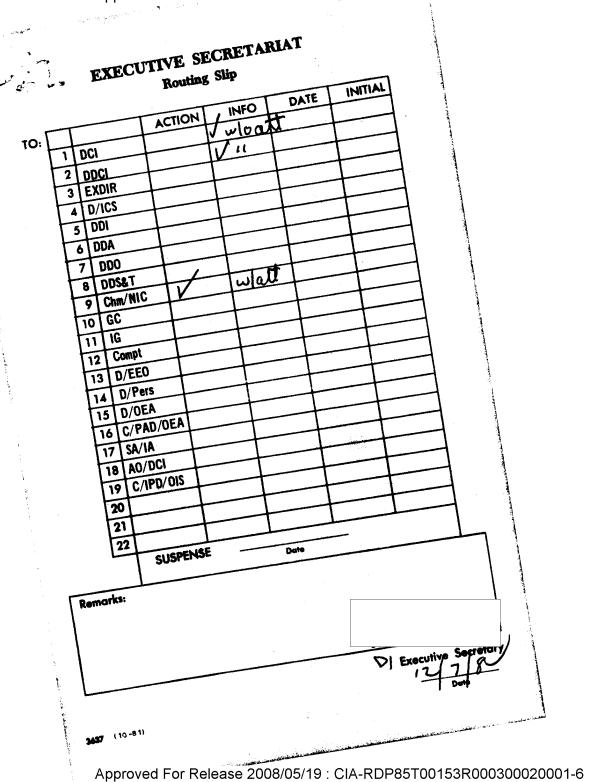
Approved For Release 2008/05/19: CIA-RDP85T00153R000300020001-6



25X1

9929/82

82-13361

7 December 1982

MEMORANDUM FOR: Chairman, National Intelligence Council

FROM: Director of Central Intelligence

SUBJECT: National Intelligence Products

- l. Pursuant to our discussion on Friday, this will provide you with some specifics on how the NIC process needs to be improved. There is a growing perception that we have been losing ground after accomplishing significant improvement in the national estimates and the process by which they are produced.
- 2. On leaving for Europe in early November, I asked Herb Meyer to evaluate this perception and when I returned he gave me the seven-page memorandum of 15 November which is attached.
 - 3. I believe what we need is:
 - Closer management and more careful and frequent review of the projects on which the NIOs are working.
 - Greater effort on the part of the NIC leadership to use the NIC as a collegial body to critique important estimates.
 - Stronger intervention in the drafting and coordination process to (a) bring out divergent views, and (b) reduce the wordsmithing.
 - Greater effort to engage the interests and bring out the views of NFIB principals at an earlier stage.
 - Closer editing to make the estimates briefer and more crisp, and
 - More involvement by the Chairman and the NIOs in each estimate to provide quality control, get more vigorous use of evidence and more far-ranging perception and evaluation of alternative possibilities and outcomes and achieve greater policy relevance.
- 4. Finally, the Chairman and the Vice Chairman should know more quickly when an estimate is floundering and accelerate and step in to keep it on target and on schedule.
 - 5. The recruitment of new blood into the NIC has also been disappointing.

William J. Casey