

25 April 1963

The Honorable John A. McCone  
Director of Central Intelligence  
Washington 25, D. C.

Dear Mr. McCone:

In February 1962 you asked me to undertake the job of consolidating in one Directorate (DD/R) the major scientific components of the CIA in order to provide a better organizational arrangement for attracting and utilizing the scientific talent which the Agency and the community need.

At your request and based on discussion with people inside and outside the Agency, I shortly prepared a study making recommendations for how this might best be accomplished, recognizing the peculiar problems involved in CIA organization. This was presented to you, and you asked me to work out the implementation with the Executive Director. In addition, on many occasions you briefed the President's Intelligence Board, Congressional Committees and other senior Government officials to the effect that I was responsible for the scientific activities of the Agency.

Since that time I have attempted to work with the other components of the Agency in order to accomplish the objectives you were seeking and have had innumerable discussions with the Executive Director, the DDCI and yourself. These efforts have resulted in a continuous series of frustrations in which, with a few exceptions, the working components have resisted any transfer of their responsibilities or personnel, and senior officials have been dilatory and indecisive in facing up to the problems involved in establishing a new organization within the Agency. While in my discussions with you, you have always indicated your belief in the original basic concept of the DD/R, the actions and statements of senior Agency officials have made it very clear that they do not agree with this concept and that no one is willing to face up to the problems of implementing it. During the year virtually none of my recommendations have been adopted.

As a consequence, more than a year after the establishment

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of the DD/R, only 2 components, Office of Special Activities (OSA) and Office of ELINT (OEL), have been transferred to the DD/R. Even in these areas one key project, STPOLLY, has finally after many interim decisions been assigned to the DD/P despite the fact that its missions are solely in the areas of OSA and OEL responsibility. A third unit, Office of Research and Development (ORD) is in the process of being created from scratch, but its functions are circumscribed due to a directive which explicitly states that the DD/R is excluded from "those R&D activities to support agent operations".

Recently I was informed by the Executive Director that the DDCI had made the decision to transfer OSI to the DD/R. Furthermore, the President's Intelligence Board has made a recommendation for increased consolidation of the Agency's scientific activities in order to improve and strengthen this phase of the Agency's work. The only result of the review taken in connection with this recommendation was to form an intra-Agency research board chaired by the DDCI to co-ordinate Agency scientific activities, and the apparent decision to transfer OSI was dropped. I made it clear to the DDCI when he showed me the finalized document for the first time that I did not believe that this would accomplish any of the objectives desired by the President's Board. Co-ordination has never been the problem in the Agency's R&D activities since there have been excellent working relationships between the scientific personnel in OSI, TSD and the DD/R. Rather, the problem has been a lack of clear-cut direction of the Agency's scientific assets by scientifically oriented and understanding individuals in order to assure that science is employed most effectively in solving problems of the Agency and the community.

During the past year a major part of my activities has also involved joint programs of the Agency and the Department of Defense. In this area despite the Agency's pre-eminence in accomplishment, I have never been supported and placed in a position where it was possible to direct this program in the manner it deserves. As a consequence, I found myself continuously in the position of being held responsible for matters which I have had neither the authority nor the means to control. This situation has improved recently with my clear designation as Deputy and with time could become even better. Nevertheless, it still leaves much to be desired from a personal point of view since my decisions or recommendations are continuously suspect because of the previous history of the program. This problem might be somewhat less serious were another individual to serve in my position.

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Therefore, I should hereby like to tender my resignation effective 1 June or earlier. I do this with great reluctance and regret as I have enjoyed and profited by my eight years with CIA. I feel that the Agency has an extremely critical and important mission to perform, a mission in which science and technology have a major contribution to make. I am particularly worried at this time in that I am conscious that the morale of the technical people in the Agency who have served so well in the past is increasingly poor. However, I do not see how I can continue to serve any longer, and I am sure that under the circumstances there are many other individuals who can carry out the present DD/R function better than I.

Sincerely yours,

Herbert Scoville, Jr.

hs/jlp