

15 July 1966

MEMORANDUM FOR THE DIRECTOR

SUBJECT: The Employment of the Talent of Behavioral Scientists in the Analytical Components of the Agency (The Directorate of Intelligence and the ONE)

1. Pursuant to Admiral Raborn's directive that the analytical offices of the Agency do a better job of tapping the knowledge and wisdom of behavioral scientists, and pursuant to conversations with you, we have taken action as follows:

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⇒ a. [redacted] has joined the Board of National Estimates as an ad hoc member and has participated in the work of the Board.

NOT
His first contribution was the laying on of a seminar which he and his colleagues conducted over two weeks plus, and which was attended by an audience of 20 or 30 from both components of the Directorate of Intelligence and the ONE.

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⇒ b. [redacted] with R. J. Smith, Proctor, and others of the Directorate of Intelligence, have explored at length the desirability of creating a small unit of behavioral scientists to be attached somewhere in the Directorate of Intelligence area, which would stand ready to lend a hand wherever a behavioral

science input seemed desirable. { I understand that the outcome of these discussions has been negative. } # 2. After long and prayerful consideration both [] and the Directorate of Intelligence command have concluded that deploying a small group of behavioral scientists thus would be a very poor use of a scarce and valuable commodity. I will leave the elaboration of this thought to those more closely concerned.

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3. I, myself, am in agreement with the position discussed in paragraph 2 above. I do not believe that a segregated group of behavioral scientists could make all that difference to National Intelligence estimates, and I do agree that good practitioners in this field can be used elsewhere in the Agency to much greater advantage. I am, however, well aware of the very great importance of the psychological judgment in many of our estimates, and feel that the Director ought to insist that a certain amount of professional psychological brain power be called upon during the process of arriving at various kinds of intelligence judgments.

4. The best solution would surely be to employ behavioral scientists in regular analytical work throughout the intelligence components of the Agency. They would be hired and used and promoted just as are those with advanced training in political

science, history, English literature, or anything else. There seems to be no good reason why anthropologists or social psychologists should be separated off from folk of other disciplines in this regard, though no doubt clinical psychologists or psychiatrists have very special functions to perform.

5. Herewith then a recommended solution:

a. Do not upset the present arrangement with respect to the temporary assignment of [] to the Board of National Estimates. Let him continue the present close association for the time span he originally planned (I think this runs for another month or two).

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b. When [] returns to other duties, designate a member of his staff (if one is available) for extended temporary duty, either in the Office of National Estimates or somewhere in the Directorate of Intelligence. When he has finished his tour, he should be replaced by another from the [] stable, etc.

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c. Make a special effort to recruit for general intelligence analytical work candidates who are finishing one or two years of graduate study in some field of the behavioral sciences.

ABBOT SMITH
Acting Director
National Estimates

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MEMORANDUM FOR: ~~The AI~~

Sherman Kent and have
seen and approved this memo; indeed,
Sherman drafted most of it.

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*This was
sent to
Dei +
got his
OK
Ans*

TO: Abbot Smith

*OK
Ed
Smith*

15 July 1966
(DATE)

FORM NO. 101 REPLACES FORM 10-101
1 AUG 54 WHICH MAY BE USED.

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