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The Director of Central Intelligence

Washington, D.C. 20505

National Intelligence Council

NIC #03034-88
8 September 1988

MEMORANDUM FOR: Director of Central Intelligence
VIA: Deputy Director of Central Intelligence
FROM: Fritz W. Ermarth
Chairman
SUBJECT: Progress Against 1988 Management Goals

1. Do more for the DCI. The primary effort has been to make our support to the Director more relevant to immediate and future policy concerns. We broadened the mix of estimative products to include short, policy-relevant memoranda (sense of Community papers) and have significantly sharpened the Key Judgments of major estimates. In briefings of the Director, we limited the scope to key issues and made a much greater effort to reduce the size of the briefing teams.

2. In terms of memoranda and briefings, we prepared more than 60 memoranda or sense of the Community papers for the Director, and NIOs delivered or participated in approximately 36 briefings on current issues. We also adopted the practice of selecting for our biweekly meetings with the Director subjects that could assist him in preparing for meetings and contacts listed on his schedule. In addition, NIOs made about 35 Congressional appearances as the Director's Community representative.

3. Improve relationships with policy officials. Although this goal will never be completely attained, we have made an effort to broaden and strengthen contact between the NIOs and their counterparts at the Assistant Secretary level in the policy community. Among regional accounts we have regular contact at that level in policy communities covering Africa, East Asia and Latin America and sometimes covering the Near East. For good reasons our contacts in the policy communities covering the USSR and Europe, though regular, are at a somewhat lower level (Deputy Assistant Secretary or

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the equivalent). Our functional accounts have fared somewhat better. NIOs work with the top officials in policy communities on Strategic Programs, General Purpose Forces, Nuclear Proliferation and Chemical/Biological Warfare, Narcotics, Economics and Science and Technology. The greatest improvements have been in accounts on Economics and Narcotics, where we have established new high-level contacts at the Federal Reserve and Justice respectively. Although there are no policy communities at the Assistant Secretary level for Terrorism, Counterintelligence and Warning, our NIOs do work with the most senior policy officials available. Moreover, several NIOs have had contact with Cabinet-level policymakers and in one instance the President. NIOs have also improved their "marketing" of national estimates, often personally briefing the Key Judgments to senior policymakers here and abroad.

4. Prepare for intelligence support to the new Administration. Having reviewed the material that NIOs prepared for the last transition, talked to senior policymakers about the needs of a new Administration, and taken a look at what other components in the Intelligence Community are preparing, we have concluded that more is being written than a new Administration will ever be able to absorb. Therefore, our aim is to produce a short memorandum that identifies and illuminates only those issues requiring attention within the first few months of 1989. Although we have tentatively identified the issues, given their changing nature we do not propose to write the memorandum until October or later. In addition, planned national estimates are geared to the major issues that will demand policy attention at the highest level from the very beginning of a new Administration.

5. Continue to implement the 30 September 1987 Guidelines for Interagency Intelligence Production. These Guidelines were prepared to assure the integrity of the process used in preparing estimates. We have followed them carefully, paying particular attention to the requirement that "the NIO and the NFIB representatives must ensure Intelligence Community independence from policy community pressures or participation in the drafting and coordination processes." To the best of our knowledge policymakers have not interfered nor attempted to interfere in the process since the Guidelines were issued. Interagency coordination has been strengthened by cognizance around the Community of a clear reaffirmation of the integrity and objectivity of the estimative process.

6. Obtain more and better outside review of major estimates. Among the 28 estimative products published thus far in 1988, all were reviewed in one way or another by outside consultants. In some cases consultants were invited to read drafts; on other occasions conferences of outside experts were organized (for instance, the Military Advisory Panel). In other cases discussions were held with experts, but drafts were not shown. We also expanded somewhat our list of cleared consultants.

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7. Strengthen the estimate-drafting process. Some progress has been achieved against this goal. Of the 28 estimative products published thus far in 1988, we have sent letters of commendation to drafters of 18 estimates, obtained large cash awards for three drafters and obtained a unit citation for a branch in the Directorate of Intelligence. The effort to secure better drafters has partially succeeded, and most NIOs have become more involved in the drafting process. We have worked to keep estimates short and forward-leaning and have generally succeeded in holding Key Judgments to one or two pages. We have also placed added emphasis on editing of the final product and have improved readability by giving estimates their first major typographical facelift since the 1950s. Although we have not inserted instruction on writing estimates into Community training courses as originally intended, we have developed inhouse models and guides. Particular attention has been devoted to focusing estimates on the needs of policymakers and addressing ourselves, whenever possible, to policy choices actually on the national agenda.

8. Recruit NIOs based on stature, experience, and diversity of background. Recruiting of outsiders at this stage of an Administration is difficult. Nevertheless, one NIO has been recruited in 1988. [REDACTED]

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[REDACTED] Three NIOs plan to retire in 1989, and the search is on for their replacements. For the Science and Technology account and for the At Large account we have collected names from the national laboratories, DIA, and private industry. The Counterintelligence account will also become vacant in 1989, but the search for a replacement is more likely to lead us back to CIA or perhaps the FBI.

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9. Become more aggressive in identifying intelligence gaps and establishing requirements for collection. This was the subject of our offsite conference in June. We spent one day reviewing how the various collection systems worked and a second discussing how the NIOs could expand their role in setting collection priorities and helping Community program managers decide on priorities. Much has been accomplished. NIOs are involved with the collection committees and their technical collection systems. Coordination meetings on sense of the Community papers now routinely address intelligence requirements and gaps. A committee of three is working with the IC Staff on changes in the requirements system. Finally, the relationship between the IC Staff and the National Intelligence Council is today more productive than in the past.


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