

~~SECRET~~

1 October 1965

PROBLEM

To ensure proper command subordination of the Office of National Estimates (ONE) in relation to a regulation to make specific the subordination of the Board of National Estimates (the Board) to the DCI.

FACTS BEARING ON THE PROBLEM

1. There is no Agency regulation that specifies the command subordination of the Board. The approved organization chart of the Agency, [redacted] fig. 1 (TAB A), depicts the Board at the level of the DCI, connected by broken lines to both the DCI and ONE. DCID 1/1 makes it clear that the Board is the mechanism for coordinating and producing NIE's for USIB action. However, the only organizational reference in Agency regulations (other than in charts) is in [redacted] which states that the Assistant Director for National Estimates (now titled Director of National Estimates) shall "sit as chairman of the Board of National Estimates." That regulation also states that he "is charged with the production of National Intelligence Estimates." There are two references to the chairman of the Board of National Estimates in [redacted] but relate to coordination of national policy papers within CIA.

2. In effect ONE serves as the staff for the Board, the chairman of which is also director of the staff. Traditionally

~~SECRET~~

S E C R E T

the DCI's have considered that the Board reports directly to them, and appointments to the Board have been approved personally by the DCI. ONE has nevertheless been housed in the DDI complex. Its first T/O in January 1951 included provisions for the Board, which has functioned physically in the ONE area from the beginning receiving both administrative and intelligence support from that office.

3. A proposed ONE organization chart, designated [redacted] fig. 16a (TAB B), shows the Board as a subordinate part of the office. This constitutes a change from the present chart, [redacted] fig. 12 (TAB C), in which the Board appears in the same box with its own chairman.

4. ONE is a small office, with a T/O of [redacted] including the Board (currently nine officers with three secretaries). Most of the present Estimates Staff of [redacted] officers were recruited from other DDI offices. Although the Estimates Staff experienced approximately 80% turnover of professional employees from 1954 to 1962, it now has a low attrition rate. It lost only one professional employee in FY 1965. One reason for this stability is the high grade structure. Over 50% of the office (exclusive of the Board) are GS-12 or above. [redacted]

STAT

STAT

50X1

50X1

50X1

50X1

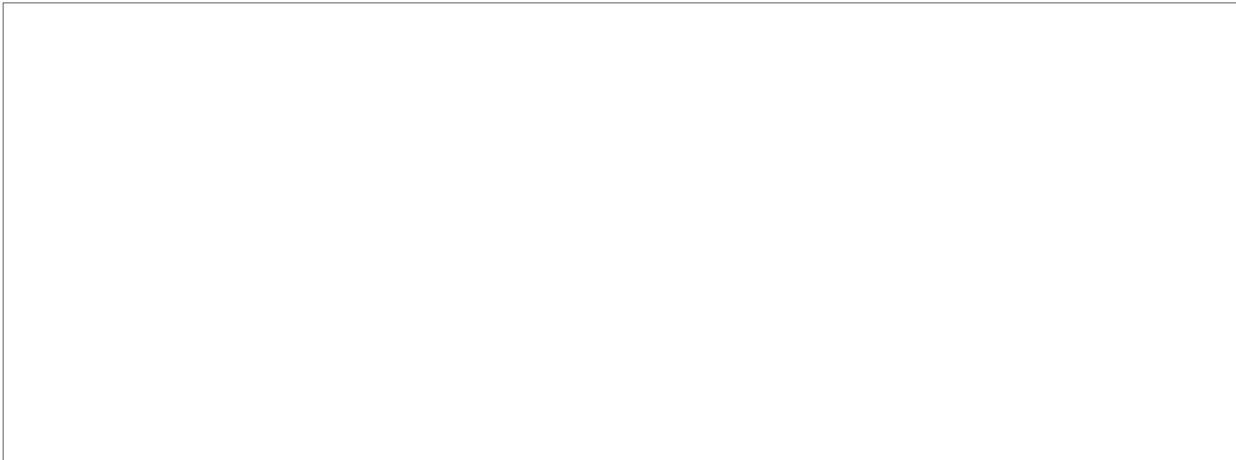
S E C R E T

The average grade is GS-12, as compared with the DDI average of GS 9.5. Further contributing to this continuity of personnel is a combination of job satisfaction and high level of professionalism that reduces unsatisfactory performance. In view of this the office should not experience any major difficulty in personnel recruiting.

5. The office is virtually self-contained from an administrative point of view. It has a GS-16 executive officer, a GS-12 administrative officer, and approximately administrative, support and clerical personnel not involved directly in support of estimate production.

50X1

50X1



7. There is a continuing difference between the Director of National Estimates and past and present DDI's concerning the extent of ONE's subordination to the DDI. To date the Director of National Estimates has maintained an independent channel to the DCI in

S E C R E T

STAT
estimative matters and NIE production for USIB. It is pertinent to note that under [] the DDI "in his capacity as alternate CIA member of the United States Intelligence Board . . . is responsible for developing a coordinated CIA position on USIB matters . . ."

DISCUSSION AND CONCLUSIONS

1. The Board should not be incorporated into ONE as a subordinate element. It should be independent, reporting directly to the DCI. Its role should be clarified by a regulation stating its mission as set forth in DCID 1/1, accompanied by a statement of its direct subordination to the DCI. This would entail disapproval of so much of proposed [] fig. 16a (TAB B), as displays the Board as subordinate to the DDI within ONE.

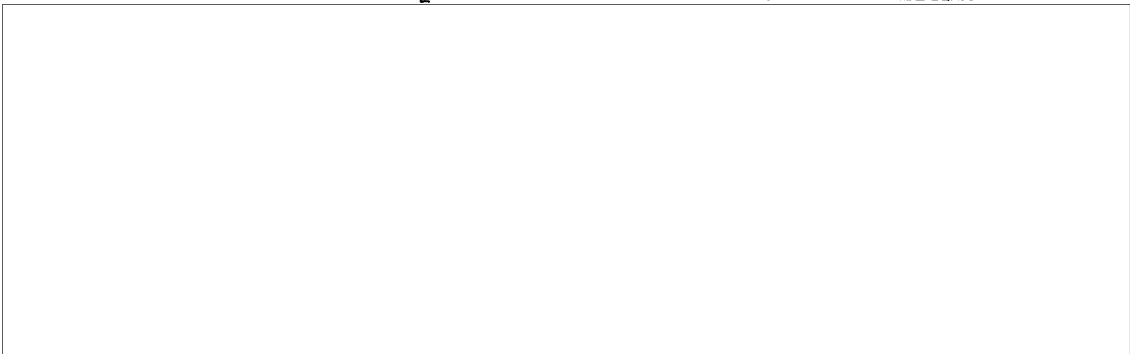
2. The advantages of retaining ONE in the DDI complex are:
(a) easy access to the offices making major contributions to draft estimates; (b) personnel recruitment; (c) directorate-level supervision over the fiscal affairs of ONE and of the Board. ONE has provided the Board both administrative and intelligence staff support over the years. However, the merger of ONE, OCI, and ORR - which has been proposed by the DDI - would materially alter this present support machinery, necessitating alternative arrangements for ensuring equivalent support. From a technical point of view the DDI would retain the capability to provide support for the Board.

S E C R E T

From a management point of view the Board and its chairman should have a staff of their own, and under their direct control and guidance. Thus the alternatives appear to be: (a) merger of ONE with the other DDI analytical offices, and new arrangements for providing the Board with the support previously given by ONE; or, (b) continuation of ONE in its present form, directly subordinated to the Board, and assigned to the Office of the DCI.

3. Continuation of ONE in its present form, and its direct subordination to the Board in the Office of the DCI is the better of the alternatives. The consolidation of the Board and ONE, and transfer to the Office of the DCI should not cause undue management burdens at that level in view of the creation of the post of Executive Director-Comptroller and the formation of BPAM.

50X1



S E C R E T


It is therefore recommended that:

1. The Deputy Director for Support be instructed to:

a. Draft a regulation that (1) provides for the subordination of the Board of National Estimates to the DCI; (2) describes the Board's mission in accordance with DCID 1/1; (3) assigns the Office of National Estimates to the Office of the DCI, subordinate to the Board of National Estimates and under the direction of the Board's chairman;



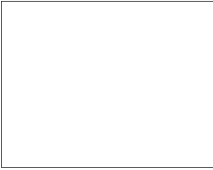
50X1

c. Make the appropriate adjustment to  which includes ONE among the responsibilities of the DDI.

STAT

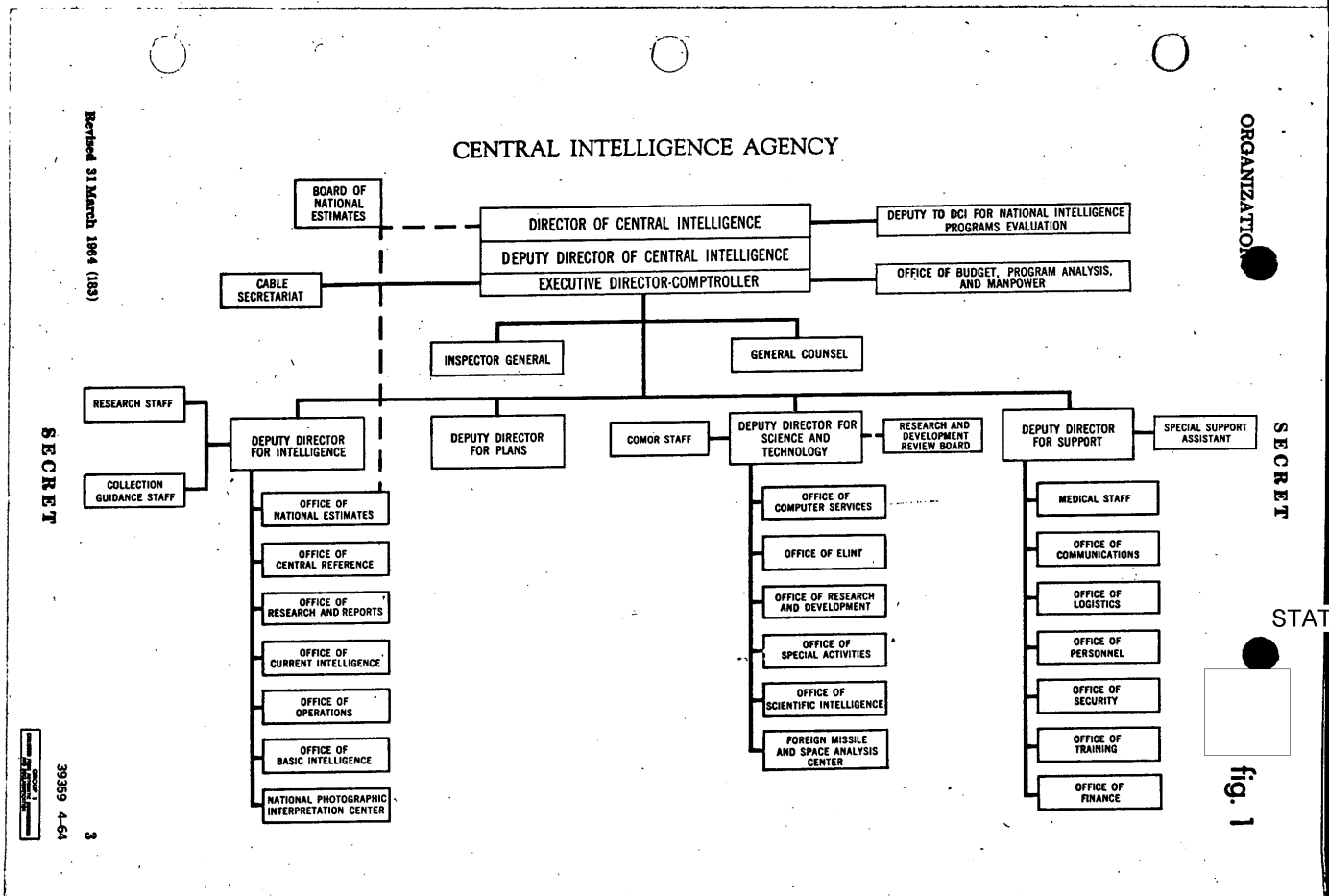


50X1

SENDER WILL CHECK CLASSIFICATION TOP AND BOTTOM			
UNCLASSIFIED	CONFIDENTIAL		SECRET
CENTRAL INTELLIGENCE AGENCY OFFICIAL ROUTING SLIP			
TO	NAME AND ADDRESS	DATE	INITIALS
1	Executive Director		
2			
3			
4			
5			
6			
	ACTION	DIRECT REPLY	PREPARE REPLY
	APPROVAL	DISPATCH	RECOMMENDATION
	COMMENT	FILE	RETURN
	CONCURRENCE	INFORMATION	SIGNATURE
<p>Remarks:</p> <p style="text-align: center;">Pursuant to your request, the attached study sets forth my views and recommendations on the command subordination of the Office of National Estimates in relation to the specific subordination of the Board of National Estimates to the DCI.</p> <div style="text-align: center; margin-top: 20px;">  </div>			
FOLD HERE TO RETURN TO SENDER			
FROM: NAME, ADDRESS AND PHONE NO.			DATE
Inspector General			
UNCLASSIFIED	CONFIDENTIAL	SECRET	

STAT

A



B

3301 8-43
BT

OFFICE OF NATIONAL ESTIMATES

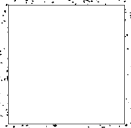
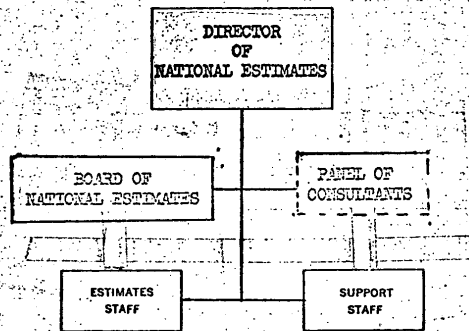


fig. 12
16a

SECRET

SECRET

ORGANIZATION

Revised: 30-August-1969
FORM 100-10
100-10

STAT

BEST COPY

AVAILABLE

C

STAT

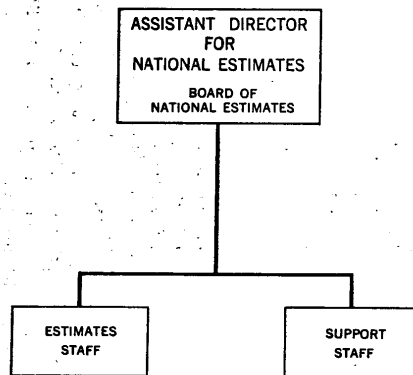
40
38301 8-63

SECRET

Revised: 16 August 1963



OFFICE OF NATIONAL ESTIMATES



12

SECRET

ORGANIZATION