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MEMORANDUM

THE WHITE HOUSE
WASHINGTON

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February 7, 1969

EYES ONLY - PRIVATE

MEMORANDUM FOR DR. KISSINGER

FROM:

Al Haig



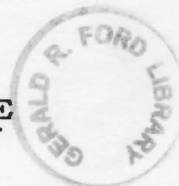
I have expressed to you on several occasions my concern that the NSC staff is not properly organized and that the functions of the components of the staff, i. e., the Operators, the Planners and the Programmers have not been sufficiently delineated and formalized to insure the kind of smooth staff work that is essential. I am equally concerned that the interface between the NSC staff and your personal staff, which should be oriented primarily to support the White House and the President, is also ragged and requires some finite functional sorting.

I have no personal ambitions with respect to this problem and am honored to serve in any capacity at this level, providing I have assured myself that you are getting the kind of support which you must have. It would be a tragedy if our failure to sort out organizational problems and establish sound internal management were to detract from the kind of service that I am sure you can provide to the President and to the country.

You mentioned to me on several occasions the problem of establishing a Deputy's billet. After careful reflection, I am convinced that such a billet should be established, provided you are willing to delegate to the incumbent of that billet the authority that is needed to permit him to move promptly and decisively on organizational matters and to enable him to relieve you of the mounting inconsequential procedural details with which you are currently being plagued by various members of the NSC staff. As I suggested earlier, I think it is essential that the following things be done as soon as possible:

- a. A detailed organizational charter be promulgated among the staff, outlining the specific responsibilities of each staff

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EYES ONLY -
PRIVATE

-2-

member which provides for a finite interface between each staff section, and includes a conceptual flow of work projects through these sections, as well as appoints senior points of contact where appropriate, i. e., within planning and programming sections. It is equally important that the interface between your urgent, one-time support requirements for the President and the long-term, more formalized development of NSC projects be carefully outlined. I would foresee this as a primary responsibility for your Deputy, who should deal directly with the staff and the primary officers within the three sections of the staff to insure that the frictions of the past two weeks are promptly eliminated.

b. Establish an Administrative Secretariat in the EOB under the supervision of a non-substantive, yet highly qualified administrative officer.

c. Put Larry Eagleburger and your Deputy, or just the latter, in the office next to you and move all NSC administrative business to the EOB.

d. Continue the preparation of Daily Presidential Briefs as currently set up but with a mandatory one hour coordinating period each evening to insure that the business and intelligence details included in the brief are carefully refined by you personally or by your Deputy and also to insure that you are thoroughly prepared before your morning meeting with the President.

e. Dependent on the seniority of the Deputy that you select, the interface between Larry Eagleburger and the Deputy will require the most careful coordination. In any case, it is essential that these two individuals work together on a give and take basis, that one can fill for the other and that both are totally cognizant of each others' responsibilities and the current actions being handled by each. As I visualize it, your Deputy's principal focus would be on the flow of substantive information between the NSC staff and you and the requirement to insure that this information is provided on a timely basis and is substantively responsive to your guidance. I visualize that Larry Eagleburger will continue to provide you the broad personal attention in every area of activity in which you are involved.

EYES ONLY-PRIVATE

EYES ONLY -
PRIVATE

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While I am not volunteering to assume the Deputy's responsibilities outlined above, I would be honored to serve you in this capacity and believe I could do much to relieve the errors and confusion of our first organizational days. In any event, I think it is essential that you move promptly to establish the lines of responsibility which I have outlined so that the best energies of our staff can be channeled to support you in an efficient manner.

If you approve this action, I am prepared to move, without delay, this weekend, to sort out these details in coordination with the members of the staff and in full recognition that there will be certain bruises develop with which I am prepared to cope.

EYES ONLY - PRIVATE

File 2

Office of the White House Press Secretary

THE WHITE HOUSE

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BIOGRAPHICAL DATA ON
MEMBERS OF THE NATIONAL
SECURITY COUNCIL STAFF

NAME: Mr. Richard V. Allen
 AGE: 33
 EDUCATION: Notre Dame -- B. A.
 Notre Dame -- M. A.
 University of Munich -- Doctorate
 MOST RECENT EMPLOYMENT:
 EMPLOYER: Nixon-Agnew Campaign Staff
 TITLE: Director of Foreign Policy Research
 LOCATION: 450 Park Avenue, New York, New York

on leave from

EMPLOYER: The Hoover Institution on War, Revolution
 and Peace
 TITLE: Senior Staff Member
 LOCATION: Stanford University, Stanford, California

NAME: Mr. A. Russell Ash
 AGE: 54
 EDUCATION: William Jewell College -- B. A.
 George Washington
 University College of Law -- LLB
 MOST RECENT EMPLOYMENT:
 EMPLOYER: Executive Offices of the President
 TITLE: Member, National Security Council Staff

MORE



1968

NAME: Mr. C. Fred Bergsten
AGE: 27
EDUCATION: Central Methodist College -- A. B.
Fletcher School of Law and Diplomacy --
M. A., M. A. L. D.

MOST RECENT EMPLOYMENT:

EMPLOYER: Council on Foreign Relations
TITLE: Visiting Fellow
LOCATION: 58 East 68th Street, New York, New York

NAME: Mr. Richard N. Cooper
AGE: 34
EDUCATION: Oberlin College -- B. A.
Harvard -- Ph. D. (Economics)
London School of Economics -- M. Sc.

MOST RECENT EMPLOYMENT:

EMPLOYER: Yale University
TITLE: Professor of Economics
LOCATION: New Haven, Connecticut

NAME: Mr. Daniel I. Davidson
AGE: 32
EDUCATION: Columbia College, A. B.
Columbia Law School, LLB

MOST RECENT EMPLOYMENT:

EMPLOYER: U. S. Department of State
TITLE: Member of U. S. Delegation to Paris Peace
Talks;
Special Assistant to Ambassador W.
Averell Harriman

MORE



NAME: Lawrence S. Eagleburger
AGE: 38
EDUCATION: University of Wisconsin -- B.S., M.S.
MOST RECENT EMPLOYMENT:
EMPLOYER: Department of State
TITLE: Special Assistant to the Under Secretary of State
LOCATION: Washington, D. C.

NAME: John W. Foster
AGE: 34
EDUCATION: Amherst College BA
University of Wisconsin

MOST RECENT EMPLOYMENT:

EMPLOYER: CIA
TITLE: Analyst
LOCATION: Washington

NAME: Colonel Alexander M. Haig, Jr.
AGE: 44
EDUCATION: U.S. Military Academy -- B.S.
Georgetown University -- M.A.
U.S. Army War College

MOST RECENT EMPLOYMENT:

EMPLOYER: U.S. Army
TITLE: Deputy Commandant, U.S. Military Academy
LOCATION: West Point, New York

MORE



NAME: Mr. Morton H. Halperin
AGE: 30
EDUCATION: Columbia College - 1958 - B. A. (Political
Science)
Yale University - 1959 - M. A. (International
Relations)
1961 - Ph. D. (International
Relations)

MOST RECENT EMPLOYMENT:

EMPLOYER: Department of Defense
TITLE: Deputy Assistant Secretary of Defense
(Policy Planning and Arms Control)
LOCATION: Pentagon

NAME: Robert G. Houdek
AGE: 28
EDUCATION: Beloit College -- B. A.
Fletcher School of Law and Diplomacy,
Tufts University -- M. A.

MOST RECENT EMPLOYMENT:

EMPLOYER: Department of State
TITLE: Foreign Service Officer
(Staff Officer in the Executive Secretariat
of the Department of State)
LOCATION: Washington, D. C.

NAME: Spurgeon M. Keeny, Jr.
AGE: 44
EDUCATION: Columbia College -- B. A.
Columbia University -- M. A.

MOST RECENT EMPLOYMENT:

EMPLOYER: National Security Council and
Office of Science and Technology
TITLE: Staff Member, NSC and Technical Assistant,
OST
LOCATION: Washington, D. C.

MORE



NAME: John Lehman, Jr.
 AGE: 26
 EDUCATION: St. Joseph's College - B. S.
 Cambridge University -- B. A., M. A.
 (International Law and Diplomacy)
 University of Pennsylvania -- Candidate Ph. D.
 (International Relations)

MOST RECENT EMPLOYMENT:

EMPLOYER: University of Pennsylvania
 TITLE: Staff Member
 Foreign Policy Research Institute
 LOCATION: Philadelphia, Pennsylvania

NAME: Lieutenant Colonel William L. Lemnitzer
 AGE: 40
 EDUCATION: United States Military Academy -- B. S.
 Columbia University -- M. A.
 National War College

MOST RECENT EMPLOYMENT:

EMPLOYER: Joint Chiefs of Staff
 TITLE: Staff Officer, J-5 and Chairman's Staff Group
 LOCATION: Pentagon, Washington, D. C.

NAME: Donald R. Lesh
 AGE: 37
 EDUCATION: University of Rochester -- B. A. (English)
 Harvard University -- M. A. (Russian Studies)
 Moscow State University -- One year graduate study
 under US-USSR Cultural Exchange Program

MOST RECENT EMPLOYMENT:

EMPLOYER: Department of State
 TITLE: Foreign Service Officer (on staff of Senior Interdepartmental
 Group)
 LOCATION: Department of State, Washington, D. C. (Prior service in
 American Embassies in London and Moscow)

MORE



NAME: Dr. Laurence E. Lynn, Jr.
AGE: 31
EDUCATION: University of California, Berkeley, A.B.
Yale University, Ph.D. (Economics)

MOST RECENT EMPLOYMENT:

EMPLOYER: U. S. Department of Defense
Office of the Assistant Secretary of Defense
(Systems Analysis)

TITLE: Deputy Assistant Secretary of Defense

LOCATION: Pentagon

NAME: James P. McBaine
AGE: 25
EDUCATION: Harvard -- B. A.
Johns Hopkins School of Advanced International Studies
-- M. A.

MOST RECENT EMPLOYMENT:

EMPLOYER: NSC Staff Member under W. W. Rostow

TITLE: Staff Member

LOCATION: Washington, D. C.

(PRIOR EMPLOYMENT)

Previously worked for the Asia Foundation

NAME: Arthur J. McCafferty
AGE: 36
EDUCATION: University of Pittsburgh - B. A.

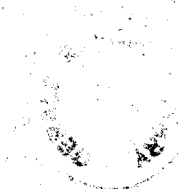
MOST RECENT EMPLOYMENT:

EMPLOYER: National Security Council

TITLE: Senior Staff Officer (Director, Situation Room)

LOCATION: White House

MORE



NAME: Dean Moor
AGE: 38
EDUCATION: University of California -- B.A.
Graduate study, University of Texas and University of California

MOST RECENT EMPLOYMENT:

EMPLOYER: Central Intelligence Agency
TITLE: Intelligence Officer
LOCATION: Washington, D.C.

NAME: Richard M. Moose
AGE: 36
EDUCATION: Hendrix College -- B.A.
Columbia University -- M.A. (International Relations)

MOST RECENT EMPLOYMENT:

EMPLOYER: Institute for Defense Analyses
TITLE: Senior Research Member
LOCATION: Arlington, Virginia

NAME: Roger P. Morris
AGE: 31
EDUCATION: University of Kansas City -- A.B.
Harvard -- Ph.D. (Government)

MOST RECENT EMPLOYMENT:

EMPLOYER: Department of State
TITLE: National Security Council Staff
LOCATION: Washington, D.C.

NAME: Arnold Nachmanoff
AGE: 32
EDUCATION: Columbia College -- B.A.
University of Denver -- M.A. (International Relations)

MORE



MOST RECENT EMPLOYMENT:

EMPLOYER: Bureau of the Budget
TITLE: Deputy Assistant Director, International Division
LOCATION: Washington, D. C.

NAME: Robert L. Sansom
AGE: 27
EDUCATION: United States Air Force Academy, B.S.
Georgetown University, M.A.
Oxford University, B. Phil (Economics)
D. Phil (Economics)

MOST RECENT EMPLOYMENT:

EMPLOYER: United States Air Force
TITLE: Captain
LOCATION: National Security Council
Executive Office Building

NAME: Harold H. Saunders
AGE: 38
EDUCATION: Princeton University, A.B., 1952
Yale University, Ph.D. (American Studies), 1956

MOST RECENT EMPLOYMENT:

EMPLOYER: National Security Council Staff since 1961
TITLE: Member, Senior Staff
LOCATION: Washington, D. C.

NAME: Richard L. Snider
AGE: 46
EDUCATION: Brown University -- B.A.
Columbia University -- M.I.A.

MOST RECENT EMPLOYMENT:

EMPLOYER: Department of State (Foreign Service)
TITLE: Country Director for Japan
LOCATION: Washington, D. C.

MORE



NAME: Mr. Helmut Sonnenfeldt
AGE: 42
EDUCATION: Johns Hopkins University
-- B. A. (Political Science)
-- M. A. (International Relations)

MOST RECENT EMPLOYMENT:

EMPLOYER: Department of State
TITLE: Director, Office of Research and Analysis for Soviet
Union and Eastern Europe
LOCATION: Department of State, Washington, D. C.

NAME: Mr. Viron P. Vaky
AGE: 43
EDUCATION: Georgetown University - B.S. FS
University of Chicago - M.A. (International Relations)

MOST RECENT EMPLOYMENT:

EMPLOYER: Department of State
TITLE: Acting Assistant Secretary for Inter-American Affairs.
LOCATION: Washington, D. C.

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DEPARTMENT OF STATE

FOR THE PRESS

FEBRUARY 7, 1969

NO. 25

SECRETARY'S MESSAGE ON DEPARTMENT'S RESPONSIBILITIES

The following message has been sent from the Secretary of State to all officers and employees of the Department of State, the Agency for International Development, the U.S. Information Agency, the Arms Control and Disarmament Agency, and the Peace Corps:

You will soon be receiving a Department of State Foreign Affairs Manual Circular summarizing and explaining decisions taken recently by the President which restructure the National Security Council system and bear upon the development and execution of our foreign policy. The President's decisions place challenging responsibilities before all of us in the Department of State.

The President has assigned to the Department of State authority and responsibility to the full extent permitted by law for the overall direction, coordination and supervision of interdepartmental activities of the United States Government overseas. (As in the past this assignment does not include activities of United States military forces operating in the field where such forces are under the command of a United States area military commander or such other military activities as the President may elect as Commander-in-Chief to conduct through military channels.)

It is the President's intention that the Department of State will also play a central and dynamic role in the new National Security Council system. This role will be performed principally through the participation of the Secretary of State and the Under Secretary at all NSC meetings, the newly-constituted NSC Under Secretaries Committee chaired by the Under Secretary and in his absence the Under Secretary for Political Affairs, Department of State participation on the NSC Review Group, and through the Interdepartmental Groups of regional and functional composition which are chaired by Assistant Secretaries of State. These responsibilities provide the Department a role of leadership which will require imagination and energy to be asserted by all involved.

The resources of the Department and its associated agencies will provide the strongest possible support to the President's desire to use the National Security Council system for an orderly examination of our foreign policy objectives.

The Department of State will energetically execute United States policy objectives overseas in accordance with the President's decisions. Ambassadors and our missions abroad will be depended upon for initiatives and support. Country Directors, under the guidance of their Assistant Secretaries, will exercise leadership in the Washington community in policy and program matters relating to the countries under their jurisdiction and in support of our missions abroad.

The President's goal is to enhance and insure the security and peaceful progress of the United States. Our success in this objective will contribute to the well-being of free people everywhere.

* * * * *





Foreign Affairs Manual Circular

SUBJECT: Reorganization of the National Security Council System and Direction, Coordination and Supervision of Interdepartmental Activities Overseas

No. 521

February 6, 1969

1. Reorganization of the National Security Council System

To assist him in carrying out his responsibilities for the conduct of national security affairs, the President has designated the National Security Council as the principal forum for consideration of national security policy issues requiring Presidential decision. In addition to utilizing the NSC itself he has reorganized the NSC system to constitute certain groups and committees, and has designated responsibilities to the Department of State, as described below:

a. NSC Interdepartmental Groups

The previously existing Interdepartmental Regional Groups and the Political-Military Interdepartmental Group, have been reconstituted as Interdepartmental Groups in the NSC system, chaired by the appropriate Assistant Secretary of the Department of State. The membership of these Groups will include representatives of the Assistant to the President for National Security Affairs, the Secretary of Defense, the Director of Central Intelligence, the Chairman of the Joint Chiefs of Staff and other agencies at the discretion of the Chairman depending on the issue under consideration.

The Interdepartmental Groups will:

- discuss and decide interdepartmental issues which can be settled at the Assistant Secretary level, including issues arising out of the implementation of NSC decisions;
- prepare policy papers for consideration by the NSC;
- prepare contingency papers on potential crisis areas for NSC review.



b. NSC Ad Hoc Groups

When appropriate, the President will appoint NSC Ad Hoc Groups to deal with particular problems, including those which transcend regional boundaries.

c. NSC Review Group

An NSC Review Group has been established to examine papers such as those coming out of the Interdepartmental Groups, NSC Ad Hoc Groups, or departments prior to their submission to the NSC. The Review Group, chaired by the Assistant to the President for National Security Affairs, will include representatives of the Secretary of State, the Secretary of Defense, the Director of Central Intelligence, the Chairman of the Joint Chiefs of Staff, and other agencies at the discretion of the Chairman, depending on the issue under consideration. The Review Group will review papers to assure that:

--the issue under consideration is worthy of NSC attention;

--all realistic alternatives are presented;

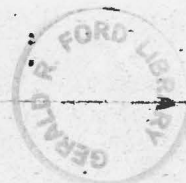
--the facts, including cost implications, and all departments' and agencies' views are fairly and adequately set forth.

The Review Group may assign action to the NSC Interdepartmental Groups or NSC Ad Hoc Groups, as appropriate, and may refer issues to the Under Secretaries Committee.

d. The NSC Under Secretaries Committee

An NSC Under Secretaries Committee has been established under the Chairmanship of the Under Secretary of State, assisted by the Under Secretary for Political Affairs who will also act as his alternate, consisting of the Deputy Secretary of Defense, the Assistant to the President for National Security Affairs, the Director of Central Intelligence, the Chairman of the Joint Chiefs of Staff, and, depending on the issues under consideration, ranking officers of other agencies at the discretion of the Chairman. The Under Secretaries Committee will consider:

(1) issues referred to it by the NSC Review Group;



- 3 -

(2) operational matters pertaining to interdepartmental activities of the U. S. Government overseas:

- on which NSC Interdepartmental Groups have been unable to reach agreement, or which are of a broader nature than is suitable to any such group;
- which do not require consideration at Presidential or NSC level; and
- which are referred to it by the Secretary of State.

(3) other operational matters referred to it jointly by the Under Secretary of State and the Assistant to the President for National Security Affairs.

2. Authority and Responsibility of the Secretary of State

- a. The President has affirmed the position of the Secretary of State as his principal foreign policy adviser and his responsibility, in accordance with approved policy, for the execution of foreign policy.
- b. He has assigned to the Secretary authority and responsibility to the full extent permitted by law for the overall direction, coordination and supervision of interdepartmental activities of the United States Government overseas. This authority includes continuous supervision and general direction of economic assistance, military assistance and sales programs, as provided in the Foreign Assistance Act of 1961, as amended. (The authority does not extend to:
 - (1) the activities of United States military forces operating in the field where such forces are under the command of a United States area military commander,
 - (2) such other military activities as the President elects to conduct through military channels, and
 - (3) activities which are internal to the execution and administration of the approved programs of a single department or agency and which are not of such a nature as to affect significantly the overall U. S. overseas program in a country or region.)



- c. Previously established responsibilities of the Department of State by virtue of law or Executive Order with respect to such matters as international educational and cultural affairs, information activities, foreign assistance, food for peace, arms control and disarmament, supervision of programs authorized by the Peace Corps Act, social science research, immigration and refugee assistance continue in effect.
- d. In the implementation of his responsibilities for the execution of foreign policy and for the direction, coordination and supervision of interdepartmental activities overseas the Secretary of State intends to utilize, in addition to the normal resources of the Department, the system of NSC Interdepartmental Groups and the Under Secretaries Committee outlined above. Within the purview of these responsibilities executive authority is delegated by the Secretary to the Chairmen of these Committees.
- e. Chiefs of Diplomatic Missions in foreign countries, as representatives of the President and acting on his behalf, continue to be in charge of all elements of the United States Diplomatic Mission and to exercise affirmative responsibility for the direction, coordination and supervision of all activities of the United States Government in their respective countries.

(S/S)

(NOTE: Number of last circular issued: FAMC No. 520.)



4a

NATIONAL ARCHIVES AND RECORDS ADMINISTRATION
Presidential Libraries Withdrawal Sheet

WITHDRAWAL ID 037768

REASON FOR WITHDRAWAL ÇNational security restriction

TYPE OF MATERIAL ÇMemorandum

CREATOR'S NAME A. M. Haig

RECEIVER'S NAME Henry A. Kissinger

DESCRIPTION re organization of NSC staff

CREATION DATE 02/11/1969

VOLUME 10 pages

COLLECTION/SERIES/FOLDER ID . 033200656

COLLECTION TITLE NATIONAL SECURITY ADVISER.
KISSINGER-SCOWCROFT WEST WING OFFICE
FILES

BOX NUMBER 45

FOLDER TITLE National Security Council Organization
(2)

DATE WITHDRAWN 05/23/2012

WITHDRAWING ARCHIVIST HJR

REDACTED

8/6/14

MEMORANDUM

4a

THE WHITE HOUSE

WASHINGTON

February 11, 1969

MEMORANDUM FOR HENRY A. KISSINGER

FROM: A. M. Haig

SUBJECT: Organization of National Security Council Staff
and White House Office of the Assistant to the
President for National Security Affairs

In coordination with Mr. Eagleburger, I have completed an analysis of the organizational structure of the National Security Council staff and of your White House office and am submitting herewith our recommendations for the reorganization of both.

The plan provides recommendations in three broad areas:

- a. Section I - The organization of your White House office.
- b. Section II - The organization of the National Security Staff Secretariat and,
- c. Section III - The organization of the National Security Council Staff.

Within each of these three areas, functional responsibilities are delineated and the interface between all three are outlined.

Section I - Organization of the Office of the Assistant to the President
for National Security Affairs

Executive Assistant

Duties

The Executive Assistant (Larry Eagleburger) would continue to provide full range of personal staff assistance to you. He would maintain complete cognizance of your daily activities and serve as your focal point for the transmission of instructions to and from the

DECLASSIFIED w/ portions exempted

AUTHORITY FRUS 69-76 Vol 3: doc 24

BY dal NARA DATE 8/6/14



Office of the President through the designated Assistants to the President and intergovernmentally at the Special Assistant level and above, and to the NSC staff through the Military Assistant. Normally, the Executive Assistant will delegate to the Military Assistant liaison at the Special Assistant/Military Assistant level with the Department of Defense, Director, OEP, and Central Intelligence Agency. It is emphasized that contacts with the NSC staff would be effected through the Military Assistant or in coordination with him with the view toward relieving the Executive Assistant of time consuming coordination with the NSC staff so that he can be totally responsive to the rapid pace of your daily activities, plan ahead to preclude short deadlines in your schedule and foresee potential trouble spots.

In processing the flow of business related to the NSC, the Executive Assistant will, after clearance of NSC substantive papers by the Military Assistant, present them to you with staff assistance as required and in sufficient time to insure assimilation and/or modification prior to consideration by the National Security Council and/or the Review Group.

The Executive Assistant would be located in the office adjacent to yours, with the desk against the window so that both of you would have easy access to each other through the interconnecting door, thus avoiding the risks associated with the reception room conduct of business. Entry to your office through the front door would be limited to scheduled visitors as controlled by your private secretary in coordination with you and the Executive Assistant.

Approve ✓ Disapprove _____ Other _____

Military Assistant

Duties

The Military Assistant, Colonel Haig, will maintain cognizance of the full range of activities handled by the Executive Assistant and will be specifically charged with coordination of and



liaison with National Security Council staff through the Staff Secretary or designated senior geographic substantive officers and the designated senior representatives of the Planning and Programming Sections as described in Section III.

The Military Assistant will insure that NSC and Review Group papers were available to you on a timely basis and are consistent with substantive guidance which you have provided. In effect, the Military Assistant would serve as the de facto Chief of Staff for substantive NSC affairs and be the single point of contact to insure final review of NSC papers prior to presentation through the Executive Assistant to you.

Military Assistant will be responsible for setting up thru the NSC Secretary or the substantive officer concerned, staff briefings, special briefings and meetings as may be required in the conduct of NSC business.

Military Assistant would exercise monitorship of the Daily Intelligence Briefing for the President by conducting a daily coordinating meeting with the substantive geographic officers and Mr. McCafferty and an assistant to be designated as outlined below.

Military Assistant will monitor 303 Committee agendas and activities working in close coordination with Mr. Frank Chapin and insure you are briefed on this material in a timely manner and that follow-up action is accomplished in timely fashion.

Military Assistant will be located with the Executive Assistant and be the point of contact with the NSC staff and will be able, as required, to fill in for the Executive Assistant in his absence.

Approve Disapprove Other

Administrative Assistant

Duties

The Administrative Assistant, Bob Houdek, will be the point of receipt for all materiel forwarded to you from the NSC Staff Secretariat to be relocated in EOB and described in Section III. He



will sort this materiel into categories such as "Information", "Action" and "Signature". He will also receive, for initial screening, materiel received from the Office of the President or other members of the White House staff and all out-of-house foreign affairs related material of a non-NSC operational nature for your or Presidential action. He will insure that it is properly logged and suspended by the existing small White House office Administrative Section, dispatch it to the Staff Secretary if appropriate, or refer it to the Executive/Military Assistants. The Executive/Military Assistants will insure that priorities for your attention are established and that the paper work is substantively responsive and coordinated prior to delivery through the Executive Assistant to your desk.

Mr. Houdek would continue to participate in daily press briefings and provide liaison with the office of the Press Secretary.

The Administrative Assistant will continue to be located in the small office to the left of the guard desk in the West Basement.

Approve Disapprove Other

Information and Intelligence Operations

Mr. Art McCafferty and one qualified designated Assistant will prepare, based on all source reports (including submissions by the substantive staff) and the daily draft intelligence summary for the President. It will be available by 1730 hours each day in time for the coordinating meeting between you, the Military Assistant and appropriate members of the NSC staff. The meeting will be held in the Situation Room and should include, as necessary, participation by the CIA briefer, Mr. .

(This meeting will enable NSC staff members to insure that items presented to the President in the morning brief are accurate, have been subjected to their analysis where required and contain the latest factual data available. Participation by Mr. in this meeting would also permit proper coordination of materiel contained in the CIA Daily Brief with the basic memoranda prepared for the President. It will also go far toward



improving the responsiveness of the CIA Daily Brief by highlighting special items of Presidential interest. Notwithstanding, there will be occasions when the CIA representative will be excused).

If you are not available for this meeting, it should be conducted by the Military Assistant to insure that the coordination is effected on a timely basis and that a final coordinated draft will be available for your subsequent review prior to your meeting with the President the following morning. The morning update will be conducted for you by the Military Assistant.

Approve Disapprove _____ Other _____

Organization of the White House Office Secretarial Staff

It is essential that the reception room be maintained as an orderly, non-substantive administrative area which is occupied solely by required secretarial support. The following secretarial organization is proposed:

Joan McCarthy - Personal secretary, responsible for the maintenance of your daily calendar, in coordination with the Executive Assistant (a separate analysis of your personal schedule has been prepared by Mr. Eagleburger as attached at Tab F).

Mildred Zayac - Mrs. McCarthy's Deputy, responsive to your personal requirements, with the full capability of filling in for Mrs. McCarthy so that acceptable working hours can be established for both.

Sally Dahler - Perform confidential secretarial duties for you and also fill in as required in general front office clerical work.

Secretary to be designated for the Executive Assistant.

Muriel Hartley - Secretary for the Military Assistant.

It is anticipated that the above secretarial staff would provide the full time competence required to support you, your



Executive Assistant and your Military Assistant (each is capable of filling in for the other). Additional late hour assistance can be provided by Mrs. Lora Simkus to insure that the secretarial staff is not subjected to the excessive workloads of recent weeks.

Approve Disapprove _____ Other _____

Section II - System for the Processing of Papers Related to National Security

As soon as practicable, the point of receipt of all paper work related to the National Security Council affairs should be designated as the NSC Staff Secretariat which will be set up under the supervision of the NSC Staff Secretary, Mr. Moose, in the Executive Office Building (Mr. Bromley Smith should serve as his adviser and be located with him). It will be the function of this Staff Secretariat to receive, log and establish suspenses for all NSC related paper work. Decision will be made by the Secretariat as to the processing of this paper. Normally, it will entail immediate dispatch to the responsible substantive officer, or to the Planning or Programming Section and also provide for mandatory coordination between all affected staff members. Logging and suspenses will also be established for all correspondence referred to the NSC for action from your White House office.

Approve Disapprove _____ Other _____

When an issue is urgent and demands your immediate attention, it will be sent simultaneously to your office and to the substantive officer or officers most concerned to minimize delay. Specifically, the Secretariat itself should be organized under Mr. Moose to provide the following:

a. Prompt servicing and central control of all NSC action papers or papers referred to the NSC staff by the White House office.

b. A system for guaranteeing coordination between individual members and staff sections of the NSC staff.

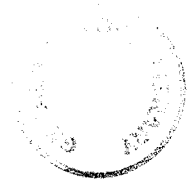
c. The provision of administrative support to the NSC Staff to include clerical assistance, transportation, personnel services, messenger service and space control.

d. Maintenance of the budgetary, personnel and organizational framework of the NSC staff (Mr. Moose has already recommended that he be authorized to acquire the services of a budget specialist to prepare a revised NSC budget. We recommend approval of this action so that budgetary estimates can be promptly prepared).

e. Maintenance of an NSC staff communications system which will provide for the rapid distribution of cables, intelligence publications, and reports to the NSC staff.

f. Maintain liaison with all departments and agencies within the national security structure at the Staff Secretariat level. As a rule, a Staff Secretary would not deal with the Assistants to the principals of the Departments and Agencies. This liaison should be effected through the Executive Assistant or the Military Assistant as previously outlined.

g. The Staff Secretary will work in close coordination with the Chief of the Planning Section and especially the Chief of the NSC Support Group, in the preparation and timely distribution of all NSC agenda related papers. The Staff Secretary will insure that all NSC related papers, including NSSMs, NSDMs, are standardized as to format and style and are properly numbered and distributed among the interested agencies on a timely basis. Based on guidance from the Chief of the Planning Section, the Staff Secretary will maintain suspense files, a master calendar of NSC and Review Group work schedules and related calendar of NSC business. It is essential that the reproduction capability of the Secretariat provide for the rapid reproduction of multiple copies of NSC documents so that timely distribution of material of substantive interest to all staff personnel is promptly furnished these officers for comment as required. The Staff Secretary's Administrative Assistant must be capable of insuring this action in coordination with the Chief of the Planning section who must be equally conscious of this responsibility.



h. Establish a messenger service responsive to the requirements of your White House office and the interagency requirements of the NSC staff.

i. Serve as the single point of contact between your office, for all NSC matters, as well as matters referred by your office to the NSC staff.

j. Serve as the point of contact for the clearance of cables from State, Defense, CIA or other agencies and departments as required. Normal routine would provide for receipt of the cable initially at the White House office and dispatch to the Secretariat through Mr. Houdek who will log the message. Once staff clearance has been obtained, it will be returned to Mr. Houdek for your clearance after which it will be officially cleared by the Staff Secretary who will also maintain a log and suspense on the messages. Some messages which the staff officer considers routine or totally consistent with your views should be cleared by him thru the Secretary without further reference to you. Through this system, a double suspense will insure no cable clearances are missed. This system will also enable us to restrict highly classified or personal traffic to the White House office if so determined by you or your immediate staff.

k. Serve as the point of contact for the receipt of White House initiated requirements received by your White House office which should be referred to the Staff Secretariat for logging, suspense and assignment of action to the appropriate substantive officer or staff section. As with cables, a double log and suspense system would be used, first in your office and secondly, within the Staff Secretariat to insure a double check and timely receipt of the response. High priority requirements of the President or his White House staff would be brought to the attention of the Military Assistant or the Executive Assistant by Mr. Houdek prior to or simultaneously with processing through the Staff Secretariat so that you are aware of the requirement.

(Mr. Moose has recommended the acquisition of a highly qualified administrative assistant from the Department of State to assist in establishing the Administrative Section within the Staff Secretariat and it is recommended that he be provided with this assistance).



OR AK

Within
48 hours

Section III - Organization of the National Security Council Staff

There is an urgent need for a prompt and finite delineation of responsibilities within the substantive NSC staff. This delineation of responsibilities will unquestionably generate personal resentment on the part of individuals who had been told or who have assumed that they would play a role which would be greater or perhaps somewhat different from what sound organization dictates.

Recognizing this, we have spoken to several of the principal officers, with the view towards getting a cross section of attitudes on organizational arrangements, especially as they pertain to the interface between the geographic officers and the Planning and the Program sections. Unfortunately, each visualizes a degree of authority and responsibility which could only be achieved at the expense of adjacent staff section or substantive officer. Thus, hard decisions must be made now which are based on the overall efficiency of the NSC staff and more importantly, which provide the kind of balance, expertise and judgment essential at this level.

-- At Tab A is a proposed Organizational Chart of the NSC Staff.

-- At Tab B is a proposed draft mission statement for the Operations Section.

-- At Tab C is a proposed draft mission statement for the Planning Section.

-- At Tab D is a proposed draft mission statement for the Programs Section.

-- At Tab E is a Procedure Outline for the processing of papers for Review Group and NSC Meetings prepared primarily by Mr. Halperin.

-- At Tab F is a separate analysis of your personal schedule.

Recommendation:

That you approve in principle the organizational concept outlined;



That you convene a meeting of the staff and furnish them with copies of the attachments with the provision that functions are in draft only and are subject to refinement in coordination with the Military Assistant;

That, in the interim, the organization be set up as outlined effective February 13, to include execution of all physical moves by the close of business February 13.

(Mr. Dave McManis (NSA) is prepared to serve as Intelligence Assistant and can be here on February 13. He would remain on NSA payroll).

Attachments

*Want to discuss
minor changes
Rele of Helpein etc*



4 b

A



4c

B



Operations Staff

Functions:

1. Provide supervision, guidance, coordination, monitorship and direction as necessary for designated country, regional or functional activities as they may relate to U.S. National Security Affairs.
2. Participate on interagency, geographic or functional groups within assigned areas of responsibility and insure NSC related papers include consideration of all feasible options.

Interrelationship with Assistants for Planning, Assistants for Programs, Staff Secretariat and White House Office.

With Assistants for Planning:

Coordinate with NSC Planning Group on the development of NSC papers from IG thru Review Group or Under Secretaries Group, as appropriate, to insure that NSC Planning Group is continuously appraised of progress, substantive content and issue divergencies. NSC Planning Group will, in turn, and in coordination with NSC Secretariat, insure continuity of style and format to NSC papers and relate substantive issues to other ongoing related studies and activities of NSC Staff. The NSC Planning Group will, as required, suggest additional options for inclusion in papers destined for NSC



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or Review Group consideration. NSC Planning Group, in coordination with the Secretariat and the responsible substantive officer, will also monitor execution of approved decisions and programs. Where formal interdepartmental action is called for, it will be exercised by the Staff Secretariat. Responsible Operational Staff officer will, however, maintain primary responsibility for substantive content of NSC papers when issues fall wholly within his area of responsibility. Issues which pose difficult interrelationship problems will be resolved by the Assistant to the President thru the Military Assistant. Provide input and coordination with special studies or projects performed by the Long-Range Planning and Special Projects sections.

With Assistants for Programs:

Coordinate with Assistant for Programs as required. The Assistant for Programs is not to compete with substantive officers on policy issues of immediate concern and will take the initiative in coordinating with the Operations Staff member in developing working contacts with State, AID, etc, and is responsible for initiating coordination on all NSSMs, study reports, recommendations, etc., which he prepares and which involve areas of responsibility of the Operations Staff officer.

-3-

With Staff Secretariat:

Principal Operations Officers will receive work assignments primarily through the Staff Secretary -- either by direct referral from the Staff Secretary or in his capacity as a channel of communication from the Military Assistant. Responses to such assignments, as well as actions and memoranda generated by the operations officers themselves will, unless things do not permit, be forwarded to the Assistant through the Staff Secretariat. The above specification includes cable clearances. The Staff Secretary will maintain an action schedule in order to assure that staff work is forwarded to the Assistant in a timely manner. As an operational principle action, items received from the Department of State must be acted on by Staff members within 48 hours. When this is not possible, a status report should be provided to the Staff Secretary.

With White House Office:

The Military Assistant will serve as the executive coordinator of the NSC staff, thru the Staff Secretary on NSC administrative matters and directly with responsible operations, planning or program officers for substantive matters. Principal Operations Officers will coordinate with the Military Assistant and be responsive to his guidance on matters of substantive content which reflect the views of the Assistant to the President. They will routinely communicate with the Assistant to the President thru the Military Assistant or, when required, thru the

Executive Assistant. They will keep the Military Assistant abreast of ongoing work progress and keep him fully apprised of all matters of interest to the Assistant to the President.



4e

C



Assistants for Planning

Functions:

1. Assistants for Planning will prepare or participate in planning studies or NSC efforts not having an overall country or operational focus. Study emphasis will be on mid- and long-range U. S. national security policy.

2. The Assistants for Planning will maintain liaison with the academic community, research institutes, etc., on all matters affecting the national security.

3. The NSC Planning Group will plan and develop work schedules, establish priorities for study and may refine, in coordination with the Secretariat, the substantive content of matters being processed thru the NSC system to insure consistency in style and format. Responsibilities will include monitorship of the processing of issues from the interdepartmental groups, thru the Review Group or Ad Hoc Under Secretary's Group and to the National Security Council. Monitor, in coordination with Operations Officer concerned and the Secretariat, the execution of approved programs and policy decisions and make timely recommendations thru the Secretariat for remedial action if required. (Procedures for processing NSC matters are at Tab E). The Planning Group may prepare draft



NSSMs which should be coordinated with the Operations Officer concerned and the Secretariat before forwarding to the Assistant to the President.

4. The Long-Range Plans Group will conduct such studies as may be directed by the Assistant to the President insuring coordination with responsible operations officers.

5. The Special Studies Group will conduct such projects and studies as the Assistant to the President may dictate insuring coordination with responsible operations officers.

Interrelationships with Assistants for Programs, Operations Staff

With Assistants for Programs:

Keep Assistant for Programs fully apprised of all ongoing activities of the Planning Staffs and draw, as necessary, on results of studies conducted by the Assistant for Programs through close and continuing liaison.

With Operations Staff:

Coordinate with Operations Staff on all matters of interest to country, regional or functional officers and insure responsible officers are furnished all NSSMs and study reports for review or comment. Work thru responsible operations staff officers as needed in developing working contacts with State, AID, etc. Do not compete with responsible

- 3 -

operations staff on policy issues of immediate concern but monitor in coordination with the responsible officer and the Secretariat, the progress, development and status of all issues of possible interest to the Assistant to the President for National Security Affairs or the NSC.

With the Staff Secretary:

Coordinate closely with the Staff Secretary and the Secretariat who will maintain administrative work calendars, agendas and pertinent schedules for the conduct of all business within the NSC system.

Principal Planning Officers will receive work assignments primarily thru the Staff Secretary - either by direct referral from the Staff Secretary or in his capacity as a channel of communication from the Military Assistant. Responses to such assignments, as well as actions and memoranda generated by the operations officers themselves, will, unless time does not permit, be forwarded to the Assistant through the Staff Secretariat. The above specifically includes cable clearances. The Staff Secretary will maintain an action schedule in order to assure that staff work is forwarded to the Assistant in a timely manner. As an operational principle, action items received from the Department of State must be acted on by staff members within 48 hours. When that is not possible, a status report should be provided to the Staff Secretary.



With White House Office:

The Military Assistant will serve as the executive coordinator of the NSC staff, thru the Staff Secretary on NSC administrative matters and directly with responsible Operations, Planning or Programs officers for substantive matters. The Chief of the NSC Planning Staff will coordinate with the Military Assistant and be responsive to his guidance in behalf of the Assistant to the President when substantive questions arise. He will routinely communicate with the Assistant to the President thru the Military Assistant or, when required, thru the Executive Assistant. He will keep the Military Assistant abreast of ongoing work progress and keep him fully apprised of all matters of interest to the Assistant to the President. On matters pertaining to Review Group or NSC business, the Chief of the NSC Planning Group should deal directly with the Military Assistant or the Assistant to the President thru the Military Assistant and with the Staff Secretary as required.



48

D



The Assistants for Programs

Functions:

1. Provide supervision, guidance, coordination and direction as necessary for the preparation of studies analyzing U. S. objectives, policies, and programs in designated countries and regions.
2. Assist in preparation of country or regional program memoranda to be used by NSC on the basis of policy and program decisions.

Interrelationship with Assistants for Operations:

Coordinate with Assistants for Operations as required. The Assistant for Programs is not to compete with Operations Staff on policy issues of immediate concern and will take the initiative in coordinating with responsible members of the Operations Staff in developing working contacts with State, AID, etc., and is responsible for coordinating and circulating for comment all NSSMs, study reports, recommendations, etc., which involve areas of responsibility of the responsible Assistant for Operations.

Interrelationship with Assistants for Planning:

Keep Assistants for Planning fully apprised of all ongoing activities and draw as necessary on results of studies conducted by the Assistants for Planning through close and continuing liaison.

-2-

Interrelationship with Staff Secretariat:

The Assistant for Programs will receive work assignments primarily thru the Staff Secretary - either by direct referral from the Staff Secretary or in his capacity as a channel of communication from the Military Assistant. Responses to such assignments, as well as actions and memoranda generated by the Operations Officers themselves will, unless time does not permit, be forwarded to the Assistant through the Staff Secretariat. The above specifically includes cable clearances. The Staff Secretary will maintain an action schedule in order to assure that staff work is forwarded to the Assistant in a timely manner. As an operational principle, action items received from the Department of State must be acted on by staff members within 48 hours. When this is not possible, a status report should be provided to the Staff Secretary.

Interrelationship with White House Office:

The Military Assistant will serve as the executive coordinator of the NSC staff, thru the Staff Secretary on NSC administrative matters and directly with responsible Operations, Planning or Programs officers for substantive matters. The Assistant for



Programs will routinely coordinate with the Military Assistant and be responsive to his guidance, in behalf of the Assistant to the President, when substantive questions arise. The Assistant for Programs will communicate with the Assistant to the President thru the Military Assistant, or, when required, thru the Executive Assistant. He will keep the Military Assistant abreast of ongoing work progress and keep him fully apprised on all matters of interest to the Assistant to the President.

E



PROCEDURES FOR
REVIEW GROUP AND NSC MEETINGS

1. Operations staff NSC officer should sit on NSC Interagency Group and ensure that paper includes all options. He should prepare summary of paper and assemble any background information which Assistant to President (and later President) should have.
2. When paper comes from NSC Group to Assistant to President (via Military Assistant), Staff Secretary should send meeting memo to Review Group, in general, simply saying paper will be discussed at Review Group meeting on certain date.
3. NSC Planning Group will review paper and recommend additional options to be considered and coordinate paper with Secretariat.
4. For Pre-RG meeting, the Chief of the NSC Planning Group, working with appropriate operations staff officer(s) will prepare a book for Assistant to President, including:
 1. RG Talking Points (including additional options if any) for Assistant to President.
 2. Summary of RG paper.
 3. RG paper.
 4. Background papers (summary if necessary).
 5. Memo to agencies requesting briefings for NSC.
5. Assistant to President to meet Wednesday afternoon with Chief, NSC Planning Group, operations staff official and others interested in subject to review papers and approve briefing memo. (Chief, NSC Planning Group will debrief Military Assistant on results of this meeting if Military Assistant is not at meeting).
6. Following RG meeting, Chief, NSC Planning Group and Staff Secretary will prepare memo to NSC enclosing paper and reporting any observations of the RG.



7. Following RG meeting, Chief of NSC Planning Group, with operations staff officer, will prepare book for President and Assistant to President, to be completed forty-eight hours prior to NSC Meeting. Book will include:
 - A. HAK memo to President.
 - B. Summary of paper.
 - C. Paper.
 - D. R. N. Talking Points.
 - E. (Assistant to the President's Talking Points in his book only).
 - F. Necessary background papers with summaries if necessary.

8. Following NSC meeting, Military Assistant, Chief of NSC Planning Staff and operations staff officer to review Presidential decisions and study requests and put out necessary NSDMs, NSSMs, and other more informal guidance.

