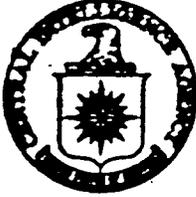


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FILE MR Case No. 95-29

Document No. 11



CENTRAL INTELLIGENCE AGENCY

WASHINGTON 25, D. C.

OFFICE OF THE DIRECTOR

APR 30 1957

MEMORANDUM FOR THE PRESIDENT

SUBJECT: Report to the President on Recommendation No. 10
of the President's Board of Consultants on Foreign
Intelligence Activities

1. The Memorandum, Executive Office of the President, dated
January 29, 1957, directed:

"The President, after consideration of agency comments thereon,
has directed action as indicated below, of the following recommendation
of the President's Board of Consultants on Foreign Intelligence
Activities:

"Recommendation: 'To relieve the Director of Central Intelli-
gence of the many management responsibilities
he is presently called upon to discharge as
Head of the Central Intelligence Agency, we
suggest that he be provided with a Chief of
Staff or Executive Director who would act as
his "Executive Vice President." This assistance
would thereby enable him to direct his efforts
more toward the integration, reduction of dupli-
cation, and coordination that is necessary
within the national intelligence effort.'

"Action: Refer to the Director of Central Intelligence
for recommendation to the President as to the
best method of accomplishing the purpose of
this recommendation.

"In approving the above action, the President has directed that
a report be submitted to him as soon as practicable and prior to
taking final action thereon."

2. The purpose to be accomplished by the recommendation of the Board
of Consultants that the DCI be provided with a Chief of Staff or Executive
Vice President is to increase integration, reduce duplication, and improve

APPROVED FOR RELEASE

10 DEC 1996

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coordination within the national intelligence effort. I have given the most careful consideration to this recommendation during the weeks in which the Agency has been studying other recommendations of the President's Board of Consultants and preparing responses to them. The President's attention is invited to some important factors bearing upon this recommendation and the attainment of the objective.

3. Delegation of internal management functions which the DCI is called upon to discharge in his capacity as chief of the Central Intelligence Agency would not permit him to direct materially greater effort in person toward this end for several reasons:

(a) The Agency is organized in three areas of well-defined responsibility each under a Deputy Director. Management functions are delegated to the Deputy Directors except those which cannot be delegated by law, or which for reasons of morale, welfare, and operational efficiency require the personal attention of the Director or of the DDCI.

(b) The Deputy Directors have immediate access to the DCI and DDCI at all times on all matters within their areas of responsibility or affecting the Agency as a whole. Each Deputy Director has immediate access to the others and to their subordinates, and all subordinate offices within the Agency have free access to all others on all matters of common concern.

(c) In addition, the DCI holds staff meetings three times a week when present. These meetings are attended by the Deputy Directors, the Inspector General, and certain other principal assistants. These meetings keep the DCI and DDCI informed on matters of common interest and permit immediate decisions on problems presented for consideration or coordination.

(d) To insert another bureaucratic echelon into the organizational structure between the DCI and DDCI and the principal operational Deputies would require a very considerable change in internal organization and staff procedures within the Agency. It would cause delay and increase administrative work and thus reduce effectiveness without improving coordination among them and without reducing management responsibilities which would be required of the DCI in any case.

(e) In addition, there are of necessity operations of specially sensitive or personal nature which require the personal attention of the DCI and DDCI and which no one else can perform.

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4. There are certain functions outside the management functions of the head of the CIA, which require the personal attention of the DCI or DDCI which cannot be delegated and which consume a very large amount of time and effort. These functions and responsibilities include: Chairmanship of the IAC and USCIB; OCB affairs; briefing the President and the NSC; conferences with government officials and civil dignitaries on policy and operational matters affecting the Agency and the intelligence community; liaison with foreign officials [redacted] [redacted] contacts with Members of Congress and the press; certain official entertaining, and the like.

1.5(c)
3.4(b)(1)
CONF.

5. Areas in the national intelligence effort in which integration within the Agency and within other elements of the intelligence community can reduce duplication and improve coordination with benefit to the national intelligence effort appear to be:

(a) Espionage and counterintelligence and counterespionage (agreed activities field).

(b) [redacted]

1.5(c)
3.4(b)(1)
CONF.

(c) Planning for intelligence activities in time of war, including CIA support under War Plans approved by the JCS.

(d) [redacted]

1.5(c)
3.4(b)(1)
CONF.

(e) Communications intelligence -- NSA relationships and activities.

(f) Clandestine operations requiring support of military and other departments and agencies.

(g) Certain clandestine operations undertaken in consonance with NSC 5412/2 and 1290 d, involving military departments and other agencies.

(h) Nonsubstantive aspects of intelligence, particularly collection activities, development of material and equipment in support of collection, and in research of possible intelligence application.

6. In order to accomplish the purpose of the Board's recommendation it is obviously necessary that the problem of increasing integration, reducing duplication and improving coordination receive more attention and effective effort than has been applied in all of these areas of the national intelligence effort. However, in my opinion, the designation

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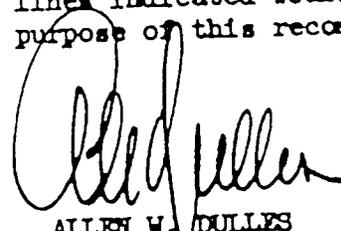
- 4 -

of a Chief of Staff or Executive Vice President to relieve me of management responsibilities would not accomplish the purpose which the Board has in mind, taking into account the various organizational, operational and other factors involved. I believe that the most practicable and effective way to attain this objective would be:

(a) To leave the primary operational and management responsibilities as they are assigned at the present time in three principal areas each under a Deputy Director. In addition, I propose to designate an executive officer who will be responsible for coordinating staff actions.

(b) To designate a Deputy Director for Coordination who will have a minimum of management responsibilities within the Agency, and to provide him with the necessary assistance; to charge this Deputy for Coordination with responsibility for continuous study and review of possibilities for increasing integration, reducing duplication, and improving coordination within the national intelligence effort in consultation with representatives of other intelligence agencies. I propose to designate General L. K. Truscott, Jr., Retired, for this office.

7. I believe that measures along the lines indicated would be the most effective means for accomplishing the purpose of this recommendation of the President's Board of Consultants.


ALLEN W. DULLES
Director

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