

Comments / clearance (CI)

MS: DOBRIANSKY

please ASAP to

E124
R

UNCLASSIFIED

P. Deshazo ARA/SC

X2575

ARA/SC:P C DESHAZO:PCD
12/05/88 X72407
S:G P SHULTZ

UNCLASSIFIED

ARA/SC:R B HOWARD, ARA:M M SKOL, ARA:E ABRAMS, P:S TOMCHIK,
E:M WALL, M:J LANGE, HA:P DOBRIANSKY, ARA/PPC:L R EINAUDI

ROUTINE SANTIAGO

DEPARTMENT OF STATE IM/IS/CR/IR Date: 10/23/97

RELEASE DECLASSIFY

EXCISE DECLASSIFY IN PART EO Citations

DENY

9500921

FOIA Exemptions _____ TS authority to

PA Exemptions _____ CLASSIFY as S or C Sec. DOWNGRADE TS to S or C

FOR AMBASSADOR GILLESPIE FROM SECRETARY SHULTZ

E.O. 12356: DECL: OADR

TAGS: AMGT, PREL, CI

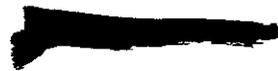
SUBJECT: LETTER OF INSTRUCTION FOR AMBASSADOR GILLESPIE

1. [REDACTED] ENTIRE TEXT.

2. FOLLOWING IS THE TEXT OF THE LETTER OF INSTRUCTION FROM THE SECRETARY OF STATE TO AMBASSADOR GILLESPIE. THE ORIGINAL IS BEING SENT BY CLASSIFIED POUCH.

GPS
PCD
RBH
MMS
EA
ST
MW
JL
PD
LRE

UNCLASSIFIED



[REDACTED]

UNCLASSIFIED

2

3. BEGIN TEXT. DEAR MR. AMBASSADOR:

ON THE ASSUMPTION OF YOUR NEW DUTIES AS CHIEF OF MISSION IN CHILE, I WOULD LIKE TO REVIEW OUR OBJECTIVES FOR THAT COUNTRY. WE WILL PROVIDE SPECIFIC, ISSUE-RELATED INSTRUCTIONS AS REQUIRED. I HOPE YOU WILL FIND THIS GUIDANCE USEFUL IN DIRECTING THE EFFORTS OF ALL UNITED STATES GOVERNMENT ELEMENTS IN CHILE.

SUPPORT FOR AN ORDERLY TRANSITION TO FULL DEMOCRATIC RULE IN CHILE REMAINS THE KEY ELEMENT OF OUR BILATERAL POLICY. WITH OPEN PRESIDENTIAL AND CONGRESSIONAL ELECTIONS APPROACHING IN 1989, YOU SHOULD ENCOURAGE THE PINOCHET GOVERNMENT TO KEEP THE TRANSITION PROCESS ON TRACK AND TO CREATE AN ATMOSPHERE PROPITIOUS TO DEMOCRATIC DECISION-MAKING BY BROADENING OBSERVANCE OF BASIC HUMAN AND CIVIL RIGHTS. AN IMPORTANT INGREDIENT IN MEETING THIS GOAL WILL BE RELATIONS WITH THE CHILEAN ARMED FORCES. YOU AND YOUR COUNTRY TEAM SHOULD INCREASE U.S. CONTACTS AND INFLUENCE WITH THE ARMED FORCES, ENCOURAGE THEM TO ~~ADHERE~~ *ADHERE TO THE SCHEDULED* COMPLETE THE DEMOCRATIC TRANSITION AND TO THEN SUPPORT A STABLE, MODERATE POST-TRANSITION GOVERNMENT. YOU SHOULD USE YOUR RESOURCES TO STRENGTHEN THEIR DEVELOPMENT AS A PROFESSIONAL, NON-POLITICAL INSTITUTION UNDER CIVILIAN CONTROL.

YOU SHOULD ENCOURAGE THE FORMATION OF A GOVERNMENT FRIENDLY TO MAJOR U.S. INTERESTS WHICH WILL TAKE POWER ON MARCH 11, 1990. TO THIS END, YOU SHOULD WORK TO STRENGTHEN CHILE'S DEMOCRATIC FORCES, THEIR TIES TO THE U.S., AND THEIR ABILITY TO PARTICIPATE IN THE 1989 ELECTIONS AND GOVERNMENT COMPETENTLY IN A POST-TRANSITIONAL CHILE. U.S. SUPPORT FOR DEMOCRACY SHOULD BE EXPRESSED IN GENERAL TERMS, AVOIDING THE APPEARANCE OF FAVORING ANY PARTICULAR GROUP OR FACTION WHILE AT THE SAME TIME MAINTAINING AND ENHANCING CREDIBILITY WITH ALL.

THE ESTABLISHMENT OF A BASIC CONSENSUS IN FAVOR OF DEMOCRACY AND MODERATE ECONOMIC AND POLITICAL POLICIES WILL BE A KEY FACTOR IN CHILE'S TRANSITION TO DEMOCRACY. ENHANCED AND CONTINUING DIALOGUE INVOLVING THE GOC AND THE MILITARY ON ONE HAND, AND THE CIVILIAN OPPOSITION ON THE OTHER, SHOULD FAVOR THE ADVANCEMENT OF SUCH A CONSENSUS. THE U.S. MISSION IN

UNCLASSIFIED

[REDACTED]

UNCLASSIFIED

3

SANTIAGO SHOULD ENCOURAGE SUCH DIALOGUE WHENEVER APPROPRIATE AND FEASIBLE, BOTH IN DIRECT DEALINGS WITH THE ABOVE SEGMENTS OF SOCIETY AND THROUGH POTENTIAL INTERMEDIARIES, SUCH AS THE CHURCH. THIS ENCOURAGEMENT, HOWEVER, SHOULD BE PROVIDED IN A LOW-KEY MANNER.

THE COMMUNIST PARTY OF CHILE REMAINS INFLUENTIAL AND HAS NOT REJECTED THE USE OF VIOLENCE TO FURTHER ITS POLITICAL AIMS. TERRORISM AND EXTREMIST VIOLENCE COULD THREATEN THE TRANSITION TO DEMOCRACY. YOU SHOULD ENCOURAGE THE DEMOCRATIC OPPOSITION TO DISTANCE ITSELF FROM THE COMMUNIST PARTY AND TO CONDEMN VIOLENCE AS A POLITICAL TACTIC.

CHILE'S ECONOMY IS A LATIN AMERICAN SUCCESS STORY. YOU SHOULD ENCOURAGE THE CONTINUATION OF FREE MARKET-BASED ORIENTATION AND OF FISCAL, MONETARY, TRADE, AND FOREIGN INVESTMENT POLICIES WHICH WILL PROMOTE ECONOMIC GROWTH, ADVANCE U.S. COMMERCIAL INTERESTS, AND CREATE AN ECONOMIC ENVIRONMENT CONDUCTIVE TO POLITICAL STABILITY. A SPECIAL EFFORT SHOULD BE MADE TO URGE THE OPPOSITION PARTIES TO CONSERVE THE SUCCESSFUL ECONOMIC POLICIES OF PAST YEARS WHEN DEVELOPING THEIR PLATFORMS.

THE LETELIER/MOFFITT CASE REMAINS AN OBSTACLE TO THE ESTABLISHMENT OF BETTER RELATIONS WITH CHILE. YOU SHOULD URGE THE GOC TO COOPERATE ON THIS CASE AND SUPPORT ALL USG EFFORTS TO BRING TO JUSTICE THOSE RESPONSIBLE FOR THESE MURDERS.

IN THIS IMPORTANT YEAR OF POLITICAL TRANSITION, OUR PUBLIC DIPLOMACY EFFORT WILL BE ESPECIALLY IMPORTANT. YOU SHOULD SUPPORT USG AND PERTINENT NON-GOVERNMENTAL ACADEMIC, CULTURAL, INFORMATION, AND EXCHANGES PROGRAMS TO ENHANCE THE PRESTIGE OF THE UNITED STATES AND ITS PERCEPTION BY THE CHILEAN PEOPLE.

UNCLASSIFIED

THE UNITED STATES, THROUGH USAID AND OTHER PROGRAMS SUCH AS THOSE ADMINISTERED BY THE NATIONAL ENDOWMENT FOR DEMOCRACY, CAN MAKE AN IMPORTANT CONTRIBUTION TO THE GROWTH OF DEMOCRATIC INSTITUTIONS IN CHILE. YOU AND YOUR COLLEAGUES SHOULD CAREFULLY MONITOR THESE PROGRAMS AND, AS APPROPRIATE, LEND THEM ANY SUPPORT THEY WILL REQUIRE AND SUGGEST MODIFICATIONS OR NEW DIRECTIONS.

NARCOTICS USE AND TRAFFICKING, WHILE NOT, PERHAPS, ^{IN} THE SAME DANGEROUS PROPORTIONS AS ELSEWHERE IN THE HEMISPHERE, IS A GROWING PROBLEM IN CHILE. YOU SHOULD USE YOUR MISSION'S RESOURCES TO FOSTER IMPROVED NARCOTICS CONTROL BY THE GOC.

~~CONFIDENTIAL~~

UNCLASSIFIED

4

AN OVERALL FACTOR WHICH MUST BE TAKEN INTO CONSIDERATION DURING YOUR MISSION IS THE BIPARTISAN SUPPORT USG CHILE POLICY ENJOYS IN CONGRESS. THIS SUPPORT HAS BEEN CAREFULLY CULTIVATED AND HAS GREATLY ENHANCED THE CREDIBILITY OF OUR POLICY INITIATIVES IN CHILE. CONGRESS WILL CONTINUE TO MONITOR EVENTS IN CHILE AND OUR POLICY CLOSELY, AS WILL A HOST OF NGOS IN THE UNITED STATES AND ELSEWHERE. YOU SHOULD CONSULT WIDELY WITH CONGRESS WHEN IN THE UNITED STATES AND, AS APPROPRIATE, ENCOURAGE VISITS TO CHILE BY A WIDE RANGE OF CONGRESSIONAL DELEGATIONS AS A MEANS OF PRESERVING THIS BIPARTISAN SUPPORT.

MANAGEMENT OF RESOURCES, PROGRAMS, AND STAFF IS CENTRAL TO YOUR ROLE AS CHIEF OF MISSION. GOOD MANAGEMENT WILL BE KEY TO MAINTAINING A STAFF WITH SUFFICIENT MORALE, LOYALTY, AND EXPERTISE TO MEET THE EXCEPTIONALLY HIGH STANDARDS I DEMAND FROM ALL POSTS.

ULTIMATE RESPONSIBILITY FOR SECURITY IS INHERENT IN THE JOB YOU ARE ASSUMING. THE SECURITY OF PEOPLE, FACILITIES, AND INFORMATION IS VITAL TO YOUR MISSION. I CANNOT OVEREMPHASIZE THE IMPORTANCE OF IDENTIFYING AND CONTROLLING POTENTIAL SECURITY PROBLEMS BEFORE THEY BECOME REAL ONES.

UNCLASSIFIED

AS THE SENIOR MANAGEMENT OFFICIAL, YOU SHOULD ENSURE THE INTEGRITY OF POST COMMUNICATIONS AND COMMUNICATIONS FACILITIES AS WELL AS THE SECURITY OF ALL NATIONAL SECURITY INFORMATION HELD BY THE EMBASSY. PROTECTION OF SENSITIVE INFORMATION IS BASIC TO OUR EFFECTIVENESS, AND FAILURES IN SECURITY CAN DESTROY YEARS OF WORK. YOU ARE RESPONSIBLE FOR ENSURING THAT AN EMERGENCY ACTION PLAN IS IN PLACE, THAT POST SECURITY BRIEFINGS ARE GIVEN, AND THAT PUBLIC ACCESS CONTROLS ADDRESS FORESEEABLE THREATS.

YOUR ABILITY TO MANAGE YOUR POST DEPENDS ON THE ADEQUACY OF RESOURCES, INCLUDING STAFFING. THEREFORE, YOU SHOULD TAKE AN ACTIVE INTEREST IN THE BUDGET PROCESS AND SEE THAT AN EFFECTIVE SYSTEM OF INTERNAL CONTROLS PREVENTS WASTE, FRAUD, OR MISMANAGEMENT. IN THIS ERA OF CONTINUING AND SEVERE BUDGET CONSTRAINTS, YOU MUST ENSURE AVAILABLE RESOURCES ARE CAREFULLY HUSBANDED AND INTELLIGENTLY APPLIED TO MEET THE MOST IMPORTANT REQUIREMENTS.

YOU MUST ALSO EVALUATE THE ADMINISTRATIVE IMPACT OF REQUESTS BY OTHER AGENCIES FOR ADDITIONAL STAFFING OR PROGRAMS. YOU SHOULD APPROVE ADDITIONS ONLY IF YOU JUDGE THEM TO NECESSARY AND ADMINISTRATIVE STAFF AND RESOURCES

UNCLASSIFIED

 UNCLASSIFIED

5

ARE SUFFICIENT TO HANDLE THE INCREASED WORKLOAD.

YOU SHOULD DEVELOP ANNUALLY WITH YOUR MISSION COLLEAGUES GOALS FOR APPROVAL BY YOUR REGIONAL ASSISTANT SECRETARY AND AN EMBASSY WORKPLAN FOR THEIR IMPLEMENTATION. THE GOALS AND WORKPLAN SHOULD BE THE BASIS OF YOUR MISSION'S MAJOR ACTIVITIES AND RESOURCE ALLOCATIONS, INCLUDING THE PROGRAMS OF OTHER AGENCIES. I ENCOURAGE YOU TO INCLUDE SIGNIFICANT MANAGERIAL AND ADMINISTRATIVE GOALS IN YOUR PLANS.

YOUR MANAGEMENT TEAM AND FIRST-LINE SUPERVISORS MUST UNDERSTAND AND BE REMINDED REGULARLY THAT GOOD MANAGEMENT GETS THE BEST PERFORMANCE FROM EMPLOYEES BY SHOWING INTEREST IN THEM, THEIR SUCCESS, AND THEIR INDIVIDUAL AND COLLECTIVE CONCERNS. MALES AND FEMALES, MINORITIES AND NON-MINORITIES, PROFESSIONALS AND NON-PROFESSIONALS AND AMERICAN AND FOREIGN SERVICE NATIONAL EMPLOYEES MUST SEE YOU AS ONE WHO IS FAIR, SUPPORTIVE, AND SENSITIVE TO THEIR CONCERNS AND AS A FIRM BELIEVER IN EQUAL EMPLOYMENT OPPORTUNITIES AND AFFIRMATIVE ACTION. I AM COUNTING ON YOUR PERSONAL LEADERSHIP FOR THE DEVELOPMENT OF AN ATMOSPHERE CONDUCTIVE TO COOPERATION, LOYALTY, PROFESSIONAL GROWTH, AND EQUAL OPPORTUNITY.

AS AMBASSADOR, YOUR AUTHORITY FLOWS FROM THE PRESIDENT TO ME, AND FROM ME THROUGH THE ASSISTANT SECRETARY OF STATE FOR INTER-AMERICAN AFFAIRS TO YOU. I LOOK TO THE ASSISTANT SECRETARY TO ISSUE INSTRUCTIONS IN MY NAME AND TO SERVE AS THE PRIMARY COMMUNICATIONS LINK BETWEEN US. YOU SHOULD CHANNEL ALL MESSAGES DEALING WITH POLICY PROPOSALS, POLICY IMPLEMENTATION, PROGRAM ACTIVITIES, AND POST OPERATIONS TO OR THROUGH HIM, WITH THE UNDERSTANDING THAT FOR EXTRAORDINARY SITUATIONS THERE IS A CHANNEL OF DIRECT COMMUNICATION WITH ME THAT IS AVAILABLE FOR YOUR USE.

IN ACCORD WITH THE ABOVE, YOU SHOULD TRANSMIT ALL MESSAGES DEALING WITH POLICY PROPOSALS, POLICY IMPLEMENTATION, PROGRAM ACTIVITIES, PERSONNEL, AND POST OPERATIONS THROUGH REGULAR, ESTABLISHED STATE DEPARTMENT COMMUNICATIONS CHANNELS. THE ONLY TWO EXCEPTIONS TO THIS RULE ARE: {1} IF THE PRESIDENT PERSONALLY OR THE NATIONAL SECURITY ADVISER ON THE PRESIDENT'S BEHALF INSTRUCTS YOU TO USE A PRIVATE CHANNEL {IN SUCH CASES YOU SHOULD ADVISE ME

UNCLASSIFIED 

~~CONFIDENTIAL~~
UNCLASSIFIED

6

PERSONALLY--OR THE ACTING SECRETARY IN MY ABSENCE--OF THIS INSTRUCTION UNLESS YOU ARE EXPLICITLY DIRECTED NOT TO BY THE PRESIDENT}; AND {2} IF I, OR IN MY ABSENCE, THE ACTING SECRETARY OR THE EXECUTIVE SECRETARY, INSTRUCT YOU TO USE A NON-STATE CHANNEL.

I WISH YOU WELL ON THE ASSUMPTION OF YOUR IMPORTANT AND CHALLENGING ASSIGNMENT. YOU HAVE MY FULL CONFIDENCE AND BEST WISHES.

SINCERELY YOURS,

GEORGE P. SHULTZ

44

UNCLASSIFIED
~~CONFIDENTIAL~~