

REORIENTATION IN SUPERVISORY RESPONSIBILITIES
9 June 1964

Opening remarks by Col. L. K. White, Deputy Director for Support

Ladies and gentlemen, the subject of the conference today--the next several hours--is supervisory responsibility. The very heavy responsibilities for national security which are placed on the Central Intelligence Agency, our very unique and sometimes unorthodox procedures, which are so essential to the successful accomplishment of our mission, our heavy security responsibilities place upon the supervisor in CIA a very heavy, a very unique, a very complex responsibility--a responsibility which is equalled perhaps by those placed upon no other supervisor in government and perhaps none other in industry. Our people are our greatest asset and handling of our people is our biggest job. It creates a tremendous challenge to us to foster initiative, encourage imagination, develop a sense of responsibility, to criticize, and where appropriate to discipline.

Any agency as large as ours and those much smaller will always have some problem personnel cases and unfortunately it is by and large those problem cases which come to the attention of top management in the Agency and by which we as supervisors are sometimes judged. In reviewing these problem cases it is evident to all of us who must do this that in a high percentage of cases which become Agency problem cases they would not have become Agency problem cases had supervisors at a much lower level measured up to their responsibilities.

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We cannot train you and we do not propose to try to train you to be good supervisors in one day or in a few hours. It is our purpose today, however, to attempt to make you more keenly aware of your total responsibilities and your special responsibilities as supervisors in our intelligence organization and to impress upon you to the extent that we can the assistance which the Support Offices particularly the Personnel Office, the Medical Office, and the Security Office are prepared to render to you in the discharge of your supervisory responsibilities, and to set forth some standards which we believe are both challenging and reachable. The seriousness of this problem and the importance which we attach to it are attested to by the fact that the Director is personally here to talk with you and to start us on our program today.

I appreciate very much indeed as I know you do his taking the time from the very demanding schedule to talk to you a few minutes as we start the day's program:

Mr. McCone