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5 November 1951

STAFF CONFERENCE

Minutes of Meeting held in Director's  
Conference Room, Administration Building  
Monday, 5 November 1951, at 1100 hours.

Allen W. Dulles Presiding

Present

25X1 Walter R. Wolf, Deputy Director for Administration  
[redacted] Executive Assistant to the Director  
Colonel Chester B. Hanson, Assistant to the Director  
25X1 [redacted] Office of Deputy Director for Plans  
25X1 [redacted], Advisor for Management  
James M. Andrews, Asst. Director for Collection and Dissemination  
Colonel Matthew Baird, Director of Training  
George G. Carey, Assistant Director for Operations  
H. Marshall Chadwell, Asst. Director for Scientific Intelligence  
Trubee Davison, Director of Personnel  
Kingman Douglass, Assistant Director for Current Intelligence  
25X1 [redacted] Acting D/Asst. Director for Research and Reports  
Kilbourne Johnston, Assistant Director for Policy Coordination  
25X1 [redacted] D/Assistant Director for National Estimates  
25X1 [redacted] Assistant Director for Communications  
James Q. Reber, Asst. Director for Intelligence Coordination  
Maj. Gen. Willard Wyman, Assistant Director for Special Operations

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1. General Davison said that they were getting together a really good recruiting team and hoped for much improved results. Colonel Johnston stated that, in his opinion, the quality and quantity of personnel recruitment was going up sharply. He mentioned, however, that the time lag was still bad and that we were losing good people on account of this. He also pointed out that it took too long to clear Service personnel. There was some discussion as to methods for shortening the clearance period of personnel coming to CIA who had already been cleared by some other Government department or agency. Mr. Dulles, Mr. Wolf and Colonel Edwards will discuss this matter and try to work out a better procedure.

General Davison stated that the burden for recruiting has been placed upon his Office. Other Offices, of course, are welcome to do recruiting wherever they see fit. He pointed out, however, that such recruiting must be coordinated with his Office as there were numerous cases on record where a person had been approached by three or four different Offices of CIA.

2. Mr. Dulles asked that all Assistant Directors who had problems in regard to administration should take these problems at the earliest opportunity to Mr. Wolf. Mr. Wolf will do everything possible to assist, but he is helpless if he is not informed of current difficulties. Colonel Johnston stated that he believed there had been a marked improvement in all administrative matters and that they were being handled with much greater efficiency and a true sense of cooperation.

3. Colonel Baird stated that he had listened in on Mr. Jackson's speech at the Army War College and the subsequent lengthy question period. He stated that the Department of State was represented at the Army War College by the Deputy Director of the Foreign Service School. The Deputy Director was there not only as a student but also for the purpose of "protecting" State Department interests. Colonel Baird wonders whether we should not have a person in a similar position at the various schools who would be able to discuss the CIA mission on an informed basis.

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Dr. Chadwell pointed out that in such a case, it might be necessary to amend I&S regulations so that the CIA representative could properly plead the CIA cause. Mr. Dulles emphasized the point that a great deal can be said in regard to the overt operations of CIA.

25X1 [redacted] said that he had found many members of the Joint Staff ignorant of the CIA mission and that they were, therefore, less sympathetic in rendering support. He pointed out that in many cases graduates of the War College passed on to the Joint Staff, and he felt that if they were exposed to information in regard to CIA while at the War College they would be more sympathetic to CIA operations thereafter.

After considerable discussion, it was decided that CIA should continue to send representatives to the National War College, the Naval War College, the Naval Intelligence School and the Strategic Intelligence School. If possible, CIA should also send representatives to the Army War College, the Air War College and possibly to the Industrial College of the Armed Forces and the Armed Force Staff College. Colonel Johnston spoke highly of the Air War College and stressed the importance of CIA representation.

Mr. Dulles concluded that CIA representation at these various Service colleges needs further study by the Assistant Directors, as does the question of how far such CIA representatives can go in discussion of the CIA mission and operations. Colonel Baird will provide the Assistant Directors with copies of his memorandum and some indication as to qualifications and age groups for representatives at the various colleges.

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