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23 August 1974

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**MEMORANDUM FOR: Chairman, USIB Human Sources Committee**

**SUBJECT : Letter of Instructions**

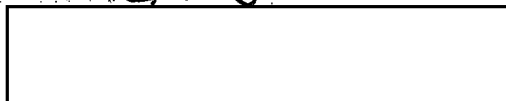
1. The purpose of this letter is to convey to you selective major concerns I have for the work of the Human Sources Committee of USIB.

2. We need a greater human source contribution to national intelligence from all elements of the official American foreign affairs community. We need to evaluate performance and to feed back guidance to all Human Source collectors, substantial numbers of which function under U.S. Government components outside the direct control of the Community but nevertheless subject to some degree of influence by the DCI or direct departmental contacts.

3. Drawing upon such sources as my Perspectives and Objectives documents, and the Key Intelligence Questions, you should establish with your strengthened committee a simple framework of national guidance and evaluation. This should be designed to help me stimulate more aggressive overt collection against key targets and to ensure effective distribution of tasks among collection elements of the community. This will require that you refine the system of stating national intelligence needs. Brief, timely and specific guidance should replace current voluminous methods and more sharply address human collectors in accordance with present and potential access to targets and sources. As a general rule, clandestine and technical resources should be applied only in the more critical and difficult targets which cannot be reached by improved overt collection.

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