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9 September 1987

MEMORANDUM FOR: NIOs

FROM: H. F. Hutchinson, Jr.
VC/NIC

SUBJECT: Last of the Old--First of the New

1. Each NIO should be thinking carefully about the policy issues for the last year of this Administration and the first year of a new one. The present Administration still has some institutional memory, at least over its seven year life. Most of the current policy figures understand the issues and, in some respects, the Intelligence Community can communicate with them in an analytical shorthand. The next Administration, regardless of party affiliation, will appoint many new policy officials and they will need tutorials of various kinds to explain the issues and make the intelligence intelligible.

2. I mentioned this special challenge facing the NIOs at our staff meetings of 21 May, 31 July, and 4 August. Twice, I couched my references in terms of your review of the annual interagency production plan. Your selection of NIE and IIM topics for FY 88 should be made with the old and new administrations in mind. Not everything you need to prepare for the election year should be in the form of interagency production, however. Most of your requirements can be met in other ways.

3. Many of the tutorials needed can be provided by single-agency research pieces, work that may not be done unless you suggest it. The Intelligence Community may lack the talent or the time to do some of the work needed in your area and you may wish to commission a special paper with a think-tank or with an independent contractor. This is the time to consider topics and available talent. You may find it is necessary to convene panels of experts to review issues prior to sponsoring a research paper in the Community or contracting for one. The Department of State and Department of Defense may be interested in sponsoring panels or seminars jointly with you. The joint sponsorship, or allowing them to host with your money, frequently is useful in overcoming objections of academicians to taking CIA money.

4. You need to think beyond the most obvious intelligence judgments needed in the next 12 months. The NIO has a unique position in the Intelligence Community in terms of what is being produced, what critical intelligence is not available to the producers, what is being collected,

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what is not, and the why of all of it. The NIO has great potential influence over research, production and collection. In terms of an old and a new Administration, your knowledge of these limitations and capabilities of intelligence is nearly as important as the intelligence judgments written into the interagency products you manage. The NIO can bring a continuity of knowledge and insight to the often separated cultures of research, production and collection. Some of your work in the next year should be directed toward improving your understanding of these factors.

5. Finally, you should begin to think about how you will market the intelligence product and the related information you will acquire. Please don't hesitate to drop by to discuss your thoughts on these tasks.


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