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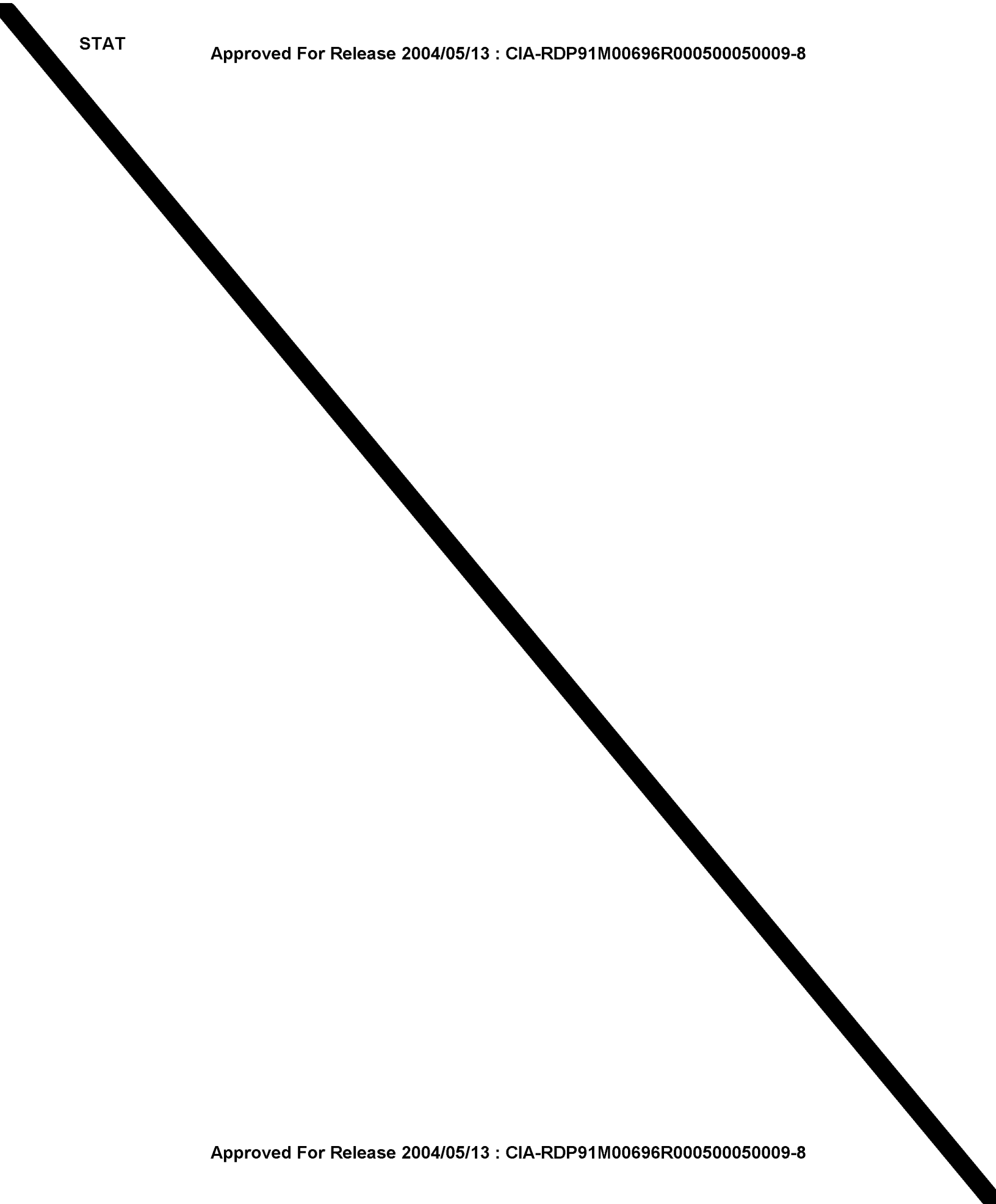

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DRAFT: [redacted] STAT
12 August 1976

## Proposed KIQ System for FY 1977

This proposal would revise the KIQ procedure to limit the number of KIQs in any single year to give special emphasis to those intelligence questions that are, indeed, key. The process would involve a structured,though limited, evaluation process. The purpose of the KIQ system will be to highlight a few of the many priority questions facing intelligence for a period of special attention because of policy needs or because of an opportunity for better performance. The KIQs will have no direct relationship to resource allocation within the Intelligence Community, but gaps discovered during the process may provide clues to long-term planners.

### Distinguishing Features

- o DCI control.
- o Limitation of the number of KIQs to a manageable 12.
- o Strategy Reports for KIQs prepared by NIOs.
- o Annual performance evaluation prepared by IC Staff.

### Management

The responsibility for assembling the proposed list of KIQs for consideration by the DCI and for managing the preparation of



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Strategy Reports will reside with the NIOs, in consultation with the IC Staff. The responsibilities of the IC Staff, such as they are, will be exercised by the Office of Policy and Plans, supported by the Office of Performance Evaluation and Improvement.

KIQ Formulation and Operating Strategy

KIQs would continue to be formulated in consultation with intelligence producers and consumers. The initial list would be issued by the DCI with the advice of the NFIB, as would subsequent additions to or deletions from the list. Care will be taken in drafting the list to reflect current intelligence and policy needs and areas of concern requiring special attention to improve Community performance. Removal of a KIQ from the list would not necessarily reflect a change in intelligence priority.

Selection of KIQs would be based on:

- o General high policy concern in relation to some phase of the subject, e.g., MBFR, Yugoslavia succession.
- o A need to energize intelligence collection and analytical assets to focus on a new field of high policy interest, e.g., international trade policy, terrorism, Africa, etc.

All KIQs would receive particularly close attention, but they would not disarrange the priorities indicated in DCID 1/2 for continuing activities. In providing special focus on the KIQs, no



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resources would be taken off other priority issues if such change affected the maintenance of satisfactory performance on those issues.

Strategy Reports

Following promulgation of the KIQs, Strategy Reports would be prepared in interagency forums. The NIOs, in consultation with the IC Staff, would be responsible for constructing Strategy Reports that included clearly identified milestones to aid performance evaluation. KIQ Strategy Reports would focus on changes required to improve performance. They would be expected to initiate new or revised collection requirements and revised production plans or schedules and to specify experimental analytic projects where appropriate. Careful consultation with resource managers would be required at this stage.

KIQ Evaluation Procedures

The KIQ evaluation process would be part of a regular comprehensive evaluation of intelligence performance prepared by the IC Staff. Evaluations would be in two sections, each somewhat different in approach and purpose. The first section would evaluate performances against the KIQs. This evaluation would focus on progress toward the goals outlined in the KIQs, noting achievements and deficiencies. The second section would focus on the general level of Community performance as seen by the intelligence producers, consumers, and the NIOs, and would contain recommendations for




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improving performance. In preparing the performance evaluations:

- o Producers would be asked to evaluate progress in terms of the utility of collected data, general satisfaction with collection performance, and the comparative value of collection resources. They would also assess analytical progress generally, including new research, data base improvements, significant findings, and the creation of actionable intelligence.
- o Consumer satisfaction would be assessed in terms of the responsiveness, quality, and timeliness of product and of ad hoc support.
- o The NIOs would be asked to assess overall intelligence performance in relation to the responsibilities of the DCI on issues of national import.

Distribution:

1 - KIQ/KEP File
1 - D/DCI/NI
1 - EO/NI
1 - AEO/NI
1 - Chrono (AEO/NI)
1 - RI



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MEMORANDUM FOR: [redacted] STAT

Chief, [redacted]/PAID
OEO/ Hqs

Jim:

Before he left on leave, Mark had made some suggested revisions in the draft of your Proposed KIQ System for FY 1977. I have looked over his changes and they certainly meet with my approval. I will be glad to talk with you further about this.

[redacted] STAT
NIO for Conventional Forces

Date

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