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IC 75-2425
② July 1975

*This was
considered
a first draft
but was
distributed*

MEMORANDUM FOR: Members, NSCIC Working Group

SUBJECT: Staffing and Distributing the Family of National Intelligence Guidance Documents

1. At the 20 May meeting of the NSCIC Working Group Ambassador Robert Ellsworth asked for a brief description of: (a) who writes the intelligence guidance documents--Objectives, Perspectives, KIQs, and US Foreign Intelligence Priorities (DCID 1/2); (b) who reviews them; and (c) who uses them. The chairman directed me to respond to the Ambassador. Mr. Ober's office subsequently requested general distribution of the response. This represents my review of the development files of the documents and consultations within the IC Staff and NIO office.

2. The short answers to the three questions would be: (a) the NIOs and the IC Staff; (b) USIB and IRAC; (c) up to 500 or more top managers of the Intelligence Community plus key users as represented in the NSCIC. User views are to be surveyed informally prior to stage (a), and formally prior to stage (b). User views conveyed either informally or formally to the DCI during stage (c) are to prime the start of the new cycle. Such is the theory of the guidance process.

3. Except for DCID 1/2, however, we are dealing with relatively new art forms, and the reality has been more complex, and less consistent, than the theoretical explanation implies.

4. For example, the first editions of all these documents were basically IC Staff creations. The production of DCID 1/2 has remained within the IC Staff--specifically under an interagency task force chaired by General Thomas of the IC Staff. The NIOs has assumed the larger share of the drafting responsibility for the revised editions of the Perspectives, Objectives and KIQs--including the KIQ Strategy Reports and Performance Reports.

5. In addition, the review process varies considerably from document to document, from edition to edition and, to put a fine point on it, from drafter to drafter. The first version of the

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Perspectives, for example, was virtually an individual effort within the IC Staff; the DCI was essentially the only reviewer; and the production time was a matter of days. In contrast, the present edition of the Perspectives has gone through several redraftings, involving the participation of several individuals in the IC Staff and in the NIO offices (including the D/DCI/NIO himself), and at least some informal consultation with consumers. The Objectives were massaged by collection and production managers, in addition to the IC Staff and the NIOs, prior to their approval by USIB and IRAC.

6. The review process for the KIQs involves three distinct stages. The first consists in drawing up the questions themselves. Even for the first, or pilot, edition there was ad hoc consultation between the IC Staff and individuals within the NSC Staff, DOD, State, Treasury, and other consumers, plus the Community. The DCI personally reviewed and approved the final draft, including the total number of KIQs. Recommendations for deleting, adding and rewording KIQs for the forthcoming edition have come to the NIOs mainly through USIB Principals, and secondarily from the consumers directly--i.e., the NSCIC Working Group. The establishment of the DKIQs to serve, among other functions, as formal DOD inputs to the KIQs is a major innovation in the Community.


7. The second and third stages involve the drawing up of KIQ Strategy reports and, some months afterward, KIQ Performance reports. Both stages are directed by the appropriate NIOs in consultation with their ad hoc panels of Community representatives. Designing the format for these reports and tabulating the results have been mainly the work of the IC Staff. Each of these stages is subject to modification and formal approval by USIB and IRAC.

8. The review process for DCID 1/2 involves direct and repeated communication between the Task Force and USIB Principals.

9. At annex is a chart indicating the distribution of the various guidance documents. Recipients of the documents are given some latitude in making further dissemination as appropriate.

10. It does not follow, of course, that everyone who receives a copy of a certain guidance document uses it in the same way. Nor are all four guidance documents held in equal regard. Indeed, in the case of DCID 1/2 a DCI memorandum of 21 October 1974 requested USIB Principals to comment on whether, in view of the establishment of KIQs, the DCID should be retained. A majority of the USIB Principals said in effect yes, at least for the near future; State, Treasury, and AEC (now ERDA) responded that they did not find the document useful.

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Executive Secretary
NSCIC Working Group

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DISTRIBUTION OF INTELLIGENCE GUIDANCE DOCUMENTS

	AEC	ASDI	CCPC	CIA (Internal)	CIA (Comptroller)	COMIREX	DCI	DDCI	SECDEF	DIA	EIC	EXEC. REGISTRY	EXEC. SECRETARIAT	FBI	GMAIC	HSC
Perspectives	8	2	2	323	26	2	2	1	--	30	2	2	1	2	2	30
Objectives	2	3	--	11	1	--	1	1	--	3	--	1	--	2	--	--
KIQs	5	1	1	201	2	1	1	--	--	50	1	--	--	25	1	1
DCID 1/2	3	--	--	203	--	3	--	--	4	122	--	6	--	5	--	--

	IC STAFF	IDC	IGE	IHC	IPC	IRAC	JAEIC	DR. KISSINGER	NIC	NIO	NSA	NSC	OMB	OSW
Perspectives	80	2	2	2	2	6	2	--	2	16	55	6	2	--
Objectives	7	--	--	--	--	--	--	--	--	3	3	2	3	--
KIQs	25	1	1	1	1	2	1	--	--	30	52	2	2	--
DCID 1/2	33	--	--	--	--	--	--	1	--	5	128	2	4	2

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	PFIAB	PRESIDENT	SAFSS	SERVICES	SIC	SIGINT	SIO	STATE	TREASURY	TSCC	USIA	USIB	VICE-PRESIDENT	WATCH
Perspectives	--	--	7	42	4	14	2	12	5	2	--	2	--	--
Objectives	--	--	1	9	--	--	--	3	2	--	--	--	--	--
KIQs	2	--	1	51	1	1	--	50	5	--	--	1	--	1
DCID 1/2	1	1	--	--	--	--	--	22	2	--	1	5	1	--

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THE DIRECTOR OF CENTRAL INTELLIGENCE

WASHINGTON, D. C. 20505

not sent

Intelligence Community Staff

IC 75-2417

MEMORANDUM FOR: NSCIC Working Group

SUBJECT: Draft Terms of Reference for the NSCIC Working Group

1. I appreciate receiving the comments and suggestions to date on the draft Terms of Reference for the NSCIC Working Group. We will address them at the 2 July meeting.

2. With regard to paragraph 4.b. of the draft, I am circulating two documents: (1) a Memorandum for the Record on the first meeting of NSCIC; (2) a 10 October 1974 memorandum on the Action Program addressed to the members of NSCIC and signed by General Scowcroft for Dr. Kissinger. The first records that the Chairman of NSCIC "felt that the staff work for the NSCIC should be carried out by a subordinate committee which should be chaired by a representative of the DCI." The second states that "the DCI's representative will serve as chairman of the Working Group."

Samuel V. Wilson
 Lieutenant General, USA
 Chairman, NSCIC Working Group

Attachments:
 As stated (2)

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SUBJECT: Draft Terms of Reference for the NSCIC
Working Group

Distribution:

Orig. - General Wilson ✓

1 - George S. Vest, Leslie H. Brown

1 - The Hon. Robert F. Ellsworth

1 - William N. Morell, Jr.

1 - Lt. Gen. John H. Elder, Jr.

1 - Mr. Richard Ober

1 - C/PRD (& PRD Chrono)

1 - IC Registry

1 - PRD Subject

1 - AB Subject

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