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CIA ER 85-004

3 January 1985

MEMORANDUM FOR: Deputy Director of Central Intelligence
Executive Director
Deputy Director for Administration
Deputy Director for Intelligence
Deputy Director for Operations
Deputy Director for Science and Technology

FROM: Director of Central Intelligence

SUBJECT: Conference [redacted] 7-8 January 1985 25X1

25X1

1. I would like our meeting [redacted] next week to be one at which we would exchange views with each other and take a look at our future problems, how well we are doing, and how we can do better.

2. As a theme I would put it that the people who work in CIA have a special privilege in being in action virtually all the time, while the rest of the government, for the most part, is planning and preparing. By being in action I mean to include collecting and weighing pieces of evidence, arriving at a conclusion, working out a method of accomplishing something specific, as well as recruiting, responding to terrorist attacks, and the other more widely recognized action type things that we do. It seems to me if we get a feeling of this through the organization it can do wonders to stimulate the initiative, the creativity, the self-starter, can-do attitude and the tempo at which things are done here. I believe we are way ahead of everybody else in these respects, yet I still see people sitting for a couple of weeks on tasks that can be dusted off or moved along quickly. In London during World War II, Churchill had a sticker which read, "Action This Day," which he put on his memos to make things move. That spirit should be the bottom line of what we call the Excellence Program.

3. Specific items on which I would like to get your thoughts at this conference include these:

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-- People - this is a big subject, including recruiting, qualifications, training - we may need more specialized recruiting - we may need to slice off some of our quota and use it experimentally to recruit from untraditional sources (people with more experience, language qualified ethnics, etc.) - what can we do to improve our image to new recruits? - what can we do to get more help from the private sector? - what can we do to get a better image for the training we provide which will help both recruiting and training? - do we need someone in recruiting and someone in training with high visibility and access to devote all his or her time to visiting campuses and staying in touch with people in education, selling CIA, its training and challenge?

-- Languages - don't we need to make a much more concerted effort to overcome our language deficiencies, invest more in training, sacrifice other qualifications to bring in people with good language qualifications? - the IG report on EUR makes you weep when it assesses the language proficiency in stations there.

-- Collector-analyst cooperation and collaboration - both the DDO and the DDI know that there are big gaps here - steps are being made to bridge them but can't we do it faster and more completely? - I hear stations complaining about visits from green DI analysts - may indicate a need for better briefing or better selection.

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-- Computer information technology - Jim Taylor's memorandum provides a basis for this important discussion.

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-- Open information - do we have our act together on this with the HUMINT Committee, the library, FBIS, data banks? - are we doing well enough in rebuilding data banks? [redacted] visited here a week or so ago with 25X1
an impressive story of how he, with a couple of assistants, [redacted] 25X1
[redacted] 25X1
[redacted] this is something that should be looked into carefully 25X1
and systematically.

-- Public image - we say frequently to ourselves that public support is so important to our mission that we can no longer suffer unfair criticism, distortions and falsehoods in silence - George Lauder has done well in responding to some stories - we sent a message with the complaint to the FCC about ABC - we should exchange views on where we go from here in this respect - my inclination is that we should open up more than we have, speak to the threats we see and the attacks we need to deal with more freely but within security limits - it seems to me the ice was well broken on this in the DDCI's testimony on active measures in the late 70s and again in the early 80s - I think it has worked well on technology transfer - I would be inclined to give destabilization and promotion of insurgencies the same treatment - also the economic disruptions that seem to follow the Communist model, notably in Ethiopia right now - terrorism could lend itself to the same treatment - done properly this could accomplish important public education as to the vital nature of our mission and dilute or fend off the inevitable criticism - earlier in 1984, in connection with the Excellence initiative, we said we would be defending the institution more actively around the country [redacted] 25X1

-- Message to the troops - the best way to reinforce and keep alive the Excellence initiative is to tackle the problems which will be discussed at our conference effectively - but perhaps this is also the time for a further follow-up report - I understand the material has been put together for this.

-- Recognition and Awards - what else can be done to recognize the special burden and contribution of our people in the field? - longer and more irregular hours than State and military - exposure to terrorist threats also experienced by other US employees abroad but perhaps ours are more directly involved and easily targeted - in this connection, we are beginning to formulate how our special benefits can be preserved - what do we need to do now to press this and what else should we be thinking of?

William J. Casey

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