



THE JOINT CHIEFS OF STAFF  
WASHINGTON, D.C. 20301

SM-321-82  
24 May 1982

MEMORANDUM FOR: Commander in Chief, Aerospace Defense Command  
Commander in Chief, Atlantic  
US Commander in Chief, Europe  
Commander in Chief, Military Airlift Command  
Commander in Chief, Pacific  
Commander in Chief, US Readiness Command  
Commander in Chief, US Southern Command  
Commander in Chief, Strategic Air Command  
Director, Defense Intelligence Agency

Subject: Participation of Commanders of the Unified and Specified  
Commands in Preparation of National Intelligence  
Estimates

1. This memorandum is an administrative update of and supersedes SM-184-77, 23 February 1977.
2. The Joint Chiefs of Staff have established a formal procedure to provide the views of the commanders of the unified and specified commands to DIA for consideration in the development of the National Intelligence Estimates (NIEs). They consider that the Director, DIA, in his role as a DoD representative to the National Foreign Intelligence Board (NFIB), and the Service Intelligence Chiefs, in their role as observers, should have the benefit of the views and assessments of the commanders of the unified and specified commands on a formalized basis with the understanding that:
  - a. The Director, DIA, will base his ultimate position on all the evidence before the NFIB.
  - b. NIEs are designed chiefly to be responsive to requirements at the national policy planning level. Therefore, the general treatment in the NIEs will not entirely satisfy the particular planning requirements of the commanders of the unified and specified commands. While the inputs of the commanders of the unified and specified commands may not be completely reflected in national intelligence products, they will be considered for inclusion in the appropriate intelligence portions of the Joint Strategic Planning System.
  - c. Recommendations from the commanders of the unified and specified commands should be clear and concise, with sufficient supporting justification to withstand the critical examination that necessarily precedes the development of the NIE judgment.

d. In making their recommendations to DIA, the commanders of the unified and specified commands should take into account the pressures affecting the estimates program:

(1) Requirements for national level estimates are increasing and are demanding more definitive judgments.

(2) Requirements for staffing National Security Study Directives are expanding.

(3) Requirements involve greater quantification of data, as in the Defense Intelligence Projections for Planning.

(4) Time to produce certain NIEs is often limited. These must be published early enough to be useful for defense budget considerations but late enough in the year to profit from the full range of the annual collection effort.

3. The Director, DIA, is directed to:

a. Invite recommendations from the commanders of the unified and specified commands on those portions of the NIEs upon which they may wish to comment.

b. Provide a time schedule for each of those NIEs on which DIA would anticipate a response from the commanders of the appropriate unified and specified commands.

c. Establish dates by which comments will be required for effective consideration by DIA and the Services.

d. Invite comments on published NIEs for use in future considerations.

For the Joint Chiefs of Staff:



R. J. McCONVILLE  
Colonel, USA  
Secretary