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THE WHITE HOUSE

WASHINGTON

April 22, 1974


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Dear Bill:

The Key Intelligence Questions referred to in your memorandum of March 9, 1974 are a promising beginning in your effort to identify intelligence topics of importance to policy makers. This process is precisely the sort of step which the President looked for as a follow-on to his November 5, 1971 letter revitalizing the Intelligence Community. This set of questions and the pilot evaluation process should form the basis for an even more useful set of KIQs for the coming year.

I would appreciate the opportunity to review with you the comments on these KIQs submitted by the other members of the National Security Council Intelligence Committee.

Warm regards,

  
Henry A. Kissinger

Mr. William E. Colby  
Director of Central Intelligence  
Washington, D.C. 20505

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NSS review completed.

NATIONAL SECURITY COUNCIL

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ACTION

March 21, 1974

MEMORANDUM FOR: SECRETARY KISSINGER  
FROM: RICHARD T. KENNEDY *RTK*  
RICHARD OBER *RO*  
SUBJECT: Key Intelligence Questions for FY 1974

BACKGROUND

The DCI has circulated to NSC Intelligence Committee members the Key Intelligence Questions (KIQs) for FY 1974 (Tab B). He has chosen this route to obtain concurrence and comments of the Chairman and Members of NSCIC, since it has not been feasible to hold an NSCIC meeting on the KIQs as we had hoped.

We commented on the KIQs as they were developed as the DCI noted (Tab C). A good start has been made. We believe that an indication of your interest in the KIQs will help to keep viable the support needed for the DCI from NSCIC and the direct Presidential concern and support your chairmanship represents.

We therefore recommend that you commend Mr. Colby for the effort to date, and ask that he review with you the comments on the KIQs submitted by the other NSCIC members.

Mr. Kennedy has discussed this approach with Mr. Colby who agrees it would be very helpful in continuing to assert White House concern for, and direction of, the Community Intelligence effort.

RECOMMENDATION

That you sign the letter at Tab A.

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**THE DIRECTOR OF CENTRAL INTELLIGENCE**

WASHINGTON, D. C. 20505

9 March 1974

MEMORANDUM FOR: The Chairman and Members, National Security  
Council Intelligence Committee

SUBJECT: Key Intelligence Questions for FY 1974

1. Reference is my letter of 9 January 1974, subject as above, which forwarded a copy of the "Key Intelligence Questions (KIQs)" and commented on the inputs which had been received from each NSCIC member. I noted in the letter that the KIQs would be considered at an early NSCIC meeting.

2. Since it now appears that the Chairman's schedule will preclude holding an NSCIC meeting, I am writing to request the individual concurrence and comments of each member on the KIQs.

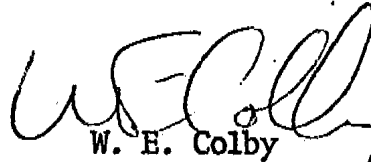
3. As the fiscal year was more than half over before the key questions had been compiled, I considered it necessary to start the evaluation process as soon as possible. The USIB agencies already have been tasked to respond to selected KIQs as a test of the system. This really represents a "shakedown cruise" on a program which I am hopeful will provide a good management tool for measuring the effectiveness with which the Intelligence Community responds to intelligence topics identified as being of major current importance to policy levels of the Government. What I am seeking, as you are aware, is a better linkage between the substantive functions of intelligence and the allocation of resources.

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4. During the summer, we will review the "Key Intelligence Questions" and develop a revised list for FY 1975. By that time, our evaluation process should provide a basis both for improving the statement of questions and for evaluating the Community responses. Any comments you may have as to the kinds of questions on which to focus in the next iteration would be most appreciated.



W. E. Colby

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**THE DIRECTOR OF CENTRAL INTELLIGENCE**

WASHINGTON, D. C. 20505

DCI/IC 74-0905

9 January 1974

**MEMORANDUM FOR:** The Honorable Henry A. Kissinger  
Chairman, NSCIC

**SUBJECT:** Key Intelligence Questions for FY 1974

1. Attached is a copy of my Key Intelligence Questions for FY 1974 which, as you and I have discussed, is being submitted to the NSCIC for approval. In the interim, I am distributing copies to the United States Intelligence Board so that we can be getting along with the many tasks which face us in the evaluation effort for which the Key Intelligence Questions are the basis.

2. The set of questions sent to you on 30 October has been revised on the basis of proposals received from your staff, from other NSCIC members and from the USIB principals. This final list accommodates many of the changes and additions your staff proposed in the response which General Scowcroft forwarded on December 10.

3. I was very pleased to note the care with which the original set of Key Intelligence Questions was reviewed and the thoughtfulness of the proposed changes and additions. The total number of proposed additions was so great, however, that accommodating all of them would have changed the character of the listing. I wanted to keep the total number of questions small enough to be manageable, so the problem was to identify proposed additions of sufficient importance to substitute for some of those on the 30 October list, or to revise the wording of the original questions to accommodate ideas presented in recommended additions. The list, as it is being submitted to the NSCIC, actually has fewer questions than were included in October, but 23 of the questions are new and 38 are revisions of the original questions.

4. The essential criteria applied to each question were that it identify a problem of major current importance to policy levels of the government, and that it provide a basis for measuring the effectiveness of the functioning of the intelligence community. Overall, an effort was made to keep the list relatively short and to include questions dealing with matters on which a considerable amount of resources are being or are likely to be devoted.

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**5. As I reported to the President in my National Foreign Intelligence Budget Recommendations, Fiscal Year 1975:**

"I intend that these questions serve as the primary near term guide to national intelligence collection, analysis, and production. They will be followed by an evaluation process to determine the degree to which various elements of the intelligence community contribute to answers. Future resource decisions will then be influenced by these Key Intelligence Questions and the comparative effectiveness of various intelligence community elements in answering them."

6. In my opinion, fundamental obstacles to the achievement of the related goals of improved product and better resource management have long been the separation of the substantive functions of intelligence from the allocation of resources, and the absence of a system for evaluating performance. Overcoming these obstacles will be difficult and any approach will have to be evolutionary, but I am initiating the effort through the articulation of the Key Intelligence Questions.

7. The evaluation system which will be used in following through on the Key Intelligence Questions effort is being described in separate correspondence to the members of the USIB.

8. In order to take full advantage of all of the ideas which were contained in the material submitted in response to my request for comments on the 30 October version of the Key Intelligence Questions, I am making a complete set of the inputs available to my National Intelligence Officers and to my Intelligence Community staff. I want the NIOs in particular to be aware of the various topics which all of those who reviewed the first listing considered were candidates for addition, so that the NIOs can use this information in development of their own programs.

9. Again, may I express my personal appreciation for your contribution to this project.

  
W. E. Colby

**Secret**  
*No Foreign Dissem*

DIRECTOR of CENTRAL INTELLIGENCE

Key Intelligence Questions  
For  
Fiscal Year 1974

**Secret**  
4 January 1974  
DCI/IC 74-1215