

In my 30 years in the Central Intelligence Agency serving under ten directors, I have collected the following quotes from six that bear on the same subject -- often expressed in the one word "objectivity." I have them over my desk as a reminder and hope that the readers of Studies, particularly those new to the game, will find them useful reminders as well.

If any of you oldtimers know of comparable quotations from the other four directors -- Admiral Hillenkoetter, General Smith, John McCone, or Admiral Raborn -- I would appreciate your sending them, with a notation of their source, to me at CIA Headquarters, OSI/STIC, Room 6F24, Box 1925, Washington D.C. 20013.



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*We've got to keep our absolute integrity. Keep out of politics. Be absolutely fearless. Report the facts as we see them regardless of whether they're palatable or unpalatable to the policymakers. If we ever lose that objectivity, then we are finished.*

-- Allen Dulles  
N.Y. Times Magazine  
16 March 1958

*There must never be any grounds for suspicion that intelligence is bending its conclusions to suit some policy preference. If we ever lose our reputation for honesty in this matter, we lose all our usefulness along with it.*

-- Richard Helms  
National War College address  
13 October 1971

*Intelligence must be first class. The story must be told exactly as you see it. . . . There must be no muffling or waffling of the message. Differences can be clearly stated.*

-- James R. Schlesinger  
Farewell Memorandum  
2 July 1973

*The CIA's role is to try to call what is happening abroad very accurately and precisely, and incidentally, to show two or three different interpretations if they legitimately exist. The Intelligence Community should not get into recommending what should be done.*

-- William E. Colby  
Confirmation Hearings  
July 1973

*Total objectivity is the hallmark of all intelligence reports and estimates.*

-- George Bush  
DCI Report on the IC  
January 1977