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INTELLIGENCE ACTIVITIES

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COORDINATION RESPONSIBILITY FOR RESEARCH, DEVELOPMENT, AND ENGINEERING (RD&E)

1. OBJECTIVES

a. Research, development, and engineering (RD&E) of new techniques and equipment for collecting, processing, and evaluating intelligence data is vital to CIA, as is the contribution research and engineering can make to communications and the security of intelligence activities. It is essential that RD&E efforts be responsive to the total needs of CIA and that scientific and engineering advances be promptly exploited to maintain and improve technological advantages wherever possible. Although there has been commendable progress in the development of common and effective R&D programs within the Agency, further improvements are desirable to achieve our objectives. In particular, better coordination of RD&E programs is necessary to increase our efficiency in the utilization of manpower and funds, preclude duplication in contracts and fragmentation of effort, and otherwise improve overall Agency performance.

b. Communication and understanding are inherently difficult whenever a broad spectrum of technology supports widely diverse operational functions such as those of the Agency, and a particular objective is to facilitate communications between those elements of the Agency conducting research and exploratory development, those concerned with development and engineering work directly supporting operational units, and those responsible for operations. Deliberate and conscious efforts must be fostered on the part of all involved with our RD&E programs to obtain the desired degree of understanding between those engaged in research, development, engineering, and operations.

c. Some of the more difficult RD&E problems cut across internal organizational boundaries and, in those in which significant

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improvements can be made, large RD&E investment may be required which is worthwhile only if common benefits are received by more than one particular group. It is important that the requirements for such equipment be recognized through a complete examination and assessment of Agency needs and objectives.

d. A procedure is necessary by which Agency RD&E needs can be centrally identified and consolidated into a coordinated plan for RD&E. Subsequent review and monitoring of all proposed and active RD&E programs is required so timely information on the overall status of RD&E work implementing the plan can be maintained. By centrally coordinating planning, review, and monitoring, while maintaining decentralized execution of projects, Agency talent may be effectively grouped to exploit discipline oriented expertise in research, and at the same time retain engineering support in close contact with all operational elements.

2. PROCEDURES

a. The Deputy Director for Science and Technology is responsible for coordination of all Agency RD&E programs and is authorized to appoint a Special Assistant to aid him in this assignment.

b. Proposed RD&E program plans including cost estimates will be prepared by offices engaged in RD&E activities in accordance with the Agency planning schedule. Before inclusion in Directorate plans, the office proposals will be coordinated and consolidated by the DDS&T into a single, complete Agency RD&E plan. He will resolve areas of duplication among the offices and identify RD&E needs which may not be recognized by the offices. This complex task will require the full cooperation and assistance of all elements of the Agency and necessitate full access to complete program needs and details. The DDS&T will review the proposed Agency R&D plan with the other Deputy Directors and submit the plan, together with any Directorate comments, through the Office of Planning, Programming, and Budgeting, to the Director for approval.

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c. The DDS&T will participate in any reprogramming or replanning which may result from budget actions, shifts in program emphasis, technical breakthroughs, etc.

d. In the implementation of the approved Agency R&D plan by the various offices, the DDS&T will review all proposed RD&E procurement and expenditures. These proposals will be reviewed before submission to the appropriate Deputy Director for approval. The review will include technical feasibility, completeness, compatibility with the Agency plan, and other pertinent program particulars. The DDS&T will concur in proposed actions which are satisfactory and forward them to the appropriate Deputy Director. He will discuss proposals with the office involved if there are any problems regarding approval and recommend appropriate changes or modifications. In those instances where satisfactory resolution cannot be achieved, the DDS&T will resolve the problem with the Deputy Director concerned. If agreement cannot be reached, the proposal will be forwarded through the Office of Planning, Programming, and Budgeting, to the Director along with the comments and recommendations of the DDS&T.

e. The DDS&T will work with the research, development, and engineering organizations to improve the overall quality of technical effort and, in cooperation with the Office of Logistics, the Office of Planning, Programming, and Budgeting, and other interested elements, promote the use of common administrative procedures and practices among the RD&E elements.

RICHARD HELMS
Deputy Director

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