

**SECRET EYES ONLY**

DD/S 66-2579

**MEMORANDUM FOR THE RECORD**

**E-X-T-R-A-C-T**

**"Executive Director mentioned that the briefing on Pearl Harbor which was given yesterday will be repeated. DCI wants attendance by middle and upper grade intelligence officers made mandatory."**

**E-X-T-R-A-C-T**

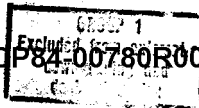
ADD/S/AMW:bak(13 May 66)

Distribution:

Orig. - D/Commo on 13 May 66)

~~1~~ - DD/S Subject

**SECRET EYES ONLY**





SENDER WILL CHECK CLASSIFICATION TOP AND BOTTOM			
UNCLASSIFIED	CONFIDENTIAL	SECRET	
<b>CENTRAL INTELLIGENCE AGENCY OFFICIAL ROUTING SLIP</b>			
TO	NAME AND ADDRESS	DATE	INITIALS
1	Director of Communications		
2			
3			
4			
5			
6			
ACTION	DIRECT REPLY	PREPARE REPLY	
APPROVAL	DISPATCH	RECOMMENDATION	
COMMENT	FILE	RETURN	
CONCURRENCE	INFORMATION	SIGNATURE	
<b>Remarks:</b>			
<p>"Jack - If you have not already done so, I suggest a letter of appreciation for DCI signature."</p> <p>(Handwritten by AMW)</p>			
<b>FOLD HERE TO RETURN TO SENDER</b>			
FROM: NAME, ADDRESS AND PHONE NO.			DATE
AMW			13 May
UNCLASSIFIED	CONFIDENTIAL	SECRET	

FORM NO. 2-61 237 the previous editions

U.S. GOVERNMENT PRINTING OFFICE: 1961 O-52828

**Distribution:**  
 Orig. - D/C w/O DD/S 66-2579  
 1 - DD/S Subject w/cc DD/S 66-2579

DD/S 66-2579: Memo for Pearl Harbor

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ILLEGIB  
 ILLEGIB

CONFIDENTIAL

DD/S66-2358

Executive Registry  
66-2010

9 MAY 1966

MEMORANDUM FOR: Deputy Director for Intelligence  
Deputy Director for Plans  
Deputy Director for Science and Technology  
Deputy Director for Support  
Deputy to the DCI for National Intelligence  
Programs Evaluation  
General Counsel  
Inspector General  
Director of National Estimates

SUBJECT : Crisis Management - Human Communications

1. The Research and Engineering Support Division of the Institute for Defense Analyses (IDA) is working on the problem of language in human communications, particularly as related to crisis management. To demonstrate the essentiality of precise use of language in effective human communications, IDA has analyzed the events leading up to the attack on Pearl Harbor. This analysis has been translated into an oral and visual presentation of approximately 45 minutes duration. Arrangements have been made for Dr. Thomas G. Belden of IDA to present the Pearl Harbor analysis in the auditorium on ~~12~~ <sup>13</sup> May at 1030 hours.

2. The relevance of the subject matter to the Agency reporting and dissemination responsibilities, especially as related to the national command structure, warrants attendance by senior personnel throughout the Agency. Dr. Belden advises against too large an audience; therefore, each Directorate is limited to twenty-five spaces for this initial presentation, and each independent office may determine its own requirements.

3. The title of Dr. Belden's presentation is "Pearl Harbor: A Failure of Human Communications."

[Redacted Signature]

25X1

L. K. White  
Executive Director-Comptroller

CONFIDENTIAL

GROUP 1  
Excluded from automatic  
downgrading and  
declassification

MEMORANDUM FOR: Deputy Director for Intelligence  
Deputy Director for Plans  
Deputy Director for Science and Technology  
Deputy Director for Support  
Deputy to the DCI for National Intelligence  
Programs Evaluation  
General Counsel  
Inspector General  
Director of National Estimates

SUBJECT : Crisis Management - Human Communications

1. The Research and Engineering Support Division of the Institute for Defense Analyses (IDA) is working on the problem of language in human communications, particularly as related to crisis management. To demonstrate the essentiality of precise use of language in effective human communications, IDA has analyzed the events leading up to the attack on Pearl Harbor. This analysis has been translated into an oral and visual presentation of approximately 45 minutes duration. ~~Because of the relevance of the subject matter to the Agency reporting and dissemination responsibilities, especially as related to the national command structure,~~ Arrangements have been made for Dr. Thomas G. Belden of IDA to present the Pearl Harbor analysis in the auditorium on 12 May 1966, at 1030 hours.

2. It is believed that the lessons to be drawn are sufficiently important to warrant attendance by senior personnel in each Directorate. Therefore, each Directorate should ensure representation by twenty-five senior officers. The head of each independent office will determine his representation.

3. The title of Dr. Belden's presentation is "Pearl Harbor: A Failure of Human Communications."

L. K. White  
Executive Director-Comptroller

MEMORANDUM FOR: Deputy Director for Intelligence  
Deputy Director for Plans  
Deputy Director for Science and Technology  
Deputy Director for Support  
Deputy to the DCI for National Intelligence  
Programs Evaluation  
General Counsel  
Inspector General  
Director of National Estimates

SUBJECT : Crisis Management - Human Communications

1. The Research and Engineering Support Division of the Institute for Defense Analyses (IDA) is working on the problem of language in human communications, particularly as related to crisis management. To demonstrate the essentiality of precise use of language in effective human communications, IDA has analyzed the events leading up to the attack on Pearl Harbor. This analysis has been translated into an oral and visual presentation of approximately 45 minutes duration. Because of the relevance of the subject matter to the Agency reporting and dissemination responsibilities, especially as related to the national command structure, arrangements have been made for Dr. Thomas G. Belden of IDA to present the Pearl Harbor analysis in the auditorium on 12 May 1966, at 1030 hours.

2. It is believed that the lessons to be drawn are sufficiently important to warrant attendance by senior personnel in each Directorate. Therefore, each Directorate should ensure representation by twenty-five senior officers. The head of each independent office will determine his representation.

3. The title of Dr. Belden's presentation is "Pearl Harbor: A Failure of Human Communications."

L. K. White  
Executive Director-Comptroller

Distribution:

Orig. - DD/I

1 - ea other addressee

1 - ER

1 - DD/S Subject

1 - DD/S

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9 May 66

MEMORANDUM FOR: Deputy Director for Intelligence  
Deputy Director for Plans  
Deputy Director for Science and Technology  
Deputy Director for Support  
Deputy to the DCI for National Intelligence  
Programs Evaluation  
General Counsel  
Inspector General  
Director of National Estimates

SUBJECT : Crisis Management - Human Communications

1. The Research and Engineering Support Division of the Institute for Defense Analyses (IDA) is working on the problem of language in human communications, particularly as related to crisis management. To demonstrate the essentiality of precise use of language in effective human communications, IDA has analyzed the events leading up to the attack on Pearl Harbor. This analysis has been translated into an oral and visual presentation of approximately 45 minutes duration. Arrangements have been made for Dr. Thomas G. Belden of IDA to present the Pearl Harbor analysis in the auditorium on ~~Monday~~ at 1030 hours.

11 MAY

2. The relevance of the subject matter to the Agency reporting and dissemination responsibilities, especially as related to the national command structure, warrants attendance by senior personnel throughout the Agency. Dr. Belden advises against too large an audience; therefore, each Directorate is limited to twenty-five spaces for this initial presentation, and each independent office may determine its own requirements.

3. The title of Dr. Belden's presentation is "Pearl Harbor: A Failure of Human Communications."

(5)

L. K. White  
Executive Director-Comptroller

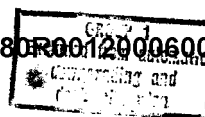
Originator: D/Commo  
Rewritten: A-DD/S/AMW:bak(3 May 66)  
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Orig. - Addressee (DD/I) 1 - DD/S Subject

1 - Approved For Release 2003/04/29 : CIA-RDP84-00780R001200060016-8

1 - BR D/Commo

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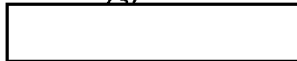


**Director of Communications**

**GA 43      Headquarters**

We have reserved four spaces for the Office of Communications to attend the IDA presentation in the auditorium on 11 May 1966 at 1030 hours.

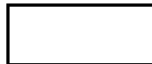
STAT



9 MAY 1966

**Executive Officer to the DD/S**

**7D18      Headquarters**



**EO-DD/S:VRT:ses (9 May 1966)**

**Distribution:**

**Orig - Adse**

**✓ - DD/S Subject**

**1 - DD/S Chrono**



Mr. Warfield

Mr.

Mr. Bannerman

Attached is a copy of a paper on Human Communications that Mr.  discussed at the DD/S Staff Meeting last week. A space has been reserved for you to attend if you desire. Please note the date has been changed to 11 May 1966 at 1030 hours in the auditorium.

DD/S space for attendance has been reserved for Messrs. Bannerman, Warfield, and  four members of the Office of Communications; and three members of each other Support Office; making a total attendance of twenty-five.

VRT

EQ-DD/S:VRT:ses (9 May 1966)

Distribution:

Orig. - Each Adse (RLB, AMW, WFV)

✓1 -- DD/S Subject w/X att

1 -- DD/S Chrono

1 -- VRT

**CONFIDENTIAL**

**SUBJECT : Crisis Management - Human Communications**

1. The Research and Engineering Support Division of the Institute for Defense Analyses (IDA) is working on the problem of language in human communications, particularly as related to crisis management. To demonstrate the essentiality of precise use of language in effective human communications, IDA has analyzed the events leading up to the attack on Pearl Harbor. This analysis has been translated into an oral and visual presentation of approximately 45 minutes duration. Arrangements have been made for Dr. Thomas G. Belden of IDA to present the Pearl Harbor analysis in the auditorium on 12 May at 1030 hours.

2. The relevance of the subject matter to the Agency reporting and dissemination responsibilities, especially as related to the national command structure, warrants attendance by senior personnel throughout the Agency. Dr. Belden advises against too large an audience; therefore, each Directorate is limited to twenty-five spaces for this initial presentation, and each independent office may determine its own requirements.

3. The title of Dr. Belden's presentation is "Pearl Harbor: A Failure of Human Communications."

**CONFIDENTIAL**

Director of Personnel	5E13 Hqs.
Director of Logistics	1227 Ames
Director of Medical Services	1D4060 Hqs.
Director of Security	GE31 Hqs.
Director of Training	532 1000 Glebe

**Director of Finance**

616                      Key

Attached is a copy of a paper on Human Communications which Mr.  discussed at the DD/S Staff Meeting last week. We have reserved three spaces for your Office to attend the IDA presentation in the auditorium on 11 May at 1030 hours.

**Executive Officer to the DD/S**

7D18                      Headquarters                     

EO-DD/S:VRT;ses (9May66)

**Distribution:**

- Orig. - Each Adse (D/Finance, D/Pers, D/L, D/MS, D/S, D/TR)
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- 1 - VRT

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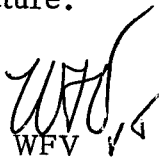
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**CONFIDENTIAL**

<b>TRANSMITTAL SLIP</b>		DATE
		24 May 1966
TO: Mr. Warfield		
ROOM NO.	BUILDING	
REMARKS:		
<p>Recommend your signature.</p> <p style="text-align: center;">             WFV         </p>		
FROM: Assistant Executive Officer to the DDS		
ROOM NO.	BUILDING	EXTENSION

FORM NO. 241  
 1 FEB 55

REPLACES FORM 36-8 WHICH MAY BE USED. ☆ GPO : 1957—O-43944E (47)

**CONFIDENTIAL**

66-2382

26 MAY 1966

MEMORANDUM FOR: Deputy Director for Intelligence  
Deputy Director for Plans  
Deputy Director for Science and Technology  
Deputy Director for Support  
Deputy to the DCI for National Intelligence Programs Evaluation  
General Counsel  
Inspector General  
Director of National Estimates

SUBJECT : Crisis Management - Human Communications

1. The Pearl Harbor analysis presented by Dr. Thomas G. Belden of the Institute for Defense Analyses on 11 May to a group of senior Agency officials proved to be a most interesting and valuable session. Arrangements have therefore been made to repeat the 45-minute presentation for a much larger group on 8 June at 1:30 p.m. in the auditorium.

2. Dr. Belden's presentation, which demonstrates the essentiality of precise use of language in human communications through an analysis of events leading up to the attack on Pearl Harbor, has special significance for all intelligence officers. To permit as many such officers as possible to attend the 8 June presentation, quotas have been assigned as follows:

DD/I	175
DD/P	175
DD/S&T	50
DD/S	25

Each independent office and element of the DCI's office may determine its own attendance requirement.

3. The title of Dr. Belden's presentation is "Pearl Harbor: A Failure of Human Communications."

[Signature Box]

25X1

L. K. White  
Executive Director - Comptroller

**CONFIDENTIAL**

GROUP 1  
Excluded from automatic  
declassification