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Presentation Staff

DDCI'S ARMED FORCES STAFF COLLEGE TALK  
13 DECEMBER 1967

AS A GRADUATE OF THE FIRST AFSC CLASS OF 1947, I AM VERY PLEASED TO HAVE THIS OPPORTUNITY TO DISCUSS THE CENTRAL INTELLIGENCE AGENCY WITH YOU.

THE FACT THAT YOU ARE ATTENDING THE ARMED FORCES STAFF COLLEGE IDENTIFIES YOU AS A SELECT GROUP OF MEN ON THE WAY UP. I DON'T HAVE TO TELL YOU THAT THE PRESENT ORGANIZATION OF OUR MILITARY COMMAND STRUCTURE AND THE NEEDS OF OUR GOVERNMENT PLACE INCREASING IMPORTANCE ON JOINT STAFF AND INTERAGENCY COMMITTEE WORK.

THUS, IN YOUR FUTURE ASSIGNMENTS, YOU MAY BE WORKING WITH CIA, OR WITH OTHER PARTS OF THE INTELLIGENCE COMMUNITY, OR WITH U.S. INTELLIGENCE ACTIVITIES OVERSEAS. IT WOULD BE HELPFUL FOR YOU, THEREFORE, TO BE ACQUAINTED WITH THE FUNCTIONS AND ORGANIZATION OF CIA, AND ITS COOPERATIVE EFFORTS WITH OTHER GOVERNMENT AGENCIES AND THE MILITARY SERVICES TO PRODUCE NATIONAL INTELLIGENCE.

CIA IS NOW 20 YEARS OLD. THE PLACE CIA OCCUPIES IN OUR NATIONAL SECURITY STRUCTURE AND THE ACTIVITIES IT UNDERTAKES ARE WELL DEFINED. I UNDERSTAND THAT

YOU HAVE RECEIVED AN EXTRACT OF THE NATIONAL SECURITY ACT OF 1947 WHICH SETS OUT THE STATUTORY AUTHORIZATION FOR THE FUNCTIONS CIA PERFORMS.

AS I AM SURE YOU RECOGNIZE, THIS STATUTORY AUTHORIZATION--LIKE MANY PUBLIC LAWS--IS SET FORTH IN FAIRLY BROAD TERMS. HOWEVER, THE CONGRESS PROVIDED FOR FURTHER DEFINITION AND REFINEMENT OF CIA'S FUNCTIONS. IT SPECIFICALLY DIRECTED CIA "TO MAKE RECOMMENDATIONS TO THE NATIONAL SECURITY COUNCIL FOR THE COORDINATION OF SUCH INTELLIGENCE ACTIVITIES OF THE DEPARTMENTS AND AGENCIES OF THE GOVERNMENT AS RELATE TO NATIONAL SECURITY." UPON RECEIVING PRESIDENTIAL APPROVAL, THESE RECOMMENDATIONS ARE ISSUED IN A SERIES OF CLASSIFIED PAPERS CALLED NATIONAL SECURITY COUNCIL INTELLIGENCE DIRECTIVES. THE NSCIDs ESTABLISH THE FRAMEWORK WITHIN WHICH THE INTELLIGENCE COMMUNITY FUNCTIONS, AND DISTRIBUTE CERTAIN ASSIGNMENTS OF RESPONSIBILITY AMONG THE U.S. INTELLIGENCE AGENCIES.

THE FIRST ONE, NSCID #1, ALSO PROVIDES FOR STILL MORE PRECISE ALLOCATION OF RESPONSIBILITIES THROUGH THE ISSUANCE OF DIRECTOR OF CENTRAL INTELLIGENCE DIRECTIVES. THESE NOW TOTAL MORE THAN 30. I COULD NOT BEGIN TO ACQUAINT YOU WITH ALL THE DETAILS COVERED

BY THE NSCIDs AND DCIDs. BUT THE IMPORTANT POINT IS THAT THEY REPRESENT A MEANS FOR CIA AND THE OTHER INTELLIGENCE AGENCIES TO UPDATE AND ADJUST TO THE CHANGING CIRCUMSTANCES, NEEDS AND CHALLENGES FACING THE U.S. INTELLIGENCE.

AS I AM SURE EACH OF YOU KNOWS, OUR EXPERIENCE AT PEARL HARBOR RESULTED IN THE DETERMINATION FOLLOWING WORLD WAR II TO ACHIEVE A COORDINATED NATIONAL INTELLIGENCE EFFORT.

TO ENSURE ENOUGH COORDINATION SO THAT THERE WILL BE NO IMPORTANT GAPS AND NO UNDESIRABLE DUPLICATION, THE NATIONAL SECURITY ACT OF 1947 AND SUBSEQUENT PRESIDENTIAL INSTRUCTIONS GAVE THE DIRECTOR OF CENTRAL INTELLIGENCE TWO PERSONAL RESPONSIBILITIES. HE IS BY LAW THE HEAD OF THE CENTRAL INTELLIGENCE AGENCY AND, BY PRESIDENTIAL ORDER, THE CHIEF INTELLIGENCE OFFICER OF THE GOVERNMENT. IN THESE CAPACITIES, HE NOW ACTS AS PRINCIPAL INTELLIGENCE ADVISOR TO THE PRESIDENT AND AS COORDINATOR OF ALL FOREIGN INTELLIGENCE ACTIVITIES RELATING TO THE NATIONAL SECURITY INTERESTS OF THE UNITED STATES. THUS, THE DIRECTOR OF CENTRAL INTELLIGENCE IS THE HEAD OF THE U.S. INTELLIGENCE COMMUNITY.

LET'S TAKE A LOOK AT THE COMPOSITION OF THE INTELLIGENCE COMMUNITY.

THE FIRST ELEMENT MOST PEOPLE THINK OF IN THIS CONTEXT IS THE CENTRAL INTELLIGENCE AGENCY.

SECOND, THERE IS THE DEFENSE INTELLIGENCE AGENCY. I UNDERSTAND YOU HAVE RECEIVED A PRESENTATION ON DIA, SO YOU ARE ACQUAINTED WITH DIA'S FUNCTIONS, ITS ORGANIZATION AND POSITION WITHIN DOD, AND THE CUSTOMERS IT SERVES.

THE INTELLIGENCE UNITS OF THE ARMY, NAVY, AND AIR FORCE CONTINUE TO SUPPORT THE PARTICULAR MISSIONS OF EACH ONE OF THE SERVICES. THE THREE SERVICE INTELLIGENCE COMPONENTS ARE CLOSELY COORDINATED BY THE DIRECTOR OF DIA.

IN THE STATE DEPARTMENT, THERE IS AN INTELLIGENCE UNIT WHICH SERVES THE SECRETARY OF STATE AND THE POLICY PLANNERS. IN A SENSE ALL OF OUR DIPLOMATIC PERSONNEL ARE INTELLIGENCE GATHERERS. BUT THERE IS ALSO A REQUIREMENT FOR MEN WHO APPLY THEMSELVES PROFESSIONALLY TO THE ANALYSIS OF THAT INFORMATION TO DETERMINE ITS BEARING ON PRESENT AND FUTURE IMPLICATIONS FOR U.S. FOREIGN POLICY.

THE INTELLIGENCE COMPONENT IN THE ATOMIC ENERGY COMMISSION HAS A SPECIALIZED CHARTER DEVOTED TO THE VITAL FIELD OF INTELLIGENCE ON NUCLEAR ENERGY DEVELOPMENTS.

SECRET

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A PRIMARY RESPONSIBILITY OF THE FEDERAL BUREAU OF INVESTIGATION IS THE MAINTENANCE OF THE INTERNAL SECURITY OF THE UNITED STATES, BUT YOU CAN EASILY IMAGINE THE VITAL CONNECTION BETWEEN FOREIGN INTELLIGENCE AND INTERNAL SECURITY. SO THE FBI, TOO, IS A MEMBER OF THE INTELLIGENCE COMMUNITY. THE FBI AND THE CIA WORK CLOSELY TOGETHER, BECAUSE THEY ARE BOTH COMBATING AN INTERNATIONAL CONSPIRACY, WHOSE OPERATIONS AND AGENTS MOVE BACK AND FORTH BETWEEN THE U.S. AND FOREIGN COUNTRIES.

THESE THEN, EXCEPT FOR THE NSA WHICH IS IN A UNIQUE CATEGORY, ARE THE INDIVIDUAL MEMBERS OF THE INTELLIGENCE COMMUNITY--CIA, STATE, DIA AND THE SERVICE INTELLIGENCE COMPONENTS, AEC, AND FBI.


IN ORDER TO ROUND OUT THE PICTURE OF THE COMMUNITY, I MUST ADD A NUMBER OF WHAT WE CALL "SERVICES OF COMMON CONCERN." IT MIGHT BE MORE ENLIGHTENING TO CALL THEM NATIONAL INTELLIGENCE ASSETS. THESE ARE ACTIVITIES WHICH SERVE THE ENTIRE GOVERNMENT RATHER THAN ANY PARTICULAR DEPARTMENT OR AGENCY. THEY MAY BE MANAGED BY ONE AGENCY--THAT AGENCY MAY EVEN PROVIDE MOST OF THE REQUIRED PERSONNEL AND EQUIPMENT--BUT THE ACTIVITIES ACTUALLY OPERATE DIRECTLY FOR THE ENTIRE INTELLIGENCE COMMUNITY.

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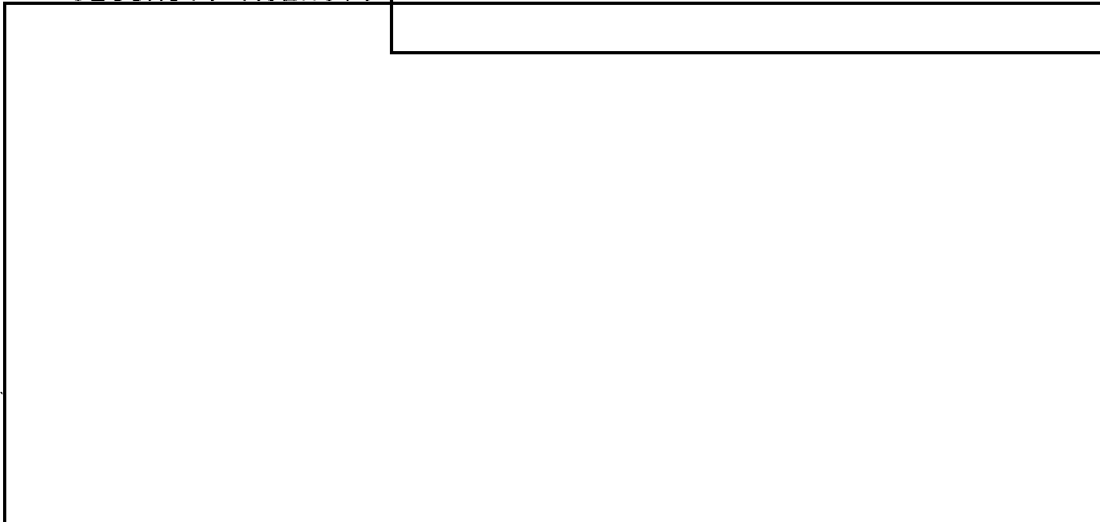
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SECRET

THE OLDEST AND LARGEST OF THESE IS THE NATIONAL  
SECURITY AGENCY, 

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OTHER IMPORTANT NATIONAL INTELLIGENCE ASSETS  
ARE THE NATIONAL PHOTOGRAPHIC INTERPRETATION CENTER  
AND THE BOARD OF NATIONAL ESTIMATES. AS THE CHART  
SHOWS, THESE ARE PART OF CIA AND I WILL DISCUSS  
THEM WHEN I GET TO THE INTERNAL WORKINGS OF THE  
AGENCY.

NOW, ALL THE AGENCIES AND ORGANIZATIONS WHICH  
MAKE UP THE INTELLIGENCE COMMUNITY ARE TIED TOGETHER,  
FOR GUIDANCE PURPOSES, BY THE UNITED STATES INTEL-  
LIGENCE BOARD, WHICH WE OFTEN REFER TO AS USIB.

(CHART,USIB)

THE DIRECTOR OF CENTRAL INTELLIGENCE, BY PRESIDENTIAL DESIGNATION, IS THE CHAIRMAN OF USIB. THIS, BY THE WAY, IS ONE PLACE WHERE THE DIRECTOR'S TWO JOBS--HIS "TWO HATS"--ARE VERY CAREFULLY DIFFERENTIATED. WHEN HE CHAIRS THE U.S. INTELLIGENCE BOARD, HE IS THERE AS THE PRESIDENT'S PRINCIPAL INTELLIGENCE OFFICER, NOT AS THE HEAD OF CIA. USIB PASSES ON THE AGREED, COORDINATED JUDGMENTS OF THE ENTIRE INTELLIGENCE COMMUNITY--WHAT WE CALL "NATIONAL INTELLIGENCE"--AND IT MIGHT HAMPER THIS FUNCTION IF THE DIRECTOR WERE SIMULTANEOUSLY TO ACT AS CHAIRMAN AND TO ADVANCE THE VIEWS OF THE CENTRAL INTELLIGENCE AGENCY. FOR THIS REASON, CIA HAS SEPARATE REPRESENTATION ON THE BOARD IN THE PERSON OF THE DEPUTY DIRECTOR OF CENTRAL INTELLIGENCE.

THE OTHER PRINCIPALS ARE:

THE STATE DEPARTMENT DIRECTOR OF INTELLIGENCE  
AND RESEARCH;

THE DIRECTOR OF THE DEFENSE INTELLIGENCE AGENCY;

THE DIRECTOR OF THE NATIONAL SECURITY AGENCY;

THE ASSISTANT GENERAL MANAGER OF THE AEC; AND

THE ASSISTANT TO THE DIRECTOR OF THE FBI

SINCE THE ESTABLISHMENT OF DIA, THE INTELLIGENCE CHIEFS OF THE ARMY, NAVY AND AIR FORCE ALSO ATTEND AND PARTICIPATE IN USIB, BUT AS OBSERVERS RATHER THAN AS OFFICIAL MEMBERS. THEY RETAIN THE RIGHT AND, IN FACT, THE DUTY TO

EXPRESS ANY DISSENT THEY MAY HAVE ON MATTERS UNDER DISCUSSION, AND THIS IS A FUNCTION THEY DO NOT HESITATE TO PERFORM.

USIB MEETS REGULARLY ONCE A WEEK--SOMETIMES MORE OFTEN. IT IS CONCERNED WITH A WIDE VARIETY OF MATTERS, BUT I THINK IT IS IMPORTANT TO EMPHASIZE THAT, IN ACCORDANCE WITH THE NSCID WHICH ESTABLISHED IT, USIB OPERATES AS AN ADVISORY BODY TO THE DIRECTOR OF CENTRAL INTELLIGENCE.

THE USIB HAS THREE PRINCIPAL FUNCTIONS.

FIRST OF ALL, IT SETS FORTH--AND PERIODICALLY REVIEWS--THE NATIONAL PRIORITIES FOR THE GUIDANCE OF THE INTELLIGENCE COMMUNITY IN CHOOSING INTELLIGENCE TARGETS AND IN ASSIGNING ASSETS TO COVER THESE TARGETS.

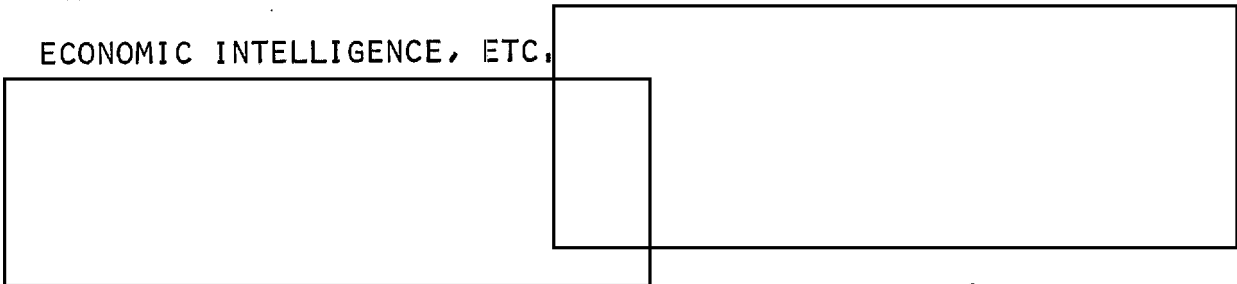
SECONDLY, THE USIB CONTINUOUSLY REVIEWS OUR FOREIGN INTELLIGENCE ACTIVITIES TO DETERMINE WHETHER THEY ARE IN ACCORD WITH THESE PRIORITIES, AND TO MAKE SURE THAT WE ARE DOING EVERYTHING POSSIBLE TO CLOSE IMPORTANT GAPS, AND TO AVOID UNNECESSARY DUPLICATION. PLEASE NOTE THAT I HAVE MODIFIED THE WORD "DUPLICATION" EACH TIME I HAVE USED IT. WHEN WE ARE TRYING TO GET HOLD OF THE OTHER FELLOW'S SECRETS IN THE INTERESTS OF OUR NATIONAL SECURITY, A CERTAIN AMOUNT OF DUPLICATION IS NOT ONLY DESIRABLE, BUT EVEN MANDATORY FOR THE SAKE OF CONFIRMATION.

THIRD, THE USIB REVIEWS IN DRAFT FORM AND IN GREAT DETAIL THE NATIONAL INTELLIGENCE ESTIMATES AND CERTAIN OTHER REPORTS WHICH THE DIRECTOR OF CENTRAL INTELLIGENCE



SUBMITS TO THE PRESIDENT AND THE NATIONAL SECURITY COUNCIL.

AS YOU SEE FROM THE CHART, USIB IS SUPPORTED BY A NUMBER OF SPECIALIZED COMMITTEES WHICH FUNCTION IN SUBSTANTIVE FIELDS--NUCLEAR ENERGY, MISSILE INTELLIGENCE, ECONOMIC INTELLIGENCE, ETC.



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FROM THIS BRIEF SKETCH OF THE INTELLIGENCE COMMUNITY, I HOPE YOU CAN PERCEIVE THE CLOSE WORKING RELATIONSHIPS AMONG CIA, DIA, THE SERVICE INTELLIGENCE COMPONENTS, NSA



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LET US NOW LOOK INWARDLY AT CIA.

THE PRIMARY FUNCTIONS PERFORMED BY CIA FALL INTO THREE BROAD CATEGORIES:

- COLLECTION OF INTELLIGENCE;
- COVERT ACTION OPERATIONS; AND
- PRODUCTION OF INTELLIGENCE

WE FIND IT CONVENIENT TO DIVIDE CIA'S INTELLIGENCE COLLECTION ACTIVITIES INTO THREE MAIN GROUPINGS THAT REFLECT DIFFERENT MEANS OF ACQUISITION. THE FIRST IS OVERT COLLECTION WHICH, AS THE NAME SUGGESTS, COVERS INFORMATION SECURED BY OPEN OR NONCLANDESTINE MEANS. OVERT

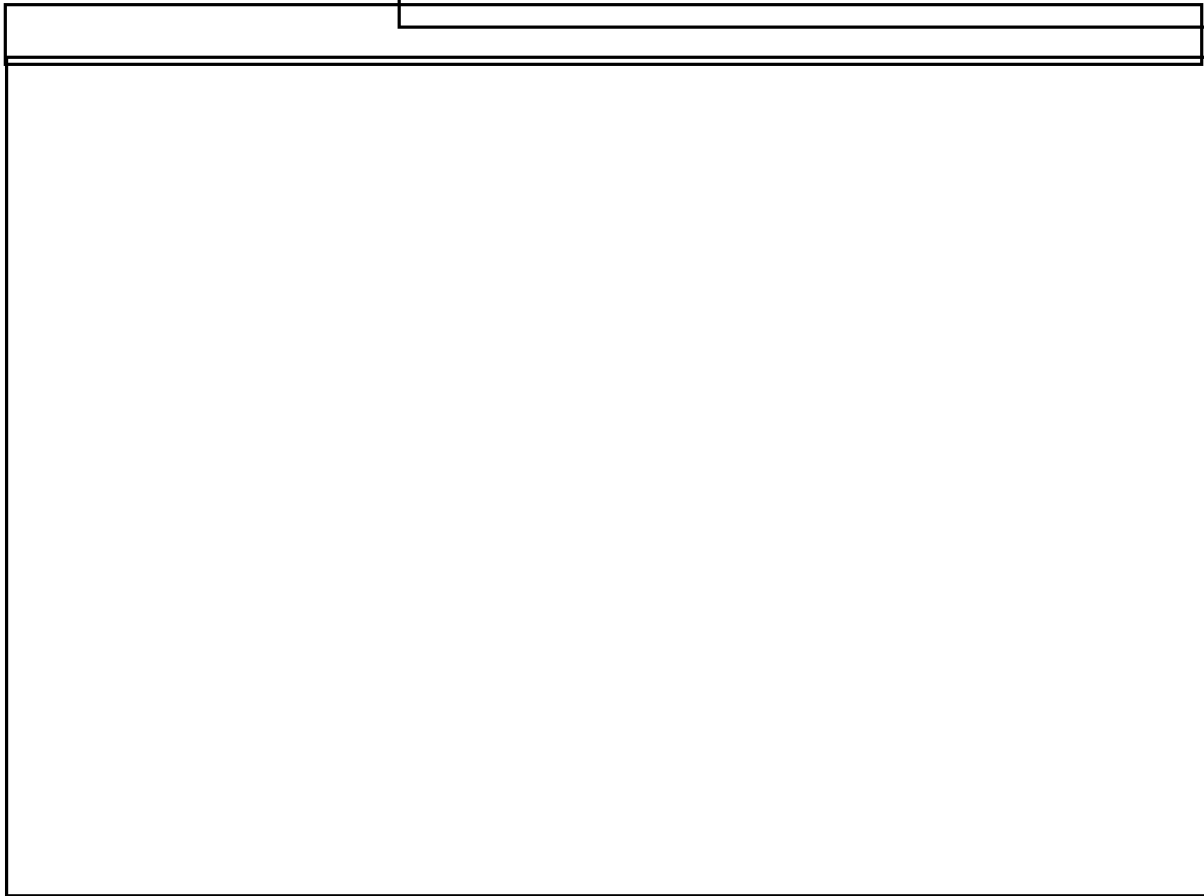
COLLECTION INCLUDES THE MONITORING OF FOREIGN RADIOS,  
SUCH AS RADIO MOSCOW, RADIO PEKING, AND THE VOICE OF THE  
ARABS IN CAIRO. THIS IS DONE BY THE FOREIGN BROADCAST

STATSPEC

INFORMATION SERVICE

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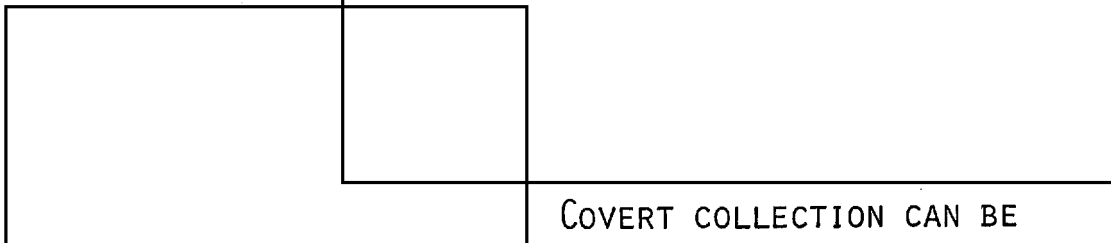
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AS YOU ALL KNOW, CIA ALSO UNDERTAKES COVERT INTELLI-

GENCE COLLECTION

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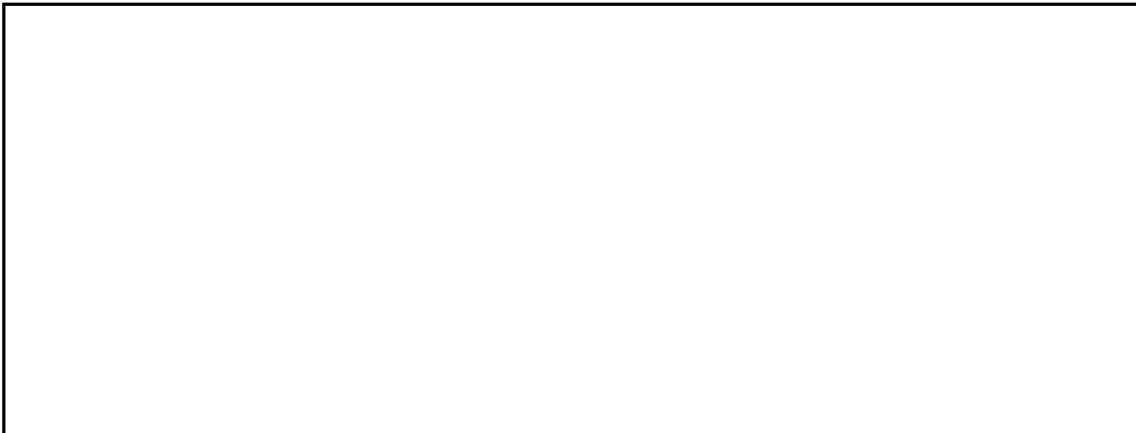


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COVERT COLLECTION CAN BE  
CATEGORIZED BY ITS PURPOSE. IN CIA, WE USE THE TERM

ESPIONAGE TO REFER TO THE COLLECTION OF POSITIVE INTEL-  
LIGENCE, OR SUBSTANTIVE INFORMATION REGARDING, SAY, A  
POLITICAL MOVE, A CHANGE IN ORDER OF BATTLE OR THE  
DETAILS OF A WEAPON SYSTEM. WE USE THE TERM  
COUNTERINTELLIGENCE WHEN WE WORK TO FRUSTRATE HOSTILE INTEL-  
LIGENCE COLLECTION AGAINST THE U.S. OR OUR ALLIES, OR TO  
PROTECT OUR PERSONNEL AND OUR OPERATIONS FROM BEING  
PENETRATED OR ROLLED UP BY THE ENEMY.

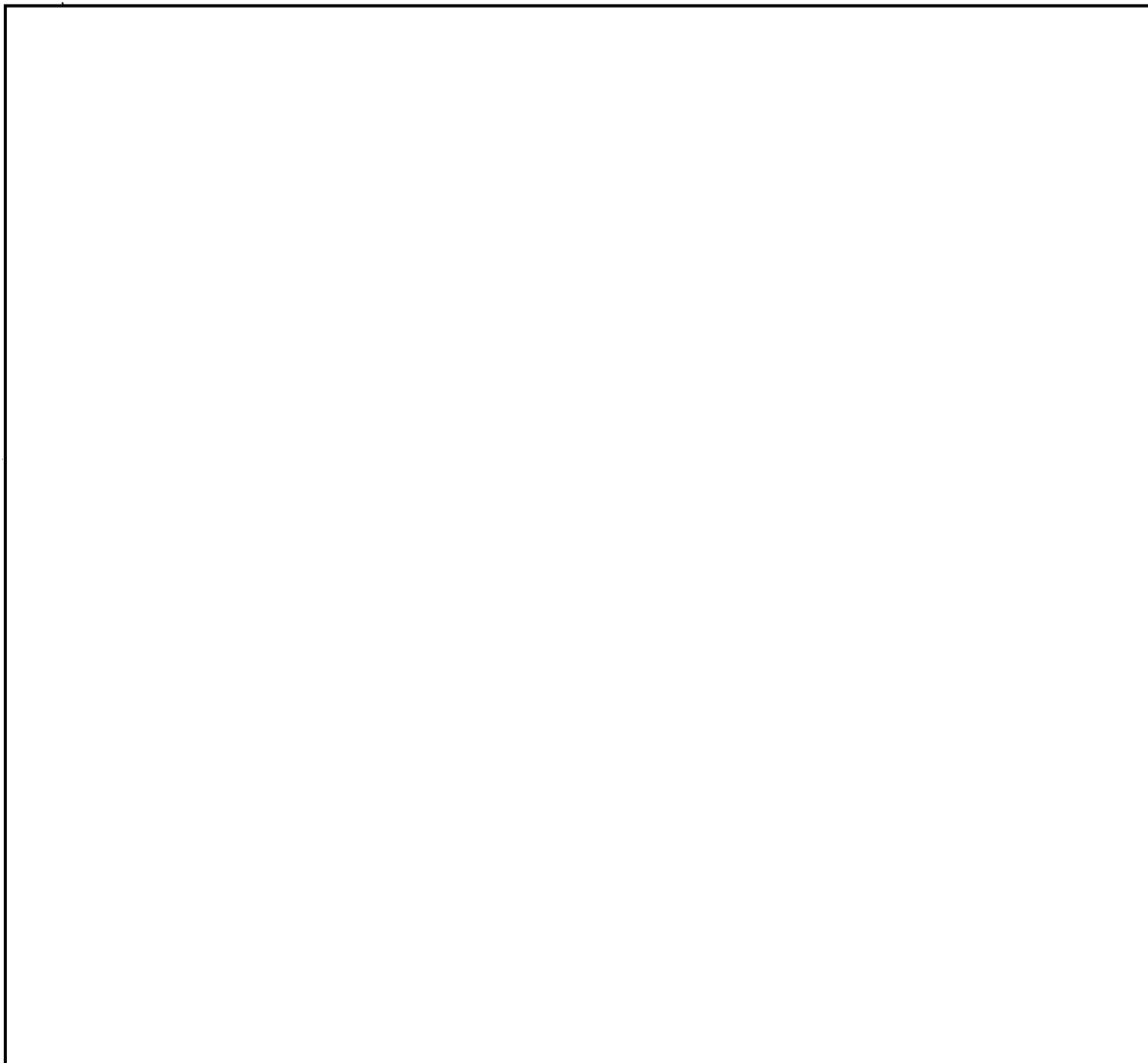
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THE NEXT PRIMARY MISSION OF CIA IS COVERT ACTION.  
THIS CONSISTS OF OPERATIONS AND ACTIVITIES UNDERTAKEN  
IN SUPPORT OF U.S. POLICY OBJECTIVES, WHERE THE SPONSOR-  
SHIP OF THE U.S. GOVERNMENT IS HIDDEN. IN THE "COLD  
WAR," WHICH PRE-DATES THE CIA, WE FACE AN ENEMY ADEPT  
AT CONSPIRACY AND SUBVERSION, WITH WORLD-WIDE CLANDESTINE  
ASSETS, SKILLED AGENTS, AND NO COMPUNCTION ABOUT UNDER-  
MINING OR OVERTHROWING ANY GOVERNMENT WHICH RESISTS THE  
SPREAD OF COMMUNISM.

THERE ARE OCCASIONS WHEN IT IS IMPORTANT FOR THE UNITED STATES TO COUNTER THESE COMMUNIST EFFORTS BY COVERT ACTION OPERATIONS. THIS IS NOT NECESSARILY BECAUSE THE UNITED STATES WOULD BE ASHAMED OF EITHER ITS OBJECTIVES OR ITS METHODS. IT IS PRIMARILY BECAUSE SOMETIMES ONLY CLANDESTINE METHODS CAN BEAT CLANDESTINE METHODS--JUST AS A KILLER SUBMARINE IS ONE OF THE BEST WEAPONS TO USE AGAINST ANOTHER SUBMARINE.

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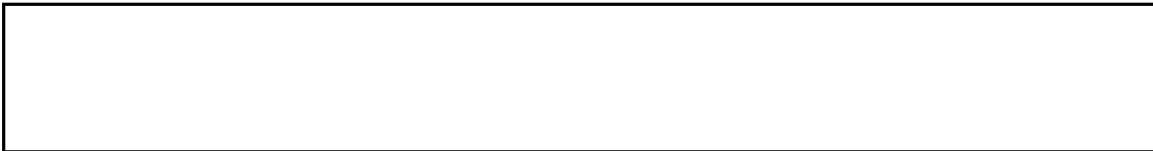
COVERT ACTION--WHETHER OF THE POLITICAL OR THE  
PARAMILITARY TYPE--FALLS IN THE SHADOWY, TWILIGHT ZONE  
OF GOVERNMENT OPERATIONS THAT CONGRESS HAD IN MIND WHEN  
IT DIRECTED CIA TO PERFORM "SUCH OTHER SERVICES" AS  
THE NATIONAL SECURITY COUNCIL MIGHT DIRECT. OUR  
CRITICS WOULD HAVE YOU BELIEVE THAT EVER SINCE CONGRESS  
GAVE THIS AUTHORITY IN 1947, CIA HAS DONE AS IT PLEASED,  
WITHOUT REGARD TO OFFICIAL POLICIES OR OBJECTIVES  
OF THE UNITED STATES GOVERNMENT, AND SOMETIMES IN  
DIAMETRIC OPPOSITION TO THOSE POLICIES. THE FACT IS  
THAT WHENEVER THE CIA CARRIES OUT A COVERT ACTION OP-  
ERATION OVERSEAS, IT IS WITH THE PRIOR APPROVAL OF A  
SPECIAL COMMITTEE OF THE NATIONAL SECURITY COUNCIL. THIS  
COMMITTEE IS CHAIRED BY THE PRESIDENT'S SPECIAL ASSISTANT  
FOR NATIONAL SECURITY AFFAIRS, REPRESENTING THE PRESI-  
DENT.

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WHEN THESE OPERATIONS ARE APPROVED IN ADVANCE BY SENIOR REPRESENTATIVES OF THE PRESIDENT, THE SECRETARY OF STATE, AND THE SECRETARY OF DEFENSE, IT IS OBVIOUS THAT THEY ARE NOT GOING TO BE CONTRARY TO--OR OUTSIDE OF-- THE POLICY GUIDELINES ESTABLISHED BY THE UNITED STATES GOVERNMENT. IF THERE IS ANY DIVISION OF OPINION AMONG THEM, THE PRESIDENT PERSONALLY DECIDES.

THE THIRD PRIMARY MISSION OF CIA IS TO PRODUCE NATIONAL INTELLIGENCE AND TO PROVIDE FOR ITS DISSEMINATION.

THIS SLIDE SHOWS SOME OF THE MORE IMPORTANT FINISHED INTELLIGENCE PRODUCTS ISSUED BY CIA. THESE INCLUDE BOTH INTELLIGENCE ANALYSES PREPARED SOLELY WITHIN CIA AND OTHERS PRODUCED WITH THE ASSISTANCE OF THE OTHER WASHINGTON INTELLIGENCE AGENCIES.

THE NATIONAL INTELLIGENCE ESTIMATES ARE OF THE LATTER TYPE. TO THOSE OF YOU WHO ARE NOT FAMILIAR WITH THE NIEs, THEY ARE THE BLUE-COVERED PAPERS WHERE, BY USING OUR PRESENT KNOWLEDGE OF A SITUATION AND EXISTING DATA AS A BASE LINE, WE TRY TO LOOK INTO THE FUTURE AND TO ESTIMATE WHAT IS GOING TO HAPPEN IN SOME PARTICULAR COUNTRY OR ON SOME PARTICULAR TOPIC.

MANY NIEs COVER FAIRLY STANDARD TOPICS SUCH AS, "THE OUTLOOK IN COUNTRY A OR AREA B." HERE WE LOOK AHEAD TWO OR THREE YEARS AND DEAL WITH BROAD TRENDS AND EXPECTED LINES OF POLICY IN THE COUNTRY OR AREA IN QUESTION.

ANOTHER GROUP OF NIEs ARE MORE SPECIALIZED PAPERS ON THE SOVIET MILITARY ESTABLISHMENT. THESE ESTIMATES ARE BUILT ON A SOLID BASE OF EVIDENCE; THEY GO INTO GREATER DETAIL AND LOOK FURTHER AHEAD-- USUALLY FIVE YEARS. THE PRINCIPAL ONES FOCUS ON THE USSR'S STRATEGIC ATTACKS FORCES, AIR DEFENSE CAPABILITIES, AND GENERAL PURPOSE FORCES. THE PRODUCTION OF THREE ANNUAL PAPERS ON THESE TOPICS IS TIMED TO ASSIST IN THE PLANNING OF DEFENSE FORCE LEVELS AND BUDGETS.

A THIRD TYPE IS THE SPECIAL NATIONAL INTELLIGENCE ESTIMATE, OR SNIE, WHICH IS COMPOSED OF AD HOC PAPERS ON IMPORTANT QUESTIONS OF THE MOMENT, SUCH AS THE EXPECTED REACTION TO SOME PROPOSED--BUT AS YET UNAPPROVED--COURSE OF ACTION BY THE U.S. AS A PURELY HYPOTHETICAL EXAMPLE, A SNIE MIGHT ASSESS THE REACTION IF THE U.S. WERE TO LAND MARINES IN SOME CARIBBEAN COUNTRY. THE SNIE'S ARE USUALLY REQUESTED BY SOME POLICY-MAKER. AS YOU CAN SEE, THE SNIEs GET INTO SOME PRETTY SENSITIVE MATTERS.

ALL OF THE NATIONAL ESTIMATES ARE DRAFTED BY THE OFFICE OF NATIONAL ESTIMATES WHICH IS PART OF CIA, BUT THEY ARE TRULY NATIONAL INTELLIGENCE ESTIMATES. THEY MUST THEREFORE, REFLECT THE CONSIDERED JUDGMENT OF THE ENTIRE INTELLIGENCE COMMUNITY. THIS IS ENSURED THROUGH THE PARTICIPATION OF ALL APPROPRIATE ELEMENTS OF THE COMMUNITY, THROUGH CONTRIBUTION OF FACTS AND JUDGMENTS, IN THE REVISING OF THE PAPERS IN DRAFT, AND REVIEW BY THE U.S. INTELLIGENCE BOARD OF THE FINAL PRODUCT. THE OBJECTIVE OF EACH ESTIMATE IS A CAREFUL AND THOUGHTFUL SET OF JUDGMENTS WHICH WILL BE OF THE GREATEST POSSIBLE ASSISTANCE TO THE POLICYMAKER AND PLANNER.

THERE IS A RELATED SERIES OF PAPERS, CALLED NATIONAL INTELLIGENCE PLANNING PROJECTIONS, WHICH ARE NOT VERY WELL KNOWN. THESE PROJECTIONS ARE WRITTEN BY CIA TOGETHER WITH DIA FOR THE USE OF THE LONG-RANGE PLANNERS IN THE DEPARTMENT OF DEFENSE. IN THESE PROJECTIONS, THE ESTIMATORS ARE CALLED UPON TO COME UP WITH HARD FIGURES ON JUST HOW MANY NUCLEAR SUBMARINES OR MEDIUM-RANGE BOMBERS, OR INTERCONTINENTAL BALLISTIC MISSILES, THE SOVIET UNION IS EXPECTED TO HAVE IN, SAY 1976 OR 1978. PROJECTIONS THIS FAR INTO THE FUTURE LEAVE THE CURRENT BASE OF EVIDENCE FAR BEHIND AND ARE, IN EFFECT, OUTLINES OF DETAILED PLANS FOR THE SOVIET DEFENSE ESTABLISH-



MENT SEVERAL YEARS BEFORE THE ACTUAL DECISIONS HAVE BEEN MADE BY THE RUSSIANS. I MIGHT ADD THAT THESE PROJECTIONS HAVE BEEN WELL RECEIVED.

THE NEXT CATEGORY OF FINISHED INTELLIGENCE IS CURRENT INTELLIGENCE. MOST OF YOU ARE PROBABLY FAMILIAR WITH CURRENT INTELLIGENCE. IT IS DESIGNED NOT ONLY TO ALERT THE DECISION-MAKER TO AN INCIPIENT CRISIS, BUT ALSO TO FILL IN ANY GAPS WHICH MAY HAVE DEVELOPED IN HIS BASIC AND ESTIMATIVE INTELLIGENCE SINCE THE LATEST DOCUMENTS WERE COMMITTED TO PRINT. CIA'S CURRENT INTELLIGENCE IS DISSEMINATED IN DAILY AND WEEKLY PUBLICATIONS, SPECIAL MEMORANDA, AND SITUATION REPORTS ON CRISIS TOPICS.

CURRENT INTELLIGENCE HAS OFTEN BEEN COMPARED TO A NEWSPAPER. I BELIEVE THERE IS ONE SIGNIFICANT DIFFERENCE. CIA'S CURRENT INTELLIGENCE IS PRODUCED BY A GROUP OF ANALYSTS WHO ARE EXPERTS IN THEIR FIELDS AND WHO HAVE ALL SOURCES OF INFORMATION OPEN TO THEM, INCLUDING EXPERTS IN SPECIALIZED DISCIPLINES SUCH AS ECONOMICS, FOREIGN TRADE, OR WEAPONS DEVELOPMENT.

ANOTHER TYPE OF INTELLIGENCE PRODUCTION COMPRISES THE RESEARCH STUDY. THESE STUDIES COVER A WIDE VARIETY OF TOPICS--AN ANALYSIS OF THE VARIOUS SECTORS OF THE SOVIET ECONOMY, THE OIL INDUSTRY IN LIBYA,

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[REDACTED] THE STUDIES ARE  
OFTEN PRODUCED IN RESPONSE TO SPECIFIC REQUESTS  
FROM THE WHITE HOUSE, THE SECRETARIES OF STATE AND  
DEFENSE, OR THEIR SENIOR OFFICERS.

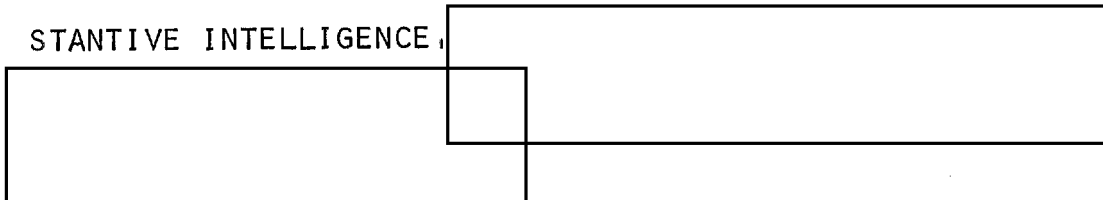
FINALLY, OUR PRODUCTION INCLUDES WHAT WE CALL  
BASIC INTELLIGENCE. THIS IS A DURABLE TYPE OF BREAD-  
AND-BUTTER FACT YOU FIND IN THE NATIONAL INTELLIGENCE  
SURVEY--THE RAILROAD SYSTEM, THE NUMBER OF PORTS,  
THE POLICE MACHINERY, THE MILITARY FORCES OF A PAR-  
TICULAR COUNTRY. AS THE NAME IMPLIES, THE NIS IS  
THE RESULT OF A WIDE COLLABORATION OF DIFFERENT  
PARTS OF THE INTELLIGENCE COMMUNITY.

THESE ACTIVITIES--INTELLIGENCE COLLECTION, COVERT  
ACTION, AND INTELLIGENCE PRODUCTION--ARE CIA'S BASIC MIS-  
SIONS. WE ALSO PERFORM A NUMBER OF RELATED ACTIVI-  
TIES IMPORTANT TO OTHER AGENCIES, AS WELL AS TO  
THE CIA, BUT THESE ACTIVITIES ARE SUPPORTS TO OUR  
BASIC MISSIONS. THEIR RELATIONSHIP WILL BECOME  
CLEAR AS WE LOOK AT THE ORGANIZATION OF CIA.

CIA IS DIVIDED INTO FOUR PRINCIPAL GROUPINGS--  
REFERRED TO AS DIRECTORATES--AND SEVERAL STAFF OR  
SPECIAL FUNCTIONS, THE HEADS OF WHICH REPORT DIRECTLY  
TO THE DIRECTOR. EXAMPLES OF THE LATTER ARE THE  
INSPECTOR GENERAL, THE GENERAL COUNSEL AND THE OFFICE  
OF NATIONAL ESTIMATES WHICH I REFERRED TO EARLIER.

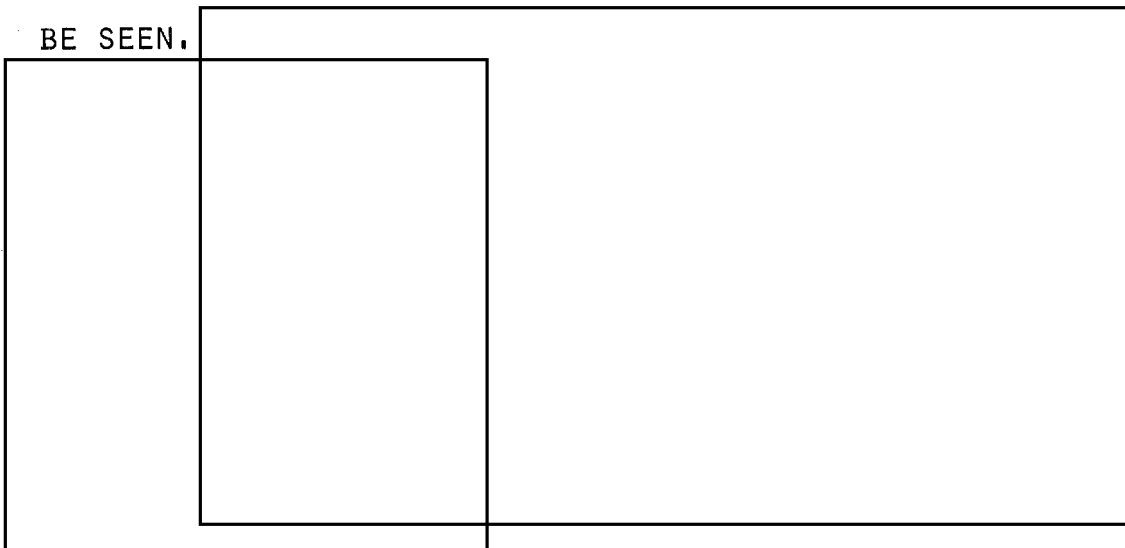
THE BOX ON THE UPPER RIGHT OF THIS CHART--NATIONAL INTELLIGENCE PROGRAM EVALUATION--REPRESENTS A SMALL STAFF WHICH ASSISTS THE DIRECTOR OF CENTRAL INTELLIGENCE IN HIS DUTIES AS COORDINATOR OF U.S. FOREIGN INTELLIGENCE ACTIVITIES.

NOW FOR THE DIRECTORATES. THE DDI, OR INTELLIGENCE DIRECTORATE, IS THE PRINCIPAL PRODUCER OF SUBSTANTIVE INTELLIGENCE.



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THE NATIONAL PHOTOGRAPHIC INTERPRETATION CENTER, WHICH I REFERRED TO EARLIER, IS ADMINISTERED BY THE INTELLIGENCE DIRECTORATE IN CLOSE COLLABORATION WITH THE DEFENSE INTELLIGENCE AGENCY AND IS JOINTLY STAFFED BY THE TWO AGENCIES. AS THE NAME SUGGESTS, THE NPIC EXAMINES FILMS IN DETAIL AND INTERPRETS WHAT IS TO BE SEEN.

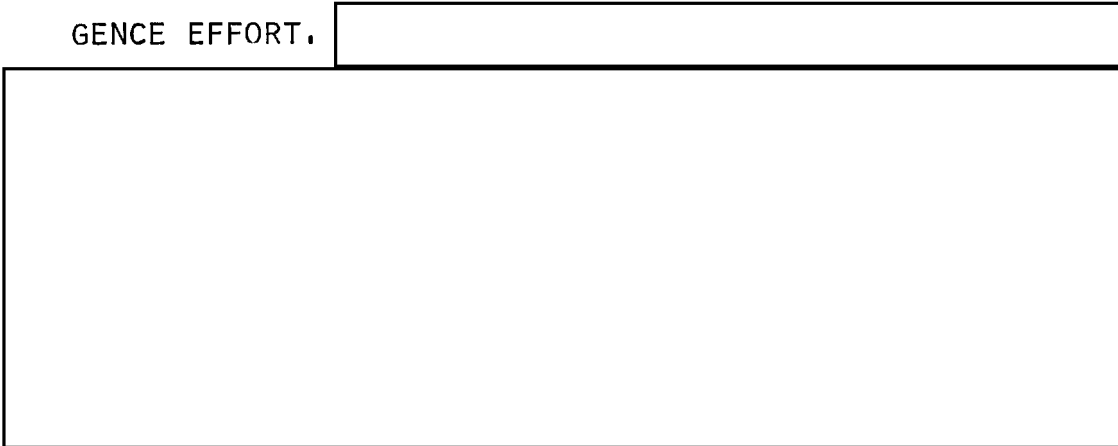


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I NEED ONLY MENTION THE DETECTION OF THE SOVIET  
MEDIUM RANGE BALLISTIC MISSILES IN CUBA IN OCTOBER  
1962, TO PROVE HOW ESSENTIAL NPIC IS TO OUR INTELLI-  
GENCE EFFORT.

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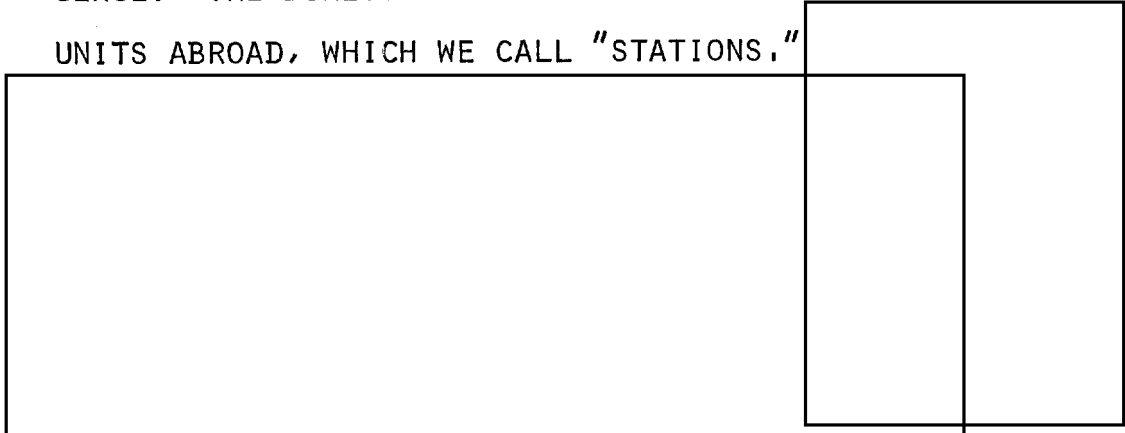
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THE NEXT DIRECTORATE IS THE DDP OR PLANS  
DIRECTORATE WHICH IS ANOTHER WAY OF REFERRING TO  
THE CIA'S CLANDESTINE SERVICES. THEY CONDUCT ESPIONAGE,  
COUNTERINTELLIGENCE AND COVERT ACTION OPERATIONS.  
THE DDP IS ORGANIZED IN A SERIES OF AREA DIVISIONS,  
SIMILAR TO THE STATE DEPARTMENT'S REGIONAL BUREAUS.  
IT HAS STAFFS FOR SPECIALIZED MATTERS SUCH AS FOR-  
EIGN INTELLIGENCE, COVERT ACTION AND COUNTERINTELLI-  
GENCE. THE DIRECTORATE ALSO OPERATES OUR CLANDESTINE  
UNITS ABROAD, WHICH WE CALL "STATIONS."

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THE DIRECTORATE OF SCIENCE AND TECHNOLOGY, AS THE NAME SUGGESTS, CONCENTRATES ON THE SCIENTIFIC AND TECHNICAL ASPECTS OF OUR INTELLIGENCE ACTIVITIES, INCLUDING R&D FOR TECHNICAL COLLECTION OPERATIONS AND THE PRODUCTION OF SUBSTANTIVE INTELLIGENCE ON THE S&T CAPABILITIES OF FOREIGN NATIONS. THIS DIRECTORATE ALSO HOUSES OUR CENTRAL ELECTRONIC COMPUTER CENTER.

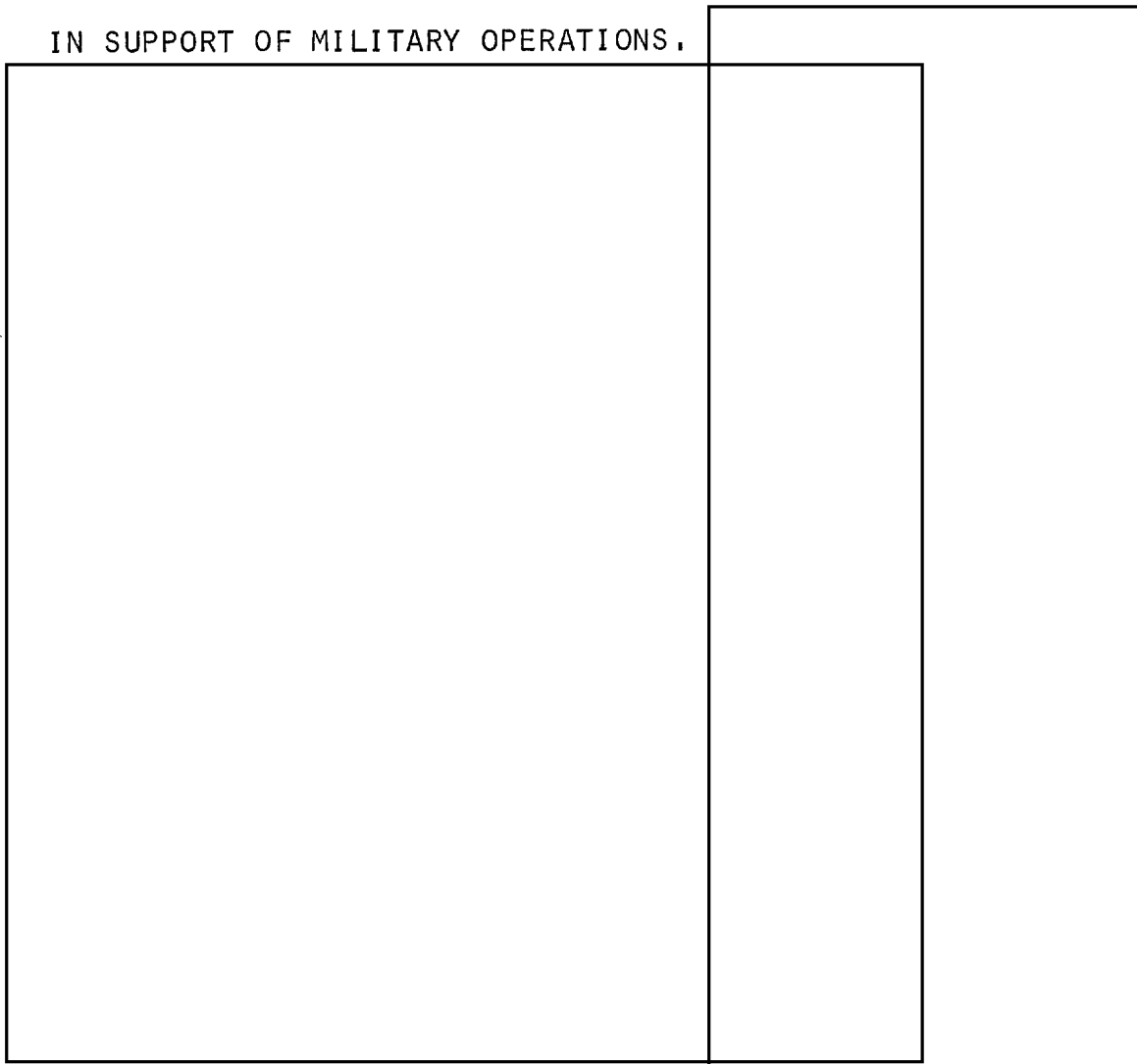
THERE ARE A FEW S&T ACTIVITIES WHICH ARE LOCATED OUTSIDE THE DDS&T. FOR EXAMPLE, THE NPIC HANDLES ITS OWN RESEARCH AND DEVELOPMENT FOR PHOTO INTERPRETATION EQUIPMENT. HOWEVER, THE DDS&T CONSOLIDATES AND PASSES MUSTER ON ALL R&D PROGRAMS WITHIN THE AGENCY.

THE FOURTH DIRECTORATE IS THE SUPPORT DIRECTORATE, WHICH EMBRACES THE SUPPORT SERVICES, SUCH AS SECURITY, COMMUNICATIONS, TRAINING, PERSONNEL, FINANCE, LOGISTICS, PRINTING AND THE HOUSEKEEPING FUNCTIONS.

I DISCUSSED EARLIER CIA'S EXTENSIVE COLLABORATION IN THE INTELLIGENCE FIELD WITH DIA AND THE MILITARY INTELLIGENCE COMPONENTS, THROUGH THE U.S. INTELLIGENCE BOARD AND ITS MACHINERY, AND THROUGH

THE DIRECTOR'S RESPONSIBILITIES FOR COORDINATION  
OF FOREIGN INTELLIGENCE ACTIVITIES.

ANOTHER AREA OF COLLABORATION IS CIA'S ROLE  
IN SUPPORT OF MILITARY OPERATIONS.



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IN PREPARING FOR SITUATIONS OF GENERAL WAR,  
THE AGENCY REGULARLY PARTICIPATES IN MILITARY EXER-  
CISES, [REDACTED]

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GENTLEMEN, I COULD GO ON FOR A LONG WHILE GIVING YOU EXAMPLES OF COOPERATION BETWEEN CIA AND THE MILITARY SERVICES. TIME DOES NOT PERMIT. HOWEVER, I HOPE THAT MY DISCUSSION OF CIA'S WORK AND ITS COLLABORATION WITH THE MILITARY SERVICES WILL BE HELPFUL SHOULD A FUTURE ASSIGNMENT BRING YOU INTO CONTACT WITH THE CENTRAL INTELLIGENCE AGENCY.