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Central Intelligence Agency



Washington, D.C. 20505

MAY 10 2001

Mr. John Greenewald, Jr.

Reference: F-2001-01026

Dear Mr. Greenewald:

This acknowledges receipt of your 24 April 2001 Freedom of Information Act (FOIA) request concerning the following:

"The booklet: Intelligence-the Acme of Skill"

For identification purposes we have assigned your request the number referenced above.

We searched our database of previously released material and located the requested document consisting of 31 pages. Since the material is less than 100 pages, no fees will be charged in this particular instance.

We are pleased to have been of assistance.

Sincerely,

A handwritten signature in black ink, appearing to read "Kathryn I. Dyer".

Kathryn I. Dyer
Information and Privacy Coordinator

Enclosure

For Requester
John Greenewald, Jr.
F-2001-01026

Intelligence



The Acme of Skill

There is great public interest in our nation's intelligence system.

But intelligence work is secret and must remain so. Within that limitation, however, we have tried in this booklet to organize and present information to answer basic questions.

We encourage anyone interested in obtaining additional information about the CIA or the Intelligence Community to write to:

Public Affairs
Central Intelligence Agency
Washington, D.C. 20505

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Approved for Release
 Date FEB 1988

The Acme of Skill



"Intelligence is that high-quality knowledge that decision makers need to arrive at safe, effective decisions."

*Office Director
Central Intelligence Agency*

"Intelligence consists of the gathering of as much information as is available on events abroad and the intellectual job of integrating that information . . . in order to reach conclusions . . . that will help the people who have to formulate U.S. foreign policy make decisions which will serve the best interests of the country."

*Office Director
Central Intelligence Agency*

"Intelligence cannot be just background education . . . it must be an enrichment of the understanding of the problems that face a decision maker and in a form that enables him to improve his decision process and the rightness of his decision."

National Intelligence Officer





Sir Francis Walsingham, Elizabeth's principal State Secretary, created an extensive intelligence organization which sent agents to foreign lands.

The art of intelligence is not new. It was practiced during the reign of Queen Elizabeth I of England (1558-1603).

Introduction

Intelligence is nothing new.

It is referred to in the Old Testament when God commands Moses to send agents to "spy out the Land of Canaan."

It is referred to, 400 years before the birth of Christ, by the Chinese military strategist Sun Tzu in his book, "The Art of War," in which he emphasized the importance of good intelligence by noting that to "win 100 battles is not the acme of skill. To find security without fighting is the acme of skill."

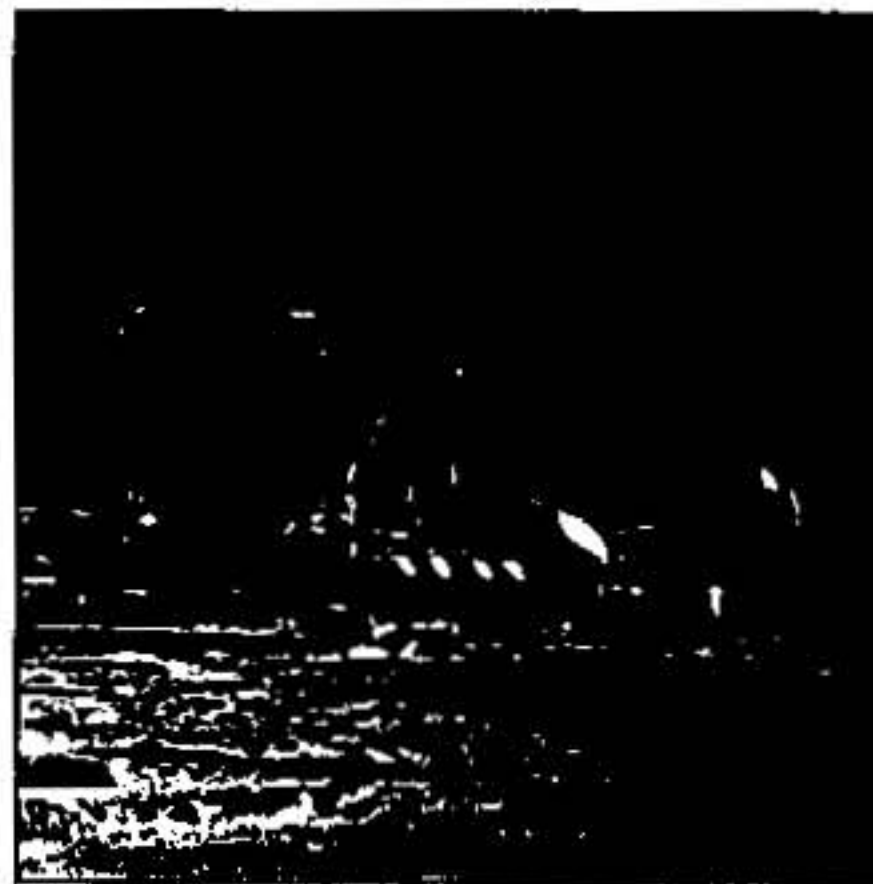
It was used in the 13th century by the Mongol leader Subotai in directing his forces to spectacular military successes in their invasion of Europe. Allen Welsh Dulles, for nine years Director of Central Intelligence, wrote in "The Craft of Intelligence" that European rulers in the Middle Ages "were not very well informed about the Byzantine Empire and the Eastern Slavs; they knew even less of the Moslem world; and they were almost completely ignorant of anything that went on in Central and East Asia."

In the 16th century, Sir Francis Walsingham, principal State Secretary to Queen Elizabeth I of England, developed and sustained a network of dozens of intelligence agents dispersed to foreign lands. He recruited his people from Cambridge and Oxford, nurtured the art of espionage, and had tools and techniques for making and breaking codes. In a very real sense, what Walsingham established in the intelligence aspects of this service foreshadowed the modern intelligence organization.

The point is that throughout recorded history, nations have survived on more than armed might. They have survived by their ability to gather, evaluate, and understand information about their world.

Another word for this evaluated information is intelligence.

Simply put, intelligence is knowledge and foreknowledge of the world that surrounds us. The art of delivering this knowledge and foreknowledge in a fashion that allows decision makers, whether they be military commanders or political leaders, to arrive at proper decisions is an elusive and frustrating one. It has less to do with cloaks and daggers than with the painstaking, generally tedious collection of facts, analysis of facts, exercise of judgment and quick, clear evaluation. Intelligence must be rigorous, continuous, timely and, above all else, must be useful. The combination of informing and alerting is what intelligence is all about. And in the contemporary world—volatile, complex, shifting from week to week, day to day—that combination is an absolute necessity as well as a growing challenge. Without it, nations would have to live on faith alone—or in total darkness.



The need for reliable, timely intelligence increases as the world grows more complex. New developments and new areas of concern require constant attention.

An Intelligence Glossary

Agent—An individual, usually foreign, who acts under the direction of an intelligence agency or security service to obtain, or assist in obtaining, information for intelligence or counterintelligence purposes, and to perform other intelligence functions.

Case Officer—A professional employee of an intelligence organization who is responsible for providing direction to an agent.

Clandestine—Secret or hidden, conducted with secrecy by design.

Counterintelligence—Intelligence activity intended to detect, counteract, and/or prevent espionage and other foreign clandestine intelligence activities, sabotage, international terrorist activities or assassinations conducted for or on behalf of foreign powers. Counterintelligence also refers to the information derived from such activity.

Cover—The protective guise used by a person, organization, or installation to prevent identification with clandestine operations.

Covert Action—A special activity conducted abroad in support of United States foreign policy objectives and executed so that the role of the United States Government is not apparent or acknowledged publicly. Covert action is distinct from the intelligence-gathering function.

Espionage—Intelligence activity directed toward the acquisition of information through clandestine means.

Intelligence Cycle—The process by which information is acquired, converted into intelligence, and made available to policymakers. It usually consists of five steps: planning and direction, collection, processing, production and analysis, and dissemination.

National Foreign Intelligence—Intelligence about a foreign power which responds to the needs of the President, the National Security Council, and others involved in the formulation and execution of national security, foreign, or economic policy of the United States.

Overt—Open or done without attempt to conceal, as an "overt employee" of an intelligence service.

Surveillance—The systematic observation or monitoring of places, persons, or things by visual, aural, electronic, photographic, or other means, for the purpose of gathering intelligence information.

The Intelligence Cycle

The process of creating reliable, accurate foreign intelligence is dynamic and never-ending. If a cycle can be said to actually begin, the Intelligence Cycle begins with questions—questions whose answers inevitably lead to

more questions. So, for all intents and purposes, there is no start and no finish, just the process.

For the sake of description, it is possible to break the process into five steps. Taken together, these steps

form the Intelligence Cycle. To be aware of them is to have a foundation for understanding how foreign intelligence ultimately reaches the desks of the President and other senior U.S. decision makers.



Planning and Direction:

The management of the entire intelligence effort from the identification of the need for data to the final delivery of an intelligence product to a customer.

The process is initiated by requests or requirements for foreign intelligence on certain subjects. These are based on the ultimate needs of the policymakers—the President, the Congress, the National Security Council, and leading officials of major departments and agencies of Government who depend on current information as they participate in the formulation of national policy.



Collection:

Dissemination:



The distribution and handling of the finished foreign intelligence. Often this means getting the product to the same policymakers whose needs and requests triggered the Cycle in the first place, but also involves distribution to other consumers both inside and outside the Intelligence Community.

The gathering of the raw data from which finished foreign intelligence will be produced. This is done in three ways:

1. From open sources such as radio and television broadcasts, newspapers, professional journals and books or anything that is on the airwaves or in public print.
2. By technical means—photography and electronics which have come to play an indispensable role in modern intelligence by extending a nation's sensory system, its eyes and ears, to limits undreamed of not long ago.
3. From human sources—from agents and defectors who provide information obtained in no other way.



Processing:

The conversion of the vast amount of information entering the system into a form more suitable for the production of finished intelligence. This may include language translations, technical analysis, and sorting by subject matter. Information that does not go directly to be analyzed is sorted and made available through rapid computer retrieval.

This step also refers to data reduction, the interpretation of information stored on film and tape through the use of highly refined photographic and electronic processes.

Production and Analysis:



Perhaps the fulcrum of the process, for here the conversion of basic information into finished intelligence takes place. This includes the integration, evaluation, and analysis of all available data and the preparation of a variety of intelligence products or estimates which may be presented as briefings, brief reports, or lengthy studies.

Of course, the conversion is not a simple process. The raw information that is gathered is often fragmentary and, at times, contradictory. Analysts, who specialize in various subjects or

particular areas of the world, are responsible for producing finished intelligence. This is done by integrating various pieces of data and interpreting their meaning and significance.

Subjects that analysts work with are many and varied. They may concern different countries, regions, problems, or personalities in a variety of contexts—political, geographic, economic, military, scientific, sociological, or biographic. Current events, capabilities, or probable developments in the future may also be examined.

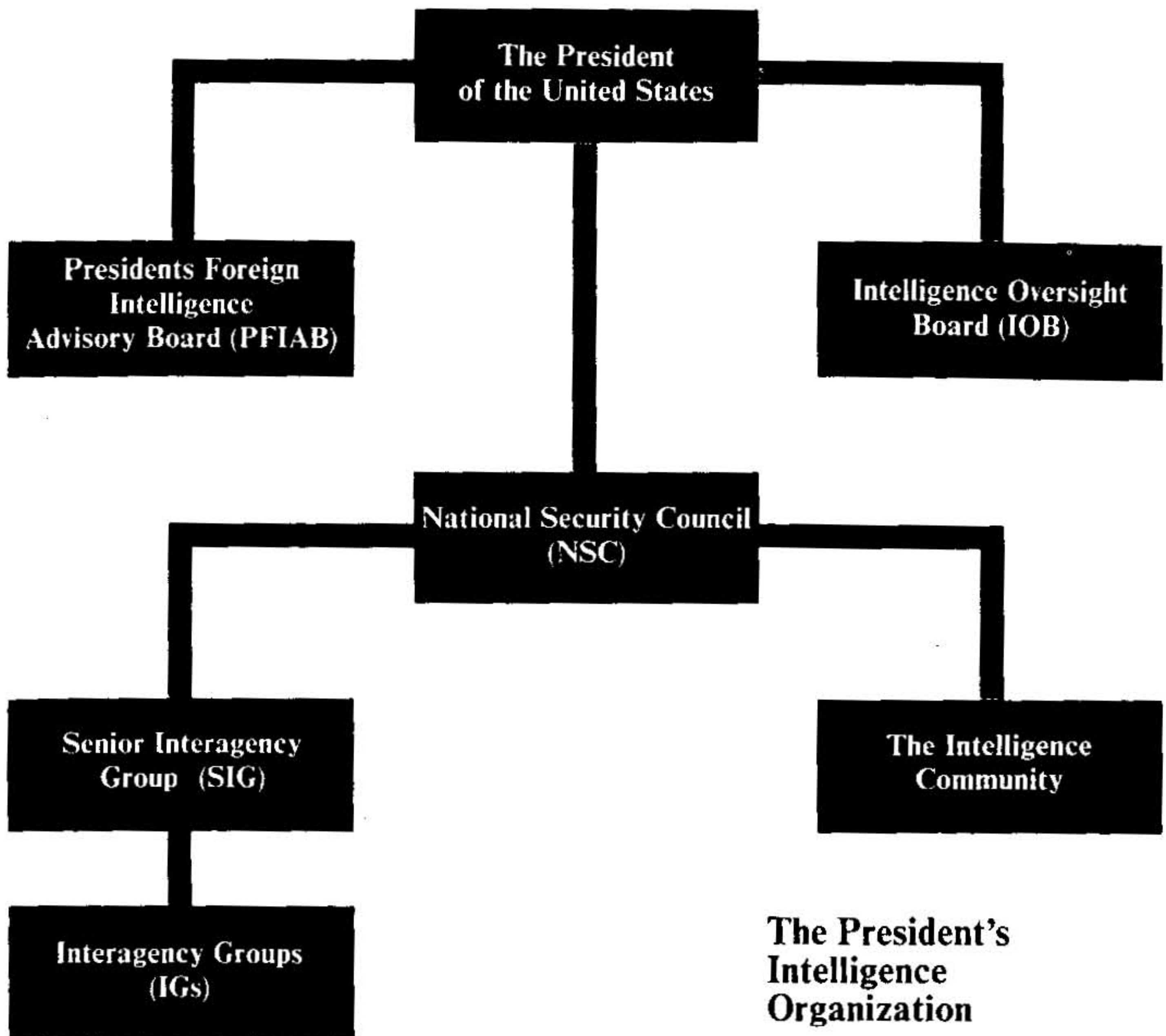


United States Foreign Intelligence



In October 1962, United States reconnaissance aircraft photographs confirmed the presence of Soviet offensive missiles in Cuba. From that moment, until the resolution of what has become known as the "Cuban Missile Crisis," the U.S. Intelligence Community worked without respite to provide the President and other senior officials with as much timely, accurate information as possible.

In 1947, in 1962, and even today, intelligence means one thing to most Americans: the Central Intelligence Agency. But the fact is that the Agency, while responsible for coordinating all U.S. foreign intelligence, is but one element in a vast, multidimensional intelligence system.



The President's Intelligence Organization

A Presidential Executive Order assigns to the Director of Central Intelligence the responsibility to act as the primary adviser to the President and the National Security Council on national foreign intelligence. To discharge this and other assigned duties, the Director is the appointed—with the advice and consent of the Senate—head of both the Central Intelligence Agency and the Intelligence Community. These relationships and the mechanisms established to sustain them are discussed on the next page.

President's Foreign Intelligence Advisory Board (PFIAB)

The PFIAB is maintained within the Executive Office of the President. Its several members serve at the pleasure of the President and are appointed from among trustworthy and distinguished citizens outside of Government who are qualified on the basis of achievement, experience, and independence. They serve without compensation. The Board continually reviews the performance of all Government agencies engaged in the collection, evaluation, or production of intelligence or in the execution of intelligence policy. It also assesses the adequacy of management, personnel, and organization in intelligence agencies; and advises the President concerning the objectives, conduct, and coordination of the activities of these agencies. The PFIAB is specifically charged to make appropriate recommendations for actions to improve and enhance the performance of the intelligence efforts of the United States; this advice may be passed directly to the Director of Central Intelligence, the Central Intelligence Agency, or other agencies engaged in intelligence activities.

Intelligence Oversight Board (IOB)

The President's Intelligence Oversight Board functions within the White House. The IOB consists of three members from outside the government who are appointed by the President. One of these, who serves as chairman, is also a member of the President's Foreign Intelligence Advisory Board. The IOB is responsible for discovering and reporting to the President any intelligence activities that raise questions of propriety or legality in terms of the Constitution, the laws of the U.S., or Presidential Executive Order. The Board is also charged with reviewing the internal guidelines and direction of the Intelligence Community. The IOB is a permanent, non-partisan body.

National Security Council (NSC)

The NSC was established by the National Security Act of 1947 to advise the President with respect to the integration of domestic, foreign, and military policies relating to the national security. The NSC is the highest Executive Branch entity providing review of, guidance for, and direction to the conduct of all national foreign intelligence and counter-intelligence activities. The statutory members of the NSC are the President, Vice President, the Secretary of State, and the Secretary of Defense. The Director of Central Intelligence and the Chairman of the Joint Chiefs of Staff participate as advisers. The same 1947 Act also established the CIA as an independent agency subordinate to the NSC.

Senior Interagency Group (SIG)

This committee of the NSC is composed variously of the Director of Central Intelligence, the Assistant to the President for National Security Affairs, the Deputy Secretary of State, the Deputy Secretary of Defense, the Chairman of the Joint Chiefs of Staff, the Deputy Attorney General, the Director of the Federal Bureau of Investigation, and the Director of the National Security Agency. The SIG chairman varies according to the meeting agenda, e.g., the Director of Central Intelligence is chairman when the body addresses intelligence matters. The SIG (Intelligence) is charged to advise and assist the NSC in discharging its authority and responsibility for intelligence policy and intelligence matters. It ensures that important intelligence policy issues requiring interagency attention receive full, prompt, and systematic coordination. It also monitors the execution of previously approved policies and decisions.

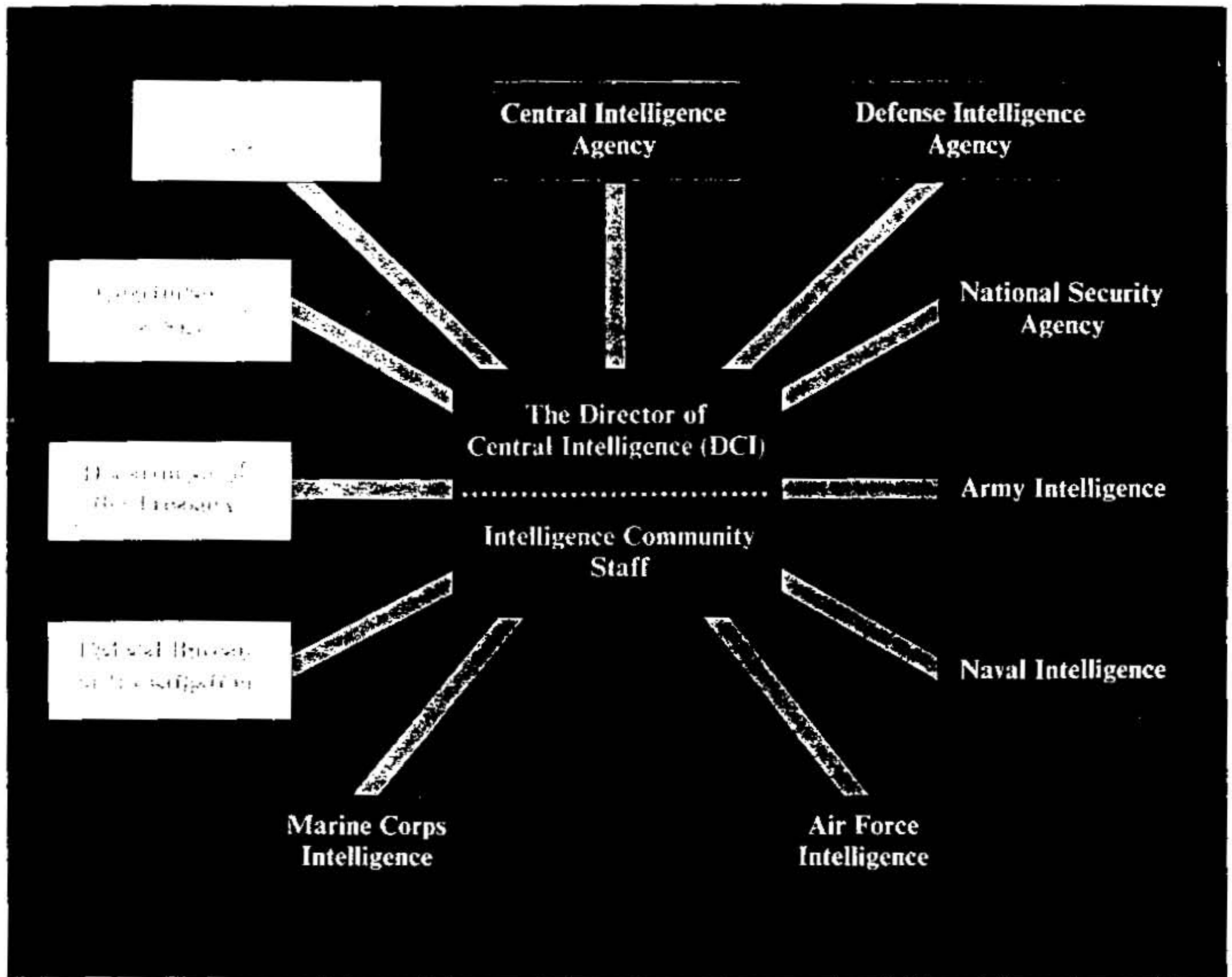
Interagency Groups (IGs)

To assist the SIG (Intelligence), Interagency Groups have been established to consider individual policy issues. Each IG consists of representatives of the SIG members and, upon invitation of the IG chairman, others with specific responsibilities for matters being considered. A representative of the Director of Central Intelligence chairs meetings dealing with national foreign intelligence. A representative of the Federal Bureau of Investigation chairs meetings dealing with counterintelligence, except for international terrorism, which is divided between a State Department representative for terrorism abroad and an Attorney General representative for terrorism in the U.S. An indeterminate number of IGs may be designated by the SIG to address such policy issues. The IGs, in turn, may establish working groups as needed to provide support to the approved mechanisms of the NSC for such matters.

The Intelligence Community

The concept of an Intelligence Community is unique in the Government in that it is composed for the most part of elements which have their primary institutional homes in various departments and agencies of the Executive Branch. Many of these elements differ from each other in significant ways. Together they conduct the variety of activities that add up to the entire U.S. national foreign intelligence effort. What binds these diverse components is their common goal: to provide national leaders with the most reliable and accurate intelligence to serve as a sound basis for making timely, informed decisions.

It is the job of the Director of Central Intelligence to make certain that this goal is constantly and successfully pursued. Members of the Intelligence Community advise the Director of Central Intelligence through their representation on a



The Intelligence Community

- Department of Defense Elements
- Independent Agency
- Departmental Intelligence Elements (Other than DOD)

number of specialized committees that deal with intelligence matters of common concern. Chief among these is the National Foreign Intelligence Board, which the Director chairs and which is composed of the heads of Community components and, as observers, heads of the military intelligence services.

The Director of Central Intelligence (DCI)
 The DCI is the primary adviser to the President and the National Security Council on national intelligence matters. He is the head of the Central Intelligence Agency and of such other

staff elements as are required for the discharge of his Intelligence Community responsibilities.
 An Executive Order gives the DCI authority to develop the consolidated National Foreign Intelligence Program budget and to direct the analytic and collection tasking of all Intelligence Community elements.
 In addition to staff elements of the Office of the DCI, the Intelligence Community consists of the Central Intelligence Agency; the National Security Agency; the Defense Intelligence Agency; the offices within the Department of Defense responsible for collection of specialized national

foreign intelligence through reconnaissance programs; the Bureau of Intelligence and Research of the Department of State; and the intelligence elements of the military services, the Federal Bureau of Investigation, and the Departments of Treasury and Energy.
 The DCI also serves as chairman of the NSC's Senior Interagency Group when it meets to consider intelligence matters. This committee establishes requirements and priorities, relates these priorities to resources, and reviews the intelligence product for quality and responsiveness.

Intelligence Community Staff—provides primary staff support to the Director of Central Intelligence in his role as senior intelligence officer responsible for a coordinated intelligence effort. The staff carefully coordinates the collection activities of all agencies and departmental elements to minimize duplication and to ensure coverage of major targets and to assure that emphasis is placed on topics of priority interest. It also monitors the dissemination of collected intelligence and consumer satisfaction. The staff provides advice on all matters pertaining to the National Foreign Intelligence Program budget prior to its presentation to Congress. It develops the actual presentation for Congress and monitors the implementation of the budget process.

Central Intelligence Agency (CIA)—has primary responsibility for the clandestine collection of foreign intelligence, for conducting counterintelligence abroad, and for the research and development of technical collection systems. CIA exploits new technology for this purpose. Further, it is responsible for the production of political, military, economic, biographic, sociological, and scientific and technical intelligence to meet the needs of national policymakers. CIA also supports the Director of Central Intelligence in his role as coordinator of the Intelligence Community.

Department of Defense (DOD) Defense Intelligence Agency—satisfies the foreign intelligence and counterintelligence requirements of the Secretary of Defense, the Joint Chiefs of Staff, the Unified and Specified Commands, Defense Department components, and other authorized agencies and provides the military intelligence contribution to national intelligence. It is also responsible for coordinating the intelligence activities of the military services and managing the Defense Attache System, which assigns military attaches to U.S. embassies around the world.

National Security Agency—is responsible for the centralized coordination, direction, and performance of highly specialized technical operations in support of U.S. Government activities to protect U.S. communications and produce foreign intelligence information.

Army Intelligence—provides specialized intelligence support to the Army worldwide and to DOD. Responsibilities include: the collection, production, and dissemination of military and military-related foreign intelligence, including information on indications and warning, capabilities, plans, and weapon systems and equipment; the conduct of counterintelligence activities and the production and dissemination of counterintelligence studies and reports; and the development, procurement and management of tactical intelligence systems and equipment.

Naval Intelligence—works to fulfill the intelligence, counterintelligence, investigative and security requirements and responsibilities of the Department of the Navy. It also provides highly specialized collection and analysis related to the Naval environment.

Air Force Intelligence—conducts and manages collection, processing, and analysis, and dissemination activities to meet worldwide Air Force and national intelligence needs. Among the Services, the Air Force has the largest intelligence program, and its Foreign Technology Division is a leading national source of analysis of foreign aircraft and missiles.

Marine Corps Intelligence—focuses on providing responsive intelligence support to Marine Corps tactical commanders, primarily in the amphibious warfare mission area, but also across the full spectrum of Marine Corps worldwide contingency missions. Marine Corps intelligence coordinates closely with and receives extensive support from other Service, theater, and national agencies but, particularly, Naval Intelligence elements, both at the Fleet and National levels.

Department of State—the Department of State's Bureau of Intelligence and Research produces political and some economic intelligence to meet the State Department's needs. It also coordinates State's relations with other foreign intelligence operations, disseminates reports received from U.S. diplomatic and consular posts abroad, and participates in the preparation of National Intelligence Estimates.

Department of Energy (DOE)—openly collects political, economic and technical information concerning foreign energy matters. While DOE does produce and disseminate some foreign intelligence and provides technical and analytical research capabilities to other intelligence operations, it remains primarily a consumer of intelligence.

Department of Treasury—openly collects foreign financial and monetary information and assists the Department of State in collecting economic data. It produces analysis to support the Secretary of the Treasury in carrying out his responsibilities for U.S. economic policy and assists in the production of national intelligence for the President and other senior U.S. officials.

Federal Bureau of Investigation (FBI)—has primary responsibility for counterintelligence *within* the United States. This includes the detection, penetration, prevention and neutralization, by lawful means, of espionage, sabotage and other clandestine intelligence activities directed against the U.S. by hostile foreign intelligence services. FBI works closely with the Central Intelligence Agency which has primary responsibility for counterintelligence *outside* the United States.

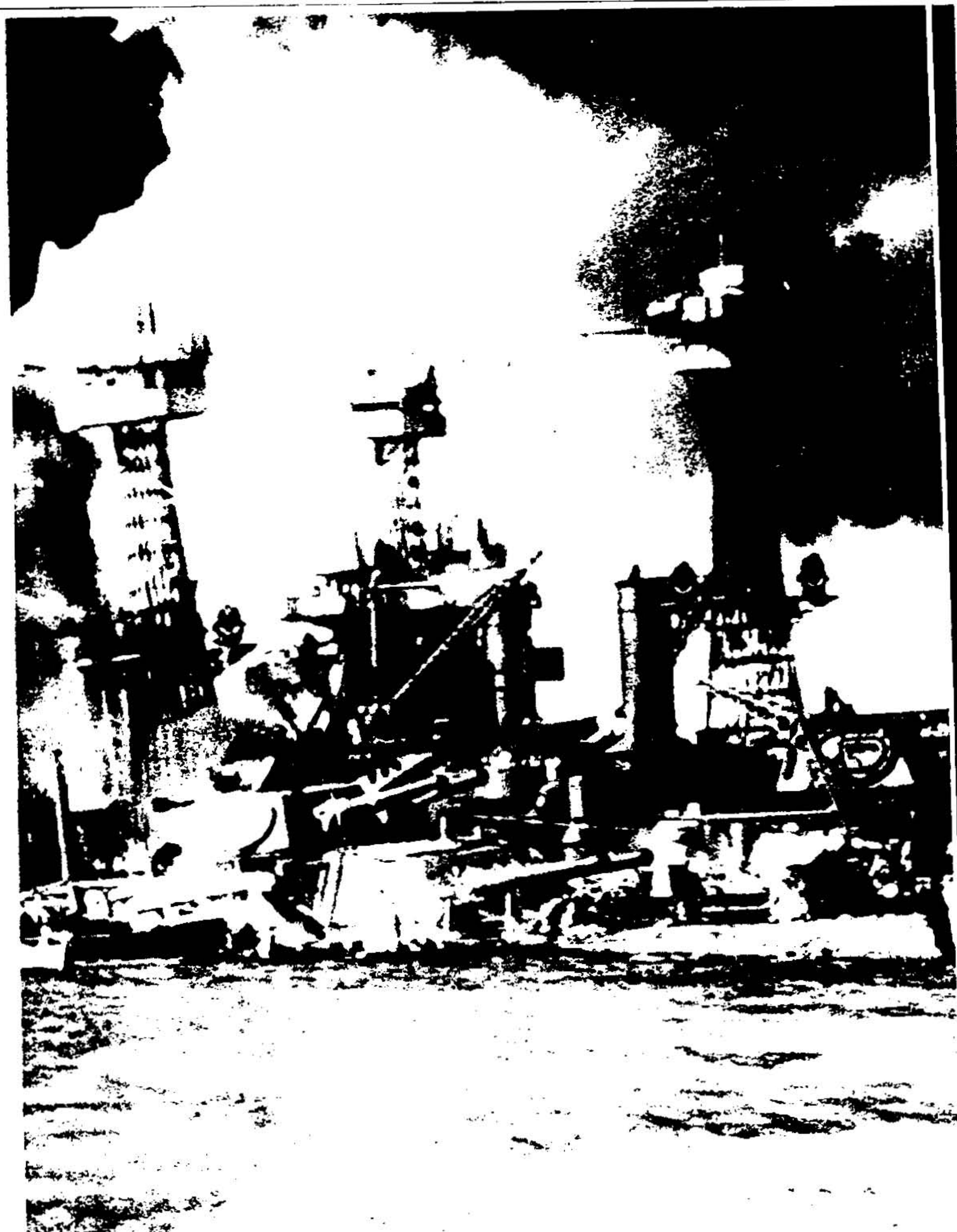
The Central Intelligence Agency



Sec. 102(a) "There is established under the National Security Council, a Central Intelligence Agency with a Director of Central Intelligence who shall be the head thereof."

From the National Security Act of 1947

The profound and tragic lesson of December 7, 1941 was clear: uncoordinated departmental intelligence would no longer suffice. To prevent future "Pearl Harbors"—where fragmented information was available but no one was responsible for pulling it all together—there had to be an organization designed to oversee the total American intelligence effort. In June 1942, one was created. Called the Office of Strategic Services (OSS), it was the predecessor of the Central Intelligence Agency.





"... information was available but was so compartmented and so fragmented that there was no individual or group of people responsible for drawing what turned out to be a logical conclusion...."

*Office Director
Central Intelligence Agency*



Major General William J. Donovan was the Director of the Office of Strategic Services, a predecessor of the Central Intelligence Agency.

Introduction

If the combination of informing and alerting is a good working definition of what intelligence is all about, that combination was not working well for the United States on the morning of December 7, 1941. Certainly, the nation had been involved in foreign intelligence since its birth—George Washington wrote in July 1777, that “the necessity of procuring good intelligence is apparent and need not be further urged”—but it was only after the shocking surprise attack at Pearl Harbor, which caught the United States unprepared, that the need for a centrally coordinated national intelligence service came into sharp public focus.

In the leisurely, seemingly innocent years between World Wars—indeed, traditionally—the U.S. operated with only departmental intelligence. Under this system, individual departments like War, Navy, and State as well as the Office of the President, produced their own intelligence. But there was little coordination among them. Almost jealously, each guarded its own area. Thus, the bits and pieces that might have been brought together to warn of an impending attack in the Pacific were never fitted together. They remained essentially uncoordinated.

Six months later, in June 1942, President Roosevelt signed Executive Order 9182 establishing the Office of Strategic Services (OSS). William J. Donovan, a New York lawyer who had won the Medal of Honor as a Colonel in World War I, was named its Director. Under his guidance, OSS collected information abroad, conducted secret operations against enemy powers, and produced intelligence reports on enemy strengths, capabilities, and intentions.

It was a forerunner of the Central Intelligence Agency.

The Genesis of the Central Intelligence Agency

The War ended in 1945 and so did the OSS. On the first of October that year, by Executive Order 9621, President Harry S Truman disbanded OSS and allowed its functions to be absorbed by the Department of War and State. Even during the height of the global conflict, Donovan's organization never received complete jurisdiction over all foreign intelligence activities. The FBI had been responsible for intelligence work in Latin America since the 1930's and the military services administered their own areas of responsibility all through World War II.

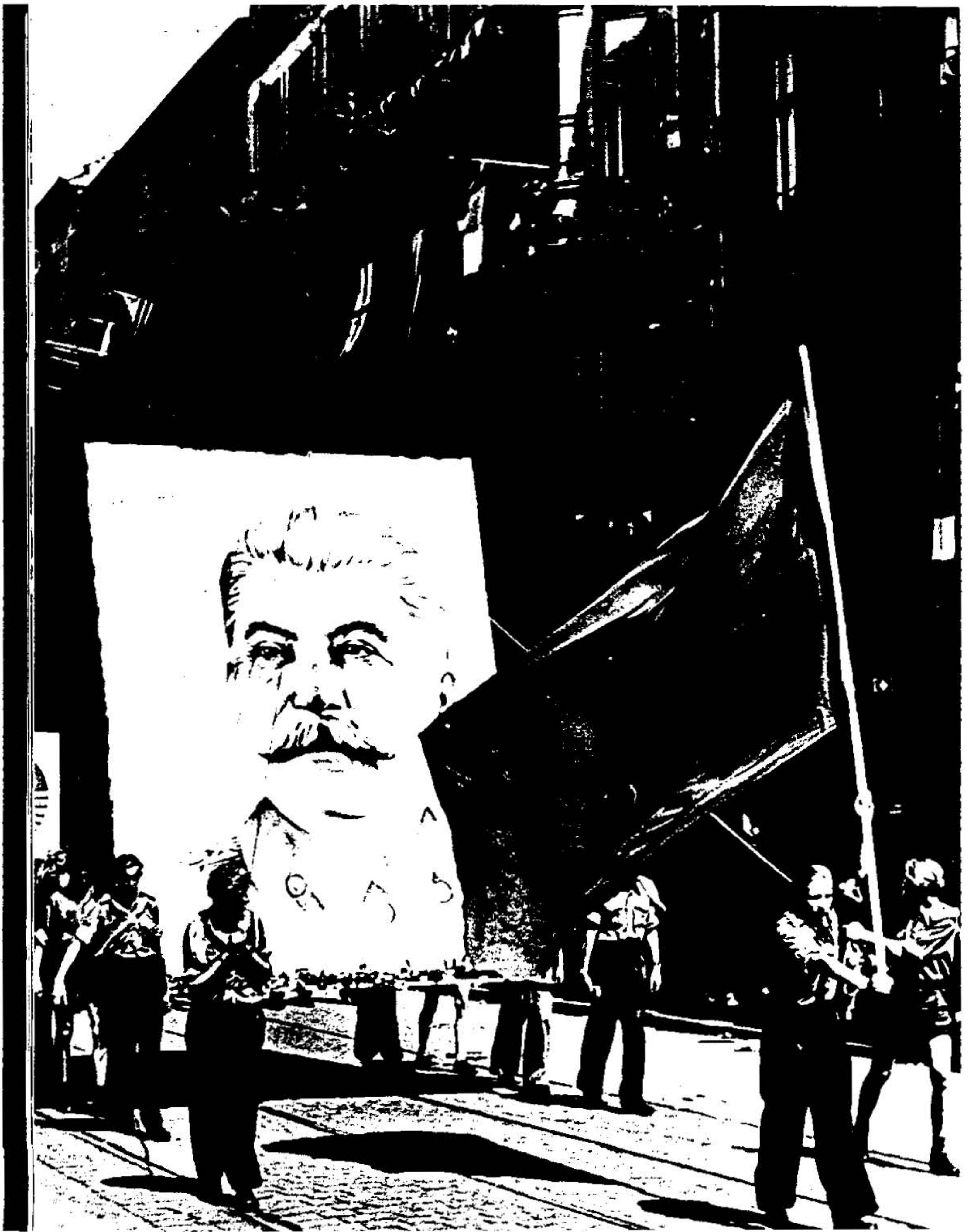
Now, however, with the memory of Pearl Harbor still fresh, the need for a post-war centralized intelligence system was fully recognized. In fact, Donovan had already submitted a proposal which called for separating the military's intelligence services from the Joint Chiefs of Staff. It also called for the creation of a new organization, having direct Presidential supervision, which would coordinate the intelligence services of several departments. This new agency would conduct “operations abroad” but would have “no police or law enforcement functions, either at home or abroad.”

The plan drew great debate. In response, President Truman set up the Central Intelligence Group (CIG) in January 1946. It was directed to coordinate existing departmental intelligence, supplementing but not supplanting their services. This was to be carried out under the direction of the National Intelligence Authority (NIA).

Twenty months later, NIA and its operating component, CIG were deactivated and under the provisions of the National Security Act of 1947—the same statute that provided for a Secretary of Defense and created a separate U.S. Air Force and defined the role of today's Joint Chiefs of Staff—the National Security Council and the Central Intelligence Agency were established.



On July 26, 1947 President Harry S Truman signed the National Security Act of 1947 which established the Central Intelligence Agency.



Then and Now

The Central Intelligence Agency is charged with a dual responsibility. It must coordinate the numerous intelligence efforts of the U.S. Government as well as collect, evaluate, analyze, produce, and disseminate foreign intelligence. That responsibility has remained unchanged since 1947.

But the world in which it must be discharged has not.

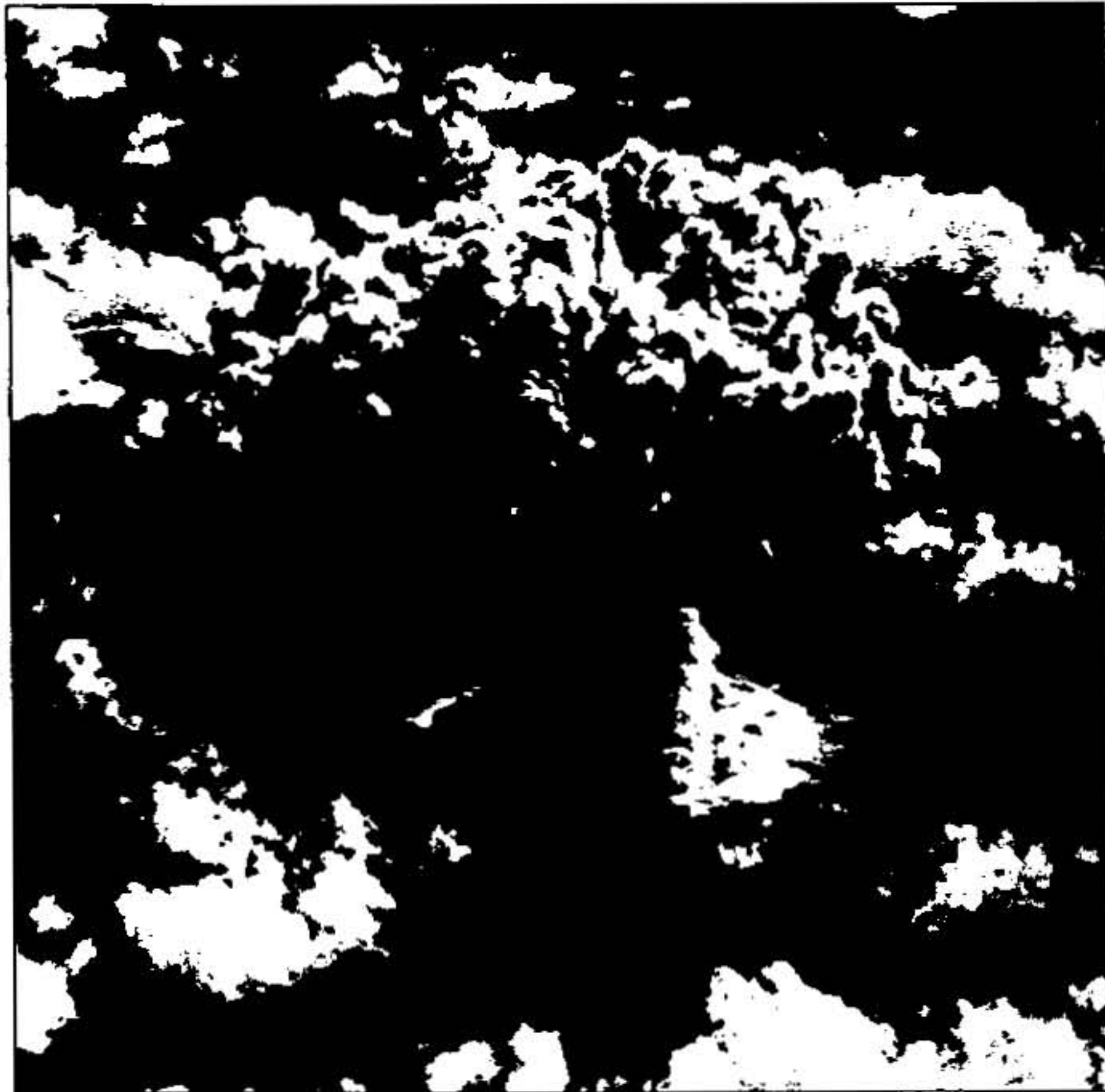
When the Central Intelligence Agency came into being, the world was, in many ways, a simpler place. The U.S. was preeminent among nations, the only atomic power on earth. The primary product of intelligence, then, had to do with the military activities and political intentions of the Soviet Union—and a little bit about those of its satellites.

Today, however, things are not so simple.

The U.S. is no longer the world's only nuclear power. In addition, there are now more than 150 independent nations on earth. This country has important contacts with almost all of them. These contacts are far more political and economic than military. Consequently, the focus of collection and analysis has shifted from a singular concentration on the military prowess of one country to a broader interest in all areas of international relations. And although understanding Soviet military strength is still the Agency's number one priority, its traditional areas of concern have expanded to confront the problems of such things as terrorism, drug trafficking, world energy, and world grain production.

These ever growing areas of interest represent a significant change in the Central Intelligence Agency. They also focus attention on the need to gather more and more data. And this, in turn, points to another significant change in intelligence. Where once the human agent was the basic collector of data, a technological revolution in the past two decades has generated tech-

In its early years, the Central Intelligence Agency's primary concern was with Soviet military activities and political intentions.



"... it's a different world. A multinational, multipower, multiauthority world. ... There has been an enormous shift in the focal power centers. It is no longer a case of monolithic communism. There are many communisms ... there is no single free world, but there is a world split into many parts ... there is not one Third World, but there are many Third Worlds. ..."

National Intelligence Officer

The world has changed. No longer is the United States the only atomic power on earth as it was when this test was run in 1946. Today, many nations have atomic capabilities.



"In 1947 there was really only one credible force in opposition to the military might of the United States and that was the Soviet Union ... intelligence at that point was to know the nature of that threat and to maximize, obviously, the military capability of the United States."

*Legislative Liaison
Central Intelligence Agency*



Although agents are still an important part of the collection process, the Agency, now more than ever before, depends on technological means to gather information. Much of this technology is developed by the Agency.

"I believe that the analyst is at the center of the intelligence process, and I would like to believe the most important part of the intelligence process, because this is the one place, that is the desk of the working analyst, where every piece of paper must come in order for the agency to make a judgment about the intentions of another country or to make a considered judgment about events that have some interest for the U.S. policymaker."

*Senior Analyst,
Central Intelligence Agency*



nical systems capable of producing prodigious quantities of information. These systems include devices to intercept communications signals and other electronic signals for analysis. Cameras are of great importance—miniature cameras carried by agents, large cameras aboard high flying aircraft and reconnaissance satellites.

And yet the human agent remains vital. If the photographs and signals that technical means gather speak of what people have built or what they are saying, only the human agent can deliver what they are thinking. To be effective, these two elements must work as a team, meshing and complementing each other, one filling in where the other misses.

The point is that today's Central Intelligence Agency receives voluminous amounts of information each day—more than ever before on more subjects than ever before. It is the challenge of the analyst to sort it all out, to keep what is germane and discard what is not, to piece together from what is left a useful picture which can help policymakers and decision makers do their job. That volume of information, reflecting the enormous increase in areas of interest is, perhaps, the greatest change in the Central Intelligence Agency from then to now.

Special Activities

"Special activities" are clandestine activities conducted abroad to influence opinions and events in support of U.S. foreign policy objectives. These activities are conducted in such a manner that the role of the U.S. Government is not apparent. "Special activities" are distinct from diplomatic and intelligence collection functions and include "covert action." In selected situations, they can provide the United States with a useful foreign policy option between diplomacy and military action.

An Executive Order authorizes only the Central Intelligence Agency in peacetime to conduct "special activities" approved by the President and to carry out such activities consistent with applicable law. Today, the controls on such activities are more stringent than ever before. In addition to Presidential approval, all

Central Intelligence Agency "special activities" require review by the National Security Council and notification to designated committees of Congress.

Oversight

In the past the tendency was to think of the Central Intelligence Agency as operating entirely on its own without supervision of its activities. Perhaps this tendency grew from the fact that much of the Agency's work must be kept secret, thus making total *public* oversight an impossibility.

Though total public oversight is indeed an impossibility, several safeguards exist which control Central Intelligence Agency actions. They provide each citizen, or members of the Intelligence Community, an avenue through which concerns, complaints or questions can be brought to light and examined.

The first of these safeguards is in the White House. The President and Vice President take an active and daily interest in intelligence efforts. The Director of Central Intelligence meets with them regularly to keep them informed.

The second is the Intelligence Oversight Board, whose three members are appointed by the President from the public sector and report directly to him. Created in 1976, the Board will hear anyone, from within or outside of the Federal Government, and will promise that person anonymity. It will look at each issue raised and determine whether or not it warrants action. It then reports its findings to the President.

The third safeguard is congressional. The Senate Select Committee on Intelligence and the House Permanent Select Committee on Intelligence have primary responsibility for overseeing all intelligence activities. The House and Senate Appropriations Committees review intelligence activities to assure they are cost effective. These four committees exercise a true oversight function by scrutinizing the Central Intelligence Agency's work on a continuing basis and providing advice and guidance when appropriate. The Agency reports to them in considerable detail and

is completely responsive to their requests for information regarding intelligence activities.

Conclusion

The Central Intelligence Agency is an intelligence organization working primarily abroad on behalf of the U.S. Government. It collects, analyzes and disseminates foreign intelligence. It has no law enforcement powers. And its budget is carefully scrutinized by the Office of Management and Budget and by four committees of Congress, even if it is not made public. While its failures are often trumpeted, its successes seldom receive fanfare because they usually must remain secret. The Central Intelligence Agency has changed mightily since its inception. Today it walks a new and fine line between an openness in government Americans have come to expect and the secrecy that intelligence, by its very nature, demands.

The Central Intelligence Agency's Finished Product

Collection, processing and analysis all are directed at one goal—producing accurate, reliable intelligence. That is the Central Intelligence Agency's finished product and it comes in several types, each of which must be presented in a form that is most useful to the intelligence customer. For example, there is current intelligence, which takes the form of daily publications and bulletins or briefings that inform the policymaker about current developments and gives estimates of how these developments will affect the situation in the near term.

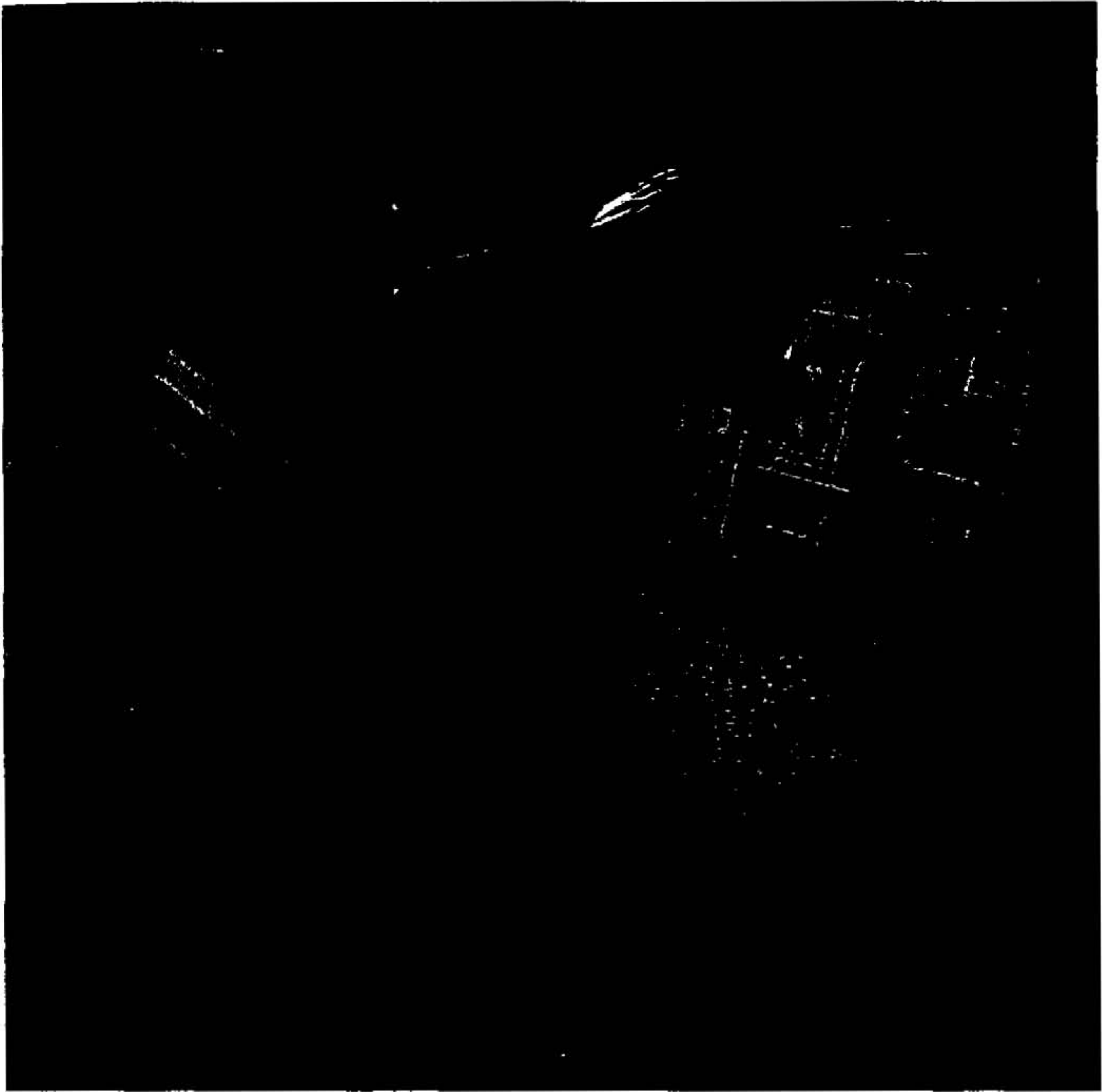


Another form is the National Intelligence Estimate, a longer and more in-depth look at a specific international situation that presents judgments on future developments and what they might mean for the United States. Such estimates are most often produced as a coordinated product of the Intelligence Community.

A third form of finished intelligence is found in long research studies which may take months to complete.

Who are the customers who get this finished product?

They are the same people who ask to have it produced. At the very top of this list is the President. He is, of course, the Central Intelligence Agency's most important customer. But there are others: Cabinet members and the President's National Security Adviser and the Joint Chiefs of Staff. In fact, every elected or appointed official in the national Government, including members of Congress, is a potential customer for some part of the intelligence product.



The People of the Central Intelligence Agency and Their Jobs

In a complex and ever-shifting world, policymakers must have a knowledge of a wide range of subjects. As it is the purpose of intelligence to provide information about those subjects, it must employ the services of professionals with specialized backgrounds running the gamut from politics and economics to the sciences and military strategy to geography and just about any other discipline.

Agency professionals whose job is to deal with these subjects on a day-to-day basis are highly trained and educated. The majority of professionals entering the Central Intelligence Agency have Bachelor's degrees, and many hold Master's degrees and Ph.D's. In fact, there are more Ph.D's employed by the Central Intelligence Agency than by any other government agency.

In its constant pursuit of information, the Central Intelligence Agency is very much like a university. And, like a university, it has a place for people with a wide range of specialties. For example, historians, political scientists, area specialists and linguists find producing current intelligence and working with people overseas challenging assignments. Others produce biographic studies or translate foreign language documents. Engineers and scientists work on the intricate and difficult task of assessing developments in foreign weapons systems or devote themselves to improving the Agency's technical collection methods. Economists and students of international finance study subjects as disparate as future population trends, crop forecasting, or the movement of petrodollars. Cartographers and geographers can prepare specialized reports and maps concerned primarily with the environmental characteristics of foreign areas. Accountants, business administrators, lawyers and computer specialists apply their training in the demanding work of managing the Agency itself.



The intelligence process is not a simple one. To function properly and efficiently, it requires people skilled in a variety of disciplines.

These jobs—and others—are performed by the people of the Central Intelligence Agency. It is these people who give the Agency the sense of purpose, the dedication, and the commitment for which it is famous.



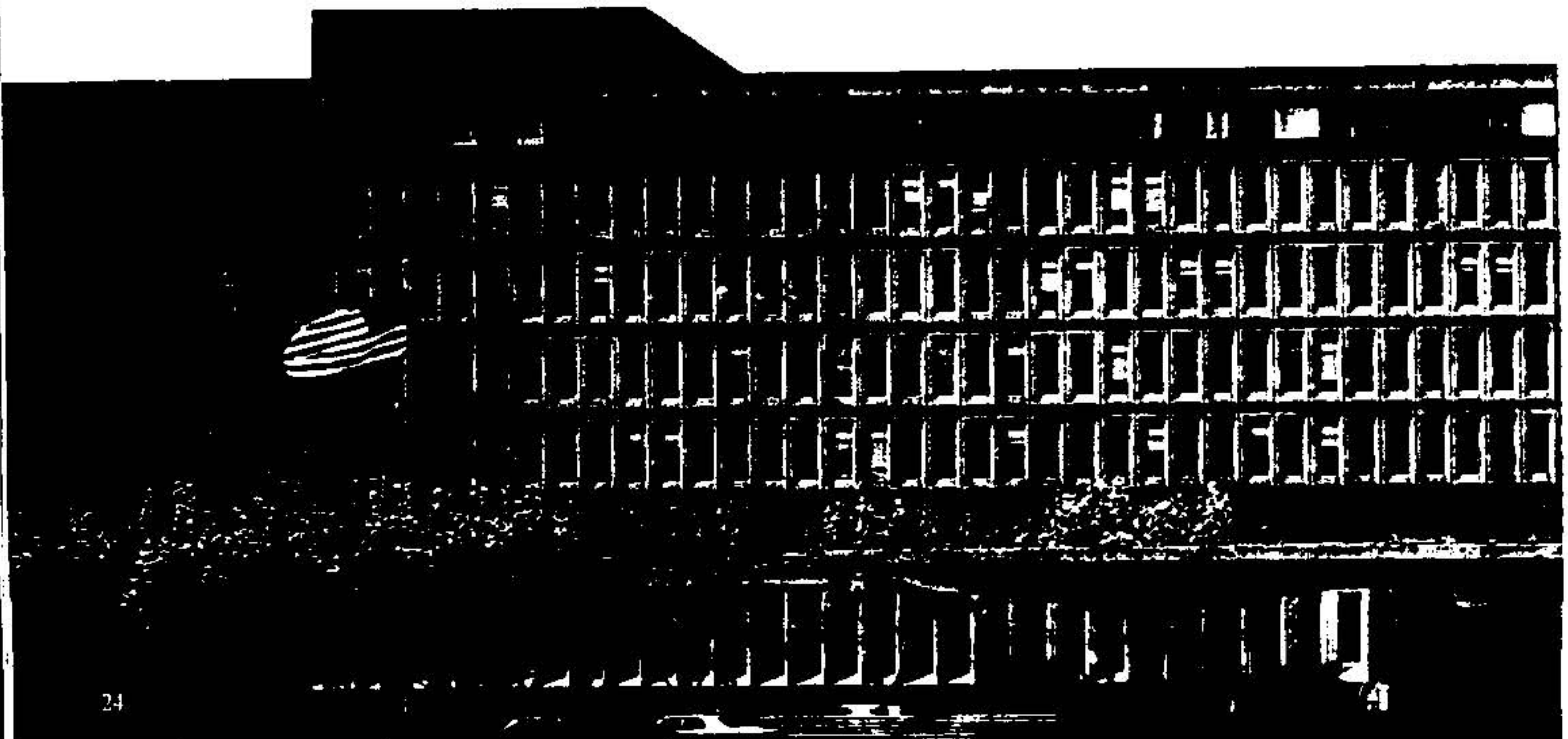
A Miscellany



The Seal

Section 2 of the Central Intelligence Agency Act of 1949 provided for a Seal of Office for the Central Intelligence Agency. The design of the seal was approved and set forth on February 17, 1950 in President Harry S. Truman's Executive Order 10111. In this Order, the seal is described in heraldic terms as follows: the Shield—its argent compass rose of 16 points gules; the Crest—on a wreath argent and gules an American Eagle's head erased proper; below the Shield, on a gold scroll, the inscription, "United States of America," in red letters and encircling the Shield and Crest at the top the inscription, "Central Intelligence Agency" in white letters. All on a circular blue background with a narrow gold edge.

The interpretation of the seal—which is characteristic of the Agency itself—is simple and direct. The American Eagle is the national bird and is the symbol of strength and alertness. The radiating spokes of the compass rose depict the convergence of intelligence data from all areas of the world to a central point.



The Headquarters Building

Located about eight miles from downtown Washington, D.C., the headquarters building and grounds presently occupied by the Central Intelligence Agency were envisioned by former Director Allen W. Dulles. His concept, projecting the atmosphere of a college campus, was designed in the mid-1950's by the New York firm of Harrison and Abramovitz—designers of the United Nations building.

Construction began in October 1957 and was completed in November 1963. President Dwight D. Eisenhower laid the building's cornerstone on November 3, 1959.

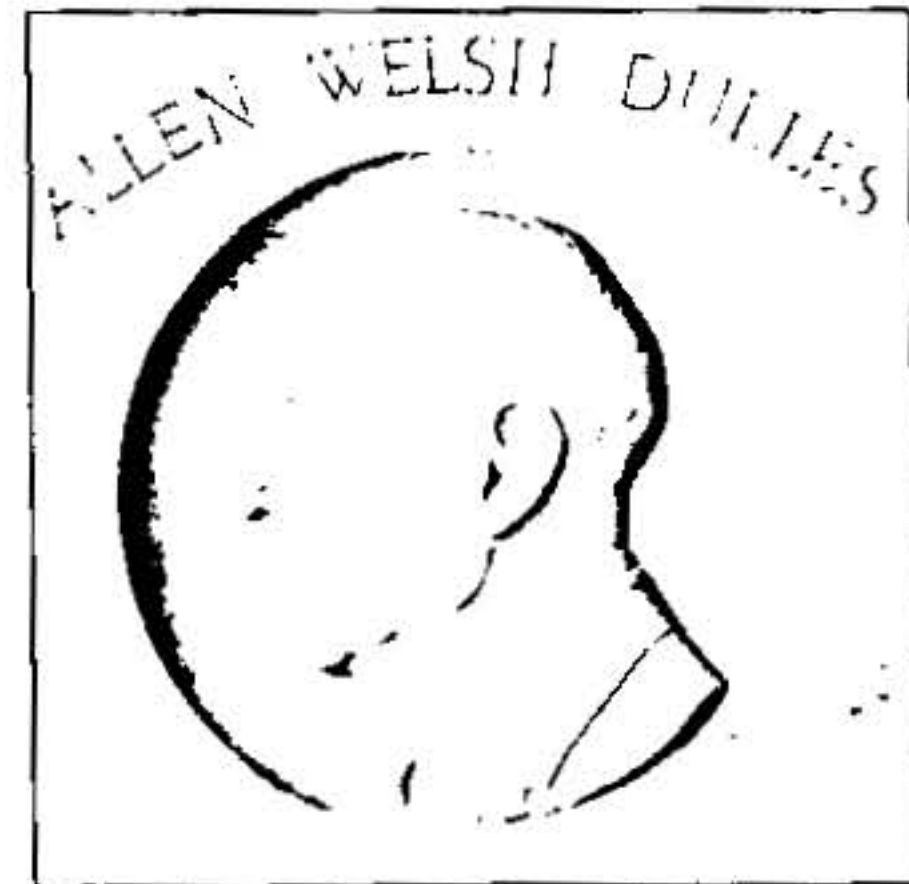
The Central Intelligence Agency Headquarters, actually commissioned by President Harry S. Truman, consists of 1,000,000 square feet. When combined, the building and the grounds surrounding it total 219 acres. Concrete and Georgia marble make up the main lobby and corridor. Along the south corridor are messages of gratitude and approbation to the Central Intelligence Agency from Presidents Truman, Eisenhower, Kennedy, Johnson, Nixon, Ford and Carter.

A Biblical verse, which characterizes the intelligence mission in a free society, is etched into the south wall of the central lobby. It reads:

And ye shall know the truth and the truth shall make you free.

John VIII-XXXII

Opposite, on the north wall of the central lobby, is a bas-relief bust of Allen Welsh Dulles who was Director of the Central Intelligence Agency for nine years. The building was erected during his period in office.



Engraved in the same wall are memorial stars, each honoring a Central Intelligence Agency employee whose life was lost in the service of our country. For security reasons the names of many of these dedicated Americans can never be revealed.



The Library

The Central Intelligence Agency's research library, open only to Agency personnel, boasts 60,000 catalogued titles, 102,000 volumes, and 1,700 newspaper and journal subscriptions. It actively participates in interlibrary loans with other libraries in the United States. Emphasis here is on basic and current information about foreign countries including a selection of foreign newspapers, diplomatic lists, dictionaries and encyclopedias.



The Medals

The Central Intelligence Agency recognizes the heroism and exemplary performance of its employees with uniquely designed medals. These are:



Distinguished Intelligence Cross: awarded for a voluntary act or acts of exceptional heroism involving acceptance of existing dangers with conspicuous fortitude and exemplary courage.



Distinguished Intelligence Medal: awarded for performance of outstanding services or for achievement of a distinctly exceptional nature in a duty or responsibility.



Intelligence Star: awarded for voluntary act or acts of courage performed under hazardous conditions or for outstanding achievements or services rendered with distinction under conditions of grave risk.



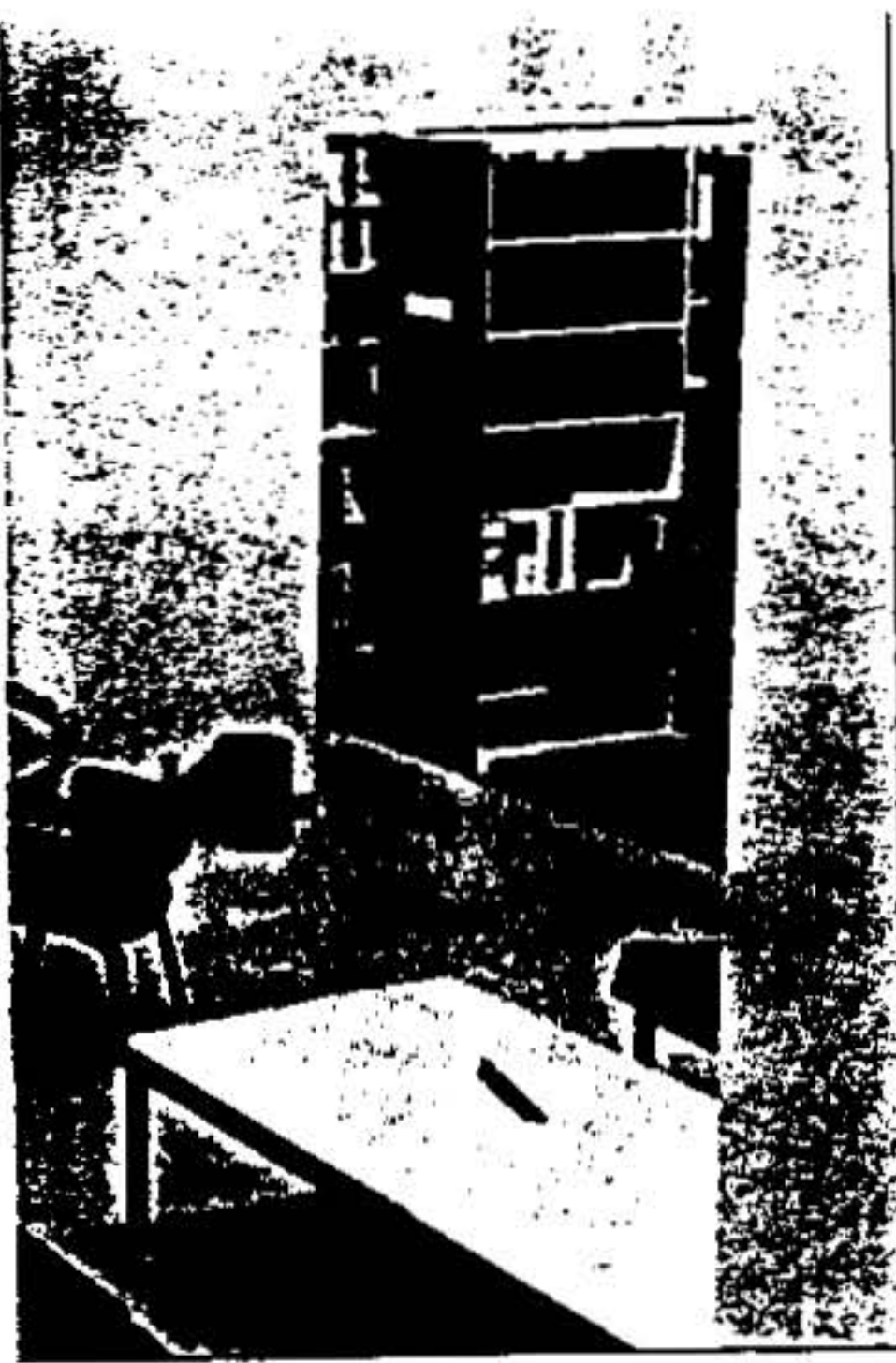
Career Intelligence Medal: awarded for cumulative record of service which reflects exceptional achievement.



Intelligence Commendation Medal: awarded for especially commendable service or for acts which result in important contributions.



Exceptional Service Medallion: awarded for injury or death resulting from service in an area of hazard.



Intelligence Medal of Merit: awarded for the performance of especially meritorious service or for an act or achievement conspicuously above normal duties.

A Central Intelligence Agency Chronology

11 July 1941

President Franklin D. Roosevelt establishes position of Coordinator of Information (COI) and designates as Coordinator William J. ("Wild Bill") Donovan. He was an Army colonel and much decorated hero in World War I. As a civilian, Donovan thus becomes head of this country's first central intelligence organization.

13 June 1942

President Roosevelt by Executive Order 9182 transforms COI into Office of Strategic Services (OSS) with Donovan as Director. Donovan becomes Brigadier General in 1943 and Major General in 1944.

18 November 1944

Donovan submits to President Roosevelt a plan for permanent peacetime central intelligence service. This is ultimately embodied in legislation establishing the Central Intelligence Agency (CIA).

1 October 1945

By Executive Order 9621, President Harry S Truman abolishes OSS but assigns some of its functions and personnel to State and War Departments.

22 January 1946

By Presidential letter President Truman establishes Central Intelligence Group (CIG) to operate under direction of National Intelligence Authority (NIA). Rear Admiral Sidney W. Souers, USNR, is appointed first Director of Central Intelligence (DCI). OSS elements assigned to State and War Departments are eventually transferred to CIG.

26 July 1947

President Truman signs National Security Act of 1947 which establishes, among other things, the National Security Council (NSC) and Central Intelligence Agency (CIA) as replacements for NIA and CIG respectively. For CIA, the Act becomes effective 18 September 1947.

20 June 1949

Central Intelligence Agency Act of 1949 is enacted by Congress. It supplements the 1947 Act by specifying fiscal and administrative authorities.

4 August 1955

President Dwight D. Eisenhower signs bill authorizing \$46 million construction of CIA headquarters building.

3 November 1959

President Eisenhower presides at laying of cornerstone of CIA headquarters building in Langley, Virginia.

20 September 1961

First employees begin to move into new headquarters from various offices in Washington, D.C. area.

4 January 1975

President Gerald R. Ford signs Executive Order 11828 creating "Commission on CIA Activities Within the United States." Chaired by Vice President Nelson Rockefeller, Commission submits its report on CIA domestic activities to President on 6 June 1975.

27 January 1975

U.S. Senate establishes "Senate Select Committee to Study Government Operations With Respect to Intelligence Activities" under chairmanship of Senator Frank Church (D., Idaho). Church Committee investigates nation's intelligence activities for 15 months and is disestablished upon submission of its final report 26 April 1976.

19 February 1975

House establishes "House Select Committee on Intelligence" to investigate allegations of "illegal or improper" activities of federal intelligence agencies here and abroad. First chairman is Representative Lucien Nedzi (D., Michigan), who is later replaced by Representative Otis G. Pike (D., New York). On 29 January 1976, two days before the Committee is scheduled to conclude its activities, House votes to withhold public dissemination of Committee's final report.

19 February 1976

President Ford signs Executive Order 11905 which sets intelligence policy and guidelines and establishes an intelligence oversight mechanism.

19 May 1976

Senate establishes permanent "Senate Select Committee on Intelligence" (SSCI) under chairmanship of Senator Daniel K. Inouye (D., Hawaii) to carry out oversight of nation's intelligence organizations.

14 July 1977

House of Representatives establishes "House Permanent Select Committee on Intelligence." Chaired by Representative Edward P. Boland (D., Massachusetts), it differs from the SSCI by having oversight jurisdiction over CIA but shares with several other House committees legislative oversight authority over all other intelligence agencies.

4 August 1977

President Jimmy Carter announces reorganization of Intelligence Community, creating a high level committee chaired by DCI to set priorities for collecting and producing intelligence, and giving DCI full control of budget and operational tasking of intelligence collection.

24 January 1978

President Carter signs Executive Order 12036 which reshapes the intelligence structure and provides explicit guidance on all facets of intelligence activities.

20 October 1981

President Reagan reconstitutes the President's Foreign Intelligence Advisory Board and names 19 distinguished private citizens to serve on it.

4 December 1981

President Reagan signs Executive Order 12333, which clarifies E.O. 12036, and Executive Order 12334, reestablishing the Intelligence Oversight Board.

23 June 1982

President Reagan signs Public Law 97-200, the Intelligence Identities Protection Act, imposing criminal penalties on those who reveal the names of covert intelligence personnel.

People Often Ask

Who watches the Central Intelligence Agency?

Two committees of Congress (Senate Select Committee on Intelligence and House Permanent Select Committee on Intelligence) have been established for the sole purpose of overseeing activities of the Intelligence Community. We are also closely monitored by the Appropriations Committees of both Houses. In addition, the President has established an independent Intelligence Oversight Board, which reports only to him on any alleged impropriety or illegality.

What kind of people work in the Central Intelligence Agency?

We carefully select well qualified people in nearly all fields of study. Scientists, engineers, economists, linguists, mathematicians and computer specialists are but a few of the disciplines continually in demand. Some are specialists—physical and social scientists, doctors of medicine, lawyers, etc.—but many are generalists, people who have demonstrated their qualifications to hold the many varied positions that make up the bulk of the domestic and overseas staffs.

Who spies for the Central Intelligence Agency?

Intelligence officers, commonly called case officers, with the assistance of local persons abroad collect the information our country needs to support our nation's policymakers. Those persons who agree to assist our case officers are called agents. Our employees who analyze the collected information and produce intelligence are called analysts.

How many people work for the Central Intelligence Agency?

That figure is never made public because it would tell other nations the scope of our intelligence operation. But again, those people in government who need to know have that information and closely monitor the number of staff positions allocated to the Agency.

What is covert action?

Covert action is a special activity conducted abroad in support of United States foreign policy objectives and executed so that the role of the United States Government is not apparent or acknowledged publicly. Covert action is distinct from the intelligence-gathering function. Covert action often gives the United States a foreign policy option between diplomatic and military action.

Who at the Central Intelligence Agency decides to undertake a covert action?

The Agency does not undertake a covert action without approval. First a covert action is considered by the National Security Council and recommended to the President. After receiving written approval by the President, the Director of Central Intelligence initiates the action and must then report it to seven committees of Congress.

What is the Central Intelligence Agency doing about spies from other countries in the United States?

Counterintelligence—that is, identifying unfriendly foreign intelligence services which are trying to obtain secrets from the United States—within the U.S. is the job of the Federal Bureau of Investigation. Counterintelligence in foreign countries is assigned to the Central Intelligence Agency. Of course, the FBI and CIA work closely in this activity and constantly exchange information.

Can we be arrested by the Central Intelligence Agency?

Absolutely not. The Central Intelligence Agency has no police, law enforcement, subpoena powers or internal security functions, either inside the United States or overseas.

Why won't you release your budget?

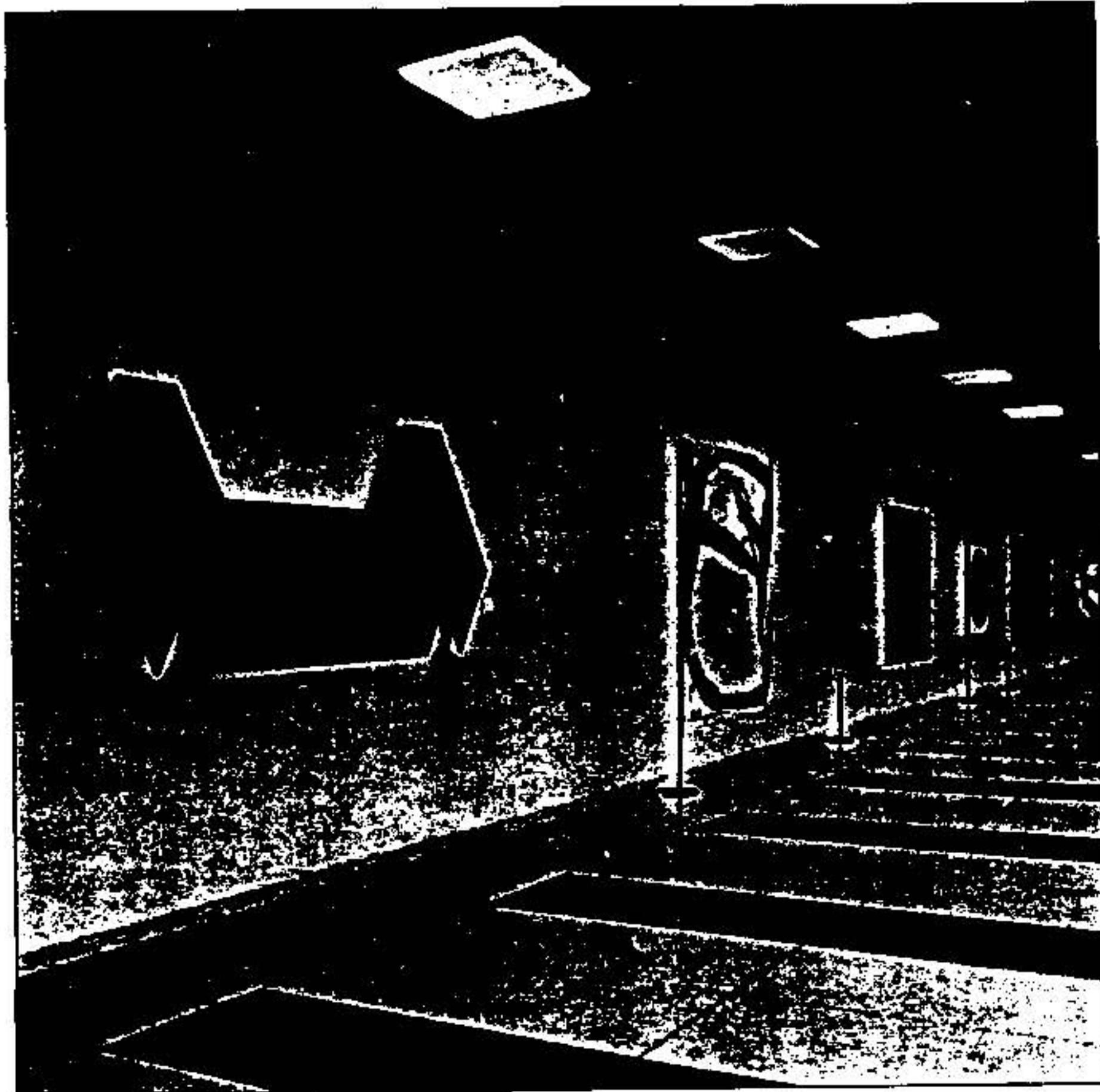
Because it would provide other countries of the world the advantage of knowing how much effort we are putting into various intelligence activities. The Intelligence budget is well known to, and daily scrutinized by, appropriate government officials—including the Office of Management and Budget and four committees of Congress.

Why does the Central Intelligence Agency make estimates of things like foreign oil production or future grain yields?

When the Agency began in 1947 our country was primarily interested in the military activities of the Soviet Union and the Communist Bloc. Today we must be informed on the activities of the more than 150 nations of the world about such things as oil production, grain harvests, weather, and population. Current knowledge about anything that can affect world events helps our leaders make better decisions.

Does the Central Intelligence Agency give tours of its headquarters building in Langley, Virginia?

No. The idea was considered and tested but logistical problems and security considerations demonstrated it is just not possible.



Interior of the headquarters building. Works of art grace the building's entire first floor. Selected and hung by the Central Intelligence Agency Fine Arts Commission, the majority of the collection is abstract with an emphasis on color studies. These were loaned to the Agency by Vincent Melzac.

How To Obtain Publications and Maps Available to the Public

- **To obtain individual publications and selected maps, full or tailored subscriptions:**
(for documents published after 1 February 1979)
National Technical Information Service
U.S. Department of Commerce
5285 Port Royal Road
Springfield, Virginia 22161
Telephone:
NTIS Order Desk 703-487-4650;
Subscription Desk 703-487-4630
 - Hard copy, microfiche, or microfilm service
 - Use NTIS document number when ordering
 - Subscription and Deposit Account service offered
 - American Express, VISA, MasterCard, check or money order accepted
 - Rush handling available
- **To obtain individual current publications as well as those published before February 1979:**
Library of Congress
Photoduplication Service
Washington, D.C. 20540
Telephone: 202-287-5650
 - Xeroxed copies, microfiche, or microfilm service
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 - Check or money order accepted
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Exchange and Gifts Division
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- **To obtain Selected Maps and Atlases:**
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 - Use GPO stock number when ordering