

19 October 1984

MEMORANDUM FOR: All Office Directors
All Staff Chiefs

FROM : Deputy Director for Intelligence

SUBJECT : Dissemination Outside of CIA of Internal
Memorandum (C)

1. With the attached memorandum, the DCI notes that while he strongly encourages individuals to express their unvarnished views on both substantive and bureaucratic issues, special care must be taken to ensure that such individual memoranda are both properly controlled and are not circulated outside of CIA without prior approval. He asks each of the Deputy Directors and the Chairman of the NIC to develop procedures to ensure proper approval at a senior level of any circulation of such memos outside CIA. (C)

2. The Director's concerns relate strictly to individual thinkpieces and not to typescript memoranda that are approved by Office or Directorate level supervisors. Accordingly, should an analyst or manager wish to circulate a personal memorandum outside CIA to addressees below the level of Deputy Assistant Secretary, such dissemination should be approved by the Office Director or Staff Chief. Such memos intended for addressees at the Deputy Assistant Secretary level or above should be approved by the Directorate front office. (C)


Robert M. Gates

Attachment:
As Stated

DISTRIBUTION:
As Stated
1 - DDI Registry
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19 October 1984

MEMORANDUM FOR: All National Intelligence Officers
NIC Analytic Group

FROM : Chairman, National Intelligence Council

SUBJECT : Dissemination Outside of CIA of Internal
Memorandum (C)

1. With the attached memorandum, the DCI notes that while he strongly encourages individuals to express their unvarnished views on both substantive and bureaucratic issues, special care must be taken to ensure that such individual memoranda are both properly controlled and are not circulated outside of CIA without prior approval. He asks each of the Deputy Directors and the Chairman of the NIC to develop procedures to ensure proper approval at a senior level of any circulation of such memos outside CIA. (C)

2. Should an NIO or member of the AG have an interest in circulating an individual thinkpiece outside of CIA or the NIC, it should be submitted to me -- accompanied by a list of the intended addressees -- for prior approval. (C)


Robert M. Gates

Attachment:
As Stated

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Executive Registry
84- 9425

16 October 1984

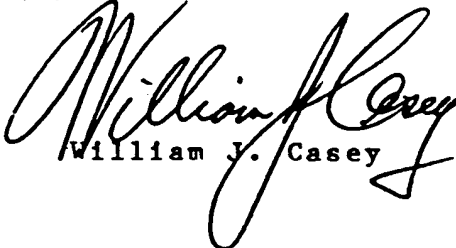
MEMORANDUM FOR: Deputy Director for Administration
Deputy Director for Intelligence
Deputy Director for Science and Technology
Deputy Director for Operations
Chairman, National Intelligence Council

FROM : Director of Central Intelligence

SUBJECT : Dissemination Outside of CIA of Internal
Memoranda (C)

1. One of the great strengths of CIA and the National Intelligence Council is that the unvarnished views of individual professionals on a wide range of issues, both substantive and bureaucratic, are strongly encouraged by senior management. Such "think pieces" are often the source of valuable suggestions or insights which are all the more useful because they are not a product of a bureaucratic process or coordination but instead present candid, personal views. As part of our effort to encourage excellence, I have several times reaffirmed my interest in encouraging such memoranda. (C)

2. At the same time, as recent experience as shown, we must take special care to ensure that such individual memos are properly controlled and are not circulated outside CIA without prior approval. While I want internal circulation to continue unfettered, each of you should develop procedures appropriate to your organization to ensure proper approval at a senior level of any circulation of such memorandum outside CIA -- no matter how restricted the dissemination. (C)


William J. Casey

Distribution by ES/ER

- 1 - Ea Addressee
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