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Memorandum for Mr. Brayton Wilbur

As requested, I am setting forth what I consider to be points requiring study and action by the Executive Committee of CFA. These are offered in a spirit of constructive criticism. It is realized that many of these are difficult problems and not subject to easy solution. However, it is believed that if they are not successfully solved, CFA will not succeed in its objectives.

- (1) The morale of key personnel, including the Asian staff, is poor. Six of the principal staff report that unless some changes are made, they sincerely believe that there will be several resignations of key people.
- (2) The status of morale is attributed principally to (a) the difficult personalities of Henry Siegbert and, to a somewhat lesser extent, that of Alan Valentine and (b) what appears to be an excessive amount of bureaucratic red tape and non-delegation of authority on even relatively minor matters. There seems to be a resultant smothering of individual initiative.
- (3) Also largely because of the attitude of Alan Valentine and Henry Siegbert, relations with sponsors and with State Department have deteriorated seriously to the point that proposed projects may not be given a completely objective hearing on their merits.
- (4) There appears to be insufficient emphasis given by the key staff to planning and operations and an over-concentration on administrative matters--many of them peripheral. There appears to be lacking a sense of the urgency of the job. This is expressed in many ways, including the non-followup of candidates for key jobs and the non-coming-to-grips with fundamental issues.
- (5) CFA appears to be building an organization with a top-heavy structure in the United States rather than in Asia where most of its operations must take place.

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- (6) ~~There is~~ too little attention given the most difficult problem of all--the conduct of operations in Asia through Asians, and the removal of the United States label. This will require much more skill and thought than is presently being devoted to it. The success of CFA will be in direct proportion to its success in this area.
- (7) There is a great need for key personnel with Asian background and experience in the top planning councils.
- (8) There has been little substantive progress to date which was not begun in 1951.

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