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**CENTER FOR THE STUDY OF INTELLIGENCE**

13 May 1981

DDA Reception  
81-1031

Harry Fitzwater  
DDA  
7D18  
Headquarters

Dear Harry:

A note of thanks for your appearance before the Interdirectorate Seminar at [redacted] Tuesday.

The members appreciated your willingness to meet with them on such short notice and so soon after assuming your new position -- and above all your candor and good humor.

It was a fruitful session, one of the best we have had.

[redacted]

Deputy Director  
Center for the Study  
of Intelligence

P.S. I am attaching the rough text of the [redacted] interview.

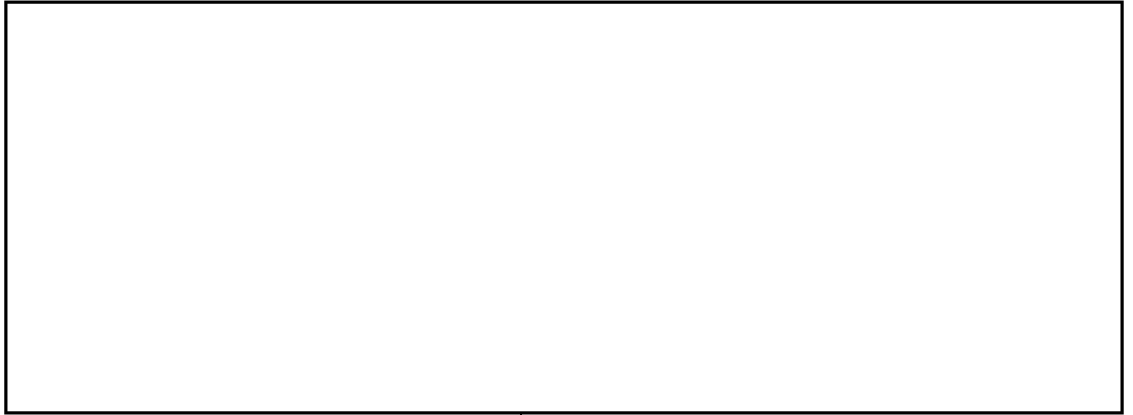
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ILLEGIB



Ethical and Moral Standards  
in Clandestine Intelligence Collection

81-1031

AN OUTSIDER'S VIEW OF THE DIRECTORATE

AN OUTSIDER'S VIEW OF THE DIRECTORATE OF OPERATIONS

AN OUTSIDER'S VIEW OF THE DIRECTORATE OF OPERATIONS

Interview with

K. We're talking with [ ] in his office on the 25th of July 1979. I think the first thing we want to know is simply, Who is [ ] and what is it that you've been doing here?

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W. Well, to go back to the beginning, the president called Admiral Turner in March of 1977. At that time I was a consultant on the West Coast; I had previously worked for Admiral Turner for about 10 years as a consultant. When The President called Stan Turner back, I just happened to be in Washington at the same time and so Stan met with the President and that night I met with Stan. He got together with his son, his daughter-in-law and myself in his hotel room and he told us, "The President authorized me to tell my immediate family of my new offer, so I'm telling you guys that I've been asked to be the DCI."

We were very excited about that, and shortly thereafter his son and daughter-in-law left, and Stan and I were alone. At that point Stan got into the questioning that the President had had; he told about the detailed conversation that he had had with the President that day.

Stan said that the President had told him right off that the first thing he wanted him to do was to insure that what the intelligence organization was doing was proper, not from a legalistic point of view: What does John Q. Public want out of the intelligence community? And so Stan looked at me and said, [ ] I would like you to do this for me, because

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25X1

K. We're talking with [redacted] in his office on the 25th of July 1979.

I think the first thing we want to know is simply, Who is [redacted] and 25X1

what is it that you've been doing here?

W. Well, <sup>to the beginning</sup> ~~one click~~, the President called ~~the new Director~~ Admiral  
Turner, ~~to consider this job~~ in March of 1977. <sup>At that time</sup> I was a consultant on the

West Coast; I had previously worked for Admiral Turner for about 10 years  
as a consultant. When the President called Stan Turner back, I just happened

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alone. <sup>ing</sup> At that point Stan got into the question that the President had had;  
~~and~~ he told <sup>me</sup> about the detailed conversation that he had ~~had~~ <sup>had</sup> with the President

that day, ~~and~~ Stan said that the President had told him right off that the  
first thing he wanted him to do was to insure that what the intelligence  
organization was doing was proper, not from a legalistic point of view, but

from a citizen's point of view. <sup>?</sup> What does John Q. Public want out of the  
intelligence community: And so Stan looked at me and said, "Rusty, <sup>I</sup> would like  
you <sup>to</sup> do this for me, because obviously I can't spend full time doing this."

I told Stan, simply, that if my kids would agree to move back here for ~~perhaps~~  
the 30th time I would be happy to do it. ~~I had one daughter still living at~~

~~home at the time--she was 17--and my kids said, "Well Dad, you've~~  
~~always told us to go as far as we can,~~ <sup>and</sup> never truncate ourselves. It looks

~~as if you'd be falling short of your admonition to us if you didn't do this~~  
~~for the Admiral and~~  
<sup>^</sup> ~~for our country.~~ So I took it. So we moved back, and my daughter went to

Langley High School, and we took off.

~~Asst~~  
 When I came on board, Stan took me into the morning staff meeting and introduced me, ~~and~~ and he told everyone there that I had the authority to ask any question, to open any door, to go into any of the organizations that I wanted, and that everyone was to cooperate freely.

~~[K. And did they?] [No break]~~

There were to be no secrets held back from me whatsoever if I asked.

To make this thing more or less legal I was assigned to the Inspector General's staff. ~~I was under the aegis of [redacted], if you will.~~ So I started with the DDG. I didn't know how to do it. Here was an organization of

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 [redacted] doing a thousand different things--how does one, in ninety or one hundred twenty days possibly determine whether that organization is doing what we the public would be proud of or not? Well, it's the kind of thing I've done all my life; after I quit industry, I was a consultant and I did these kinds of things: "Hey, is this weapons system better than that one?" and

so forth. So I said to myself, [redacted] let's go back to fundamentals. ~~What~~ STAT  
~~is it?~~ Well, <sup>just thinking</sup> to me, out loud, demonstration speaks louder

than words; if I could see what they were doing then I could judge the individuals. ~~So I said~~ I didn't know what an agent was; I kept getting mixed up. You guys say case officer, <sup>and agent, while</sup> I'm saying agent and meaning case officer; I didn't know any of the jargon. Safe Houses? What's that? Being experienced with weapons systems, the jargon of technical ops, I didn't have any problems with that at all; I picked it up just like that. But all the Humint stuff was just completely foreign. Defector? How do you get a defector? And then

I'd mix up an agent and a defector and a case officer. Then there were the various kinds of agents--an access agent, what's the difference between that and a PI [agent of influence?]? I was thoroughly confused. <sup>began by</sup> ~~so~~ I started to

~~go with the various~~

~~going to~~

~~to the~~ the various shops within the DDO. I went in and talked to literally hundreds of people, and finally ~~it~~ started to jell. What I wanted to do was to develop a book for each one of the the area di visions. I wanted a book on EUR, SE, AF and so forth. <sup>And</sup> ~~So~~ when it finally jelled, [redacted] and Ted Shackley offered me any kind of help I wanted. But I didn't want to be recruited. I had been asked to look at an organization whose job it is to recruit--specialists in recruiting, the world's best. So I had to say to myself, [redacted] don't be hoodwinked, don't let them recruit you." And my answer to [redacted] had to be, "No thanks, I don't want anybody, I don't want any help, don't need any help, I'll do it myself." So thirty days went by and I was still on my own. And finally this concept jelled, and two guys were assigned to work with me, one guy from the Comptrollers office and one guy from [redacted] Central Staff. ~~So~~ I went <sup>to</sup> each division chief with five criteria--I've forgotten what all of them were--but I told each area division that that's what I wanted because, <sup>a</sup> agin, I was working on the principle that if I could see what they were doing, if I could see the product, I'd know more about the individuals. So I went in to one chief and I said, "Bill, what I'd like to know, what I'd like to see, is the best agent you've got." I went to each of the division chiefs with <sup>my</sup> ~~them~~ questions and spent two or three hours with them.

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K. What was the reaction to that particular question, "I want to know your best agent?"

W. They shuddered. "What do you want to know that for?"

K. I'll bet.

W. See, I wasn't really leveling with them. Remember, the Director himself wasn't welcomed aboard with open arms. He was in a dilemma when he came on board; he could have said the first day, "I trust all you guys and gals, and I embrace you, and I'm proud of you." Or he could methodically



look at the organization, and at the end of that look period he could then come back and say, "Bill, I trust you and I'm proud of you." Then you'd <sup>And so that was</sup> believe him; I would. <sup>my</sup> approach. But in that interim period he wasn't liked. I'm not saying he's loved even today. But what he did was very logical, and that's what I told the guys that I was working with; I really <sup>didn't</sup> have an alternative. What I wanted to do was go into each one of these shops and find out <sup>for myself</sup> what they were doing and how they were doing, present it to Stan, and let Stan make up his own mind.  I couldn't share that logic with all these people; I couldn't go in and tell these division chiefs that what I want you guys to do is give me a sales pitch; I didn't want that. <sup>Instead,</sup> ~~So~~ I said, "You know the agents that you've got here under your division. What I'd like is to have you ~~to~~ put them in a book--not all of your agents, I only want the best, the brightest. So tell me the agents ~~who~~ who, say, get more than five hundred dollars a month--that's one possible criterion. And you could pick two or three who you think are outstanding for any reason you want--not my criteria, but since you know more about it than I do, select some for your own reasons. Then put in the ones that have extreme sensitivity--the ones <sup>you'd want</sup> ~~who, if you had a chance to~~ tell the President of the United States about, <sup>if you had the chance,</sup> ~~you'd want to tell him.~~ There were other criteria, about four or five in all. They took them and on the basis of these criteria each area division gave me a book which, as I later learned, represented  the top ten percent of CIA's agents. I then developed a format for presenting this data: the cryptonym, how he was recruited, what was his best contribution during the last year, what was the best contribution he has ever made, <sup>and</sup> what are the risks involved in handling this agent. In the course of this process, <sup>a couple</sup> ~~some~~ of the divisions proved reluctant to share this information, and their <sup>initial</sup> returns ran something like this:

↳ Cryptonym:

↳ How recruited: Walk in

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~~big~~  
notebooks covering the area divisions and some of the specialized operations.

I racked them up and Stan and I spent about two days in his office going over these volumes. And he read every page. Finally, I had <sup>covering</sup> a two- or three-page memo of my own on these volumes.

Now in the eight DDO volumes covering the agents, if you could read those books, there is no way that any human could be anything but grossly impressed. There is no way, there is absolutely no way that anyone could logically say that they're not impressed, and that's what I was trying to get at from the very beginning.

~~Now~~ when I started out I didn't give a damn how the chips fell; I could have cared less--this didn't mean anything to me personally. Sure, as a citizen I cared, but I wasn't trying to sell the place, I wasn't trying to tear the place down. I was just trying to find out what it is that we do, what kinds of people we've got, because I had been asked, Are we doing the right thing? Well, one way to get at the answer, to get inside the place, was to find out what the organization <sup>considered</sup> ~~was~~ important. The agent was <sup>and so I focused on the agent.</sup> important to them, but what I was really trying to find out was, How do you recruit? Specifically, ~~I was interested in finding out.~~ Do you guys use dope? Do you use drugs? Do you use sex? I got it on those sheets, because these were their best recruitments. I wasn't interested in how you got some Cuban corporal in Africa; he's a walk-in, some minor thing. It was how you got the really good guy that I needed to know.

K. I gather from the way you put <sup>it</sup> ~~that~~ that you consider that there should be some kind of line between methods that are appropriate for us to use in clandestine collection and, on the other side, in our kind of society, there are methods that you feel are inappropriate. Would you be able to trace that line for us?

W. I've talked with some of the senior guys, some of the veterans of the service about this, <sup>and</sup> some of them agree, some of them don't agree.

But I admit that I feel strongly about it. I don't think it's proper ILLEGIB  
ever to use drugs, or booze, or sex as a means of recruitment.  Against the  
 you can cite  as an example. We paid  money, STAT  
he in turn used it to buy sex. I don't consider that "buying sex" by the  
Agency. We did not get him on board by that means.

I just don't see how bad can beget good. I think the strongest inducement  
is the positive one. I'm sure my naivete is showing when I say this, but I  
believe it. Here is the way I think the United States should go about  
recruiting: I'm a candidate for recruitment and If I see someone who is happy, happily married, they have the  
things in life that I think I want, they have freedom and democracy, all the  
attributes that that person represents are things that I like--to me that's  
the strongest recruitment pitch I could get. If I'm a case officer and I'm  
overseas, and I can invite a candidate into my home, and he sees my way of  
life--my kids are happy, we can freely travel, my wife can differ with me  
and I accept that, I can differ with her and she accepts that, I have a nice  
car, I have good clothes, in short I'm living the American dream--that's  
the thing that's really attractive; <sup>it's not</sup> the fact that I've got four fifths of  
Jack Daniels on the coffee table and that I can sop it up--I don't think that's  
it. Now we can get people that way too, but I don't think they'll be the  
productive ones. I would rather see us sell America on the strengths of America;  
that's what this place is to me, and we've got that to sell if we want to.

K. Without going into detail about these agent histories that you examined,  
were you satisfied that in some of them, most of them, all of them the  
recruiting method employed did fit your idea of what was proper?

W. I had no problem with that at all.

K. In other words, it's not just <sup>an</sup> ideal; in the cases you examined  
we actually did succeed, we were able to get good agents without going the  
low road.

W. Right, that's absolutely right. That's not <sup>to</sup> say that we have not used  
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sex; I don't say that. But that's another story. [redacted]

K. The reason I ask this is because you always get the argument that we're in a dirty game and the opposition plays dirty and we have to match their methods. I gather you don't agree.

W. I don't buy that; I don't buy it at all. Now, you can take an old-timer here, someone who has been around for thirty years [redacted] <sup>these people</sup> will differ with you and tell you their own stories. I think on the other hand I've had a unique experience <sup>in having</sup> [redacted] had the opportunity to read these things objectively. Remember, I'm not on the line; I don't have a job like <sup>you do;</sup> [redacted] I don't have a job like anybody's in this building. I can do this every day if I want to. I can sit here and be as objective as anybody in the world. The only difference between me and the guy who's walking down the street is that I've got the tickets to poke my nose into something. I have nothing to win; I don't want anybody's job in this building, not anybody's job. My only job is to tell Stan Turner what I really think.

K. Sort of the hired conscience of the Agency.

W. Yes, that's a good description; you're absolutely right. I'm a hired conscience.

K. [redacted] Do you feel you were pretty successful at this? Do you leave with a sense of accomplishment?

~~W.~~ Oh, sure. With the screening techniques they've got in this place-- Let me tell you a story, even though it's sort of off the subject.

I've told you the story of my experience with the acquaintance who asked me for a job. I have complete faith in this outfit, I really do.

Has the Agency benefited, do you think, from this outside view? Has the Admiral's and the President's approach [redacted] to the idea of a "proper" Clandestine Service proved out? Has it rubbed off on the right people?

W. I can't answer that. I can tell you one thing I do think, though, and again I think I can do this because I wasn't on line. And I wrestled with the two words I'm going to use--I searched, I groped for these two words because I hadn't found the descriptive adjective to characterize the work these people, the Clandestine Service, are doing. I don't like the term DDO, by the way, and I'm not sold on the Clandestine Service as a title either. The DDO to me is an individual, and the organization should have some handle that you can refer to.

K. Some of us use DO to refer to the organization.

W. Yeah, but DO doesn't do it for me either. Anyway, the other morning I was running up the stairs and it clicked. What I'm getting at is, What does it mean to be a case officer? (And I'm not denigrating or ignoring the contribution that the DDA, the DDS&T and NFAC make.) But we're discussing the case officer. <sup>A</sup> ~~The~~ case officer is sort of the grunt in the field. The question we're addressing is,  doing in this **ILLEGIB** maze of things? To me, the words "properly done," are the words that sum up the situation.

Properly done, the job of the case officer is the most difficult one in the world. I can't think of a more difficult job in the world. Why? Who am I comparing it to? A doctor, a lawyer, a preacher, a rabbi, a priest--any of them. The mental turmoil, the challenges, the human challenges, that a case officer gets exceed the demands on any of those people. What's different? The case officer has secrecy. He can always decline, under the pretense of secrecy, to talk about anything. With whom? With the person he loves most--his wife, his children, anybody else outside his very, very close relationships in the organization. He has money--where else are you given money to do something and you're asked to use it in the way we do, and only that way. He has freedom of time--he, she can go out any night of the week on the pretense

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Supervision? They're on their own, and they report to no one except their own conscience.

Now where else, what other profession, has those freedoms and, on the other hand, the concomitant responsibilities to a nation, to an organization? I really can't think of a more demanding role, I really can't. And that whole structure, that whole architecture of the thing that we've built up, crumbles if you take out the words "properly done." If you take out the words "properly done" you've got a bum on the street and you're a prostitute and I don't want to have anything to do with it. And that's where I go back to the drugs, the sex, the booze--we don't need that. ~~And~~ another thing that folds into that so closely, I think, is the managerial style. I mentioned one time to a senior group that it's hard for a case officer and for people in the stations--I'm not singling out the case officer in this one--but here you are in Outer Slobbovia and here's a guy and a girl. What's to keep them apart? They each have their independent roles to play, ~~but~~, yet they're physically attracted to each other and they have all these gimmicks to hide behind.

The key player in that case is the Chief of Station <sup>if the COS himself is involved</sup> or someone in the chain above  <sup>them.</sup> The peers and the supervisors have a role to play in this. All I'm saying is that the damn' place ought to have a heart and a face and say "I care what you do." Some of these guys, sure, refuse to have a heart. You know, they have to be tough: "Get out there on the street and operate, and I don't care what you do on your own time."

There are two ways of being tough, and I think that first way is a shame. I know COS's who have been relieved of their jobs because the organization did not respond to the needs of the individual, and that's our fault, I feel. If I'm out there in Timbuctu and I'm shacking up with my secretary or some other girl in the station I can say, Sure, it's my own fault. But where are my comrades here, why don't they tell me, "Look, Rusty, I care what you do."?

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I can remember one time ~~coming back from overseas~~ <sup>overseas</sup> where I had been in a city and I saw two case officers [ ] in a restaurant working. ILLEGIB was with some friends, and I looked over there, and I said, "You know, what are the odds of some hanky-panky going on there?" Simply as a human being who is very proud of the organization, had their COS ever told these people, "I care what you do?" <sup>If</sup> ~~had~~ <sup>had</sup> anyone ever said that, perhaps on the night that he wants to shack up, the girl doesn't because of what she heard the COS say, or the Division chief, or the DDO, or the <sup>and</sup> ~~DCI~~ <sup>had</sup> I've asked the DCI to say that. This cohabitation stuff, for me, is out. I don't believe it--I just don't believe in it, ~~A very prominent official in a similar line of work said in public the other day that he thought as long as it doesn't interfere with their work...~~ I just don't agree, not for this business, I don't agree with it at all. All those things --the money, the secrecy, the time--you can't argue that <sup>e</sup> ~~you~~ <sup>vi</sup> can only get a little bit pregnant from cohabitation, any more than we can with homosexuality; It starts to crumble right there. We can't do it, we can't afford it, not in this business.

K. Along those lines, [ ] but a little bit off the subject, ILLEGIB a new phenomenon, for the DO in particular, is the number of <sup>younger</sup> ~~officers~~ coming in whose wives are professional in their own right; if not professional case officers, then lawyers, journalists, that sort of thing, and they are used to earning a salary for their own work. Neither the DO nor the Foreign Service has yet found a way that works all the time in every place where you can assign married case officers, two case officers who happen to be married to each other, to a single station without running into the nepotism laws and that sort of thing. Would a solution to this problem be part of an answer to the question you raised, the question of temptations of life abroad and the kind of life the case officer has to lead? ~~which you have~~

~~summed up very accurately. In this RDP this is that might look in that area?~~



I think  
W. No, <sup>that's</sup> quite a separate issue. On that score, I went on a trip <sup>where I</sup> ~~and came back and~~ met with a number of couples of the type you suggest, where they both couldn't pursue their career. One couple was in a small station and one had to give up for the other and they complained that they didn't think this was fair. Another couple said they were leaving a small station for a big one so that they could both get back on the street, but they didn't really want to do that, they didn't want to go to that large station. I told the Director that the organization should take a serious look at how we handle married couples when both of them want to be professionals, and let them <sup>what</sup> share the problems of management are in fulfilling their desires. So Stan wrote a note to the Deputy Directors-- DDA, NFAC, DDO, and the DDS&T--and he said, Why don't you fellows get together some of your married couples as a group and have a brainstorming session on what we could do about this. I don't <sup>know</sup> whether anything has ever been done; this was about a year ago. But he's very interested in this; he's very interested in a day care center for children, too; I don't know what has happened on either of those fronts.

K. I think there is a task force working on both of them. But I didn't mean to get you off the subject, because obviously you feel very strongly about this whole area of ethics, morality and, taking your phrase, a job properly done.

W. Yes, really, the case officer's job goes to zero--it's zero in my view--I have absolutely no respect, none, for the case officer who isn't doing his job in a proper way. And by proper I mean using recruiting techniques and his or her own personal conduct in a way that's uplifting to this nation. I abhor any other way. Now, I'm not saying that I've lived in a glass house my entire life; I've done things that are bad, I'm not saying that. But when you come on board here, you sort of have to put your personal desires aside and I wouldn't want my life up on any signpost either;

since I haven't been all that good. But <sup>^</sup>the day I came on board here I have been willing, because I am here, to live in accordance with the ground rules that I think this organization ought to have.

K. Do you think we're getting in that direction? If the idea of a job properly done wasn't a generally recognized way of operating before, do you think that in the three years or so that you've been here there's been a new direction?

W. No. I think the tweaking that's been done has been minimal. The place doesn't need it. I didn't find anything out. You ask me, <sup>u</sup>Rusty, what did you find out, the <sup>v</sup>family jewels<sup>v</sup> and that sort of things<sup>v</sup>? I didn't even look at those things. I conducted my 90 or 120-day review of this place, ~~and~~ the night before, it was on a Friday night and I was going to meet Stan on Saturday to go over the books, <sup>^</sup>and I'd been feeding Stan little tidbits here and there, <sup>u</sup>so I said, <sup>u</sup>Stan, tonight I'm going to take home Jim Schlesinger's family jewels; I don't have any idea what's going to be in there.<sup>v</sup> I took them home and it was pablum. I didn't learn a single thing that I hadn't been told ten times over in my interviews from various people. In the macro, what I found out, in the bad sense, was MKULTRA and  Those two things. STAT

Later on I reported those two things to the President. I had already been up there one time, and I was given guidelines by the President. Stan had taken me and said, <sup>v</sup>Mr. President, this is  have a look at him<sup>v</sup> STAT This is the guy I have asked to do this job.<sup>v</sup> And the President had said, Well, Rusty, who are you, and how are you going to go about it, and that sort of thing. And I said I'm just an ordinary citizen, and that was it.

And then when I went up there again, and Stan marched me in, I gave him a wrap-up of what I had found out. STAT

Now if you look ~~at~~ <sup>in</sup> the way I view it, the MKULTRA and the  case, here's an organization that is more than  and has been <sup>examine</sup> <sup>in terms of</sup> STAT going for 30 years, <sup>u</sup>you take <sup>u</sup>the product of these people days, having

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STAT given them the right--and we're going right back to where I had started--  
to secrecy, to money, to unaccountability--do you mean to tell me that  
in 30 times [ ] you found only two cases? You compare that to any  
other profession in the United States. I have worked in industry, I have  
worked in think-tanks, I have been a consultant--I know of no other community  
in the United States whose wares could be put publicly before mankind and  
come anywhere near that record. I am not bothered in the least; I'll defend  
it in any court in the land. Two cases?

STAT Now, the [ ] case--I'm not proud of it; it was abhorrent, it was  
inadmissible, it was wrong. MKULTRA? Terrible. I'm not condoning those  
things. But here are two cases out of that many people-days; that, I think, is  
an admirable record considering the perks that we've got here, and the  
opportunities that we've had, and the number of times that they've been abused.  
I think the people <sup>who were</sup> associated with [ ] should feel a great deal of  
embarrassment and remorse over what they did. I think the people in MKULTRA  
certainly don't feel good about it. But if you look at the [ ] there  
was a rationale to go with that, though I happen to differ with it. Even  
MKULTRA, if you take a good look at it, was laid out very scientifically.  
The first phase was to get the LSD, synthesize it, analyze it, find out what  
makes it click. The next phase was to test it on animals; what response  
does <sup>one</sup> get if you feed it to animals? The next phase was to feed it to  
witting human beings, a very logical thing to do, very scientific. Where  
we went astray was when we said we ought to give it to unwitting people.  
It was the fourth step of a three-phase program that took us astray. Now if  
you look at any large organization in the United States, I don't care  
where; if you sent me to look into the Post Office, I'll bet you I could  
find things that are worse than what I've just told you about this

I'll find you things that are just as bad. If you give me that number of people-days,

^ I'll turn something up that is just as gross as that.

K. ~~Given the time we have left for this interview, and focusing particularly~~ as a result ~~as we have on the DDO,~~ is there anything else you feel good about, ~~any~~ of the unique viewpoint from which you have been able to observe the Agency? ~~last message to the people who work in the lower decks of that area?~~

~~Are we in pretty good shape, do you think, as the U.S. Government's peculiar arm overseas?~~

W. ~~I guess the bottom line is that I'm going away feeling very proud of the organization. I consider it a real privilege to have worked here, I really do.~~ I think the people who work here, as a result of the psychiatric testing, and the polygraph, and all that, as offensive as it might be, have a binding energy thing that puts us together as a team. I think it's a camaraderie that just transcends the other government organizations. ~~I have no qualms with the organization in any way, shape or form.~~

K. Would you say, still focusing on the DDO, that we're in pretty good shape as the U.S. Government's peculiar arm overseas?

W. I have no qualms with the organization in any way, shape or form.

K. How about a last message to the people who work in the lower decks of that area?

W. Well, one more experience of mine gives the message. We had a couple of PNG's early in the Director's tour here and I was privileged to serve on a review panel for those two cases. We were trying to probe and find out why these people were PNG'd. The immediate cause was that a couple of agents had been wrapped up and we were trying to find out why this had happened. The unfolding of those cases before a guy like me--and I have to emphasize this again, I'm just an average Joe Doakes, I'm as typical as anybody--clearly showed the importance of all the players who contribute to running a case overseas

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This check, double-check, triple-check, quadruple-check that goes on between the station and headquarters is vitally important and it makes this organization unique; that's why we can run the cases that we've got. People at all levels shouldn't feel offended at the dumb questions, the brilliant questions, or any other questions that keep being asked along the way; that's the unique strength of this organization: the willingness to review an operation <sup>however</sup> clear <sup>of a case,</sup> it might be to someone on site or vice versa. The counterintelligence aspects <sup>for example:</sup> we can't afford to let the case officer fall in love with his agent. And in reviewing an operation, we may have to sit and listen to some girl <sup>or some young man</sup> who has never been in the field, not ever; we have to let them <sup>their</sup> ask <sup>^</sup> questions of the seasoned veteran with all the naivete in the world; we have to listen to them, because that's what makes this organization better than the KGB, in my view. All I learned from those two cases was that it's the teamwork in this organization that makes it go, and if we're not willing to let that occur we won't be a damn bit better than they are.

K. Rusty, you've been the Director's eyes and ears, and the conscience of the community, for <sup>over two</sup> ~~almost three~~ years. Are you going to miss the place?

W. I guess the bottom line is that I'm going away feeling very proud of the organization. I consider it a real privilege to have worked here, I really do.

