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DDI Registry

DDI-01209/84

DDI CHRONO

21 February 1984

MEMORANDUM FOR: Director of Central Intelligence
Deputy Director of Central Intelligence

FROM : Deputy Director for Intelligence

SUBJECT : CIA's Statement of Goals, Principles and Standards

1. The attached two notebooks contain the submissions from every branch in the Directorate of Intelligence on the purpose and values of CIA and their reactions to the DCI draft. They are organized by office. Attached to this memorandum is a draft I prepared based on reading all of the submissions and on extended discussion with the Office Directors.

2. The reaction to the overall effort has been enormously positive; the reaction to your draft more mixed. The principal concerns expressed were that the DCI draft did not underscore adequately the uniqueness of CIA and its people and that it also was insufficiently inspirational for an Agency "credo". The only other widespread criticism was the reference in the section on measures of results to the "satisfaction" of our customers. Many in the Directorate believe that we do our best work when we tell the decisionmaker things that he or she may in fact not like to hear. Indeed, you will see in the submissions almost uniformly an enormous stress -- reflecting clearly deeply felt views -- as to the importance of the integrity and independence of our work. It seemed to me that what you meant was the satisfaction of our customers needs rather than telling them what they want to hear and so in my draft I have made that somewhat more explicit.

3. One of the suggestions made (by one of the OGI branches, whose submission I have clipped) was that this statement be expressed as a credo rather than a statement; in other words, that it be a series of simple declarative assertions rather than a more prosaic series of paragraphs. I found that persuasive and thus you will see my draft is structured in that way. I think it makes for a stronger statement and comes across more as something one might post on a wall rather than file in a book of regulations. It provides a format for a more inspirational approach as well. I strongly commend it.

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4. Mechanics aside, you should be aware that you have ignited strong emotions with this endeavor. Across this entire Agency, for a little while, the veil of cynicism dropped and people gave voice to their deepest feelings about this Agency, what it stands for and their views of themselves and their management. They have collectively expressed a view not only of the Agency's principles but of the standards of management, leadership and treatment of employees to which CIA should and must aspire. By the same token, they have measured reality against these standards and in many instances found the institution wanting. Their concerns and their unhappiness over a number of things comes through in the submissions.

5. In your undertaking this effort, it is my perception that the employees believe you have undertaken an obligation to close the gap between reality and their aspirations -- an obligation all of us in senior management now must address. We must look for ways to improve the treatment of our employees, to promote greater authorities and responsibility being delegated to lower levels of management, to foster better communication, and to break down some of the bureaucratic barriers noted in the submissions. I believe when you have read through all of the submissions from all of the Directorates and reach a decision on what the credo should look like, that before issuing it you and John should sit down with the four deputies, [redacted] and Taylor perhaps for several hours to talk about this entire undertaking and not only what the final version of the credo should look like but its implications for management. I have the very strong impression that if some action -- perhaps a whole series of smaller actions rather than one or two dramatic ones -- do not flow from this effort, we are all going to be in serious trouble with the people of this Agency. As one of the branches in ALA stated:

STAT

> "We, as a group, agreed that the statement of purpose and ideals the Agency is drafting will have meaning only in the light of effort toward its implementation. We believe that the process CIA has now begun cannot stop with the formulation of such a statement; failure to move in areas where the stated goal and present reality do not coincide would be exceptionally destructive to morale. By undertaking this project, we believe that all levels within CIA are accepting a commitment to follow through beyond the stages of both goal identification and problem definition. Our success -- as that of any business or organization -- will depend ultimately not on what we say we ought to be but what we show ourselves to be."

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As [redacted] said in response to that statement, "Now that we have convinced our people to jump on the bandwagon, they are going to insist we take them somewhere." STAT

[redacted] STAT

Robert M. Gates

Attachment:
DRAFT CIA Credo
DDI submission (two notebooks)

DISTRIBUTION:
0 - DCI, w/notebooks
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The CIA Credo

Our Mission

We are the nation's unique first line of defense. We provide to the President and other decisionmakers the best and most objective possible information, understanding and warning of developments abroad affecting the security of the United States.

We perform other activities we uniquely are empowered by law to undertake and which benefit the strength and safety of the United States and its people.

Our Ethics

We conduct our activities always according to the Constitution and laws of the United States.

We conduct ourselves, given the uniqueness of our calling, according to the highest personal standards of integrity, morality and honor.

Our People

We recognize our people as our most important resource. We select the best and work to make them better. We treat them with respect and dignity.

We seek people with courage, creativity, independence and an innovative spirit.

We place highest value on people who instill mutual trust and confidence, give their best effort at all times, subordinate their own needs and desire for public recognition to our mission, strive for constant professional improvement, and demand unflagging loyalty to each other and to the principles of free government.

Our Leaders

We seek at every level leaders who inspire excellence and foster our highest values by personal example.

We seek leaders with a bias for action, problem solving and flexibility; who break down bureaucratic barriers to outstanding performance and promote cooperation and teamwork by all elements of CIA to accomplish our mission.

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We seek leaders who stimulate initiative, maximum personal responsibility, creativity, and the professional growth of all. Our leaders strive to promote risk-taking and experimentation, knowing that occasional failure is an inevitable result of the pursuit of excellence.

We seek leaders devoted to improving the well-being of our people and to treatment of them befitting their quality and skills.

We demand from our leaders an attitude that strives for improved performance without resting on past achievements; that maintains clear goals; that gives our people freedom of action; that welcomes constructive self criticism and implements effective remedies; and that inspires pride and excellence.

Our Measure of Success

We accomplish our mission when we meet the needs of those whom we serve. The measure of our success is the contribution of our efforts to the protection, preservation and advancement of American security and strategic interests. The impact of that contribution depends upon its effectiveness, accuracy, total honesty and overall quality.

Our Standards

We seek to exemplify in everything we do:

performance of the highest quality;

ethics and integrity of the highest order;

development of outstanding skills, confidence, and personal resources in our people;

utilization of the most effective technologies;

capability and flexibility to meet tough and sudden challenges;

leadership and recognition as the best intelligence service in the world.

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