Memorandum by the Director of Central Intelligence

1. It is considered that the procedure recommended in reference b above, to formalize the implementation of reference a, may delay presentation of estimates requiring urgent action.

2. To meet this requirement and to avoid possible initial disagreements at the Intelligence Advisory Board level, it is recommended that:

a. A suitable representative of each I.A.B. member be attached to the Office of Research and Evaluation, C.I.G., to assist in the final analysis and preparation of intelligence estimates.

b. These representatives remain assigned to their I.A.B. agencies and be authorized to concur for, or present the conflicting views of, the I.A.B. members they represent on any intelligence estimate prepared by C.I.G.

c. Each estimate prepared in which there is not a complete agreement have appended by O.R.E. the dissenting opinion prepared by the representative of the dissenting I.A.B. member.

3. C.I.G. will afford designated representatives complete opportunity to participate in all phases of the development of estimates.
4. A proposed draft of C.I.G. instructions to effect this procedure is enclosed herewith.

5. It is recommended that the Intelligence Advisory Board concur in the enclosed draft C.I.G. Administrative Order.

HOYT S. VANDENBERG
Lieutenant General, USA
Director of Central Intelligence
PROPOSED ADMINISTRATIVE ORDER
ORGANIZATION AND FUNCTIONS OF THE
OFFICE OF RESEARCH AND EVALUATION

1. To implement the provisions of Paragraph 6, N.I.A. Directive
No. 1, each member of the Intelligence Advisory Board will
furnish a personal representative to remain assigned to his
office and attached to the Central Intelligence Group for duty
in the Projects Branch of the Intelligence Staff of the Office of
Research and Evaluation.

2. Those representatives will assist in the final development
and preparation of intelligence estimates and will, for their
chiefs either concur therein or present dissenting opinions.

3. Each intelligence estimate prepared by O.R.E. will include
a statement that I.A.B. members have concurred, or will have
any dissenting opinions appended as a part of the estimate.

4. This procedure will not be permitted to prevent the pre-
sentation of any estimate on the required date. If dissenting
opinions cannot be prepared in time to meet deadlines for com-
pletion and submission of estimates, such estimates will be sub-
mitted together with a statement to the effect that specified
member agencies will submit dissenting opinions at a later date.

5. C.I.G. will afford designated representatives complete
opportunity to participate in all phases of the development of
estimates.

ENCLOSURE
DRAFT

CENTRAL INTELLIGENCE GROUP