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11 March 1947

MEMORANDUM FOR MEMBERS OF USCICC

SUBJECT: USCIB Coordinator of Joint Operations Report 1 April 1946 - 28 February 1947

INCLOSURES: (A) Joint Processing Allocation Group Report March 1946 - March 1947.

(B) Joint Intercept Control Group Report, 1 April 1946 - 28 February 1947.

(C) Joint Liaison Group Report, 1 April 1946 - 28 February 1947.

(D) Comdr. Rufus L. Taylor's memorandum, dated 5 December 1946, Subject: C. I. Coordination Plan.

1. The four inclosures briefly summarize the activities under the incumbent Coordinator of Joint Operations in accordance with the Army-Navy C.I. Coordination Plan of 5 April 1946.

2. Though the incumbent has operated under the principle that it would be unsound practice to attempt to exercise any command prerogatives which may have been granted under the Plan, it is believed that, as evidenced in the Inclosures, the first year of operation has been successful, particularly from a technical point of view. Moreover, as is pointed out in paragraph 12, Inclosure C, one of the most important objectives of the Plan, that of presenting a "united front" in U.S. Communication Intelligence dealings with other governments, has been achieved and is operative.

3. Presented in tabular form in Paragraph 3a(2) of Inclosure B is a summarization of the development of Joint Intercept Control Group intercept facilities. It is apparent here and also from Paragraph 1c of Inclosure B (Personnel Engaged in JICG Activities), that Communications Supplementary Activity, Washington (CSAW) has not found it possible to share equally on an actual or relative basis with the Army Security Agency in providing personnel and facilities for JICG. In the hope that this inequity may be rectified in the near future, ~~the near future~~ the incumbent Coordinator supports the conclusions and recommendation made in paragraphs 4 and 5 of Inclosure B.

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4. On the basis of experience gained in this first period of operation, certain changes in the actual implementation of the Plan are believed advisable. When the three groups under the Coordinator were established, it was thought that, as a security safeguard because of the nature of its potential contacts, the Liaison Group should be physically separate from the Operating Centers. The Joint Liaison Group was therefore quartered in the New War Department Building. In actual operation the Liaison Group has made few contacts which would have constituted a security hazard had it been located at SA or ASA. On the other hand, it is evident that a problem handled by any one of the Groups, in most instances, directly affects or requires coordination with one or both of the other two. Consequently, it is believed that physically locating all three of the Groups at either SA or ASA would be distinctly advantageous.

5. The former Deputy Coordinator for Liaison, Commander Rufus L. Taylor, has suggested that the three Groups should be consolidated into one group under a single Deputy Coordinator. (See Inclosure D.) It is the feeling of the incumbent Coordinator that, though the functions of the Groups are closely allied, they are at the same time too diversified to permit maximum understanding and attention by a single deputy. Particularly in the field of liaison is it felt that the responsible group should ~~be~~ maintain a degree of autonomy. Liaison matters involving policy should be subject to the approval of the Coordinator. All other liaison transactions should be a matter of information to the Coordinator (JLG).

/s/ Harold G. Hayes
HAROLD G. HAYES
Colonel, Signal Corps
Coordinator of Joint
Operations

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