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MINUTES OF THE IAD's

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DD/I

1952 and 1953

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25X1

MINUTES OF THE TWENTY-SEVENTH MEETING
OF THE INTELLIGENCE ADs
(Luncheon)
24 April 1953

PRESENT: Messrs. [redacted] 25X1

(The meeting was held in the DCI Dining Room)

1. DDCI Visits to Intelligence Offices: Mr. Amory explained that the DDCI visits formerly made to each of our Offices were considered a preliminary introduction to the activities of those Offices and suggested that a more detailed explanation by each Office might be made to him. General Cabell agreed to further visits and each Intelligence Assistant Director was asked to inform [redacted] of the time and approximate schedule desired. 25X1 25X1

[redacted]

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[redacted]

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[redacted]

ER-3-8780 25X1

MINUTES OF THE TWENTY-FIFTH MEETING
OF THE INTELLIGENCE ADs
(Luncheon)

3 April 1953

Present: Messrs. [redacted] 25X1

1. 7 April Briefing for IAC Members and Consumers of Intelligence: 25X1 [redacted] informed the meeting of the arrangements that have been made for subject briefing and announced that approximately 90 individuals have accepted our invitation.

2. ADD/I Weekly Visits to IAD's: Mr. Amory stated that he intends visiting each Intelligence Office on the following agreed schedule each week:

Tuesday	Thursday
2:30 - O/SI	2:30 - O/CD
3:00 - OO	3:00 - O/RR
3:30 - O/NE	3:30 - O/CI

[redacted] 25X1

4. Budget: Mr. Becker announced that the Bureau of the Budget review of the Agency budget had been completed with virtually no reduction. He cautioned the IAD's, however, that some cuts may be expected by Congress although it is possible that these may not affect the Intelligence Offices.

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[redacted] 25X1

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[redacted] 25X1

MINUTES OF THE TWENTY-THIRD MEETING
OF THE INTELLIGENCE ADs
(Luncheon)
6 March 1953

PRESENT: Messrs. [redacted] 25X1

(The meeting was held in the DCI Dining Room)

1. Adequacy of Intelligence on Stalin's Death - The DD/I outlined his views on the current situation and suggested certain lines of approach that might be adopted in estimates written on this subject.

[redacted] 25X1

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[redacted] 25X1

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MINUTES OF THE TWENTY-SECOND MEETING
OF THE INTELLIGENCE ADs
(Luncheon)
27 February 1953

25X1

PRESENT:

(The meeting was held in the DCI Dining Room)

1. Production of Current Economic Scientific and Technical Intelligence — In order to obviate the possibility of contradictory statements on Soviet Bloc economic, scientific and technical intelligence matters, it was decided that AD/CI, AD/RR, and AD/SI would make the necessary arrangements whereby the substance of all economic, scientific and technical intelligence would accurately represent the views of the appropriate producing office. Though no specific methods of handling were prescribed, it was agreed that AD/RR and AD/SI would be responsive to requests by AD/CI for contributions to such periodicals as the Current Intelligence Review and that where O/CI prepared the basic draft, it would be cleared in detail with responsible officials of the appropriate research office.

2. Overt Collection Paper — AD/IC reported that he had the O/CD paper concurred in by the other ADs and was preparing his comments for transmission with it to DD/I. Pending receipt of these two papers and resolution of any major differences, discussions between DD/I and the "R" section of State on this general problem will be suspended.

3. Technical Guidance for FI Planning — Mr. Becker announced that Mr. Lyman Kirkpatrick will be given, as his initial assignment upon his return to active duty in April, the task of studying the major problems of relations between the DD/I and the DD/P offices particularly the latter's overseas stations. It is expected that office space will be provided for him on the ground floor of Administration Building. Mr. Becker further announced that as soon as he could he would take a trip to New York to discuss this project with Mr. Kirkpatrick and provide him with some background documents. All ADs are requested to forward copies of existing memoranda and/or draft new ones that would be useful in presenting their situation with respect to the DD/P offices for Mr. Kirkpatrick. Mr. Becker stated that the proposal submitted by AD/SI for an impartial review of the adequacy of technical guidance for FI planning would be held for Mr. Kirkpatrick as part of his mission. This paper is being sent to AD/RR for comment and preparation of a parallel paper.

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4. Budget Review — Mr. Amory reported briefly on the completion of budget review by DD/A and the Director which resulted in the 1954 Budget being resubmitted without change even though this means that the DD/I offices, particularly OO, CD, and RR, have some 90 man-years less than in their budgets approved last August. For tactical reasons it was deemed unwise to protest this reduction which is unlikely, in fact, to impose any kind of real ceiling reduction.

25X1 [redacted] report of the fine work done, under extreme pressure, by all Administrative Officers during the course of this review was brought to the attention of the ADs with the request that they pass it on to their appropriate subordinates.

5. NSC Developments — Mr. Becker briefly reviewed current NSC structure and procedures and our relationship with the President and his immediate staff. This led to a general discussion of our schedules and production, but pending decisions as to just what is wanted at the highest levels no conclusions could be reached.

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MINUTES OF THE TWENTY-FIRST MEETING
OF THE INTELLIGENCE ADs
4 February 1953

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25X1 PRESENT: Messrs. Becker, [redacted] Borel, Carey [redacted], [redacted] 25X1
25X1 [redacted]

(The meeting was held in the O/NE Conference Room)

1. The DD/I made several preliminary remarks on organization.

2. National Intelligence Digest—Revision: The DD/I outlined the desirability of keeping the National Intelligence Digest current. It was determined to defer final decision as to how and at what times this might be done until the O/NE ad hoc committee on this subject had reported.

3. Intelligence for Overseas Missions: The AD/IC was requested to study the policies now followed regarding the dissemination of National Intelligence Estimates and certain policy papers to overseas stations. This is to include both the State Department policy regarding National Estimates and the needs of CIA representatives abroad for policy papers. The DD/I expressed considerable concern at an apparent lack of control over National Estimates after they are sent to the field by State.

4. Briefing Matter for Mr. Dulles and General Cabell: Mr. Becker discussed the desirability of repeating, for Mr. Dulles, General Cabell and the new members of the IAC Agencies, the IAC-type briefings given last March. It was the sense of the meeting that this would be desirable.

5. Central Reference Facilities: A basic paper on this subject was presented to each Intelligence AD.

6. Use of Initials in Intelligence Reports: The DD/I pointed out that one of the most confusing aspects of the Federal government to the newcomer is the constant use of initials. He urged that this practice be avoided as far as possible in our intelligence papers.

7. Budget Letter: The AD/O mentioned that the Agency has received a letter from the Bureau of the Budget requiring considerable study of budget and T/O matters by each Office. It was determined that
25X1 [redacted] will be needed to assist the ADs on this; accordingly, it was determined to cancel his proposed trip [redacted] 25X1
25X1 will take this trip in [redacted] place.

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MINUTES OF THE TWENTIETH MEETING
OF THE INTELLIGENCE ADs
8 JANUARY 1953

PRESENT: [redacted] 25X1

(The meeting was held in the O/CI Situation Room, Que Building)

1. Relations with the Covert Offices: The DD/I outlined the history of relations between the intelligence office and the covert offices and expressed dissatisfaction with this relationship at the present time. Mr. Becker discussed this entire matter with the DD/P and they have agreed on a procedure designed to obviate these difficulties. This procedure was outlined at the meeting but is not to be announced until further details have been worked out.

2. Overt Collection Overseas: This subject was discussed briefly and tentatively and no final decisions were made.

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MINUTES OF THE NINETEENTH MEETING
OF THE INTELLIGENCE ADs
4 NOVEMBER 1952

PRESENT: Messrs. Becker, Amory, Andrews, Carey, Chadwell, Kent, Reber, Sheldon, Borel, Strong, Drain, Hassell

(The meeting was held in the O/NE Conference Room)

1. Establishment of Special Assistant (Admin): The DD/I announced the designation of [redacted], as a Special Assistant (Admin), to handle the administrative interests of DD/I and Offices of DD/I. He spoke of his background in Budget, and that the IADs should call on him respecting problems of budget, personnel, space, and other relating to the DD/A complex. It was emphasized that this did not create an intermediate link between the ADs and the DD/I, but that [redacted] would be serving as a staff officer; he should be kept informed on matters handled directly between the IAD and DD/A offices.

25X1

25X1

2. Liaison with the covert offices: While O/SI has had the most continuous relations with the covert offices and has attempted to bring the other Intelligence offices into the picture through a proposed DD/P-DD/I Committee, the DD/I suggested that each office set up its own liaison with the covert offices. O/SI is to continue its meetings, limited to SI matters; other matters arising at these meetings will be referred to the proper IAD.

3. Purpose of DD/I's trip: DD/I stated that the purpose of his trip was (a) to get the feel of the various field areas, their headaches, who the people are, etc; (b) to learn how much the field personnel see of the end intelligence result and how they feel about this product; (c) to determine what is the present method of handling Special Intelligence in the field and explore the related problem of communicating with the field; (d) to determine what intelligence support operational stations need in the field and how it can best be afforded.

25X1

4. Questions expected to arise at Headquarters prior to 25 December:

[redacted]

b. Status of "Net Capability" study: DD/I discussed the effect of the Net Capability study on the relation of policy and intelligence and stated that while the NSC may not pass on this until the new administration is in, we should continue to think about the question. The DCI has recommended to NSC that new machinery be set up.

c. Brownell Directive: DD/I stated that the Brownell directive will effect certain major changes and will be monitored by the AD/CI in Mr. Becker's absence. The Directive's major objectives were discussed.

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5. Outside lecturers for the DD/I Offices: AD/IC distributed at the meeting a memorandum to the IADs on this topic and a brief discussion followed.

6. O/NE audit of NSC Staff meetings: DD/I suggested that individual O/NE Board members might audit appropriate NSC Staff meetings.

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MINUTES OF THE EIGHTEENTH MEETING
OF THE INTELLIGENCE ADs
14 OCTOBER 1952

PRESENT: [redacted] 25X1

(The meeting was held in the O/SI Conference Room)

1. Reports: The semi-annual report issued by the Office of Operations was discussed. The DD/I stated that he has asked [redacted] to coordinate the interests of the ADs in the preparation of similar papers dealing with activities and plans. He pointed out that such reports should be phased into budget preparations. It was the sense of the meeting that after the first of these reports had been prepared, a pragmatic decision could be made, depending upon the number and importance of major changes, as to whether such reports should be semi-annual or annual. Monthly reports will reflect progress on over-all developments and plans. 25X1 25X1 [redacted] suggested that each AD look over IAC-D-55 (Final) and apply this to his own problems. The DD/I commented that the present monthly reports are very useful in keeping him informed.

2. Discussion of Budget Personnel Ceilings: DD/I reviewed his discussions with DD/A on over-all Agency policy regarding the preparation of budget figures. DCI has given instructions for the preparation of "bare-bones" estimates based on realistic plans. DD/I pointed out that he felt that the intelligence offices could provide their share of budget reductions by adopting such a realistic approach and offered to assist them in working out any problems with DD/A prior to the submission of the budget to the Director. It was pointed out, for example, that if substantial budget cuts are made for the Operational Offices this will reduce materially the requirements they place on O/OD and O/O and should enable the latter to make corresponding reductions. It was stressed that estimates should be based on realistic needs and not peaks, as the Director's contingent funds will be available for unforeseen developments. It was decided that each office would submit budget estimates as required by DD/A with copies to DD/I.

3. Recruitment: The DD/I stated that he is considering talking to several people around the country who might be able to help in the recruitment for the Agency of priority high-grade employees. Each AD was requested to submit to the DD/I a list of its highest priority requirements for people of grade GS-13 and above.

4. Implementation of Post Mortems: Post Mortems to National Estimates have not been as useful as they might in that steps are not being taken to fill the gaps that are indicated. At the present time, suggestions for collection results are being passed informally to those Agencies which might be able to take action, but no single organization exists that can follow up and assure implementation. The DD/I feels that further study should be given to this matter and specific plans made in this regard.

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5. Mr. Carey stated that following the completion of the Soviet-Party Congress, a "Congress Volume" will be assembled so that everything produced by the Office of Operations on this subject can be studied in toto. [redacted] offered to make available the planned O/CI Roundup to complete this volume.

25X1

6. Mr. Decker raised the point that Foreign Intelligence is striving to become strategic and should it attain this goal, many of the intelligence items now being produced will no longer come from this source. He suggested that each Office start looking for alternative sources should FI reach this stage in itsorganization.

7. The DD/I commented on a discussion that he recently had with Mr. Bross regarding [redacted] Although Bross and General Truscott approve the objectives of the program, Bross plans to recommend against it on the ground that the T/O [redacted] should not be increased at this time. Mr. Decker understands why Mr. Bross is impelled to take this position, despite which Mr. Decker will support the unit on its merits.

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MINUTES OF THE SEVENTEENTH MEETING
OF THE INTELLIGENCE ADs
1 OCTOBER 1952

PRESENT: [redacted] 25X1

(The meeting was held in the O/SI Conference Room)

1. Two proposed CENIS studies were discussed:

a. "Vulnerability of Communist China to Political Warfare"

(1) The DD/I reviewed the background of this proposed study, noting that, following the IAC meeting of 4 September, the DCI had suggested to the IAC representatives that this would be an excellent topic for [redacted] research; the IAC representatives had agreed. The outline prepared by Dr. Milliken and circulated by [redacted] on 30 September was briefly reviewed. It was agreed that the terms of reference now being prepared by O/NE, which will comprehend the major lines of the [redacted] proposal, will be reviewed in the course of the next two weeks by O/NE, [redacted] interested Agencies, and Offices within CIA, with regard to determining the adequacy of the terms of reference and selecting those aspects which can be most effectively handled by the IAC agencies and those that can be most effectively handled through [redacted] On the basis of the conclusions of this review, a proposal for a [redacted] project will be submitted for PRC action. It was evident that, in the nature of this project, O/NE has a paramount interest and will be responsible for working with [redacted] though O/NE should see to it that O/CI and O/NE are consulted in areas of their interests.

25X1 25X1 25X1 25X1 25X1 25X1 25X1

(2) In the discussion of this [redacted] proposal, emphasis was placed on the lack of fresh data on China without which it was generally conceded scholars outside the Government would find it difficult to make a useful contribution. It was considered that those subjects which could be explored on the basis of overt available materials would be most appropriate for [redacted] investigation. The proposal of [redacted] that CIA analysts might be released on a sabbatical basis to [redacted] for this study was to be kept under consideration.

25X1 25X1 25X1 25X1

(3) As to costing, Mr. Becker reviewed current policy as announced by the Director, namely, that "zero-bases" estimates must be made for all dollar obligations; there will be no penalty for underestimating, as shortages which may develop can be covered by contingent funds.

b. Soviet Leadership — The proposal to extend this study, prepared by Dr. Milliken and circulated by [redacted] on 30 September, was briefly reviewed. The extended study is designed to cover additional

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personnelities in the lower echelons and to concentrate on leading military figures. The IADs were requested to notify [redacted] on specific suggestions as to changes which would improve the papers. 25X1

2. Current developments in the project to provide the President-elect with a "Bible" were discussed. The President has endorsed the plan and requests that the book be available on 5 November. It is proposed to bring last year's Budget Book up to date by that time and to keep it current thereafter on a quarterly basis. Mr. Bundy feels that the project can be completed even though the time is short, provided maximum use is made of material on hand.

[redacted] 25X1

[redacted] 25X1

5. A copy of a memorandum to the AD/Personnel from the Acting DD/A, subject, "Promotion of Officers of the Military Services," will be provided each IAD by O/DD/I.

6. It was thought desirable that no employees be nominated for the Counter Intelligence School.

7. Mr. Amory reported that [redacted] request for a man (16 IADs, Item 5) had been satisfied. 25X1 25X1

[redacted]

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MINUTES OF THE SIXTEENTH MEETING
OF THE INTELLIGENCE ADs
15 September 1952

PRESENT: [redacted] 25X1

(The meeting was held in the office of the AD/IC)

1. The DD/I announced that members of the NSC Secretariat have emphasized the high quality of the intelligence contributions to NSC 135. This intelligence progress report was prepared on the basis of contributions from the IADs and IAC agencies. Mr. Becker requested that all those who participated in this exercise be commended.

It was brought out that study of the over-all intelligence progress report would highlight certain long-term primary problems. It was recognized that there would always be a sizeable number of daily "flaps," but that these primary problems demanded continuous study, and that at any given time the success with which they are met would determine our over-all intelligence position.

One such problem is that of intelligence production planning. The DD/I referred to the staff studies exchanged earlier in the year on this subject, and pointed out that he had purposely not written a memorandum to AD/NE on this subject, as promised, because of certain developments including the post-mortem technique, the NIE clean-up sessions and the deliberations of the ad hoc Committee on Scientific and Technical Intelligence. These had shown that many intelligence production problems are best attacked by an ad hoc approach. DD/I stated, however, that there remained certain problems on which progress could be best made by an officer freed of administrative duties and thus able to raise and devote thought to planning problems.

It was the sense of the meeting that the experience with NIE-64 has demonstrated that the proposed annual intelligence program is sound; in this connection, two commitments are outstanding, namely: the NSC has been told that the next such estimate will be timely for budget purposes; the RAND has been informed that much of its needs will be met by our annual program.

The DD/I relayed certain reactions to our intelligence, notably one recently sent the Director by General Gruenther. Various IADs commented on the development of views as to Russia's intentions; [redacted] 25X1
25X1 [redacted] the "Summary Evaluation" paper, and the proposal that machinery be created to provide a "Commander's Estimate" for the President, were mentioned. It was recognized that collection continues to be a serious problem and that it would be necessary to continue to insure that we are

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doing all we can to stimulate and guide collectors; this is true in those fields where others have primary responsibility for intelligence production as well as in fields where the Agency is primarily charged.

2. Current developments in the special intelligence field were discussed.

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MINUTES OF THE THIRTEENTH MEETING
OF THE INTELLIGENCE ADs
6 August 1952

PRESENT: [redacted] 25X1

(The meeting was held in the O/NE Conference Room)

1. Mr. Becker asked Admiral Overesch if he would recapitulate for the ADs his views on how the Washington Offices can help in his overseas mission. The Admiral prefaced his reply by listing highlight impressions of his experiences in Europe. Notable points of intelligence office interest in the Admiral's presentation and in the subsequent discussion were:

(1) The Admiral's commendation of CIA's personnel recruitment.

(2) The problem of pouch delays, and how they affect both Washington and the Field.

(3) Problem of SO/PC merger in the Field (the Admiral noted that the Field is ill-advised regarding policy and procedures); Mr. Becker expressed the hope that more intelligence will be forthcoming as a result of this merger.

25X1 (4) [redacted] is an excellent organization, although the Admiral cautioned that the arrangement depended solely on having the right men in the key spot. Mr. Becker at this point outlined a 5-point tentative mission for 25X1 [redacted] although he emphasized that the major decisions must be made on the spot. Briefly, this mission was as follows:

a. The current intelligence function, including briefing the Senior Representative [redacted] 25X1
25X1 [redacted]

b. Specialized guidance for the collection effort through O/RR and O/SI specialists.

c. Intelligence support for the operational offices.

d. Intelligence contacts, in the way of liaison with the research offices at headquarters, and also acting as ferret for pertinent material available from other agencies on the spot.

e. Such overt collection as CIA might decide to accomplish.

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(5) In connection with the various problems discussed, Mr. Becker observed that there were a number of pending questions which could profitably be discussed with SO; he therefore plans to invite Mr. Helms of SO to an early meeting of the IADs for discussion of those questions.

[redacted] 25X1 25X1 25X1

3. Mr. Becker reported to the ADs the substance of his talk with Colonel Whipple of Technical Branch, G-2. Working-level liaison with the Technical Services, with diaries thereof being forwarded to G-2, was suggested. Mr. Becker stated that a meeting between Colonel Whipple and representatives of CIA will be scheduled shortly.

4. Resumption of publication of Monthly Intelligence Projects Reports, as suggested by [redacted] was discussed (Memorandum attached). [redacted] advised that the previous project had been abandoned due to questions of sensitivity and completeness as opposed to its utility. Mr. Amory noted that O/NR is presently engaged in such a project in the economic area, through the Secretariat of the EIC. It was the sense of the meeting that Mr. Amory's reports would be examined by the separate offices and like projects undertaken by the separate offices if they seemed desirable. 25X1 25X1

5. Mr. Borel presented O/NE's plea for designation by the separate offices of personnel for O/NE (Paper attached). Mr. Kent observed that O/NE has suffered serious personnel losses; he forcefully declared that he does not think it wise to bring new people into intelligence on the national estimate level. Mr. Becker expressed himself as in accord with the spirit of Mr. Borel's memorandum and suggested that serious consideration be given to requests for rotational assignments.

6. Miscellaneous non-agenda items:

[redacted] 25X1

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b. Mr. Becker noted a new arrangement whereby a "cable-secretary" will screen operational cables for forwarding to the DD/I for further distribution to interested offices. In addition, O/CI is to furnish a body to the Operational Offices to screen their cables for Intelligence Office use.

c. Mr. Becker thanked the ADs for the newly instituted office Diaries. He expressed regret that he had not been able to visit the Offices more frequently, but is setting aside every other Tuesday for that purpose. O/RR will be visited Tuesday, 12 August.

d. Mr. Becker informed the ADs respecting certain personnel changes.

e. In order to assist the flow of cables from other Agencies, Mr. Becker requested the ADs to advise him as to their needs, particularly with regard to forthcoming events. Mr. Becker also asked that letters of appreciation for information received be prepared for the other agencies.

Attachments - 2 O/NE Memorandum
O/SI Memorandum

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