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NATIONAL FOREIGN INTELLIGENCE COUNCIL

WASHINGTON, D.C. 20505

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NFIC 1.7/3
15 May 1987

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MEMORANDUM FOR: National Foreign Intelligence Council

SUBJECT: Reorganization of the Intelligence Community Staff *SIK -*

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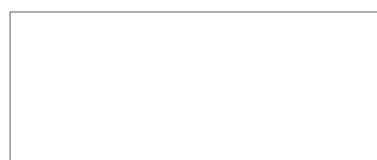
1. In response to growing concerns that we needed to do a better job of orchestrating Community efforts in a number of areas, including more systematic evaluation of our performance against intelligence requirements, the DCI and I asked Lt Gen Heinz, upon accepting the job as Director of the Intelligence Community Staff (ICS), last September, to look at ways that he might reorganize the Staff to better address these areas. We have discussed some of the alternative structures at the last two off-site planning conferences. Although we have experienced a number of delays in making this reorganization a reality, I believe that we now have the details in place for a restructured staff which will improve support to the DCI in executing his Community responsibilities.

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2. The focus of the restructured IC Staff is primarily on improving our capabilities to provide:

- Systematic, comprehensive evaluation of Intelligence Community performance, to include:
 - Better assessments of consumers' intelligence needs (as articulated in the National Intelligence Topics [NITS] and the Future Intelligence Requirements Forecast [FIRF]), and how these needs translate into both near- and long-term production and collection requirements.
 - A better linkage between known intelligence production and collection requirements/shortfalls and future investment strategies.
- A more integrated assessment of collection requirements and collection system performance across disciplines.
- Stronger involvement of Community production elements in our assessments of requirements satisfaction, including movement of the Intelligence Producers Council Staff to the ICS and a closer ICS association with the National Intelligence Council and the DCI Production Committees.



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- More emphasis on identifying and nurturing investments in research and development critical to future intelligence capabilities. [redacted]

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3. To address these goals, the IC Staff is now organized with two deputies under Lt Gen Heinz, as outlined in the attached chart. The senior Deputy Director, [redacted] is charged with administrative responsibilities associated with running the Staff, as well as the general oversight of all Staff activities in the absence of Lt Gen Heinz. (U)

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4. The second deputy position, with the title Deputy Director for Requirements and Evaluation, will be occupied [redacted] or [redacted] most recently the Director of the DCI's Arms Control Intelligence Staff at CIA. [redacted] has already begun the transition to his new job, and he will be fully in place by 1 June. He will be responsible for organizing the requirements and evaluations side of the Staff, with emphasis on providing a structured mechanism for translating policymakers' intelligence needs into requirements, assigning priorities to these requirements, evaluating collection and production performance against these requirements, and, through these evaluations, providing feedback both for near-term improvements and future investment strategies. [redacted]

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5. Clearly this whole area of evaluation is a challenging one that we have never addressed adequately across the Community. However, I believe that we must tackle this problem head-on if we are going to improve the performance of our Intelligence Community and our ability to justify before the Congress our needs for continued budgetary growth to support increasing U.S. national security needs. We have a number of ideas on how to at least begin the process. For example, we are certain that a greater emphasis on the evaluation of requirements and performance across intelligence collection disciplines is required, as well as a more systematic assessment of the shortfalls that are routinely identified by the producers in the Community. Thus, as shown in the chart, we envision a much closer tie to the DCI Collection and Production Committees and the National Intelligence Council than we have had in the past. Detailed plans implementing these changes are now being developed as [redacted] transitions to his new responsibilities. [redacted]

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6. Another organizational change that we are making involves the creation of a new Research and Development (R&D) Coordination Office on the Staff. This group will be responsible for fostering dialogue and nurturing investments across the US Government in research and development activities that have the greatest potential for improving future intelligence capabilities. We have had general discussions with the senior R&D managers in the Community as to how we might best implement this new concept, and their responses have been very encouraging. The details of the new office are taking shape, and I expect that we will be able to announce the new office director and his initial plans for this effort very soon. [redacted]

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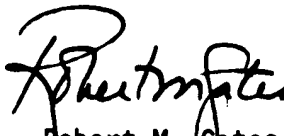
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7. As discussed at the off-site conference on 11 May, I encourage you to provide me or Lt Gen Heinz your thoughts on approaches we should emphasize, as well as those we should avoid in setting the agenda for the new activities of the Staff. For the effort to be successful, we need to learn from past mistakes and fully incorporate into our planning your views as senior managers of the Intelligence Community.

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8. Finally, I want to solicit your support in advance in helping us fill key supporting positions on the IC Staff. I believe that we have an excellent management team in place, but they cannot do the job alone. Successful execution of their new responsibilities will require the strong support of all Community elements, including a willingness to assign our best people to our tasks--for short periods and, on occasion, for longer ones. We will be asking many of you for assistance in this regard as we evolve into our new organization.

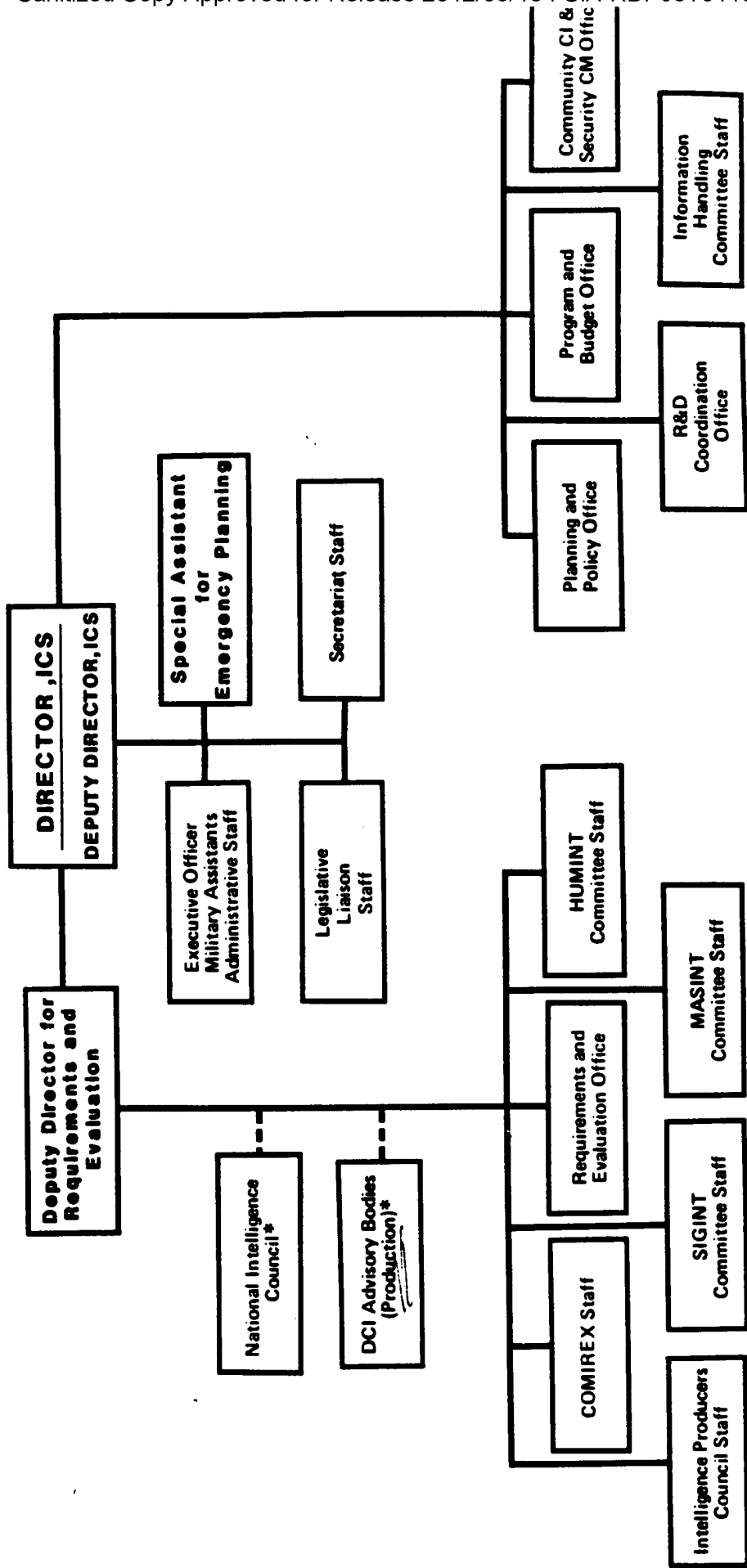
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Robert M. Gates
Acting Chairman

Attachment:
As stated

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Intelligence Community Staff



28 April 1961

* Provides substantive advice and support

Attachment to:
NFIC 1.7/3

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