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5 September 1969

MEMORANDUM FOR: Director of Strategic Research

SUBJECT : Recommendation for Studying the  
Significance of Organizational  
Behavior in the Soviet Military  
Establishment

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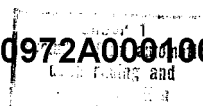
1. I have reviewed the various suggestions made by [REDACTED] and his consultants on ways OSR might better utilize organization theory to understand and predict Soviet military activities and programs. The suggestions include essentially three alternative approaches:

a. Organize a separate experimental group within OSR to study the problem and to develop a mode of analysis. I recommend against this approach. It is one which would be costly in terms of present production and would create duplication of effort on those aspects of Soviet activities the experimental group selected for study.

b. Recruit new people with the appropriate academic background or send two or more top analysts to full time training. We can, of course, be on the lookout for new recruits, but they would need time to develop as intelligence analysts. The pay-off for full time external training would also entail a long delay.

c. Develop an in-house part-time training program for selected analysts with the aid of consultants. On balance, this is the most attractive alternative. It would permit the focus of study on pressing analytical problems of the moment--with all the source materials we have

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available. The training could be spread over a greater number of analysts for a broader potential payoff and greater cross-fertilization of ideas.

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2. I recommend the seminar program proposed by [REDACTED] as one which offers a mechanism by which OSR can make a definite and reasonable commitment to this area of analysis and at the same time gain the practical experience necessary for evaluating its potential. We have several analysts in OSR who have formally studied at least some aspects of organization theory at the graduate level, but we do not have anyone now capable of carrying on high quality, independent research. Any effort we might make would require some type of continuing, outside, professional assistance.

3. Initial enrollment might include about 10-12 senior analysts--for about a half day per week--probably one analyst from each branch in the research divisions, except for the China branches. It would probably be best to concentrate on the Soviet military organizations during the initial program. The seminar proposal is discussed in more detail in the attachment.

4. I recommend also that a definite commitment be made to a pilot research project at the same time. The Military-Economic Planning Branch included such a project--an organizational study of Soviet Air Defense Forces (PVO)--in its fiscal 1970 research program. This project--which would require joint work with the Defensive Missiles Branch--is one suggested by [REDACTED] and Ivan Selin.

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[REDACTED]  
Chief, Programs Analysis Division

Attachment:  
a/s

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