

21 August 1981

MEMO TO SRP

SUBJECT: Suggested Statement of Organization and Relationship
of Review Panel to PFIAB

1. The Panel should report directly to the DDCI and be attached to his office. This will provide appropriate stature, ensure full cooperation from community elements, and give the necessary visibility to the Panel and its activities. The Intelligence Community Staff should be tasked to provide the needed support, e.g., collection and processing of data, preliminary drafting, etc.

2. It is anticipated that the Panel's work will be of interest to the PFIAB. Any formal relationship between the two organizations should wait upon discussions with the latter upon its reestablishment, however, and should not diminish the primacy of the DDCI's authority over the Panel.



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19 August 1981

MEMORANDUM FOR: SRP

SUBJECT: Some Thoughts on Role of SRP

1. There is a need for a continuing examination of the performance and capabilities of the intelligence community along the lines indicated by the DDCI.

2. The SRP believes it is capable of carrying out this mission and stands ready to do so if asked.

3. The Panel does not believe it could perform effectively in this role unless it reported directly to the DCI/DDCI. Any ties to the IC Staff should be for the purpose of obtaining staff support. White House recognition of such a panel would be useful, but not necessary.

4. The present size of the Panel (4) is about right for the job. Additions to the Panel on an ad hoc basis, or the use of consultants as needed, should be provided for.

5. Issues selected for examination should be of significance, and the purpose of such examinations should be to establish a basis for recommending improvements in the process of providing intelligence.

6. Any other Panel activities, such as a continuation of part of its current work, should be of secondary priority and, in any case, should be decided on only after D/NFAC and C/NIC have expressed their views on the need for and manner of using such services.



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MEMORANDUM FOR: SRP Colleagues

FROM:

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SUBJECT: Thoughts for the DDCI

If the opportunity arises in this afternoon's meeting, I suggest that the following points be made to the DDCI:

1. The basic role for which the Panel was formed and its subsequent members recruited was to provide an independent, substantive, and collegial review of major intelligence products of the NIC and NFAC, focussing on such questions as: (a) pointing up issues in a form most useful to policymakers; (b) providing balanced coverage of all relevant aspects and all critical issues; (c) defining sharply genuine differences of view and clearly identifying the nature of such differences; and (d) making adequate use of qualified outside advice. (Drawn in substance from 19 January Memo to Bross.)

2. This role is most effectively performed in relation to papers at two critical stages: (a) the original formulation of Concept drafts and Terms of Reference and (b) a semi-finished draft at the stage when an NIO considers it ready for circulation to NFIB Representatives. For major NFAC papers with a strong policy orientation (which in practice are often difficult to distinguish from NIEs or other interagency products), similar arrangements should be instituted.

3. Although the review by the Panel should be kept "off-line" in the sense that Panel clearance is not required for publication, procedures should be revised to ensure that Panel suggestions are given serious consideration, and that reasons are given for rejecting such suggestions when they are not adopted. The Panel is prepared to perform reviews rapidly, in order not to interfere with the new streamlined procedures.

4. With the formal separation of the NIC from NFAC, some regularization of the Panel's status and lines of responsibility would be desirable. There is no need to shift the administrative location of the Panel, so long as it is understood that its priority task is to serve both the NIC and the D/NFAC in the role described above. Experience demonstrates that such reviews require less than the full time of the Panel, so that competing claims on time are unlikely to arise.

5. For its remaining time, the Panel as a group, or its Members as individuals, should be available for ad hoc assignments from DCI, DDCI, D/NFAC, or C/NIC.

6. For some types of special assignments, it might be desirable to add ad hoc members to the Panel. For its main task, the present size and array of special interests appears adequate.

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