

RESTRICTED

COPY NO. \_\_\_\_\_

J.I.G. 284/2

4 October 1949

47753

NOTE BY THE SECRETARIES

to the

JOINT INTELLIGENCE GROUP

on

STANDING OPERATING PROCEDURE,  
JOINT INTELLIGENCE GROUP, THE JOINT STAFF

References: a. J.C.S. 202/69  
b. J.C.S. 202/70  
c. J.C.S. 318/5

The enclosed Standing Operating Procedure for the Joint Intelligence Group, Joint Staff, is circulated for the guidance of the Group and the information of others concerned.

C. R. PECK

G. R. HELMER

Joint Secretariat

RESTRICTED  
JIG 284/2

OCT 12 1949  
AP-20

RESTRICTED

E N C L O S U R E

STANDING OPERATING PROCEDURE,  
JOINT INTELLIGENCE GROUP, THE JOINT STAFF

References: a. J.C.S. 202/69 (JIG Charter)  
b. J.C.S. 202/70 (JIC Charter)  
c. J.C.S. 318/5 (as Revised by  
J.C.S. 318/6)

1. Authority. This standing operating procedure for the Joint Intelligence Group is established pursuant to paragraph 5 a of the Charter of the Joint Intelligence Group (J.C.S. 202/69). It supersedes the Standing Operating Procedure of the Intelligence Section, J.I.G., contained in J.I.S. 284, dated 4 November 1947, and Security Control Section Memorandum of 9 January 1948, "S.O.P. of Security Control Section of J.I.G."

2. Organization of the Joint Intelligence Group

a. Pursuant to J.C.S. 202/69, the Joint Intelligence Group is organized as follows:

- (1) Deputy Director for Intelligence.
- (2) Assistant Directors for Intelligence (1 from each Service).
- (3) Intelligence and Security Section.
- (4) Photographic and Survey Section.

b. The Intelligence and Security Section is organized into teams, designated as the RED, WHITE, BLUE, RAINBOW, and GREEN Teams. Each team consists of one officer from each Service.

c. The Photographic and Survey Section consists of one officer from each Service and such civilian assistants as the Director, Joint Staff, may deem necessary.

d. In addition to the above personnel, there are presently with the Joint Intelligence Group:

RESTRICTED  
JIG 284/2

- 1 -

Enclosure

RESTRICTED

(1) One civilian consultant to the Director, Joint Staff and to the Deputy Director for Intelligence. He is assigned to this duty by the Office of the Secretary of Defense.

(2) A representative of the Central Intelligence Agency on liaison duty with the Group.

e. By agreement, certain members of the Joint Logistics Plans Group are designated to effect liaison with specified teams of the Joint Intelligence Group, and meet with these teams in connection with problems of mutual interest.

f. J.I.C. 482/3 establishes the procedure to insure close coordination and liaison between the Joint Intelligence Group and the Joint Strategic Plans Group.

### 3. Functions

a. General. The functions of the Joint Intelligence Group prescribed by J.C.S. 202/69 are further amplified and are assigned to components of the Joint Intelligence Group as prescribed in the subparagraphs below:

b. Assistant Directors (one from each Service). The Assistant Directors shall:

(1) Assist the Deputy Director in discharging his responsibilities, and invite his attention to those matters which he should note or act upon.

(2) Allocate directives, requests, and other tasks to teams of the Intelligence and Security Section for necessary action.

(3) Direct and coordinate the work of the Group as a whole. The work of each team of the Intelligence and Security Section will be coordinated and reviewed, insofar as practicable, by one of the Assistant Directors acting on behalf of the Assistant Directors.

(4) Review reports and estimates prepared within the Group prior to the circulation of these papers outside of the Group.

(5) Act on behalf of the Joint Intelligence Committee in matters which fall within the scope of announced

RESTRICTED

JIG 284/2

- 2 -

Enclosure

(Page Revised As The Result of Decision On JIC 482/3 - 11 Apr.1950)

RESTRICTED

decisions of the Joint Chiefs of Staff or the Joint Intelligence Committee, and in those matters specifically delegated to the Joint Intelligence Group.

(6) Maintain liaison with the Service Intelligence agencies, Joint Strategic Plans Group, Joint Logistics Plans Group, and other Joint Chiefs of Staff agencies.

(7) Conduct initial\* discussions with representatives of other agencies when matters relating to intelligence, plans, policies or security control are involved.\*\*

(8) Initiate timely administrative action through the appropriate Deputy Directors to procure replacements for officers to be relieved from the Group.

(9) Prepare, as reporting officers, the efficiency (or fitness) reports of the officers of their respective Services who are assigned to the Group, and who are junior to the Assistant Directors concerned\*\*\*, and forward them to the Deputy Director for Intelligence.\*\*\*\*

(10) Maintain a roster of the officers of their respective services assigned to the Joint Intelligence Group, which will include name, rank, date of rank, date reported for Joint Chiefs of Staff duty, and estimated date to be released from Joint Chiefs of Staff duty.

(11) Indorse requests for leave of absence submitted by officers of their respective Services.

(12) Act for the Deputy Director during his absence. In the absence of the Deputy Director, the senior Assistant

---

\* Underlining used for emphasis only.

\*\* After a project has been initiated, it is normal practice for representatives of Service intelligence agencies, the CIA, and Joint Staff groups to consult directly with appropriate members of JIG.

\*\*\* If an officer assigned to one of the JIG sections is senior to the Assistant Director of his particular service, then that officer's efficiency (fitness) report will be made out by the Deputy Director.

\*\*\*\* The Navy Assistant Director prepares drafts of fitness reports of the Naval officers for the use of the Deputy Director who is the reporting officer on the Naval officers of the Group.

RESTRICTED  
JIG 28472

RESTRICTED

Director serves as Acting Deputy Director, unless otherwise prescribed by the Director of the Joint Staff or by the Deputy Director for Intelligence.

(13) Provide Joint Intelligence Group membership on the standing committee of the Intelligence Advisory Committee.

c. Civilian Consultant to the Director and Deputy Director.

The Civilian Consultant shall:

(1) Assist the Director and Deputy Director by:

(a) Giving continuity to intelligence work in the Joint Staff.

(b) Furnishing advice and information on intelligence matters with which he is especially familiar.

RESTRICTED

JIG 20472

- 3a -

Enclosure

(Page revised by 2nd Corrigendum 25 November 1949)

RESTRICTED

(c) Briefing persons of the National Military Establishment, or associated therewith, on intelligence matters when so directed by the Director or the Deputy Director for Intelligence.

(d) Recommending research techniques and methods for procuring, integrating and analyzing intelligence information required from the various collecting agencies by the Joint Chiefs of Staff and their subordinate agencies.

(e) Recommending action on matters of intelligence, policy, planning, coordination and the integration of material into joint intelligence estimates and reports.

(2) Assist the Assistant Directors, JIG, by:

(a) Recommending action on directives and requests received by the Group.

(b) Reviewing and commenting on papers prepared by the several JIG teams.

(c) Furnishing them the advice indicated in subparagraphs (d) and (e) above.

d. Intelligence and Security Section

(1) RED, WHITE, BLUE Teams (Estimate Teams). Each of these teams shall:

(a) Prepare drafts of joint intelligence estimates and other papers allocated to a team for action. The Appendix to J.I.C. 482/3 contains a suggested outline for use in preparing joint intelligence estimates of a general nature.

(b) Prepare other staff papers as directed.

(c) Consult and maintain liaison with representatives of the Service intelligence agencies, the Central Intelligence Agency, and appropriate Joint Chiefs of Staff agencies, with a view to obtaining the necessary facts and requirements bearing on a given problem, and obtaining assistance and intelligence information needed to prepare required estimates and reports.

RESTRICTED  
JIG 284/2

- 4 -

Enclosure

(Page Revised as the result of Decision On JIC 482/3 - 11 Apr.1950)

RESTRICTED

(d) Prepare appropriate memorandum requests on the Service Intelligence agencies for military intelligence required; prepare drafts of memorandum requests on CIA (see paragraph 6 below) for political and economic intelligence and such other intelligence as is properly the responsibility of CIA.

(e) Prepare and deliver oral presentations of joint intelligence estimates as directed by the Deputy Director for Intelligence or the Assistant Directors.

(2) RAINBOW Team. The Rainbow Team shall:

(a) Prepare draft reports on joint intelligence plans and policies.

(b) Prepare responses to appropriate requests for intelligence information of a current or "spot" nature.

(c) Prepare other staff papers as directed.

(d) Supervise the maintenance and accessibility, within the Joint Intelligence Group, of Order of Battle information on foreign Armed Forces, as disseminated periodically by the Service Intelligence agencies, and data showing current U.S. Army, Navy and Air Force strength in all areas outside the Continental United States.

(e) Consult and maintain liaison with representatives of the Service Intelligence agencies, the Central Intelligence Agency, and appropriate Joint Chiefs of Staff and other government agencies with a view to obtaining all the necessary facts and requirements bearing on a given problem, and obtaining assistance and intelligence information needed to prepare required reports.

(f) Prepare appropriate memorandum requests (as prescribed in paragraphs 3 d (1) (d) and 6).

RESTRICTED  
JIG 284/2

RESTRICTED

(g) Prepare and deliver oral presentations of joint current intelligence as directed by the Deputy Director for Intelligence, or the Assistant Directors.

(3) GREEN Team. The Green Team shall:

(a) Prepare draft reports on joint security plans and policies.

(b) Prepare and maintain joint code-word books, and supervise and record distribution of JCS code words in accordance with requests of JCS agencies and operational agencies of the Departments of the Army, Navy, and Air Force.

(c) Review security classification of documents and material for the purpose of regrading and recommending appropriate action.

(d) Review and downgrade or declassify all JCS documents, their related CCS documents, and portions of histories or similar material based upon JCS or CCS documents, which are within the scope of the authority provided by JCS Policy Memorandum No. 38; review all other documents of joint and/or combined interest referred to the Joint Intelligence Committee or Joint Intelligence Group by the Joint Chiefs of Staff, or the Service Departments, or other authorized agencies, and make appropriate recommendations regarding changes of classification.

(e) Investigate and report to the Assistant Directors (or the Deputy Director) any other security matter referred to the team; and prepare a draft response or report when such action is indicated.

(f) Prepare other staff papers as directed.

RESTRICTED  
JIG 284/2



RESTRICTED

(g) Consult and maintain liaison with representatives of appropriate agencies of the Joint Chiefs of Staff, the Services and other Federal Departments, with a view to obtaining all the necessary facts bearing on a problem, and such other assistance as may be required.

(h) Prepare appropriate memorandum requests on other agencies for information and assistance required in the performance of its duties (as prescribed in paragraph 6).

e. Photographic and Survey Section. The functions of this section are as prescribed in Appendix "B" to J.C.S. 202/69.

4. Procedure on Directives and Requests Assigned to Intelligence and Security Section

a. Assignment of projects. The Assistant Directors allocate each incoming directive or request to a team without delay, unless other action is indicated. The designation of the responsible team is based upon team work load and also upon team familiarity with the subject matter involved. The Secretary furnishes each member of the designated team a copy of the directive or request and other pertinent papers which may be available.

b. Team procedure

(1) Responsibility for the processing of a directive or a request is charged promptly by the team to one of its members who then is known as the "steering member". The designation of the "steering member" is made on the basis of individual work load and familiarity with and dominant interest in the subject.

(2) The "steering member" is responsible for the project until it has received final approval. The responsibilities of the steering member prior to circulation of the first draft are:

RESTRICTED  
JIG 284/2

RESTRICTED

(a) He acts as chairman at team meetings when his paper is under discussion.

(b) He obtains from the requesting agency, individually or in concert with the other team members, such clarification of the basic requests as is necessary; and, thereafter, prepares Joint Intelligence Group requests for contributions of information that may be required from the several intelligence agencies. He consults informally with representatives of intelligence and other agencies as may be necessary to obtain information and assistance.

(c) He establishes, with team concurrence, deadlines for submission of agency contributions, based on completion dates, furnished by the individual agencies, and will indicate such time limits on the supplementary requests. He may request assistance from the other members of his team in drafting sections of response in order to meet a team deadline.

(d) He may call on other members of the Section for assistance in the preparation of the paper, coordination of material and necessary research. Other members of his team are responsible for the necessary follow-up with their respective services in connection with contributions of material and supplemental information requested by the "steering member".

(e) Based on the responses received from the intelligence agencies, he prepares the first draft of the required paper at the earliest practicable date. This draft will be produced and distributed to all team members.

(3) Each member of a team reviews the completed draft without delay and prepares comments or any divergent views for consideration by other members of the team (in writing when practicable) prior to a team meeting for discussion of the paper.

RESTRICTED  
JIG 284/2

RESTRICTED

(4) Team members consult freely with the Assistant Directors (and the Deputy Director for Intelligence when deemed advisable) in order to obtain guidance and additional information on matters requiring clarification.

(5) After consideration of comments or divergent views and after reconciliation of such views where possible, in team meetings, the "steering member" causes a finished (smooth) draft to be prepared for:

(a) Review by the Assistant Directors and if deemed necessary,

(b) Notation by the Deputy Director.

(6) After any additional changes have been reconciled, the "steering member" delivers the draft report to the Secretary to be edited\*, and reproduced and to have copies circulated:

(a) For consideration of the Joint Intelligence Committee, or

(b) As a Joint Intelligence Committee report, the Joint Intelligence Group acting on behalf of the Joint Intelligence Committee, or

(c) As a final Joint Intelligence Group Intra-staff response to the original request or directive.

(d) For agency comment in exceptional and/or involved projects, and with the approval of the Assistant Directors. Draft papers may be circulated for agency comment prior to circulation as a final response for Joint Intelligence Committee consideration unless a time limit necessitates other action.

\* Editorial changes which alter the meaning of a paper will be brought to the attention of the responsible team prior to publication of the paper in order to obtain team concurrence.

RESTRICTED  
JIG 274/2

RESTRICTED

i. When necessary a draft paper circulated for agency comment may be accompanied by a request that agency comment be forwarded to the Secretary, Joint Intelligence Group, on or before a specified date. This date is determined by the team in accordance with priority.

ii. Based on agency comments received, the "steering member" prepares a revised draft paper for team consideration. Each team member will review the revised draft and prepare his divergent views for other team members.

iii. After consideration of any divergent views in team meetings, and reconciliation where possible, this revised draft is submitted to the Joint Intelligence Committee for consideration unless it is considered by all team members, or by the Assistant Directors, that:

(i) The time element necessitates Joint Intelligence Group action on behalf of the Joint Intelligence Committee, or circulation as a final Joint Intelligence Group intrastaff response, or

(ii) The content of the paper is appropriate for Joint Intelligence Group action on behalf of the Joint Intelligence Committee.

(7) After the member agencies of the Joint Intelligence Committee have had sufficient time to review a draft report, upon which there are differences of opinion, it may be desirable to arrange a conference of the drafting team with staff representatives from each agency concerned, with a view to discussing any tentative staff comments and recommendations on the paper, and eliminating any misinterpretations or misunderstandings, as well as to develop coordinated comments and recommendations and, thereby, reduce the time required to complete the action on the paper. Such conferences may be arranged informally by the team with agency representatives, or may be proposed in the memorandum transmitting the draft report to the agencies.

RESTRICTED  
JIG 284/2

RESTRICTED

c. Procedure of the Deputy Director and Assistant Directors

(1) A draft report prepared by the Group for Joint Intelligence Committee consideration usually is reviewed and acted upon by the Deputy Director when the paper is circulated for Committee consideration. He then takes action as a Committee member and may call upon the Assistant Directors for their recommendations relative to the paper.

(2) With respect to papers which the Joint Intelligence Group approves on behalf of the Joint Intelligence Committee, or circulates as Joint Intelligence Group intrastaff papers,\* the Assistant Directors, after approving the draft paper (or taking other action) inform the Deputy Director of their action and request his concurrence or comments prior to publication and circulation of the paper.

d. Procedure upon receipt of actions by Committee members

(1) As each vote sheet is received from a member of the Joint Intelligence Committee showing his action upon a draft report or estimate submitted to the Committee for consideration, a copy will be furnished to the drafting team for note and such further action as may be necessary.

(2) The team will consider whether a memorandum or "slant" should be circulated to the JIC members to advise them of the action each Committee member has taken on the draft report and whether such a memorandum (or "slant") should be circulated upon receipt of each vote, or whether a revised draft paper should be prepared by the team to incorporate the proposed amendments.

(3) In some instances the action taken on a paper by the Committee members will show such differing views that it may be desirable to place the paper on the agenda for full Committee consideration. In some instances when it is apparent that there are differing views it may be preferable to arrange a conference of the drafting team with representatives of the

\* Papers prepared for use within the Joint Staff.

RESTRICTED  
JIG 284/2

RESTRICTED

JIC agencies, as indicated in paragraph 4 b (7) with a view to reaching agreement on a working level prior to further formal action by the Joint Intelligence Committee.

5. Procedure of the Photographic and Survey Section

a. Initiation and Assignment of Projects. The Photographic and Survey Section will be assigned action on directives and requests of the Joint Intelligence Committee pertinent to its functions, and on such other matters within its sphere of responsibility as may be transmitted to it by other service and nonservice agencies. In addition, it will initiate such studies and projects as may be required for the performance of its functions, preparing recommendations or implementing instructions resulting therefrom, pursuant to the provisions of paragraph 3, Appendix "B" to J.C.S. 202/69.

b. Section Procedure

(1) The Section will establish its own internal operating procedure.

(2) The Section will obtain agency contributions to studies and reports by direct contact of the Section member charged with the preparation of the study or report, or by written request to the contributing agency, as dictated by the nature and scope of the contribution required. Such written requests will be signed by the senior officer present.

(3) Instructions or requests in implementation of decisions of the Photographic and Survey Section will be prepared for the approval of the Deputy Director for Intelligence and for signature by the Secretary.

(4) Reports in response to directives or requests of the Joint Intelligence Committee, and reports and recommendations on matters of major policy initiated by the Photographic and Survey Section will be prepared in draft and delivered to the Secretary for circulation in the same manner as prescribed for JIG Team Reports by paragraph 4 b (6) above.

RESTRICTED

RESTRICTED6. Communications between JIG and other agencies.

a. Formal communications which are to be sent from the Joint Intelligence Group to other agencies or individuals ordinarily will be drafted either by the Secretary or by the responsible members of the Section concerned. When appropriate, the drafts will be approved by the Deputy Director or by the Assistant Directors before reproduction in final form. Transmittal of communications and dissemination of copies will be in accordance with established policies and procedures. Formal communications will be produced either as a numbered JICM, JIGM or DDM (Deputy Director's Memorandum) as appropriate. Informal communications should show the subject, date, and name of the sender.

b. Communications to CIA relating to, or including mention of, matters other than items of information or intelligence will be signed by the Deputy Director for Intelligence. Formal requests on CIA for major items of intelligence will be transmitted as JIGM's and be signed by the Secretary. Informal requests on CIA for minor items of information or intelligence may be made by an individual or team of JIG through the CIA representative on duty with the group.

c. Communications to JIG from individuals and agencies are first logged in by the Secretariat and then are referred to the members of JIG immediately concerned, extra copies being furnished if required. Any original (signed) documents turned over to members of JIG will be returned to the Secretariat for file as soon as they have served requirements.

d. A memorandum of record will be made of the gist of all oral messages or conversations which have an important bearing on matters with which JIG is concerned.

7. Briefing of Joint Chiefs of Staff Papers Stemming fromJIC Reports

a. When a JIC report, prepared by the Intelligence and Security Section, is reproduced and circulated to the Joint

RESTRICTED

JIG 284/2

RESTRICTED

Chiefs of Staff for consideration, the team that drafted the report will prepare a brief of the JCS paper for the consideration of the Director, Joint Staff and the Deputy Director for Intelligence, and for the latter's use in briefing the Chairman of the Joint Chiefs of Staff.

b. When a JIC report, prepared by the Photographic and Survey Section, is reproduced and circulated to the Joint Chiefs of Staff for consideration, the Photographic and Survey Section will prepare a brief of the JCS paper for the consideration of the Director, Joint Staff and the senior member of the Photographic and Survey Section, and for the latter's use in briefing the Chairman of the Joint Chiefs of Staff. The Deputy Director for Intelligence will be furnished with two (2) copies of such briefs.

c. Briefs will be prepared for the purposes indicated and in the format depicted in the attached memorandum\* by the Director, the Joint Staff dated 10 October 1949 (DM-206).

d. The briefs indicated in subparagraphs a and b above will be prepared as early as possible after circulation of the JCS paper, and a copy will be furnished the Director, Joint Staff, in sufficient time for him to study it prior to the briefing of the Chairman of the Joint Chiefs of Staff.

---

\* Appendix hereto

RESTRICTED  
JIG 284/2



APPENDIX

DM-206  
10 October 1949

MEMORANDUM FOR THE JOINT STAFF:

1. There is attached a form which will be used for the briefs of reports to the Joint Chiefs of Staff which are prepared for the Chairman, Joint Chiefs of Staff. DM-197 is rescinded.

2. The purposes of the brief are to:

a. Furnish the Chairman, Joint Chiefs of Staff, with recommendations as to the position he should take with respect to the report.

b. Acquaint him with the report in case he does not have time to read it or to be briefed orally and, if possible, prevent his being surprised by unexpected service views.

c. Furnish a ready reference to refresh his memory when the report is being discussed at Joint Chiefs of Staff meetings.

A. C. DAVIS  
Rear Admiral, USN  
Director, The Joint Staff

All remarks should be brief, in simple language, and with minimum numbered references. The brief must be confined to major features and the key features of the report should be emphasized. Total brief should be on one sheet, legal size, single spaced.

Briefing Sheet for the Chairman, Joint Chiefs of Staff  
Joint Chiefs of Staff Meeting \_\_\_\_\_ (date)  
Agenda item No. \_\_\_\_\_

J. C. S. \_\_\_\_\_

Subject: \_\_\_\_\_

- Background - Summary of the situation which led to the preparation of the current report.
- The Current Report - Summary of the current report to indicate its purpose and major features.
- Service Comments - When available, pertinent major deviations in the views of each of the Services from the views in the report.
- Army
- Navy
- Air Force
- Comments - When appropriate, remarks looking toward resolving any deviations or supporting the conclusions of the report.
- Recommendations - The position which the Chairman, Joint Chiefs of Staff should take on the study, i.e.: accept it; support the Navy position; etc.