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22 September 1949

MEMORANDUM FOR: MR. CHILDS

SUBJECT: Comments on ^{25X1A9a} [redacted] s Memorandum
Regarding ICAPS

^{25X1A9a}
1. I disagree with [redacted]'s view that rotation of personnel weakens the structure of ICAPS. If such rotation between the agencies and CIA were on an extremely short-term basis, then indeed the minds of those assigned to CIA would hardly receive proper orientation before their recall to their agencies. However, the rotation system has not been done according to such an unreal scheme, and, hence, I contend that the presence of agency personnel on this Staff of the Director gives an objectivity of approach and purpose which is most essential in the evaluation of problems on an impersonal and unprejudiced plane.

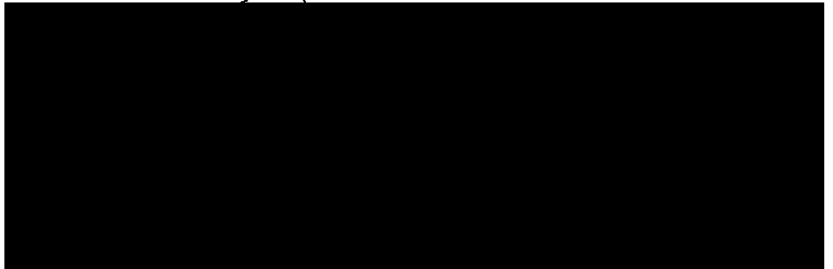
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2. I have never considered that ICAPS under its old or under its reconstituted setup was going to assume the planning functions which have been carried on in each of the Offices of the Assistant Directors. Hence, [redacted]'s suggestion of transferring planning responsibilities, which have not, and need not be done by ICAPS, is of very little moment. I see no cogent reason why the Plans and Policy Staff of ORE should be segregated from that Office and put in ICAPS or in a new "Planning Staff" of an overall type as suggested by Sterling. Within the past few days, we have had a concrete example of the kind of relationship that should exist more constantly between ICAPS and the Planning Staffs of the Offices. I refer to the proposal which has been worked upon for several months by the Plans and Policy Staff of ORE regarding a proposed comprehensive National Intelligence Production Plan for the Far East. In concert with the Far East Branch of ORE, a detailed presentation was formulated and before any step was taken to bring in the IAC agencies or any other outside interests, the representatives of ORE sat with ICAPS and after much worthwhile discussion came to beneficial conclusions as to where to go and what to do and how to do it regarding the proposed comprehensive Plan. Thus, I feel that the "reconciliation of interdepartmental papers among the Assistant Directors" is a task which can well be performed by ICAPS and still allow all of the basic preparatory work on interdepartmental policy papers to remain in the various Offices.

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3. I believe that the views expressed by [redacted] also overlooked to a great extent the "leg" functions that are going to be carried on by the newly established "Management Staff." Of course, [redacted] ^{25X1A9a} paper was written before the new General Order No. 24 was issued, and,

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hence, he did not have the benefit of knowing what it would contain. Because of the duties which the Management Staff will have and because of their constant spade work in the field of "functions and responsibilities" I do not think that [REDACTED]'s suggestion of temporary detail of personnel from each of the overt Offices in CIA to ICAPS is necessary. There is no use in assigning bodies to this Office unless we have a definite function for them to perform. As of today, I do not know what they would do. 25X1A9a

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ICAPS

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REMARKS

FORM NO. 15-1.
DEC. 1948