

8 November 1949

TO: The Director of Central Intelligence

FROM: Executive

SUBJECT: Operational Coordination

- REFERENCES: a. Memo from Chief, COAPS, subject: Operational Security of CIA, dated 7 November 1949.
- b. Memo from Chief of IAS, subject: Report on Status of Operational Security, dated 7 November 1949.
- c. Memo for Chief, COAPS, from General Counsel, subject: Entry, Status and Disposal of Aliens, dtd 7 November 1949.
- d. Memo from General Counsel, subject: Proposed Administrative Instruction re Entry, Status and Disposal of Aliens, dated 28 October 1949, enclosing the proposed Administrative Instruction on this subject to provide complete policy guidance within the Agency on all alien problems.
- e. Memo from General Counsel dated 3 November 1949, subject: Proposed Administrative Instruction concerning Aliens in the United States, commenting on the OPC comments on the subject A.I., including the comments of OPC.
- f. Memo from Acting Chief, COAPS, subject: Proposed Administrative Instruction re Entry, Status and Disposal of Aliens, dated 4 November 1949.

## I. PROBLEM.

1. Where should staff supervision and CIA liaison control of the alien problem be appropriately placed, and to what extent should there be a strong central control.

2. Growing out of problem #1 above, what means should be adopted to provide, at least on a temporary basis pending determination as to whether OSO and OPC will be amalgamated, an adequate staff coordination of OPC and OSO operations and operational support requirements.

## II. DISCUSSION.

## 1. The Alien Problem.

a. The Director has previously established by Administrative Instruction [ ] the Agency policy that staff supervision and liaison control in connection with alien problems arising under the

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provisions of Section 8 of the Central Intelligence Agency Act of 1949 shall be centered in the Office of the General Counsel. This Instruction also states clearly the staff responsibilities of the I&S Staff in connection with this problem.

b. (1) By Reference "d" a proposed Administrative Instruction was submitted to the Director covering the Agency policy on the handling of all alien problems. This draft Instruction followed as a matter of course the previous policy decision made by the Director in Administrative Instruction [ ] and again provided for the staff supervision and liaison control in connection with all alien problems to be centered in the Office of the General Counsel. 25X1A

(2) The Director routed this paper to COAPS for comment. By Reference "f" the Acting Chief of COAPS recommended that the policy established by Administrative Instruction [ ] be changed and that the Agency staff supervision and liaison control in connection with alien problems be removed from the Office of the General Counsel and placed in the I&S Staff. 25X1A

c. In a conference held by the Executive and attended by his Deputy, the General Counsel, the Assistant General Counsel for Covert Affairs, the Chief of the I&S Staff, Deputy Chief of the I&S Staff, the Chief of COAPS, and the State Department member of COAPS, a thorough discussion was held based on the alien problem. All were agreed that the function of Agency staff supervision and liaison control of alien problems did not logically fall within the functional responsibility of any staff activity as now constituted. It was also agreed that this function could, with equal logic, be assigned either to the Office of the General Counsel or the Inspection and Security Staff. The primary arguments for leaving it in the Office of the General Counsel (which were not considered valid by the State Department member of COAPS) were:

(1) Conformity with the policy already established by the Director.

(2) Continuation of a function which had been performed by the General Counsel's Office over a considerable period, resulting in a general acceptance through custom of this location of the responsibility.

(3) The possible undesirability of adding an additional activity which would be required to be briefed in greater detail than heretofore on the details of covert operational matters.

## 2. Covert Operational Coordination Problems.

a. (1) Operational security. In Reference "b" the Chief of I&S makes the statement that "The Operational Security of CIA is deteriorating rapidly. I believe that immediate remedial action is required."

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(2) In this reference the Chief of I&S recommends the activation in the Director's office of an Operations Control Staff to be composed of officials arbitrarily chosen from OSO, OPC and ORE, to exercise, in the name of the Director, broad control and coordination of covert operations from the viewpoint of operational security and efficiency.

b. Discussion of this recommendation led to further difficulties encountered in connection with the suspension of the amalgamation project and the resulting continual and growing difficulties encountered due to lack of some overall coordinating machinery for OSO and OPC. The major problems immediately pointed up were:

- (1) Communications support.
- (2) Training support.
- (3) Operational aids support.
- (4) Counter-intelligence control.
- (5) The alien problem discussed above.

c. (1) The first four support activities listed under "b" above are under the direct control of the Assistant Director for Special Operations who is charged by the Director with supporting OPC as well as OSO in these fields.

(2) The fifth activity, as heretofore pointed out, has by fiat and custom been handled by the Office of the General Counsel without actual published responsibilities except in the restricted area governed by Public Law 110.

d. It is becoming more and more apparent that lack of a coordinating mechanism at the Director's staff level (in the absence of the amalgamation of the two covert offices concerned) and the quite human and almost inevitable tendency on the part of OPC to resent and avoid to a considerable extent control from another office of only equal standing is creating operational security hazards, the result of which could be disastrous in connection with the actual implementation of covert projects by competing offices abroad.

e. The problems discussed above are considered of sufficiently serious proportions to warrant a new approach which is radically different from our previous method of operation.

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### III. CONCLUSIONS.

1. The alien problem should be finally resolved by a determination of the proper placing of functional responsibilities for staff supervision, coordination and liaison control either to remain in the Office of the General Counsel or to be transferred to the I&S Staff or another staff activity. In any event an additional Administrative Instruction along the lines of that proposed by Reference "d" covering the overall problem should be published in the very near future, and in the event that it is determined to remove this function from the Office of the General Counsel, Administrative Instruction [ ] should be amended accordingly.

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2. Operational security is deteriorating to the extent that some coordinating means should be established at the Director's staff level to correct this situation, at least on an interim basis, pending final decision on the amalgamation project.

3. To avoid establishing an additional staff in CIA, which is considered undesirable, the logical place for such a coordinating responsibility is COAPS.

4. Staff supervision of the alien problem would logically fall into an added covert operational coordination function.

### IV. RECOMMENDATIONS.

1. That an Operations Coordination Unit be established in COAPS to provide, on a broad basis and for a possibly temporary period, staff coordination to improve the operating efficiency and operational security of the covert offices, to include further proper development of their relations with and service to the overt producing offices of the Agency.

2. That this staff unit be comprised of the best available personnel selected from the offices concerned. Suggested selections by name are indicated below:

OSO - Messrs. Angleton, Helms, [ ]

OPC - Mr. Buffington

ORE - [ ]

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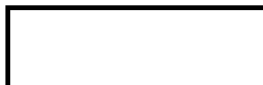
3. That the individuals selected be relieved from their present assignments and assigned to COAPS to carry out this staff function as complete and full time members of an overall Agency staff.

4. That the staff supervision and liaison control of the alien problem be centered in this new staff unit of COAPS, and that published and proposed instructions governing the alien problem be amended accordingly.

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5. If decision on the above recommendations is delayed for any considerable period, the proposed Administrative Instruction in Reference "d" should be approved for publication immediately, and responsibility for the staff supervised and liaison control of the alien problem should be centered, for the time being, in the Office of the General Counsel.

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6 Encls. (See References)

ORIGINAL DOCUMENT MISSING PAGE(S):

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