

~~TOP SECRET~~EXTRACTS FROM EXECUTIVE GROUP REPORT
dated 18 April 1952

7. a. With reference to the third SCAG recommendation, that "a Senior Civilian Technical Director should be appointed, reporting directly to the Director of AFSA," the AFSA Executive Group assumes that SCAG, in using the word "civilian" here meant to imply the need for a man with long tenure in AFSA and appropriate technical background. If these desiderata can be obtained by a military appointment, the Executive Group feels that it would be entirely acceptable and within the spirit of the SCAG recommendation. The Executive Group unanimously agrees that technical direction of the cryptologic activities of AFSA would be improved by virtue of the continuity in technical background, and in technical control policies and management which would be possessed by a long-experienced, fully-qualified technical director who would stay on that job for an indefinite number of years.

b. In this connection the SCAG Report states on page 5 under "Administrative matters:"

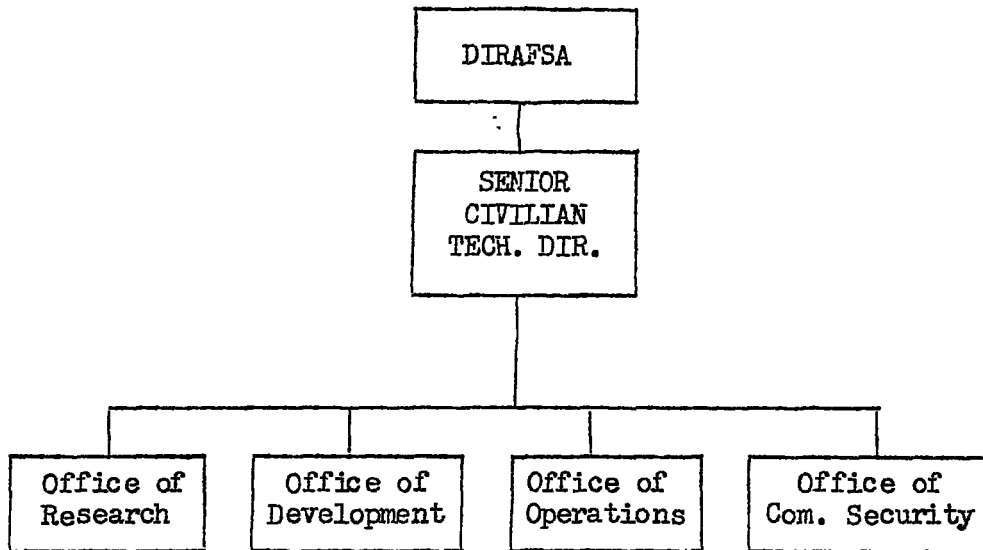
"..... SCAG has been faced with some of the administrative problems of AFSA, and has considered problems of military versus civilian control of this activity. In the light of the tactical and strategic responsibilities of AFSA in times of national emergency, the necessity for military responsibility is acknowledged. However, it is recommended that a senior technical director with both technical and management experience, reporting directly to the Director of AFSA, be appointed with fully delegated authority for all operations within his field of responsibility."

c. At the meeting held on 28 March 1952, the SCAG members who attended discussed this SCAG recommendation with the Executive Group and agreed that the ultimate responsibility must be on only one man and, in the case of AFSA, he must be the military director. However, it would appear that, in regard to authority exercised, the SCAG view is that the senior technical director should have control of the technical operations in all respects. Therefore adoption of this SCAG recommendation would require changes in the broad policy of AFSA control; the nature of these changes and their practicability should be studied.

d. In this connection the Executive Group deems it advisable to indicate its feeling that SCAG has failed fully to recognize that AFSA can not be considered solely as an organization for research. The Executive Group thinks that in view of the fact that SCAG has thus far been concerned only with a problem of a research nature, SCAG members, with one or two exceptions, have failed to realize the quite different nature of the problems involved in the execution of AFSA's responsibilities for the large-scale production of communications intelligence (COMINT) and for the full exploitation of the sources of COMINT. The Executive Group believes that in many phases of COMINT exploitation and production operations technical experience in the direction and management of these activities is highly desirable. The Group therefore is of the opinion that a position in AFSA should be established for a permanent technical director who would be an additional Deputy to the Director, AFSA and on a level with the other deputies.

8. a. According to the fourth SCAG recommendation, a separate research organization should be established in AFSA, and certain other primary organizational changes should be made. What SCAG has in mind by way of such changes is depicted below:

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c. The AFSA Executive Group unanimously supports the SCAG recommendation in regard to the separation of research from development, including the transfer of the "applied research" now conducted in the Office of Operations to the Office of Research. The AFSA Executive Group believes that a high-level, technically qualified group should be established to work out a concrete proposal for the organization and functions of the Office of Research. This group should collaborate with the proposed management contractor (Anderson Nichols).

16. a. With reference to the third and fourth SCAG recommendations, the AFSA Executive Group recommends that:

(1) In regard to the third SCAG recommendation¹, the nature and extent of the changes in the broad policy of AFSA control which would arise from the adoption of the SCAG recommendation be studied.

(2) If those changes prove to be impracticable or unacceptable, consideration be given to the establishment in AFSA of the position of "permanent technical director," to be occupied by an official (military or civilian) who would be an additional Deputy to the Director, AFSA and on a level with the other deputies.

(3) The fourth SCAG recommendation² be adopted insofar as concerns the separation of research from development.

(4) In connection with this separation, responsibility of the Chief of the Office of Operations for work in his Office now being done as "applied research" be transferred to the Chief of the (proposed) Office of Research.

(5) A high-level, technically-qualified group be established to prepare, in collaboration with the proposed AFSA Management contractor, a concrete and detailed proposal and plan for the organization and functions of the Office of Research.

¹ "(3) A Senior Civilian Technical Director should be appointed, reporting directly to the Director of AFSA."

² "(4) A separate research organization should be established, headed by a Director of Research. The Director of Research should report in parallel with the heads of Development and Operations to the Technical Director. If proposal (3) is adopted, he would report directly to the Senior Civilian Technical Director."

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