

Quano

16 October 1979

Memorandum for

STAT

Subject: Your Article on Intelligence Failures
(Circa 12 October 1979)

1. In my opinion, your article is an excellent one, both thoughtful and thought provoking. It is also well written and easy to read.

2. A few comments:

a. Substantively, you seem to have avoided the question of the influence of US policy in alleged intelligence failures; i.e., the "mind-set" of policymakers was perhaps worse in some instances than could be attributed to intelligence officials. When we had an intelligence failure in the military (Pearl Harbor, Battle of the Bulge), I blamed the commander, not the intelligence officer, as the commander's judgment was equally involved. And so, policymakers must share the responsibility with intelligence officials (not just intelligence analysts).

b. With respect to your future intelligence nightmares, Africa and South America seem to be neglected. You could dream up some frightful ones in those areas.



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