

Notes on Conversations with Respect to Committee
Structure for Coordinating Intelligence Research

26 June 1946

Hollis W. Peter, Chief, Food and Agriculture Section, OCL, State

1. Collection and research can be separated but if they are separated the two groups should be so closely knitted that both are fully aware of both problems. In his section the analysts do most of the collecting though at times he has used other sources to collect materials. Believes the best results are obtained when collection is so closely allied with research there is little difference in personnel.

2. Definitely thinks that main organization should be on a functional basis; believes that five or six main divisions should be adequate if there can be an adequate definition for problems to be properly classified. Probably the next lower step will have to be functional but below that point the division will probably have to be geographical in order to reach the personnel familiar with the area. There might be some large problems which would overlap several or more top functional groups, thus requiring a separate committee for that one item. Food and agriculture has become such an international problem and subject of discussion there should certainly be some organization for it; it is an economic, political, and social science problem.

- 2 -

26 June 1946

Paul W. Icke, Chief, Minerals Section, OCL, State

1. Collection and research should be combined as only analyst knows what is wanted and where to get it, particularly for foreign materials. He has had little success in obtaining materials through a separate organization such as OCD so he collects material himself; has had little difficulty in obtaining what he wants if it is available.

2. Organization for research and collection should be organized functionally. He could not attempt to do his work on a geographical basis as one mineral may be scattered over many countries in different parts of the world. Each individual in his section exclusively handles one or more minerals and if a problem arises where information is needed on all minerals in one area, all the individuals pool their results. To speak of any one mineral for one country, such as France, you have to jump from France, to North Africa, to Asia, to South America. The only geographical control he has is in language interpreters.

- 3 -

26 June 1946

Walter J. Levy, State, Special Assistant, OCL

1. Collection and research should be under one control as a combined activity. Only the individual doing research has an intimate knowledge of what is needed, and usually knows where to obtain it. Separating collection and research only causes duplication of effort and often a separate collection agency does not obtain what is desired. The research staff usually knows the best way and methods to obtain information bearing on a particular subject.

2. Organization for research and collection should chiefly be divided geographically, with possible additional committees for important items like petroleum. Items like foreign industrial resources and foreign establishments should definitely be on a geographical basis as no individual is conversant with any one industry throughout the world; however, there might have to be some functional and geographical coordination for some items like petroleum in Russia which would require combined efforts of petroleum persons and Russian experts. If top committees are not geographical they should be such below the top. In the geographical division the research personnel become expert in the one field -- economic, political -- and have a good working knowledge of other features in the area. If two or more geographic areas are involved in the problem, an ad hoc committee or just a working agreement can be established. Levy believes most working committees should be on an ad hoc basis; he is afraid of too much committee structure.