

STATINTL

Notes on Mission of the Clandestine Services,
a Talk [REDACTED]

STATINTL

1. President-elect Kennedy's quick invitation to the Director to continue in office and the Director's even quicker favorable decision to do so mean that CIA can face the future under a new administration with confidence. [REDACTED] senior planning officer, DD(P) told the Clandestine Services Review class on 29 November 1960. The speed of the decision for continuity was significant. On the Thursday following the presidential election, the Director, busy in a meeting, was told that Senator Kennedy was on the telephone line. The Senator informed the Director that he wanted the Director to stay on and would like to announce acceptance to the press within five minutes. It took the Director 30 seconds to make up his mind, and within that time the President-elect had a favorable answer. Senator Kennedy's decision was an expression of personal confidence, and the Director's agreeing to remain in office insures continuity of direction in a non-political organization.

STATINTL

2. [REDACTED] went on with the development of this topic by pointing to the fact that highly placed people in foreign service have unusual regard for the caliber of CIA personnel and for their competence. Despite the fact that dedicated people in the Agency should know they are in high regard, however, gives no reason for smugness. There is another side to the coin. To a new administration, many questions must be answered. All issues will be reviewed. There will be a flood of rumors on changes. These rumors will need to be discounted by at least 99 percent. In the immediate future, probably no change will occur.

STATINTL

3. In starting his talk, [REDACTED] had said that the subject assigned him, "Mission of the Clandestine Services," was wrong. The service is a single service - one service with many missions. The difficulty in treating the subject was compounded by his appearing for Mr. Bissell, who leaves for Africa on 30 November.

STATINTL

4. CIA has suffered blows during the past six months, [REDACTED] said. A number of agents have been apprehended, some attributable to the Agency. In some cases, poor training and poor practices were responsible. Consequently the Agency needs to concentrate on the quality of its operations and of its operators. More discipline is certainly necessary. Emphasis must be on self-examination and elimination of shortcomings. More training will come, too.

STATINTL

5. In discussing the major foreign-policy issues that the Department of State is worrying about and the part that CIA will play in them, [REDACTED] repeated what he had said in his appearance before the previous Clandestine Services Review class on 27 September 1960. He dealt with the Soviet military threat; the Soviet military capabilities; the Soviet intentions; the possibility of development favorable to the United States within the USSR; the Soviet Chinese rift; the problem of NATO; the divided countries; the all-out attack on Communist effort throughout the world; keeping in with ins without getting out with outs in Spain, Portugal, Iran; the paramount problem of underdeveloped areas; the problem of supporting the United Nations with reliance on covert action necessitated by national United States needs; internal security as the CI mission of the Agency; and the burden of numerous support jobs such as name checks for other agencies. STATINTL
6. Organization was the topic on which [REDACTED] spent the last few minutes of his talk. The objective of the CS organization is a single service, under a single director, with a single standard of performance and at the same time encouragement of individual effort. The great need is for quick and right decisions. The functional or area solution limit, however, has been reached. Here authority and responsibility must be made to coincide. Area divisions are responsible for what goes on in their areas. Some functions, though, cannot be so limited, such as liaison with other agencies and some sorts of support. Here is the staff function. Another staff function is the maintenance of common standards of supervision.
7. In operational direction the cover and commercial transfer is new. The attempt is to realize cover opportunities for the Agency. Recalling certain overseas personnel in the U.S. services is going to throw a bigger burden on non-official cover. The management problem, too, is a difficult one.
8. The final result of CS organization is the community approach. The role of the staff is in coordination and contribution to the management problem. There will come much more detailed guidance from the DD(P). The problem has been to supply him with operational detail so that he can know what his program in an area should be. Assessment reports must be detailed enough to enable him to understand needs as a foundation for adequate guidance through a proper RMD. All this focuses on the operational program and makes possible personal consideration of the DD(P) for decision or refinement of the area program.