

Draft language for Chapter 5 observations on working relationships between the board and the Agency.

The Review Board is grateful to a number of CIA officers whose tireless efforts facilitated the difficult process of resolving conflicting national interests. Outstanding among these were JFK Project Chief J. Barry Harrelson, former Historical Review Group Chief John F. Pereira, and the current chief of the Historical Review Program, James R. Oliver. It is equally regretful that other CIA officers, almost exclusively from the Directorate of Operations, were as tireless in their efforts to resist compromise, unnecessarily impeding the process and, ultimately, damaging the Agency's interests with their all-or-nothing positions. The Board found that, whenever it and its staff were able to deal directly with knowledgeable experts throughout the Agency on substantive issues or records, more often than not the result was a mutually acceptable release or postponement. The interposition of zealous but inadequately informed staff officers between the Board or its staff and the affected operational divisions was the single most pernicious influence encountered by the Board in its dealings with the Agency.