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- f. Preparing and coordinating post-mortem reviews of intelligence deficiencies in NIE's and studies of their validity.

3. All of O/NE's other functions are byproducts of its primary mission and integrally related to it. These include:

- a. Preparing special memoranda and estimates for the DCI on topics of national intelligence significance.
- b. Providing staff support to the agency's representatives on the NSC, NSC Planning Board, and the OCB.
- c. Providing the Secretariat of the IAC, which handles IAC business.

(b)(1)

(b)(3)

d.



- e. Providing estimative guidance and support as appropriate to DD/P.

It is not feasible to assign any order of priority to the above functions, as their relative importance varies in each individual instance. Generally speaking, however, a., b., and c. above are more important than d. and e.

(b)(3)

4. O/NE's on-duty personnel strength as of 31 October 1955 was 1 professionals, 1 administrative, and 22 clerical, for a total of 24. This strength cannot be broken down according to the functions described in para. 3 above, because each of the three components of O/NE (the Board of National Estimates, the Estimates Staff, and the Support Staff) is involved in every one of them. Even the IAC Secretariat function is handled part-time by people who are also engaged on other O/NE duties.

5. Curtailment or Elimination of Functions in Event of a 10% Cut. It would be extremely difficult to decide which of the functions in para. 3 above could be eliminated or curtailed as they are all interdependent and every element of O/NE's small staff is engaged in almost all of them. Moreover, O/NE's primary functions derive from its responsibilities to the IAC and could not be unilaterally reduced.

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- a. The only specific function which O/NE could eliminate with a consequent reduction in a specific segment of the staff would be the IAC Secretariat. In this case O/NE could dispense with one GS-15 professional and one GS-6 clerical. However, this function would simply have to be transferred elsewhere in the agency, with a consequent increase in someone else's staff. In fact since O/NE provides such a large proportion of the IAC's business, it has managed to handle the IAC secretariat with a much smaller personnel complement than was previously the case.
- b. Under the circumstances, if we were required to take a 10% cut, we would have to do so across the board, instead of concentrating the cut in any one segment of O/NE. The result would be some general reduction in O/NE's ability to perform its functions. To the extent feasible we would attempt to curtail certain byproduct functions such as post-mortems and validity studies. Next we would cut out the comments on NSC and OCB papers, although this would seem highly undesirable. Alternatively, we would have to reduce the number of NIE's produced.

6. Duplication of Functions. O/NE performs a unique function in the intelligence community, which is not duplicated by any other agency or CIA office. The only agency with functions remotely similar to O/NE is the Joint Intelligence Group of the Joint Staff, which prepares joint intelligence studies in collaboration with the three services for the JCS. However, this is a purely departmental function. There is no office on the interdepartmental level comparable to O/NE, which utilizes and coordinates the views of the entire US intelligence community, civilian and military. Moreover, the JIG deals mostly with purely military estimates and there is relatively little overlap. To the extent that overlap does exist, however, we believe that such estimates should be done by the IAC mechanism rather than that of the JIC. The national estimates process brings to bear a far wider range of intelligence assets and general know-how and its papers bear witness to their superiority over those produced by the JIC.

7. Functions Beyond O/NE's Present Capacity. O/NE's work load has increased markedly over the past several years. The amount of overtime worked by the Board and staff (about half of which is not even submitted for overtime or compensatory leave) is ample indication of its overemployment. Upon occasion O/NE's extremely small staff has

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to skimp on consideration of major substantive problems because of lack of personnel. The quality of NIE's and other production suffers accordingly.

- a. For example, the O/NE staff has only three people to cover the Balkans, Near East, and Indian subcontinent; four (two of them very junior) to cover the whole Far East; three to cover all Western Europe and Africa; one on Latin America; and only four (as of January) on the Bloc itself. It has an urgent need for at least four additional trained, highly qualified personnel to increase each of its regional groups by one GS 12-15. O/NE already draws intelligence support to the maximum feasible extent on other offices (including DD/P, O/RR, O/SI, and O/CI) but experience has indicated that these offices could not be expected to perform the drafting and coordinating functions of O/NE. For example, even superior hands borrowed from these offices on an ad hoc basis are no substitute for people fully trained in our particular trade.
- b. The expanding business of the IAC secretariat is also placing on O/NE a load which was not foreseen when O/NE assumed this function without taking over any of the personnel previously assigned to it. The DAD/NE personally has been performing the duties of IAC Secretary in addition to his regular functions. The former acting assistant secretary is now not available for this duty. Therefore, O/NE needs an experienced senior officer to be Assistant Secretary and eventually Secretary.
- c. O/NE has also been required to provide a competent senior officer each year for the annual NSC Net Evaluation exercise, which is now on a permanent basis and takes most of the year. Last year a Board member was provided as the only expedient. O/NE badly needs an additional senior General Group member to be assigned specifically to this task.

8. External Contracting and Research. NIE's by their very nature cannot be handled via external research or outside contract. Moreover, O/NE itself does not do intelligence research of a nature which might be done externally, but relies on the other IAC agencies and CIA offices

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for such contributions to NIE's. However, national estimates benefit directly from all of the outside research or contract work undertaken by these offices and agencies, which is reflected in their NIE contributions.

9. O/NE does draw on a panel of broad and varied outside experience in its Princeton Consultants, with whom we discuss major substantive problems or on occasion draft NIE's. However, this highly valuable adjunct to the NIE process is hardly external research or contracting as normally construed, nor would it be feasible to have such a group actually prepare NIE's.



SHERMAN KENT
Assistant Director
National Estimates

(b)(3)

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