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ROUTING AND RECORD SHEET

SUBJECT: (Optional) DCI Proposed Remarks - SIS Promotion Ceremony
14 July 1989

FROM: James W. Greenleaf
Director, Public Affairs

EXTENSION

NO.

PAO 89-0201

DATE

23 June 1989

STAT

TO: (Officer designation, room number, and building)

DATE

OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

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1.	ER	DATE		OFFICER'S INITIALS
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Distribution:

- Orig. - DCI
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- 25X1 1 - [redacted] (Chrono)

PAO 89-0201

23 June 1989

JUDGE:

RE: Your proposed remarks
 at the SIS Promotion Ceremony
 14 July 1989 3:00 p.m.
 HQS Auditorium

You are scheduled to present SIS promotion certificates to senior officers of the Agency. About 500 people are expected to attend, including promotion recipients, their family members, senior Agency officials, and other employees.

The remarks we have prepared are based on the outline you approved prior to your trip (see opposite). In this speech, you mention that you expect the SIS officers "to provide the kind of leadership that will continue to foster creativity and innovative approaches to our vital work." You then address some initiatives undertaken this year -- initiatives that have improved the Agency's support to policymakers, improved our ability to do our job, and expanded opportunities for our people.

Specific information on Agency initiatives this year was provided by each of the Directorates. This information is attached as Tabs A - D.

Your proposed remarks are attached. Background information on the ceremony and the list of recipients will be in the package forwarded by Protocol.

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[redacted signature area]

Jim Greenleaf

Attachments:
 As stated

Regrade as UNCLASSIFIED when
 separated from Tabs A - D.

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[redacted box]

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B-801-IR

PROPOSED REMARKS
BY
WILLIAM H. WEBSTER
DIRECTOR OF CENTRAL INTELLIGENCE
AT THE
SIS PROMOTION CEREMONY
JULY 14, 1989

IT IS A GREAT PLEASURE TO RECOGNIZE THE ACHIEVEMENTS OF OUR SENIOR MANAGERS TODAY, AND I AM ESPECIALLY PLEASED THAT SO MANY FAMILY MEMBERS AND FRIENDS HAVE BEEN ABLE TO ATTEND THIS PROMOTION CEREMONY.

IT IS OF COURSE A FAMILY EFFORT THAT IS BEING RECOGNIZED TODAY, FOR INDIVIDUALS ALONE DO NOT ASSUME THE RISKS, COSTS, AND RESPONSIBILITIES OF INTELLIGENCE WORK. THE ACHIEVEMENTS WE HONOR ARE TESTIMONY TO THE SUPPORT, PATIENCE, AND ENCOURAGEMENT FREELY GIVEN BY OUR FRIENDS AND FAMILY. SO WE THANK YOU AS WELL.

I'VE BEEN READING ZBIGNIEW BRZEZINSKI'S BOOK, THE GRAND FAILURE: THE BIRTH AND DEATH OF COMMUNISM IN THE 20TH CENTURY. WHEN ZBIG SENT ME A COPY, HE WROTE: "BILL, THIS WILL BE CAUSE FOR YOUR UNEMPLOYMENT."

WELL, I'M NOT SURE OF THAT. WITH ALL THAT'S GOING ON TODAY IN THE COMMUNIST WORLD -- AND ELSEWHERE -- THERE'S PLENTY OF

WORK AHEAD FOR THIS AGENCY AND FOR THE ENTIRE INTELLIGENCE
COMMUNITY. AND I KNOW THAT THOSE OF YOU WHO HAVE BEEN TRACKING
DEVELOPMENTS IN THE SOVIET UNION, POLAND, CHINA, PANAMA, AND
ALL THE OTHER COUNTRIES WE COVER WOULD AGREE THAT WHAT IS
EXPECTED OF US HAS SUBSTANTIALLY INCREASED.

STAT JUST RECENTLY I VISITED

AND CAME AWAY MOST IMPRESSED WITH THE QUALITY OF WORK WE ARE
DOING THERE. AND IN THE MORE THAN TWO YEARS I HAVE BEEN THE
DIRECTOR OF CENTRAL INTELLIGENCE, I HAVE GAINED AN EVEN GREATER
APPRECIATION FOR THE TALENT, ENTHUSIASM, AND DEDICATION THAT
CAN BE FOUND IN OUR AGENCY. NO MATTER WHAT SOPHISTICATED
COLLECTION SYSTEMS WE DEVELOP, AND NO MATTER WHAT MACHINES WE
ACQUIRE, THE AGENCY'S SUCCESS OR FAILURE RESTS FUNDAMENTALLY ON
THE PERFORMANCE OF THE PEOPLE WHO FULFILL ITS MISSION.

MUCH OF THE EXCELLENT WORK WE HAVE DONE DURING THE FIRST
SIX MONTHS OF THIS YEAR IS A RESULT OF INITIATIVES BY OUR

OFFICERS -- INNOVATIVE APPROACHES TO CURRENT ISSUES AND PROBLEMS. THESE INITIATIVES WILL BECOME EVEN MORE IMPORTANT AS INTELLIGENCE REQUIREMENTS INCREASE, RESOURCES ARE STRAINED, AND THE WORLD CONTINUES TO CHANGE.

I AM LOOKING TO YOU -- AS SENIOR MANAGERS -- TO PROVIDE THE KIND OF LEADERSHIP THAT WILL CONTINUE TO FOSTER CREATIVITY AND INNOVATIVE APPROACHES TO OUR VITAL WORK. I'D LIKE TO SPEND SOME TIME THIS AFTERNOON DISCUSSING SOME OF THE INITIATIVES UNDERTAKEN THIS YEAR -- INITIATIVES THAT HAVE IMPROVED OUR SUPPORT TO POLICYMAKERS, IMPROVED OUR ABILITY TO DO OUR JOB, AND EXPANDED OPPORTUNITIES FOR OUR PEOPLE.

THE INITIATIVES WE HAVE TAKEN TO IMPROVE OUR SUPPORT TO POLICYMAKERS HAVE RANGED FROM BRIEFING THE NEW ADMINISTRATION TO CREATING A NEW CENTER TO SUPPORT OUR GOVERNMENT'S COUNTERNARCOTICS EFFORT.

WHEN I SPOKE AT THE S.I.S. PROMOTION CEREMONY A YEAR AGO, I MENTIONED THAT ONE OF OUR MAJOR TASKS WOULD BE SERVING THE INTELLIGENCE NEEDS OF THE NEW ADMINISTRATION TAKING OFFICE IN JANUARY. THE CENTRAL INTELLIGENCE AGENCY -- AND THE ENTIRE INTELLIGENCE COMMUNITY -- HAS WORKED HARD TO ACQUAINT THE BUSH ADMINISTRATION WITH THE KEY ISSUES IT IS NOW ADDRESSING. AND WE ARE WORKING HARD TO ENSURE THAT SENIOR POLICYMAKERS CONTINUE TO RECEIVE TIMELY, POLICY-RELEVANT, AND OBJECTIVE INTELLIGENCE.

BEFORE THIS YEAR, THE PRESIDENT OF THE UNITED STATES RECEIVED OUR PREMIER CURRENT INTELLIGENCE PRODUCT, THE PRESIDENT'S DAILY BRIEF, VIA HIS NATIONAL SECURITY ADVISER. PRESIDENT BUSH DECIDED THAT HE WISHED TO RECEIVE THIS PRODUCT DIRECTLY FROM A CIA OFFICER. ACCORDINGLY, BEGINNING ON 21 JANUARY OF THIS YEAR, HIS DAILY BRIEF HAS BEEN PRESENTED TO HIM PERSONALLY BY A SENIOR MEMBER OF OUR P.D.B. STAFF IN THE OVAL OFFICE EACH MORNING. I SIT IN FAIRLY REGULARLY ON THESE

BRIEFING SESSIONS -- WHICH USUALLY INCLUDE

[REDACTED]

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[REDACTED]

-- AND I CAN ATTEST TO THE

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HIGH INTEREST AND VALUE THE PRESIDENT PLACES ON THIS PERSONAL DELIVERY OF HIS MAIN DAILY INTELLIGENCE BRIEF. THIS NEW BRIEFING RELATIONSHIP, I BELIEVE, HAS MADE US EVEN MORE EFFECTIVE.

DURING THE LAST FEW MONTHS, WE HAVE PROVIDED INTELLIGENCE

SUPPORT TO POLICYMAKERS ON SOME MAJOR ISSUES --

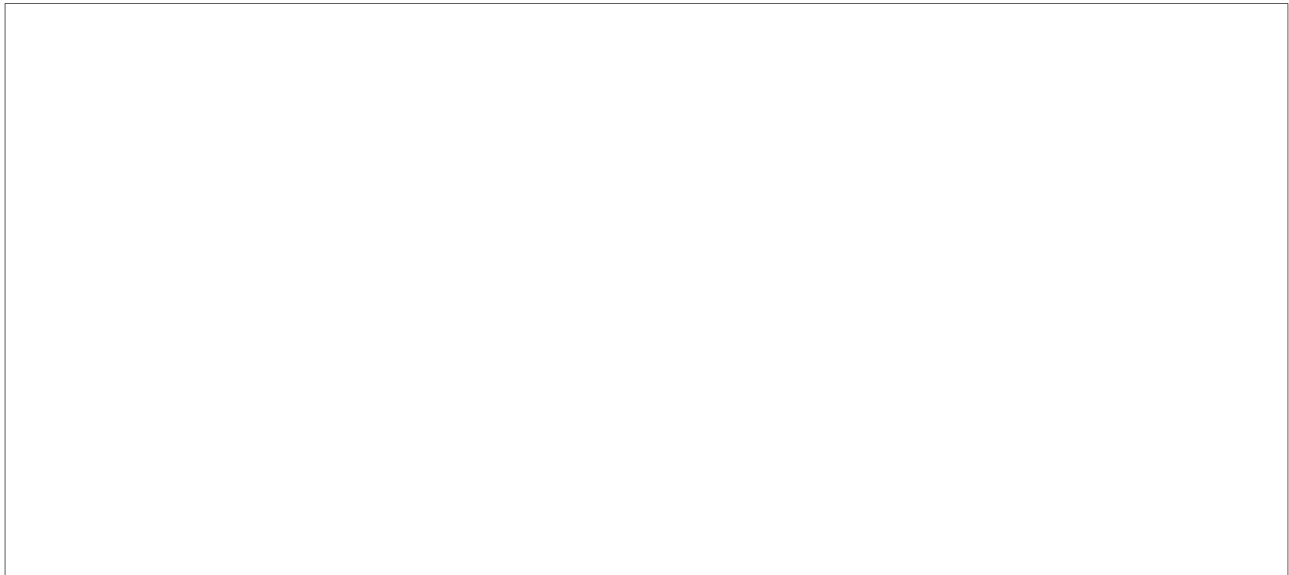
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WE ARE ALSO PROVIDING VITAL SUPPORT IN ASSESSING THE UNPRECEDENTED DEVELOPMENTS IN THE SOVIET UNION. OUR SUPPORT TO POLICYMAKERS HAS NEVER BEEN MORE RELEVANT AND HAS NEVER BEEN BETTER. IN RECENT MONTHS, OUR OFFICE OF SOVIET ANALYSIS ASSESSED THE ECONOMIC AND MILITARY IMPLICATIONS OF GORBACHEV'S POLICY INITIATIVES. WE COMPLETED MAJOR STUDIES OF HIS DOMESTIC REFORM PROGRAM WITH PAPERS ON THE NEW STATE STRUCTURE, THE REORGANIZATION OF THE COMMUNIST PARTY, THE DRIVE TO RESTRUCTURE THE K.G.B., AND THE GREATER OPENNESS OF SOVIET SOCIETY.

WE ALSO ASSESSED THE TENSION CREATED IN SOVIET SOCIETY BY
GORBACHEV'S INITIATIVES

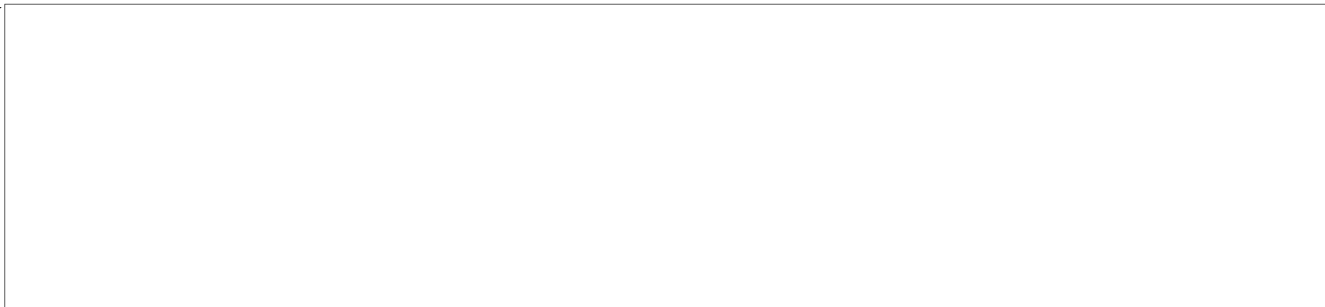
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ANOTHER OBJECTIVE -- SUPPORTING OUR NATION'S ANTI-DRUG
EFFORTS -- WAS ADVANCED BY THE CREATION OF THE DCI
COUNTERNARCOTICS CENTER IN APRIL. IN A FEW SHORT MONTHS, THE
IDEA OF SUCH A CENTER WAS TRANSFORMED FROM CONCEPT TO REALITY.

NUMEROUS INDIVIDUALS AND ORGANIZATIONS CAN TAKE PRIDE IN THEIR ROLE IN CREATING THE COUNTERNARCOTICS CENTER. THE CENTER'S DIRECTOR, WHO IS FROM THE D.O., AND THE DEPUTY DIRECTOR, WHO IS FROM THE D.I., HAVE QUICKLY SHAPED THE NEW CENTER, BRINGING SPECIALISTS TOGETHER TO ADDRESS THE NARCOTICS PROBLEM. THERE ARE MANY OTHERS WHO ALSO DESERVE CREDIT FOR SETTING UP THIS CENTER. THE OFFICE OF LOGISTICS DESERVES SPECIAL MENTION FOR FINDING SPACE, RENOVATING IT, AND MOVING CENTER PERSONNEL INTO THAT SPACE. IN ADDITION, THE OFFICE OF INFORMATION RESOURCES AND THE OFFICE OF INFORMATION TECHNOLOGY DID AN EXTRAORDINARY JOB IN EQUIPPING THE AREA FOR OUR HIGH TECH NEEDS.

ANOTHER INITIATIVE WE'VE UNDERTAKEN TO SUPPORT POLICYMAKERS



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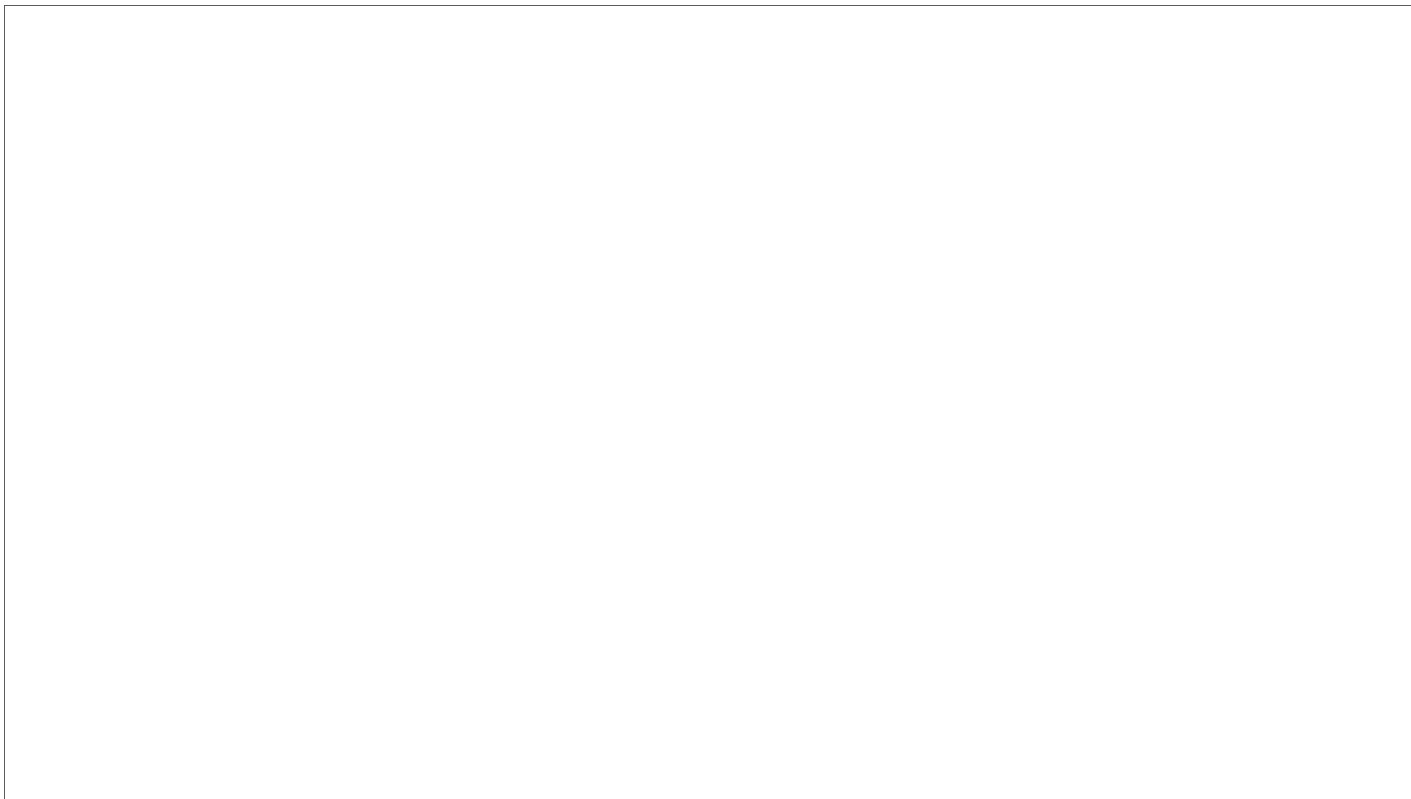
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THE INITIATIVES WE HAVE TAKEN TO IMPROVE OUR SUPPORT TO POLICYMAKERS HAVE BEEN VERY SUCCESSFUL. BUT JUST AS SUCCESSFUL ARE THE INITIATIVES WE HAVE TAKEN TO IMPROVE OUR ABILITY TO DO OUR JOB.

IN THE AREA OF INFORMATION HANDLING, THE OFFICE OF INFORMATION TECHNOLOGY HELPED ACHIEVE AN AGENCY CONSENSUS ON AN INFORMATION SYSTEM MASTER PLAN FOR THE YEAR 1993. THIS MASTER PLAN PROVIDES A FRAMEWORK FOR HOW OUR COMPUTERS CAN BEST WORK TOGETHER TO COPE WITH ALL THE INFORMATION WE ARE COLLECTING. I MIGHT ADD THAT THIS IS THE FIRST TIME THAT A CONSENSUS HAS BEEN REACHED ON A DIRECTION FOR INFORMATION SYSTEMS THROUGHOUT THE AGENCY. AND IT IS AN ESSENTIAL STEP IF WE ARE TO COLLECT AND PROCESS THE KIND OF INTELLIGENCE WE WILL NEED IN THE NEXT DECADE.

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DURING THE LAST YEAR, WE HAVE INCREASED OPPORTUNITIES FOR
ROTATIONAL ASSIGNMENTS. THE DIRECTORATE OF SCIENCE AND
TECHNOLOGY, FOR EXAMPLE, HAS INCREASED THE NUMBER OF POSITIONS
AVAILABLE IN ITS CAREER DEVELOPMENT ASSIGNMENT PROGRAM FROM
LAST YEAR TO THIS YEAR. CAREER DEVELOPMENT THROUGH
ROTATIONS OR REASSIGNMENTS DOES MUCH TO ELIMINATE
PAROCHIALISM. IT ALSO HELPS MANAGERS IDENTIFY, SELECT, AND
PROMOTE THE MOST TALENTED EMPLOYEES.

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EMPLOYEE PRODUCTIVITY AND MORALE IS OF GREAT CONCERN TO ME, AS I KNOW IT IS TO YOU. AN OUTSTANDING LEADERSHIP INITIATIVE IN THIS AREA HAS BEEN TAKEN BY THE FOREIGN BROADCAST INFORMATION SERVICE. IN F.B.I.S. PRODUCTION GROUP, MANAGERS HAVE LAUNCHED A TWO-YEAR PILOT PROGRAM AIMED AT ENHANCING EMPLOYEE PRODUCTIVITY AND MORALE. THIS PILOT PROGRAM GIVES MANAGERS MORE FLEXIBILITY AND REWARDS INITIATIVE. IT ALSO CONTAINS A NEW PERSONNEL STRUCTURE DESIGNED TO HELP KEEP UNIQUELY SKILLED OFFICERS.

ANOTHER INITIATIVE -- WHICH IS GOOD FOR BOTH THE INDIVIDUAL AND THE AGENCY -- IS THE OFFICE OF TRAINING AND EDUCATION'S EXITO PROJECT. EXITO IS AN INTERACTIVE VIDEO LANGUAGE TRAINING COURSE IN DEVELOPED ALMOST ENTIRELY BY O.T.E.'S LANGUAGE TRAINING DIVISION. THUS FAR, TEST DATA ON THE EFFECTIVENESS OF THIS PROJECT SHOWS THAT EXITO ACCOMPLISHES IN TWO WEEKS WHAT TYPICALLY TAKES MUCH LONGER TO MASTER IN THE

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CLASSROOM. BECAUSE OF THIS BREAKTHROUGH, OTHER INTERACTIVE VIDEO LANGUAGE COURSES ARE BEING PLANNED, AND OUR PEOPLE WILL BENEFIT.

WE WILL ALL BENEFIT, AS WELL, BY BEING PART OF AN AGENCY THAT RECOGNIZES TALENT AND PROVIDES OPPORTUNITY FOR ALL MEMBERS OF OUR SOCIETY. TO THAT END, THE OFFICE OF PERSONNEL HAS ESTABLISHED A SPECIAL RECRUITMENT STRATEGIES BRANCH TO PLAN, COORDINATE, AND FACILITATE THE RECRUITMENT, SELECTION, AND HIRING OF COMPETITIVE MINORITIES BY THE AGENCY. THE DIRECTORATE OF INTELLIGENCE'S MULTICULTURAL MANAGEMENT PROGRAM HAS ALSO BEEN VERY ACTIVE DURING THE FIRST SIX MONTHS OF THIS YEAR. RECRUITMENT TEAMS RECEIVED SPECIALIZED TRAINING AND THEN FOLLOWED THROUGH WITH VISITS TO HISTORICALLY BLACK COLLEGES AND UNIVERSITIES AND TO SCHOOLS WITH SIGNIFICANT MINORITY POPULATIONS. ONE RESULT OF THIS EFFORT IS THE NEW MINORITY UNDERGRADUATES WORKING IN THE INTELLIGENCE DIRECTORATE THIS SUMMER, A NEARLY FOURFOLD INCREASE OVER LAST YEAR'S NUMBER.

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AND FOR EMPLOYEES WHO ARE NEARING THE END OF THEIR CAREERS, THE OFFICE OF PERSONNEL HAS INITIATED PRERETIREMENT CAREER TRANSITION SEMINARS, OPENED A CAREER TRANSITION CENTER, AND INCREASED PRIVATE SECTOR CONTACTS FOR POSTRETIREMENT EMPLOYMENT.

I'VE MENTIONED ONLY SOME OF THE INITIATIVES WE HAVE TAKEN THIS YEAR TO IMPROVE OUR SUPPORT TO POLICYMAKERS, IMPROVE OUR OWN ABILITY TO DO THE JOB, AND IMPROVE OPPORTUNITIES FOR OUR PEOPLE. THERE ARE MANY OTHERS, AND I THINK WE CAN BE PROUD OF ALL OF THEM.

BUT AS I MENTIONED AT THE OUTSET, THE CHALLENGES BROUGHT ON BY A CHANGING WORLD AND LIMITED RESOURCES WILL DEMAND MORE INNOVATION AND MORE CREATIVITY AS WE APPROACH THE 1990S. THE ACCOMPLISHMENTS THAT WE'VE CONSIDERED ARE THE RESULT OF YEARS OF PLANNING, AND THEY REPRESENT OUR COLLECTIVE INGENUITY AND OUR SHARED DEDICATION TO THE MISSION OF INTELLIGENCE. THERE IS MUCH AHEAD OF US, AND I DEPEND ON YOUR LEADERSHIP AND EXPERTISE

AS WE ADDRESS THE CRITICAL ISSUES AND PROBLEMS FACING THIS
COUNTRY.

IN SUSSEX, ENGLAND, THERE IS AN INSCRIPTION THAT WAS CARVED
ON A CHURCH IN 1730. IT READS, "A VISION WITHOUT A TASK IS BUT
A DREAM, A TASK WITHOUT A VISION IS DRUDGERY, BUT A VISION WITH
A TASK IS THE HOPE OF THE WORLD."

WHAT I ASK OF YOU NOW, AS YOU ASSUME POSITIONS OF GREATER
LEADERSHIP, IS TO HELP US FIT THE TASK TO A VISION, TO USE OUR
KNOWLEDGE TO SERVE THE FUTURE.

I HAVE SEEN THE EFFECT OUR INGENUITY, OUR VISION, AND OUR
RESOURCEFULNESS HAVE HAD ON THE NATION'S POLICY. AND I KNOW OF
THE CONTRIBUTIONS WE HAVE MADE TO THE CAUSE OF FREEDOM AROUND
THE WORLD.

ALL OF YOU BEING PROMOTED TODAY HAVE DEMONSTRATED THE
QUALITIES THAT HAVE MADE THIS THE FINEST INTELLIGENCE AGENCY IN
THE WORLD. THE AMERICAN PEOPLE ARE WELL SERVED BY HAVING YOU
IN THE SENIOR INTELLIGENCE SERVICE. AND I CONGRATULATE YOU ALL.

OUTLINE

REMARKS AT 14 JULY SIS PROMOTION CEREMONY

I. Introduction

- A. Pleasure to recognize achievements of senior managers today; especially pleased family members and friends could attend.
- B. Inscription on Brzezinski's new book. Plenty of work ahead for those of us in intelligence.

II. Overview

- A. Looking to you -- as senior managers -- to provide leadership that will continue to foster creativity, innovative approaches to problems.
- B. Want to discuss some initiatives undertaken this year -- initiatives that have improved our support to policymakers, improved our ability to do our job, and expanded opportunities for our people.

III. Support to Policymakers

- A. Working With the New Administration - Have acquainted new administration team with key issues they will be facing. Since January, President has received President's Daily Brief from CIA

[redacted] relationship has brought current intelligence support mission to new high level of effectiveness.

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- B. [redacted] Intelligence played a vital role in informing U.S. policymakers; also an example of superb intra-agency cooperation.

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- C. Tracking Developments in Soviet Union - Production of current intelligence, ad hoc policy support, and hard cover publications greater, more relevant to policy community than ever before.

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- D. [redacted]

- E. Creation of Counternarcotics Center - Has improved ability to support policymakers.

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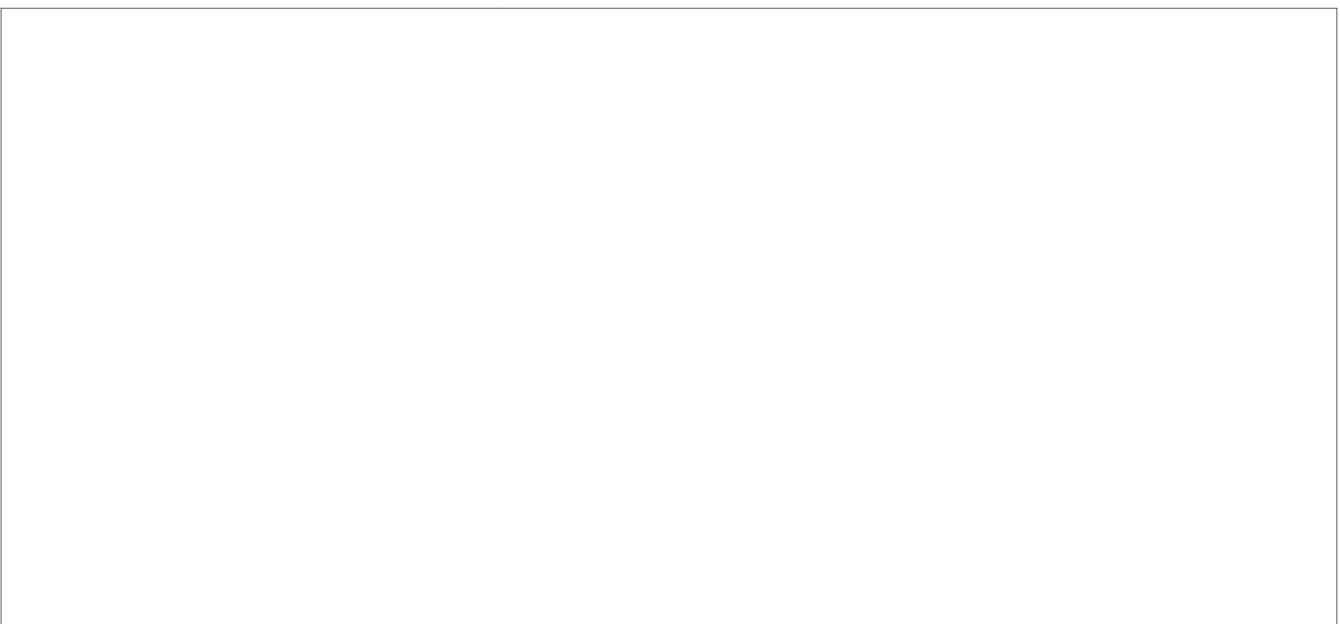
- F. [redacted]

IV. Improvements in Ability To Do Our Job

A. Information Handling

- 1. Office of Information Technology helped achieve Agency consensus on information system architecture for 1993 - first time consensus reached on direction for information systems throughout Agency.

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V. Expanded Opportunities for Our People

- A. Rotational Assignments - More rotational assignments being offered (e.g. DS&T's Career Development Assignment Program)
- B. Employee Morale, Productivity - Pilot program introduced by Foreign Broadcast Information Service (FBIS) aimed at enhancing employee productivity.
- C. Language Training - Office of Training and Education has established interactive video program for - speeds language learning.
- D. Minority Recruitment - Office of Personnel has set up Special Recruitment Strategies Branch to recruit more minorities. DI has established Multicultural Management Program.

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VI. Conclusion

- A. People are our most important resource.
- B. I'm depending on you, as senior managers, to provide leadership that will continue to bring out the best in our people.

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8 June 1989

MEMORANDUM FOR: Executive Assistant to the DDI

STAT FROM:

[Redacted]
Chief, Action Group/ES/OSWR

SUBJECT: Input for DCI's Speech at 14 July
SIS Promotion Ceremony

1. As requested, I am providing some brief examples of recent OSWR accomplishments and leadership initiatives that I hope will be suitable for use by the DCI in his speech at the SIS promotion ceremony on 14 July. Because the ceremony will be conducted at the unclassified level, the wording of these examples is necessarily somewhat general. (U)

2. Managers and analysts in our Technology Transfer Assessment Center have shown commendable initiative in developing innovative ways to attack a problem that has long troubled US policymakers: How to prevent the transfer of militarily significant Western technology to Soviet Bloc countries while at the same time avoiding unnecessarily strict export controls on other, less sensitive technology. Using the latest computer tools, our analysts have developed a very promising new methodology to help US policymakers decide which technologies must be protected and which may be transferred without harming US interests. The applications of the new methodology are diverse:

- The US export control community can develop a more rational export control strategy that will have enhanced credibility both at home and abroad.
- Export control enforcement officials can focus their limited resources toward the goal of building "higher fences" around technologies and equipment of greatest value to the Soviets.

The new methodology recently was demonstrated to policymakers for the first time, and their initial reactions have been positive. (U)

3. As was highlighted earlier this year by the DCI's testimony in open session before the Senate Committee on Governmental Affairs and its subcommittee, the Permanent Subcommittee on Investigation, the Intelligence Community has been working busily to apprise US policymakers of rapidly changing developments in the worldwide proliferation of chemical and biological weapons. Nowhere is the rapid pace of these developments more evident than in the Agency's Office of Scientific and Weapons Research, where our analysts and managers literally have been working overtime to stay abreast of them. I am very pleased to report that a Meritorious Unit Citation recently was awarded

to this organization for its outstanding achievements in analyzing and reporting on the proliferation of foreign chemical warfare capabilities and resulting impact on world affairs. Although the details of their work cannot be discussed in an unclassified presentation, suffice it to say that because of their diligent efforts we have been able to provide top US officials with the best available information to support policy deliberations. (U)

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4. Call me on if you have any questions. (U)

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7 June 1989

MEMORANDUM FOR:

[REDACTED]
Executive Assistant to the DDI

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FROM:

[REDACTED]
C/SOVA/CIAB

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SUBJECT:

SOVA Input for DCI's Speech at 14 July
SIS Promotion Ceremony

REFERENCE:

Memo same subject, 31 May 1989, DDI 00927-89

1. SOVA has undertaken a substantial effort to assess Gorbachev's guns-to-butter policy initiative. It has set up a number of teams and centers to track and verify implementation of changes promised by Gorbachev and others within the leadership and to assess the impact of such changes on current and future military capabilities. (U)

2. During the past year, DI analysts enthusiastically responded to Congressional requests that we provide our independent "net assessment" views on the relative capabilities of US/NATO and Soviet/Warsaw Pact military forces. Working closely with Admiral Crowe's Joint Staff, our analysts provided new and valuable insights on important questions about the military balance. As a result of CIA's unprecedented and independent analytical role, Admiral Crowe soon will send to Congress a comprehensive net assessment that offers a more accurate picture of the balance. Moreover, the Joint Staff will seek even greater CIA involvement in the next iteration of the Admiral's study. (U)

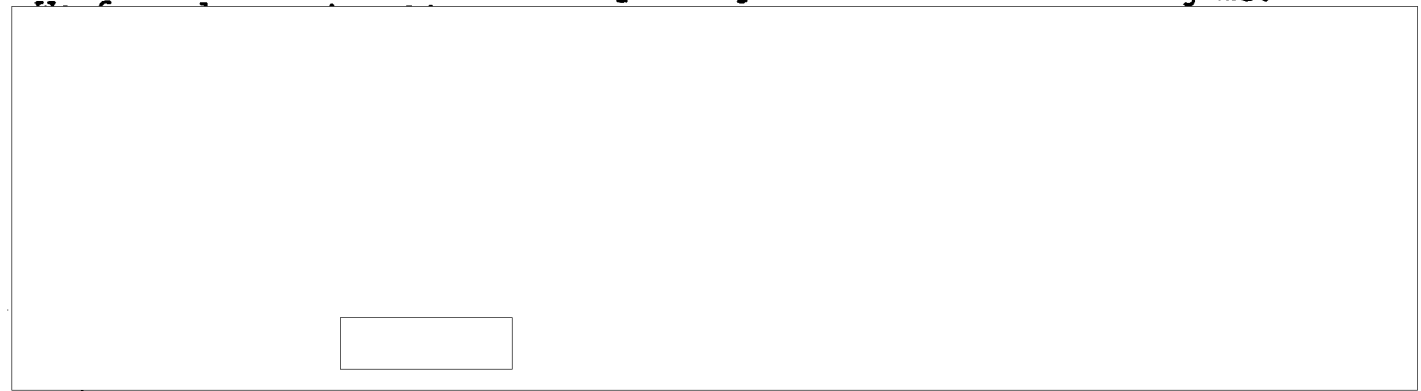
3. SOVA completed major studies of key aspects of Gorbachev's domestic reform program--with papers on the revitalized state structure, the reorganization of the CPSU and redefinition of its role, the drive to restructure the KGB, the attempt to move toward a "state of law," the expansion of glasnost to open Soviet society to increased contact with the outside world, and the implementation of some economic reforms and postponement of others. We assessed tensions this program created in Soviet society--with papers on how Gorbachev's reforms affected different social groups, on various aspects of nationality problems, and--

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working with a political instability expert from OGI--analyzed the prospects for social unrest expanding to destabilize the regime.

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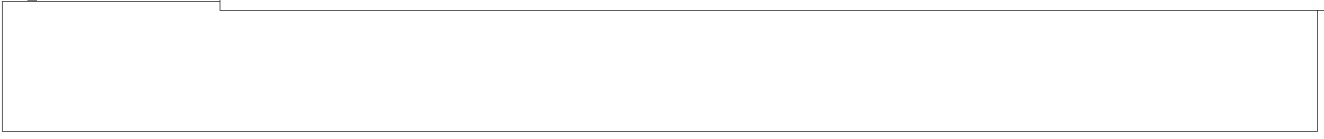


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4. In the days before glasnost, the coverage of economic subjects on Soviet television consisted of a stultifying parade of cheery milkmaids, ever-upward charts of economic indicators, and factories full of the latest technologies, manned by enthusiastic, productive workers. After Gorbachev became General Secretary and launched his campaign of glasnost and economic renewal, all that changed. The daily news program Vremya actually became informative, and special programs were aired on economic reform and modernization that included on-site investigations of economic problems.

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DDI- 012 07X/89

8 June 1989

MEMORANDUM FOR: Executive Assistant, DDI

FROM:

[Redacted]

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Director of African and Latin American Analysis

SUBJECT:

Input for DCI's Speech at 14 July SIS Promotion Ceremony

REFERENCE:

Memorandum to All DI Office Directors and Staff Chiefs, dtd 31 May 89, Same Subject

Outreach to Academia/Pursuit of EEO Goals

1. The Office of African and Latin American Analysis (ALA) has embarked on an outreach program to the academic world that aims to achieve three important goals.

- to open our analysts to new ideas and challenges
- to spread the word about the place of intelligence analysis in the foreign policy process
- to bolster our recruitment efforts, particularly of minorities.

In recent months, ALA officers from the Office Director to analysts have visited major campuses in [Redacted]

[Redacted] making substantive presentations and engaging in roundtable exchanges and discussions on developments in Africa and Latin America. [Redacted]

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2. Back at Headquarters we sponsored a two-day colloquium for over twenty leading professors of Latin American studies. This event was so successful that we plan to follow it up with a similar colloquium for Africa specialists. [Redacted]

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[Redacted]

SUBJECT: Input for DCI's Speech at 14 July SIS
Promotion Ceremony

3. ALA's own outreach program dovetails with the office's aggressive pursuit of Agency EEO goals. ALA has hired [Redacted] minority professionals so far this year, and we have reasonable expectations that our outreach efforts will attract more minority applicants. In addition, our active use of minority student programs-- we have [Redacted] minority undergraduates working in ALA this summer--will result in further multicultural enrichment of our professional work force. [Redacted]

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DI-DO Cooperation

4. The Agency's work [Redacted] is setting a new standard in inter-Directorate cooperation. Initially encouraged personally by then-DDI Dick Kerr and DDO Dick Stolz, [Redacted]

[Redacted]

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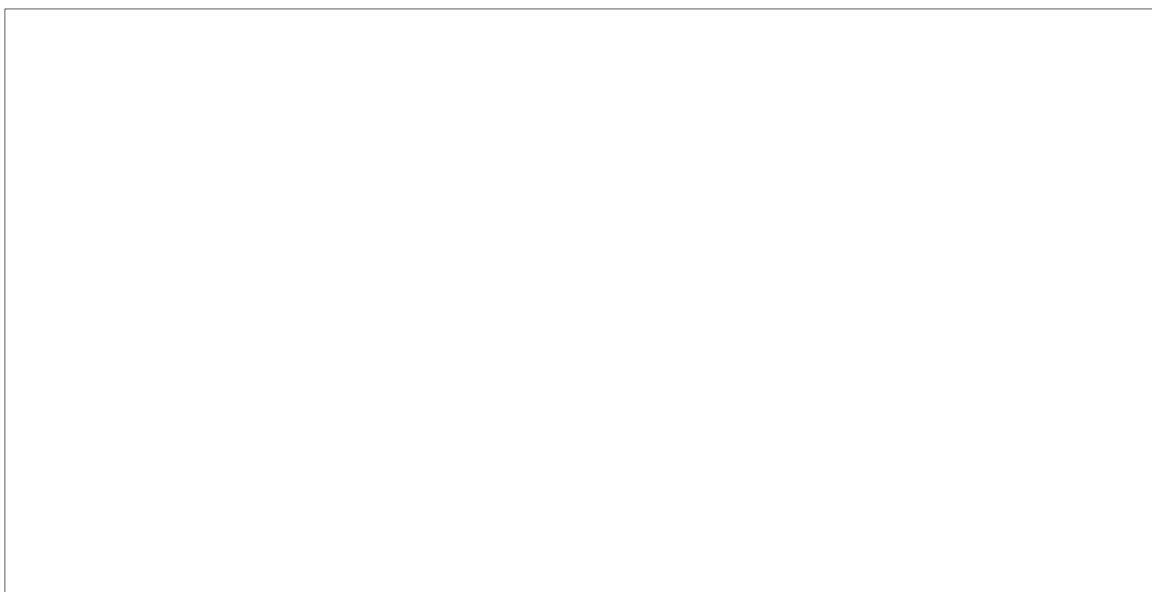
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for

EURA

ADMINISTRATIVE - INTERNAL USE ONLY

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Minority Recruiting

A number of EURA managers and analysts have played a very active role in the DI's Multicultural Management Program. For example, a EURA branch chief heads an [] member. Agency recruiting team with representation from seven DI Offices that in recent months made three visits to [], a predominantly black school in []. The team recruited both undergraduate and graduate students for summer positions and for direct-hire jobs. At least three [] students have begun work or are about to begin work at the Agency as DI analysts or personnel administrators. The recruiting team also keeps in contact with these students once they have arrived to ensure that they have a challenging, rewarding experience.

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Distribution:

- addressee
- John E. McLaughlin
- John C. Gannon []

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ADMINISTRATIVE - INTERNAL USE ONLY

07 JUN 1989

MEMORANDUM FOR: Executive Assistant to the DDI

FROM: [redacted]

Chief, Management, Planning and Services Staff

SUBJECT: Input for DCI's Speech at 14 July
SIS Promotion Ceremony

Gary-

1. MPSS suggests the following examples of leadership initiative for possible inclusion in the DCI's remarks at the 14 July SIS promotion ceremony.

o The lead taken by the Intelligence Directorate in establishing its ambitious Multicultural Management Program resulted in significant activity during the first six months of 1989. [redacted] recruitment teams received specialized training and then followed through with visits to Historically Black Colleges and Universities and to schools with significant minority populations. One result of this effort is the [redacted] new Minority Undergraduates working in the Intelligence Directorate this summer, a nearly fourfold increase over last year's number. In addition, the Multicultural Management staff arranged for the visit to Headquarters in May of Presidents of [redacted] minority schools as part of the Directorate's effort to improve its image and to explain requirements for professional employees.

o To strengthen relations with the academic community and to further the goal of hiring an increasing number of minority professionals, the Intelligence Directorate sponsored an academic colloquium that brought to Headquarters professors of minority students from [redacted] colleges and universities around the country. These educators were briefed on substantive issues and the opportunities that exist for professional careers in the Directorate. Preliminary feedback suggests that this initiative was well received by those present, and that the colloquium will help attract minority professionals to the Directorate's work force.

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**SUBJECT: Input for DCI's Speech at 14 July
SIS Promotion Ceremony**

The Directorate of Intelligence developed and publicized the new Assistant Development Program (ASSIST). ASSIST is aimed at expanding career possibilities for the Directorate's large number of intelligence, computer, and information assistants by providing individuals with opportunities to obtain the credentials needed to compete for professional positions.

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[Redacted]

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CONFIDENTIAL

8 June 1989

MEMORANDUM FOR: Executive Assistant to the DI

FROM: [Redacted]

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Director, Office of Near Eastern and South Asian Analysis

SUBJECT: Input for DCI's Speech at 14 July SIS Promotion Ceremony [Redacted]

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1. One of NESA's major substantive accomplishments this year has been the work we have done in preparation for the new administration. The Office began early to plan papers that would acquaint the new team with key issues in the Middle East and South Asia. Three transition books were prepared. The first, which was ready at the time of inauguration, covered major regional issues, including [Redacted], weapons proliferation and Soviet policy in the region. NESA also did separate publications exploring a range of economic issues and the specific concerns of [Redacted]. We received compliments from several members of the new team on the usefulness and timeliness of the packages. [Redacted]

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2. NESA has taken several steps this year to address analysts' interests in career development matters. The Office, with MPSS's help, has developed and is holding one-day seminars that explore various career development issues. The seminars provide analysts an opportunity to look at various job options over a career in the DI and talk with D/NESA about his views of career development. NESA also has prepared training profiles for each discipline--economists, military and political analysts. The profiles include in-house and external training suggestions as well as reading lists to enhance long-term developments. [Redacted]

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3. In an effort to foster better relations among DI Offices, NESA held a two day conference with its [Redacted] counterparts. Analysts discussed various substantive issues that they would be addressing during the coming year and offered suggestions of topics for the DI research program on which the two offices could cooperate. [Redacted]

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8 JUN 1989

MEMORANDUM FOR: Executive Assistant to the DDI

FROM: [Redacted]
Director of Global Issues

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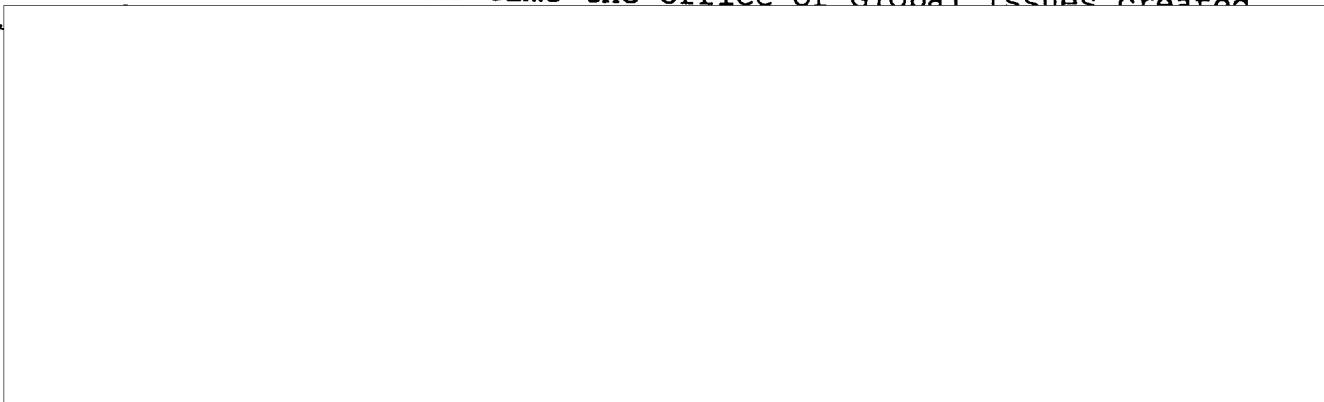
SUBJECT: Input for DCI Speech at 14 July SIS Promotion Ceremony

On 31 May 1989, you asked us to send up a paragraph or two on office accomplishments during the past year. Since I suspect that you will put together a blend of organizational achievements and individual efforts, let me offer up two possibilities from an OGI perspective--the first, an organizational effort, and the second, an accomplishment by an individual manager.

Organizational Initiative

Shortly after the Bush Administration came into office, OGI refocused its efforts to respond to the needs of the new Administration. The office re-emphasized the importance of economic intelligence by upgrading its economic and technology divisions. At the same time the Office of Global Issues created

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The totality of these changes, plus other less fundamental shifts within the office, are indicative of how the Agency is willing to respond to the changing needs it perceives, both in the external environment and in the interests of the policymaker.

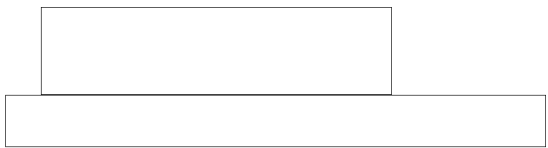
Individual Accomplishment

Sometimes the Agency's full potential to help policymakers is not realized unless an individual takes the initiative to ensure that our analytical product is seen by those who matter. Recently the Agency was involved in providing a fair degree of support to the FSX issue. A pair of typescripts were prepared that laid out the key issues faced on both the political and the

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technical side of the question. As the issue began to heat up, the Branch Chief in OGI whose unit had been responsible for the technical related typescript did some double checking to ensure that the key consumers had indeed seen the DI product before an upcoming Cabinet meeting. The Branch Chief's calls to the Department of Energy revealed that both the technical and the political typescripts had been misplaced. At his own initiative, the OGI Branch Chief made extra copies of both typescripts and personally took them down to the individuals at the Department of Energy who were putting together material for the Secretary of Energy. This extra effort allowed the Secretary to go to the meeting much more prepared and ensured that the analysis of the Agency was available in a timely manner.



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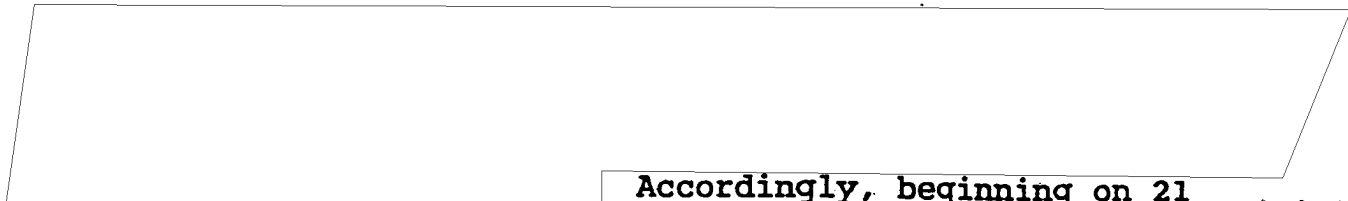
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Paragraph for DCI Speech at 14 July SIS Promotion Ceremony



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Accordingly, beginning on 21 January of this year, his daily brief has been presented to him personally by a senior member of our PDB Staff in the Oval Office each morning. I sit in fairly regularly on these briefing sessions--

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--and I can attest to the high interest and value the President places on this personal delivery of his main daily intelligence brief. This new briefing relationship, I believe, has brought our current intelligence support mission to a new high level of effectiveness, and I am delighted that the President's desire to receive his information directly from us has not flagged over the first six months of the new arrangement.

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07 JUN 1989

MEMORANDUM FOR: Executive Assistant to the DDI

FROM: [Redacted]

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Deputy Director, DCI Counternarcotics Center

SUBJECT: Input for DCI's Speech at 14 July
SIS Promotion Ceremony [Redacted]

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Gary,

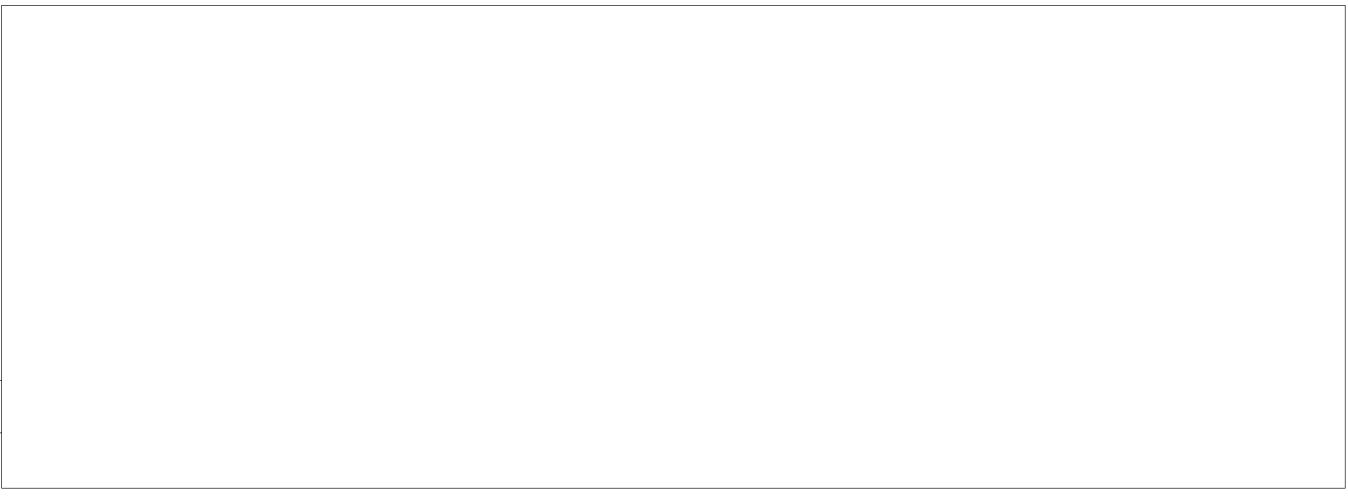
1. Per your request for examples of leadership initiatives--and at the risk of being considered presumptuous-- I believe the creation of the DCI Counternarcotics Center is a prime example of leadership initiatives taken by numerous individuals in the Agency. Obviously in the first instance initiative was displayed by the DCI himself in first commissioning the Executive Director to study what should be done in CIA on counternarcotics and then deciding to create the DCI Counternarcotics Center. That initiative included the innovation of including representatives from the NFIC agencies and from the counternarcotics law enforcement and policy communities. [Redacted]

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2. I believe the Center's management team also deserves credit for initiative in translating the DCI's intention to create a Counternarcotics Center into reality in short order. That involved the design of the Center--again involving a good deal of innovative thinking in designing the Community Coordination Group--and the rapid establishment of a counternarcotics program molding effectively the efforts of DO, DI, DS&T, and DA personnel. [Redacted]

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SUBJECT: Input for the DCI's Speech at 14 July SIS Promotion Ceremony [redacted]

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[redacted] and established close working relationships throughout the counternarcotics community especially with the Director of the Office of National Drug Control Policy and his staff. [redacted]

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4. In translating the Center from a concept to a reality, many other organizations in the Agency have displayed initiative and creativity as well. The Office of Logistics deserves special mention for its accomplishments in identifying space in the Headquarters compound, renovating that space as required, and expeditiously moving the Center personnel into that space. All that was accomplished in a scant four months for the CIA units in the Center; the area identified for community representatives will be available shortly as well. In addition, officers in OIR and OIT evidenced, in my view, extraordinary performance in ensuring that preparations were made to adequately equip the Center. [redacted]

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[redacted]

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ADMINISTRATIVE-INTERNAL USE ONLY

Accomplishments and Leadership Initiatives
in the Directorate of Administration

Accomplishments

Directorate senior management established a Minority Recruitment Task Force to coordinate Directorate-wide efforts and to identify techniques and procedures that will result in the successful achievement of minority recruitment goals. As a result of a Task Force recommendation, the Office of Personnel has established a Special Recruitment Strategies Branch to plan, coordinate, and facilitate the recruitment, selection, and hiring of competitive minorities by the Agency. The Chairman and members of this task force are commended for their aggressiveness and imagination in pursuing the Five-Year Affirmative Action Plan goals.

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The Office of Financial Management continued their Financial Management Improvement Project by a) implementing performance and measurement standards for commercial audit activities, thus permitting more frequent audits; b) adding safeguards to limit vulnerability to waste/abuse; and c) implementing an invoice tracking and statistical sampling system to facilitate commercial vendor invoice audits/payments, thus facilitating compliance with the Prompt Payment Act.

The Office of Information Technology (OIT) achieved the following: a) improved the delivery of mainframe computer services by automating many manual functions, thereby reducing errors and improving availability and processing throughput; b) improved the delivery of software development services by including customers in planning and standards development sessions or sending OIT development teams to customer components to coordinate project requirements; and c) created a prototype on-line capability for electronic forms and implemented automated telephone and terminal request forms and Document Courier Receipt forms which are cost- and user-efficient and facilitate tracking and record keeping.

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ADMINISTRATIVE-INTERNAL USE ONLY

The Office of Logistics has increased responsiveness to customer requirements by a) streamlining and correcting deficiencies in receiving activities; b) appointing a customer service supervisor; c) developing and implementing a "Customer Service Excellence" workshop; d) streamlining and partially automating the requisition process; e) establishing regular customer visitation schedules; f) assigning additional staff to key areas to provide efficient follow-up; and g) establishing new service areas, including a Logistics Services Center for the New Headquarters Building.

[Redacted]

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The Office of Personnel (OP) has initiated a preretirement Career Transition Seminar and a Career Transition Workshop, opened a Career Transition Center, and increased commercial and private sector contacts for postretirement employment. In

[Redacted]

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In order to meet the personnel security challenges of the 1980's, the Office of Security (OS) continues to make significant inroads in its reinvestigation and automation programs. For fiscal year 1988, OS completed a record number of reinvestigations [Redacted]

[Redacted]

The increased use of automation has resulted in more timely reporting and a dramatic reduction in case processing time.

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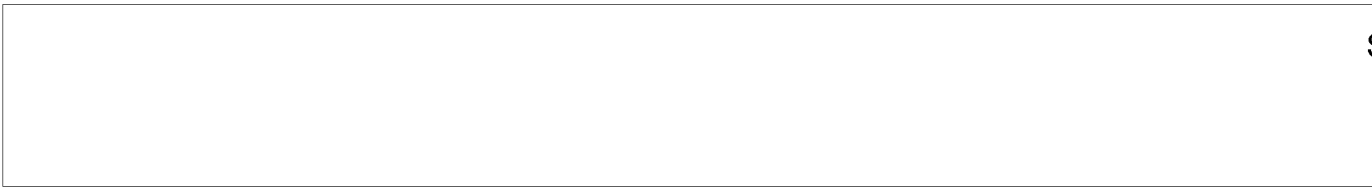
[Redacted]

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The Office of Training and Education (OTE) recently completed a project that is unique in the field of language training. The EXITO Project (EXITO is the Spanish word for success) represents outstanding leadership in the design and development of a first-ever interactive video language training course to teach, in this case, [redacted] The project was a three-year investment of time and talent developed almost entirely by OTE's Language Training Division. Thus far, test data on the effectiveness of this project shows that EXITO accomplishes in two weeks what typically takes much longer to master in the classroom. The program is also much less instructor intensive; an instructor is required only one hour daily versus 3 to 5 hours in the traditional course. Because of this break through in technology, other interactive video language courses will soon follow.

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Leadership Initiatives

Closely associated with the automation of the Office of Security's field offices is the initiative taken by a junior instructor in the Office of Training and Education (OTE) to train field investigators in the use of the Laptop computer. A pilot course was designed and conducted for a group of field investigators. An instructor from OTE was asked to critique the first running. During the first few days of the course, the OTE instructor realized that students were not understanding the material and were unable to use the terminal properly. In order to get the course on track, the instructor took the course manuals back to her hotel in the evening to identify how the course could be altered. By the end of the course, the OTE instructor had all but taken over the class and the field investigators understood how to use the laptop terminals.

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DDS&T-525-89

9 June 1989

MEMORANDUM FOR: Chief, Speeches and Appearances Unit, PAO

STAT FROM:

Executive Assistant to the DDS&T

SUBJECT: DCI's SIS Ceremony Speech for 14 July 1989

REFERENCE: Memo to DDS&T fm AD/PAO, dtd 30 May 89,
Subject: DCI's Speech at 14 July 1989 SIS
Promotion Ceremony

1. The following information is being provided as requested for possible inclusion in the DCI's July SIS speech. The information includes a brief summary of the mission of the Directorate of Science and Technology which serves to highlight areas of significant accomplishment, and provides the proper context to focus on the examples of exemplary leadership initiatives discussed below. A discussion of the role of strategic planning in the directorate and some of the major challenges confronting the directorate, which strategic planning is designed to help meet, also are provided. It should be noted that much of what is being provided has not changed significantly over the past six months.

Major Accomplishments

2. The major accomplishments of the Directorate of Science and Technology over the past six months reflect the overall mission of the directorate: to provide technical support to the intelligence collection process. This technical support is provided in a number of ways including the research, development, and acquisition of technical collection and processing systems; the collection of intelligence by technical means; the processing and analysis of technical intelligence data for use by the Intelligence Community; and by providing research and development services and technical support for a variety of intelligence activities.

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SUBJECT: DCI's SIS Ceremony Speech for 14 July 1989

rotational assignments is encouraged. Employees gain exposure and valuable experience in many different kinds of work through rotations. Career development through rotations or reassignments does much to eliminate parochialism while providing a mechanism for identifying, selecting, and promoting the most talented employees.

7. The DS&T, in order to induce such career-enhancing assignments that benefit the individual employee, office, directorate, and Agency, instituted the Career Development Assignment Program in 1988. In 1989, the number of positions available in this program increased to [] including positions from a new office participant in the program, the Office of Scientific and Weapons Research (OSWR) from the Directorate of Intelligence, increasing the opportunity for cross-directorate assignment.

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Community Affairs

8. As members of the Agency senior management team, SIS-level officers carry the weight of increased leadership responsibility, reflecting the Agency's confidence in their abilities. As part of the increased responsibilities, SIS-level officers participate in Agency public service programs. This type of community leadership was illustrated by the "Make-a-Wish Foundation" visit in March 1989 by two terminally ill boys who wanted to see where the "spy gadgets" are made. The Agency hosted the visit with the Office of Technical Service from the DS&T providing many of the gifts and presentations to the boys. The visit proved to be a gratifying experience for the boys and the Agency.

Challenges for the Future

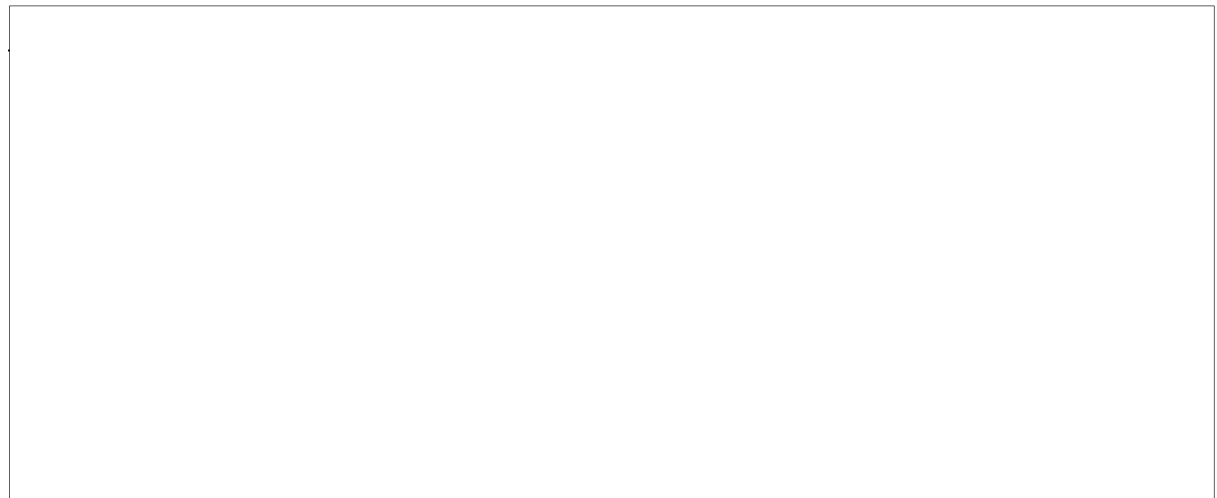
9. Leadership initiatives and innovative approaches to problems will become increasingly important as intelligence requirements increase, resources are strained, and the world continues to change. While the list of potential challenges for the future is quite extensive, the DS&T has identified several key issues which will challenge the leadership skills of Agency senior management. These challenges include:

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SUBJECT: DCI's SIS Ceremony Speech for 14 July 1989

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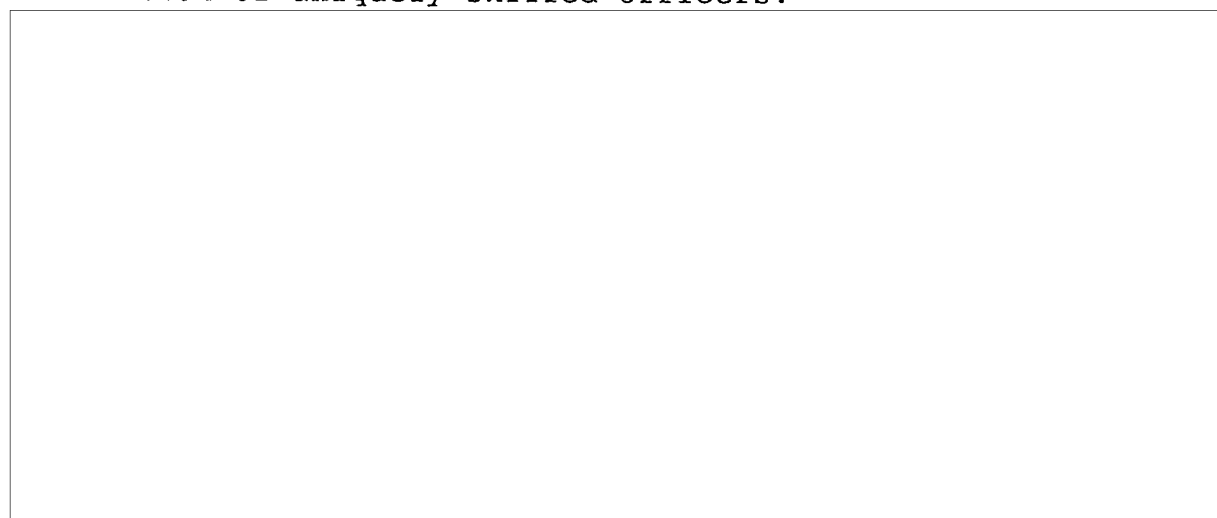


Foreign Broadcast Information Service (FBIS) -- An outstanding example of leadership initiative in the successful implementation of a particular program is provided by looking at the accomplishment of three officers from FBIS [redacted]

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[redacted] These three officers led and coordinated a group-wide experiment that resulted in Agency approval of a pilot program aimed at enhancing employee productivity and morale. Features of the program, which pushes decision-making downward and rewards initiative, include lump-sum budgeting and a new personnel structure that improves the retention of uniquely skilled officers.

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SUBJECT: DCI's SIS Ceremony Speech for 14 July 1989

11. If you have any questions on the information provided,
please do not hesitate to call me on [redacted]

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[redacted]

[redacted]

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DCI/PAO

Distribution:

Orig. - DCI

1 - ER

1 - [redacted]

1 - D/PAO

1 - PAO Registry

1 - [redacted]

1 - PAO Ames

1 - [redacted]

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(rono)

PAO 89-0191

15 June 1989

JUDGE:

As you requested, we have prepared outlines for your speeches at the SIS Promotion Ceremony on 14 July and the Eighth Circuit Judicial Conference on 21 July.

In the SIS speech outline, you mention that you expect SIS officers -- as senior managers -- to provide leadership that will continue to foster creativity and innovative approaches to intelligence issues and problems. You also address some initiatives undertaken this year -- initiatives that have improved the Agency's support to policymakers, improved our ability to do our job, and expanded opportunities for our people.

The Eighth Circuit Judicial Conference speech will explore how the rights and freedoms of the Soviet citizen have changed under Gorbachev, the possibility that these changes will be institutionalized through legal reform, and the obstacles Gorbachev faces in instituting such reform. It will discuss the role of intelligence in assessing the implications for the United States.

Analysts in the DI's Office of Soviet Analysis are currently drafting papers on human rights and legal reform in the Soviet Union. These papers will serve as the basis for your proposed speech, and the preliminary findings are reflected in the outline. The outline was coordinated with Bob Blackwell, NIO/USSR, and with SOVA.

I would appreciate your comments on the attached outlines so we can begin drafting the speeches.

[redacted signature]

Jim Greenleaf

Attachments:
As stated



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PROPOSED OUTLINE

REMARKS TO EIGHTH CIRCUIT JUDICIAL CONFERENCE

I. Introduction

As part of his policies of perestroika and glasnost, Gorbachev has allowed Soviet citizens more rights and individual freedom. Legal reform efforts have the potential of institutionalizing these changes, but Gorbachev faces many obstacles in implementing such reforms. Intelligence plays a role in assessing the implications of such changes for the US.

II. Changes in individual freedom under Gorbachev

- A. Gorbachev's statements on importance of increasing individual freedom and protecting those freedoms with law.
- B. Freedom of expression and free movement of ideas -- The official media is reporting on many issues that were previously taboo. Soviet citizens also have greater access to information from unofficial sources and from the West. Some criticism of officials is being tolerated.
- C. Freedom of association -- Thousands of informal groups, some with political objectives, have formed in the USSR. Some of them displayed influence during the recent elections to the Congress of People's Deputies.
- D. Freedom of assembly -- During the Gorbachev era, Soviet citizens have demonstrated in unprecedented numbers for a wide range of human rights and nationality causes.
- E. Freedom from arbitrary arrest and the right to procedural due process -- The regime has taken steps to improve due process guarantees, especially concerning psychiatric incarceration. Other measures are being considered, including proposals to restrain the authority of the KGB and to provide legal counsel in criminal investigations.
- F. Freedom of movement -- More Soviets are emigrating this year than ever before.
- G. Freedom of religion -- The regime has been more tolerant toward believers, as evidenced during the 1988 celebration of the millennium of Christianity. It has opened churches and granted other concessions.
- H. Limitations remain. Authorities still crack down on some groups and demonstrations. Political prisoners still exist despite Moscow's claims to the contrary.

III. The role of law

- A. Most of the steps to increase individual freedoms under Gorbachev have not been institutionalized by law. Such efforts are under way but face many obstacles.
 - 1. The difficulty of drafting clear laws and overcoming resistance to implementing those laws.
 - 2. The increase in political activism and civil unrest, which can erode support for reform.
 - 3. The need to overcome the tradition of the use of law as a political instrument.
- B. Laws now under consideration will indicate how far the regime is willing to go in granting individual rights.

IV. Role of intelligence

- A. US interests are affected by Soviet reforms to the extent that they affect Soviet military and economic capabilities and foreign policy. Areas of cooperation that may be affected include arms control, trade and joint ventures, scientific exchanges, and discussions on human rights.
- B. Need for intelligence to assist US policymakers in formulating appropriate policies.
- C. Challenges for US intelligence
 - 1. Information explosion -- more information to collect, process, and analyze than ever before.
 - 2. Need to distinguish between what is real and what Moscow wants us to hear.
- D. Challenges specific to these reforms
 - 1. Much of Soviet law is unpublished and some is even secret.
 - 2. We must distinguish between the relaxation of policies and the enactment of legal guarantees.

V. Conclusion

How far legal reform and the granting of human rights in the Soviet Union will go is uncertain. The government and people of the US need intelligence to assess these changes and how they will affect the world they live in.