

MEMORANDUM

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## NATIONAL SECURITY COUNCIL

SECRETURGENT ACTION  
13 September 1973

MEMORANDUM FOR HENRY A. KISSINGER

FROM:

RICHARD T. KENNEDY *RTK*  
A. W. MARSHALL *AWM*

SUBJECT:

Colby's Management Objectives Submission

In compliance with the new management by objectives program instituted by Roy Ash and directed by the President's memo of April 1973, the DCI has submitted his statement of objectives for the intelligence community (see Tab B). We have been following this process and have commented informally to OMB on an earlier draft of Mr. Colby's statement of objectives for this year.

The DCI objectives are formulated as implementing steps to achieve the objectives stated in the President's November 5, 1971 memorandum reorganizing the intelligence community. As stated, they break no new ground and we believe they are wholly consistent with the President's intelligence reorganization directive. They raise no controversial issues.

Ash will be transmitting Colby's statement to the President; he would like to include your concurrence and/or comments on Colby's statement. Attached at Tab A is the draft of the letter Ash will propose the President send to Director Colby in response to his submission. It reflects the President's satisfaction with the DCI's response.

RECOMMENDATION

We recommend that you concur in Mr. Colby's objectives for the year. If you agree, we will inform Mr. Ash and his memo to the President will reflect your concurrence.

Agree *RTK*

Disagree \_\_\_\_\_

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NSC review completed.

THE WHITE HOUSE  
WASHINGTON

MEMORANDUM FOR HONORABLE WILLIAM E. COLBY, DIRECTOR OF CENTRAL INTELLIGENCE

In April of this year I asked you and other members of the Administration to recommend major goals and objectives you planned to accomplish during fiscal year 1974. The Intelligence Community's response to this request was quite thoughtful, and I am confident that achievement of the goals and objectives you have selected will contribute substantially to more effective management of the Intelligence Community.

Each of your objectives is important, and all deserve high priority throughout the Intelligence Community. I am particularly pleased that your objectives clearly comprise a program to accomplish the long-term goals I outlined in my directive of November 1971. I have been informed that you intend to supplement these process-oriented objectives with several of a more substantive nature, and I approve of this augmentation.

Progress toward achieving the objectives will be reviewed with you periodically. I have arranged for regular review sessions to monitor progress toward reaching these objectives and to introduce new objectives as may be required.

I want to reemphasize the importance of this effort. I am confident that our increased emphasis on better management of the Federal Government, to which the process of setting objectives and achieving results contributes substantially, will give Americans the responsive and effective Government they deserve.

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## THE DIRECTOR OF CENTRAL INTELLIGENCE

WASHINGTON, D. C. 20505

September 6, 1973

MEMORANDUM FOR: The President

SUBJECT : Objectives for the Intelligence Community

REFERENCE : The President's Memorandum of April 18, 1973

Your directive of November 1971 included a list of major objectives that must be attained to increase substantially the efficiency and effectiveness of the intelligence community. I propose to adapt these as the Intelligence Community's objectives and to require that specific steps toward them be taken during the next four to eighteen months.

- A. The responsiveness of the U.S. foreign intelligence effort with respect to national requirements must be subject to continuing review and the quality, scope and timeliness of the community's product must be improved.

To meet these objectives, I plan to do the following regarding the National Intelligence Product:

- through the NSCIC, determine by December 1, 1973 which national intelligence products satisfy user needs and identify new product requirements;
- achieve significant improvements in product formats and production procedures to increase responsiveness early in 1974;
- establish by December 31, 1973 procedures to enable the NSCIC and my own staff to review the responsiveness and quality of the community's product.

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- B. Authoritative and responsible leadership for the community as a whole must be assured.

To meet this community leadership goal, I will:

- issue specific planning objectives shortly to the elements of the community;
- complete the restructuring and strengthening of my personal staff by October 15, 1973 to provide me independent support in community matters;
- participate actively in the NSCIC and insure that IRAC and USIB have a dynamic and forceful role in the community;
- review the USIB committee structure before the end of 1973 and direct, if necessary, changes to increase USIB effectiveness in advising me on national requirements;
- review programs to upgrade the quality of intelligence personnel and improve personnel management in the community.

- C. A more efficient use of resources by the community in the collection of intelligence information must be achieved. Utilization of the means available must be in consonance with approved requirements of U.S. security and national interests.

To meet this goal I will, with respect to

National Intelligence Program Budget Recommendations:

- continue to support the President's intelligence budget for FY 1974 before Congress;
- develop for FY 1975 and beyond National Intelligence Program Budget recommendations. These will result from the review procedure of the various intelligence entities and the total review and deliberations of the IRAC on the programs therein. The National Intelligence Program Budget will be my personal

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recommendation to the President on the level of national intelligence resources, their utilization and performance;

- institute a quarterly review by the IRAC of resource utilization by all intelligence entities;
- with the advice of IRAC and the USIB, define and complete, throughout FY 1974, a series of major program issue studies.

#### Research and Development:

- form an R&D Advisory Council as a subcommittee of IRAC by mid-October 1973;
- instruct the Council to review all R&D activities within the National Intelligence Program to identify ongoing R&D efforts, their costs, their purpose, and who has responsibility for each effort;
- instruct the Council to recommend by January 1, 1974 an overall R&D strategy and structure for IRAC consideration based on a clear perception of intelligence needs which identifies technological gaps and resource deficiencies, eliminates unnecessary duplication of effort, and stresses cross-program technology transference.

- D. Assignment of intelligence functions within the community must be reviewed and revised to eliminate inefficient, unnecessary or out-moded activities.

To meet this goal I will, with respect to

#### Measures of Intelligence Worth:

- undertake specific studies to evaluate the intelligence product and its worth to the consumer and eliminate intelligence collection and production effort of marginal usefulness;

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- undertake selective review during the next 18 months of the following in order to better rationalize the division of labor and increase the number of services of common concern performed within the community;
- indications and warning intelligence
- ELINT processing and exploitation
- current intelligence reporting
- HUMINT operations and foreign service reporting
- explore and, where necessary, increase the usefulness of the intelligence product to Net Assessment producers and consumers.

#### Tactical Intelligence:

- submit a report in the third quarter of FY 1974 on the national/tactical intelligence interface. As a basis for this report I will,
- ask the Department of Defense and the Joint Chiefs of Staff to review the requirements for intelligence assets in place with the military forces, and identify support which could be provided to the military forces from national assets;
- determine, with the assistance of program managers, the contribution which can be made to the national intelligence effort by the in-place assets of the military forces, and identify the kinds and amounts of data from national assets which can be provided in a timely and usable form to military force commanders;

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- formulate recommendations in consultation with the Secretary of Defense by early in 1974 to insure that the needs of national intelligence and of military operations are met and to avoid unnecessary overlap or duplication in the national and tactical areas.

E. The provision of intelligence and its utilization must enhance the formulation of the foreign, military and economic policies of the U.S. Government and the planning for and conduct of military operations by U.S. forces.

To meet this goal I will, with respect to

Consumer Needs:

- implement a procedure with USIB whereby requirements for collection and production of intelligence are kept under continuing review. Provision will be made for the introduction of new requirements as needed and for elimination of those which become out-of-date.

Military Intelligence:

- have the Department of Defense identify by November 1, 1973 the ten or so highest priority needs in the field of technical intelligence required by their planners;
- prepare for NSCIC approval in the third quarter of FY 1974 intelligence production programs in Soviet and Chinese military R&D, and in Warsaw Pact general purpose force effectiveness.

Economic Intelligence:

- identify during the second quarter of FY 1974 the current needs of the users of foreign economic intelligence;

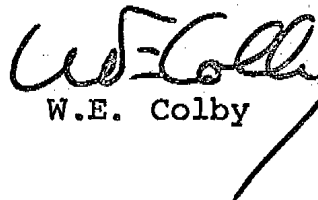
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- determine, in coordination with other Federal agencies, what contribution the intelligence community can make in this area;
- determine appropriate resource levels and, through USIB, assign responsibilities for collection and production in this area;
- provide for implementation of this program by the end of the third quarter of FY 1974.

Narcotics and Terrorism:

- in coordination with other Federal agencies, identify the needs for foreign intelligence in these areas, and match the unique capabilities of the intelligence community to those needs;
- determine by January 1, 1974 the appropriate assignment of responsibilities and the resource levels which the community should devote to these problems.

  
W.E. Colby

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THE WHITE HOUSE

WASHINGTON

April 18, 1973

MEMORANDUM FOR:

HONORABLE JAMES R. SCHLESINGER  
Director of Central Intelligence

As we entered this second term, you and other members of our Administration team joined me in a common resolve: this must be a time not simply of coasting on our earlier momentum, but of a renewed drive toward excellence in Government. Those efforts are well begun.

As an additional measure to help us ensure that we are continually running the machinery of government in the people's interest, I am now asking each department and agency head to seek a sharper focus on the results which the various activities under his or her direction are aimed at achieving.

To this end I would appreciate your preparing an outline of major goals and objectives for your organization to be accomplished during the coming year. Some of these objectives will be part of longer range strategies to be carried out by the end of my Administration. In these cases you should indicate both the long-term goal, and, as a short-term objective, that portion which can be accomplished within the next year.

Your listed objectives should include new policy initiatives, major operational achievements, and improvements which can be made in current programs, giving particular attention to objectives which you consider to be of Presidential-level importance. Progress toward achieving these objectives will be reviewed with you from time to time.

I am confident that this conscious emphasis on setting goals and then achieving results, will substantially enhance Federal program performance; it should also assist in improving communications, encouraging the early resolution of issues, and

assuring you of the resources necessary to accomplish our objectives. In this way it can help us give Americans the kind of results, reliability, and responsiveness they deserve from their government.

Please submit your recommendations to me by May 14, 1973.

A handwritten signature in cursive script, reading "Richard Nixon". The signature is written in dark ink and is positioned in the upper right quadrant of the page.