

THE DIRECTOR OF CENTRAL INTELLIGENCE

WASHINGTON, D.C. 20505

National Intelligence Council

30 August 1982

MEMORANDUM FOR: Director of Central Intelligence
Deputy Director of Central Intelligence

THROUGH : Chairman, National Intelligence Council

FROM : David D. Gries
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SUBJECT : Evolving Role of the NIOs

1. Since becoming an NIO eight months ago, my sense of what you expect from us has evolved to the extent that a brief definition of responsibilities -- which you can comment on if you wish -- would be helpful.

2. You expect the NIOs to act as your senior staff officers to:
- alert you to looming problems;
 - brief you on matters of substance;
 - prepare you for meetings downtown;
 - stay current on the activities of all the Directorates;
 - participate with you in most of your meetings with foreign leaders;
 - apprise you of what the policy community is doing; and
 - testify on the Hill on your behalf.

Second, you expect the NIOs to manage the estimates process, especially to:

- select topics that address policy issues and US interests;
- speed up the estimates process;
- aim for crisp, fairly short estimates;
- highlight rather than bury alternate views and differences of opinion;
- make special efforts to involve the entire Community; and
- identify and correct collection gaps.

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Third, the NIOs represent you in the policy community by:

- providing briefings to senior Executive and legislative branch officials;
- attending meetings at State, NSC, Defense and elsewhere at the Assistant Secretary and Deputy Assistant Secretary level to:
 - identify intelligence gaps and define requirements;
 - market intelligence product and services;
 - obtain feedback on intelligence production; and
 - obtain early warning of issues coming before policymakers.

Fourth, you expect the NIOs to coordinate (but not approve or disapprove) DDI and DDS&T analytical production, as in:

- reviewing drafts prior to publication;
- discussing potential topics with managers and analysts; and
- paying special attention to the PDB and NID.

Fifth, you expect the NIOs to sample analytical resources outside the Community to:

- find out how qualified international bankers, academics, lawyers, and businessmen assess key intelligence issues;
- promote good relations, particularly, between the Agency and the above groups;
- develop a network of outside consultants; and
- contract for outside preparation of papers.

David D. Gries

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