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5 November 1973

MEMORANDUM FOR: See Distribution

SUBJECT : Agency Organization

1. The following memorandum will outline my views of some of the roles and missions and basic organizational relationships of the various elements of our Headquarters. It is obviously a generalized presentation, and there will be a number of gaps and overlaps on minor aspects. These cannot be overcome by careful delineation, but they can be overcome by active collaboration by all levels of management. Full realization at all levels that we are all working for the nation should heighten this sense of collaboration. No single element of the Agency or the intelligence community has interests independent of the need to work together to get the best possible job done.

2. Director. As I have indicated previously, I believe the Director has only one hat. He obviously must divide his time in response to his various responsibilities. My concept of the role is to assign overall objectives to subordinate elements and then give to their leaders the authority and resources to take the steps necessary to accomplish these objectives without seeking approval on details from me (except in instances involving substantial political or operational risk which I should knowingly assume). The necessary corollary of this concept is a requirement for detailed post-audit of results. I will endeavor to develop the expression of objectives in clear form and systematic post-audit evaluation procedures to carry out this approach. Various staffs will assist in these regards, but their actions will be advisory to me, and I will maintain the integrity and privacy of the command line between the Director and the Deputies.

One other point. The Director's primary responsibility is in my view in the substantive field of intelligence support to the President and other proper authorities. Thus, my first responsibility is to ensure my own competence in the substantive field where required through briefings,

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study, etc., and also to ensure the best possible intelligence production from the Community and the Agency. At the same time, I see the substantive approach to be the most useful way of attacking my management responsibilities. Through the assignment of substantive objectives and the evaluation of performance against those objectives, we can best determine the basis for an optimum allocation of resources among the various components of the intelligence community.

3. The Deputy Director. The Deputy Director is the alter ego of the Director in every respect (except the legal limitation of termination authority to the DCI alone). He will be kept fully informed of any matter raised with the Director, and his authority to speak is the same as the Director's. He will obviously focus more on certain activities than others, as will I, but he must be in a position to replace me in every respect at any time.

4. Management Committee. The Management Committee will consist of the DCI, DDCI, the Secretary (Mr. Duckett, also as DDS&T), the DDI, DDM&S, DDO, General Counsel, Inspector General and Comptroller. The Committee will meet periodically to consult with the Director on matters dealing with the Agency, as placed on the agenda by the Secretary and circulated to members before meetings.

5. The General Counsel will be the legal adviser to the Director and be consulted on all legal or potential legal problems.

6. The Inspector General will report to the Director on matters requiring his attention stemming from complaint or his independent investigation. He may make investigations as requested by any Deputy Director or senior officer or as may be self-initiated where a need is seen. He will provide administrative supervision to the Audit Staff, but its reports will be submitted without modification to the Director.

7. The Comptroller will be responsible to the Director on the Agency program and resource utilization. The Office of Planning, Programming and Budgeting is redesignated the Office of the Comptroller and will be responsible for the preparation of the annual program and continuing performance evaluation, including monthly Comptroller reports

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to the Management Committee, and review and consolidation of component Annual Reports. A detailed Notice will be issued defining the functions of this Office.

8. Intelligence Community Staff. The Intelligence Community Staff will report to the Director and have staff responsibility for intelligence community matters. These will include the Director's responsibilities to PFIAB, as Chairman of IRAC, USIB, ExCom, and as Deputy Chairman of NSCIC. In particular, the Intelligence Community Staff will develop objectives for Community components and organize studies and evaluations of Community performance. To the maximum degree possible, the Intelligence Community Staff will generate component participation in its work and consult with the National Intelligence Officers for substantive input.

9. National Intelligence Officers. The function of these Officers and of the Deputy to the DCI for NIO's has been outlined in the basic memorandum establishing these Officers. They will operate as staff officers for the Director and, through command channels, stimulate collaboration of all elements of the Community on substantive problems. They will also assist in customer relations, consultant assistance, definition of objectives, evaluation of performance and resource allocation and management decisions. In particular, they will assist in the substantive production of the Directorates and in developing objectives and performance evaluation systems by the D/DCI/IC for the Community and the Comptroller for the Agency.

10. The DDM&S provides resources (financial and personnel) to Agency operating components for the implementation of the programs established by the Director and the appropraite Deputy Directors. He has the authority and responsibility for the direction of the activities of the components in the Management and Services Directorate and for the allocation of their resources to meet the requirements of the Agency. The Office Directors in the DDM&S have a staff responsibility to the Director for their particular fields as well as their direct operating responsibilities. Each of them performs management and services functions for the entire Agency. Each furnishes resources and has the obligation to provide policy guidance and assistance in the management of those resources on behalf of the Director to the managers who have the responsibility for their use. The responsibilities of these Offices to the Director are fulfilled under the authority of the DDM&S.

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11. The Legislative Counsel is the Director's principal adviser on responsibilities to the Congress. He will coordinate all Agency Congressional contacts and will levy on Agency elements requirements for response to Congress.

12. The Assistant to the Director is responsible for coordinating Agency contacts with the news media and is the Director's principal adviser on the Agency's relationships with the news media. The Agency does not have a public relations office or function but must, in view of the delicacy of intelligence activities, have such a central point of coordination.

13. Executive Secretariat. This office's functions are as described in the Notice establishing the office. It is an office of service to the DCI and DDCI and the various offices reporting directly to the DCI, e.g., the General Counsel, Legislative Counsel, IC Staff, NIO's, Comptroller, and IG.

STAT

W. E. Colby
Director

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