

1 April 1976

MEMORANDUM FOR THE RECORD

SUBJECT: DCI's Conversation with General Tighe

AT 1. At the DCI's request, General Tighe met with him on 30 March to discuss National Intelligence production, the future of USIB, etc. [redacted] and Mr. Lehman were also present.

2. When asked about the Defense reorganization, General Tighe was rather non-committal. He said the matter was being tightly held by Secretaries Rumsfeld and Ellsworth.

3. General Tighe urged that the NIO's be retained and strengthened. He argued that each should be given additional research and drafting staff to avoid the necessity for them to depend totally on the production organizations. Often, he said, this meant the only man made available to them for a project was not the best man. He noted that this was to some extent a function of which NIO; there was a pecking order among them.

4. On the other hand, he criticized the ONE system because it would not accept military drafts of National Estimates. He felt the old Board had been in place too long and had become resistant to change in established opinions. Nonetheless, he urged the DCI to establish a small board of senior intelligence officers to advise him on ongoing estimates. Such a board, he emphasized, should not become "another layer in the process" and should not have a staff.

5. General Tighe would like to see an NIO for Africa. He believes the Community has been slow to respond to emerging problems there.

6. As to USIB, General Tighe urged its retention in its present form, perhaps with a name change. He believes it is working now as well as it ever has. He would like to see the Service Chiefs remain on the Board, but in their present "observer" status, implying he needs this distinction to maintain his ability to coordinate a Defense position. He saw some urgency in clarifying the future of USIB. Too many things in the Community were organizationally adrift. Mr. Lehman said there was overwhelming sentiment in favor of USIB's retention and he thought the DCI might be able to settle at least this issue in a couple of weeks or so. The Committees might take somewhat longer.

7. General Tighe expressed some concern that the CFI might intrude itself into USIB's business. The DCI said that was not his intention. It was agreed there had to be substantive input from USIB and its Committees to CFI resource decisions. This was complicated and difficult, but essential. General Tighe said he knew very little of CFI activities. Mr. Bush replied that the CFI was still sorting out what it should do and what its procedures should be. Mr. Lehman said that once this formative period was over it might be possible to keep the Community better informed.



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RICHARD LEHMAN

Talking Points for Use with General Tighe

1. NIO's

There seems to be a consensus that the NIO's have been an extremely useful innovation:

- in dealing with consumers;
- in developing a greater sense of participation and relevance among analysts;
- in handling special projects bridging Agency lines;
- and, in general, keeping the machinery oiled.

*1. works well
2. plus in 1 message
3. DOD view -
inst. (would?)*

On the other hand, many seem to believe that:

- the product is uneven;
- there is less attention to broader and longer-range problems;
- by crossing command lines, the system tends to diffuse responsibility.

What are Tighe's views? How would he view the establishment of some sort of collegial board of review advisory to the DCI (Not a restoration of the Office and Board of National Estimates)? How would he view straightening lines of responsibility by retaining the NIO's but placing the Community production management function in a CIA-DIA-INR steering group (Model II) or in CIA/DDI (Model III)?

2. USIB

There is a consensus that there should be a successor organization to USIB, advisory to the DCI. In Tighe's view, what should be its membership? What should be its primary functions?

3. Community Problems

How does Tighe see the relative roles of CIA and DIA? (Note: Tighe is institutionally committed to make a pitch for DIA's primacy in national military intelligence production; no DCI could concede this, and Tighe knows it).