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EXHIBIT "A"

MAP DIVISION, OFFICE OF REPORTS AND ESTIMATES

I Mission

As head of an operating Division, the Chief, Map Division, under the direction of the Assistant Director for Reports and Estimates is charged with providing an interdepartmental geographic and map intelligence service coordinating requirements for procurement of foreign maps and related information, producing reports and evaluations of geographic and map intelligence and new map compilations required for intelligence purposes and the maintenance of a current selected working reference collection of maps and related material on foreign areas.

II Responsibilities and Authority

Within the limits of his authority in accordance with CIA and ORE directives, the Chief, Map Division, is responsible for, and has commensurate authority to accomplish, the fulfillment of the duties set forth below. He may delegate, except when expressly prohibited from so doing, to members of his Division appropriate portions of his responsibilities together with proportionate authority for their fulfillment, but he may not delegate or relinquish his overall responsibility for results.

A. Functions

The Chief, Map Division, Office of Reports and Estimates will:

1. Provide an interdepartmental geographic and map intelligence facility serving the CIA, the intelligence areas of the Departments of State, Army, Navy, and Air Force, and when appropriate other Government agencies.
2. Prepare, in collaboration with appropriate components of CIA, intelligence reports and estimates; that assess; the status of foreign mapping activities, organizations, and techniques; that evaluate existing foreign map and chart coverage for specific intelligence purposes; and that present geographic interpretations of intelligence data.
3. Provide advice and assistance to other components of the CIA and the IAC agencies in the interpretation and analysis of geographic locational and mapping information.
4. Determine the adequacy of mapping activities and U.S. map holdings for meeting intelligence requirements.
5. Provide technical interpretations of territorial claims and boundary questions.

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6. Report on and otherwise review geographic intelligence, consulting with Office of Scientific Intelligence on scientific aspects thereof.
7. Prepare, compile and construct special maps to accompany intelligence reports and to meet other specific intelligence requirements.
8. Coordinate interdepartmental requirements for the procurement of foreign maps and related information.
9. Provide CIA and the intelligence areas of the Government with a current selected working reference collection of maps, atlases, and related materials on foreign areas.
10. Assist in the National Intelligence Surveys program by preparing standard base maps, final map presentations, and by coordinating and contributing to the map and chart appraisal chapters of these surveys.
11. Provide his principal subordinates with detailed functional statements, operating instructions and procedures for the fulfillment of their assigned duties and responsibilities and direct that they in turn provide similar instructions for their subordinates.

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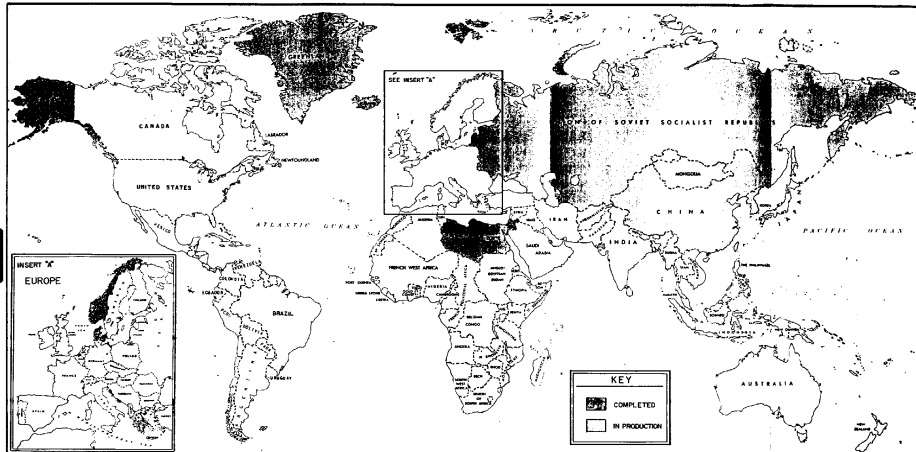
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ORE-MAP DIVISION

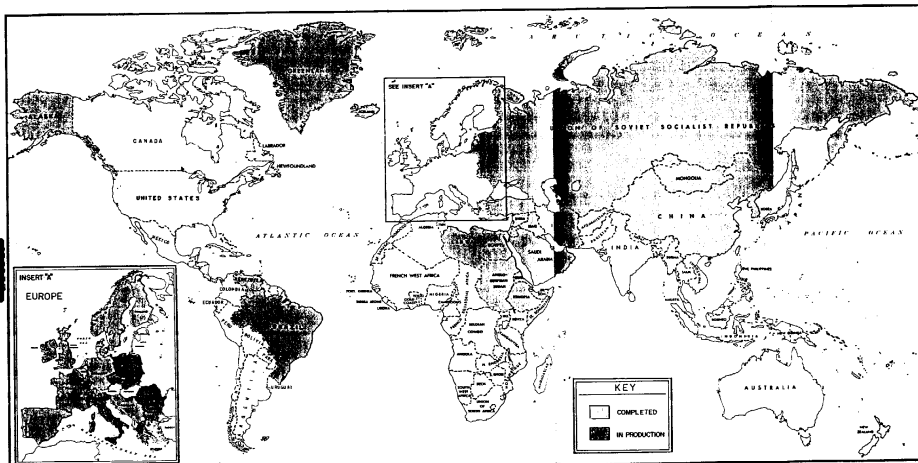
Status of Chapters IX of the National Intelligence Surveys  
As of 28 February 1950



**NOTE:**  
This graphic presentation refers to the status of final manuscripts for Chapters IX as submitted by the Map Division, ORE, to the NSI Division, ORE. Chapter IX consists of an evaluation of the surveying and mapping organizations, programs and current projects in the designated NSI Areas; statements of air photo and mapping deficiencies; evaluations of the best available maps for specific uses, and accurate appraisals of these maps.  
The Map Division, ORE is the coordinator for all Chapters IX of the National Intelligence Surveys. Contributors to these Chapters include components within the Departments of the Army, the Navy and the Air Force, and also the Map Division, ORE.

ORE-MAP DIVISION

Status of Base Maps for National Intelligence Surveys  
As of 28 February 1950

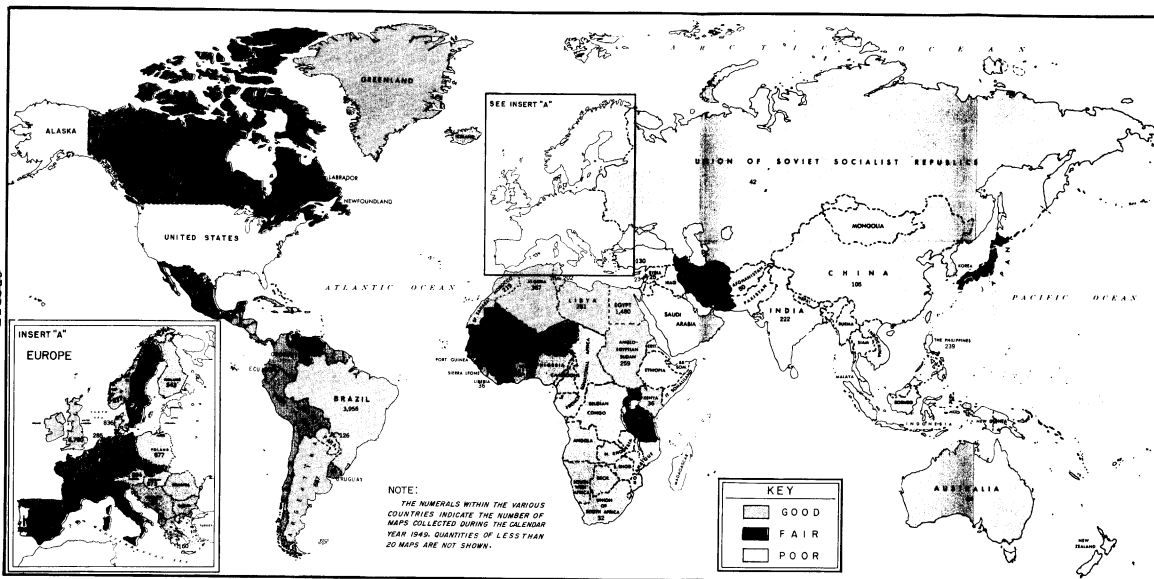


NOTE:  
The standard base maps for use in initiating cartographic presentations for inclusion in the NIS Program are constructed by the Map Division, ORE. The several plates which make up a single standard base are printed separately on plastic to facilitate the cartographic effort of other contributors. Paper copies, in several plate combinations, are also supplied to contributors for plotting purposes. The average NIS standard base map measures approximately 24 x 32 inches, with scale usually between 1:1,000,000 and 1:3,000,000. Hydrography, spot elevations, administrative divisions, towns, roads and railroads are shown. The Map Division, ORE, distributes plastic and paper copies with stated requirements.

ORE - MAP DIVISION

Effectiveness of Map Procurement by Country

CALENDAR YEAR 1949



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NOTE:

This is a graphic presentation of the effectiveness of the foreign map procurement program, requirements for which are coordinated within the Map Division, ORE, and reflect the needs of the several mapping agencies of the U.S. Government for foreign published maps and related information. The major part of the collection effort abroad is undertaken by direction of the Department of State through the facilities of the Foreign Service. Foreign Service Geographic Attaches are operating under broad regional assignments. In addition to procurement by purchase and spot exchange, these Attaches make map exchange arrangements with foreign mapping organizations. Other recognized collection channels are also used in the procurement of maps from abroad. The effectiveness of map procurement for a given country varies from year to year. For instance, some countries where the effectiveness was "good" in calendar year 1948, are shown as "poor" during calendar year 1949, because they were neither revisited by Geographic Attaches nor were large shipments of maps received during 1949 as a result of existing exchanges. The presence of a Geographic Attache, of operating map exchanges, and cooperation on the part of local agencies make for effective procurement. Other recognized collection channels are also used in the procurement of maps from abroad. The effectiveness of map procurement for a given country varies from year to year. For instance, some countries where the effectiveness was "good" in calendar year 1948, are shown as "poor" during calendar year 1949, because they were neither revisited by Geographic Attaches nor were large shipments of maps received during 1949 as a result of existing exchanges. The presence of a Geographic Attache, of operating map exchanges, and cooperation on the part of local agencies make for effective procurement.

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**SECRET**EXHIBIT "F"DISTRIBUTION OF MAP CATALOG CARDS

	<u>PRESENT</u>	<u>RECOMMENDED</u>
Processing Section (No. depending on subjects)	11	11
Procurement Section	1	1
Cartography Section (Green only)	1	1
Library of Congress	4	2
Army Map Service	1	2
Bd. on Geographic Names	2	1
U.S. Coast and Geodetic Survey	1	1
U.S. Geological Survey	2	2
Aero. Chart Service	1	1
U.S. Hydro. Office	3	3
Extra Sets in Stock held for future dissemination	15	5
Excess filed in Dist. Sec.	<u>20</u>	<u>0</u>
	62	30



**SECRET**EXHIBIT "G"ACQUISITIONS LIST FOR MAPS OF FOREIGN AREAS

## WEEKLY DISTRIBUTION LIST:

## CIA:

OCD	7
FDD	1
OPC	6
ORE	15
OSI	1
OSO	1
ORE/Map Division	6
Proc. and Ref.	4
Map Intell.	1
Carto.	1

Total CIA	37
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## OTHER:

Agriculture	5
Bur. of Budget	1
Civil Aero. Bd.	1
Commerce	9
Aero. Chart Service	1
Air Force	14
Army	24
Navy	5
State	27
Gen. Ser. Adm.	1
Interior	11
Lib. of Congress	3
Natl. Archives	2
Natl. Sec. Res. Bd.	2
Tariff Comm.	1

Total Other	107
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GRAND TOTAL	144
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*Office Memorandum* • UNITED STATES GOVERNMENT

TO : Management Officer, CIA

FROM : Assistant Director, ORE

SUBJECT: Management Staff Survey of Map Division, ORE

DATE: 28 JAN 1962

1. The report resulting from the Management Staff survey of Map Division, ORE, adequately discusses the current problems in D/MA's operations and it is believed that detailed comments by ORE are unnecessary.

2. ORE notes that the report does not include a discussion of broad policy questions relating to the Map Division's mission. However, the Management Staff representative stated that the survey would not include the Office of the Chief, D/Ma, which probably accounts for this omission.

3. Full consideration will be given by ORE to procedural improvements recommended in the survey report. The suggestion detailed in Appendix "E" will be tried on an experimental basis as soon as the necessary cards can be obtained.

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PUBLICATIONS DIVISION  
OFFICE OF REPORTS AND ESTIMATES

Findings:

The major issues influencing improvement of the operating procedures of this Division concern inter-departmental or Agency policy and relationships. Specifically, proposed revisions of National Security Council Intelligence Directives No. 1 and No. 3 will facilitate the coordination and publication of national intelligence which is a primary function of this Division. Moreover, assumption of responsibilities for production policy by the Estimates Production Board will relieve Publications Division of present project planning responsibilities, thus permitting this Division to devote full time and attention to the coordination and editorial phases of intelligence production. (See Tabs 1, 1A, and 1B.)

Within the Office of Reports and Estimates, differences of opinions exist between the Publications Division and the regional and functional divisions concerning responsibilities for substantive content of intelligence products. (See Tab 1 of this study and Tab 2 of the regional divisions study.)

The position of Deputy Division Chief, GS-15, appears to be excessive to the needs of the Division.

Recommendations:

1. Proposed revisions of National Security Council Intelligence Directives No. 1 and No. 3 be submitted through appropriate channels for National Security Council action. (See Tabs 1, 1A, and 1B.)
2. Full implementation of the intelligence production plan and participation of the Estimates Production Board in project planning be effected. (See Tabs 1 and 2.)
3. As the two preceding recommendations are effected, the functions of the Publications Division be revised accordingly. (See Tabs 1, 1I, and 2.)
4. Steps taken to improve the procedures for coordination of intelligence production be continued and intensified. (See Tabs 1, 1B, and 2.)
5. The position of Deputy Chief, GS-15, be eliminated from the table of organization of this Division. The Assistant Director for Reports and Estimates concurred. (See Tabs 1 and 2.)

Basic Documents Relating to this Study:

- Tab 1 - Management Staff Study with Attachments A through I.  
Tab 2 - Comments of Assistant Director for Reports and Estimates on the Study.

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*Office Memorandum* • UNITED STATES GOVERNMENT

TO : Assistant Director for Reports and Estimates      DATE: 24 March 1950

FROM : Management Officer

SUBJECT: Survey of Publications Division, ORE.

1. The Management Staff Survey of Publications Division (D/Pub), ORE, discloses that the recent consolidation of the Current and Staff Intelligence Groups has proved organizationally sound.

2. There are, however, certain problems requiring solution on a considerably higher level that are affecting the operations of D/Pub.

a. The proposed revision of NSCID No. 1, attached as Exhibit A, which is presently in COAPS, sets forth major changes which, if implemented, will cause adjustments to be made in the procedures currently in effect in D/Pub.

b. The problems inherent in present IAC coordination procedures were expressed by the AD/ORE for the IAC meeting on the question of staff coordination. The agenda of this meeting on 5 October 1949 and summarization of comments are attached as Exhibit B, together with ORE proposed revision of NSCID No. 3.

3. Pending full implementation of the intelligence production plan by the Estimates Production Board, the current practices of institution of intelligence production are continuing in one of the three following methods:

a. Direct requests are given by the AD/ORE to the Project Initiator, D/Pub, for coordination with the substantive division or divisions concerned for implementation of an intelligence project. This directed action has seldom failed to produce the required project although, due to the idiosyncrasies of the IAC coordination system, it has not always met the prescribed deadline.

b. The second method is by spontaneous implementation of production by personnel of a substantive division, resulting from opposite number IAC liaison, plus the knowledge of the geographical area or subject with which he is primarily engaged. A coordination is then effected with the Project Initiator, D/Pub, and a determination is

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made as to whether or not the project should be undertaken. Lack of agreement, unless there is a strong enough reaction on either part to force the decision to the AD/ORE, may result in complete abandonment of the project.

c. The third method is similar to b. above except the concept of the intelligence publication may stem from initial action by the Project Initiator, D/Pub.

4. The three methods listed above as those being used for project initiation will, upon full implementation of an intelligence production plan and complete operational attainment of the EPB, be discontinued.

a. In place of these methods of intelligence production, the Programs Branch, S/PP, the Project Initiator, D/Pub, and the representatives of the substantive division or divisions concerned will constitute the EPB in action and the combined recommendations will be included in the intelligence production plan.

b. No intelligence production will be undertaken except by EPB authority which will determine substantive division responsibility, order of priority, and frame of reference. After such decision is made, it will become the responsibility of D/Pub to effect the coordination with the substantive division or divisions concerned to lay the ground work, effect the necessary coordinations, provide the review and editorial functions and to provide the liaison for its final publication.

5. An intelligence production plan was conceived over a year ago by the AD/ORE as being a basic necessity for the intelligence production of ORE.

a. This plan, fully and appropriately coordinated and taking into full consideration the capabilities of the substantive divisions to produce, should be implemented before any evaluation can be made as to the substantive production competence of the individual divisions concerned.

b. The FE/P plan, developed in conjunction with S/PP, has met with varying reactions and the AD/ORE has organized a committee from each of the offices of the EPB members to consolidate efforts toward the preparation of an intelligence production plan which meets with their combined approval. At the same time the AD/ORE has directed each of the regional divisions to formulate a general production outline similar to the FE/P plan, for coordination both within ORE and with the IAC agencies.



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c. Coordination of an intelligence production plan does not preclude the necessity for all IAC agencies informing CIA as to subject matter under consideration for current departmental intelligence production. The Department of State is the only IAC agency currently informing CIA as to intelligence projects undertaken. This is accomplished by means of duplicate copies of work jacket submitted to CIA, see Exhibit C, and CIA in turn notifying State of "initiation of intelligence estimate" via memo from AD/ORE, see Exhibit D.

d. The manner in which national intelligence is being currently produced can and does result in many duplications which can be eliminated through a fully coordinated and implemented intelligence production plan.

6. D/Pub personnel have displayed an unusual amount of esprit de corps and willingness to provide a major service and means of accomplishment for the intelligence producing components of ORE.

a. The problems set forth herein are fully recognized by members of D/Pub and until their solution it would be inopportune to fix specific procedures and controls for the internal operation of this Division.

b. Organization chart, attached as Exhibit E, contains a breakdown for the operations currently in effect and those proposed for this Division. The T/O, attached as Exhibit F, contains the same number of personnel authorized by the Executive, CIA, on T/O dated 1 December 1949.

c. It is recommended that the Office of the Chief be reduced by one position, the Deputy Chief, grade GS-15, as it is felt by this Staff that this T/O slot is excessive to the needs of this Division. The present incumbent is assigned on temporary duty outside the Agency. No action will be taken on T/O revision (Exhibit F) until determination of reassignment is made in the near future.

7. The Current Publications Branch, which has as its major function the publication of the Daily and Weekly Summaries, has been operating very effectively, being assisted by the Project Review Section Task Force when the workload requires.

a. The publication of the Daily Summary is reported to be an effective instrument among the top echelons of the U. S. Government. The production of this publication has incurred little difficulty between the ORE producing components and the Current Publications Branch. Determinations

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for inclusion have been made on a compatible basis, and deadlines have been met for its dissemination. Distribution of the Daily Summary is attached as Exhibit G.

b. The Weekly Summary presents a number of problems in its compilation, in that determination as to its content is often the subject of controversy between Current Publications Branch and the regional division or divisions concerned.

(1) Contributors to this publication recommend that this project should not attempt to effect a balance between divisions but should be keyed more specifically toward items of strategic importance.

(2) The Weekly Summary as currently prepared carries a classification of Secret. The expressed desires of the contributors to the publication indicate that much intelligence is omitted that could be included were the Weekly increased to Top Secret.

(3) A memorandum to COAPS from the AD/ORE re: CIA Weekly, dated 18 November 1949, is attached as Exhibit H. This memo states that increase in classification of the Weekly will present problems with regard to its dissemination and recommends that the present distribution of the Weekly Summary be curtailed to only the very top echelons of the U. S. Government. AD/ORE recommends that the working level intelligence personnel should receive the Weekly in the form of a (Secret) digest which comprises the coordinated efforts of all of the ORE substantive divisions and published through the Current Publications Branch, D/Pub.

(4) The present method of disseminating a series of Division Weeklies involves hazards which have been discovered by contact with the producing components, in that the knowledge that an individual division weekly is at the disposal of the divisions tends to devalue the importance of the inclusion of the self-same items within the official CIA Weekly publication. Items included within the division weeklies, wherein there is a dual geographic interest, may despite the best intelligence opinion not be in complete agreement. Therefore, it is possible that opposite opinions can be disseminated through the media of individual division publications.

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(5) The Management Staff does not attempt to discredit the value of the cross fertilization of ideas through the media of working papers but it is felt that the individual weeklies should not be continued in the manner in which they are currently being published and disseminated.

8. The Estimates Publication Branch, whose primary function is the review of Intelligence Memoranda, Situation Reports, and ORE Estimates, is functioning in an effective manner with a minimum amount of opposition from the substantive divisions of origin.

a. The prerogative of determination of substantive content now enjoyed by the division concerned is sometimes released with reluctance to the Estimates Publication Branch. The editorial functions of this Branch must of necessity become involved in substance to protect not only the division concerned with its origin, but also CIA as to the meaning, concept, and interpretation of this publication by its recipients.

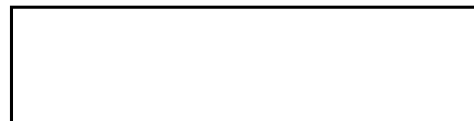
b. A general consensus reveals that the efforts expended by this Branch have been appreciated and the problems inherent in this type of operation are understood more clearly as time progresses. The Branch likewise utilizes the services of the Project Review Section Task Force when necessary.

c. No actual determination can be made of the increased workload anticipated in this Branch by the implementation of an intelligence production plan.

9. The Coordination and Production Branch has as its major responsibilities the setting up of the various levels of coordination meetings with the IAC agencies, production control and actual production in rough form for final publication.

a. The extent of IAC coordination of CIA publications determined necessary by the DCI may, in a large measure, affect the coordination aspect of this Branch. It is recommended that until such duties are fully determined, the Branch continue to utilize existing procedures which have been currently developed.

10. The functional statements, attached as Exhibit I, have been coordinated between the Management Staff and the Chief, D/Pub. These statements include the responsibilities of D/Pub assuming full implementation of the EPB, implementation of the intelligence production plan, and the adoption of the proposed revision of the CIA Weekly Summary.



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Attachments: Exhibits A,B,C,D,E,F,G,H,I.

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21 December 1949

MEMORANDUM FOR: CHIEF, COAPS

SUBJECT : Revision of NSCID 1

1. The attached draft of a National Security Council Intelligence Directive sets forth what, in our opinion, was the Congressional concept of how CIA would work. We believe that none of the basic principles are new, but some of them have not before actually been applied. There are, however, some novel aspects, mainly procedural, which this proposal would bring up.

2. If this paper were accepted, there would be no series of NSCID's. Under the charter here set forth, the Director would control implementation through DCI's, except when he determines that a major policy question is raised of specific interest to the NSC. He would then make an appropriate recommendation and, if approved, the policy decision would become an amendment or a supplement to this paper. Some of the present NSCID series would therefore fall to the level of DCI's, and those which remained as NSC policy matters should be very short policy statements, mainly of responsibility, to be thoroughly implemented by DCI's. On the other hand, certain procedural aspects, normally subject for a DCI, would involve policy. Thus the manner of forming and coordinating recommendations to the NSC probably deserves an expression of NSC intent. Such major policy papers on procedure probably should not be incorporated into this Directive, but could accompany it as procedural appendices.

3. Under our concept, an important subject, as, for instance, overseas defectors, could be handled by a supplemental paragraph to this paper, assigning basic responsibility for exploitation and handling, followed by a DCI setting forth detailed procedures. By and large, this paper should be the only lengthy paper submitted to the NSC.

attach: Draft NSCID 1

cc: Exec  
ORE

/s/  
LAWRENCE R. HOUSTON  
General Counsel  
Legal Staff

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NATIONAL SECURITY COUNCIL INTELLIGENCE DIRECTIVE

Pursuant to the provisions of Section 102 of the National Security Act of 1947, as amended, and for the purposes enunciated in paragraphs (d) and (e) thereof, the National Security Council hereby authorizes and directs that the following policies, duties and responsibilities will govern the conduct of United States foreign intelligence activities in the interest of national security, and national aims and objectives. The recommendations of the Central Intelligence Agency, required by Section 102(d)(2), on matters concerning such foreign intelligence activities of the Government departments and agencies as relate to national security, will, when approved by the National Security Council, issue as amendments or supplements to this Directive.

I. Jurisdiction.

1. The jurisdiction of the Central Intelligence Agency embraces all foreign intelligence activities of the Government. The Central Intelligence Agency shall have no police, subpoena, or law enforcement powers, or internal security functions.

II. The Director of Central Intelligence and the Central Intelligence Agency.

1. The Director of Central Intelligence shall function within his jurisdiction as the intelligence officer of the

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National Security Council and as its executive agent for the purpose of coordinating the foreign intelligence activities of the several departments and agencies of the Government.

2. The necessary authority is hereby delegated by the members of the National Security Council to the Director of Central Intelligence, so that his decisions, orders and directives concerning the foreign intelligence activities of the Government shall be considered as emanating from them, in their executive capacity, and shall have full force and effect as such, provided that any agency shall have access, through appropriate channels, to the National Security Council, in connection with such directives.

3. The Director of Central Intelligence or representatives designated by him shall make such surveys and inspections of departmental intelligence activities and facilities of the various departments and agencies of the Government as he may deem necessary in connection with his duty to advise the National Security Council and to make recommendations for or to bring about the coordination or improvement of intelligence activities. This authority is subject to the provisions of Section 102(e) of the National Security Act of 1947, as amended, regarding the Federal Bureau of Investigation.

4. The Central Intelligence Agency shall function under the Director of Central Intelligence as the intelligence

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facility of the National Security Council and the President of the United States.

5. The Director of Central Intelligence shall be responsible for the protection of intelligence sources and methods from unauthorized disclosure.

III. Coordination of Intelligence Activities.

1. Coordination of intelligence activities by the Central Intelligence Agency shall be designed primarily to strengthen the entire governmental intelligence structure and to achieve a fully integrated United States intelligence effort in objective support of policy planning, strategic planning, and operational decisions at all appropriate levels within the Government. A fully integrated intelligence effort is considered to mean that:

a. the combined intelligence production effort of the Central Intelligence Agency and the departmental intelligence agencies is continuously oriented toward the requirements of United States national security interests and objectives in all foreign areas.

b. the combined intelligence collection and source exploitation effort of the Central Intelligence Agency and the other intelligence agencies effectively meets the requirements of the combined intelligence production effort.

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c. all categories of intelligence requirements bearing on the national security are specifically identified and defined and the responsibilities for collection and production are appropriately allocated throughout the governmental intelligence structure.

d. the interchange of intelligence, intelligence information, and other information which has utility for intelligence purposes is effected between the Central Intelligence Agency and the other intelligence agencies under appropriate security provisions, and in accordance with the respective requirements of the intelligence agencies concerned.

2. The Central Intelligence Agency shall be responsible for the coordination of intelligence activities to meet the foregoing objectives, and is authorized to employ such measures as the Director of Central Intelligence deems necessary in order to fulfill this responsibility. The chiefs of the intelligence agencies of the Departments of State, Army, Navy, Air Force and Justice, the Joint Chiefs of Staff and the Atomic Energy Commission shall be responsible for assisting the Director of Central Intelligence in carrying out the intelligence coordinating responsibilities of the Central Intelligence Agency in support of the foregoing objectives.

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3. An Intelligence Advisory Committee shall be established in order to advise the Director of Central Intelligence on matters pertaining to the Agency's responsibilities for coordinating the intelligence activities of the several Government departments and agencies and on other appropriate matters in the field of intelligence and to maintain the relationship essential to such coordination.

a. The Intelligence Advisory Committee shall consist of the Director of Central Intelligence as Chairman, who shall be the presiding officer thereof, the Directors of Intelligence of the Departments of State, the Army, Navy, and Air Force, the Joint Staff (JCS), the Atomic Energy Commission, and the Director of the Federal Bureau of Investigation (or their representatives).

b. The Director of Central Intelligence shall invite the head (or his representative) of any other agency having functions related to the national security to sit with the Intelligence Advisory Committee, whenever he deems such action necessary or desirable.

IV. Production and Dissemination of Intelligence by the Central Intelligence Agency.

1. The Central Intelligence Agency shall plan, produce and disseminate the intelligence relating to the national security for the President, the National Security Council and its staff, and for such governmental departments and agencies as the

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National Security Council shall, from time to time, specifically designate. Such intelligence shall be considered National Intelligence, and shall be produced for such designated agencies either separately in connection with their specific responsibilities, or collectively in connection with matters of concern to more than one department or agency.

2. The Central Intelligence Agency shall also produce:

a. intelligence in fields of common concern, which the National Security Council determines can be more efficiently produced centrally; and

b. intelligence not otherwise available which is required to support the Central Intelligence Agency production and operations as well as those of other appropriate governmental agencies.

3. Whenever the Central Intelligence Agency deems it advisable, or upon specific request of the National Security Council, the Agency shall, prior to publication for general dissemination, request the appropriate departmental intelligence agencies to review Central Intelligence Agency reports and estimates for the purpose of ascertaining departmental views on those aspects of national intelligence which fall within the field of their respective individual departmental or agency intelligence responsibilities. Intelligence so reviewed shall

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carry a statement of agency concurrence therein, or a comment which sets forth the substantial points of difference; provided, that delays in the receipt by the Central Intelligence Agency of such comments shall not bar the timely dissemination of national intelligence.

4. The Central Intelligence Agency shall disseminate intelligence which it may have produced or intelligence information collected through its own sources, to the appropriate departments and agencies of the Government whenever such dissemination is appropriate to their functions relating to the national security. Such dissemination shall be made under security regulations and procedures established by the Director of Central Intelligence.

V. Additional Responsibilities of the Central Intelligence Agency.

1. The Central Intelligence Agency shall perform, for the benefit of the intelligence organizations of the Government, such additional services of common concern as the National Security Council determines can be more efficiently accomplished centrally and such other functions and duties related to intelligence affecting the national security as the National Security Council may from time to time direct.

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2. Departmental requirements in support of an integrated United States intelligence effort shall receive the cooperation and support of the Central Intelligence Agency.

3. The Director of Central Intelligence shall make arrangements with the respective departments and agencies to assign to the Central Intelligence Agency such experienced and qualified officers and members as may be of advantage for advisory, operational, or other purposes, in addition to such personnel as the Director of Central Intelligence may directly employ. In each case, such departmental personnel will be subject to the necessary personnel procedures of the department concerned.

VI. Additional Responsibilities of Governmental Intelligence Agencies to Central Intelligence Agency.

1. In accordance with the provisions of Sections 102(d) and (e) of the National Security Act of 1947, as amended, and with the approval of the President, and subject to the special proviso of Section 102(e) regarding the Federal Bureau of Investigation, all departments and agencies of the Government shall make available to the Central Intelligence Agency for correlation, evaluation, and dissemination, all intelligence or intelligence information relating to the national security in their possession.

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2. The dissemination of such intelligence and intelligence information to the Central Intelligence Agency shall be made regardless of the source of such information. To this end, the so-called "Third-Agency Rule", which provides that classified information originating in one agency shall not be disseminated outside the receiving agency without the consent of the originating agency, is specifically abrogated insofar as the Central Intelligence Agency is concerned.

3. In cases, however, where the originating agency requests that special security considerations govern the dissemination of specific material to third agencies, such requests shall be given the maximum considerations by the Central Intelligence Agency and shall be complied with to the maximum extent which the Director of Central Intelligence shall determine is compatible with the national security.

4. "Such intelligence as relates to the national security" shall include all intelligence and intelligence information which the Director of Central Intelligence determines is required by the Central Intelligence Agency for the production of national intelligence.

5. The intelligence organizations in each of the departments and agencies of the Government shall maintain with the Central Intelligence Agency and with each other, as appropriate to their respective responsibilities, a continuing interchange of

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intelligence information and intelligence available to them. "Operational" information and scientific, technological, diplomatic and other information which has utility for intelligence purposes is included in this directive, as well as information available only under special security handling restrictions. In the latter case, each intelligence organization will promptly make arrangements with the Director of Central Intelligence to make such material available to the Central Intelligence Agency under appropriate security safeguards. The flow of such material shall be immediate, spontaneous and comprehensive. No department or agency shall hold back, or delay the transmittal of such material to the Central Intelligence Agency.

6. All requests from the Central Intelligence Agency for such material shall be honored immediately by all departments and agencies of the Government to the fullest extent of their capabilities.

7. The departments and agencies of the Government shall provide, produce or collect such intelligence and intelligence information in their fields of primary responsibility as the Central Intelligence Agency may request for its use or that of one of the other departments or agencies. Within the limits of their capabilities they shall provide, produce or collect such additional intelligence and intelligence information in other fields as may be requested by the Central Intelligence Agency as above.

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8. In order that the Central Intelligence Agency may adequately discharge its responsibilities to the National Security Council, timely departmental action in meeting Central Intelligence Agency commitments and deadlines is imperative. Upon specific request of the Central Intelligence Agency first priority shall be given in each departmental intelligence organization to the requirements of the Central Intelligence Agency. Such priority shall apply to field and departmental collection action, production of departmental contributions to Central Intelligence Agency production, and the coordination of Central Intelligence reports and estimates.

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AGENDA AND SUMMARY OF COMMENTS  
IAC MEETING ON QUESTION OF STAFF COORDINATION

1. Exchange of information on initiation of projects.
  - A. Procedures for coordination process set out in DCI/1 and DCI/2, however, the situation remains entirely unsatisfactory from CIA point of view.
  - B. No project planning is currently being accomplished by IAC Agencies even to the extent of an actual work program for the next month's operation.
  - C. ORE will examine detailed mechanism, coordinate with IAC Agencies and submit entire coordination procedure to COAPS for IAC Standing Committee action.
2. Extent and character of so-called "working-level" coordination with IAC analysts.
  - A. Analysis of coordination troubles reveals that the question of priorities within IAC Agencies for the production of a paper after the draft stage has been completed causes considerable difficulty.
  - B. Recommendations of interchange of initiated projects through the media of intelligence production plan, fully coordinated and implemented, will do much toward solving this problem.
3. Deadlines for comment and concurrence, problems of IAC Agencies in meeting deadlines.
  - A. General comment indicated that priority pressure within respective IAC Agency precludes the possibility of strict adherence to CIA imposed deadlines.
4. Authority of representatives at coordination meetings as compared with "working-level" coordination.
  - A. Persons attending IAC coordination meetings are not vested with the authority to commit their agencies but rather to convey their own opinions on the subject paper and are consulted by the respective intelligence chiefs who sign the concurrence or dissent.



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5. Evaluation of coordination meetings.

- A. General agreement reached that a conference is held to bring ideas of IAC together and changes to draft should be made by IAC Agency involved in original production.
- B. Coordination will restrict itself to substantive content and not include extensive editing of subject paper.

6. Considerations of the function of coordination.

- A. CIA receives dissents to intelligence papers that are not "substantial dissents", they are expressions of thoughts by IAC Agencies on how paper might have been written.
- B. CIA likewise receives conditional concurrences which if accepted and were incorporated into the paper, would then have to be recirculated and other IAC Agencies concurring in the first paper might not like the additions.
- C. Despite best attempts IAC Agency action on comments, concurrence or dissent to CIA paper constitutes partial responsibility for co-authorship.
- D. CIA's definition of concurrence is that the IAC Agencies see nothing which contravenes the conclusions that the agency concurring might have given.
- E. Revision of NSCID #3 would solve many of these apparent problems:

Para. 2.

"Each of the departmental agencies is responsible to its respective department in the fulfillment of the departmental mission, and to the Director of Central Intelligence in connection with departmental responsibilities for support of national intelligence production."

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PROPOSED REVISION OF NATIONAL SECURITY COUNCIL DIRECTIVE #3

PRODUCTION OF INTELLIGENCE AND COORDINATION

OF INTELLIGENCE PRODUCTION

Pursuant to the provisions of Section 102 of the National Security Act of 1947, and for the purposes enunciated in paragraphs (d) and (e) thereof, and Section I and II of NSCID #1, the National Security Council hereby authorizes and directs that the following policies, objectives and responsibilities are established for the production of intelligence and for the coordination of its production throughout the governmental intelligence structure.

I. Basis and Responsibilities for Intelligence Production Planning

1. Intelligence shall be produced throughout the governmental intelligence structure for two main purposes, namely:

a. to reduce to a minimum the element of surprise in foreign conditions, situations and developments which affect US national security and objectives.

b. to provide support for national planning, strategic planning, and a basis for operational decisions at all appropriate levels within the government with respect to all foreign areas, conditions, and situations which pertain to US national security and objectives.

2. CIA and each of the other intelligence agencies represented on the IAC, hereinafter referred to as the departmental agencies, are responsible for the production of intelligence for both of the above stated purposes. For these purposes CIA is responsible to the President, the National Security Council, and to such other governmental agencies or bodies as the NSC shall from time to time specifically designate. Each of the departmental intelligence agencies is responsible to its respective department in fulfillment of the departmental mission, and to the Director of Central Intelligence in connection with departmental responsibilities for support of national intelligence production.

3. In view of the magnitude and diversity of intelligence coverage required to satisfy all needs at all levels of the governmental structure, careful planning is needed to insure the continuous application of the entire intelligence effort to the requirements of US national security objectives. Such planning must recognize and provide for simultaneous fulfillment of the individual and collective intelligence requirements of departmental and higher policy and planning levels of the government.

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4. In view of the fact that intelligence is effective only when it is closely linked with the policy planning, strategic planning and operational elements of the government, planning for such intelligence shall be accomplished under the guidance of the National Security Council.

5. The Director of Central Intelligence shall be responsible for the preparation, coordination, implementation and maintenance of integrated national intelligence production plans to meet the entire needs of national security. In the fulfillment of this responsibility he is authorized to issue such supplemental intelligence production directives pursuant to paragraph 8, NSCID #1, as may be required, and to conduct direct and active liaison for this purpose with the Policy Planning Staff of the Department of State; the planning committees of the Joint Chiefs of Staff; the operations planning staffs of the military departments, and such other agencies as the NSC may designate.

6. The Chiefs of the intelligence agencies of the Departments of State, Army, Navy, Air and of the Joint Chiefs of Staff shall be responsible for the preparation, coordination, implementation and maintenance of departmental intelligence production programs in support of such national intelligence production plans issued by the Director of Central Intelligence. Such intelligence production programs shall provide for the requirements of the departments as well as for departmental support to the national intelligence plan.

7. The above mentioned plans and programs will provide for utilization of research support from non-IAC governmental agencies and non-governmental research facilities to the maximum practicable extent, in accordance with applicable security regulations.

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CENTRAL INTELLIGENCE AGENCY  
OFFICE OF REPORTS AND ESTIMATES

MEMORANDUM FOR THE SPECIAL ASSISTANT TO THE SECRETARY OF STATE  
FOR INTELLIGENCE

SUBJECT: Notification of Initiation of Intelligence Estimate

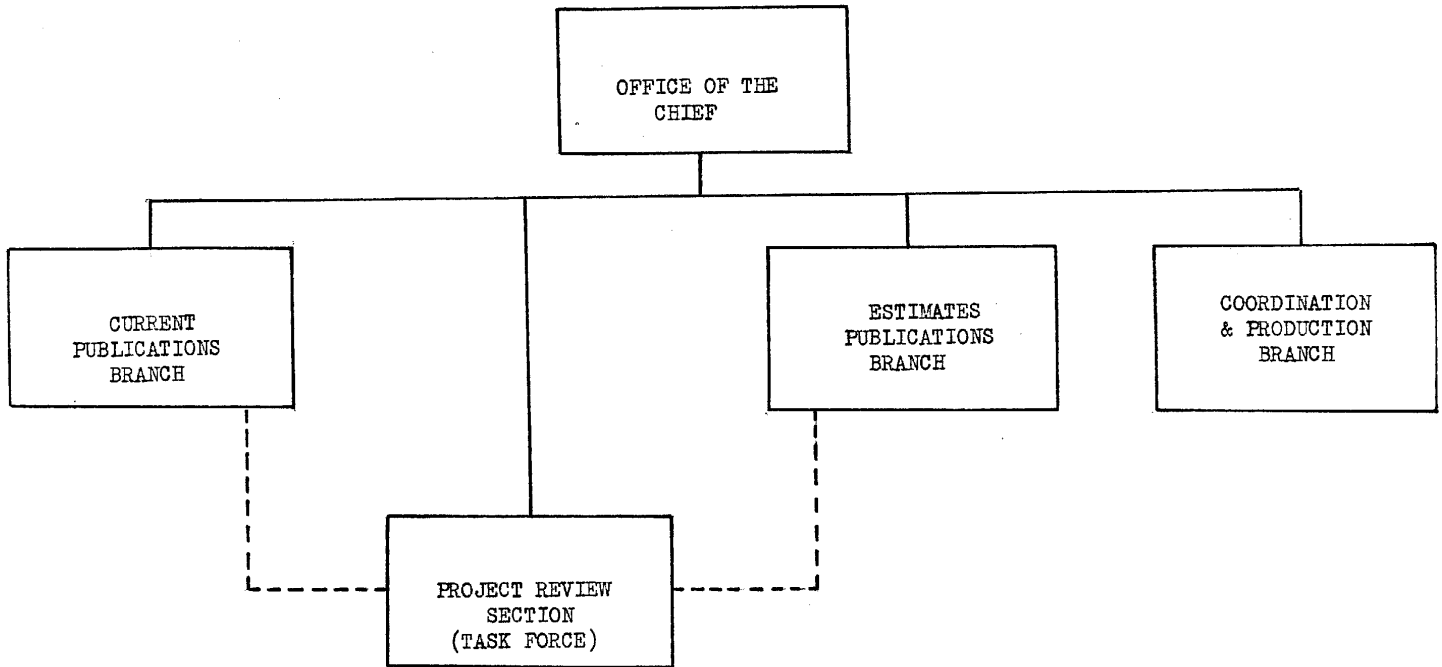
1. The following intelligence estimate has been undertaken  
by the Office of Reports and Estimates of the Central Intelligence  
Agency:

Designation:

Title:

Scope:

Estimated completion date of draft:



ORGANIZATION OF PUBLICATIONS DIVISION  
OFFICE OF REPORTS AND ESTIMATES

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Coordination, Operations and Policy Staff

18 November 1949

Assistant Director for Reports and Estimates

Distribution of the CIA Weekly Summary

1. The present distribution list of the CIA Weekly Summary is in urgent need of revision. The list has been expanded from its original number on a piecemeal, ad hoc basis. As it now stands, the distribution is both too large and haphazard. Moreover, the CIA Weekly Summary, which is designed primarily for the attention of top-level personnel in the US Government, now gets a wide distribution among intelligence working-level personnel and other operational people who can derive only limited benefit from it. CIA needs to service these personnel in some more satisfactory way.

2. ORE proposes three lines of action for dealing with this problem:

(a) The formulation of a written policy on distribution of the CIA Weekly Summary and the establishment of a procedure for action upon new requests for the CIA Weekly Summary;

(b) The revision of the present distribution list in the light of this policy;

(c) The establishment of a new weekly publication, The CIA Weekly Review, to provide more adequate service for intelligence and operational personnel and to service those individuals who are removed from the distribution of the CIA Weekly Summary.

3. a. Proposed statement of policy on distribution of the CIA Weekly Summary.

The CIA Weekly Summary is an analytic review of trends and developments of topmost importance to US security. It is designed primarily for the attention of the President and the members of the National Security Council. It undertakes to provide them periodically with brief, current intelligence estimates of the world situation. Distribution of the CIA Weekly Summary beyond these individuals will be made only on a need-to-know basis and will require joint review by CIA and the intended recipient of the usefulness of the publication for his office.

b. Proposed distribution of the CIA Weekly Summary.

The distribution list in Tab "A" is believed to be adequate for the fulfillment of the CIA Weekly Summary's functions. It is substantially the same distribution now given the CIA Daily Summary



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and thus would meet the requirements of security if the Weekly Summary were made a Top Secret publication. The deletions from the present distribution of the CIA Weekly Summary (see Tab "B") include: 1 each from the Chief of Naval Operations and the Chief of Staff, Air Force; 2 from State Department Research and Intelligence; 9 from Intelligence Division, U.S. Army; 9 from Office of Naval Intelligence; 4 from Air Intelligence; 5 from OCD, Department of State; and 5 copies to miscellaneous recipients.

c. Proposed procedure for handling new requests for the CIA Weekly Summary.

New requests for distribution of the CIA Weekly Summary may be received by DCI, AD/ORE, or AD/OCD. Such requests are to be routed to COAPS who will inform AD/ORE and AD/OCD of the receipt of the request and will interview the intended recipient in order to ascertain his need for the publication. Action in granting or refusing the request will then be taken by a committee including representatives from COAPS, ORE, and OCD.

4. a. Prospectus for The CIA Weekly Review.

The CIA Weekly Review is a review of significant developments in the various parts of the world during the preceding week. It is designed primarily for intelligence and operational personnel who need a weekly review of available current intelligence in fields of their chief concern. The publication will be published in detachable sections so that the recipients may remove the portions pertaining to their geographic area if they so desire.

b. Proposed distribution of The CIA Weekly Review.

Despite the limitations imposed on the distribution of the CIA Weekly Review by the lack of adequate reproduction facilities, it is believed that all present recipients of the ORE Division Weeklies (see Tab "C"), as well as those out off from the CIA Weekly Summary, can be serviced. In order to reach the necessary operational and intelligence personnel in the IAC agencies, a maximum distribution of 50 copies would probably be more than adequate: 9 each to ID, A-2, ONI, and OIR, and 7 each to the operational level of Department of State. Using OIR as an example, each regional branch (there are a maximum of 7 in each Division) could be supplied with that portion of the Weekly Review which covered its area of responsibility and 2 additional copies would be available for consideration by higher level personnel needing global coverage

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in the discharge of their responsibilities. It is therefore proposed that COAPS canvas the IAC agencies to determine their exact needs, bearing in mind that present reproductive facilities will limit distribution outside CIA to approximately 50 copies.

o. Proposed procedure for acting upon new requests for The CIA Weekly Review.

New requests for distribution of The CIA Weekly Review may be received by DCI, AD/ORE, or AD/OCD. Such requests are to be routed to AD/ORE, who will inform COAPS and AD/OCD of the receipt of the request. The recommendation of AD/ORE in granting or refusing the request will be routed to COAPS for review and approval.

/s/

THEODORE BABBITT

Enclosure: Tab "A" — The CIA Weekly Summary Proposed Distribution  
Tab "B" — The CIA Weekly Summary Present Distribution  
Tab "C" — Present Distribution of ORE Division Weeklies  
Tab "D" — The CIA Weekly Review Proposed Distribution  
Tab "E" — The CIA Weekly Review Sample Issue (6 copies)

D/Pub

Distribution:

COAPS (6)  
AD/ORE (2)  
D/Pub (1)

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FUNCTIONS OF THE PUBLICATIONS DIVISION, ORE

As the ORE component having staff responsibility for scheduling, editing, and publishing of ORE reports, estimates, current intelligence summaries and evaluations (except the basic National Intelligence Surveys) the Publications Division will:

1. Recommend to the Estimates Production Board, on the basis of consultation with appropriate ORE components, the nature, scope, terms of reference, format, periodicity of the various media required to present the intelligence production of ORE.
2. Draw up terms of reference, in collaboration with the producing divisions and subject to the approval of the EPB, for specific reports, estimates, and current intelligence items, either in response to specific requests or on the initiative of D/Pub or the producing divisions.
3. Select, present, publish, and arrange for dissemination of those items of current intelligence prepared by ORE producing components which in the interests of national security should be brought to the attention of the President, members of the National Security Council, and the policy planning levels of the US Government.
4. Review and adapt ORE reports and estimates and obtain final clearance for them in ORE.
5. Coordinate the production of ORE publications both within CIA and with the IAC agencies and obtain final concurrence or dissent from the IAC agencies on such publications.
6. Determine final form of presentation of reports and estimates, including the use of graphic materials, and arrange for their publication.
7. Provide CIA watch services in order to insure continuous coverage of current situations and developments.

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*Office Memorandum* • UNITED STATES GOVERNMENT

TO : Management Officer

DATE: 20 APR 1950

FROM : Assistant Director for Reports and Estimates

SUBJECT: Survey of Publications Division, ORE

REFERENCE: Management Officer memorandum of 24 March 1950 to AD/ORE, subject as above

1. The report of Management's survey of ORE Publications Division, referenced above, is approved in general.
2. Detailed comments follow on selected items by way of amplification or non-concurrence.

a. Paragraph 2b

ORE feels that the Survey, by basing most of its comments upon a meeting of 5 October 1949, presents a more dismal view of the coordination process than is currently justified. During recent months there has been some improvement in coordination procedures and at present the average estimate is being coordinated with a minimum of difficulty or delay. ORE believes that many coordination problems result from a superficial understanding of the purpose of coordination and recommends that CIA conduct an intensive propaganda campaign, including circulation of the pertinent directives, for the benefit of IAC personnel. (ORE personnel also would profit from such instruction.)

b. Paragraph 4a

ORE firmly believes that project initiation should be undertaken in full consideration of the approved Intelligence Production Plan. It is believed, however, that this objective should be met under urgent circumstances without delays prejudicial to the requesting agency. While there appear to be some objections to the solution discussed in the reference memorandum, a procedural method of accomplishing this purpose is under study and will emerge in an ORE Operating Procedure.

c. Paragraph 4b

The procedure outlined herein has been superseded by EPB decision of 20 February 1950. EPB Notice No. 7-50, a copy of which is attached, outlines the circumstances under which the Estimates Production Board will intervene in the production of a specific project.

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d. Paragraph 5

ORE reiterates the great need for a fully coordinated and implemented intelligence production plan. Management's expressed recognition of this need lends welcome support.

e. Paragraph 6c

Experience since the formation of the Publications Division in October 1949 tends to support the conclusion that the Deputy Chief GS-15 slot is excessive. However, pending reassignment of the present incumbent, this Office will examine the problem further.

f. Paragraph 7b(5)

The entire question of working papers is now under study.

g. Paragraph 10

A revision of the statement of functions of the Publications Division (Exhibit I of reference) has been submitted by the Publications Division to the Assistant Director for Reports and Estimates incorporating changes made necessary since issuance of the Management Survey.



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Attachment  
Copy of EPB Notice 7-50

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ORE OFFICE MEMORANDUM

EPB NOTICE No. 7-50

20 February 1950

**SUBJECT :** Conclusions Reached at the Fifth 1950 Meeting of the Estimates Production Board on 17 February 1950

**REFERENCE:** EPB Notice No. 6-50, dated 14 February 1950, paragraph 5.

1. In consideration of paragraph 5a of the reference, it was concluded that:

a. No distinction should be made between "self-generated" and "specifically requested" ORE projects as a basis for referrals of such projects to the Estimates Production Board.

b. Projects on which there appears an unresolved difference of opinion, or reasonable doubt, at any stage of production and coordination (whether internal or external) will be brought before the Estimates Production Board, and those projects which are specifically recommended or selected either by any producing component concerned, S/PP, D/Pub, or the AD/ORE will also be referred to the Board.

2. It was further concluded that future Estimates Production Board meetings will be held immediately subsequent to the normal ORE Staff Meeting and that normally the ORE Staff Meeting and the Estimates Production Board meeting which follows will be held at 1400 hours on Wednesday of each week. In view of the holiday on 22 February, the date, time, and agenda for the next Estimates Production Board meeting will be announced later.

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Assistant Director  
Reports and Estimates

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MANAGEMENT STAFF STUDY OF THE ADMINISTRATIVE STAFF  
OFFICE OF REPORTS AND ESTIMATES

Findings:

The internal administration of this Staff is weakened by:

- a. The absence of written instructions. (See Tab 1.)
- b. Existing procedures which exclude this Staff from participation in personnel recruitment and placement activities. (See Tab 1.)
- c. A considerable accumulation of unnecessary files. (See Tab 1.)

The information control activity duplicates work being performed by the Office of Collection and Dissemination and requires over ten per cent of the working effort of the Office of Reports and Estimates. (See Tabs 1 and 1A.)

The Graphics Section of the Presentation and Graphics Branch appeared to be in a disorganized condition. A well-defined plan for operation and maintenance of the Situation Room has not been coordinated with all interested officials or approved by top management. (See Tabs 1 and 1B.)

Recommendations:

1. The Chief, Administrative Staff, prepare and distribute to his subordinates written assignments of responsibilities and delegations of authority. (See Tabs 1 and 2.)

2. Applicant files be routed from the Personnel Division to the Administrative Staff. (See Tabs 1 and 2.)

3. Unnecessary files be eliminated. (See Tab 1.)

4. The document allocation activity of the Information Control Branch be merged with a similar activity being performed as an Agency service in the Office of Collection and Dissemination. (See Tab 1A.) Note: Assistant Director for Reports and Estimates did not concur. (See Tab 2.) However, at a later date he agreed to an experiment whereby the proposed procedure would be tested. (See Tab 3 of Regional Division Study.)

5. A suggested plan for the operation of the Situation Room be coordinated with other Agency components. (See Tabs 1, 1B, and 2.)

Basic Documents Relating to the Study:

- Tab 1 - Management Staff Study including Attachments A and B.  
Tab 2 - Comments of Assistant Director for Reports and Estimates on the Study.

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Assistant Director for Reports and Estimates

29 November 1949

Management Officer

Management Survey of ORE.

Scope

The Management survey of the Office of Reports and Estimates has been undertaken for the purpose of determining if the organization, functions, staffing pattern and procedures of the Office have been designed to promote effectiveness and efficiency in operations. By agreement with the Assistant Director for Reports and Estimates, the survey has been divided into three parts: (1) the Administrative and Plans and Policy Staffs; (2) the substantive support activities; and, (3) the area divisions. This report deals with the Administrative Staff. Subsequent reports will be submitted as the survey progresses.

General Observations

Prior to commencement of the survey the Assistant Director for Reports and Estimates had submitted a plan for general reorganization of his Office. The plan was approved and is currently in the process of implementation. A review of the plan and observation of the Office indicates that careful thought was given to over-all improvement of operations. The Assistant Director has prepared revised drafts of NSCID's 1 and 3 for consideration. These Directives, while CIA-wide in scope, have a direct bearing on the ORE activities and after coordination and approval will provide more positive direction for the intelligence production effort.

Findings and Recommendations1. Administrative Staff

a. The Administrative Staff consists of the Office of the Chief, and three Branches, e.g. Administrative, Information Control, and Presentation and Graphics. Each segment of the Staff is covered in succeeding sub-paragraphs.

b. Office of the Chief

(1) The Staff Chief does not maintain a staff organizational and functional chart of his office. Neither does he publish detailed instructions concerning delegations of authority and duties and responsibilities to his branch chiefs. The Chief has relied on verbal instructions and position descriptions to convey his desires to subordinates. It is considered good administrative practice to provide specific directives to all echelons of supervision.

Recommend that the Chief, Administrative Staff, provide written detailed instructions containing delegations of authority and duties

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c. Administrative

(1) Application files of prospective employees are routed direct to divisions within ORE by the Personnel Division. This procedure was previously approved by the Management Staff in the interest of efficiency at a time when a considerable number of vacancies existed. It was suggested that the files now be routed from the Personnel Division to the Administrative Branch, which in turn will route the file to those divisions of ORE having appropriate vacancies. The change will assist the Branch in carrying out the function of administrative support to ORE. (The suggestion was implemented at the time of the survey.)

(2) Within the Administrative Staff (and generally within all other offices of CIA) there is a considerable accumulation of files no longer needed in day to day operations. Such files include canceled applications, resignations, and logs. An Agency Records Management Program is now in process of development which will provide authority for disposition of such files.

Recommend that action be taken to eliminate all unnecessary files as soon after receipt of Agency records disposal instructions as possible.

d. Information Control

(1) It is noted that a total of [ ] positions within ORE have been allocated specifically to the information control function. This figure represents [ ] per cent of the authorized departmental strength of ORE. This function has also been assigned to many other employees as an additional duty, so it is conceivable that over [ ] per cent of the total man-hours of ORE are utilized for this purpose. The control of intelligence material is an important function both from the production and security aspects. It is felt that a different approach to the problem might provide the necessary efficiency and at the same time save considerable man-hours through elimination of duplication of effort.

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A more detailed outline of the problem together with recommendations is contained in Tab A.

(2) Under current procedures ORE distribution clerks indicate the ORE distribution of documents on a multilith master prior to reproduction. The clerks also proofread the master although it has already been proofread after preparation by OCD personnel. The percentage of error noted has been negligible.

Recommend that Information Control Clerks discontinue proofreading the masters until the transfer of this responsibility of OCD.

(3) A sizeable number of documents and cables contain information of importance to several ORE Divisions. Internal ORE procedures have

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been established to provide multiple routing of these papers to all interested divisions on a time schedule. It was found that the time schedule was not being adhered to in many instances, sometimes with embarrassing results.

Recommend that the Assistant Director take the necessary corrective action.

e. Presentation and Graphics

(1) The Chief, Presentation and Graphics Branch, has prepared detailed functional statements together with statements of duties and responsibilities for subordinates which are in the process of coordination within ORE.

(2) The Situation Room Unit is understrength by two because of need for classification action on recently approved table of organization changes. The Management Staff took action with the Personnel Division to have the positions classified.

(3) The Graphics Section appeared to be in a rather disorganized condition. The underlying causes are lack of specific instructions concerning the operation and inadequate supervision.

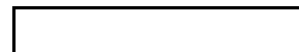
The statements of duties and responsibilities indicated in e(1) above will undoubtedly provide the necessary instructions. It is recommended that proper supervision be given this activity to assure implementation of the published directives.

(4) The function of maintenance of the CIA Situation Room is currently charged to ORE. A revised statement of functions has recently been approved. A suggested plan for the operation of the Situation Room is attached as Tab B.

Recommendations concerning the Situation Room are contained in Tab B.

/s/

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TAB A

TAB A - Management Survey of ORE.

SUBJECT: Information Control

Problem

Under present procedures, personnel assigned to both ORE and OCD read, distribute, and maintain control records for the same incoming intelligence documents. Can a satisfactory solution be effected to eliminate this duplication of effort?

Discussion

1. The incoming intelligence material under discussion in this paper consists of:
  - a. Requested Documents
  - b. Spontaneous Documents
    - (1) Reports
    - (2) Periodicals
  - c. Cables
  - d. Top Secret Documents and Cables
  - e. Administrative Mail
2. Material indicated under a. and b. above represents approximately 60 per cent of the volume of records received and requires about 75 per cent of the effort expended for document control. It is believed that savings can be effected in the processing and control of these types of documents.
3.
  - a. Cables usually contain the most urgent information and therefore expeditious handling is of utmost importance. The present processing procedures appear to meet all requirements.
  - b. Top secret material is processed in accordance with Agency directives. This material, because of its nature, must receive special handling at all points of receipt. It is not believed any change in handling this material is indicated.
  - c. Administrative mail pertains solely to ORE and should continue to be processed as directed by the Assistant Director for Reports and Estimates.



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TAB B

TAB B - Management Survey of ORE.

SUBJECT: CIA Situation Room

1. The responsibility for maintenance and operation of the CIA Situation Room is currently charged to the Assistant Director for Reports and Estimates. The detailed statement of functions is contained in paragraph 2 of the statement of functions of the Presentation Staff, ORE, approved by the Executive 8 September 1949, which is here quoted:

"2. Operates and maintains the Situation Room of CIA, providing an integrated national intelligence portrayal of selected areas of the world of particular interest as indicated by the Office of the Director. Such portrayal will be shown through the media of cartographic displays, graphic studies and charts, pictorial presentations, and audio-visual programs."

2. In order to provide an integrated situation room which will meet the needs of CIA and remain within the available personnel and space allocations, it is suggested that a plan substantially as indicated below be adopted.

3. Content of the CIA Situation Room.

a. Wall maps - large, area maps attached to the walls of the room and serving as over-all treatments of the indicated subjects.

(1) General Orientation on Future Developments.

(a) Expressed by edited summaries of CIA estimates graphically oriented to a world map.

(b) Expressed by graphic tie-in between adjacent "headline board" and this world map.

(2) USSR, Satellite and Peripheral Areas.

(a) Military (Army, Navy, Air, and Security).

1. Strengths, dispositions, installations and order of battle to army level within USSR.

2. Same for satellite areas.

3. Peripheral area countries' strength only.

(b) Political

1. Administrative divisions and headquarters.

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Recommendations

1. That the allocation and distribution of spontaneous documents, including both reports and periodicals, be made by OCD direct to the appropriate ORE Divisions without intermediate processing through ORE Information Control.
2. That the distribution of documents received as a result of directed collection be made by OCD direct to the Requirements Staff, ORE, without intermediate processing through ORE Information Control.
3. That the processing of cables, top secret material, and administrative mail by ORE continue as at present.
4. That the control files for requested and spontaneous documents now being maintained by the Information Control Section, Administrative Staff, ORE, be eliminated. (This file is a duplication of the file currently maintained by OCD.)
5. That OCD assume this responsibility without any initial increase in allocation of personnel. Determination to be made approximately 60 days following transfer of responsibility as to final allocation of personnel.
6. That the transfer of responsibility from ORE to OCD be made at a time and in a manner satisfactory to the Assistant Directors concerned, but not later than 1 January 1950.

Concurrences:

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Assistant Director for Reports and Estimates

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Assistant Director for Collection and Dissemination

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(e) Economic.

1. Communications - land, air, water and tele-communications.

2. Key natural resources.

3. Industry (productive and potential).

4. Commerce and utilities.

5. Agriculture.

(d) Scientific.

1. Centers of research and development.

2. Other related subjects as suggested by OSI.

(e) Topographic.

1 Terrain, generalized.

2. Weather stations and meteorological data.

(3) Strategic Polar Map (North).

(a) Scientific.

1. Radar locations and scope.

2. Other related subjects as suggested by OSI.

(b) Military - Topographic.

1. Weather stations and meteorological data

2. Military installations and strengths.

(c) Political - Economic.

1. Air distances and commercial airlines.

2. Arctic rail and road facilities.

3. Political spheres of influence.

(4) World Economic Map.

(a) Industry.

(b) Agriculture.

(c) Key natural resources.

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- (d) Communication and commerce.
- (e) Other related subjects suggested by OSI and D/EC, ORE.
- (5) World Military Situation.
  - (a) Selected scientific data pertaining to military.
  - (b) Strengths, dispositions and installations.
- (6) World Political Review.

Expressed by graphic tie-in between adjacent "headline board" (containing edited summaries of CIA world reviews).

b. Other intelligence exhibits - maps, charts, graphs, and photographs constructed on bases up to 6 x 8 feet for display on sliding panels and three multiplexes in the room or for use in conferences of CIA components.

- (1) Current situation studies on areas or country basis.
  - (a) Trends.
  - (b) Current Status.
  - (c) CIA Estimates.
  - (d) Items of Current Interest.
- (3) General orientation visual aids for use in conferences.

c. Supplementary Facilities. These items may be used separately, or in conjunction with any of the above listed exhibits. Examples of their use are listed with each facility.

- (1) Balopticon viewer - to project special studies on a screen in conjunction with lecture or presentation.
- (2) 35mm slide viewer - same as (1).
- (3) 9' x 12' fixed blackboard - to trace small, special maps projected by balopticon or slide viewer and used in conjunction with other exhibits.
- (4) 16mm sound motion picture projector.
- (5) Sound recording equipment.

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(6) Atlases, gazeteers, encyclopedias and finished intelligence productions of CIA and IAC agencies.

(7) Lap maps - folding work maps (30" x 40") for use in research, and capable of being stored in safes. Also for use as miniature supplemental studies to larger exhibits

4. Assistant Directors and Staff Chiefs will furnish such assistance as is necessary to assure that the portion of the Situation Room pertaining to their particular function reflects the current thinking of that CIA component.

5. It will be noted, therefore, that this Situation Room provides an integration of national intelligence by:

a. The presentation of a particular aspect of the world situation with conclusions and emphasis indicated.

b. The exhibit of a number of related aspects of a particular situation to produce an evaluation or trend in a new media.

Concurrences:

\_\_\_\_\_  
Assistant Director for Reports and Estimates

\_\_\_\_\_  
Date

\_\_\_\_\_  
Assistant Director for Collection and Dissemination

\_\_\_\_\_  
Date

\_\_\_\_\_  
Assistant Director for Scientific Intelligence

\_\_\_\_\_  
Date

\_\_\_\_\_  
Assistant Director for Special Operations

\_\_\_\_\_  
Date

\_\_\_\_\_  
Assistant Director for Policy Coordination

\_\_\_\_\_  
Date

\_\_\_\_\_  
Assistant Director for Operations

\_\_\_\_\_  
Date

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5 January 1950

Management Officer

Assistant Director for Reports and Estimates

Management Survey of ORE, Report of 29 November 1949

ORE concurs only in part with the recommendations of the Management Office concerning the Administrative Staff, ORE. Detailed concurrences and dissents follow.

## 1. Office of the Chief.

ORE concurs in the recommendation that the Chief, Administrative Staff, provide written detailed instructions containing delegations of authority to his branch chiefs.

## 2. Administrative

ORE concurs in the implementation of the procedure for the routing of all application files of prospective employees direct to the Administrative Branch from the Personnel Division. As of this date the procedure has not been implemented. Instructions issued by the Personnel Director to the Personnel Division and not subject to revision by the AD/ORE, establish dead-lines in the processing of applicant files which make implementation of the above procedure impracticable.

ORE concurs in the recommendation that administrative files should be kept at a minimum. It is considered that the administrative files have been held to the minimum necessary to day to day operations of this office. Further review of and possible reduction in files will be made on the basis of the policy established by the Agency Records Management Program.

## 3. Information Control.

ORE has in the past and at the time of the survey emphasized the need for control of the receipt and transmittal of all intelligence materials received and dispatched by this Office. This control is necessary to maintain security, to insure expeditious routing, and to provide records that will make immediately available any document in ORE. The AD/ORE is accountable for all intelligence materials received

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by ORE and can be held accountable only if there is subject to his authority a mechanism adequate to control the flow of intelligence materials. Seven per cent of the authorized personnel is a small portion to devote to maintaining such an integral mechanism. To take corrective action suggested to the AD/ORE on page 3 of the subject report, will necessitate allocating an additional two to three per cent of the authorized personnel to the information control function in order to establish procedures which will compel adherence to time schedules on multiple routings. The reallocation of personnel and basic procedures are currently under consideration within ORE. The information control function must be maintained at the highest level of efficiency to insure that all ORE publications have integrated into them all intelligence available to CIA. This complete and immediate coverage is the basis for the analogy brought forward during the survey that the flow of intelligence materials is the life-blood which feeds the body of intelligence production. The maintenance of this flow is the responsibility of AD/ORE, and must remain so.

4. Presentation and Graphics.

Reference is made to the memorandum from the DAD/ORE, dated 22 November 1949, which forwarded to the Management Officer for concurrence proposed instructions to be published by both CIA and ORE. These instructions had been coordinated within ORE prior to submission to the Management Officer.

ORE does not concur in the reference to the apparent disorganized condition of Graphics Section. Considering that the function has been shuffled about three times in less than one year, the personnel have remained conscientiously at the job, turning out high quality materials at a satisfactory rate of production. Proper supervision has been and will continue to be given even after the implementation of the to-be-published directives indicated in paragraph 2(3) of the subject report.

5. TAB A Information Control.

ORE dissents in Recommendations 1, 2, 4, 5, and 6. ORE concurs in Recommendation 3 as that one proposes maintaining existing procedures. The AD/ORE can not concur in recommendations that divorce from his administrative control a function so vital to intelligence production as is information control. There is an apparent misconception concerning the relationship of

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the flow of documents to the production of intelligence estimates. There is no management principle evident in the recommendation that the processing of cables ("expeditious handling is of utmost importance"), top secret materials, and administrative mail by ORE continue as at present but that handling of spontaneous and requested documents be scattered between OCD and Requirements Staff, ORE. The control of the distribution of requested documents by Requirements was put in practice and found illogical and has since been abandoned for the current practice of routing such material via Information Control. All phases of TAB A have been surveyed and discussed in the past by ORE, alone, and in conjunction with Management Office. At all times has ORE dissented, as now from those recommendations which remove the administrative direction of information control from the hands of the AD/ORE.

6. TAB B CIA Situation Room.

Since the recommendations for the content of the Situation Room are based on proposals made by this Office, ORE concurs in TAB B.

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