`14 August 1963

MEMORANDUM FOR: Deputy Director (Intelligence)

SUBJECT   : Report on DDS&T Meeting in the Auditorium
                  on 6 August

1. The meeting was opened by Gen. Carter who explained
the background of the decision to create the DDS&T and mentioned
the principal personnel and organizational changes resulting
therefrom. The General said parenthetically that in his 16
months with the Agency he had noticed a tremendous reluctance
to change things. However, he felt that there were now com-
pelling reasons to make the aforementioned change. In particular
he cited the tremendous need today to strengthen the Agency's
scientific and technical approach to problems to insure that
the Agency retained its lead in this field. The General
listed the five principal assets of the new Directorate--OSI,
OSA, ORD, O/ELINT and Office of Computer Services. He commented
that the potential of these offices was tremendous and that
it was now desirable to have them pulled together. Reasons
for this were to:

        a. insure the professional strength of all
    S&T assets, to enlarge the S&T environment, and
    to expand and sharpen skills;

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    b.   facilitate long range career development
of the professional S&T service and to develop this
in the analytical as well as experimental parts of
the business; and

    c.   to attract and retain the highest S&T
skills and to develop a technical "surge tank"
to facilitate shifting assets to meet unexpected
demands.

2.   The General announced that Dr. Wheelon would head the
new Directorate. His new deputy would be Col. Giller and his
executive officer would be Jack Blake of DDS. The General
said that any change is painful, particularly to those who
will loose an organizational member. He said that many pros
and cons could be argued, and that his decision has taken
considerable soul searching, compassionate understanding, and
an effort to avoid misunderstanding. His only course, now
that the decision has been taken, is to ask everyone to try
to make the new organization work and to improve it. The
General then introduced Dr. Wheelon.

3.   Dr. Wheelon said that the time for discussion was now
over, that a decision had been made and that the thing to do
was to get organized and tackle the problems ahead. During
the last month he had been much aware of the many rumors which

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had produced a period of instability. He wished now to shut off speculation by saying that he did not contemplate any major reorganization in DDS&T, nor did he plan any personnel changes for the foreseeable future except to fill vacancies.

4. Dr. Wheelon then discussed how the major components would fit together to meet desired goals. He discussed his five offices in turn as follows:

Office of Scientific Intelligence

5. He cited rumors that the analytical functions would be sacrificed to the collection effort and vice versa. He said that no such choice had been made, and that OSI would function as before. He mentioned 5 principal ways in which OSI contributed the Agency's analytical effort:

      a.   contributions to ONE;

      b.   contributions to OCI publications;

      c.   OSI's own publications (Scientific Intelligence Digest);

      d.   OSI memoranda;

      e.   contributions to "demand response" papers

(for the DCI and White House) which require broad coordination.

6. Dr. Wheelon said that OSI would continue as before to contribute to the Agency's production effort with respect to a., b., and d.; with respect to c., he hoped to continue

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the SID while trying to make it more professional and to
widen its distribution. With respect to e., Dr. Wheelon
hoped that OSI would continue to participate in preparation
of DDI all-source and all-skill papers and that OSI would
continue to be represented in DDI coordination panels.
Dr. Wheelon reiterated that there would be no real change
in OSI's support to the DDI, to the USIB committees, and
to the intelligence community.

7.   Dr. Wheelon took note of some anxiety that OSI's
separation from the Intelligence Directorate would somehow
reduce its contribution to that Directorate. He wanted to
pledge, however, that OSI would supply even better contributions
than in the past. Dr. Wheelon then explained his two most
important points:

a.   He did not intend to have to resolve
coordination problems with Ray Cline. He
expected that this would be done on the working
level. (This was stated constructively, as an
instruction to his people to show good sense
and settle their problems on the working level.)

b.   He did not intend to establish report-
ing channels which competed with the DDI.

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Office of Computer Services

8.   This new office will pull together Agency computer talent and researchers, with the exception of the NPIC [   ] programs.   The skills involved in operating computers, principally mathematics and electrical engineering, are similar to other S&T skills.   People using computers as large slide rules for research should be very close to the computer operations.   Dr. Wheelon felt that this was a natural location for the Agency computer assets, that they could make a great contribution, and that centralization of this function helps avoid competing against ourselves.   He concluded by saying that in discharging DDS&T's responsibility to other parts of the Agency, it is OCS's obligation to do a first rate job.

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Office of Research and Development (ORD)

9.   This is a small organization which will be built slowly and solidly to support other offices.

Office of ELINT

10.   Dr. Wheelon says this is in good shape and that it is clear what it has to do.   He senses that with the erosion of the US overseas position, it will be necessary to shift increasingly from overt to covert ELINT collection.   He says O/ELINT's business base is expanding accordingly, and he

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feels that it is important to be ready and able to meet growing Community needs and to develop new equipment.

Office of Special Activities

11. Dr. Wheelon sensed a certain uneasiness regarding the future, particularly as a result of opinions expressed by senior military officers in the Pentagon. Dr. Wheelon said that the Agency has shown that it can make a very significant contribution in adopting new programs and developing workable systems, and he feels that CIA should continue to play a significant role in the national reconnaissance program.

12. Speaking generally now, Dr. Wheelon explained that his approach to a problem was to invite frank discussions with interested parties before a decision was made, but that once a decision had been made by him he expected that everyone would help to make it work. If anyone thinks the wrong decision had been made he had the right of appeal to Dr. Wheelon, and he invites such appeals.

13. This was the end of Dr. Wheelon's statement and he then invited questions from the floor. The first question related to what working hours would be. Dr. Wheelon said that the Agency tries to do more then it comfortably can. He feels overworked himself. He thinks, however, that we

should be willing to ask if we are really strengthening ourselves for the long term by being overworked for a short term. He thought that we should occasionally have the courage to ask management to make a decision on this question.

14. The second question related to S&T assets of TSD. Dr. Wheelon said that most of these people were really not very scientific, contrary to the popular impression. There was a small group, however, engaged in advanced engineering projects, but it was even more operationally orientated than OSA. He said he really didn't know much about TSD, implying that its relationship to DDS&T had not been seriously considered up to that time. He commented, however, that he had the impression that TSD was not looking as far ahead as TSD and DDP would like, and said that it was really ORD's job to backstop TSD in this respect.

15. The third question related to the leadership of the five offices of DDS&T. Dr. Wheelon said that Col. Ledford would continue to head OSA with Jim Cunningham as his deputy; the Office of ELINT would continue to be headed by George Miller and with Col. Nelson as his deputy; ORD would be headed by Col. Giller (also A/DDS&T). With respect to OSI, Dr. Wheelon commented that both he _____ had left the OSI for another job and _____ would be holding the bag for

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awhile." With respect to the Office of Computer Services, "Joe Becker would continue to play a large part." Dr. Wheelon added that this was the situation tentatively, and that these details had not had careful thought. He urged everyone to cease speculation and get back to work.

16. Gen. Carter then reappeared on the stage and said that some of the questions confirmed his concern that compartmentation is neither a desirable or necessary evil. He wanted to say that it was now essential to block compartmentation when it inhibited successful completion of a task. (He was not questioning compartmentation to protect clandestine sources.) The General said he could see no sense in a man not offering to assist the fellow next door just because he belonged to another part of the organization. He said that the Agency was a young organization with outstanding people, but that it could fall apart if its people could not present an Agency position when they were dealing with problems outside of the Agency.
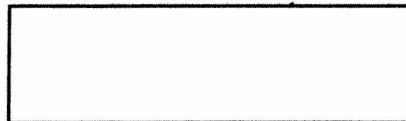
17. Referring to the question of working hours, the General said that he could assure everyone that working hours would be no fewer. If complaints about working hours were to be taken to management they should be addressed to Dr. Wheelon, because for his (DDCI) part he had great difficulty in solving

this problem. In connection with the long working hours, the General wanted to stress the outstanding reputation of the Agency for being able to deliver the goods rapidly. He gave assurance that the Agency's flexibility of response was unsurpassed, and that at the highest level of government the Agency position is treated with the greatest respect. He urged that everyone "work like dogs" to protect and enhance this reputation.

18. He then remarked that some day a show would be put on regarding professionalism in the Agency. He said that 60% of the top 600 people in the Agency hold Master's degrees or higher honors. He said that over 600 people in the Agency were fluent in Russian, and that 5 Agency members could speak Swahili. He said that no other Agency could match this.

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Executive Staff