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THE DIRECTOR OF CENTRAL INTELLIGENCE

WASHINGTON, D. C. 20505

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22 August 1974

MEMORANDUM FOR: United States Intelligence Board
Intelligence Resources Advisory Committee

SUBJECT : Changes in KEP Pilot Program Guidance and Instructions for FY 1974 Performance Reporting

REFERENCE : "Key Intelligence Questions Evaluation Process (KEP)", DCI/IC 74-0546, USIB/IRAC-D22.1/11, 13 February 1974 (S)

1. This memorandum provides changes to the KEP Guidance and Instructions for performance reporting which replace pp. 18-29 in "Key Intelligence Questions Evaluation Process (KEP)". These revised instructions will apply for all performance inputs to the FY 1974 KIQ/KEP Pilot Program.

2. The revisions, which stem from pilot program Baseline reporting experience, simplify and ease the workload required for performance reporting. For example, the "Assessment of Gain" form (p. 20) now requires only a listing of the information gains by sensor/technique for each information deficiency. The "Production Data" form (p. 23) has been clarified, and instructions for cost estimating have been made more explicit. The "Collection/Processing Form" (p. 26) has been similarly modified.

3. The performance report on the KEP pilot program is scheduled for completion in October. I, therefore, ask that performance data inputs on the pilot program performance period (which terminates on 31 August 1974) be forwarded to the Intelligence Community Staff by 23 September.

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4. When the performance evaluation phase of the pilot program is over, a full KEP cycle will have been completed. The experience thus gained on Baseline and Performance reporting will enable the processes to be adjusted, or modified, to make the KIQ/KEP a more effective management tool in FY 1975.

5. Please refer any questions to [redacted] 25X1

25X1 [redacted]

W. E. Colby
Director

Attachment
As stated

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22 August 1974

DIRECTOR OF CENTRAL INTELLIGENCE

REVISED KEP GUIDANCE AND INSTRUCTIONS

FOR FY 1974 PILOT PROGRAM PERFORMANCE REPORTING*

* *(See Key Intelligence Questions Evaluation Process (KEP), DCI/IC 74-0549, USIB/IRAC-D-22.1/11, 13 February 1974 (S)*

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SECTION A, PART I--KIQ PERFORMANCE REPORT: INFORMATION GAIN INSTRUCTIONS

I. Information Gain(s) for Each Specified Information Deficiency

The steps to be followed in completing the input form are as follows:

A. Number and describe each information gain relative to Information Deficiency Number 1 (See Attachment for a list of Information Deficiency Numbers and Definitions for each KIQ.)

B. Describe each information gain in the block entitled Information Gain Statement. If an Information Deficiency has no information gain, the form should be completed by inserting the word "NONE" in the Information Gain Statement block.

C. Determine and identify the Sensor(s)/Technique(s) from the following list that were responsible for each information gain described in Step A.

An information gain may have one or more Sensor Technique associated with it. If more than one Sensor Technique is listed, each should be entered on a separate line.

If more than one Sensor/Technique is related to the information gain, the Information Gain Statement should indicate the contribution of each Sensor/Technique.

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In indicating a Sensor/Technique, use the appropriate identifier from the following list.

Collection Sensors and Techniques

Identifier

25X1

D. After identifying and describing all the information gains for Information Deficiency 1, determine the overall DEGREE OF THE INFORMATION DEFICIENCY FULFILLMENT using the Degree of Fulfillment Scale below and enter the appropriate 'Degree of Fulfillment' identifier in the "Degree of Information Deficiency Fulfillment" block.

If more than one page of the form was used to describe the gain(s) for Information Deficiency No. 1, the 'Degree of Fulfillment' should only be entered on the first page of the form.

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Degree of Fulfillment Scale

Identifier	Meaning
COMPLETE	Deficiency has been answered and may be removed from the list.
SUBSTANTIAL	Deficiency can be rewritten to exclude the part that has been answered.
MARGINAL	Answered in part, but not enough to rewrite stated deficiency.
NONE	There were no information gains.

E. For each additional information deficiency repeat steps A through D to identify and describe the information gain(s) using a separate form for each deficiency.

II. Information Gains for Deficiences Not Specified in the Baseline Report.

A. The purpose of this input is to provide an opportunity for program managers and NIOs to identify important KIQ associated information gain(s) not related to the information deficiencies identified in the Baseline Report.

1. To record such information, use the KIQ PERFORMANCE REPORT INFORMATION GAIN form to identify and describe the additional information provided against the KIQ in accordance with instructions I. A through D above except that no entry will be made in the "Gain No." column.

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SAMPLE FORM

SECTION A: KIQ PERFORMANCE REPORT
INFORMATION GAIN

(Part I)

KIQ _____ KIQ: _____

_____ NIO: _____

Preparing Officer: _____ Organization: _____ Tel. No. _____

INFORMATION DEFICIENCY NO: ____ DEGREE OF INFORMATION DEFICIENCY FULFILLMENT: _____
(Instruction I-D)

GAIN NO. *(Instruction I-A)*	INFORMATION GAIN STATEMENT *(Instruction I-B)*	SENSOR(S)/TECHNIQUE *(Instruction I-C)*

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SECTION A, PART II--KIQ PERFORMANCE REPORT:
RELATIVE CONTRIBUTION OF COLLECTION TECHNIQUES--INSTRUCTIONS

I. The purpose of this section is to determine the relative value of the contribution of each sensor/technique to the total information gain for each KIQ information deficiency.

II. In accomplishing the Part II form, the following steps are to be followed:

A. Examine the total information gain for each information deficiency and make a judgment as to the relative value of each sensor/technique contribution to the total gain. Enter that value expressed as a percentage in the appropriate box for the sensor.

FOR EXAMPLE: Assume that for a given deficiency a judgment was made that the contribution of IMAGERY to the information gain was about equal to the contribution of COMINT. Assume further that no other sensors or techniques contributed to the information gain. In this example, one would assign 50 points to OVERHEAD IMAGERY and 50 points to COMINT meaning that the relative contribution of the two collection techniques was of equal value, and that no other sensors (or techniques) contributed to the information gain.

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SAMPLE FORM

SECTION A: KIQ PERFORMANCE REPORT: RELATIVE CONTRIBUTION OF COLLECTION TECHNIQUES

(Part II)

KIQ No: _____ NIO: _____

KIQ : _____

_____

Preparing Officer: _____ Tel. No. _____

Preparing Organization: _____

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Collection Sensors and Techniques	Relative Contribution to Information Deficiency				
	#1	#2	#3	#4	#5
TOTAL	100	100	100	100	100

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SECTION B: KIQ PERFORMANCE REPORT: PRODUCTION PERFORMANCE--INSTRUCTIONS

PART I--PRODUCTS

A. Column 1--Producing Agency and Component.

Identify production agencies, and respective components, which produced finished intelligence related to the KIQ during the performance period. In CIA identify components by office (e.g., CIA/OCI); in DIA by Directorate and number (e.g., DIA/DI-5); in INR by sub-group (e.g., INR/RSG), and in the Armed Services by Command/Staff office and organization. Any production agency/component which produced finished intelligence with respect to the KIQ should be reported.

B. Column 2--Product Title, Date and Classification.

For each KIQ-related product state the title, date and classification of the product. The date should be in MONTH/YEAR format (e.g., 8/74).

C. Column 3--Product Type. For each product title list the type of product produced. Use the following Standard Product Types in identifying the type of product.

Standard Product Types

Defense Intelligence Agency and Services

DIE	- Defense Intelligence Estimate
SDIE	- Special Defense Intelligence Estimate
NIE	- National Intelligence Estimate
DIPP	- Defense Intelligence Projection for Planning
NSSM	- National Security Study Memorandum
Study	- Study (includes all others)

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Standard Product Types (Cont'd.)

Central Intelligence Agency

IR	- Intelligence Report (includes STIR)
RP	- Research Paper
NIAM	- National Intelligence Analytical Memorandum
NIE	- National Intelligence Estimate
SNIE	- Special National Intelligence Estimate
NSSM	- National Security Study Memorandum
STUDY	- Study (Includes all others)

State Department/INR

NSSM	- National Security Study Memorandum
DS	- Diplomatic Summary
IN	- Intelligence Note
RS	- Research Study
RR	- Research Report
STUDY	- Study (Includes all others)

PART II--PRODUCTION COSTS

A. Column 1--Producing Agency and Component. Enter the producing Agencies and Components listed in Part Column 1. Other Agencies and Components should be shown if they had a contributing role.

B. Column 2--Total Costs. Enter the total level of effort (in thousands of dollars) of the producing component for the performance period, i. e., a management estimate of the component's total operating dollar expenditures.

C. Column 3--KIQ Costs. Enter the KIQ-related expenditures (in thousands of dollars) of the producing component during the performance period, i.e., a management estimate of that portion of total dollar effort expended which was applied to the KIQ. (Overhead is not to be included in this estimate--only operations and maintenance plus manpower costs, i.e., salaries.)

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D. Under "REMARKS" describe in detail how the dollar effort shown in Column 3 was determined.

PART III--ENCOUNTERED PROBLEMS

Encountered Problems are production organization problems which limited responses to a specific KIQ. Column entries should be referenced and amplified in "REMARKS."

A. Column 1--Producing Agency and Component. Producing Agencies and Components listed in Part I, Column 1 which encountered problems in producing KIQ-related finished intelligence will be identified in Part III--(ENCOUNTERED PROBLEMS). Column 1.

B. Column 2--Manpower. An "X" entry indicates a lack of enough personnel to do a proper job. Amplifying data under "REMARKS" should explain the nautre of the problem, i.e., authorization, manning, excessive workload, etc. The problem should be sized and timed, i.e., how many people are needed and whether it is short-term or chronic.

C. Column 3--Skills. An "X" indicates that available personnel do not have the proper training and/or experience to be fully effective. Provide the details in "REMARKS."

D. Column 4-Methods. An "X" indicates that a particular analytical methodology is not sufficiently developed to exploit available raw information. Describe the problem and estimate expected benefits if the required methodology is developed in "REMARKS."

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E. Column 5--Processing. An "X" indicates that inputs which analysts received from processing functions are not appropriate or adequate for analysis for this specific KIQ. Provide details in "REMARKS."

F. Column 6--Lack of Raw Information. An "X" indicates that production suffered from a lack of material to analyze. Explain in detail in "REMARKS."

G. Column 7--Other. As with any entry in the Problem Areas columns, an entry here is to be explained in the "REMARKS" section.

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SECTION B: KIQ PERFORMANCE REPORT:

PRODUCTION PERFORMANCE

(PART I)

KIQ No: _____

KIQ : _____

_____

Preparing Officer: _____ Tel. No. _____

Preparing Organization: _____

NIO: _____

PART I--PRODUCTS

	(1) Producing Agency and Component *(Instruction I-A)*	(2) Product Title, Date & Classification *(Instruction I-B)*	(3) Product Type *(Instruction I-C)*
(1)			
(2)			
(3)			
(4)			

REMARKS: Reference any remarks by Row and Column numbers. (Use separate sheets)

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SECTION B: KIQ PERFORMANCE REPORT:

PRODUCTION PERFORMANCE

(PART II)

KIQ No: _____

KIQ : _____

_____

Preparing Officer: _____ Tel. No. _____

Preparing Organization: _____

NIO: _____

PART II--PRODUCTION COSTS

	(1) Producing Agency and Component *(Instruction II-A)*	(2) Total Costs ($ 000's) *(Instruction II-B)*	(3) KIQ Costs ($ 000's) *(Instruction II-C)*
(1)			
(2)			
(3)			
(4)			

REMARKS: Reference any remarks by Row and Column numbers. (Use separate sheets.)

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SECTION B: KIQ PERFORMANCE REPORT:

PRODUCTION PERFORMANCE

(PART III)

KIQ No: _____

KIQ : _____

_____

Preparing Officer: _____ Tel. No. _____

Preparing Organization: _____

NIO: _____

PART III--ENCOUNTERED PROBLEMS

	(1)	(2)	(3)	(4)	(5)	(6)	(7)
				Optional			
	Producing Agency and Component *(Instruction III-A)*	Encountered Problems					
		Manpower	Skills	Methods	Processing	Lack of Raw Information	Other
(1)							
(2)							
(3)							
(4)							
(5)							

REMARKS: Reference any remarks by Row and Column Numbers. (Use separate sheet.)

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SECTION C:--KIQ PERFORMANCE REPORT

COLLECTION PERFORMANCE--INSTRUCTIONS

I. General. This form is intended to obtain information on the amount of resources devoted to a particular KIQ by each identifiable intelligence element/component that attempted to collect against the KIQ in conformance with a Program Managers' commitment.

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No form will be prepared for Operational Military Commands, Foreign Service Reporting, or Non-USIB Agencies.

Collection Sensors and Techniques

Identifier

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B. In order to avoid problems of allocation of investment and overhead costs and to achieve a better understanding of the proportion of intelligence operations targeted specifically against KIQ requirements, only operating costs are to be reported. Operating costs are defined, in DOD, to include the appropriation accounts "Operations and Maintenance" and "Military Personnel--Service." In non-defense elements and components operating funds are defined to include similar types of resources, i.e., those expended for current rather than future benefit. In the case of NRP the same method used to target CIRIS will be used to estimate KIQ costs.

II. PART I--(COLLECTION)--LINE ENTRY INSTRUCTIONS

A. Column 1-Element/Component. The name and CIRIS Reporting Entity number will be entered in this column. Non-National Foreign Intelligence Program elements will not be reported.

B. Column 2--Total Operating Funds. Show in thousands of dollars the amount of operating funds available to the Element/Component during the performance period.

C. Column 3--KIQ Operating Funds. Show in thousands of dollars the amount of operating funds spent during the performance period on efforts related to the specific KIQ. Describe in "REMARKS" how this figure was determined. (It is recognized that the data reported will represent management estimates rather than accounting costs.)

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EXAMPLE LINE ENTRIES:

	(1)		(2)	(3)
(1)	USMxxx	(1234)	1,111	22
(2)	USNxxx	(5678)	3,333	44
(3)	USAxxx	(9876)	5,555	66

REMARKS.- Any comments concerning an entry on the form are to be included in "REMARKS." Each comment is to be preceded by the Row and Column Number(s) to which it refers.

PART II--(ENCOUNTERED PROBLEMS) LINE ENTRY INSTRUCTIONS

Entries are to provide an opportunity to identify the problems which limited the success of collection, and associated processing for a specific KIQ. Entries are optional.

A. Column 2--Manpower. An "X" entry indicates the lack of enough personnel to do a proper job. Amplifying data under "REMARKS" should explain the nature of the problem, i.e., authorization, manning, excessive workload, etc. The problem should be sized and timed, i.e., how many people are needed and whether the problem is short term or chronic.

B. Column 3--Skills. An "X" indicates that available personnel do not have the proper training and/or experience to be fully effective. Provide the details in "REMARKS."

C. Column 4--Equipment. An "X" entry indicates that existing equipment was inadequate in capability or quantity,

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and that this inadequacy directly affected the response to the KIQ. Identify in "REMARKS" the nature of the inadequacy, and how it affected the response.

D. Column 5--Operating Factors. An "X" entry indicates that collection, or processing techniques, were limited by such factors as scheduling platforms, transmission delays, weather, etc. and that such limitations seriously affected the response to this particular KIQ. Describe the problem in "REMARKS."

E. Column 6--Target Environment. This column refers only to Collection. Its purpose is to indicate if research is needed to improve collection techniques and/or sensors. Explain what information about the KIQ was beyond collection capabilities. Describe the nature of the problem in "REMARKS."

F. Column 7--Processing Methodology. This column refers only to Processing. The purpose of the column is to indicate if R&D is needed to improve the analysis or interpretation of collected data. Describe the problem in "REMARKS."

G. Column 8--Other. The column may refer to either Collection or Processing, or both. Specifically describe the problem in "REMARKS."

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SECTION C: KIQ PERFORMANCE REPORT:

COLLECTION PERFORMANCE

KIQ No: _____ COLLECTION TECHNIQUE: _____

KIQ : _____

_____

Preparing Officer: _____ Tel. No. _____

Preparing Organization : _____

NIO: _____

PART I--COLLECTION

	(1) ELEMENT/COMPONENT (Identify by CIRIS R.E. if applicable) *(Instruction II-A)*	(2) TOTAL OPERATING FUNDS ($ 000's) *(Instruction II-B)*	(3) KIQ OPERATING FUNDS ($ 000's) *(Instruction II-C)*
(1)			
(2)			
etc.			

REMARKS: Reference any remarks by Row and Column Numbers. (Use Separate Sheet)

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SECTION C: KIQ PERFORMANCE REPORT:

COLLECTION PERFORMANCE

KIQ No: _____ COLLECTION TECHNIQUE: _____

KIQ : _____

_____

Preparing Officer: _____ Tel. No. _____

Preparing Organization: _____

NIO: _____

PART II--ENCOUNTERED PROBLEMS

	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
		Optional						
		Encountered Problems						
	ELEMENT/COMPONENT (Identify by CIRIS R.E., if applicable) *(Instruction II-a)*	Manpower	Skills	Equipment	Operating Factors	Target Environment	Processing Methods	Other
(1)								
(2)								
(3)								
(4)								
(5)								

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ATTACHMENT

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KIQ BASELINE INFORMATION DEFICIENCIES

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KIQ BASELINE INFORMATION DEFICIENCIES

KIQ 2c NIO: Howard Stoertz

Information Deficiency Number	Information Deficiency Definition
1.	
2.	
3.	

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KIQ BASELINE INFORMATION DEFICIENCIES

KIQ 2x NIO: Howard Stoertz

Information Deficiency Number	Information Deficiency Definition
1.	
2.	
3.	
4.	

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