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11 October 1968

MEMORANDUM FOR THE RECORD

SUBJECT: Meeting with Mr. Shackley re Flight Standards

1. On 1 Oct 68 we (Mr. [] and I) met with Mr. Shackley at his request to discuss the flight standards issue. He stated that he was personally obligated to look into this issue, to press for resolution if it was not already resolved, and to advise Ambassador Sullivan of the result. We stated that Headquarters continues to be convinced of the validity, reasonableness and necessity of Headquarters standard as a goal; that the standard recognizes the supremacy of the operational mission and with proper application will not jeopardize an operational mission; that the standard in fact parallels, and under certain circumstances is not as restrictive as, military standards; and that the costs should not be significantly higher than present costs. We identified resistance by [] field management and the resulting improper implementation as the primary reason for the standard not working and not being demonstrated as sound.

2. Mr. Shackley agreed that Headquarters' instruction regarding waiver in application of the standard provides the needed flexibility to assure mission accomplishment and avoidance of unnecessary cost increase, and said he would communicate this to Ambassador Sullivan. Mr. Shackley also expressed extreme concern generally over the lack of [] responsiveness to customer requests (for information, reports and studies on this and other problems, etc.), and more particularly over [] failure to respond to and be guided by Clandestine Services specific requirements and general needs. Mr. Shackley declared his intent to discuss these deficiencies with Mr. Bannerman.

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 DATE: 21-Oct-2009

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