

The Director of Central Intelligence

Washington, D.C. 20505

1 November 1983

National Intelligence Council

Mr. David C. McGaffey
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School of Professional Studies
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Room 1105
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Dear David,

I want to take this opportunity to welcome you formally to our national warning training working group and to state once again my pleasure at our recent meeting on warning and training ideas. The discussion disclosed we share the desire to improve the training of reporting and analysis officers, and we agree that better understanding of processes, as well as the substantive issues, will help make this country more secure against external threats.

My staff has reviewed the materials covering FSI courses. There are many topics, ideas, even presentations, which we can exchange. Three of yours stand out from a very large and enticing field: "What is Analysis?" in the Methods Course; "The NSC System: Policy and Intelligence," also in the Methods Course, and "The Psycho-cultural Dimension of Analysis" in the Analytical Reporting Skills course.

I believe we could make an important contribution in the Executive Seminar's Unit 26, which addresses, "The Role of Intelligence in Foreign Policy." Our treatments of the National Intelligence Warning System and the history of warnings, its problems and prospects would fall right in place. In the Orientation Course, I think some remarks on the national warning system would be appropriate, either in Week 4, when a day is spent at CIA, or in Week 7, during the day spent at the Pentagon.

In the Methods Course, exchanges of ideas might be more practical than outright presentations. For example, the treatment of the National Intelligence Community (Day 3) might profit from a description of how the community organizes itself for warning purposes. Some of our ideas might be useful in the presentations on Days 5 and 12: What is analysis and the Psycho-cultural Dimension of Analysis. Ideas about evidence might follow neatly the discussion of analysis and the psycho-cultural presentation would be well supplemented by some treatment of the

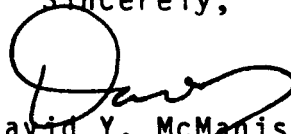
analyst's cognitive processes. The topic on Days 16 and 17, "Estimates and Forecasts" could be usefully expanded to "Warnings, Estimates and Forecasts." Additionally, we would be willing to provide a warning viewpoint to your case studies, especially those of Afghanistan or Poland (once you added it).

Finally, you might consider scouting talent for future presentations on the sources of intelligence, evidence itself and decision making generally. Both and have done superb work on the last topic.

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Again, thanks for your interest and participation. Our cooperation will provide large, if difficult to measure, benefits to both our enterprises.

Sincerely,



David Y. McManis
National Intelligence Officer for Warning

1 November 1983

SUBJECT: Letter to David McGaffey, FSI

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