

Executive Registry  
61-3794

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26 April 1961

MEMORANDUM FOR: Director of Central Intelligence

SUBJECT : Agenda for Senior Staff Meeting,  
10:30 a.m., Monday, 1 May

1. Attached is the Agenda for the Senior Staff Meeting on 1 May. You will recall that we did not have a Senior Staff Meeting in either March or April. The bulk of the discussion for the meeting on Monday will fall on you. I have listed six items for you to mention.

a.  who has been introduced to the USIB, has not been introduced to the Senior Staff and I still find people who are surprised that he is on duty with us.

b. I have suggested that you comment on the Cuban situation. In this instance about half of the people present will have had no association with the operation and, therefore, I believe the tenor of your remarks should be both to give them a brief picture of what was tried and an informal comment on why it did not succeed, with your thoughts about what should be done to avoid future failures.

c. It would then appear logical that you comment on the work of the Maxwell Taylor Board about which there is considerable uninformed speculation.

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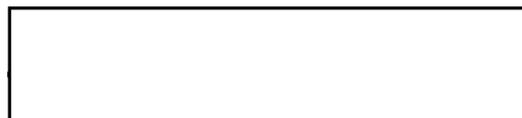
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d. You will recall that at the Deputies meeting on 20 February, you said that at the next Senior Staff Meeting you wished to reiterate the standard that you expected from supervisors, and I have labelled this item "Reemphasis on Internal Discipline". The attached is a brief memo on the subject for your assistance.

e. I suggest that you note that the House Rules Committee tabled the bill for a Joint Committee on Intelligence, but believe you should then observe that there has been revived interest in this particularly in the Senate since the Cuban incident.

f. I believe that you should stress to the Senior Staff that the Agency will make no use of the Peace Corps and will take specific action to avoid in any way contaminating that group.

2. If your items cover approximately 20 minutes, the other items will take approximately 30 minutes or less. This will result in a meeting of slightly less than an hour, which I believe is approximately the right length when we bring more than 40 officers from all over Washington for the occasion.



Lyman B. Kirkpatrick  
Inspector General

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Attachment

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Agenda for Senior Staff Meeting  
Monday, 1 May, 10:30 a.m.

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|---|--|------|
| 1. World Round Up   | Mr. Amory (10 min.)  |      |
| 2. Introduction of <span style="border: 1px solid black; display: inline-block; width: 150px; height: 1.2em; vertical-align: middle;"></span> | Mr. Dulles   | 25X1 |
| Comments on the Cuban Operation   | "  |      |
| Work of the Maxwell Taylor Board  | "  |      |
| Reemphasis on Internal Discipline   | "  |      |
| Action of House Rules Committee on Intelligence Bill  | "  |      |
| Relations with the Peace Corps  | "  |      |
| 3. Coordination Staff: Action on Joint Study Group Report   | <span style="border: 1px solid black; display: inline-block; width: 150px; height: 1.2em; vertical-align: middle;"></span> (10 min.) | 25X1 |
| 4. The New Look at NPIC   | Arthur Lundahl (10 min.)   |      |
| 5. Health Agencies Fund Drive   | Emmett Echols (2 min.)   |      |

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1. I would like to review for you briefly my views concerning the standards of conduct and performance which we must expect from all members of our Agency. These standards have been firmly established over the years, but they must be reemphasized from time to time.

2. First I will discuss our relationship with the Department of Justice. The Justice Department is responsible for investigating and acting upon any information or allegation concerning violation of Federal criminal statutes by government employees. I, on the other hand, am responsible for the protection of intelligence sources and methods from unauthorized disclosure. Therefore, if anyone connected with the Agency commits a criminal act, and it appears that normal investigation may lead to the disclosure of intelligence sources or methods, these two responsibilities come into conflict.

3. We have an understanding with Justice Department whereby information or allegation concerning violation of criminal laws will be investigated by properly designated officials within the Agency. When there is no risk of compromise of security we will cooperate fully with the Department of Justice. In return Justice has recognized that legitimate security considerations may prevent prosecution or other appropriate public action and that investigation by enforcement agencies might trespass upon my statutory responsibilities.

4. It is quite clear that we must observe scrupulously our obligations under this agreement. We cannot permit any information

or allegation concerning criminal acts committed by our people to go unnoticed or to be suppressed in any way. Our responsibility extends not only to staff employees but to contract employees and agents, career agents, consultants and all others who are officially associated with the Agency. All such knowledge must be communicated to the proper Agency authorities. Investigations will be pursued vigorously, and a fair and equitable disposition will be made of each case as quickly as circumstances and due process will permit.

5. The responsibility for investigation of such cases rests with the Inspector General. He will see to it that the facts of each case are fully developed and will make recommendations to me concerning the appropriate course of action to be followed. At the same time the General Counsel will study each case and will advise me on how to deal with the Department of Justice. The Inspector General and the General Counsel must be informed immediately of any hint or suspicion of the possible commission of a criminal act that comes to your attention. I wish all of you to cooperate fully and support them in this task.

6. If, when the final determination has been made, the individual believes he has been unfairly treated, I will consider any appeal he wishes to make. I will not, however, depart from my firm policy of dealing severely with those guilty of violation of Federal law and imposing strong disciplinary measures upon them.

7. My comments thus far have been concerned with criminal acts. I would like now to take a few minutes more to broaden the scope of this discussion to include subjects equally important and of concern to all of us. This Agency can fail in its mission if we do not maintain the very highest standards of integrity and discipline in our professional endeavors. We place our faith and trust in every member of this organization, confident that he will treat this faith and trust with the proper respect. I am sure that the great majority of our members are aware of the weight and dignity of their responsibilities and accept them willingly.

8. When, however, an officer, at whatever level, violates the trust conferred upon him or in any way neglects to discharge fully his duties to this Agency, his failure reflects discredit not only upon himself but upon all of us as well. The strongest measures will be taken to purge the ranks of those unfit to hold responsible office. I look to you gentlemen to see to it that such failures do not occur.

9. This discussion would not be complete without a further word about security. It is needless to say that in an intelligence organization violations of security are unspeakable. In our work security is a way of life, and those who cannot adjust to its demands would be well advised to seek another vocation. I believe we have a sound security program and a good Office of Security to conduct it. But Sheff Edwards and his people cannot do the whole job alone. Security is one of the responsibilities of command, and it is up to all of us to ensure that its requirements are met. I propose to

tighten security criteria for applicants for employment and to judge more critically those employees who fail to measure up to our security standards.

10. Gentlemen, you set the standards of performance and behavior by your own example. It is up to you to raise these standards to the highest plane, to make them known to all your people, and to motivate them to full and willing acceptance of their obligations to the Agency and our government. We cannot afford loose practices or inadequate performance. We cannot condone misconduct or dishonesty. We will not tolerate violations of trust or of security or neglect of duty. Ours is a fine service, and its integrity must be sustained.