

17 April 1972

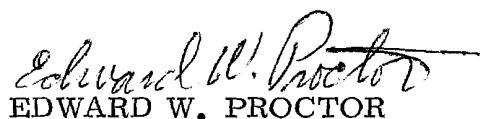
MEMORANDUM FOR: Mr. Bronson Tweedy
Chairman, NSCIC Working Group

SUBJECT : Draft Terms of Reference

1. This is in response to your request for written comments on the draft terms of reference of the NSCIC Working Group which you distributed at the 12 April meeting. Although I could concur in this draft as it stands, I would like to raise two points which you might consider before issuing the document in final form.

2. First, I feel that the membership of the Working Group should have a broader representation from the consumers of intelligence. Although the Group appears to have equal representation from consumers and producers of intelligence, in reality it is heavily weighted toward producers. Neither Marshall nor Hall are direct consumers of intelligence. I would recommend that you try to broaden the membership to include Commerce, Treasury, and perhaps the Council on International Economic Policy. Although these components do not have membership in the NSCIC, I believe that their inclusion would facilitate giving "direction and guidance on national substantive intelligence needs and provide for a continuing evaluation of intelligence products from the viewpoint of the intelligence consumer".

3. Second, I feel that paragraph 6, Method of Operation, is overly specific and could reduce your flexibility unnecessarily. I would suggest that you reduce this paragraph to a few essentials and perhaps announce some of the items you decide to drop at our next meeting.


EDWARD W. PROCTOR

Deputy Director for Intelligence

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be a clear cut difference of opinion, principally along a split of consumers as contrasted with producers on some issues, it would raise awkward problems. I feel, however, that things have worked reasonably well so far. In any case, something worth thinking about is the matter of the most appropriate decision process for the Working Group.

At lunch the other day I mentioned to you the general feeling I have that we still do not have a handle on the problem of assisting the NSCIC to provide guidance as to the needs of the top level policy makers. I am less concerned than you about the problem of the distortion of top level policy makers' judgments in the process of having him provide guidance. I do not believe that one has to force them to provide guidance, but rather we have to find ways to make it easier for them to respond. For example, [redacted] suggested a few 25X1A9a days ago it might be good if major collectors or program managers formulated their needs for guidance and had the top level people respond. When faced with a more concrete formulation of what is needed, they might provide the really necessary guidance. They may be more able to respond to well formulated specific issues than they are to produce de novo comprehensive guidance for the intelligence community. In any case, I am not certain that we have exhausted, or even tried many devices, to make it easy for the top level people to give their judgments on the relative importance of policy issues and intelligence needs.

Earlier I raised the possible value to the NSCIC principals of a descriptive study of the current working of the requirements process and other influences upon the allocation of collection resources. What guidance is now available to the community? What perceptions do they now have of the needs of top level decision makers? With a more specific picture before them of the current working of the community, they might better see how they can help to supply the most needed guidance.

Sincerely,



A. W. MARSHALL
Director, Net Assessment
Group

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