- "Warsaw Pact Concepts and Capabilities for Going to War in Europe: Implications for NATO Warning of War," NIE 4-1-78.

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-- "USIB General Indicators List for USSR/Warsaw Pact Countries," 11 June 1974.

7. Milestones:

28 April 1978 - interim report to D/OPEI and D/DCI/RM

12 May 1978 - seek Community experts' view

31 May 1978 - interim report to D/OPEI and D/DCI/RM

30 June 1978 - final report

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29 March 1978

25X1 MEMORANDUM FOR: [REDACTED]

AC/PAID/OPEI

25X1 FROM: [REDACTED]

PAID/OPEI

SUBJECT: Study Plan for Energy Intelligence

1. Title: Review of Energy Intelligence Activities and Developments.

2. Responsible office and analysts: OPEI/PAID in collaboration with DoE/OIA; analysts: PAID - [REDACTED] DoE - _____

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3. Relation to decisions/issues:

- o Energy intelligence issue--what energy intelligence effort should be undertaken within the Community? By whom?
- o Who manages energy intelligence?
- o What is proper allocation of energy intelligence resources?
- o What is proper division of labor for energy intelligence?

4. Objectives: The Review is to determine the who, what, where, why, when, and how of energy intelligence and address resource allocation and division of labor issues, problems, and questions. The Review will include: Community organization and recent activities; current activities and plans; Community resources devoted to energy; energy intelligence data base; an overall assessment including adequacy of Community efforts to collect/produce energy intelligence, adequacy of Community coordination and requirements mechanisms, and division of effort with the Community--present and proposed.

5. Approach/methodology:

- o Community (producer/collector) conference.
- o User/Community (producer/collector) conference.
- o Interviews of high level management and senior level users and producers/collectors.

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SUBJECT: Study Plan for Energy Intelligence

- Collaboration with DoE intelligence cadre.
 - Request of users and producers/collectors to furnish written information pertaining to their current and anticipated energy intelligence activities, developments, and requirements.
6. Precedent relevant studies: None.
7. Milestones:
- 1st draft--early June (could be useful for June program review).
 - 2nd draft--August.
 - NFIB review and concurrence--September.

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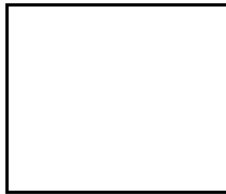
8 November 1979

NOTE FOR: PAO Staff

SUBJECT: PAO Study Program

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NATIONAL FOREIGN INTELLIGENCE PROGRAM ZERO BASE BUDGET REQUEST DECISION UNIT OVERVIEW		THIS UNIT CONTAINS <u>3</u> DECISION PACKAGES
NFIP AGENCY/PROGRAM Intelligence Community Staff	DECISION UNIT TITLE & FOUR DIGIT CODE Program Assessment Office	
LONG RANGE GOAL (Identify the goal (mission) of the decision unit-direct toward general needs to serve as a basis for determining the major objectives.) Increase the contribution of the U. S. intelligence program to national security by providing the DCI, the PRC(I), and the D/DCI/RM with an analytic basis for deciding the allocation of available people and dollars to the possible activities within the U. S. intelligence program.		
MAJOR OBJECTIVES (List the objectives and requirements, and their sources, that are intended to be satisfied in achieving the decision unit goal. The objectives should be stated in a form that will allow for subsequent evaluation of activities.) A. Provide an analytical context for allocating resources to the major components of the U. S. intelligence program and the basis for judging its overall adequacy. B. Provide an analytic context for decisions on allocating resources among a broad class of programs addressing a major intelligence issue or mission. C. Provide an analysis of programmatic options for decisions on allocating resources to particular intelligence activities or programs. D. Provide other support to the DCI, as needed.		
	OFFICE: RMS/PAO	DATE PREPARED 25X1 1979

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ALTERNATIVES (Describe the feasible alternative ways to accomplish the major objectives, and identify which of the alternatives represents the method proposed.)

Alternative 1: Managers of the Programs in the NFIP tasked by the D/DCI/RM to do the analysis, with enough staffing within RMS to provide liaison to each analysis.

Alternative 2: Managers of the Programs in the NFIP tasked by the D/DCI/RM to staff interagency analyses, with enough staffing within RMS to provide leadership for each of the analyses.

Alternative 3: All offices within RMS (i.e., PBO, PGO, IRO, CLLO) tasked by the D/DCI/RM to do the analyses, with enough staffing within these offices to provide leadership and staffing for each of the analyses.

Alternative 4: One office within RMS (i.e., a Program Assessment Office) tasked by the D/DCI/RM to do the analyses, with enough staffing within that office to provide leadership and staffing for each of the analyses. This alternative is the method proposed.

ACCOMPLISHMENTS (Describe the progress of the decision unit toward meeting the major objectives.)

PAO's responsibilities have evolved during the past year as its organization has changed from an Office of Program Evaluation and Improvement, with a Systems Analysis Division and a Production Assessment & Improvement Division, to a Program Assessment Office (PAO) with study teams set up as needed to do specific analyses. Among the issues and problems addressed during the past year were the following:

A. Macro Analyses

1. Intelligence Priorities and the Distribution of Production Resources. Established and compared macroscopic trends in consumer interest with spending for national intelligence production in broad subject areas (military, political, economic, S&T).

B. Broad Context for Decisions

2. Monitoring a Comprehensive Test Ban. Assessed capabilities of the Atomic Energy Detection System to monitor Soviet compliance with a ban on testing nuclear weapons. Evaluated potential for improvement

3. Test Ban Deterrence Relationships. Analyzed the effect of improved levels of monitoring efficacy in constricting the dimensions (yield and repetition) of a clandestine program of illegal nuclear testing.

4. Mission Analysis of I&W. Developed and applied quantitative methodology for evaluating the relative timeliness of different collection systems in reporting on WISP indicators.

(CONTINUED, SEE ATTACHED SHEET)

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Approved For Release 2006/01/30 : CIA-RDP83M00171R001600020001-8

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B. Production Analysts

1. This study should attempt to characterize production analysts and the resources devoted to their support. The study should examine the various kinds of analytic activities of analysts in the several community centers (e.g., NFAC, DIA, etc.).

2. If possible the study should develop programmatic options which would increase, decrease, or redirect the various kinds of support for analysts. If this is not possible the study will be used as a document which will assist the DCI in explaining or defending the community's efforts to improve the quality of analysis.

3. The study will examine production by focusing on analysts (since the options for improving production principally involving analysis), for example, the number and kinds of people, support, and training for people. Questions to ask about each kind of analyst's activity include the value of these options.

4. Outputs for the study could include specific programmatic alternatives: more or fewer people, get/keep right kinds of people (implies avoiding or losing wrong kind), improve support.

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CONFIDENTIALAttachment 2PAO Resource Allocation Criteria

PAO studies should be chosen to obtain the highest expected value for improving DCI decisionmaking on NFIP resource allocation issues. There are three components to this measure of effectiveness:

- the probability that the study will actually produce additional information or analytic insight;
- the probability that the information or insight will affect the decision; and
- the value of the decision to the NFIP in terms of intelligence payoff, cost (both in the long and short term), or political sensitivity (must do something now).

If quantifiable, these components could be multiplied to provide an estimate of expected value. These measures are highly subjective, however, and not always of equal importance to PAO. In particular, it may be necessary to ignore low values of the second component (likelihood that the analysis will be used) since PAO's role in some cases will be to "seek the truth," or "to find a better method," without regard to short term opportunities. (An additional consideration is that in many cases, this probability is affected by the way that the study is defined and carried out).

In selecting PAO studies:

- cross program issues are valued most highly;
- studies within a program area may be justified if the area is complex and poorly understood (e.g., HF Modernization) or being superficially treated (e.g., satellite replacement strategy, shuttle usage economics);
- but studies that take advantage of previous PAO work are also attractive.

Acceptable mechanisms for getting work done include various levels of PAO commitment, including:

- guidance to a program to do a study, but with phased outputs (don't repeat last year's mistake), perhaps even including an agreed-upon terms of reference;
- CT/RMS directed Community working groups;
- CT/RMS study teams with data call from Community;

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- PAO/IRO/PBO/DSG teams;
- Use of contractors either in support of a PAO study or as a full study defined and monitored by PAO.
- PAO study in its entirety.

The selection process is an iterative one in which John Koehler and the other offices will be involved. Of course, our own analytical strengths and Community relationships are factors to be considered.

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DCI/RM-79-0043
3 August 1979

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NOTE FOR:

FROM: Arline

SUBJECT: Turner's Remarks on Program Review at Luncheon Discussion, 2 August 1979

As I reconstruct it, Turner hit on several themes during his luncheon discussion yesterday with members of RMS.

1. Basically he is comfortable with the process of program review.

-- There are several small things he thinks could be improved. He ~~does not want to waste his time, for example, on small, extremely detailed issues.~~ He prefers to be given the opportunity to make decisions that ~~cut across program lines or ones within programs that represent innovative departures~~ that need his clout to implement. Anything short of that I think he feels you can handle together with the program managers.

2. I inferred from the course of the discussion two basic dissatisfactions. One with the way we slice the problem. Essentially, it is not the same way he would do it. We tend to focus on problems within programs, where he ~~would rather focus on problems across programs.~~

-- He mentioned, for example, the dissemination of information. He singled out the that is produced for consumption within the Intelligence Community. His problem with it is that it is duplicative because those articles which are of major interest are usually analyzed and then disseminated as part of the CIA/DIA/INR production effort. Those that are of minor interest do not need to be excerpted in the NSA publication because the analysts that are really concerned with the material receive it in hard copy. To some, it would appear that he is criticizing a dissemination system within NSA, but I think he is really saying why should NSA bother to disseminate this compilation of reports

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when the production agencies will get the word out on those reports that are important. Those that are less important need not be compiled in the first place.

-- He singled out another issue that obviously bothers him. One that Congress and other branches of the Administration repeatedly raise and one that, to his knowledge, we are not dealing with adequately ~~production~~. He is concerned about where the various production agencies overlap, where they underlap, and where he perceives there is over emphasis on military intelligence and not a great enough emphasis on political and economic intelligence. You made the point, which he ignored, that ~~we have political problems trying to get information to deal with production~~.

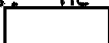
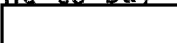
-- What is important is not the specific issues that he identified that he thinks about--although we should be dealing with those--but the kind of issue and the way we slice it. I think he would agree that SIOF is an appropriate and broad enough a subject for our analytical office to be looking at, but I sensed a dissatisfaction with the lack of issue development arising from that analysis.

3. His other major criticism is that we tend to deal with only the digestible part of a large issue rather than looking at the whole thing.



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4. It is clear that he wants to play along in the identification of issues. He said as much. I think he would like to have something to say about  analytic work program as well as the guidance that  develops. Some of his criticism appeared to me to be similar, but not as harsh as Carter's statement to him the day he was sworn in that your KIQs are not my KIQs. He was saying to RM: These issues are not my issues. I would like to see us plan ways to involve Turner to a greater extent in the issue definition phase. Until now we have told him what we think are issues. We still should, but we may want to give him a choice as to which issues he has to deal with personally and which he will delegate to you to decide.

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What are his issues? In addition to dissemination and production
is sympathetic to [] idea that we really want to get away from
ctly investment decisions. [] obviously struck a responsive
ord when he talked about the CIA's support bureaucracy. I had the
eeling that Turner understood for the first time what his real problem
with that support mechanism is. I am not sure that he really thinks
that it ought to be changed, but he certainly thinks it ought to be
looked at and alternative options explored.

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6. I have the sense that he ~~thinks our analysis is too hardware
oriented and not concerned enough with people issues--HUMINT, production,
consumer satisfaction.~~ This could be because he has had a heavy dose
lately of the importance of HUMINT. Before lunch, for example, he
spoke with [] and Shackley [] Or it may be that he is really
interested in these subjects. My guess is that it is on human issues--
production, DDO, etc.--that he is usually criticized.

*He has a preference
for "people issues"
over hardware.*
7. He stated clearly his preference as a systems analyst for dealing
~~only with the macro issues.~~ Although he seemed to waffle when it was
pointed out that it is sometimes necessary to single out more detailed
issues, even picky ones, if you are to avoid "level of effort" questions
which are nearly impossible to pin down. I am quite sure we will have to
deal with his ambivalence on this point when we next discuss a menu of
issue topics with him. In addition to macro issues, he is also looking
for probing issues. He does not want us to be satisfied dealing with
issues on program managers' terms. He wants us to define output measures
that they ought to consider in developing their programs. He would have
us suggest new, imaginative ways for them to deal with subjects they
do not even consider problems.

Distribution:

- 1 - D/DCI/RM
- 1 - EA-D/DCI/RM
- 1 - EO/RMS
- 1 - EO/RMS Chrono
- 1 - D/PBO/RMS
- 1 - D/IRO/RMS
- 1 - D/PGO/RMS
- 1 - D/PAO/RMS
- 1 - A-D/CLLO/RMS
- 1 - C/DSG/RMS
- 1 - C/AS/RMS
- 1 - RM Registry

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(3 August 1979)

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7 August 2020

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MEMORANDUM FOR: Deputy to the DCI for Resource Management

FROM: Director of Central Intelligence

SUBJECT: RMS Activities

see you at 2:30

1. I enjoyed our luncheon last Thursday and the opportunity just to think out loud with you and your key staff. Our conversation has stimulated me to think more on what I was trying to articulate during that conversation. I felt that I left you with a fair amount of vagueness in what I had in mind and therefore would like to elaborate on what I said there.

2. Perhaps the principal thought in my mind with respect to RMS today is the importance of PAO, PGO, and IRO dealing in more than budgetary items; and of these three offices not getting into a level of detail that should be left to the program managers. I make these points with no sense of criticism at what these offices have been covering in the past. As I mentioned to you, I draw some analogies with office. I believe RMS is today maturing at about the point where had matured in 1965. His office then, in my opinion, began to get bogged down in budgetary details. In our case much will be lost if RMS doesn't help me keep an eye on the longer-term picture--on the woods for the trees--on where we are going as a Community. I don't have any other organization dedicated to stepping back from the fray and looking at why and what as opposed to how. Moreover, in our case, as in the more we get into the details of how program managers go about their business, the more resistance we are going to build up. You have all done such a good job of working with the program managers that I don't want to see that spirit of cooperation compromised.

3. What do I mean, however, by looking toward the longer term? Here are a few of my views:

a. How much duplicatory analysis takes place? How much is desirable? Is it in the right areas?

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b. What is the dividing line between processing and analyzing?

c. Which computerized information processing programs within the Community need to be compatible; are compatible?

d. How do we define what is national and tactical? Is it the user of the data? Is it the producer of the data? Is it the general relevance of the data? Is it the unusual emergency relevance of the data? Is it the interface with other collection activities in an operational sense? Is it the interface in a managerial sense?

e. Is the balance of effort between production and collection appropriate? Is the balance of funding between production and collection appropriate?

f. Is the balance between different types of collection appropriate? (Careful not to conflict with CTS.)

4. I recognize that these kinds of problems may almost be intractable. I would suggest a bite-size approach to them, however. For instance, I wonder if we couldn't take some bit of information that was collected and follow it through the process. Who collected it? Who processed it? How soon was it disseminated? How was it disseminated? Were the computers that knew about it able to talk to each other or did it make any difference if they were? Who produced from it? Did they come to the same conclusions? Was their dissemination appropriate? Was there comparison, dialogue on the product? Were the consumers' needs satisfied by the product, and in a timely manner?

5. I don't know whether this clarifies or further confuses the issues that we discussed, but after you have had a chance to kick the whole thing around, let's sit down again.


STANSFIELD TURNER

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