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:
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DD/S Subject

DD/SPEGISTRY FILE COMMAY!

MEMCRANDUM FOR: Executive Director-Comptroller

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SUBJECT

: Crisis Management - Human Communications

- 1. This memorandum suggests action on the part of the Executive Director-Comptroller; this action is contained in paragraph three.
- 2. The Director of Communications recently participated in a discussion on crisis communications which included a presentation on Pearl Harbor developed by the Institute for Defense Analyses (IDA) officials. Since the subject matter bears directly on the continuing Agency consideration of improving its handling of crises, arrangements have been made to have a senior IDA official present the Pearl Harbor study to a selected Agency audience on 12 May in the auditorium. It is anticipated that additional smaller group presentations may be subsequently desired by Agency components.
- To give the 12 May presentation appropriate sponsorship and backing, it is recommended that you sign the attached memorandum to the Deputy Directors and Heads of Independent Offices.

SIGNED Alan M. Warfield

Alan M. Warfield Acting Deputy Director for Support

Att:

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Originator:

Director of Communications

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Executive Registry

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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 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."

L. K. White

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Executive Director-Comptroller

Approved For Release 2003/04/29 : CIA-RDP 84-00780R001200060016-8

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

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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

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: Crisis Management - Human Communications

- I. 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 interior at 1036 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."

I. K. White Executive Director-Comptroller

Originator: D/Commo

Rewritten: A-DD/S/AMW:bak(3 May 66)

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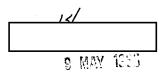
Director of Communications

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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.

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Executive Officer to the DD/S

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Headquarters

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Mr. Warfield Mr.

Mr. Bannerman

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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 1930 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.

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SUBJECT

: Crisis Management - Human Communications

- 1. The Research and Engineering Support Division of the Institute for Defence 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 lending up to the attack on Rand 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. Eciden of IDA to present the Pearl Harbor analysis in the auditorium on 12 May at 1050 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. Beiden 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."

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: Crisis Management - Human Communications

- 1. The Research and Engineering Support Divinton of the Institute for Defense Analyses (IDA) is working on the problem of language in human communications, particularly as related to cricis 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 Fenri 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. Eciden of IDA to present the Fearl 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. Beiden 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."

IMAY

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2 6 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."

L. K. White

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Executive Director-Comptroller