

25 March 1963

MEMORANDUM FOR: Assistant Deputy Director/Intelligence

SUBJECT : Action Memorandum from Executive Director
Re Inspector General's Survey of ONE and
Estimative Process, September 1962

REFERENCE : Your Memorandum, subject as above, dated
7 March 1963

Reference memorandum requested comments on the action taken by the Assistant Director for National Estimates with respect to the following specific recommendations made in the Inspector General's Survey of the Office of National Estimates and the Estimative Process, September 1962:

Recommendation No. 3

The AD/NE adopt a policy of filling one of his staff positions with an officer from OSI serving on a rotational basis.

Action

Since November 1962 we have had several lengthy, detailed discussions on this recommendation with the AD/SI, who has been most cooperative and receptive. The purpose of the discussions was to ensure that the first OSI officer assigned to ONE had the necessary qualifications both to make a significant contribution to the work of ONE and to assist in effecting a closer professional rapport between OSI and ONE in the scientific-military field. ONE submitted to the AD/SI the names of five OSI officers whom we thought had these qualifications. On 11 March 1963 the OSI Career Service Board met to consider the names suggested by ONE. The OSI Career Service Board prepared

a list of five names, two of whom were on the ONE list. ONE is presently reviewing the five personnel folders and arranging interviews. A final selection will be made shortly.

Recommendation No. 4

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The AD/NE divide his present Staff into separate staffs for the two regions and pursue as a staffing objective the maintenance of three or four estimator specialists in each of the new units.

Action

In our reply of 15 November 1962, I wrote as follows:

I believe that the IG and any other officer of the Agency who knows of this strangely mixed group realizes that it results purely and simply from our inability to recruit the required number of experts. Since the IG's report, things are looking up. As soon as we can find a sufficiently senior specialist to head the group, the separation will be made. Meanwhile, it will have to continue under excellent management.

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Since writing the above, we have recruited the senior Mr. We also have They constitute the present sub-staff. A third specialist, who was recruited at Yale, will be reporting for duty in September. Obviously, there is no sense in establishing a separate staff, if we do not have slots for appropriate clerical support.

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In a memorandum of 10 December 1962 we asked the Deputy Director/Intelligence to approve an increase of one GS-9 Intelligence Analyst (General) position and one GS-6 Secretary (Typing) position as the first step in dividing the Staff. We were advised informally that this increase could not be approved at that time because of the tight slot situation. We again raised the question in early March with the Assistant to the DD/I (Administration), who agreed to pursue it further with the DD/I. There it rests.

Recommendation No. 6

The DD/I arrange with appropriate State and Defense officials the assignment of able ONE staff officers to their policy planning staffs for specific tours of duty. Reciprocal arrangements should be encouraged.

Action

The AD/NE discussed this recommendation on at least two occasions with Mr. W.W. Rostow and Mr. W.P. Bundy individually. A specific ONE officer by name was offered to each of these men. [REDACTED] Chief of our NE Staff, was suggested to Mr. Rostow, and Messrs. Henry Owen and John Ford of Mr. Rostow's staff discussed the proposal with [REDACTED]. Mr. Rostow has adequate staff to cover the Near East, and the only possible vacancy on Mr. Rostow's staff appeared to be Western Europe. However, further discussions revealed that the Policy Planning Council is now reviewing its whole administrative situation as well as its space problem. The Council feels that it would be extremely difficult to accommodate another member at this time. Nevertheless, the Council agrees with the desirability of having an ONE officer assigned to it. Mr. Ford assured us that he would be in touch with Mr. Kent of [REDACTED] about 1 July 1963 to pursue this objective.

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[REDACTED] an ONE Far Eastern officer presently assigned to the National War College, was suggested to Mr. Bundy, who agreed to think about it. However, this possibility was recently overtaken by events when it was decided that [REDACTED] would be an admirable choice as the DD/I representative on the [REDACTED]. We plan to approach Mr. Bundy again with another suitable nominee when our own internal ONE staffing pattern becomes a little clearer. We are presently engaged in career planning for several of our more senior analysts with the hope of developing some other stimulating and rewarding assignments (e.g., an ONE officer in [REDACTED]).

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Recommendation No. 9

The AD/NE request the Director of Central Intelligence to ask the State Department for the services on the Board of National Estimates of a named individual of ambassadorial rank.

Action

The AD/NE has already had some discussion with the Director on this proposal. The AD/NE intends to broach this subject again at an opportune time with a list of suitable names for the Director to submit to the Secretary of State for the latter's consideration.

Recommendation No. 10

The AD/NE explore with the DD/I ways and means of enhancing the Board's role so that good men can be attracted and stimulated.

Action

In my reply of 15 November I stifled my indignation and wrote as follows:

This is an unexceptionable exhortation. I assume that the IG did not mean to imply by it that good men had not been attracted to the Board and had not been stimulated by its activities.

I suppose that the IG had in mind having Board members assigned to high-level liaison tasks for the Director's account. Over the years Board members have taken on a large number of such duties, e.g. service on the NESC, service with what was called the Comparative Estimates exercise, high-level liaison with what is now ACDA. One Board member on loan to ECA participated in two inspection exercises. More recently [redacted] has been the CIA member of the inter-Departmental mission sent to [redacted] to inspect and report upon the activity of the Country Team. General Dewey is presently carrying out a special assignment with the OEP, which is high-level all right, but in my book a vast waste of time [redacted] is a member of the Committee of Deputies, a second echelon body which supports the Committee of Principals on disarmament matters; he is also charged with supporting the DCI in the disarmament field. I would have been pleased had a Board member been chosen to represent the Agency on the inter-Departmental inspection team which is now looking into Country Team performance in [redacted] and [redacted]. I made the recommendation.

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Enough of this kind of thing is enough. The volume of work carried by the Office of National Estimates fully absorbs the time of members of the Board. At any given moment any one of them is heavily engaged in two or three estimates, plus their continuing obligation to remain well-informed on a broad range of substantive issues. My point is that the right kind of assignment does the Agency credit and gives the Board member valuable outside experience. Let us have exactly the right kind of assignments and exactly the right number.

Recommendation No. 19

The AD/NE submit to the USIB via the DD/I a proposal for review of USIB committee coordinating and publishing procedures; that the review be performed by the Assistant to the DCI for Coordination.

Action

The AD/NE does not believe that he has any role to play in this matter. The discussion leading to this recommendation deals primarily with USIB specialized committees (e.g., the Scientific Intelligence Committee) which are beyond the purview of the AD/NE. We understand that the DD/I intends to discuss the recommendation with the DCI.

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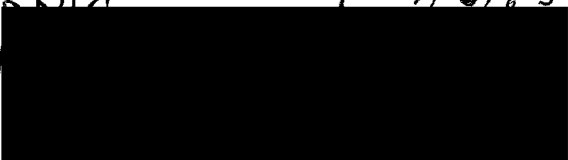


SHERMAN KENT
Assistant Director
National Estimates

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2 July 1963

DATE



JSE:

Note Tab A: Follow up Action taken by Executive Director. This is now for our files.

cm/2 Jul 63

1. (for any comments you might have)..

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7/2/63 no comment. Believe the survey has served a useful purpose.

RETURN TO TDS

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UNCLASSIFIED		CONFIDENTIAL		SECRET	
CENTRAL INTELLIGENCE AGENCY OFFICIAL ROUTING SLIP					
TO	NAME AND ADDRESS		DATE	INITIALS	
1	Inspector General		6/21/63	GSE	
2	25X1A9a		6/24/63	HP	
3	Executive Director		6/28/63	LBY	
4	IG.				
5					
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ACTION		DIRECT REPLY		PREPARE REPLY	
APPROVAL		DISPATCH		RECOMMENDATION	
COMMENT		FILE		RETURN	
CONCURRENCE		INFORMATION		SIGNATURE	
<p>Remarks:</p> <p>To 1: for comment/concurrence.</p> <p>1 to 3: Concur. 25X1A9a</p> <p>3 TO 4: J. S/ Earman</p> <p><u>FUR YOUR FILES</u></p> <p>SEE TAB A FOR FOLLOW UP ACTION TAKEN BY EXEC DIR.</p> <p style="text-align: right;">25X1A9a HP</p>					
FOLD HERE TO RETURN TO SENDER					
FROM: NAME, ADDRESS AND PHONE NO.				DATE	
Executive Director				21 May 63	
UNCLASSIFIED		CONFIDENTIAL		SECRET	