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31 July 1968

MEMORANDUM FOR: Chairman, Support Services,  
Historical Board

SUBJECT : Comment on Questions Raised by [REDACTED]

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1. I am submitting the following in answer to your request for comment on the questions raised by [REDACTED] in his Memorandum of 22 July 1968.

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2. The biggest problem I have encountered in trying to get an OTR history together has been the inability of people generally to do any historical writing in addition to their other duties. I tried to write some history last winter and found that the constant interruption made it impossible to produce any worthwhile material, and I am convinced that this writing can be done only if one has no other duties.

3. The main problem that I have encountered personally has been the problem of the extent to which statements should be documented and footnoted. I do not favor extensive footnoting and referencing for two reasons. These papers are not doctoral dissertations and pseudo-scholarly dressing up seems to serve no useful purpose. In the second place, a narrative overloaded with footnotes and references is very time consuming to write and tiresome to read. I have, therefore, concluded that I shall use a minimum of references. I recognize the importance, however, of identifying key historical documents. I do not believe that there are very many such documents in the Office of Training.

4. I have not yet gotten into the program sufficiently to determine how well the OTR history will mesh with that of the DDP. I was not impressed with the one DDP history I have seen [REDACTED]. I do not have any opinion at the present time regarding the amount of coordination which is desirable.

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5. On the question of projecting the program into the future, I think that the DTR or someone speaking for him has to take an aggressive role in earmarking documents which are of permanent value, maintaining a log or similar record of significant events, decisions, and activities as they occur. The DTR's office is the only place where there is complete knowledge of what is happening.

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6. Unless the top commandant takes an active part, neither annuitants nor anyone else can get the whole history.

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7. I believe that the documents which OTR has stored [redacted] are very useful but difficult to retrieve and use efficiently because they have not been filed in such a way as to make research easy. Perhaps in the future OTR could devise a better system for retiring historical material in order to make historical writing less time consuming.

8. I would like to suggest that the DDS Historical Board should compile a document similar to the "Antecedents to the Clandestine Services" prepared by the Historical Staff. I have had trouble trying to find out, for example, just when the Office of Logistics was established. The DDP book has been extremely useful.

9. As for the use which may be made of my finished papers, it is my hope that they will be of use every time a new DTR of Training is appointed. He will be able to become familiar with the policies, the mistakes, the problems and the organizational culture of the office and this may be useful.

[redacted]  
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