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20 August 1948

MEMORANDUM FOR THE DIRECTOR OF CENTRAL INTELLIGENCE:

SUBJECT: Proposed Schedule for Appearance before the Eberstadt Committee

9 SEPTEMBER:

0930 - ~~1030~~
~~1030~~ - ~~1100~~ 1030
1030 - 1100 - 1200

Presentation by Director of CIA
Presentation of SO by Deputy Director
Presentation by ORE:
Mr. Babbitt



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1200 - 1230
1230 - 1300

Presentation by OCD - Dr. Andrews
Presentation by OO:
Mr. Carey
Mr. Kirkpatrick
Mr. White

1400 - 1600)
1900)

Calling of outside witnesses:
Adm Leahy
Gen. Wedemeyer
Mr. Keenan
IAC members
Mr. Dulles - or Mr. Blum
Mr. Lillenthal
Mr. Donovan
Dr. Bush
Mr. Hoover

10 SEPTEMBER:

0930 -

Summary by Director of questions raised by
above witnesses.

(Signed)



Captain, USN
Executive Director

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QUESTIONS

(Reference in parenthesis is to page number of report where question is discussed.)

1. Should Director be a civilian or a military man?
2. Is CIA properly located under the NSC?
- 3.- Are the "operational" functions of CIA properly located or should they be transferred to a department?
4. Are the intelligence estimates prepared by CIA responsive to the requirements of the people responsible for plans and policy decisions?
5. Is the examination of basic material, cables, reports, etc. by CIA necessary to the performance of CIA's evaluation function, and if so to what extent?
6. Does CIA receive from other agencies all the information which it needs? Does this include information about the plans, operations and decisions of military and civilian agencies of the Government?
7. Do the estimates prepared by ORE in CIA duplicate work done elsewhere in the Government?
 - a. In the field of economic research?
 - b. By the State Department in the field of political reporting?
8. Would assumption by OIR in the State Department of responsibility for preparing the "political chapter" in CIA estimates necessitate a larger staff in OIR?

9. Has CIA adequate authority to require other agencies:
 - a. To compile reports in accordance with CIA priorities?
 - b. To collect, through its representatives abroad or otherwise, raw information required by CIA?
10. Is the task of guiding collectors, including OSO of CIA in what they are to look for adequately performed?
11. Are CIA's evaluations less imaginative or acute because the office responsible for intelligence evaluation is required to examine large amounts of raw material?
12. Are the personnel employed by CIA or responsible for its direction generally qualified?
13. Is any substantial economy possible through any reorganization of CIA?
14. Are present facilities for collecting and evaluating scientific intelligence adequate?
- 15.- As presently organized, is the intelligence system of the U. S. adequate.

A N S W E R S

1. a. Best man qualified should have the job without regard to his military or non-military status.

b. Experience leads to appointment of military man to obviate political pressure, etc.

2. Yes. Provides for implementation of directives as members of NSC are Secretaries of Departments. Also, presence of President insures dissemination.

3. Yes. One Agency should carry out these operations as a common service to all. Obviously should not be placed under one of the services. Centralization avoids duplication and enables the central agency to cross check on all inflow of information.

4. Yes. Hard to answer for fear of bias. However, the NSC, the JCS, and others have praised our estimates and affirm they have been of great value.

5. Complete and thorough examination necessary to be sure all phases are covered and considered--also to perform our assigned function in the preparation of preparing the National Intelligence Estimates.

6. Yes, as regards intelligence subjects as well as some matters in which we have only a remote interest. For security reasons it is desirable that we not always receive certain operational military plans.

7. No, in general. Estimates of other departments stress the departmental requirements while ours pertain to over-all national security. (Applies to both a and b.)

8. Properly a question to be asked State Department. My own opinion is definitely YES.

9. Yes. However, we have been able to work this out on a cooperative and coordinated basis without calling on the use of our authority as such. The authority is there if and when needed.

10. Yes. We do the bulk of all collecting on a collection request basis - submitted either by the departments or by our own offices.

11. Definitely NO. This is the heart and soul of true intelligence evaluation. It is the only way proper evaluation can be made. It is a correction of the worst fault of our former intelligence system - where much invaluable intelligence information was not used.

12. Yes. (Show Charts.) The information shown on these charts is only part of the answer. We have obtained the services of many outstanding individuals in the Executive field whose value is individualized without regard to academic status and who have proven their value by experience.

13. We are constantly keeping alert to such possibilities. (Cite OCD and A&M.) We feel the basic organization is sound and is based on long experience.

14. No - we are not happy over our success in this field. Basically it evolves around the difficulty in getting qualified personnel.

15. Yes - provided that more time, as we have frequently reported, is given to properly establish the system. I feel that it will take five years to do this and many responsible individuals say it will take much longer. (Read extracts from C letter.)