

CONFIDENTIAL

13 JAN 1967

11 January 1967

MEMORANDUM FOR: Intelligence Community Liaison
For the PFIAB/OST Guidance and Evaluation Panel

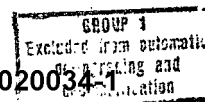
FROM: Senior CIA Representative, CODIB Support Staff

THROUGH: Chief, CODIB Support Staff

SUBJECT: Visit on 17 November 1966 by Dr. Anthony Oettinger and Mr. John Griffith of the President's Guidance and Evaluation Panel to Discuss the Biographic Problem in Intelligence with Dr. Sherman Kent

1. Background. The interest of Dr. Oettinger and Mr. Griffith in chatting with Dr. Kent arose initially from Mr. Griffith's reading of Dr. Kent's book on Strategic Intelligence, particularly those parts dealing with aspects of the biographic problem as seen by Dr. Kent after his experience in the Office of Strategic Services during World War II. This interest was heightened by the realization that Dr. Kent was the long-time head of the National Estimates Staff with its reputation of being a highly respected "professional" intelligence activity. Mr. Griffith chatted with Dr. Kent on the phone, and there ensued a request for a meeting with him through regular channels of the Guidance and Evaluation Panel. Prior to the day of the meeting, I provided Dr. Kent with a copy of the latest draft of the Biographic Report by Dr. Oettinger and Mr. Griffith, with a brief background statement.

2. The discussion with Dr. Kent lasted about an hour and a half and covered a wide range of subjects, some related directly to the biographic problem in intelligence and some related to broad management and development aspects of the National Intelligence effort. In pursuing questions directly related to the biographic problem in intelligence, Dr. Oettinger and Mr. Griffith reflected concern with the lightness of their coverage of the "ultimate users" of biographic intelligence in their survey and study of the biographic problem in the intelligence community. Dr. Kent pointed out that he was not really the best source for them on this point primarily because by the time the National Estimates material reaches the estimates staff most of the detailed biographic information and its analytic applications had become indistinguishable in the estimative distillate. He suggested that the best way to pursue these detailed points further with profit would be for Dr. Oettinger and Mr. Griffith to spend a

CONFIDENTIAL

CONFIDENTIAL

- 2 -

half a day or so in the operating components of the research and analysis offices of the Agency. Another major point raised was how Dr. Kent had been able over the years to develop and maintain the evident high degree of general professional competence in the National Estimative Staff. He responded along the following lines: first, by staffing at the upper levels with high enough grades or ranks to attract at mid-career and later the best possible talent related to the estimative intelligence function; by staffing at the lower levels with carefully selecting candidates possessing the required academic training and background and by assuring them every opportunity both to broaden and to intensify their training throughout their career path; and, generally, by providing a professional environment with truly challenging intellectual and substantive problems. A third point raised by Dr. Oettinger and Mr. Griffith, and one in which they showed sustained interest, concerned the ways and means used by Dr. Kent to maintain the essential high quality professional performance in both the continuing estimative flow and the individual estimative product. On this one, Dr. Kent spent considerable time. He carefully defined and described his functional relationship to the DCI, i.e., Dr. Kent serves as the Executive Agent for the National Estimative part of the DCI's role as the President's Chief of Staff for National Intelligence. He then carefully talked Dr. Oettinger and Mr. Griffith through the various review and calibration points in the process for producing national estimates, explaining the quality check's exercised at each step up to the DCI's final determination as to what constitutes the "national intelligence estimate" and what constitutes dissenting views on a given problem. Dr. Kent emphasized that the quality control exercised was obviously based upon subjective judgments, which, of course, rested upon the substantive knowledge and professional competence of the individuals at all points in the estimative process.

3. Dr. Oettinger and Mr. Griffith were deeply impressed by Dr. Kent's remarks regarding quality control and professional elan. Their post-game discussion of their chat with Dr. Kent, in which I participated at their invitation, indicated that Dr. Kent's remarks on estimative professionalism and quality control were going to have a profound effect upon their thinking regarding the Agency's community leadership potential, regarding the content of the final version of their biographic report to the Guidance and Evaluation Panel and regarding their contribution to the overall report of the Guidance and Evaluation Panel.

25X1

CONFIDENTIAL

UNCLASSIFIED CONFIDENTIAL SECRET

**CENTRAL INTELLIGENCE AGENCY
 OFFICIAL ROUTING SLIP**

TO	NAME AND ADDRESS	DATE	INITIALS
1	<i>Dr. Sherman Kent</i>		<i>[Signature]</i>
2	<i>Room 7E62</i>		
3			
4			
5			
6			

<input type="checkbox"/> ACTION	<input type="checkbox"/> DIRECT REPLY	<input type="checkbox"/> PREPARE REPLY
<input type="checkbox"/> APPROVAL	<input type="checkbox"/> DISPATCH	<input type="checkbox"/> RECOMMENDATION
<input type="checkbox"/> COMMENT	<input type="checkbox"/> FILE	<input type="checkbox"/> RETURN
<input type="checkbox"/> CONCURRENCE	<input checked="" type="checkbox"/> INFORMATION	<input type="checkbox"/> SIGNATURE

Remarks:

[Empty space for remarks]

FOLD HERE TO RETURN TO SENDER

FROM: NAME, ADDRESS AND PHONE NO. DATE

UNCLASSIFIED CONFIDENTIAL SECRET