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Handwritten notes: "APR 1961" stamp, "Cite to ER 61-2371", and other illegible scribbles.

Mr. Dulles:

The attached State Department memo is the first progress report on the implementation to date of the following Joint Study Group recommendations:

✓ No. 11: State plans to develop a more comprehensive program to emphasize intelligence in personnel indoctrination, after certain reorganizational steps in the Department have been effected. State also stresses the importance of its new program to brief Chiefs and Deputy Chiefs of Mission, suggesting the need for greater cooperation among all intelligence agencies in these briefings.

No. 23: State recently initiated a comprehensive intelligence collection reporting and guidance program largely in the political, economic and social fields, with the support of other agencies. (On the initiative of your Coordination Staff, State has agreed to an experiment looking to the expansion of future country guidance statements to include overt requirements of the military services as well as of State and CIA.)

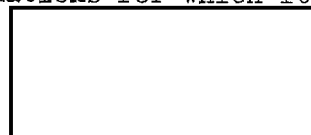


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✓ No. 27: State is suggesting to other agencies new instructions to field representatives at Foreign Service posts that political information overtly acquired should be transmitted through the mission's political section.

✓ No. 36: State cites the recent instructions to Chiefs of Missions stressing their coordinating responsibilities under the Executive Order of last November as contributing to the improvement of their coordination of overt intelligence collection and reporting activities. (A draft instruction to Chiefs of Missions reiterating their overt intelligence coordination responsibilities is now being coordinated with other agencies, assisted by your Coordination Staff.)

In summary, while some proposed actions are still being worked on and some further steps will still need to be taken, the State Department (under the aegis of the newly created Coordination Staff in State headed by McCue) generally seems to be showing initiative and cooperation in carrying out the Joint Study Group recommendations for which its primarily responsible.



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29 March 1961

cc: DDCI

Attachment:

State Department review completed

ADDRESS OFFICIAL COMMUNICATIONS TO
THE SECRETARY OF STATE
WASHINGTON 25, D. C.

Number 1 of 11 copies, Series A



DEPARTMENT OF STATE
WASHINGTON

Executive Registry
21-2371

March 24, 1961

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MEMORANDUM FOR:

[Redacted Name]

The Assistant for Coordination to
the Director of Central Intelligence,
Central Intelligence Agency

SUBJECT

: State Department Implementation of National Security
Council Directive Relating to Recommendations of the
Joint Study Group on Foreign Intelligence Activities

I believe you will be interested to learn of progress thus far made by the Department of State in implementation of those recommendations, approved by NSC directive of January 18, 1961, of the Joint Study Group Report on Foreign Intelligence Activities of the United States Government submitted December 15, 1960, pertaining to this Department.

Recommendation No. 11: The Department of State continues to place greater emphasis on intelligence responsibilities in the indoctrination of its personnel. Admittedly, a great deal more needs to be done in this direction. To this end Mr. Hilsman has directed the Coordination Staff of the Bureau to work with the Foreign Service Institute and with the Office of the Assistant Secretary for Administration to develop a still more comprehensive program to enlarge upon efforts now being made. However, relatively little can be done in this regard until certain reorganizational steps within the Department are effected. I shall report further on this matter at an appropriate early date. Meanwhile, the Department's efforts to inaugurate a comprehensive intelligence collection and reporting guidance program, described in the following paragraph, represent an important step to this end. As a matter of fact, these efforts may prove to be the most productive in the long run.

Also very important in this respect is the Department's new program to brief Chiefs and Deputy Chiefs of Mission. The Intelligence Community has been asked to participate in indoctrination meetings which stress not only coordination responsibilities but, also importantly, intelligence requirements. I suggest there is need for greater cooperation among all intelligence agencies in

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-2-

effecting these briefings in order to insure that the Intelligence Community speaks as a Community, without overlapping and without undue demands on the time of Chiefs of Mission for separate briefings.

This briefing program gathered increased emphasis from an Executive Order of November 8, 1960 and a Presidential memorandum to heads of agencies directing a greater and coordinated effort to prepare Chiefs of Mission for their tasks on behalf of the entire government. With the advent of the incumbent administration and the appointment of a number of new Ambassadors, my Coordination Staff, with the approval of the Under Secretary's Office and the Office of the Deputy Under Secretary for Administration, has engaged new Ambassadors and other key personnel for appropriate Community briefings. As indicated in a Department Circular of March 22, 1961 (TAB A), the Bureau of Intelligence and Research has responsibility to insure that the Intelligence Community has full opportunity to participate as the needs of its respective members may dictate.

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-3-

It is believed that the development of this program meets the recommendation under reference in its fullest sense in so far as the Department is concerned.

Recommendation No. 24: Enclosed is a copy of a circular instruction to Chiefs of Mission and appropriate Principal Officers (in draft but cleared and awaiting only a discussion with other members of the Community) (TAB B) redefining

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The Department is also engaged in a thorough program to indoctrinate new Chiefs of Mission in this regard and is informing them of the restriction order of the NSC. (See comments above concerning Recommendation No. 11.)

In this connection also we shall propose the early adoption of a community plan for a fuller and more timely exchange of requirements instructions to components of Foreign Service posts, both in Washington and in the field. Duplication and waste effort must be avoided if we are to achieve maximum results. Chiefs of Mission and the officers on their staffs delegated to coordinate the intelligence function can hardly discharge adequately these responsibilities if they are not fully cognizant of all requirements levied by each community component or its field representatives. This perhaps touches also on Recommendation 21.

Beginning in the fall of 1960, the Department intensified its efforts to improve intelligence collection at Foreign Service posts through the assistance of the Foreign Service Inspection Corps. There already are indications that these efforts will be most rewarding.

Recommendation No. 27: It is believed that DCID 2/1, paragraph 3 c., covers this recommendation. (Footnote actual text.) Specific arrangements have long existed at most Foreign Service posts covering this recommendation in accordance with the Foreign Service Manual. The problem, therefore, appears to lie in achieving greater cooperation among all agencies represented at Foreign Service posts. Accordingly, the Department has

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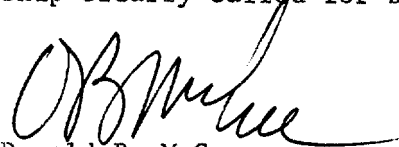
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-4-

addressed appropriate officers of other intelligence agencies suggesting that new instructions be sent to their field representatives at Foreign Service posts urging fuller cooperation in this matter. (TAB C) It will be noted that a joint instruction or simultaneous instructions are suggested.

Recommendation No. 36: Most of the comments above with regard to recommendation 24 are applicable also to this recommendation. (Footnote text.) Further, it will be noted that the communication (TAB C) addressed to other intelligence agencies with regard to recommendation 27 is directed also at this recommendation and likewise refers to a responsibility long clearly that of Chiefs of Diplomatic and Consular Missions abroad. Attached also is a copy of the Department's Circular Instruction to Foreign Service posts CA-4964 of December 3, 1960 (TAB D) which, together with CA-4334 of November 14, 1960 (TAB E), based on an Executive Order of November 8, 1960, constitutes a new effort to improve this situation. Moreover, the Department's draft circular instruction (TAB B) is considered an effort in this direction. Perhaps still more important is the emphasis on these matters being given in the briefings of Chiefs of Mission, Deputy Chiefs of Mission and the Inspection Corps as mentioned above.

Finally I would point out that the creation of the Bureau's Coordination Staff late in 1960 is considered a major development in our efforts to improve coordination and to exert that leadership clearly called for by the Department.



Donald B. McCue
Director,
Coordination Staff
Bureau of Intelligence and Research

Attachments

- TAB A - Department Circular 405, March 22, 1961
- TAB B - Department's draft Circular Instruction
- TAB C - Letter to various intelligence agencies dated March 22, 1961
- TAB D - CA-4964, December 3, 1960
- TAB E - CA-4334, November 14, 1960

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Department Circular

No. 405

March 22, 1961

SUBJECT: Briefings and Debriefings by the Intelligence Community

1. Purpose

To insure that Foreign Service personnel on consultation in the Department are appropriately briefed and debriefed by the Intelligence Community, while reducing demands on their time and providing the Department knowledge of information furnished to and requests made of such personnel by other intelligence agencies.

2. Background

The Bureau of Intelligence and Research has the responsibility for liaison with other departments and agencies on all matters relating to foreign intelligence. (See section 530e of the Organization Manual.)

3. Procedure

3.1 All arrangements for intelligence briefings or debriefings of Foreign Service personnel on consultation in the Department, including Chiefs of Mission, by components of the Intelligence Community are to be made through the Bureau of Intelligence and Research, Coordination Staff. This refers to the collection, reporting and distribution of foreign intelligence, including all normal Foreign Service reporting. The Intelligence Community is comprised of the Department's Bureau of Intelligence and Research; the intelligence components of the Departments of Defense, Army, Navy and Air Force; the Central Intelligence Agency; the Atomic Energy Commission and the Federal Bureau of Investigation.

3.2 Requests should be directed to the Intelligence Coordination Division, Bureau of Intelligence and Research, extensions 3875/3892.

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