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ER-0-6552

File

22 September 1949

MEMORANDUM FOR THE DIRECTOR

SUBJECT: Organization of ICAPS

1. In compliance with your request for comments on the memoranda of September 13th from the AD/CO and September 15th from the Executive, both on the above subject, there follows detailed comments on the points raised in the two memoranda.

a. Rotation of Personnel in ICAPS

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[REDACTED] has a point that there are disadvantages to the rotation of personnel, but on the other hand, it also has very definite advantages on a staff such as ICAPS. The danger to watch is too frequent rotation, or transfers of several from this small staff at the same time.

At the moment we are working under that handicap, because we have received three new members (60%), all brand new to this organization, within the past few weeks. That, however, will probably not happen again, and I imagine the agencies will not be too adamant about withdrawing their men from ICAPS on the dot of two years, but may allow them to stay for three or four.

We think that the presence of agency personnel on this joint staff of the Director gives an objectivity of approach and purpose which is essential in the evaluation of problems on an impersonal and unprejudiced plane. A little new blood every few years is good for such a staff, and for CIA. Furthermore, it is particularly important in a coordinating agency such as CIA to have a staff of men with experience in outside agencies, not just within CIA.

b. Planning Staff

We think that a new planning staff "composed of professional intelligence civilians" for the overall organization is unnecessary. It would soon become ingrown, and, particularly if they were on that staff only temporarily from other CIA offices, and thus it would not be truly objective.

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The various offices now have planning staffs, and they are the ones which should have men selected on the basis of "planning ability, operational experience, and long-term duty in the agency." They would be assigned to their respective offices in CIA but should, especially under the new General Order 24 of September 20th about the new ICAPS organization, present their wishes and desires and ideas, etc. to the reconstituted ICAPS daily or weekly or whenever they wish, for the overall CIA or interdepartmental aspects of the matter under consideration. It would not be at all necessary for them to be assigned to ICAPS or to a new overall planning staff to do this "without allegiance to any other component." It is hoped that under the reorganized status of ICAPS we shall have much more frequent and closer connection with the planning groups in various offices. They will be close to their offices so will know what is desired on the working level and should have ideas for improvement which can be synthesized in ICAPS, AND, when necessary to do so outside the organization, taken up with the IAC agencies. We think that the "reconciliation of interdepartmental papers among the Assistant Directors" is a task that can be performed without augmented personnel in ICAPS, and the basic preparatory work on such papers can be done in one or more of the offices concerned.

c. Composition of ICAPS

If under the new organization it is found that the present staff of ICAPS is inadequate to handle all of its new duties, we shall request additional personnel, but you will recall that for many months during the last couple of years most of us thought that ICAPS was over-staffed, when it was devoting itself only to interdepartmental work -- even when it was not fully staffed. In our new duties as we understand them, the Management Office will do considerable "leg work" throughout the different offices of CIA. If the first of Mr. [REDACTED]'s four problems is accepted, the so-called staff work of ICAPS for the IAC can undoubtedly be performed much more expeditiously without the present time-consuming Standing Committee Meetings. If ICAPS is going to be such a staff, it will do the work and have individual consultations with the ~~representative~~ *representative* Standing Committee members, rather than collective meetings, in the hope that interdepartmental work will thus move along more smoothly and more expeditiously than in the past.

PRESCOTT CHILDS
Chief, ICAPS

cc: Executive

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