



4 December 1964

MEMORANDUM FOR: Executive Director  
SUBJECT : Defense Intelligence Agency  
REFERENCE : Action Memorandum No. A-437, 30 November 1964

1. Outlined below in summary form are views and comments concerning the performance and effectiveness of DIA which I believe might appropriately be expressed to [redacted] As might be expected, some of our comments are favorable, while others identify activities in which DIA either is weak, or has not effected the improvements which were anticipated.

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a. Overall working relationships between CIA and DIA are cordial and cooperative. The general spirit of DIA is one of cooperation and collaboration, rather than competition.

b. DIA substantive contributions to national intelligence and current intelligence have been very uneven in quality. In order of battle, geographic, industrial production, and photographic intelligence, DIA contributions have usually been good. On the other hand, they have been poor in scientific and technical intelligence. This unevenness has characterized the depth of research, timeliness of information, and recognition of significant problems.

c. It is our impression that DIA has not yet developed an effective methodology for integrating the views of the various elements of DOD on intelligence matters. On occasion, DIA seems to have sought a surface unity among the military by incorporating, as its own, views which otherwise would have emerged as individual service dissents; on other occasions, the result has been a suppression of differences which, if submitted as individual service views, would have been more fully explored on a community-wide basis.

d. The establishment of ad hoc CIA/DIA working groups to deal with military intelligence problems has proved a useful device; a particular example is the development, by such a group, of the Intelligence Assumptions for Planning--Soviet Military Forces through 1970.

e. In the field of current intelligence, DIA does not seem to have a clear understanding of the respective purposes of CIA's Central Intelligence Bulletin and the Defense Intelligence Summary, which has resulted in some problems of coordination.

f. The establishment of DIA has provided CIA with one focal point to which to turn on matters requiring collection by Department of Defense resources. In this regard, DIA has effected noteworthy improvements in responsiveness and effectiveness, which have resulted in more timely and valuable DOD reporting on significant intelligence problems.

g. On the other hand, DIA has not as yet subjected the requirements arising within the DOD to careful scrutiny and collation. Such requirements levied on CIA are frequently broad and all-encompassing, and with little consideration of the real need for the detail requested, or the availability of the information from other sources. In some instances it has been difficult to determine whether the DIA requirement was levied on CIA for actual collection action, or should be viewed as a request for search of CIA repositories of information.

h. A heavy additional burden has been placed upon CIA's information retrieval system because DIA lacks both an effective retrieval system for its own information and a centrally controlled DIA intelligence document library.

i. On some occasions, DIA has failed to consult or coordinate with CIA or other USIB agencies prior to implementing DIA procedures which have an impact on CIA activities, as, for example, in the information handling field.

j. It is our feeling that one of DIA's serious problems is that of acquiring and retaining skilled professional personnel, particularly analysts. The rotation of personnel which we observe cannot help

but result in a lack of continuity in the management of DIA activities across the board, which makes continuing consistent improvement very difficult.

2. We are prepared, of course, to expand the above points with additional examples and details should you so desire.

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4 DEC 1964

MEMORANDUM FOR: Executive Director

SUBJECT: Response to your Action Memorandum No. A-437

1. The DIA has contributed to the development of a general improvement in Clandestine Services relationships with the military intelligence community. This cooperative attitude may be due partly to the need of DIA to lean on the authority of the DCI and to benefit from the experience of the CIA to help solidify its own position in the DOD. When this position becomes more secure, it is possible that the degree of cooperation may be reduced because of less need for CIA assistance. It is too early, however, to predict this possible trend. Although some problems remain to be considered, most of them are relatively minor and currently are being resolved on working levels.

2. Some specific comments follow:

a. Intelligence Requirements. A unified channel for the conduct of intelligence requirements business with all DOD components, including overseas installations, has improved the military approach to requirements and eliminated much of the duplication that formerly existed. The spirit of cooperation with military intelligence components is considerably better under DIA than previously. In this atmosphere some of the finer points of requirements which need continued attention can easily be worked out.

b. Evaluation and Assessments. DIA analysts are willing and helpful in providing assessments and evaluations of information as an aid to improving CS operations and

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reporting. DIA analysts are spread rather thin; their competence is greatest on military matters, and decreases as the subject matter broadens in scope.

c. Dissemination Channel. The presence of DIA as a single channel for the transmission of CS reports to military components has resulted in a delay in reception by action components. DIA is aware of and attempting to solve this problem.

d. Coordination under NSCID/5. DIA has effected a considerable improvement in both the attitude and the performance of the military in coordinating clandestine positive collection operations at the Washington level. This improvement is beginning to be reflected in field areas as well, although at the field level no DIA participation exists. This improvement does not extend to coordination of counter-intelligence operations, for which DIA has been given no responsibility, although CI operations fall within the provisions of NSCID/5.

e. General. The DIA has exerted an effective influence in the resolution of a number of community problems, such as the technical surveillance countermeasures negotiations, studies made by the CCPC, and the like.

[Redacted Signature]

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