6 March 1951

I. Paper on Reading Panel

1) **Preliminary.** The purpose of the reading panel is to discharge a shadow responsibility within O/RR for the routines, paper work, and all that is involved with current intelligence support. O/RR has been distinctly relieved of any direct responsibility for current intelligence in order to free it for work on its sole responsibility--unassailable, factual, authoritative research in economic intelligence--primarily on the Soviet problem. Therefore, any circulation of incoming papers must be scrutinized against this responsibility, and justifications for increased facilities or limitations on output should not be confused by a current mission which is not O/RR's responsibility at the present time.

Certain routines and certain pressures derive from the handling of incoming documents and materials on a current basis. Since the processing of incoming current documents constitutes an immediate and unpredictable demand on his time, the analyst's ability to plan his work load, or to extend himself in undisturbed research is extremely limited.

It must be clear that the present personnel of O/RR is limited and the basic research mission is an extraordinarily big job for which the office is greatly understaffed.

2) **Problem.** The precise responsibility for voluntary support for current intelligence should be defined:

> A. OCI has the direct responsibility for reporting, daily, on current intelligence. The latter office is not staffed with an economic support staff. O/RR furnishes some current support through its Strategic Division. However, OCI has need of a broader economic reporting base (a) to screen for outstanding economic events, (b) consultation on spot items. The problem concerning this support is, for O/RR, primarily the paper routine and the amount of time to be taken on consultation, and pencilled comments on documents of outstanding current economic importance.

> B. Current evaluations. This is a current support problem which involves CIA's two collecting offices ███████████ These collecting offices have a need for rapid evaluation which will screen out their most egregious mistakes in collection. These offices also require from the supporting office some agreed-upon standard of evaluation. Such an evaluation procedure does not at all involve the process of "requirements." In the past the bulk of the research analyst's requirements have been derived from current intelligence

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evaluation (formal or informal). This is not a scientific nor practical approach to economic intelligence requirements.

Due to the past emphasis on current intelligence, involving all that it does in the way of processes and deadlines, economic intelligence requirements have not been thoroughly collated and thought out in a form which would provide the collecting offices with a working basis. Therefore, the spot requirements have been conflicting and a burden upon the collecting facilities. (There is also the problem of precise definition of requirements, and the means of communications in conveying what is needed by the researcher.)

Since O/RR has a primary research responsibility and accountability, the evaluation support of ███████ must take a secondary role and be regarded only as preliminary evaluation. There is need, however, for a mechanism to be arranged between the collecting offices and the research offices for arriving at firm evaluations.

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C.   Another problem of current support (somewhat nebulous in the definition of being current) is that support to be given or solicited by other IAC agencies in the form of intelligence or information which they require against deadlines for departmental intelligence. This is a problem with which to struggle, and depends on O/RR leadership within the IAC.

D.   The final problem facing research analysts is, avowedly, the intellectual inconsistency of separating basic from current intelligence; the matter of being au courant in a specialized field. This purported inconsistency provides the analyst with a comfortable psychological reason for failing to arrive at a specific definition of his job and to prepare the specific requirements needed to carry out his responsibility for authoritative research. If central files and library facilities can provide current service on any given research task, then the analyst's insistence on currency is merely reflecting a passive attitude towards intelligence research, and certain possessive instincts about the intelligence information. The real problem then, is defining mission and function, and procuring supporting library (central files) facilities.

E.   The final problem is one of whether the office wishes to undertake current intelligence responsibility on its own initiative and risk, which must be at variance with its limited facilities and mission provided for it by the Director.

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II. Organization and Mission of Reading Panel

The reading panel is the springboard for making the most effective immediate use of any incoming document.

1) Personnel qualifications. Essentially every person operating on the reading panel must be an analyst. It is desired that the person have a background in economics, preferably with some working experience. While no specialization is required, familiarity with all fields is needed. Personal qualifications of alertness, imagination, and common sense are natural requisites. Since it is impossible to know specific details of all fields, it is essential that the analyst be basically honest in understanding his own limitations and secure answers as to the significance of a specific piece of information from those who are competent.

The analyst must be familiar with current events and essentially those movements which would reflect on the significance of incoming economic information. The personality qualifications demand a consistent approach, the drive and ability to work under pressure, and efficiency in rationing the time to be spent on consultation, reading, screening, etc.

He must be required to know what the prevailing demands are in OCI, what limitations there are in the fields of current economic intelligence reporting, the individual competency within O/RR, and the specific research project responsibility of the individual analysts within O/RR.

2) Functions. The functions of the current intelligence reading panel are the following: reading and placing of incoming documents; recognition of significant items and commenting thereon or securing comments thereon; evaluating SO, OO and Air Force documents or securing evaluations thereon; overseeing or guiding the central filing of documents.

> A. Reading and placing of documents. The analyst must keep abreast of an allocated number of incoming documents. He must assess the significance of items covered and their relationship to all intelligence factors. Each incoming document demands some kind of immediate use. The analyst has responsibility for placing this document with, not all the people concerned but, the person most concerned who can make an immediate current use of the information. Sometimes this will necessarily involve pointing out to the person concerned the value and significance of the document. The analyst must distinguish between that item which is of immediate concern and requires action, and that which will be of use later on.

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B. Recognize significant item and commenting thereon, etc. In support of economic reporting for OCI it will be necessary for the analyst to select items of outstanding importance and to write quick, short, pencilled notes calling them to the attention of the proper authority in OCI. In some cases it may be necessary for the analyst to consult other O/RR personnel before writing such a comment. This would be true where the analyst was unsure as to whether the item was or was not of current significance. In support of OCI the analyst must be thoroughly familiar with OCI "indications" lists. Such comments must be of the most cursory nature since any further detailed follow up will be initiated by OCI with other O/RR or OCI personnel.

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C. Evaluating ████████Air Force documents. The reading panel must undertake to give preliminary or quickie evaluations to those documents requiring such, within reading panel standards set by the chief. Evaluations must be consistent, although recognizably not providing for a "research" grading or comments. Again where the analyst does not honestly know how to evaluate the document, consultation with an appropriate person should be held.

D. Guidance to OCD. To summarize; allocation by the analyst of any document would fall into the following three classes: (1) to central files for later use, (2) to current intelligence for immediate use, (3) to research personnel working on a specific project in which the document is a matter of vital importance. This last requires of the current reading analyst a thorough familiarity with the projects carried by the office and a nice sense of judgment (possibly after consultation) as to the importance and pertinency of the subject document.

Concerning the first classification above, the reading panelists must carry a sense of responsibility for the proper guidance to OCD in its function of filing, coding, etc. The analyst should inquire and assure himself that the many possible relevancies of a document can be explored through the OCD system when the need arises. Between the research units and the reading panel, O/RR ought to be assured of a proper check and balance on the servicing facilities within OCD. However this function of the reading panel implies the need to "ride herd" on the efficiency and performance of OCD's services.

3) Corollary problems.

A. Extraction of information. If the reading panel as outlined above is put into full operation, the question arises as to the need of any extracting being done by the research analysts for use as reference at a later date. Presumably the analyst will be working only on papers

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for the immediate project problem and will have all the necessary papers noted, filed, or carded for the organization of his paper. Therefore, the analyst is not involved in extracting from current incoming materials. Perhaps the reading panel should take on this job. However, if OCD's facilities are adequate (coding of materials, etc.), it is questionable whether an additional extracting should be done. Or, if still required, whether in the process of OCD coding, extracting should not be made. This involves a lot of paper work regardless of whether it is done in OCD or elsewhere.

B.   Abstraction. Abstraction can cut across several problems. End use should be precisely defined. It would seem that in most cases reproduction of a document would more fully serve the purpose.

C.   Vital statistics.

Daily incoming documents	400 - plus
Average no. pages per document	3
Incoming cables	200 - plus
Rerouting and rereading	unknown
Present panel strength	6
Reading time per page per analyst	$\frac{1}{2}$ minute - minus

The above does not include a great deal of material directly coming to OCD and put on microfilm or handled otherwise (project Wringer, etc.).

The above number of documents can be considered a minimum since activation of other O/RR units and increased requirements will multiply the number of incoming documents.

4) Library facilities. The effectiveness of the reading panel and basically the research activity of O/RR will be entirely dependent on the efficiency and rapid service of OCD facilities. There are two outstanding requirements on the use of these facilities: (a) The library must provide a code system which will be capable of servicing the analyst on specifics and also on a comprehensive cross-reference basis. (b) The analyst must know how to use research facilities and be able to define his needs in terms of the facilities.

5) Miscellaneous. From spot analysis it would seem that a ratio of four supporting employees in OCD to one employee in O/RR are needed to permit O/RR to function properly. If such support were not furnished to O/PR, an increase of approximately 20 employees in O/RR to each employee now on the O/RR T/O would be necessary.

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