

ADM-10.7

DD/S&T-3578/66
7 July 1966

MEMORANDUM FOR: Executive Officer, DD/S&T

SUBJECT: Recommended Special Procedure

1. The purpose of this memorandum is to recommend a new procedure which should improve the flow of management and control information between the DD/S&T and the Offices.

2. A primary objective of any management system is to improve communications between management and production elements. In the DD/S&T organization, this division can be thought of as the DD/S&T and his Staff for management and the Office Directors and their elements for production. Dr. Wheelon, in making decisions regarding his R&D and other functional responsibilities, must have the best available information, but, at the same time, it must be essentially limited to those things necessary for his understanding of the particular subject at hand. In the case of the Office Directors, they must have the benefit of guidance and direction from Dr. Wheelon, yet they must be provided sufficient latitude in their exercise of judgment that permits them to carry out a viable and completely flexible program. Deviation from this delicate balance can result in incomplete information available to both groups or it could result in complex procedures that provide a wealth of management information but very little in the form of actual production and program execution.

3. If we conclude that the information contained in the preceding paragraph is essentially a correct assumption, then it is incumbent that we examine the current procedures for providing information to Dr. Wheelon. Concomitantly, we must review the current procedures by which policy guidance and information is disseminated to the Office Directors. In order to preclude a lengthy dissertation on this particular subject let it suffice to say there are procedures to provide for a

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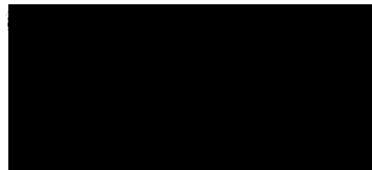
review of programs, to require the development of plans, to provide for the initiation and review of projects and to periodically review in more detail subjects which are of high interest to Dr. Whselon. In the main, these procedures are effective. The problem is generally one of how to establish and maintain the communications loop on a day-by-day basis. On the surface this may not appear to be a serious problem, but in a dynamic organization, directing an R&D program running into the multimillions, attempting to conduct collection and processing operations in collaboration with other Agency components and frequently in coordination with other external organizations, any breakdown in the full and complete understanding of policy and procedures, on an even temporary basis, is intolerable.

4. On the basis of the above, I believe that a relatively simple system, which I will hereafter refer to as the Daily Capsule, could significantly enhance the DD/S&T communications system. In my opinion, the prime purpose of this system would be to provide very timely information to Dr. Wheelon, but in so doing, it would significantly enhance the rate of feedback to the Offices and the DD/S&T Staff. The concept for Daily Capsule would work essentially as follows: (a) one component of the DD/S&T Staff would be designated as a responsible element for the preparation of the Daily Capsule. The Daily Capsule would consist of a very brief presentation (5 - 10 minutes) at the DD/S&T morning Staff meeting to cover significant developments of the past 24 hours and to include any items which the Office Directors felt should be brought to the attention of Dr. Wheelon. The range of subjects would include intelligence developments of particular note or interest to Dr. Wheelon, R&D projects which had been completed and were now ready for demonstration, new projects of significance which were to be sent through the approval system, significant changes in administrative processes and procedures, any directives of note received from the DCI or the Executive Staff and other similar high interest items; (b) the DD/S&T component responsible for the preparation of the Daily Capsule

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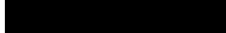
would, on a daily basis, contact each of the Offices and the other DD/S&T Staff components to solicit material for the Daily Capsule prior to presentation at the morning Staff meeting. Each item would be reviewed with the Executive Officer to insure that it was appropriate or that the information to be presented contained enough detail to permit Dr. Wheelon to make some type of effective judgement. (c) At the conclusion of each Staff meeting, the DD/S&T responsible Staff component would then compile a Daily Capsule Memo which very briefly touched upon each subject covered and outlined the action and/or the comments by Dr. Wheelon. This paper would constitute a written record and would clearly establish the course of action desired by Dr. Wheelon, the responsible Office (or Staff) and the time that the action was expected to be completed.

5. I would appreciate the opportunity to discuss this recommended procedure with you in greater detail.



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