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19 September 1949

MEMORANDUM FOR: MR. CHILDS

REFERENCE: [REDACTED] Memoranda re ICAPS 25X1A9a

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1. I strongly disagree with [REDACTED]'s memorandum.
2. A Planning Staff made up of permanent CIA employees would very likely become "ingrown," and would not be able to do as good a job as a staff constituted like ^{the} present ^{ICAPS}. Obviously no such employees would be truly objective concerning CIA internal matters, particularly if they were in the Planning Staff only temporarily. Can you imagine one of these individuals "reorganizing" himself out of a job?
3. As for their being intelligence experts, the question is how broad an experience most of the professionals have had. I should think most of them are more specialists than anything else. Finally, I am sure that such a Planning Staff would approach inter-departmental matters with a bias.
4. As for ICAPS, I think it has the capability of doing a good job if it continues to be supplied with members as at present. Rotation of personnel from outside of CIA makes for objectivity. As for the backgrounds of the individuals, I should think there are sufficient intelligence-trained officers in the various departments to enable the provision of qualified personnel. But even so, as long as ICAPS is not completely devoid of members with intelligence experience, it should get along all right on the broad general experience contributed by the usual officer assigned to ICAPS. Narrow specialization, even though in intelligence, does not qualify the individual as well for ICAPS as broad general experience. In the end, I am sure that CIA, due to its interdepartmental coordinating responsibilities, is better off to keep ICAPS about as it is, because objectivity is the main quality needed.
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5. I think [REDACTED]'s modification of [REDACTED]'s idea is O.K., provided we wait until we have enough work to warrant taking on additional personnel. ICAPS should continue to be constituted essentially as at present, but the addition of permanent CIA professionals on a rotation basis would contribute something that ICAPS does not now have, and would be a good scheme for augmentation when such is required.

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