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14 October 1981

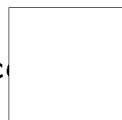
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MEMORANDUM FOR: Director of Central Intelligence

VIA: Deputy Director of Central Intelligence

FROM: Robert M. Gates

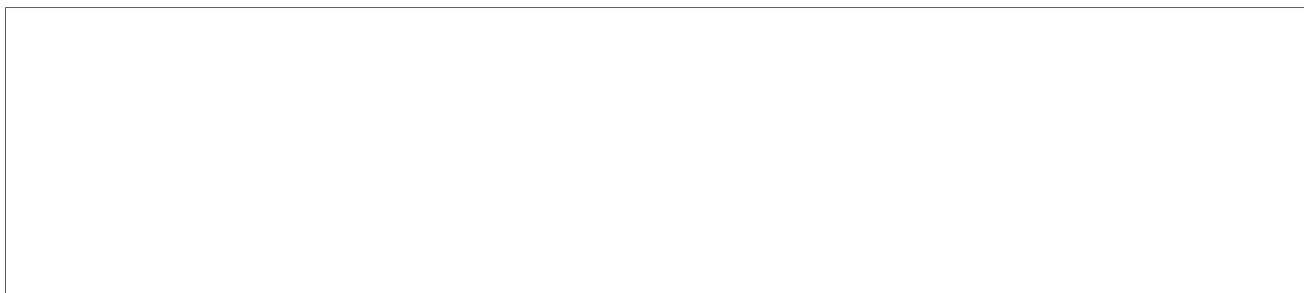
SUBJECT: Monitoring Your Tasking of the Deputies



1. In our discussion of priorities and initiatives for the balance of the year, you and Admiral Inman stressed the importance of obtaining from DDO and NFAC written plans for accomplishing the objectives that you have put before them. Until now, you have relied on periodic oral status reports, which generally are vague, do not indicate achievements or problems, and which do not provide you with any basis for judging whether or not progress is actually being made. The three of us agreed that it would be useful to ask McMahon and Stein for concrete plans on how they intend to achieve your objectives on the tasks that you have given them and that an integral part of such plans would be the identification of specific milestones that would enable you to judge whether or not they are making progress.

2. The attached memoranda for your signature would:

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-- Ask John McMahon for his plans for improving the quality of intelligence.

-- Task both of them to collaborate in preparing for your consideration a proposal for improving their collaboration and joint efforts on the terrorism problem.

3. These memoranda would indicate that once you have approved the plans, the Planning Staff of the Office of Policy and Planning will be working with their organizations to keep you posted on implementation.

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4. A final note. As long as you rely on oral reports, you will have no independent means of determining whether progress is being made toward the accomplishment of your goals. Merely the fact of reducing their vague notions into concrete plans with milestones should significantly enhance the prospects of making real progress; their knowing that you will be monitoring their progress in concrete terms should only enhance that prospect.

5. Recommendation: That you sign the three attached memoranda.

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Robert M. Gates

Attachments

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