

NFAC 1535-80

3 March 1980

Memorandum for DD/NFA

Subject: Role of the Senior Review Panel

1. You requested the Panel to consider its future role and to provide you with ideas relating thereto. We present here as subjects for discussion some thoughts which are responsive to your expressed wish to have the Panel provide increased support to the Community responsibilities of the DD/NFA and the DCI and which reflect the changes in procedures proposed by C/NIC. Not being immersed in the current intelligence process, the Panel is in a position to stand back and devote thorough attention to particular problems.

2. The Panel's proposed activities fall into two broad categories:

a. Helping to assure that the Community's analytical and substantive product achieves and maintains the highest possible quality and timeliness.

b. Helping to assure that Community analytical and production resources are being utilized most efficiently and effectively.

3. To carry out the functions under 2a, the Panel proposes to:

a. Provide an off-line review of major products at appropriate stages during their preparation.

b. Carry out special post-mortems of finished intelligence as requested by the DCI or DD/NFA or as deemed necessary by the Panel.

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c. Participate in substantive planning of interagency production, and advise on research needs concerning particular estimative issues.

d. Review past estimates on particular subjects to establish analytical performance over time on the issue and determine if there are lessons to be learned applicable to the current milieu.

e. Review the structure and format of interagency products.

f. Identify collection and communication problems that bear on specific product quality.

g. Review and advise on the coordination process and problems.

4. To carry out the functions under 2b, the Panel suggests that it:

a. Review Community finished and planned production to identify gaps and overlaps.

b. Review the distribution and use of production resources, check the status of basic intelligence coverage in relation to available resources, and assure that there is a rational understanding of production responsibilities. Current resource shortages and potential long-range intelligence shortfalls would also be identified.

5. In addition to the above activities, the Panel offers to take on whatever tasks the DCI may wish to assign to it, either as a corporate entity or as individuals. The Panel has, in fact, given some thought to advising on the management of Community resources that are in the DCI's realm of responsibilities and for which there seems to be

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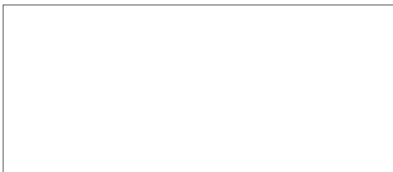
only uncertain staffing at the present time. These thoughts have arisen in part from the Panel's study of the Community's performance on the Soviet Brigade in Cuba and have greatly benefited from Admiral Robertson's analysis. (see attached)

a. The Panel could, from time to time, undertake other comprehensive post-mortems on particular performances of the entire Community in terms of collection and analysis, and present appropriate recommendations.

b. More generally, the Panel could examine, periodically or when needed, the allocation of collection and analytical personnel to agreed intelligence tasks in order to ascertain whether or not the allocations are reasonably balanced and adequate. It could furthermore look for current resource allocations that risk falling short of intelligence needs over the longer run. And it might study ways in which management responsibilities for these problems could be fashioned.

c. Finally, the Panel could determine if basic intelligence needs and data base maintenance for particular subjects and areas are getting adequate attention in terms of both near term and long term priorities.

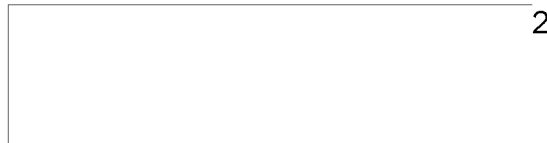
6. The Panel is prepared to discuss this with you at your earliest convenience.



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Bruce Palmer, Jr.

William Leonhart



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Attachment:
As stated

Memo for SRP

Subj: Role of the Senior Review Panel, comments on GEN PALMER's draft

1. From my somewhat outsider viewpoint, I am in general agreement with the proposals in the draft, but offer the following thoughts:

- There are certain staff and line management functions that need to be performed on behalf of the DCI, by someone. Even should he choose to use the D/DDI/NFA as an executive agent for these functions, that individual will then need to delegate the functions, which can be grouped as follows (almost paralleling the listing of possible functions in Gen P's draft):

- The preparation of NIE's, SNIE's, IIMs, other significant community papers
- The subsequent critical review of extant judgements within these papers (not to interfere with the production and dissemination process)
- The coordination of community analytic support to the DCI during crisis management periods
- The coordination of community production responsibilities and cooperative production planning
- The oversight of community analytic resource allocation, on a not-to-interfere with agency management basis
- The analytic review of community collection requirements, and, in coordination with the NITO's, the review of the adequacy of collection assets tasked to meet these requirements
- Direct, highest-level analytic support to the DCI on an ad hoc basis
- The execution of top-level Devil's Advocacy role
- The conduct of post mortems cutting across agency or discipline boundaries
- The survey of the health of basic intelligence data bases

- At the present time, all of these responsibilities devolve, in one way or the other, upon the NIO organization. Even the best of the NIO's, if staff were doubled or tripled, would have to discard half of these responsibilities to concentrate on major issues and products facing him on a day to day basis. There needs to be a rationalization of the NIO (and NIC) responsibilities, hopefully including some clarification of their position within the intelligence community. As a start, and in conjunction with an simultaneous rationalization and definition of the role of the Senior Review Panel, one should consider dividing the list of responsibilities noted above in some manner as follows, with the essential concept being the evolution of those functions which most resemble line management functions to the NIO arena, and those functions which most resemble staff functions to the (expanded) Senior Review Panel:

<u>NIO/NIC</u>	<u>SRP</u>
Prepare NIE et al	Periodic challenge to extant NIE judgements
Coord crisis management support	Oversee health of intelligence data bases, resource allocations
Coord production responsibility, cooperative production planning	Top-level Devil's advocacy
Review important areas of collection requirements, interface with NITOs	Post-mortems
Direct support to DCI, ad hoc projects	

- While holding the present membership ~~of the SRP~~ of the SRP in highest regard, I yet believe those functions listed on the right above will exceed the scope of the SRP, and a new approach to SRP membership needs to be pursued. The functions proposed are such that they can be managed on parttime basis, and should require a wide diversity of expertise, scattered over time. I would therefore suggest the tapping of the best of the retired world - from the entire intelligence community and from those (e.g., ex Ambassadors) who have been closely related to

the potential issues. A funding concept should be approved which acknowledges that 3-4 such individuals may, at any given time, augment the SRP; for continuity they should be contracted for recurring service in a particular area of expertise, and be well aware of a continuing, albeit non-full time, responsibility. My personal opinion is that there is a wealth of such talent interested in such assignment, provided they clearly understand roles and missions.

- It would be helpful if some realistic separation of the SRP (within this concept) from NFAC could be arranged, either physically or organizationally, but inhibitions to do so should not interfere with the basic concept.



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