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Notes on "The Mission of the Clandestine Services"
by John A. Bross

50X1 The transition of the Clandestine Services of the Central Intelligence Agency from the compartmented system of individual empires which made up the Office of Strategic Services to today's unified professional service was stressed by John A. Bross, Senior Planning Officer, DD/P, in a talk given to students of the Clandestine Services Review Course in the [] Auditorium on 28 November 1961. Mr. Bross contrasted the organizational structures of the two agencies, enumerated the decisions which led to the change, and showed how the various Clandestine Services components, almost in spite of themselves, are being forced into an increasingly close interrelationship. He concluded with his personal interpretation of the mission of the Clandestine Services.

OSS lacked three things: organizational relationships with other agencies at headquarters, the coordination of empires and preserves within itself, and a doctrinal basis. These led respectively to the inability to receive and fulfill the requirements of other agencies, to an excess of duplication and rivalry among the various OSS components, and to a complete absence of the concept of service.

In the gradual reincarnation of OSS, three decisions were made which laid the foundation for the emergence of a unified service. First, the counterintelligence function was assigned to the Strategic Services Unit. Then, in 1948, the charter for Covert Action Activities was rewritten and the new covert action component, the Office of Policy Coordination, was attached to CIA for quarters and rations as it were. After four years of competition and distrust between the intelligence collection component and the covert action section, the two were merged in 1952. This action marks the beginning of the concept of a single integrated service.

The integration was, however, complete only on paper. Since CIA exists not only on paper but also as "a dynamic, living organism which deals with rapidly changing circumstances simultaneously in all different parts of the world," actual integration has progressed more slowly. It has been brought on as much by the conditions under which it operates as it has by centralized planning.

50X1 The overlapping of the interests of area divisions has had much to do with this. The interest of the Soviet Russia Division, for example, in all parts of the world has necessitated interdivisional coordination. So has the interest of the Near East Division in [] students studying in [] and of the Africa Division in the internal affairs of []

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In short, all area divisions have some proprietary interest in the affairs of other divisions. As this interest increases with the growth of international communications, it demands a parallel growth in coordination.

Likewise, the functional components are interrelated. The senior staffs work together on assigning priorities, in preparing the Related Mission Directives, and in evaluating the results of CIA's projects. Furthermore, Intelligence Collection, through its liaison activities, for example, furthers Covert Action, Covert Action Activities further intelligence collection, and counterintelligence supports both.

Finally, there are the actions of personnel management in rotation of personnel among different area divisions and different functional components.

In conclusion, Mr. Bross said that in his opinion the Clandestine Services had four missions: the collection of intelligence from or about the Soviet Bloc, the related covert action mission to influence events in the Soviet Bloc, the conduct of covert action operations designed to affect political events in given countries, and the counter-intelligence mission.

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