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Assistant Director for Reports and Estimates

24 March 1950

Management Officer

Survey of Publications Division, ORE.

1. The Management Staff Survey of Publications Division (D/Pub), ORE, discloses that the recent consolidation of the Current and Staff Intelligence Groups has proved organizationally sound.

2. There are, however, certain problems requiring solution on a considerably higher level that are affecting the operations of D/Pub.

a. The proposed revision of NSCID No. 1, attached as Exhibit A, which is presently in COAPS, sets forth major changes which, if implemented, will cause adjustments to be made in the procedures currently in effect in D/Pub.

b. The problems inherent in present IAC coordination procedures were expressed by the AD/ORE for the IAC meeting on the question of staff coordination. The agenda of this meeting on 5 October 1949 and summarization of comments are attached as Exhibit B, together with ORE proposed revision of NSCID No. 3.

3. Pending full implementation of the intelligence production plan by the Estimates Production Board, the current practices of institution of intelligence production are continuing in one of the three following methods:

a. Direct requests are given by the AD/ORE to the Project Initiator, D/Pub, for coordination with the substantive division or divisions concerned for implementation of an intelligence project. This directed action has seldom failed to produce the required project although, due to the idiosyncrasies of the IAC coordination system, it has not always met the prescribed deadline.

b. The second method is by spontaneous implementation of production by personnel of a substantive division, resulting from opposite number IAC liaison, plus the knowledge of the geographical area or subject with which he is primarily engaged. A coordination is then effected with the Project Initiator, D/Pub, and a determination is

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made as to whether or not the project should be undertaken. Lack of agreement, unless there is a strong enough reaction on either part to force the decision to the AD/ORE, may result in complete abandonment of the project.

c. The third method is similar to b. above except the concept of the intelligence publication may stem from initial action by the Project Initiator, D/Pub.

4. The three methods listed above as those being used for project initiation will, upon full implementation of an intelligence production plan and complete operational attainment of the EPS, be discontinued.

a. In place of these methods of intelligence production, the Programs Branch, S/PP, the Project Initiator, D/Pub, and the representatives of the substantive division or divisions concerned will constitute the EPS in action and the combined recommendations will be included in the intelligence production plan.

b. No intelligence production will be undertaken except by EPS authority which will determine substantive division responsibility, order of priority, and frame of reference. After such decision is made, it will become the responsibility of D/Pub to effect the coordination with the substantive division or divisions concerned to lay the ground work, effect the necessary coordinations, provide the review and editorial functions and to provide the liaison for its final publication.

5. An intelligence production plan was conceived over a year ago by the AD/ORE as being a basic necessity for the intelligence production of ORE.

a. This plan, fully and appropriately coordinated and taking into full consideration the capabilities of the substantive divisions to produce, should be implemented before any evaluation can be made as to the substantive production competence of the individual divisions concerned.

b. The FE/P plan, developed in conjunction with S/PP, has met with varying reactions and the AD/ORE has organized a committee from each of the offices of the EPS members to consolidate efforts toward the preparation of an intelligence production plan which meets with their combined approval. At the same time the AD/ORE has directed each of the regional divisions to formulate a general production outline similar to the FE/P plan, for coordination both within ORE and with the IAC agencies.

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e. Coordination of an intelligence production plan does not preclude the necessity for all IAC agencies informing CIA as to subject matter under consideration for current departmental intelligence production. The Department of State is the only IAC agency currently informing CIA as to intelligence projects undertaken. This is accomplished by means of duplicate copies of work jacket submitted to CIA, see Exhibit C, and CIA in turn notifying State of "initiation of intelligence estimate" via memo from AD/ORE, see Exhibit D.

4. The manner in which national intelligence is being currently produced can and does result in many duplications which can be eliminated through a fully coordinated and implemented intelligence production plan.

6. D/Pub personnel have displayed an unusual amount of esprit de corps and willingness to provide a major service and means of accomplishment for the intelligence producing components of OMB.

a. The problems set forth herein are fully recognized by members of D/Pub and until their solution it would be inopportune to fix specific procedures and controls for the internal operation of this Division.

b. Organization chart, attached as Exhibit E, contains a breakdown for the operations currently in effect and those proposed for this Division. The T/O, attached as Exhibit F, contains the same number of personnel authorized by the Executive, CIA, on T/O dated 1 December 1949.

c. It is recommended that the Office of the Chief be reduced by one position, the Deputy Chief, grade GS-15, as it is felt by this Staff that this T/O slot is excessive to the needs of this Division. The present incumbent is assigned on temporary duty outside the Agency. No action will be taken on T/O revision (Exhibit F) until determination of reassignment is made in the near future.

7. The Current Publications Branch, which has as its major function the publication of the Daily and Weekly Summaries, has been operating very effectively, being assisted by the Project Review Section Task Force when the workload requires.

a. The publication of the Daily Summary is reported to be an effective instrument among the top echelons of the U. S. Government. The production of this publication has incurred little difficulty between the ORE producing components and the Current Publications Branch. Determinations

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for inclusion have been made on a compatible basis, and deadlines have been met for its dissemination. Distribution of the Daily Summary is attached as Exhibit G.

b. The Weekly Summary presents a number of problems in its compilation, in that determination as to its content is often the subject of controversy between Current Publications Branch and the regional division or divisions concerned.

(1) Contributors to this publication recommend that this project should not attempt to effect a balance between divisions but should be keyed more specifically toward items of strategic importance.

(2) The Weekly Summary as currently prepared carries a classification of Secret. The expressed desires of the contributors to the publication indicate that much intelligence is omitted that could be included were the Weekly increased to Top Secret.

(3) A memorandum to COAFB from the AD/ORE re: CIA Weekly, dated 18 November 1949, is attached as Exhibit H. This memo states that increase in classification of the Weekly will present problems with regard to its dissemination and recommends that the present distribution of the Weekly Summary be curtailed to only the very top echelons of the U. S. Government. AD/ORE recommends that the working level intelligence personnel should receive the Weekly in the form of a (Secret) digest which comprises the coordinated efforts of all of the ORE substantive divisions and published through the Current Publications Branch, D/Pub.

(4) The present method of disseminating a series of Division Weeklies involves hazards which have been discovered by contact with the producing components, in that the knowledge that an individual division weekly is at the disposal of the divisions tends to devalue the importance of the inclusion of the self-same items within the official CIA Weekly publication. Items included within the division weeklies, wherein there is a dual geographic interest, may despite the best intelligence opinion not be in complete agreement. Therefore, it is possible that opposite opinions can be disseminated through the media of individual division publications.

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(5) The Management Staff does not attempt to discredit the value of the cross fertilization of ideas through the media of working papers but it is felt that the individual weeklies should not be continued in the manner in which they are currently being published and disseminated.

8. The Estimates Publication Branch, whose primary function is the review of Intelligence Memoranda, Situation Reports, and ORE Estimates, is functioning in an effective manner with a minimum amount of opposition from the substantive divisions of origin.

a. The prerogative of determination of substantive content now enjoyed by the division concerned is sometimes released with reluctance to the Estimates Publication Branch. The editorial functions of this Branch must of necessity become involved in substance to protect not only the division concerned with its origin, but also CIA as to the meaning, concept, and interpretation of this publication by its recipients.

b. A general consensus reveals that the efforts expended by this Branch have been appreciated and the problems inherent in this type of operation are understood more clearly as time progresses. The Branch likewise utilizes the services of the Project Review Section Task Force when necessary.

c. No actual determination can be made of the increased workload anticipated in this Branch by the implementation of an intelligence production plan.

9. The Coordination and Production Branch has as its major responsibilities the setting up of the various levels of coordination meetings with the IAC agencies, production control and actual production in rough form for final publication.

a. The extent of IAC coordination of CIA publications determined necessary by the DCI may, in a large measure, affect the coordination aspect of this Branch. It is recommended that until such duties are fully determined, the Branch continue to utilize existing procedures which have been currently developed.

10. The functional statements, attached as Exhibit I, have been coordinated between the Management Staff and the Chief, D/Pub. These statements include the responsibilities of D/Pub assuming full implementation of the EPB, implementation of the intelligence production plan, and the adoption of the proposed revision of the CIA Weekly Summary.

SIGNED

JAMES D. ANDREWS

Attachments: Exhibits A, B, C, D, E, F, G, H, I.