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WJ ER-34-6030:

[Redacted]

DDI 04840-84  
22 August 1984

MEMORANDUM FOR: Director of Central Intelligence  
FROM: Deputy Director for Intelligence  
SUBJECT: [Redacted] Follow-Up on In Search  
of Excellence

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1. The Production Enhancement Program: This program was designed to operate outside the basic institutions of the Community with emphasis on speculative, high-risk/high-payoff research. It now has become a routine institutionalized effort that will become more institutionalized over time. It currently takes about 18 months for a Production Enhancement Initiative to be created, justified, selected, and funded before work can be begun--not particularly responsive to the nurturing of an innovative idea.

2. As we consider changes in the program, one of [Redacted] observations in his 21 August memo to you is important: Don't insist that a program or an initiative be planned to the nth degree all the way through to completion before it is submitted; don't fund it all the way through to completion. The objective is the development of ideas, which are not always expressible in terms of programs. In fact, some of the major production enhancement initiatives, once the idea was launched, have been turned into programmatic issues including contractual work on

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[Redacted]

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3. If we are to change the Production Enhancement Program to take into account [Redacted] ideas, it seems to me we ought to begin somewhat modestly. Some of the institutional production enhancement initiatives have been valuable and subsequently have found programmatic expression. I would not want simply to eliminate that vehicle as an alternative. What I propose below is a mix.

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4. Exceptional Analyst Program: I think that the Exceptional Analyst Program should be kept separate from both of the above two initiatives. This is a program to recognize analysts of considerable skill and to give them the opportunity to do independent research on relevant subjects for a period of a year. These are often not far-out or high-risk ideas but rather an opportunity for the analyst to pursue a subject of great interest both to the analyst and to the government. Slots are not needed to ensure good ideas; a non-bureaucratic setting and a little money are usually all that are required. The above suggestion would take this into account. This would keep the Exceptional Analyst Program essentially intact and is a way to provide recognition and the opportunity for independent research -- both highly consistent with the "Excellence" program.



Robert M. Gates

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