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MEMORANDUM FOR THE RECORD

SUBJECT: Conversation with Assistant Secretary Hartman

1. On 16 March I called on Mr. Hartman at the DCI's request to discuss national intelligence production. Mr. Hartman professed himself reasonably satisfied with intelligence support. It would appear that he relies on INR as his path to the Intelligence Community. He has no dealings directly with NIO's, and deals with [redacted] on operational matters only.

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2. He has an impression that the initiative in producing useful intelligence assessments has declined. That is, he feels he has to ask for useful pieces of paper more often than a couple of years ago when he felt that the apparatus was more aggressive in turning these out. He agreed that this was only an impression, however, and noted himself that in the fading period of an administration the policy apparatus tends to go inactive and therefore does not give the usual stimulation to intelligence.

3. Mr. Hartman commented on three other matters not directly related to production:

-- He stressed the need for coordination in the field between chiefs of station and ambassadors. Where the ambassadors are political, as was so often the case in his area, this coordination should take place with the DCM.

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-- He expressed a concern about coordination between CIA and the FBI in counterintelligence matters. He said he thought that both existing arrangements and those called for by the new directive were inadequate. (I am not sure whether he meant E.O. 11905 or NSCID 9.) Finally, he referred to a very difficult case now at issue, which "I am still learning more about every day."

4. I told him these matters were outside my line of work but that I would carry his message back, particularly in regard to the counterintelligence matter.



RICHARD LEHMAN

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Organization for Production of National Intelligence

The Problem

What are the implications of this Executive Order for national intelligence? Aside from what it requires, does it provide an opportunity to do things better?

Terms of the Order

The following are the pertinent passages from the National Security Act and the Order:

National Security Act of 1947, Section 102 (d):

. . . it shall be the duty of the Agency, under the direction of the National Security Council. . .

. . . (3) to correlate and evaluate intelligence relating to the national security, and provide for the appropriate dissemination of such intelligence within the Government using where appropriate existing agencies and facilities. . . : Provided further, that the Departments and other Agencies of the Government shall continue to collect, evaluate, correlate, and disseminate departmental intelligence. . .

Executive Order

The CFI will:

Establish policy priorities for the collection and production of national intelligence.

The DCI will:

-- (iv) Act as the President's primary adviser on foreign intelligence and provide him and other officials in the Executive Branch with foreign intelligence, including National Intelligence Estimates; develop national intelligence requirements and priorities; and supervise production and dissemination of national intelligence.

-- (xii) Promote the development and maintenance by the Central Intelligence Agency of services of common concern to the Intelligence Community organizations, including multidiscipline analysis, national level intelligence products, and a national level current intelligence publication.

-- (xiv) Establish such committees of collectors, producers and users of intelligence to assist in his conduct of his responsibilities as he deems appropriate.

CIA will:

(1) Produce and disseminate foreign intelligence relating to the national security, including foreign political, economic, scientific, technical, military, sociological, and geographic intelligence, to meet the needs of the President, the National Security

Council, and other elements of the United States Government.

Some Questions To Be Considered

1. How can the DCI maintain a position of impartiality vis-a-vis the Community in the national production field?
2. What should be the role of CIA production? How should the DCI draw upon it?
3. How can the following functions be most efficiently carried out?
 - Day-to-day substantive support of the DCI, including preparation of briefing texts.
 - Coordination of National Estimates and other inter-agency papers.
 - Production of national-level current intelligence.
 - Substantive input by producers into IC program evaluation.
 - Evaluation of finished product.
 - Determination of consumer needs.
4. What would be the impact of IC Staff's move from Langley?
5. Should there be a Board of National Estimates? If so, how should it be staffed?
6. The NIO organization has been left in an anomalous position. What should be done with it?

7. There are clearly three basic approaches to national production: Under the Community Deputy, under the Agency Deputy, and separate from both. Are there any others?