In reply refer to: BH/380/C0

"Lessons Learned" Pueblo and DC-121 Incident

1. Further to my memo of 25 June, some subject, attached is a
description of a "Problem Grid which was devised by the ad hoc committee
on "Lessons Learned".

2. Please disregard the specific question posed in the 25 June
memo, but have personnel who were involved in/familiar with the two
incidents devote some thought to entering appropriate entries in the
grid squares. If problems areas come to mind which do not fit
appropriately into the grid, feel free to add categories down the right
side. The completed grids will serve as a basis for further study by
the committee.

3. You are requested to record and list, even the smallest problem
encountered, such as lack of maps, call in lists, etc. If you use a grid
the size of the attached example, footnoted narrative may be attached.

4. AMP has expressed his desire to accelerate the committee .mai
on this project therefore, your submissions are requested by 27 Oct-

/ D A Reed

DA REED
Chief, BH.

HAndLE VIA CmU T K. FLY

DowngradE To ConFIDENTIAL When INclosures ARE REMOVED

Approved for Release by NSA on 05-28-2013, FOIA Case # 63391
MEMORANDUM FOR THE RECORD

3 June 1969

SUBJECT: "Lessons Learned" Problem Grid.

1. As we agreed at the meeting on 25 May, a Problem Grid has been devised, to help in identifying the difficulties encountered in the PUEBLO and EC-121 incidents.

2. In line with the "grid" concept, consider the entries across the top to be "Airborne", "Seaborne", and "Other" subdivided into "National" and "Direct Service/Support" under each. The entries down the left side will be as follows:

MANAGEMENT

1. Justification/Objectives
2. Scheduling
3. Tasking
4. Support (Technical, Other)
5. Control (Operational, SIGINT)
6. SIGINT Warning (Internal, External)

INCIDENT

1. Knowledge
2. Reporting
3. Justification (Evaluation)
4. Central Control
5. Time Elements

POST-INCIDENT

1. Responsibility
2. Coordination
3. Reporting
4. Publicity
5. Support

3. The above sub-headings have intentionally been kept broad, so as to permit the identification of whatever difficulties may have been encountered. It may prove easier to devote narrative statements to those sub-headings, each such statement representing an entry into a block of the Problem Grid.

4. It is requested that addressees complete the Problem Grid as appropriate and bring the results to the next meeting, in the A Conference Room, at 0900 on Wednesday, 11 June 1969.

Recorder
ADP Ad Hoc Committee

DISTRIBUTION:
A04 (Mr. C. R. Lord)
B04
B104
C04 (Mr. R. Scobey)
G04 (Mr. R. McConaughey)
P1 (Mr. J. J. Monroe)
P2
K17
S1
**Problem Grid**

<table>
<thead>
<tr>
<th>FUNCTION</th>
<th>ELEMENT</th>
<th>A</th>
<th>B</th>
<th>C</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>1 NATIONAL</td>
<td>2 DIRECT SVC/SUPP</td>
<td>1 NATIONAL</td>
</tr>
<tr>
<td>A. MANAGEMENT</td>
<td>1. Justification/ Objectives</td>
<td></td>
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<td></td>
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<td></td>
<td>2. Scheduling</td>
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<td></td>
<td>3. Tasking</td>
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<td>4. Support (Tech., Other)</td>
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<td>5. Control (Opn'l., SIGINT)</td>
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<td>6. SIGINT Warning (Internal, Ext.)</td>
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<td>7. Other *Call-in/1st</td>
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<tr>
<td>B. INCIDENT</td>
<td>1. Knowledge</td>
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<td></td>
<td>2. Reporting</td>
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<td></td>
<td>3. Justification (Evaluation)</td>
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<td>4. Control Control</td>
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<td></td>
<td>5. Time Elements</td>
<td>✔</td>
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<td>6. Other *</td>
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<tr>
<td>C. POST-INCIDENT</td>
<td>1. Responsibility</td>
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<tr>
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<td>2. Coordination</td>
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<td>3. Reporting</td>
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<td>4. Publicity</td>
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<td>5. Support (Extra bulk/Division)</td>
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<td>6. Other * of Other</td>
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</table>

* - Specify

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SECRET

HANDLE VIA COMINT

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