

Extracts from
The Recommendations of the
Joint Committee on the Investigation
of the
Pearl Harbor Attack

Page 253:

"That there be a complete integration of Army and Navy intelligence agencies in order to avoid the pitfalls of divided responsibility which experience has made so abundantly apparent; that upon effecting a unified intelligence, officers be selected for intelligence work who possess the background, penchant, and capacity for such work; and that they be maintained in the work for an extended period of time in order that they may become steeped in the ramifications and refinements of their field and employ this reservoir of knowledge in evaluating material received. The assignment of an officer having an aptitude for such work should not impede his progress nor affect his promotions. Efficient intelligence services are just as essential in time of peace as in war, and this branch of our armed services must always be accorded the important role which it deserves."

Page 257:

- "8. The coordination and proper evaluation of intelligence in times of stress must be insured by continuity of service and centralization of responsibility in competent officials

On occasion witnesses have echoed the sentiment that the Pearl Harbor debacle was made possible, not by the egregious errors or poor judgment of any individual or individuals but rather by reason of the imperfection and deficiencies of the system whereby Army and Navy intelligence was coordinated and evaluated. Only partial credence, however, can be extended this conclusion inasmuch as no amount of coordination and no system could be effected to compensate for lack of alertness and imagination. Nevertheless, there is substantial basis, from a review of the Pearl Harbor investigation in its entirety, to conclude that the system of handling intelligence was seriously at fault and that the security of the Nation can be insured only through continuity of service and centralization of responsibility in those charged with handling intelligence. And the assignment of an officer having an aptitude for such work over an extended period of time should not impede his progress nor affect his promotions.

The professional character of intelligence work does not appear to have been properly appreciated in either the War or Navy Departments. It seems to have been regarded as just another tour of duty, as reflected by limitations imposed on the period of assignment to such work, among other things. The committee has received the distinct impression that there was a tendency, whether realized or not, to relegate intelligence to a role of secondary importance.

(Emphasis in the original)

As an integrated picture, the Pearl Harbor investigations graphically portray the imperative necessity, in the War and Navy Departments, (1) for selection of men for intelligence work who possess the background, capacity, and penchant for such work; (2) for maintaining them in the work over an extended period of time in order that they may become steeped in the ramifications and refinements of their field and employ this reservoir of knowledge in evaluating data received; and (3) for the centralization of responsibility for handling intelligence to avoid all of the pitfalls of divided responsibility which experience has made so abundantly apparent."