

Executive Registry

23 December 1950

MEMORANDUM FOR: The Director

SUBJECT : Comments on Use of a Chief of Staff

1. You asked me to jot down my comments on the recommendation of the President's Board of Consultants that a Chief of Staff or Executive Vice President be designated to support the DCI and DDCI.

2. The peculiar responsibilities which devolve upon the Director, or alternatively on the Deputy Director, require that they have a wide and intimate range of knowledge of current and other intelligence information, intelligence activities, covert and cold war operations and activities, budgetary and fiscal matters, interdepartmental and Agency relationships and foreign policy affairs. They must also have knowledge of foreign intelligence personalities, prominent citizens domestic and foreign, and the like, and they must participate in many conferences with government officials and other dignitaries. The present organization fulfills the needs for the Director and the Deputy Director effectively.

3. The Agency has three main divisions headed by Deputy Directors. The Director has already delegated to these Deputies all management functions that can be delegated. The Deputy Director (Support) is responsible for all support activities that can be most effectively provided Agency-wide. Under him therefore are the Offices of General Counsel, Medical, Communications, Logistics, Comptroller, Personnel and Security. The Deputy Director (Support) is actually a Chief of Staff or Executive Vice President in this field. To insert another echelon between him and the Director would neither expedite business nor improve coordination. All specialists in this field are immediately available to the Director as required.

4. The Deputy Director (Plans) is responsible for the conduct of all foreign clandestine operations for which the Agency is responsible.

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5 December 1958

MEMORANDUM FOR: The Director

SUBJECT : Comments on Use of a Chief of Staff

1. You asked me to jot down some of my reasons for considering the use of a Chief of Staff as impracticable or undesirable as the Agency is organized and functioning at the present time.

2. The peculiar responsibilities which devolve upon the Director, or alternatively on the Deputy Director, require that they have a wide and intimate range of knowledge of current and other intelligence information, intelligence activities, covert and cold war operations and activities, budgetary and fiscal matters, interdepartmental and Agency relationships and foreign policy affairs. They must also have knowledge of foreign intelligence personalities, prominent citizens domestic and foreign, and the like, and they must participate in many conferences with government officials and other dignitaries. The present organization fulfills the needs for the Director and the Deputy Director effectively.

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4. The Deputy Director (Plans) is responsible for the conduct of all foreign clandestine operations for which the Agency is responsible.

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5. The Deputy Director (Intelligence) heads the division responsible for intelligence production, i.e. for correlating and evaluating intelligence collection by all departments and agencies relating to the national security and disseminating it as National Intelligence Estimates, Current Intelligence Bulletins, intelligence studies, scientific studies and reports, economic reports and estimates and the like. This division is not an operating command like the Clandestine Services, rather it is organized into Offices representing various specialities. The Office of Operations does collect information from overt sources. Other Offices include Central Reference, Research and Reports, Current Intelligence, Scientific Intelligence and Basic Intelligence. Each of these specialized Offices is headed by an Assistant Director. These analysts support the U. S. Intelligence Board in the production of National Intelligence Estimates and the Director for specialized briefs and studies in their respective fields. The Deputy Director (Intelligence) is a Chief of Staff or Executive Vice President in this area. He and all Assistant Directors or analysts are available to the Director as required. Obviously to insert a Chief of Staff between the Deputy Director (Intelligence) and the Director would serve no useful purpose.

6. The Director of Central Intelligence holds Staff Meetings three times weekly. These are attended by the four Deputy Directors, the Chief of Operations, the Assistant Director of Current Intelligence, the Inspector General, and on occasion other special assistants as required. These meetings keep the Director informed on matters of common interest, enable him to consult freely with his senior assistants and permit him to issue such instructions as he wishes relative to further study or for coordination. No such staff meeting chaired by a Chief of Staff or Executive Vice President could possibly fulfill the Director's requirement for such an advisory group.

7. My remarks have dealt only with the use of a Chief of Staff or Executive Vice President to run the Agency and thus free the Director of management functions. It seems obvious that the use of a Chief of Staff under the existing procedure would only result in a

third Deputy to cover the same ground that the Director and Deputy Director find it necessary to cover. I would consider the insertion of a general staff echelon in the present organization so impractical and with so many disadvantages as to warrant no further consideration.

L. K. TRUSCOTT, JR.  
General, USA (Ret.)  
Deputy Director (Coordination)

cc: DDCI

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*copy prepared for Mr. Benell 1/30*