## U. S. News Background: An Efficient Intelligence Service Begins to Take Shape

Gen. Smith Ends Feuds

Makes Progress in Setting Up Co-ordinated Intelligence Unit

By Bert Andrews

WASHINGTON. MERICA'S intelligence serv lces are beginning to make sense for the first time in a long time-meaning that they are co-operating instead of compet-ing—and the betterment is due in large part to the efforts of Lt. Gen. Walter Bedell Smith, a military man with a civilian mind.

This fact and numerous items of supporting evidence emerge from a study of the services, which only six months ago were bogged down by intermural differences which made some critics think that some ervices were more interested in building their own particular "empires" than in working together for the common good.

One point of particular interest in a capital, where jealousy and back-stabbing are common, is that men in all branches of intelligence agree that the lion's share of the gredit belongs to Gen. Smith, who was appointed by President Tru-man as head of the Central In-telligence Agency last Aug. 18 and took over actively on Oct. 1.

Gen. Smith, former commander of the 1st Army and former Ambassador to Moscow, succeeded Rear; Adm. Roscoe H. Hillenkoetter, who caught some Congressional barbs on the grounds that the C. I. A. under him failed to warn of the impending attack on South Korea. by Korean Communists.

The rank of the two men-the! genior of all lieutenant generals and a very junior rear admiral—has a part in the picture and will be discussed.

The problem that confronted Gen. Smith can best be illustrated by a description of the complexity of the over-all intelligence set-up and the estimates the agencies! must make as to how best to protect the country's secrets - and how best to keep informed on what other countries are doing.

Estimates made for the Joint Chiefs of Staff, for example, are arrived at by the Joint Intelligence Committee. This is made up of the heads of Army, Navy and Air Force intelligence branches, plus the Marines. Over-all national intelligence estimates are co-ordinated by the Central Intelligence Agency but involve the help of the Inter - Departmental Intelligence Advisory Committee. This com-mittee includes State, the Fed-eral Bureau of Investigation, the

eral Bureau of Investigation, it C. I. A. and the Atomic Ener Commission, in addition to armed services seemiles. So "all" that Gen. Smith he to do was to be sure that the ger of the machinery of the machinery of the machine meshed and that some the reasons for criticism were removed.

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If ow much has been done up to now is shown by a comparison of the situation of today with that of last summer. A survey made last summer for the New York Herald Tribune by Robert S. Bird and Ogden R. Reid raised certain points. Some of these points—and today's comments on them—follow points—and today's comments on them—follow; Last summer:—"It is the duty of

C. I. A. under the direction of the National Security Council to correlate and evaluate intelligence touching national security. This has not been done and is not being done, except in haphazard fashion."

Today.-".sgoQ"-

Last summer:—"A small highlevel group, freed of all other duties ave that of carefully collating and evaluating all material on the national security, was recommended by the Hoover commission to fill the gap. But after two years nothing has been done."

Today.—"Done."

Last summer:—"Up to now the services still withhold planning and operational information from C. I. A. The Joint Chiefs of Staff refuse to turn over to C.I.A. any of their 2,000 supersecret strategic papers that are the nation's overall military planning, and would be the blueprints for action in countless different areas. Our operational secrets are as much hidden from C. I. A. in some cases as those of the Kremlin."

Today.—This is no longer true.
The C. I. A. gets all the intelinformation it seeks from ligence the military services. Evaluation of such data is a joint job but final responsibility and final says in the case of dispute rests with the C. I. A.

Last summer.—"The national security should give C. I. A. the power to collate and co-ordinate all relevant intelligence, and should delineate clear lines of intelligence responsibility among the services and the State Department."

Today.—"Done." Last summer.—"C. I. A. should a beaded by a civilian or a retired be a catalytic agent between the State and Defense Departments and command the respect of them and of Congress and the President."

Today.—Gen Smith is the man Last summer.—"C. I. A. should weed out any of its second-rate personnel acquired during rapid expansion."

Today.—This is being done.

THE beginning of the story actually dates back to February, 1948, when Sidney W. Souers, then executive secretary of the National Security Council, was asked by the President to review what had been done in C. I. A. in the way of co-ordinating and evaluating in-telligence. A three-man committee worked for a year on the problem and came up with a report making many recommendations for the correlation of intelligence.

The committee was made up of

Allen W. Dulles, William H. Jackson and Mathias F. Correa. Its conclusions were accepted by the: N. S. C. but were never implemented, reportedly because they went directly counter to the principles on which Adm. Hillenkoetter was running C. I. A. at the time.

Adm. Hillenkoetter's policy, so his critics said, was to "empirehuild" for C. I. A. at every opportunity. It resulted in duplication, and in competition and friction with other agencies.

Gen. Smith has made a major change in C. I. A.'s philosophy on the procuring, processing and distribution of intelligence. He took the view that if intelligence wasi being inadequately reported or; neglected in one or other of the departmental spheres, it was not; C. I. A.'s job to rush in and repair omission. For example, if! fleid reports on North African: political matters were inadequate. he would not throw ten C. I. A. men into the area: he would ask the State Department, in whose hands this type of intelligence lies. to get busy and deliver.

One effect of Gen. Smith's policy has been to sharpen up the intelligence of the various depart-ments and give them a new sense of responsibility and obligation. The "new look" in C. I. A. has been reflected in the work and attitude of the other departments and the morale of their people has gone up enormously.

In justice to Adm. Hillenkoetter, it should be pointed out that there is a great gap between a junior rear-admiral and the senior lieutenant general of the United States Army: that Gen. Smith had infinitely more experience in the field; that his tour of duty in Russia was particularly valuable; and, finally, that he is a man of unusual mental powers and administrative ability.

ONE of the major changes introduced by Gen. Smith-one that had been long advocated by State's intelligence, and recommended by the three-man boardwas the very tricky matter of how far to go in recommendations.

Previously the intelligence bulletin had been just that. One read it and formed his own conclusions about the line of action which should be followed as a result.

Gen. Smith took the view that the bare statement of fact was not sufficient. It was decided to point out the consequences of alterna-tive courses of action which could be taken. This meant that intel-ligence was being put on the fable for consideration and deal consideration and decis along with non-intelligence factors. It became something on which a decision had to be taken, not something to be shuffled from inHis concepts of how intelligence should be obtained, how it should be handled and how far intelligence agencies should go in recommendations, were shared completely by the State Department. and Gen. Smith's move naturally made for good understanding and co-operation between the two agencies, as well as between them and the other intelligence agencies.

There has now been set up a small, high-level group: Mr. Jackson, who is Gen. Smith's deputy; William L. Langer; historian, and Calvin B. Hoover, economist. The Calvin B. Hoover, economist. The group concerns itself solely with the collation and evaluation of intelligence. It gets together on a roundthe-clock system of alerting. Defense can give them a problem on a twenty-four-hour basis for fast and thorough evaluation.

Special attention is being given at the moment to the problem of over-compartmentalization, which in the past was so rigid that the right hand didn't know what the left was doing. Psychological war-fare is being correlated in with intelligence.

Getting rid of "deadwood" inherited from war-time outfits has proved very difficult, but it is being done gradually.

For one thing, the prestige of Gen. Smith, and the quiet word which has been going around about the reorganization of C. I. A. under him, has had the effect of attracting good men.

TEM—Relations with the Allies are very much better as they gain increased confidence in our security. Co-operation is good, and we have great confidence in their security.

Item-The problem of "cover" for agents abroad has not yet been hind national intelligence estisolved. They are very conspicuous mates. Gen. Smith has brought labroad, chiefly because they have with him an energy, mind. exnot solved the problem of how to persence and sense of co-operation account to suspicious souls for the that are well-nigh extraordinary. amount of time and money they He has selected highly competent have on their hands.

C. I. A. is held is illustrated by States intelligence, from the servtwo comments, one from a Navy ice level on up through the nasource and one from any Army tional level, is being relentlessly source:

-"The three directors of service intelligence are constantly and the C. I. A. carry on a coin touch with one another. They ordinated and thorough intel-weigh together estimates of what ligence 'milking' of all business this intelligence means. To do this men, engineers, refugees, etc., with they must know each other very recent residence in Russia and Iron well, respect one another, and act Curtain countries for all available in mutual confidence. And that is background information on activexactly what is happening. This ities there. A painstaking study basically sound working relation—and analyzing of all available trade ship still gives them all a wide and commerce data on Russia also and safe latitude for presenting is carried on constantly in accorddifferences of opinion, arguing ance with the intelligence axiom over important points, and even that any country in the world car. pounding on the table to expound be undressed through this method an honest conviction. The imby anybody with the know-how portant thing is that they operate and patience to stick at the task. Within what might very well be "All three services are working within what might very well be "All three services are working called a contract of mutual re-together and with the C. I. A. in a sponsibility."

any idea of the man-hours, the A. has final responsibility and personal ties, the varied back—there is constant liaison with the grounds, or the relentless drive re- State Department and vice versa."

deputies and built up a board of The new esteem in which the widely experienced advisers. United pursued and closely co-ordinated.

Army-"The military services

harmonious and co-ordinated in-"No schematic diagram can give telligence program for which C. I.