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ORD has, during FY-1973, undergone significant transition in shaping its own organization for more effective management of its resources and to be responsive to evolving philosophies of the Agency's mission. Two major external factors have had an important impact on ORD: recognition of the need for new approaches to the intelligence analysis function, such as "net technical assessment," and more thorough presentation of the analytic basis of assessment; and the formation of OD&E to perform and direct the Agency's research and development of operational systems and components. Internally, the need was recognized for improved organization of the Office's programs and better documentation of plans and accomplishments. In addition, the concept of "exploratory research" has been defined as a meaningful role for ORD with a budget based on a fixed ratio of the Agency's total research budget.

Internal changes to the ORD organization were guided largely by recommendations submitted by the Inspector General in his survey dated October 1972. These changes to ORD's internal management policies and procedures were implemented by Dr. Sayre Stevens, who was appointed Director 3 July 1972. While

a number of administrative housekeeping deficiencies have been corrected, the changes of greatest significance concern the development of a new approach to formulation and management of the overall programming strategy. The principle underlying the new approach is the development of an integrated plan structured to meet the Office's objectives. While the specific programs and projects which constitute the plan are implemented by the operating Divisions, the formulation and management of the plan have been brought under the direct supervision of the Director and the Program Analysis Staff. The specific format and mechanisms for the new program management approach are described in detail in DD/S&T-183-73 which responds to the IG Survey recommendations. While the specific organizational form which resulted from these changes has provided significant improvement in ORD's accomplishments during FY-73, further changes are being implemented for FY-74. The latest changes are designed to retain the improved internal operating concepts while promoting greater effectiveness in supporting the Agency's development and operating components.

In the past ORD has been accused (and possibly guilty) of being naive as regards the Agency's research requirements and the real constraints of the operating elements. To the extent this

criticism is true, it has not gone totally unrecognized. And, indeed, from the R&D point of view it has appeared that the rest of the Agency was parochial and resisted ideas which could have been of value. Regardless of the disease, the symptoms are clear enough; and ORD is in the process of undertaking important basic organizational changes to increase its product utility. Central to this change is the establishment of a problem identification and technology forecasting function. The purpose of this function is to analyze and structure major Agency future problem areas in support of which exploratory research resources would be most effectively allocated. This function will be managed by a small staff, drawing on the technical resources of the substantive ORD Divisions. The concept, however, is primarily dependent on the interest of the R&D and operating elements and their willingness to participate actively in these problem definition and technology forecasting studies. Successfully completed, these studies will predict what the Agency's requirements will be in the future, the impact of these requirements on the Agency's operating and R&D elements; and an interpretation of how to best prepare for future contingencies through exploratory research and the fostering of emerging technologies. These studies will serve as statements of

basic requirements to be serviced by ORD's substantive Divisions.

During FY-73 ORD has been successful in concluding most of

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its work in [REDACTED] which

required hardware to be brought beyond the stage of concept feasibility determination. With the establishment of OD&E and through close coordination with this Office, it will be possible to accomplish a much more orderly flow from the development of concepts to the initiation of systems hardware development programs.

As the ORD becomes disentangled from programs which include hardware engineering, a greater portion of its resources are being made available to support the development of analytic methodologies in support of the Agency's intelligence production offices. In the new organization, most of the physical science research will be performed in the Technical Collection Research Division and the Clandestine Operations Technology Division. These two Divisions will provide support to the development of new technical collection concepts and devices for support of the Clandestine Services with a shift to greater emphasis on fostering new technologies that will eventually be exploited by OD&E for operational hardware.

FY-73 has seen a significant shift in ORD's research emphasis toward the development of analytic techniques. It is planned to

continue this trend in FY-74, and to consolidate these efforts a Center for the Development of Analytic Methodology has been established. One program which typifies the "new look" in many

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regards is Project [REDACTED]. The objective of [REDACTED] is to develop a methodology for using Agency technical collection assets in conjunction with available unclassified sources to predict

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[REDACTED] This is one of ORD's first projects concerned with covert collection of economic data; it has been closely coordinated with and is directly responsive to OER; and it brings together working personnel from a wide range of Agency elements and a contractor team.

With the shifting technical emphasis, there is necessarily a need for realignment of the personnel skill mix. Some shifting of personnel has been accomplished in FY-73, and it is planned to continue the metamorphosis as requirements dictate. The T/O is considered to be adequate but minimal at this time; and while it is a workable strategy to fix ORD's contracting budget on a ratio basis, staffing must be based on the size and character of the required workload. It is felt that ORD has in the past put too much of its effort into managing a vast array of diverse contracts. As a result, there have been too many good solutions developed for non-existent problems. During FY-73 ORD has begun a consolidation

of its areas of interest and initiated internal studies to more precisely define world problems, their impact on Agency operations, and valid exploratory research requirements. Contracted research requirements can now be defined as specific support of coherent objectives and some of the vague ambiguous research goals which have been pursued can be eliminated.