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16 FEB 1984

MEMORANDUM FOR: Chief, Policy and Coordination Staff

FROM:

[Redacted]

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SUBJECT: Follow-up to DCI Speech

REFERENCE: DDO Memo to Divisions and Staffs,
dated 25 January 1984

1. Following are thoughts of [Redacted] abroad and in Headquarters, synthesized to avoid repetition.

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2. Excellence. Our Stations identified the elements of excellence in the DO's profession as follows:

--Unerring devotion to present the truth as we can best understand it.

--Acceptance of our responsibilities to our human sources, mindful of their security, their well-being and their intrinsic dignity.

--The organization's strength and source of integrity are people. Care and attention are required to select, train, manage and reward this, our most precious asset.

3. Expanding on these basic themes, excellence in our profession derives from the fact the Directorate is small, highly motivated, internally competitive, responsive, and attracts high caliber officers despite modest material reward. The DO must focus resources on what is truly important to national security in order to satisfy intelligence needs while retaining the qualities of size, motivation, flexibility and dynamism.

4. Goals, Principles and Standards. Following the model of the DDO exemplar, below are the views of our personnel:

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SUBJECT: Follow-up to DCI Speech

--Goals: The provision of timely, accurate and comprehensive intelligence, collected from those in power as well as opposition groups. Development of a broad-based capability for covert action to promote U.S. interests. [REDACTED]

--Principles: Each Agency employee is subject to the laws and Constitution of the U.S., but due to the specialized nature of DO operations, and risks incurred, there exists a set of ethics tailored to our unique profession. Foremost is protection of lives and identities of our sources and assets, most of whom are not protected by U.S. law, and are violating laws of their nations.

--Standards: Personnel are the key to the Directorate. Insuring that individuals are nurtured and their value recognized is critical to maintaining highly qualified personnel. The selection process must be free of political influences and fads, and the DO must also reflect a cross section of our population and its diverse values and beliefs.

Once selected, DO personnel must receive the best possible training. Their managers must encourage optimum performance, reward innovation and excellence and recognize the value of each person. DO leadership must demonstrate that each individual is contributing to an important task in the national interest, that employees have room to improve and advance as their abilities and performance merit and that each individual has opportunities to be heard.

Training for field officers must be realistic and preclude placing an unreasonable burden on Stations to provide "on-the-job" training in addition to their other duties. 25X1

Promotion and remuneration policies must reflect the Agency's unique mission. [REDACTED]

[REDACTED] DO personnel are dedicated and content to serve without material rewards, but the Directorate reward policy must offer tangible recognition.

Poor performers must be weeded out or placed in positions appropriate to their talents. Mediocrity in management

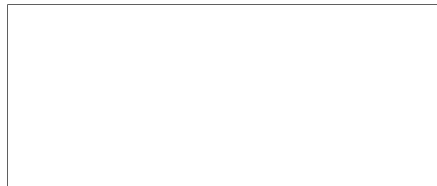
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SUBJECT: Follow-up to DCI Speech

should not be tolerated. Career planning should reward performance but should also reflect the fact that a good case officer does not necessarily make a good manager.

In order to build elan, finally, competence, ethical standards and integrity must be recognized and fostered. Within the limitations of security, the Agency must publicize, recognize, and honor its heroes and successes. "Esprit de corps" needs to be nurtured consciously and continually. Too often we take for granted the superior qualities and performances of our personnel and colleagues; and, perhaps it is their nature to continue to perform to this standard with little or no recognition or approbation. Superior performance also can be enhanced by systematic recognition.



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ADMINISTRATIVE - INTERNAL USE ONLY

15 FEB 1984

MEMORANDUM FOR: Chief, Policy and Coordination Staff

FROM :

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SUBJECT : Follow-up to DCI Speech

REFERENCE : Memorandum from DDO, Same Subject,
dated 25 January 1984

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1. Per reference, attached is a revised statement of goals and objectives for the Agency, derived from discussions within as well as a separate statement developed by two officers who worked with others outside who have previously taken the course Program on Creative Management (POCM). Also, attached is a brief statement containing additional suggestions.

I. Mission

a. Provide high quality foreign intelligence on a timely basis in a form which will be useful to a broad range of government consumers, particularly to the President of the United States; act as the coordinator of all such U.S. Government activity abroad.

b. Support U.S. foreign policy through the conduct of approved special activities.

c. Provide counter-intelligence to protect against hostile activities of foreign organizations whose interests are inimical to the United States Government.

II. Ethics

Our activities are conducted under the Constitution, the laws of the United States Government and officially approved policies and directives. Within this framework we must maintain the highest possible level of integrity in our performance and in our professional and personal conduct.

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III. Organization

Careful selection and officially encouraged professional growth of our people will continue to be the most vital ingredient in the success of our mission. Excellence, potential as well as demonstrated, must be the overriding consideration in the initial recruitment of our staff as well as individual progression within the organization. To encourage the attractiveness of a career in the Agency and the level of commitment we must have, management policies, procedures and techniques must be further developed, using the DCI's special authorities where appropriate, to provide appropriate recognition and a stimulating and rewarding work environment for our personnel. Informality, flexibility and risk taking have been the hallmarks of our organization's success. Increased bureaucratic requirements must not be permitted to undermine these keys to our enthusiasm, creativity and initiative. Because of the unique status of the Agency's mission and its importance to the security of the United States, it is critically important that we recruit and recognize by promotion and increased responsibility only those who have the potential for and/or have demonstrated performance which epitomizes "excellence".

2. Additional thoughts.

a. There are a number of ways to stimulate creativity, enthusiasm and initiative and to provide adequate recognition for organization personnel. Pay and other similar benefits which adequately recognize the unique nature of Agency work - particularly overseas work - are obviously highly important. An additional factor often overlooked by senior management is the professional stimulation which can be achieved by utilizing Peters' and Waterman's (In Search of Excellence) management tool known as MBWA (Management By Walking Around). Some (not all) of our senior managers are never seen by the troops. To increase such contact substantially can have a tremendously positive effect on organization morale and effectiveness. The optimum is to provide as much two way contact as possible: senior officers making frequent contact with junior levels in the areas where the subordinates do their work; and mid and senior level officers encouraging the participation of more junior personnel in presentations and discussions with more senior levels. The latter is particularly valuable in developing enthusiasm among young and mid-level leadership.

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b. Overseas service has always been recognized as unique, difficult and especially challenging. It is obviously becoming more so today and families are becoming increasingly uneasy about accepting the risks that such a career entails, especially in certain parts of the world. While it would not require a big effort, an annual Spouse Appreciation Day for those involved in overseas work might be worth considering as one way of providing increased spouse recognition.

c. More needs to be done to establish a continuing recognition in the Congress of the necessity for excellence in the nation's premier foreign intelligence organization as well as of the level of resources needed to maintain this standard. Too often the best technological tools are available in private industry considerably before they are being used in the Agency; more importantly, requirements are often thrust upon the Agency at a much faster pace than qualified personnel become available to handle them. In the DO it often takes three years to hire, train and put a new operations officer into the field. Congress needs to realize, as the country's first line of defense, that excellence (and sufficient resources) must be maintained in the Agency in all kinds of weather.



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Attachment:

As stated above H/W

ADMINISTRATIVE - INTERNAL USE ONLY

We are the finest intelligence service in the world. We overcome the inherent contradiction of a secret intelligence organization in a free society through personal discipline and integrity. Our most important resources are talented, creative and dedicated people from varying backgrounds. We meet our goals through maximum utilization of the talents of our people and through the exploitation of state of the art technology. We produce the highest quality intelligence without politicization. We stand by our motto--Ye shall know the truth and the truth shall make you free.

MISSION:

Working within the guidelines of our constitution and laws, our mission is to provide U. S. Government elements with:

- o high quality, timely intelligence necessary to protect national security interests,
- o counter-intelligence to protect against hostile activities of foreign intelligence and security services and international terrorists groups,
- o capability to support U. S. foreign policy through special activities that supplement diplomacy,
- o effective coordination of the U. S. foreign intelligence effort.

BELIEFS AND STANDARDS:

To accomplish our mission we must develop and maintain a positive work environment which fosters both individual and organizational integrity, discipline, creativity, productivity and commitment.

The challenge of being the best intelligence service in the world requires that we make unusual demands on our people. We recruit only the best for our service, and through training enhance the skills and expertise unique to the intelligence profession, encouraging the overall development of the individual and commitment to the organization. We promote excellence through a reciprocal agreement which challenges our personnel to be creative, supports intelligent risk-taking, and rewards resourcefulness, integrity and loyalty. Fostering and maintaining the excellence of the Agency requires that managers provide strong, courageous, innovative leadership to motivate our people to meet individual and organizational goals.

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15 February 1984

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MEMORANDUM FOR: Chief, PCS

FROM:



SUBJECT: Response to Request for a Statement of Goals, Principles and Standards for CIA

The Staff has surveyed its personnel and submits as attachments herewith two alternative drafts, in response to the request for comments on the "Statement of Goals, Principles and Standards for CIA" of 24 January 1984. One follows, with modifications, the format and general approach of the original statement. The other is a more concise, more strictly defined approach to dealing with the same issue. I thought you deserved to see them both.

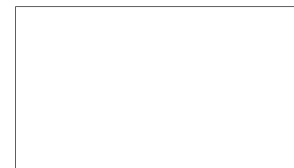


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2 Atts: A/S {Uncl}

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BELIEFS

- CIA is the best intelligence service in the world.
- CIA plays a major and necessary role in the defense of our national security.
- CIA can do its work successfully under the guidance and scrutiny of duly elected representatives of our democratic society.
- CIA's greatest strength is its people; they are dedicated to the highest ideals of public service.

GOALS

- To provide the timely, accurate and objective information required by our policy-makers and the earliest warning possible of foreign threats to our national security.
- To adapt to change and new requirements, including such special covert activities as are lawfully directed by the President.
- To achieve the highest standards of professional excellence in all we do.

PRINCIPLES

- We will recruit the very best people available, encourage their initiative and creativity, reward their achievements and demand efficiency and accountability.
- We will maintain the highest standards of personal and institutional integrity.
- We will protect the secret sources and methods which enable us to do our job.
- We will seek the best technology available to solve existing intelligence problems and develop new technologies for the future.
- We will act in strict compliance with the laws of our country and the policies and directives of our government, avoiding any involvement in the domestic affairs of our country.

Purpose: To provide the accurate, objective and timely intelligence needed by a broad range of consumers and to carry out covert activity as lawfully directed by the President.

Ethics: Our activities are conducted under the Constitution and laws of the United States. The secrecy of our work places a special obligation on every member of the Agency to be aware of and respect the letter and spirit of our laws and to manifest the highest degree of integrity in performance and conduct. Only thus can we retain the public and private support essential to the attainment of our goals.

Organization: CIA is made up of interdependent components that draw on a variety of disciplines to meet constantly changing national intelligence requirements.

Management: CIA's management style is to foster initiative and creativity at all levels. It allows the individual great freedom of action in attaining established goals while demanding efficiency and accountability in their pursuit. Fairness and candor characterize the handling of personnel.

People: The Agency draws its strength from the quality of its people and sustains that quality by recognizing achievement and affording opportunities for personal and professional growth. Employees are selected and retained on the basis of their loyalty to the United States, their integrity, and their professional competence, actual or potential. Training and assignments at home and abroad foster their skills. Managers are selected on the basis of their integrity, judgment, performance, and commitment to excellence.

Measure of Results: CIA measures achievement by the degree to which it meets the intelligence needs of the nation, through the relevance, timeliness and objectivity of the intelligence support it provides. The Agency's accomplishments depend on the creativity and dedication of its people in utilizing technology and human resources to collect, analyze and disseminate information, and in exercising judgment in its use. The resources needed by the Agency are provided by the President, the Congress, and members of the public, and reflect their assessment of the value of the results produced.

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Purpose

- To provide accurate, comprehensive, unbiased intelligence in timely fashion to Executive Branch consumers while maintaining independence as a guarantee for excellence in this endeavor.

- To collect information and conduct activities to protect against the activities of foreign intelligence and security services and international terrorist organizations directed against the United States and cooperating foreign governments.

- To coordinate the foreign intelligence and counterintelligence activities abroad of other agencies and organizations of the US Government.

- To conduct Special Activities of a covert nature at the request of the President and National Security Council in support of national security.

Organization - The CIA consists of operating components which, though autonomous, are interrelated and articulated in order to produce the product which is the purpose for which the Agency exists.

Ethics - Our activities are conducted under the Constitution and laws of the United States. Because of the classified nature of these activities, we must police ourselves and conduct ourselves in such a way as to justify completely the trust imposed in us by the citizens of the United States, whom we serve.

People - CIA's people, whether clerical or supergrade, are the root source of its capabilities. The special nature of CIA's work requires a kind of elite; many seek employment, but only a few are chosen. The Agency can only be as good as the people it hires. Dedication and a desire to serve are motivations crucial to a vibrant, effective organization and should be recognized; talent and ability are encouraged; integrity is rewarded.

Management - Recognizes the validity of the maxim, "loyalty up and loyalty down"; the two-way street of responsibility. Management puts a high value on integrity, realizing that lack of integrity is fatal to the existence of the Agency. Management does not lose sight of the importance of the impulse to serve one's country which is the motivation of the professional civil servant. Management delegates responsibility, promotes latitude of action within the law, and stands by its people.

Measure of Results - CIA is a service organization. The measure of results is governed by the satisfaction of the customers for its services. Highest quality of output is the best guarantee of satisfaction, and is the result of the combination of the efforts of dedicated professionals and modern technological capabilities. Unless the results of the Agency's efforts are found to justify the sizeable expenditure of public funds, it can and should be replaced by some other organization better able to serve the national interest.

Standards - We guarantee:

- highest ethics and total integrity
- highest quality performance
- a product we can stand behind
- maximum utilization of our employees' talents
- independence in our judgments and resistance to external influences.
- effective utilization of modern technology
- flexibility to meet any challenge
- total dedication to serve the nation as the premier intelligence organization.

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STATEMENT OF GOALS, PRINCIPLES AND STANDARDS FOR CIA

Objectives: Provide the U.S. Government an accurate, timely understanding of key events in and prospects for the world outside the United States.

Provide the U.S. Government a non-attributable capability to affect events outside the United States.

Principles: The talents and dedication of agency personnel are the elements on which all Agency accomplishments depend. Therefore, it is to their quality and performance that we must devote singular attention.

Agency management defines specific purposes and concrete targets; provides the resources needed; inspires personnel to achieve those set purposes; and engenders loyalty to the organization and its goals by its loyalty to Agency personnel.

Agency personnel accomplish established purposes through the widest possible latitude in creating solutions; through innovation, imagination, energy, discipline and dedication.

Intellectual, personal and financial integrity constitute the sine qua non of an effective agency. In practice this means that objectivity in analysis and in all agency functions must be preserved against personal or political bias from within or without the Agency.

Essential attributes of Agency personnel at all levels are courage, pride, optimism, thoroughness, accuracy, discernment and sound judgment.

A manager's success is defined by the quality of subordinates' work and by the growth and development of each subordinate's professional skills and essential attributes.

It is the responsibility of each employee to pursue excellence in each facet of his or her work. It is the responsibility of Agency managers to define excellence and to guide, train and catalyze in each subordinate both the capability and the sustained desire to achieve excellent results.

Disciplined action and the accomplishment of concrete tasks will be a permanent bias of this organization.



Organization: The ability to adjust to change and to all manner of challenge will guide the structure of the Agency.

A sustained management objective is to achieve a full, informed and effective integration of the several capabilities of all components of the Agency and, in a larger sense, to encourage integration within the Intelligence Community.

Movement among components will be encouraged and rewarded to broaden and enhance the ability of individual employees to comprehend and exploit agency-wide capabilities.

STATEMENT OF GOALS, PRINCIPLES AND STANDARDS FOR CIA

Introductory Statement: CIA has historically held a position unique in Government because of the very nature of its mission. This uniqueness and special purpose in furthering national interests have attracted personnel who are special and a "cut above" in talent and dedication. These qualities have engendered an organizational spirit, a sense of purpose, and a reputation for excellence that have created a style and identity which, if perpetuated, will not only advance the interests of CIA but, more importantly, the Government it serves. The following organizational goals are intended to further these essential CIA objectives.

Purpose: To provide timely, thorough, sound, and objective information to those individuals and agencies tasked with the formulation of our Government's foreign policy. Toward this end we must identify, attract, and utilize a talented and discreet body of professionals working in conjunction with the most advanced intelligence collection technologies available. Our mission will be undertaken in a judicious and ethical manner. The demonstrated effectiveness of our services will ensure our placement as the world's pre-eminent intelligence organization.

People and Ethics: CIA's most important resource is its people, a group of diverse individuals who demonstrate imagination, discipline, hard work, and high integrity in achieving standards of excellence needed to protect national security and to advance democratic goals. An atmosphere of excellence and commitment is fostered and maintained at CIA by rewarding exemplary performance and encouraging the growth of skills through training, travel, and career-enhancing assignments. A high degree of integrity and organizational loyalty is demanded and attained through equitable assignment policies, organizational encouragement of innovative thinking, and promotion of quality performance.

Organization and Management: The complexities of the CIA mission require an organizational structure that is not only flexible but which recognizes the necessity for compartmentation. Above all, however, is recognition that common purpose is overriding and that objectives can best be obtained by working in a goal-oriented environment which fosters cooperation. An administrative structure exists to support in a positive way the achievement of established and



short-term goals. This structure recognizes achievement, rewards excellence, and reinforces a team approach to problem-solving. There is a commitment to quality and a sense of pride -- creating a truly professional organization characterized by people who take very seriously what they do without taking themselves too seriously. There is an atmosphere that provides opportunity for diverse people to experience high levels of achievement.

Performance: Since organizational performance is an aggregate reflection of individual contributions, standards of excellence will be normative at all levels. Standards will be established in an atmosphere of total objectivity. Within the constraints of a public sector organization, those who meet these criteria on a sustained basis can expect reward, recognition, and respect.

STATEMENT OF GOALS, PRINCIPLES AND STANDARDS FOR CIA

Purpose. To provide accurate, comprehensive intelligence support to a broad range of consumers in a timely manner and in a form to be of greatest utility. No matter what job we have or the nature of our immediate tasks, our independent and collective efforts are all directed towards this purpose.

Ethical Working Environment. All official activities that contribute to our purpose are conducted under the Constitution, laws and presidential executive orders. Further, these official activities are conducted by individuals of the highest personal integrity who recognize the necessity for mutual trust among all employees and realize that even the appearance of less than ethical behavior at top levels will impact at the bottom.

Organization and Communication. The CIA is made up of operating elements that are critically dependent on one another to support their individual and joint activities. Each element's departmental and national responsibilities will be respected for their contribution to the Agency's purpose and each, in turn, will contribute to and make use of the role and performance of other relevant elements. Within the constraints of the compartmented nature of the Agency and good security practices, managers of all elements will ensure that their personnel have the fullest possible understanding of how their particular element contributes to the overall purpose.

Security. All personnel should incorporate the highest standards of good security practices in their official and private lives. Anything less impacts adversely on the Agency's ability to achieve its purpose.

People. CIA's people are the root source of its capabilities. The strength of the organization is dependent on the high professional and personal qualities of its people, and its future is related to their opportunities for career growth. Innate and learned skills are recognized through challenging assignments, the performance of which are candidly evaluated, and through appropriate training and travel. New managers are selected for their own excellence and enthusiasm and for their ability to promote these qualities in others.

Management. CIA's operating style is to foster innovations and creativity by allowing the individual great freedom of action in attaining well-defined objectives, while requiring efficiency, accountability, and results at all levels. If our employees are to exercise initiative, flexibility, judgment and



informed risk-taking, they should be provided all possible guidance and support as these skills are sharpened. In tasking Agency employees, management's role in clearly communicating the current objectives of the Agency is vital as is its responsibility for fostering an open in-house atmosphere in which personnel can resolve disagreements or obtain clarification without fear of reprisal. In utilizing the most effective technical means to accomplish the mission, management must ensure that the people affected are kept informed as to how the advancing technologies affect them and their assignments.

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Measure of Results. Business organizations measure results in profits, return on investment and capital growth required to deliver the expanded and improved service which further increases profit and capital value. This is achieved by meeting the needs of customers more satisfactorily than alternative sources. As a public service monopoly, this organization does not have profitability and capital value to measure its results. Our bottom line comes in the satisfaction of our customers in the value, relevance, and timeliness of the intelligence and operational inputs they receive. Those results come from the qualities of our people and their creativity, dedication, and success in utilizing technological and human resources to collect, analyze, and apply information and judgment to foster the security and prosperity of the United States. The resources needed to achieve those results come from the way the President and the Congress assess and value these results. The public's assessment of CIA is made without the opportunity to review the results; however, if today's CIA -- staffed by highly skilled, highly productive people imbued with the highest ethics and integrity -- approaches recognition as the best intelligence service in the world, this perception will not be lost on the public. An Agency thus perceived by its customers and the public should have few problems in continuing to attract employees who will maintain and even exceed current standards.

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;
- commitment to truth and objectivity.



Statement of Goals, Principles and Standards for CIA

Purpose. To provide accurate, comprehensive intelligence support to a broad range of consumers in a timely manner and in a form to be of greatest utility. No matter what job we have or the nature of our immediate tasks, our independent and collective efforts are to be directed towards this purpose.

Organization. CIA is to be made up of operating elements that are critically dependent on one another to support their individual and joint activities. Each element's departmental and national responsibilities are to be respected and, in turn, will undertake to contribute to and make use of the role and performance of other relevant elements.

Ethics. Our activities are to be conducted under the constitution and laws of the U.S. The nature of our work is to be such that every member of the organization must be aware of and sensitive to the letter and spirit of this legal context, and manifest the highest degree of integrity in performance and conduct.

People. CIA's people are the root source of its capabilities. The strength of the organization is dependent on the quality of its people, and its future is related to the opportunities it affords for their professional and personal growth. People are to be in jobs commensurate with their capabilities and interests and at grades appropriate to their duties and responsibilities. People are to be rewarded for a job well done, and skills are to be recognized and fostered through training, travel, and assignments. The promotion system is to be uniform throughout CIA.

Management. Management personnel are to be selected for their ability to inspire enthusiasm and to promote excellence based on their own performance. Managers are to foster initiatives and creativity by allowing the individual great freedom of action in attaining well-defined objectives, while requiring efficiency, accountability, and results at all levels. There will be close contact between management and working level personnel to allow for better communication of ideas and proposals from all levels. Middle and upper level managers are to walk frequently through the work areas of their components, talk informally to people, and become a familiar face, thus becoming an approachable person to whom one might present innovative ideas.

Measure of Results. As a public service, CIA does not have profitability and capital value as a business does to measure its results. CIA's results are in the satisfaction of its customers in the value, relevance, and timeliness of the intelligence and operational inputs they receive. Resources needed to achieve those results come from the way the President, the Congress and the public assess and value these results. Given the need for security and compartmentation, there will be limitations in what can be made known, even within the organization, about CIA's accomplishments. Nevertheless, CIA is to have a measure of results that not only shows what the entire organization has accomplished but allows individual employees to identify personally with the accomplishments. This measure will allow CIA to honestly judge its progress or lack of it. To this aim, there will be periodic reviews of accomplishments presented by management to assembled components to highlight the work of employees from the clerical level through top management.

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 to meet tough and sudden challenges;
- flexibility to react quickly and effectively to differing circumstances;
- simplicity in decision making and in actions as much as possible.

STATEMENT OF GOALS, PRINCIPLES AND STANDARDS FOR CIA

Purpose: Our mission is to collect, evaluate, analyze, produce and disseminate foreign intelligence to a broad range of consumers in a timely manner and in a form to be of greatest utility. CIA strives to accomplish this task in the most accurate, comprehensive and objective way possible, while continuously searching for ways to improve and maximize its available resources.

Organization: CIA is made up of a diverse and talented group of individuals who are critically dependent upon one another to support their individual and joint activities, but who are also independent and highly capable of innovation. CIA employees are acutely aware of the need for unparalleled excellence, and through commitment and dedication strive for nothing less.

Ethics: Our activities are conducted under the Constitution and laws of the United States with strict adherence to a personal and professional code of conduct that marries the importance of the overall mission to the well-being and security of the nation. The nature of the work demands that every member of the organization live his life and perform his duties with the utmost concern for uncompromising honesty and integrity.

People: CIA recognizes that people are its most important resource and encourages imagination, enthusiasm, hard work and self-discipline, believing that the strength of the organization is dependent upon the creation of an environment that permits self-fulfillment and professional growth. Skills are recognized and fostered through training, travel and assignments, and excellence realized through the emphasis on professional discipline. As such, CIA defines discipline as doing what must be done, when it needs to be done, and done with excellence consistently. To meet its personnel requirements, CIA strives to find and place the best available person in each position with the understanding that the individual can achieve tangible and intangible rewards commensurate with his performance.

Management: CIA operating style is to foster initiative and creativity by allowing the individual great freedom of action in attaining well-defined objectives. The organization believes its managers should not merely be enthusiastic, but possess the ability to exude this enthusiasm in an infectious manner that is apparent among their associates. CIA encourages new ideas and supports those who believe that advancement and progress occur when opportunities are created through action and innovation.

Measure of Results: Business organizations measure results in profits, return on investment and capital growth. CIA measures its success in terms of the quality and timeliness of the intelligence product. Quality results are often unquantifiable, but measurable by the degree of satisfaction expressed by CIA consumers. Although this organization's achievements by necessity often escape the public eye, successes abound and assist in the most noble cause of maintaining a free and prosperous United States.

STATEMENT OF GOALS, PRINCIPLES AND STANDARDS FOR CIA

Mission: To provide the President of the United States, senior policy makers, and a broad range of other consumers the best and most comprehensive intelligence attainable on foreign developments that have an impact, or may potentially have an impact, on the national security of the United States, and to perform such other tasks in support of U.S. policy abroad as may be directed by the President in accordance with the authority granted him by the Constitution and laws of the United States. All activities of CIA are undertaken in support of this mission.

Performance: To cherish excellence in all that we undertake and to make CIA the finest intelligence service in the world.

Organization: To emphasize the unity of CIA as an organization and to provide an internal organizational structure that recognizes the critical interdependence of CIA's operating elements and the absolute necessity for teamwork in accomplishing our mission.

People: To recognize that CIA's people are its most important resource, and that their commitment, dedication, competence, creativity, and hard work are essential to the accomplishment of our mission. To provide material benefits second to none as recognition of the caliber, responsibility, and sacrifice of employees at all levels and to attract the most qualified new personnel from the public and private sectors.

Management: To provide an operating style designed to foster initiative and creativity at all levels by allowing the individual great freedom of action in attaining well-defined objectives established at higher levels, while requiring efficiency, accountability, and results.

Ethics: To manifest the highest degree of integrity in our performance and conduct, and to recognize that the sensitive nature of CIA's work and the special authorities granted it impose an obligation for ethical conduct that goes above and beyond that expected of other citizens. Personal integrity, honor, and professional pride should mark our every action.



Results: To recognize that as a public service, CIA has no direct or quantitative means to measure its results, and that the satisfaction of its customers with the value, relevance, and timeliness of CIA's product can only be measured imperfectly. In an environment where failures are usually published for the world to see, while successes frequently are unknown to all but a few, the only real satisfaction may be an internal recognition that a difficult job has been well-done and that the security and prosperity of the United States has been protected.

Standards: CIA strives to exemplify in all it undertakes:

- performance of the highest quality
- ethics and integrity of the highest order
- development of outstanding skills, confidence, and personal resources of its people
- capability and flexibility to meet difficult and sudden challenges
- utilization of the most effective technologies.

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STATEMENT OF GOALS, PRINCIPLES AND STANDARDS FOR CIA

 COMMENTARY ON THE EXEMPLAR

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PURPOSE

1. The purpose of the Agency as stated in the exemplar leaves something to be desired. If we are seeking excellence the question of motivation must be addressed. A statement to the effect that we "provide accurate, comprehensive and timely intelligence support" to consumers is not going to inspire anyone other than a bureaucrat. We believe that the KGB's coat of arms proclaims that that organization is the "sword and the shield of the party." In the context of Soviet society that may appeal to some of the Soviet Union's "best and brightest." Somehow, we should come up with an equivalent formulation which states our purpose in a more appealing fashion. We would want to avoid the banal, but we don't think it would be too far off base to say that we are in the business of protecting the liberty and security of the United States of America. Perhaps, a statement incorporating some of the ideals on which the country is founded should be developed.

2. The purpose of CIA should be embodied in a clear, concise statement. Our motto: "The truth shall make you free" is superior to anything in references (the exemplar and related material). It may sound a bit pious in the 1980's, but the language masterfully joins the universal values of truth and freedom.

3. In defining the comprehensive intelligence support to a broad range of consumers, the statement should definitely include the word "foreign" before intelligence. We should not lose sight of the fact that our focus is truly international. Our support to our consumers can only be of the highest quality if we constantly maintain and improve our expertise in the foreign countries and cultures that are our targets.

ORGANIZATION

1. The statement should be expanded to reflect further the importance of intercomponent relationships and communications. It should specify that CIA is composed of distinct yet mutually supportive components grouped according to specific functions, and that these groupings are interdependent to a large degree, both for support of individual activities and the conduct of joint activities. It should indicate that each of these groups merits respect for its unique organizational role and, in turn, has an obligation to appreciate the role and contribute to the performance of the other groups. Such relationships, it should point out, reduce the amount of resources wasted by misunderstandings while simultaneously fostering a positive synergistic effect on each group's capability to carry out its respective assigned responsibilities.

2. Suggested revision:

Organization. CIA is an organization of dedicated people formed in distinct but mutually supportive groups working in concert to fulfill their purpose.

ETHICS

1. Suggested revision:

Ethics: Exemplary ethical behavior by CIA as an institution, by its senior management, and by its individual employees is the only acceptable standard. The U.S. Constitution and laws provide appropriate legal regulation of CIA activity, but many of the organization's critical international decisions are not governed by U.S. legalisms. Therefore, CIA's decision-making processes should demand a reverence for human life and a profound respect for the national and cultural heritage of all people in every area of its mission.

2. Ideally every member of the organization should be aware of and sensitive to the substance of the Constitution and laws. In implementing such a goal, it is extremely important that the organization's leaders and management personnel truly be held accountable for ensuring that their own behavior and activities conform so that they set examples. Aside from personal conduct, this must include financial accountability as part of an assessment to establish the efficacy and true value of proposed and existing operational programs.

3. Add the following at the end of the exemplar: "Each individual employee of CIA should also believe wholeheartedly in the CIA mission. Without a belief in and respect for CIA's vital role in the collection of intelligence, the employee will not be able to give his best performance and/or enlist the cooperation of those necessary in the performance of that duty."

4. The statement should specify that CIA personnel conduct their activities with a clear realization that they may become privy to information which could, but will not, be misused for personal gain; it should specify that reporting and production of foreign intelligence information will be accomplished in a completely objective and unbiased manner; it should affirm CIA's respect for the legal and preferential rights of individuals and organizations which may be asked to assist CIA to accomplish its mission, whether they agree to do so or not.

PEOPLE

1. Suggested revision:

People: We recognize that our people are the organization's strength, and that CIA must foster an environment conducive to the exercise of creativity, initiative, and imaginative ideas. CIA is committed to equitable compensation, professional development, and personal satisfaction. For their part, no matter their position or the nature of their immediate tasks, CIA people are individually and collectively committed to its purpose.

2. The scope of the statement should be broadened to encompass the respective responsibilities of CIA to its people and its people to CIA. It should further indicate CIA's commitment, within security guidelines, to acquiring and maintaining the highest possible quality workforce through a recruiting program which is as open and informative as possible and gives due credit to motivation and innovation. The maintenance of the leanest staff possible to accomplish the assigned mission should also be emphasized.

MANAGEMENT

1. The statement should reflect the importance of accomplishing the mission while adhering to a core set of integrated management values which emphasize respect for both the organization and its people; the achievement of excellence in both personnel management and mission management at the lowest possible cost through efficiency and professionalism should be emphasized. This should be accomplished through a management philosophy which fosters initiative and creativity and is flexible enough to adjust to changing internal and external conditions without losing sight of principal goals.

2. There is a feeling here that refinement of objectives should be encouraged and accomplished in a continuing process, with frank communication encouraged in both directions (top to bottom and bottom to top). In addition, there should be some reference to rewarding the individual for initiative and creativity, for the text refers only to "allowing the individual great freedom on action...while requiring efficiency,..." Perception here is that reward could be position-related as well as economic, i.e., a good collector does not have to become a bad manager to get ahead.

MEASURE OF RESULTS

1. This statement should be amended to incorporate the importance of sustained results over the long term and objectivity as perceived by consumers. It is further suggested that the stated goal of being recognized as the best intelligence service in the world should be deleted. Since U.S. policy makers cannot turn to another intelligence service, and since being recognized as the best (by who and based on what?) is such an imprecise statement, this standard tends to fuzz the issue and detract from the focus of the rest of the discussion.

2. CIA managers must instill an understanding at all levels that our ultimate responsibility is to the citizens of the United States. CIA ability to serve national interests is a function of the public confidence in the organization. Therefore, the relationship of CIA to U.S. citizens, the private sector, and other governmental institutions is much more than a public relations issue. We bear special obligations to the public trust as a secret organization in a free society.

3. Some reference should be made to a concern for getting customer recognition back to the working levels involved. Many times this is done, but there is no mention made of it as an objective.

4. Delete portion on business organizations and begin with: CIA is measured in the "satisfaction of its customers in the value".

STANDARDS

1. Add: --maintenance of integrity and independence in analysis of foreign events.

2. Add: --fostering of independence of judgement and objectivity.

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DCI's Goals Project

1. The attached material goes beyond the scope of the immediate project. It was submitted by those [redacted] elements that took this opportunity to think about specific ways in which the Agency could approach its goal of excellence more closely. You will note that the emphasis is overwhelmingly on PEOPLE -- how to attract, retain and reward the best.

25X1

2. This folder contains the following recommendations and significant observations:

ORGANIZATION: Complex Problems and Simple Solutions

PEOPLE: The Professional Clerical -- An Undervalued Resource

PEOPLE: Search for Excellence and/or Search for [redacted]

25X1

PEOPLE: The Promotion System

PEOPLE: Keeping the Faith

PEOPLE: The Erosion of Benefits

MANAGEMENT: Some Commentary and Suggestions

MEASURE OF RESULTS: Relating the Statement to the Individuals

CONFIDENTIAL

CONFIDENTIALORGANIZATION: Complex Problems and Simple Solutions

An examination of the tasks involved in fulfilling our stated purpose immediately suggests that we engage in extremely complex problems with far-reaching consequences. We as an agency must resist the temptation to approach these complex problems with cumbersome, complex methodology. We must use available creative talent to solve problems in a simple manner. Only by this will we remain flexible, and retain our ability to react quickly and effectively as circumstances develop and the decision-making environment changes. To accomplish this, it is necessary to keep the decision-making unit as small as possible; as action-oriented as possible; and comprised of individuals who have the knowledge, authority, and will to act decisively. Simplicity in decision-making should be encouraged at all levels and for all tasks. Only when our consumers and our fellow employees recognize that we have the ability and determination to solve complex problems with simple solutions will we achieve an atmosphere of positive expectation that is a necessary basis for trust in our abilities to assist policy makers in their roles as the shapers of the world's future. (An example of complex solutions to complex problems is the creation of a large task force to oversee a geographic problem and the perpetuation of that task force even in the demise of the problem.)

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PEOPLE: The Professional Clerical - An Undervalued Resource

The Agency's most important resource continues to be its people. We do not give our professional clerical employees either the respect or the attention they deserve. Unfortunately, the opinion of most managers (Agency wide) is that a new crop of clericals comes along every year and that there need be no special care or attention given to the professional growth of the clericals in the Agency. No matter how automated the Agency becomes, or perhaps especially because of how automated our work can become, good managers need good secretaries and clerks.

The Director's present search for ways to make the Agency better will probably result in many wonderful proposals for sophisticated and esoteric methods of improving our support for the President of the United States. I would like to suggest that among the new programs which result from this search for excellence there be the creation of a professional hierarchy for the clerks and secretaries in the Agency. Members of this professional group should be able to aspire to a journeyman level of a GS-9 and the top members should be able to aim for GS-13's and GS-14's.

PEOPLE: Search for Excellence and/or Search for

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The fact that the organization will only be as good as its people cannot be overemphasized. We question, however, the cost effectiveness of hiring new people annually. Where are these people being utilized? Are they replacements for more experienced intelligence officers who have left? If so, why? Should not incentives be offered to retain experience? There is a definite need for a two-track system allowing for both the retention of more experienced officers and perhaps the rotation in and out of others, providing for both healthy turnover and assurance of knowledgeability and experience. The opportunities for professional and personal growth should also be expressed in improved concrete financial terms. The question should be asked: can we continue to attract good people to the intelligence business if there is continued chipping away at the advantages to government service? Does not private industry reward people commensurately? Factored into the positive qualities desirable for the best types of professional officers should be cultivation of independence of thought as nothing could be more stultifying to a dynamic organization than a band of unquestioning professionals.

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PEOPLE: The Promotion System

The promotion system in CIA does not properly and adequately respond to employee needs. The excellently managed companies described in In Search of Excellence are all known for both timely and sufficient reward (or the opposite) of employee performance. An organization cannot have creative and superior performance without these ingredients in its award system. It is recommended that CIA consider adopting more responsive methods for rewarding its employees.

--Awards should be made more consistently at all levels within CIA, not just special bonuses to the SIS levels.

--A uniform promotion policy should be adopted for CIA. (The difference in the systems for each component is not equitable and is resented by those in less rewarding components.) Standards for performance, time in grade, meetings of panels should be uniform.

--Bonuses should be awarded for jobs well-done, as exists in the private section. There should be cash awards and the process should be less cumbersome than the bureaucratic and long-delayed procedures involved in QSI's, i.e. bonuses should be given on a timely basis for outstanding, exceptional, unusual performance, and they should be given almost immediately upon completion of the work.

--Promotions should be awarded in a timely way for superior performance; being promoted two years later for your outstanding performance in a previous tour can be both embarrassing and unsatisfying.

--Compensation should be given for major job transfer, change of assignment (job title) or related movements within the organization; again, the response should be timely.

--Methods should be developed for continuing advancement in a select career track, instead of a requisite movement into management when in fact you are a star case officer.

--Innovation and creativity should be encouraged by all possible means.

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PEOPLE: Keeping the Faith

Hewlett-Packard's objective on "people" pertaining to relationships is basic and certainly would apply to our Agency. "The relationships will be good if employees have faith in the motives and integrity of their peers, supervisors and the company itself." Once this faith is lost, it is difficult to restore. An example of this failing occurred as a result of the investigation of the Agency following the crisis that resulted from the Agency's [redacted] In this instance, the Agency did not remain committed to its personnel under fire who in effect were left abandoned to fend for themselves in their legal battles. With this action a very important unwritten spiritual commitment that the Agency had with employees was broken and serious damage was incurred that cost the Agency dearly in terms of overall morale and loss of valuable employees through early retirement. If we are to indeed aspire to develop an elite type of organization the spiritual commitment that we speak of above must be restored.

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PEOPLE: The Erosion of Benefits

1. We believe that senior management in CIA should promulgate objectives relating to new incentives for its personnel throughout the organization and not limited to senior levels. Without positive, tangible financial reinforcement of outstanding work done at all levels in the organization, we do not believe that publishing of overall goals and objectives can be meaningful and inspirational. The perception exists that CIA employees have experienced a steady erosion of their benefits as U.S. government workers in recent years. We strongly urge that senior management take tangible steps to provide substantive rewards throughout the organization and publish management's intention to do so as an integral part of goals and objectives.

2. The emphasis on people as the root source of the Agency's capabilities is heartily approved, but there is some perception that employees do not receive any more economic or personal reward from this Agency than other government employees receive, while they are asked to serve in a much more demanding work environment. The status and prestige once associated with the Agency does not exist to the same degree it used to, thus the demands become more difficult to bear (perception). Reference to opportunities for professional and personal growth are fine, but the employees also are saying they would like to see concern for making the economic rewards (stay even with inflation and cost of moves) another important part of the overall people goal. We know efforts and progress are being made, but it is not mentioned explicitly.

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CONFIDENTIAL**MANAGEMENT: Some Commentary and Suggestions**

There is an excessive amount of stratification and lack of interaction among the various working levels and components in CIA. There is often a lack of accessibility to management at or above the division/office chief level. Closer contact between management and working level personnel would allow for better communication of ideas and proposals coming from all levels.

--One way to create an atmosphere encouraging this access and interaction would be to schedule periodic meetings at which two or three items would be presented by representatives of the various branches of a component, with senior management in attendance. Such meetings would also serve to increase the interaction among the branches.

--Circles of personnel at the same level (desk officers, secretaries, e.g.) meeting and exchanging ideas and experiences periodically would also increase this interaction and encourage innovation.

--Middle and upper level managers should be encouraged to walk through the work areas of their components, talk to their people, and become a more "familiar face," presenting the image of an individual to whom one might present innovative ideas. Such visits, including ones to the cafeterias and parking areas, would also provide managers with a better feel for the working conditions of their personnel.

In short, increased interaction among the levels would enhance motivation and creativity as well as improve the knowledge base from which all operate.

Much of the day-to-day decision making within CIA appears to occur at the division/office chief level (which might correspond to middle management in a corporation). These mid-level managers and their staffs respond to outside (customer) needs and also coordinate their efforts laterally within CIA, usually without referral to higher levels of management. While this is healthy, this autonomy should be extended down to managers at lower levels. All who have managerial responsibility for components, regardless of size or level, should have decision-making powers, for which they are accountable, for their units. If more decision-making were done by lower level managers, CIA would be a more dynamic organization. These decisions could include those on substantive projects and personnel, encompassing even hiring and firing (or at least removal from the component).

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MEASURE OF RESULTS: Relating the Statement to the Individual

Few employees have a sense of the appreciation expressed by consumers, especially policy makers, for their work. Unlike corporate America, we have no annual report which shows, by component, contributions to corporate profits and losses. We have no trips to Hawaii awarded for exceeding the basic requirements of our jobs. We have no employee stock plan which allows the rank and file to share in the strength and growth achieved by the organization.

We need a measure of results that not only shows us what the entire organization has accomplished but allows us to identify personally with the accomplishments. We need a means by which we can pat ourselves on the back and cheer each other. We need a measure of results which allows us to honestly judge our progress or lack of it.

Given our need for security and compartmentation, we are somewhat limited in what we can make known, even within the organization, about our accomplishments. Nevertheless, some suggestions for improvements are as follows:

--Periodic reviews of accomplishments, Agency-wide, directorate-wide, division-wide, and/or branch-wide, presented by management to assembled components to highlight the work of employees from the clerical level through top management.

--Security awards to highlight good security measures performed consistently. Although we know that good security is supposed to be the norm rather than the exception, it is human nature to want to receive recognition for a consistently satisfactory performance. Awards could be symbolic awards that rotate among components, or material rewards distributed to each employee who has contributed to a job well-done.

--Close contact, at least sometime in their careers, between the producers (collectors) of this organization and the consumers of this and other agencies in the Intelligence Community. Just as the new financial analyst at IBM is expected to make equipment sales calls, employees of our various components must be expected to call on consumers. This would allow for improved product quality, ongoing clarification, update of consumer (customer) needs, and the gratification and energy provided by continuing buyer/seller contact.

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C O N F I D E N T I A L

15 FEB 1984

MEMORANDUM FOR: Chief, Policy and Coordination Staff

FROM:

25X1

SUBJECT: Response to DCI's Requirements in "State of the CIA" Speech

REFERENCE: DDO Memorandum, subject: "Follow-up to DCI Speech," dated 25 January 1984

1. Forwarded herewith is a Statement of Goals, Principles and Standards for CIA which represents attempt to furnish an improved version of the initial draft disseminated by the DCI's office on 24 January 1984. This statement has been formulated from numerous suggestions and draft statements emanating from various branch and staff components in the Division. Please note that the People and Management sections have been combined into a People section since one Division component aptly observed that management, after all, is people and it would be difficult to divide one from the other. Several components observed that the Measure of Results section might profitably be deleted because it is so difficult to quantify the Agency's results and that our business is really intangible - providing intelligence, enhancing national security, providing advance warning of crises (and perhaps helping to avert them), etc. The majority of Division contributors, however, felt that some measurement of what we do needs to be made and, in the spirit of bringing forth a goals statement which includes accountability, we have retained this element in the statement.

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2. Also submitted with the statement of goals are several of the more thoughtful recommendations, suggestions, or deliberation points received from Division components. The Division takes no official position on these papers but is forwarding them in the hopes they will be useful to those deliberating on ways and means to improve the operations of the Agency and achieve the standard of excellence we seek for our Organization.

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Attachments

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C O N F I D E N T I A L

S E C R E T

STATEMENT OF GOALS, PRINCIPLES AND STANDARDS FOR CIA

Purpose. To provide accurate, comprehensive intelligence information, analysis and support to a broad range of consumers that is timely and best suited for: enhancing national security and bolstering policy; maintaining the integrity of the economy and the critical technological superiority required to ensure its growth; helping to guard against foreign threats of all kinds, including military, political/subversive, economic, hostile intelligence activities, terrorism and narcotics.

Organization. CIA has a leadership role within the intelligence community. This requires that it work closely with other members of the community to ensure that consumer needs are well-defined and that roles and responsibilities of community members are clearly understood and well-coordinated. Within CIA, operating elements are critically inter-dependent and the particular responsibilities and contributions of each should be both respected and utilized appropriately to achieve the goals and objectives set for the Agency. CIA must maintain sufficient flexibility and openmindedness in its organizational style and management of resources to ensure rapid and effective response to fast-breaking, unforeseen challenges and requirements.

Ethics. Our activities are conducted under the Constitution and laws of the United States. Every member of the Agency must be sensitive to the letter and spirit of these rules and manifest the highest degree of integrity and moral responsibility in performance and conduct. We should at all times exemplify the finest traditions of service to our country.

People. CIA's people are the root source of its capabilities. The strength of the organization is dependent on the quality, dedication and loyalty of its people, and its future evolution is related to the opportunities it affords for their professional and personal growth. Excellence must be rewarded, talent nurtured and we must aim to recognize and foster leadership and skills through training, travel and assignments. Management personnel are selected for their ability to inspire enthusiasm and promote excellence by example. CIA's management must continually strive to foster initiative and creativity, by allowing the individual freedom of action in attaining well-defined objectives, while requiring efficiency, accountability, and effectiveness at all levels. As the needs of the Organization are diverse, so the personnel we require represent all strata of our nation. Academic, social and experience backgrounds are varied but a common thread consists of selflessness and devotion to our nation, coupled with commitment to be part of the best intelligence service in the free world.

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Measure of Results. Our results are evaluated by consumers within the community and the Executive Branch, and by the Congress. We must ensure that these results are the best that collective effort can achieve, with community input always sought. The best measure of value is the extent of actual consumer reliance on our products and services. Our "no surprises" policy calls for ensuring that decision-makers do not have to act in an intelligence vacuum. The cost of truly central intelligence service being considerable, our resources must be marshalled with particular care and we must constantly ensure protection of our sources and methodology.

Standards. We seek to demonstrate in everything we do:

- performance of the highest quality;
- ethics and integrity of the highest order;
- outstanding skills, self-realization, and optimum use of resources;
- utilization of the most effective technologies;
- capability and flexibility to meet difficult and unforeseen challenge;
- a high sense of community and purpose that transcends Directorate concerns;
- leadership and recognition as the best intelligence service in the world.

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RECOMMENDATIONS

We should move towards more directed assignments for junior and middle level officers.

We should have a restatement of the commitment of officers in the DO to serve abroad where needed.

We should define and disseminate more policy on assignments - length of tours, time frame for serving in the states, etc., and adhere to these policies in a fair and equitable fashion.

We should create a pay structure that would give secretaries more incentive to serve abroad, and afford them the opportunity for solid secretarial training courses/seminars outside the CIA (perhaps one or two per year).

Provide each individual the maximum opportunity for growth through training and job assignment.

We would like to see the door open for those who qualify for conversion to professional status. How about para-professional status for IA's with a range of GS-09 to GS-12 or something similar?

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RECOMMENDATIONS

The promotion system as practiced within the DDO is unfair to individuals in operations training, language training, and/or rotational assignments, given the emphasis on "recruiting" per se. This creates morale problems for employees in operations or language training and/or rotational assignments since they are "uncompetitive" with their peers. Over the long haul this will result in a paring down of the number of employees willing to take training or rotationals, and could lead to a point where the Agency will not have sufficient "linguists" in the future.

This problem might be solved by greater use of "incentive awards" and "QSI's" (Quality Step Increases). Many managers unfortunately do not make maximum, or even sufficient, use of the rewards systems in motivating subordinates.

S E C R E T

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RECOMMENDATIONS

That senior Directorate management do more to encourage and promote broader contacts by Division management with all Division personnel. Division chiefs and their deputies should spend more time out of their offices in visiting branches and staffs for several reasons: (1) To obtain a better understanding of their units' operational progress and problems; (2) To convey an interest in subordinates' work and be better attuned to their needs and contributions; (3) To become better acquainted with junior personnel and to better appreciate their outlook and views on clandestine work; (4) To display leadership in a way which is personal and which reaches a greater audience; (5) To take advantage of new ideas and suggestions put forth by small unit leaders and members which frequently surface in such management-initiated contacts.

Broader contacts of this nature can be both planned and spontaneous. The point is to have the Division chief or deputy get out among his "troops" instead of only being the ones visited. This can have tremendous mutual benefits for those in charge and those who are being directed. It is a form of the "MBWA" (Management By Wandering Around) theory which is promoted by many of the excellent business concerns in the U.S. and is quite successful in bringing about better performance. This technique is also a way of getting leadership to listen more intently and regularly to those whose thoughts and ideas can often generate new procedures for the betterment of our operational methodology.

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RECOMMENDATIONS

The "Organization" section should contain some sort of statement that addresses the need for a much greater cross fertilization of ideas and personnel in the four directorates, in particular between the DO and the DI.

The "People" section is a disaster. This Agency must get out from under the oppression of the Office of Personnel Management. The assumption that an Intelligence Agency can be run well under the umbrella of the Civil Service is one that needs to be reconsidered seriously. The distinction between clerical and professional should be eliminated. This arbitrary distinction is a negative, not positive approach toward personnel motivation and development. Likewise, the Agency must be in a position so that it can compete in the open job market in the employment of computer and high-tech personnel. (I have found that both ODP and IMS are impossible to work with because they are not staffed with high quality personnel. The computer services IMS, in particular, provides are a disgrace because there are not enough personnel and those who are there are not very competent.)

Some thoughts on the "Management" section. The Agency suffers seriously from the fallacy of assumed constraints, a trait most easily demonstrated by the fact that in all likelihood most of those who read my comments in the preceding paragraph react by saying to themselves, "impossible." By the time a person rises to the management level, he or she has become unconsciously inculcated by working with the "system" to the extent that their creativity is impaired. The Agency should also seek to move away from the "management by memo" (or CYA) syndrome. This methodology builds extensive delays into even the most simple of decisions, which compounds in the aggregate into ponderous management decisions and inefficient use of scarce secretarial resources.

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The CIAWhat We Are

Responding both to need and opportunity in a relatively few years, the CIA has become an organization of exceptional importance. With that accomplishment has come a heavy responsibility to be the best intelligence organization in the world. Confirming that image has been difficult but rewarding, for goals have been clarified, standards set high and fundamental principles well established. All these give assurance that the Agency can be truly central in the fullest sense of the word.

What we Seek

Effective coordination of the Intelligence Community's efforts requires strong leadership on the CIA's part. That leadership comes from excellence in product and service in support of national security interests. Such excellence comes principally from our people, whose high quality is tapped through enlightened management that maintains the Agency's pioneering spirit. Only by adapting and using the best in management techniques and experience, will the Agency continue to attract and hold the best talent available.

Basic philosophy counts most for the CIA's success--not just "can do," but "can do right!" Right in terms of adherence to the law, and right in terms of responsiveness to the democratic system in which we operate.

As burgeoning demand for its products and services causes the CIA to increase its basic capabilities, we must maintain those attributes of smallness that have served so well over the years: not action vs. rules, however, but action and rules; risk taking, yes, but with careful weighing of return; and finally self-discipline to go with constant concern for the consumer.

What We Can Do

With enlightened management the key to meeting future demands, improved internal communication becomes our watchword. The values of our employees must be closely shared by spanning generations of life and professional experience both. The decentralization that characterizes our organization facilitates such interpersonal communication, and our strong central authority provides the impetus. Communication that is truly two-way will help to bring out the creativity and commitment that bring high productivity. The same open communication will ensure continuation of the core integrity that drives CIA's quest for truth.

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Freedom from politicization is ensured not by rules alone but by full understanding of our mission and appreciation of its uniqueness. Such understanding comes with time and training, and the latter must be very full indeed. Not only do our employees need to know their business, they must also know their country--its involvements and its requirements.

We must, and we can, develop and maintain leadership and management of the highest quality and a unique work environment characterized by acceptance and achievement of singularly high standards. The synergism that is CIA remains the ultimate guarantor of our future.

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S E C R E T

15 February 1984

MEMORANDUM FOR: Chief, Policy and Coordination Staff

FROM:

25X1

SUBJECT: Goals and Principles of the CIA

Attached is suggestion for the statement of Goals and Principles of the CIA, as requested by the Deputy Director for Operations.

25X1

25X1

Attachment
As stated

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STATEMENT OF GOALS
AND
PRINCIPLES OF THE CIA

Goals

To provide advance warning of possible attacks against the United States and our allies;

To provide the accurate, timely and comprehensive foreign intelligence needed by the President and other decision makers to conduct an enlightened foreign policy;

To combat the threats posed by terrorists and hostile intelligence services to our national interests;

To provide the United States Government with a covert capacity to defend U.S. interests abroad as directed by the President; and

To provide an independent foreign reporting facility which is neither subject to political pressures nor has policy positions to defend.

Principles

We loyally serve a democratic nation. Our activities are conducted under the Constitution, laws, and executive orders of the United States. Our actions are ordered by the President and other legitimate authorities. What we do is subject to internal review and to oversight by outside bodies established by the executive and legislative branches.

Our mission is to protect the people of the United States. If we fail our duty--if we do not provide warning, information, analysis, defense--we imperil the nation.

We anticipate new requirements and tasks and we are prepared to respond quickly and securely to new assignments; we

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also recognize the need to establish priorities for all tasks assigned to us and to ensure that just as there is competition for resources, there should be competition among requirements.

We are granted broad latitude in accomplishing our mission. Our means are varied, constantly changing, unconventional--and frequently controversial. While no intelligence agency can operate in the sunshine of public scrutiny, no employee may take advantage of secrecy for personal or political gain.

The importance of the mission entrusted to us and the latitude we are granted to accomplish it require that each of us meet the highest standards of professional competence and personal integrity.

CIA's people are the source of its capabilities. Skills are recognized and fostered through training, travel, and assignments. Our personnel system must be flexible, recognizing the diversity of skills of our personnel and the integrity, dedication, sacrifice and responsiveness demanded of them. Agency management recognizes its special obligation to Agency employees and undertakes to ensure that the rewards of service are commensurate with the obligations the employees have assumed. Managers are selected and judged on their ability to inspire enthusiasm, assist their subordinates in professional growth and in the accomplishment of their jobs, and promote excellence based on their own performance. Consistent with the guidelines of the organization, decisions are made by the people closest to the problem and at the lowest feasible rung on the organizational chart. People at all levels have the same stake in the organization and its mission, the same obligation to improve our performance, and the same right to be treated with respect and consideration.

While the Agency is made up of many diverse components, it is critically important that each component, whatever its function or location, nurture its appreciation for the responsibilities of other components and the relationship of each element to the whole.

Our continued access to foreign information requires protection of our sources and methods. Those who provide information, advice, and assistance to us in confidence can trust our ability to keep secrets. Security of operations must be a paramount objective of all our employees.

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Covert action must be consistent with overt foreign policy objectives ultimately backed by the political will of the people of the United States. It should be carried out in the most effective manner, yielding the desired results; in the contrary situation, prompt consideration should be given to terminating such unproductive covert action activity.

Our results are measured primarily by the satisfaction of our main consumers, the President and his national security cabinet secretaries and advisors, with the value, relevance, and timeliness of the intelligence and operational products that they receive. In delivering this service, we realize the need to keep the costs as low as possible and our methods within the legal framework of the United States.

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14 February 1984

MEMORANDUM FOR: Chief, PCS

FROM:

[Redacted]

25X1

SUBJECT: Follow-up to DCI Speech

REFERENCE: DDO Memorandum of 25 Jan 1984, Same Subject

Attached are the comments of [Redacted] on the follow-up to the DCI's speech. Also attached are [Redacted] suggested changes in the draft POCM paper, along with a copy of the draft submitted by DO Working Group of POCM Graduates.

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[Redacted]

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SECRET

MEMORANDUM FOR: [REDACTED]

25X1

FROM: [REDACTED]

SUBJECT: Statement of Mission and Goals for the DCI

1. The [REDACTED] met on 14 February 1984 to discuss the draft statement of goals and principles prepared by the DCI's Staff. Rather than comment on the various modifications proposed for that particular draft, I would note that there is a far more satisfactory formulation of purpose already prepared by a group of Program on Creative Management graduates. I am attaching a copy, but [REDACTED] will be able to provide you with additional details on this draft, should you desire any.

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2. There was general agreement [REDACTED] that the POCM draft is an eloquent and comprehensive statement of our missions and goals. A number of suggestions were made, however, as to additions which would make it an even more effective manifesto. I include them in no particular order of priority:

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--There should be greater emphasis on the responsibility of senior management to CIA personnel. Without a greater perception that management is making a sustained effort to improve benefits and recognition, it will be increasingly difficult to recruit and retain suitably qualified personnel.

--In the first paragraph, there should be an explicit statement that the intelligence we produce is totally objective and free of political bias. That is, the current statement--next to last sentence in para one--is not strong enough.

--At some point in the statement, there should be reference to unique aspects of our organizational structure, and to the way in which the different directorates must interact.

--There should be reference to a "one agency" concept--that is, within constraints imposed by the need-to-know principle, there must be maximum coordination among the various components of the Agency.

SECRET

SOME SUGGESTED CHANGES IN THE POCM DRAFT BY

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(FOLLOW-UP TO DCI SPEECH)

We are dedicated to being the finest intelligence service in the world. We strive to reconcile the inherent contradiction of a secret intelligence organization in a free society through personal discipline and integrity. Our most important resources are talented, creative, and highly motivated people and the exploitation of state-of-the-art technology. Our goal to produce the highest quality intelligence free of politicization.

MISSION

Our mission, remaining within the guidelines of our constitution and laws and consistent with the principles on which our democratic society is based, is to provide U.S. Government leaders with:

- accurate intelligence necessary to protect national security and to enable them to make informed decisions, anticipate change, and undertake effective policy planning;
- the information and forewarning necessary to protect U.S. interests from the hostile activities of foreign intelligence services and international terrorist groups;
- support for U.S. foreign policy through special activities to complement and/or supplement normal diplomacy;
- coordination of the U.S. foreign intelligence effort.

BELIEFS AND STANDARDS

To accomplish our mission we must develop and maintain a positive work environment which fosters both individual and organizational integrity, discipline, creativity, productivity, and commitment.

The challenge of being the best intelligence service in the world requires that we make unusual demands on our people. Therefore we recruit only the best for our service. We promote excellent performance by offering challenges to our personnel to be creative, supporting responsible risk-taking, and rewarding those who show resourcefulness, integrity, and dedication to duty. Essential to fostering and maintaining the excellence of this organization is the role of our managers in providing leadership

by example and in demonstrating qualities of good judgment and fairness that help to motivate our people to reach their goals.

We provide our people training for the enhancement of skills and expertise unique to the intelligence profession, and to encourage the overall development of the individual and the continuing improvement of the organization.

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S E C R E T

14 JAN 1984

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MEMORANDUM FOR: Chief, Policy and Coordination Staff

FROM:

25X1

SUBJECT: Follow-up to DCI Speech

REFERENCE: DDO's Memorandum dtd 25 January 1984; Same Subject

25X1

The following comments on the DCI's speech and his desire for an updated and improved goals statement for the Agency represent a synthesis of [] and Headquarters reactions, as well as some of my personal thoughts about applying the tenets of In Search of Excellence to managing the activities of CIA. These comments are incorporated in edited versions of the various entries of the exemplar prepared by the DCI which was sent out in the recent worldwide telepouch. In keeping with the example of brevity suitable for such precepts, most of the suggested additions and changes are fairly succinct.

A. Goals, principles, standards, and purpose: To provide timely, accurate, comprehensive, and objective intelligence to policymakers and to undertake other activities as directed by the Executive Branch in support of national interests.

B. Organization: The Agency is made up of dedicated professionals organized in operating components that are critically dependent on one another to support their individual and joint activities. Free, open communication between employees fosters a sense of teamwork and is essential for accomplishing the Agency's goals. The purpose of such communication is to ensure that the various members of the Agency team profit from the others' input and perspectives.

S E C R E T

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S E C R E T

C. Ethics: Our activities are conducted under the Constitution and according to U.S. laws. The sensitive, demanding nature of our work is such that every member of the organization must be aware of and obey the letter and spirit of this legal framework, and exhibit the highest degree of integrity and responsibility in job performance and personal conduct.

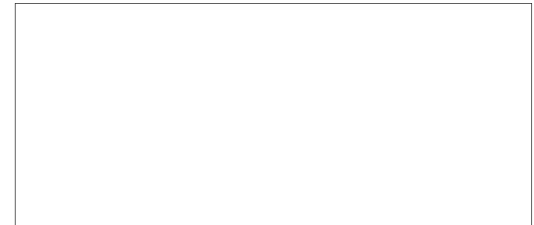
D. People: The Agency's people are its main resource and the root of its capabilities. The strength of the organization is dependent on the quality of its employees, their identification with the importance of the Agency's goals and its unique place in government, and the degree to which the organization develops the professional potential of each employee. Employee skills are developed through challenging assignments and training, and accomplishments are rewarded through promotions and non-monetary forms of management and peer recognition. Management personnel are selected for their ability to inspire enthusiasm and promote excellence based on their own performance.

E. Management: The Agency's operating style is to foster initiative, creativity, and a sense of organizational responsibility and duty among its employees. These attributes are encouraged by allowing the individual considerable freedom of action in attaining the organization's objectives, while requiring efficiency, accountability, and results at all levels.

F. Measure of results: As a public service, the Agency does not have the standard measures of profitability and capital value available to private industry on which to measure results. Results can be gauged by the reactions of policymakers to the Agency's intelligence products and other activities it undertakes to protect national interests, as well as by careful, selective use of qualitative and quantitative standards in judging the performance of individual employees.

S E C R E T

- G. 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 and sense of purpose in employees and recognition of accomplishment
 - Use of the most effective technologies in gathering, analyzing, and disseminating intelligence
 - Capability and flexibility in meeting difficult, sudden challenges
 - Leadership and recognition as the best intelligence service in the world



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CONFIDENTIAL

15 FEB 1984

MEMORANDUM FOR: Chief, Policy and Coordination Staff

FROM :

25X1

SUBJECT : CIA Goals and Objectives

REFERENCE : DDO memorandum on this subject to DO divisions and staffs, 25 January 1984

1. suggestions for inclusion in a statement of CIA goals and objectives are forwarded herewith. They are the product of thought addressed to this subject by personnel at all organizational levels in response to the DCI's 24 January message.

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2. Attachments are presented under the same subject headings used in the exemplar statement provided by Reference. They are arranged on separate pages to assist their editing and incorporation with submissions by other components. A summary of "thoughts and recommendations" which developed in the process of formulating the goals submission is also attached, per the DCI's speech request.

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Attachments:

- suggestions
- Thoughts and recommendations

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Statement of Goals, Principles and Standards for CIA

Purpose:

We strive to be the best national foreign intelligence service in the world based on criteria of intelligence accuracy, timeliness, and relevance to the national interest; special activities and counterintelligence effectiveness; high ethical standards; and cost effectiveness.

We collect relevant intelligence information through human and technical sources on issues of significance to U.S. policymakers, especially the President and National Security Council.

We analyze this information to produce the most objective, timely, comprehensive, and useful intelligence possible, which must then be presented in effective forms to our broad range of customers.

We engage in authorized covert action operations in support of specified U.S. foreign policy objectives and combat anti-U.S. activities by hostile foreign powers.

We undertake counterintelligence actions to protect the security of our clandestine activities and neutralize hostile foreign intelligence services' operations.

We facilitate the use of our intelligence product by policymakers in current decisionmaking.

We carry out numerous support activities to help achieve our collection, analysis, covert action, and counterintelligence missions.

Statement of Goals, Principles and Standards for CIA

Organization:

We are one Agency. Our operating elements are interrelated and depend on one another. We respect each other's responsibilities and work together toward the successful accomplishment of the Agency's mission.

We integrate all Agency components into a cooperative and cohesive working relationship to produce comprehensive and accurate intelligence product for our customers and timely, effective accomplishment of special activity tasks.

We encourage new ideas from the bottom up and, within the constraints of security, a free exchange of information.

Statement of Goals, Principles and Standards for CIA

Ethics:

Because of the nature of our work, our moral and ethical standards must be higher than those commonly demanded of others.

We foster and reward a high degree of ethical awareness, moral responsibility, and sensitivity to the proportionality of means to ends.

We remain constantly aware of the moral quality of means which we use to oppose totalitarian systems, realizing that indifference to means can make our efforts morally indistinguishable from the evil which they are meant to oppose.

Our activities are conducted in accordance with the Constitution and U.S. law. Each of us must adhere to both the letter and the spirit of the law. CIA employees have historically been held to the highest standards of integrity. Anything less than a total commitment to these standards is unacceptable.

Ethical conduct cannot be assured by written policies or codes; it must be an integral part of the organization and a deeply ingrained tradition.

Statement of Goals, Principles and Standards for CIA

People:

CIA's mission requires special people. We are self-starters. The mission itself renews us. We are accomplishment-oriented.

Our people are our major basic resource. We respect and support each other and demand of ourselves the highest quality performance and effort. We are skilled professionals at all levels.

Professional innovation and sustained quality performance are to be both stimulated and rewarded at levels equalling or exceeding those of the rest of government and the private sector.

We believe that the value attributed to ideas should be a function of their quality, not of the station of the person originating them; that truth must never be the victim of preconception or political expediency; and that conformity is not to be confused with merit.

The Agency's strength depends on the quality of its people, and its future depends on the opportunities it affords for their professional and personal growth. Short term expediency must not interfere with the required capital investment in our people for the longer term.

We have a supreme duty to protect the security of our personnel, intelligence sources and methods, and all U.S. clandestine and covert intelligence operations.

We take pride in our traditions, our past successes and those who achieved them. We seek to add to this honorable tradition and pass on our experiences to new generations of employees. We honor and revere those who have fought and died in the line of duty.

Statement of Goals, Principles and Standards for CIA

Management:

Authority and responsibility reside at the lowest possible level consistent with common sense. Creativity and individual freedom of action are encouraged. Participation, efficiency, accountability and results are required. We manage ourselves honestly and compassionately. We reward performance.

We make coherent intermediate and long-range plans and make decisions based upon such plans. At least annually, we shall define, update, and articulate the Agency's perception of future conditions, both organizationally and worldwide, and state our intentions for action in the context of those conditions.

Management by example is our watchword. Managers are selected for their ability to inspire enthusiasm and to promote excellence in pursuit of Agency goals based on their own performance.

Management understands that its obligations and responsibilities to its employees are equal to, if not greater than, those of the employees to management. Loyalty downward as well as loyalty upward is our standard.

Supervisors streamline procedures and fight the tendency of large organizations to become complex, rigid, and slow-moving; they are mission-oriented but sensitive to the human dimension.

We strive to maintain superiority in scientific intelligence collection.

We seek primacy in the expeditious control and processing of information through modern technological applications.

We are responsive to public inquiry to the extent that the security of our personnel and operations permits.

We do not attempt to fix something which is already working well.

Statement of Goals, Principles and Standards for CIA

Measurement of Results:

We regularly measure all activities, institutions, and personnel in terms of their cost effectiveness and contribution to objectives defined in consonance with national policy.

Our results are measurable in the satisfaction of our customers; in the value, relevance and timeliness of the intelligence support they receive; and in the effectiveness of our counter-intelligence and special activities programs in supporting U.S. Government policies.

We avoid overquantifying in measurement of task performance and focus on the quality of our mission performance.

We do not allow increases in budget, staff, or the general level of motion to be perceived as progress unless accompanied by proportional increases in productivity.

Thoughts and Recommendations

Making an office more responsive starts at the top. Senior officers should share their concerns and goals with junior officials.

There is a need to regain lost flexibility and the imperative that we not become just another government bureaucracy. It seems that, despite our special missions and responsibilities, we are often treated like HUD or HHS employees.

"Professionalism" must be our watchword. All employees need to be reminded that we are special and that our standards and responsibilities are the highest. We translate this into action by treating every employee, regardless of rank, as an equal member of an elite organization.

The other side of the coin is to demand of all employees, regardless of rank, the highest level of performance every day. Our decision-making structure and the accountability procedures need to be streamlined. We need a greater willingness on the part of senior management to delegate responsibility.

We hire the best we can, but "in the trenches" there is the feeling that we are often being "second-guessed" by senior managers.

Management over the past couple decades has allowed itself to dictate requirements to its personnel without sufficient consideration of the resources needed to accomplish them. Collection and analytical shops in the Agency should never be instructed to take actions beyond resource envelopes or required to make the engine turn faster than it is securely able.

If the Agency performs to the highest standards it sets for itself, it is not necessary to seek "recognition." Recognition will come without seeking it. (See DCI's "Standards" paragraph.)

We must attempt in every way possible to avoid falling into the pit of partisan politics. We have come dangerously close in recent times to falling over the line.

A secretary is still viewed by many at senior levels as a second-class citizen. This is outrageous, and the mindset must be changed.

Cover and protection of our officers and personnel abroad is inadequate. Our ability to operate effectively under cover can only be improved when the attention of senior management focuses more closely on the problem. Otherwise, some will view cover as a joke.

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C O N F I D E N T I A L

2 February 1984

CIA GOALS, PRINCIPLES and STANDARDS

The following statement of goals, principles and standards is based on the belief that everything the Central Intelligence Agency is and does reflects the qualities of its people. While intelligence targets and requirements may be established by other government entities, the direction and initiative to get the job done comes from within. The end product or completed action can be an outward measure of excellence. Seldom, however, will any one of us or any one of our customers realize the extent of individual contribution which goes into that product. The contribution made by each of us is the true measure of excellence.

GOALS:

Collection, production and dissemination of the highest quality of intelligence possible, while maintaining the integrity of our organization, will continue to be our primary goals. This requires the best effort, day-to-day, that each of us is capable of. Only through our individual efforts can the Central Intelligence Agency continue to provide the best possible intelligence product to the leaders of our country and maintain the strength to meet the challenges of the future.

PRINCIPLES:

Recognizing that our people are our most precious commodity, we will encourage, nurture and reward them: Encourage each to realize their potential; nurture each toward organizational as well as personal goals; reward each for his enthusiasm, innovativeness, involvement and ability to get the job done.

STANDARDS:

The CIA's standard of performance originates and is perpetuated from within. The strengths of each of us have set the mark of performance quality. The integrity of our Organization is built by the high standards which are the first quality of our people. The unique abilities, honesty and personal integrity of each of us has combined and grown stronger from our association with each other. These high standards are truly seen in the quality of the intelligence product of our Agency.



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C O N F I D E N T I A L



OUR MISSION

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To seek, know, and understand the truth about world situations, the conflicts, interests, and intent of nations friendly as well as hostile to the United States; to provide this useful and accurate information to policy makers and a broad range of consumers to use to preserve and protect our nation's security and economic health. By knowing, understanding, and acting on the information which we provide, our country will continue to be a secure, free, and well-informed nation.

Excellence in our Agency is achieved through hiring the best people and through the exploitation of state of the art technology.

To achieve our mission, individual and organizational honesty and integrity must be of the highest order. We must be loyal to the principles upon which the Agency was created. We must seek and keep employees who are dedicated to the philosophy of ensuring that we are the best intelligence service in the world.

OUR OBLIGATIONS TO OUR COUNTRY

We operate within the framework of the constitution and the laws of this land, always mindful of the fact that we are public servants of the American people. The intelligence we produce ultimately contributes to enhancing our country's strength and leadership among nations and exemplifies ourselves as a freedom loving people.

OUR OBLIGATIONS TO OUR EMPLOYEES

Recognizing that people are our most valuable resource, the Agency seeks to give employees a variety of opportunities to develop their skills and further their contributions and careers. The Agency strives to provide an atmosphere in which the imagination, enthusiasm, hard work, knowledge and self-discipline are rewarded through opportunities for advancement, financial growth, long-term careers and personal satisfaction. We must provide leadership that, by example, inspires trust, generates enthusiasm, and motivates each employee to contribute individually and corporately with high personal integrity and professionalism. To achieve our mission, our people will be called upon for individual and family sacrifices. We must ensure that these personal and family risks are recognized.

We have an obligation to provide our employees with a variety of opportunities to develop their skills and further their contributions and careers. Unique training needed to accomplish our mission and the training required to develop or enhance the skills and capabilities required for personal growth and organizational demands will be provided. We will provide the environment needed to persevere and promote individual dignity, reward creativity, individual achievement and responsible risk-taking.

To meet the demands placed on our organization, we recruit employees from diverse cultural backgrounds. We must, therefore, adhere to the principles of equal opportunity and affirmative action encouraging and rewarding excellent performances.

RESULTS

Results of our success are measured in how accurate, timely, and valuable our product is. The measurements are reflected in the sound judgments made by our policy makers and our President in protecting the security of our nation and in our economic growth and continued prosperity.

Central Intelligence Agency

PURPOSE: To provide intelligence support to those who are required to preserve and protect the national security.

In accomplishing this goal, we must all work together to ensure that the services we provide are timely and that the information collected, analyzed and disseminated is accurate and presented in such a way as to be effectively utilized. Regardless of the individual grade, position, or task, we should all strive to do our part to achieve this purpose.

ORGANIZATION: A group of diverse elements capable of operating independently in individual efforts but which continually work as a single unit to achieve a perfect product. (A secure, well informed nation.)

Each element in an organization such as ours must accept and carry out its own responsibilities while providing support to the others. We respect each others departmental and national responsibilities and yet work together to achieve the organizational purpose.

ETHICS: Our activities as an intelligence organization are conducted under the Constitution and laws of the United States of America.

Given the sensitivity of our mission, honesty and integrity must be of the highest order. In order for the organization to have the respect necessary to function effectively, each individual within the organization must be honest and loyal to the principles upon which the Agency was created. We must be sensitive and adhere to the spirit as well as the letter of the law in all that we do and say. In our jobs our actions toward national security is decreed by law, in our personal lives our actions should be determined by our love for our country and our wishes to present ourselves proudly as representatives of that country and its government.

PERSONNEL: CIA's people are the root source of its capabilities.

In today's automated society, we often lose sight of the abilities and strength of the people. It should always be recognized that without people CIA would cease to function. Automation helps in faster processing of the intelligence obtained by people. CIA personnel are of the highest quality and must remain so. The success of the organization is dependent on continuing to provide each individual the opportunity to grow personally and professionally. In order to hire and retain the quality of personnel required by an intelligence organization of this magnitude, positions should be filled on the basis of ability and grade levels should be commensurate with the position occupied. Skills should be recognized and enhanced through training. Interests should be fostered through travel and assignments. Management personnel should strive to inspire enthusiasm and promote excellence by setting a good example. Managerial ability and performance should be of the highest quality in order to motivate others to give their best.

MANAGEMENT: Dedicated to operating an efficient and effective organization.

CIA style of management is to foster initiative and creativity by allowing the individual freedom-of-action in attaining well-defined objectives. It has already been established that CIA was created to provide intelligence support and that we must operate under the law. CIA encourages the individual to try new procedures and methods without being intimidated by outdated traditions while being aware that efficiency and results are required.

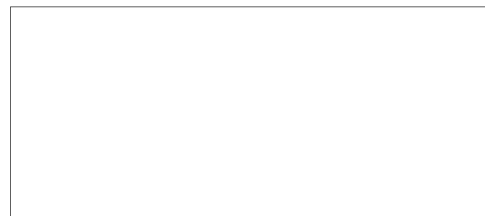
MEASURE OF RESULTS: Respect afforded to CIA by the world-wide Intelligence Community

Business organizations measure results in profits, we as an organization dedicated to providing intelligence must be judged or measured by how fast and accurately we support others. Does the world recognize CIA as the most effective intelligence organization? Are mistakes in analysis infrequent? Is the information and support provided something they can use or just something provided to get the customer "off our backs"? If the information is accurate and timely, is it presented in such a way as to allow for understanding and effective use?

OBJECTIVES: To exemplify excellence as an intelligence organization.

As with industry, the foremost attribute of each individual employed by CIA should be the ability to "care" - for the job, for how it's performed, for how others perceive your performance and for your country and its government. With this attitude by the individuals, everything else the organization needs to achieve excellence will come automatically. As an organization our performance, ethics, and integrity will be above reproach and we will be recognized as an organization devoted to utilizing the most effective skills and technologies and having the capability and flexibility to meet any challenges. In reality CIA will be recognized as being the best intelligence service in the world.

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7 February 1984

MEMORANDUM FOR:
FROM :
SUBJECT : Follow-up to DCI Speech

STAT

1. The following contributions are forwarded for your possible consideration for incorporation into the response to the DCI's charge in his recent address.

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2. The sections on People and Management of the CIA's Statement of Goals, Principles and Standards might be expanded to include something on the special dynamics of CIA employees and management style. We would suggest something along the following lines:

People: CIA's work product has an impact on the Government's foreign relations and security interests that is out of all proportion to the Agency's relatively small size. Thus, CIA employees with drive and imagination have a unique opportunity to help protect their country's vital interests more directly and dramatically than they might have elsewhere in the Government. Historically, this opportunity has been a source of incentive, pride and satisfaction for Agency personnel.

Management: A major element in CIA's operating style is its determination, free of bias, combined with a "can do" attitude which allows for a willingness to weigh opportunities and risks in tackling controversial issues and considering unorthodox solutions in furtherance of CIA's mission.

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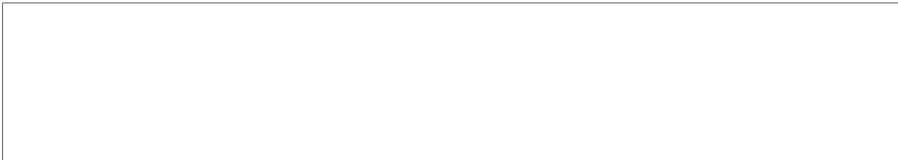
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3 February 1984

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MEMORANDUM FOR:

FROM:



SUBJECT: Statement of Goals, Principles, and Standards for CIA

REFERENCE: John Stein Memorandum, "Follow-up to DCI Speech", 25 January 1984

Herewith some suggested additions/changes as requested (suggestions underlined):

Purpose: To provide accurate, comprehensive intelligence support to the President of the United States, to his Cabinet and advisors, and to a broad range of U.S. Government consumerspurpose.

People: CIA's people.....assignments; management personnel are selected for their leadership qualities and for their ability to inspire loyalty and enthusiasm and to promote excellence based on their own performance and example.

Measure of Results. Business organizations measure results.....Those results come from the qualities of its people and their creativity, dedication, and success in utilizing resources, human and other, as well as the latest technology to collect, analyze, and apply information and judgement.....value these results.

Standards. We seek to exemplify in everything we do:

- _____ A strong sense of mission;
- _____ performance.....;
- _____ ethics.....;
- _____ development of outstanding skills, confidence personal leadership abilities, and other personal resources in our people;

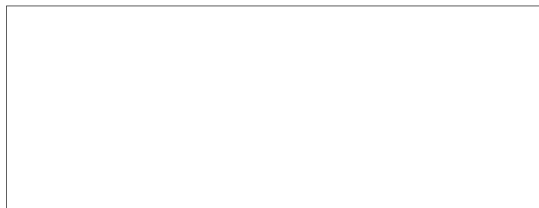
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_____ utilization.....;

_____ capability.....;

_____ leadership as an Agency and recognition as
the best intelligence service in the world.



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C O N F I D E N T I A L

SUBJECT: Agency Goals, Principles and Standards.

FROM:

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Purpose

To collect intelligence on a broad basis; to produce information reports that are responsive to national security needs and to undertake activities that are consonant with Presidential and Congressional purposes.

(Note: While CIA's collection mission should be broadly based, albeit limited by priority objectives, its reporting cannot do justice to every conceivable consumer. Somehow, the number of consumers must be limited in order not to extend CIA's resources over the entire possible area consumer interests. The importance of Congressional oversight in CA activities should be noted.)

Organization

The organizational structure of CIA emphasizes the interdependence of all components and delegates the maximum authority to the lowest components.

Ethics

The mission of the Agency is diverse and global. It calls for performance of duty in areas of the world that can differ vastly from the United States in their cultural backgrounds and ethical standards. Under those circumstances a high ethical and moral standard is paramount and all actions must be in accord with the letter and spirit of our Constitution and laws.

(Note: The conflict between adherence to U.S. laws and conducting operations abroad that often are incompatible with host country laws can only be resolved by personnel with high ethical and moral standards.)

People

In a highly specialized and often technical environment in which the Agency must carry out its mission, the skill of its people is key to the success of that mission. The recognition of existing skills and the development of skills necessary for particular assignments is fundamental to the personnel policy of the Agency.

(Note: The Agency still regards area knowledge as an art that can easily be acquired and is satisfied to provide language and other training to meet minimum standards. In filling the needs of its technical staff, however, the Agency would not consider assignments of persons to run computers who are not expert in that

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field. It would regard the transfer of such a person to a non-technical field as wasting the employees talents. On the other hand, a person who has acquired good area knowledge in one place is believed to be able to function as easily in another, often unrelated area.)

Management

Management is key to engender the highest level of performance by employees. The assignment of personnel to management positions is based on ability, creativity, and leadership qualities.

(Note: The rotation of top managers from one position to what often is a similar position does not produce creativity. Well worn ideas and management styles simply are transferred to the new position. This reduces significantly the chances that new approaches are tried, or that entrenched methods of operation are challenged. One minimum requirement for reassignment to another management position should be an appropriate tour of training.)

Measure of Results

While clearly a measure of results is customer satisfaction, a measure of superior results would be the anticipation of customer future needs. An intelligence activity in particular must record not only the observable, but must alert the customer to changes that might affect national interests. Therefore, the Agency has to set aside resources not unlike those of a commercial firm that are dedicated to theoretical problems. The results of such theoretical explorations must easily be transferable to an operating component for a determination of possible applicability.

C O N F I D E N T I A L

STATEMENT OF CIA PRINCIPLES

Goal: We will provide timely, reliable intelligence support to the United States Government - to promote the security and prosperity of our nation.

Achievement: Our success will be measured by the appraisal of our product by U.S. policymakers and, ultimately, by the success of our Government in achieving its foreign policy and national security objectives.

Conduct: We will conduct our activities with uncompromising integrity and in adherence to U.S. law.

Organization: Directorate and component autonomies will be respected, under general guidelines that will cause us to work closely together, as one Agency, in pursuit of common purpose.

Management Style: We will stimulate initiative and innovation by permitting maximum individual freedom of action toward established objectives, while requiring accountability, cost-effectiveness and results.

Personnel Management: Supervisors will enlist talented people, provide professional growth opportunities, inspire enthusiasm, encourage judicious risk-taking, and ensure that excellent performance is recognized.

Aims: We aspire to be the best intelligence service in the world; to maintain our special esprit and pride of mission; to employ the most capable, dedicated people; to use the most efficacious technologies; to avoid bureaucracy; and to meet unexpected challenges, as well as planned tasks, with a 'can-do' approach.

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13 February 1984

MEMORANDUM FOR: John H. Stein
Deputy Director for Operations

FROM:

[REDACTED]

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SUBJECT: DCI Request for Component Views
on Agency's Quest for Excellence

The following represents a collection of [REDACTED] solicited views and comments regarding the DCI's quest for a statement of positive purpose, a search for excellence and a motivating direction for the Agency's future path. All members of [REDACTED] were given the opportunity to digest the DCI's speech, and the accompanying private industry methodology, and provide individual insight into the means, standards and characteristics which we, as a major influential governmental body, should give forth. [REDACTED] contribution to this effort is spelled out in a consensus of opinion and views, as opposed to a lengthy list of insignificant points.

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1. Motivation steers independent thought, creativity, the drive to excellence, the inspiration to enthusiasm, the need for meaningful achievement, and the promotion of a lofty ideal and image. Consensus of views indicate that we as an Agency are remiss in our collective ability to motivate properly through appropriate recognition for achievement. Our bureaucratic ways, even within the Agency, tend to stifle motivation. A need exists for a profound analytic effort to see where we are missing the boat in this area. The absence of the proper and effective forms of motivation equate to less than enthusiastic performance and pride in accomplishment.

2. Enhancement of the Agency's role and, in particular, our public image. It is strongly felt that the public at large possesses a poor image of the Agency, and an absolute ignorance of what we do, generally how we do it, why, and what is our contribution to national security and the promotion of ethical foreign policy. Obviously the percentage, if a poll were to be taken regarding the meaning of "Intelligence", would be rather low indicating lack of comprehension; this would probably be the result even if the poll were taken among the well educated. The perception of what we are about almost does not exist, save for the James Bond image. We are in dire need, for a long time now, of a strong public reeducation process which would assist public acceptance of what we attempt to do. It helps to amass proponents, not opponents. The education process can be accomplished without having to sacrifice sources and methods, etc.

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ADMINISTRATIVE/INTERNAL USE ONLY

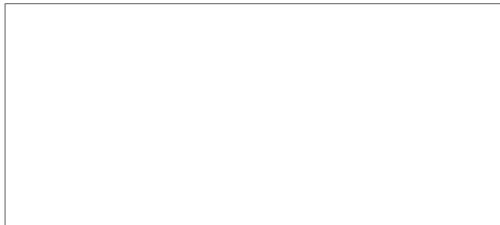
3. Leadership shortcomings, Agency as well as Governmental. No place for politics. The absence of really strong, effective leadership among too many managers and supervisors continues on a regular basis to undermine our ability and talent to produce to our limits. Indecisiveness, red tape, need for authoritarian supervision, buddy system, patronage appointments, etc. in the area of management are not attributes which contribute to motivation and the sense of accomplishment. Impedes the striving to excellence. Managers and supervisors should be assigned on the basis of their ability to manage effectively, efficiently and with the goals and objectives of the Agency in mind. Leadership is a prerequisite for motivation, accomplishment, pride and team effort. We suffer from this greatly. Too many "leaders" are in position only thru friends, by virtue of having been in the office for a long period. It's long over due for us to select managers, supervisors and leaders based on nothing but their inherent demonstrated ability to manage, supervise and lead.

4. Objectives, standards, goals and characteristics of excellence are dimmed by Administration (both parties) absence of praise for the Federal establishment, i. e. the government worker. Continued attacks and harrassment of the federal work force by the administration, the media, OPM, etc. does little to foster characteristics of excellence. Even IBM, GM and other giants of industry would have difficulty motivating their work force, when continually under fire from all avenues.

5. It is collaborated impression that adherence to the above ingredients would immeasurably steer the Agency in the right direction. However, more than lip service need be paid to these lofty ideals.

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C O N F I D E N T I A L

THE MISSION of CIA is espionage and the production of national intelligence for the USG.

THE PURPOSE OF CIA is:

- to use clandestine and overt means to acquire foreign intelligence and counterintelligence information and disseminate finished secret intelligence to the USG;
- to serve as the covert action element of the USG whenever and wherever USG sponsorship must be protected or denied.

THE GOALS OF CIA are:

- a clandestine service preeminent;
- an intelligence product unexcelled;
- a quality of performance unequalled.

C O N F I D E N T I A L

MEMORANDUM FOR: DCI

As I am sure you will get many brilliant work efficient suggestions I am presenting a completely different idea, but none the less important to produce the highest quality work from a top performance employee.

To relieve office tension I would like to see the physical fitness room completely remodeled and relocated, if possible. Besides being in the bowels of the building, it's among tons of dust and gas fumes from the underground garage.

A good exercise period during the day does wonders for your mind and body, that is, if the environment is good. You become refreshed and relaxed even though you work out strenuously. Mentally you've had a chance to void your mind of pressing matters, in fact in some cases brilliant ideas imerge while running around the track.

As our President, schools and even TV commercials stress, exercise is a must in everyones life, if only we had a healthier climate in which to enjoy our gym.

[REDACTED]
13 February 1984

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MEMORANDUM FOR: [REDACTED]
FROM: [REDACTED]
SUBJECT : DCI Tasking

While the Agency, and particularly the clandestine service slowly navigates its way back from the abyss of the late seventies it would indeed serve a useful purpose, as the Director urges, to pause and reflect on our nature, goals and direction.

The ills that plagued the CIA in the seventies stemmed as much from internal weakness as from a growth in the complexity and scale of the global threats that assailed us. That weakness derived in part from a conscious, even welcome surrender to managerial and technological values that inexorably eclipsed individual creativity and initiative. One unfortunate result was a general feeling that the CIA had allowed itself to evolve into another faceless bureaucracy where careers and paperflow became the benchmarks for success. We lost that special quality that set us apart from the bureaucratic mainstream. At the same time, the Public mood soured on the Agency as a result of publicized disclosures fed by the left and other misguided do gooders of abuse or irresponsible behavior. The cauldron of suspicion and mistrust in which the Agency found itself encouraged an internal atmosphere of indifference and cynicism which emboldened the Agees, Stockwells and Snepps to 'expose' their own twisted interpretations of events. Under the leadership of the present administration, we have regained much of the equity lost during the convulsions of the seventies.

In searching for a standard to guide us into the next century, it would be wise not to unlearn these painful lessons of the past. We should resolve to distinguish between management and leadership. Let managers manage resources and

leaders devise tactics and strategy. Let us never again accept mediocrity as a convenient expedient. Above all, let us not lose sight of the importance of the human factor in the collection of intelligence. While technology certainly has a major role to play in our business, it is but one of many tools, and can never fully displace the individual. That the Agency's most important asset is the quality of its personnel few would dispute. Let us not fear innovation or experimentation with new personnel management techniques. We should not compromise our high standards for employment with the Agency but at the same time welcome and carefully weigh the value of new approaches in managing people.

CIA is and always has been much more than the nation's intelligence watchdog. Its unique blend of people and diverse skills creates an atmosphere that encourages the interaction of some of the most talented and analytical minds in political science and one where patient scholarly study and research is carried out in pursuit of worldwide security. The Agency's principal weapon is the quality of its people and a commitment to them is the process that helps crystallize ideas into bold, exciting programs and initiatives.

C O N F I D E N T I A L

6 February 1984

MEMORANDUM FOR: The Honorable William J. Casey
Director, Central Intelligence Agency

SUBJECT : In Search of Excellence

Your charge to foster and encourage excellence in the Agency caused me to focus on the inculcation of excellence in our most important asset: the Agency employee. In twenty-two years of Agency service (half overseas), I have been struck by the dedication of the Agency employee: clericals serving many thousands of miles from home; technicians plying their craft under difficult and dangerous circumstances; and, officers risking (and often losing) their lives to acquire the information that is so essential to the Agency's mission. If success equals excellence, then it would appear that the Agency already possesses an abundance of excellence in the quality of its personnel. If this quality already exists, it is incumbent upon us to nourish other qualities such as honesty, dedication and loyalty, if we are to foster excellence in future generations of Agency employees.

Historically, our employees have made sacrifices for the privilege of serving the Agency. Most of us served proudly, however, we are not so sure future employees will respond to the call, unless certain conditions associated with Agency employment change. For instance, an atmosphere of negativism toward this Agency has had deleterious effects on morale, initiative and productivity. Esteem, recognition and a sense of accomplishment can help our employees stand tall in the face of slanderous attacks from our detractors.

Hundreds of thousands of civil servants are compensated at the same rate as Agency employees, yet no other department or agency requires nearly as much from its employees as this Agency. Why should General Schedule (GS) employees at the Bureau of Mines or on the U.S. Metric Board earn the same as an Agency employee, when we are subjected to higher employment standards, i.e., intensive background investigations and polygraph testing prior to and during employment? Furthermore, since this Agency hires and fires on the basis of lifestyle, employees who meet the standards for continued employment should be rewarded accordingly. It is the view of the majority

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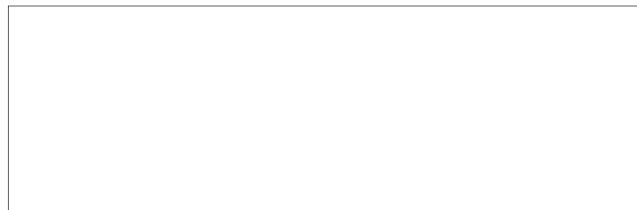
C O N F I D E N T I A L

of my colleagues that our security procedures are necessary to ensure the integrity of the Agency; however, we also feel that the additional responsibilities should be acknowledged by additional compensation. The Foreign Service utilizes a special pay scale to recognize its personnel (and they don't take polygraphs); why not institute a similar policy for the Agency?

During the last two decades, the Agency has been blamed for practically every evil visited upon this planet except cancer. We have taken abuse from the fourth estate far out of proportion to our role in world affairs. As members of the "silent service," we are forced to "take it on the chin" and "turn the other cheek." (I have often been tempted to defend the Agency on issues of "illegality" or "impropriety"; however, since I cannot reveal my Agency affiliation, I have had to suffer in silence.) The vast majority of Agency employees (hardworking, honest and God-fearing), are concerned about the constant carping of the press. We recognize that there are malcontents in the Agency, and they should be exposed and expelled; nonetheless, the reputation of the majority should not be determined by an unprincipled minority. In response to the public perception that we operate "outside of government," it would be good for morale if the American public understood that we work within the system. Such action would certainly reinforce pride in our employees. And would not renewed excellence follow pride?

It is suggested that you institute a continuation of the "search for excellence" theme by requesting annual recommendations (perhaps in essay form) from all levels of the Agency. Employees who distinguish themselves by providing new initiatives on excellence would benefit by participating in the creation of Agency philosophy concerning this important matter. Certificates of Achievement or some other form of recognition consistent with the Agency's Suggestion Awards Program could be awarded these employees.

We appreciate this opportunity to make our views known to you.



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C O N F I D E N T I A L

SECRET

8 February 1984

MEMORANDUM FOR:

25X1

FROM :

SUBJECT : DCI Tasking

1. In the DO, I think we have created an unnecessary bureaucracy with regard to the management of our people, one which dampens the competitive spirit and encourages mediocrity. In this age of limited resources, coupled with an international arena growing in complexity and hostility, we must do everything in our power to foster an environment where these resources are used at peak efficiency, an environment where it is inherent that our intelligence product be as fine as it can be. If we indeed are "In Search of Excellence", we should have the courage to recognize and deal with the realities of our current personnel management system.

2. My general suggestion is to institute a system similar to that of the Civil Service, a system which pays an employee according to the position occupied. There are several points to be made in this regard, affecting competition and fairness, but above all, the strength and efficiency of CIA:

a. There is nothing more frustrating than working side by side with an individual as many as two grades higher, both occupying the same position, yet receiving a vast difference in compensation. In many cases, the junior grade employee is more productive and qualified. This difference in pay cannot be justified.

b. The panel system drains tremendous resources and produces a highly questionable product:

1) Personnel files used in panel deliberations are in many cases fairy tales. Job descriptions are overblown as well as employee performance. It is human nature that supervisors tend to overlook the weaknesses of an employee and shy away from officially recording those weaknesses. The supervisor who possesses that courage and sense of duty, destroys the employee's chances of reward while the employee of a meek supervisor reaps the benefits.

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2) Panel members have no direct stake in the employees they are promoting. Panel members have a tendency to be unduly compassionate and sympathetic, especially to employees with long time-in-grade. This is in direct conflict with the competitive spirit. Panel members do not have to work with employees elevated to grades they neither earned nor were qualified to attain. Employees with short tenure, yet higher performance and potential, cast a wary eye on the system. The result is mediocrity - the prospect of promotion a game of chance.

3. There is a solution to the unproductive mire of the panel system. We can promote the competitive spirit, put the right people in the right positions, and free our employees to do the kinds of things which enhance our intelligence product.

a. An employee should be paid for the position they occupy. The promotion system then reverts to the selection process. When a position becomes open, who has more stake in selecting the most qualified and deserving applicant than the manager who must depend on that employee? Under this system, there would remain a legitimate concern for the "old boy network". However, I believe an awareness exists in this agency, that any form of discrimination is not only unacceptable but detrimental to the performance of our tasks. Sufficient oversight exists at the branch and group level to ensure the most deserving and most qualified are selected to fill vacancies. The right people would be promoted.

4. The institution of this system will render two major accomplishments:

a. The army of DO personnel who administer the current system will be free to work on intelligence matters. Instead of serving on panels, case officers can work on operations. Panel support positions can be used to fill the tremendous void in our IORA program. Our energies should be directed to our intelligence product, not in support of an inefficient, unproductive bureaucracy.

b. Our promotion system will be fair. As in private industry, the best and the brightest will have the opportunity to advance as quickly as their capabilities allow.

5. A personnel/management system should be one which not only provides maximum opportunity and reward for its employees, but one which serves the needs of the organization. Our current

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system does neither. Let us institute a competitive system which lends itself to equity and accuracy in identifying the deserving, but more importantly, one which enhances our ability to provide our policy makers with the most accurate and timely intelligence.

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CONFIDENTIAL

PURPOSE:

To provide accurate, objective intelligence on a wide variety of subjects to the intelligence community and other elements of the United States Government, and to conduct operations in support of national policy.

ORGANIZATION:

The Agency is composed of a number of components that are dependent on one another, but each component must function with a certain amount of independence for reasons of security and compartmentation.

ETHICS:

Agency employees are expected to meet the highest possible ethical standards, both in their professional and personal lives. They must be familiar with the laws and policies governing our activities and be willing to abide by them regardless of the circumstances.

PEOPLE:

Agency employees at all levels must meet high standards of performance and personal conduct. The Agency is also dedicated to the principles of equal employment opportunity and advancement based on merit. It should be the policy of the Agency to recognize the unique pressures and problems associated with our work, and compensate employees accordingly. Agency employees do not enjoy the protection afforded by the Civil Service System, and they should not be bound by the rules governing employees in conventional government departments.

The Agency should attempt to give all employees a variety of assignments and training to enhance their opportunities for personal growth and advancement in the organization.



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MANAGEMENT:

The structure of the Agency is such that the management is decentralized. High level Agency management sets policy, but the day-to-day management of the Agency takes place at a lower level, thereby fostering initiative and creativity at all levels both at Headquarters and in the field. While efficiency is always a goal, it must sometimes be sacrificed in the interest of the security of our activities.

MEASURE OF RESULTS:

It is not always possible to gauge the results of our activities. Occasionally, a particular piece of reporting or an operation will have dramatic impact on the policy makers, but in general our activities do not lend themselves to precise measurement. We can only strive to satisfy the requirements that are levied on us quickly and as efficiently as possible, and maintain a dialogue with our customers to get constant feedback on our performance.

CONFIDENTIAL

The Central Intelligence Agency is, first off, an organization that is undeniably necessary in order to insure this nation's well-being and security. Our primary goal is to gain the confidence and trust of our customers and assure them that we are providing them the best intelligence possible. Because the overall topic of this paper is very broad, it is my opinion that very little can be gained by my attempting to write in general terms and cover the entire spectrum. Instead, I will focus my attention on one aspect, that dealing with what can be done to improve the quality of our main ingredient in the Agency, our personnel.

The Agency currently recruits young people from the best colleges across the entire country. I have no problem with this tactic and believe that it is necessary in order to keep a continuous flow of fresh talent entering the organization. I believe, however, that often times recruiters are primarily interested in filling quotas and not enough concern is given to the types of personnel that are hired. It is my opinion that many young people are brought into the Agency with very little knowledge of what CIA is about or what efforts or sacrifices will be required of them in order to perform their duties in the manner that is expected of them. I believe more attention should be given to assuring that the right people are brought in and to making sure that new people know exactly what will be expected of them and, conversely, what they can expect of the Agency. I believe also, that we often overlook well qualified personnel with potential who are already in place and who should be considered for the CT program. These people have already been tested and management has an idea of what their capabilities are and the employees know what is expected of them. We are currently spending a tremendous amount of money and effort in attempting to keep this Agency staffed with qualified people. I believe we should go one step further and make sure that those that are brought in know what the Agency is really all about. It would prevent our wasting huge amounts of money on personnel who learn too late that the Agency is not for them, or perhaps worse, to have personnel hang on and give sub-par performances because they really do not enjoy this type work.



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To instill pride in the employees of this Agency more attention must be paid to rewarding them for a job well done. In addition to promotions, special achievement awards and QSI's could be used.

Training employees to give them the requisite skills to move into better positions should be emphasized. The Agency has many resources in terms of people that could be better utilized. These same employees should be given the opportunity to move into positions for which they are qualified rather than bringing in new employees, CT's for example, to fill these jobs.

More attention should be given to taking employees from within the Agency to fill our quota for CT's.

FEBRUARY 1984

A. WHAT WE ARE ABOUT IS: TO SERVE OUR COUNTRY.

B. WE SHOULD PRODUCE AND SEND TO THE PRESIDENT OF THE USA THE FINEST IN INTELLIGENCE PRODUCTS AND ESTIMATES.

C. TO FOSTER AND ACCOMPLISH THESE ENDS MY SUGGESTION IS THAT IN 1984 THE DCI GIVE SOME EXTRA T.L.C. TO ON-BOARD AGENCY EMPLOYEES. REALLY ENHANCE THE MEANING OF "CAREER SERVICE". THE DCI SHOULD ~~NOT~~ RESIST ALL EFFORTS TO REDUCE RETIREMENT BENEFITS, LENGTHEN SERVICE YEARS, OR ~~POSTPONE~~ ^{POSTPONE} COST OF LIVING INCREASES FOR AGENCY STAFFERS, PARTICULARLY THOSE IN CIARDS. I HAVE 31 YEARS OF AGENCY SERVICE, SIX YEARS OVERSEAS, AND STILL GOING STRONG!!! DDO STAFFERS MUST PASS PHYSICAL EXAMS BEFORE DEPARTING FOR ~~OVERSEAS TOURS~~ OVERSEAS TOURS, AND ALSO ANOTHER ON RETURN TO BE QUALIFIED FOR HDQS DUTY. HOW ABOUT SOME EXTRA AGENCY HEALTH INSURANCE, OR EXTRA BENEFITS FOR OUR STRONG PERFORMANCE.? IN OTHER WORDS SOME WORDS INTO ACTIONS.

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Basically, we are accomplishing our main goal of gathering intelligence; and, I believe we are doing a great job. However, I make the following suggestions to help the morale of our country, the Agency and its people:

I believe we could be more of a service to the general public, especially to businesses. It is hard for the DDO to participate in this, but the DDI has much material that is unclassified that businesses could find useful. The general public needs to know more about what we do, without compromising our sources, and this would be one way to do it.

I also think we should counter (if law allows) some of the covert action used against our country. I do not think the Soviets (or whoever) should have free rein to publish anything they want without us making some attempt to show their hand. It's surprising how many people believe everything they read of which they get a one-sided view. Remember, we are what we read.

I must say that we have come a long way from the atmosphere of the 1970's, but I think history could repeat its self, especially under a different administration.

An office with high morale usually produces a better product, and does it more efficiently, than an office with low morale. I believe the unusually low morale in Hqs is due to inefficient handling of personnel, notably those in lower grades who provide the backbone of support for all operations. The system should be revamped to give those who show promise a chance to advance to positions of responsibility. Perhaps a trial period of six months or so in a more responsible position, with the possibility of returning to the former position if they were unable to perform well in the new position, would help move qualified clerical and professional people along. Training courses for management types are extremely difficult to get into with waiting periods sometimes more than a year. It has been my experience in other branches of government that if you show you can perform well in a position you assume the position along with the accompanying grade.

We lose too many qualified people due to our archaic promotion system which still depends largely on the evaluation of one or two people and prevents some qualified people from progressing to better positions. Perhaps a candidate does not excel in his or her particular position due to lack of education or even interest but would be an excellent performer in another position of possibly greater responsibility where his or her interest was challenged. A trial period would provide a chance for some of our motivated personnel to move upward without waiting for years for the promotion needed to qualify for the position.

03 February 1984

MEMORANDUM FOR: DCI

SUBJECT : Employee Suggestions for Agency's Pursuit
of Excellence

In the ten years that I've been with this agency I have heard repeatedly that the people are the agency's most important asset. I believe this to be true and feel that in order to reach excellence in performance and product we start with our most valuable asset - people. The following are my comments and suggestions:

- ° personnel policies should be reviewed with the importance of their effects on the staff members of prime concern.
- ° time-in-grade should be seriously looked into- an SIS - 1 can be an SIS-2 in a year and a clerical GS-07 must wait 2 years, for example.
- ° training and career counseling needs to be emphasized throughout the organization, and viewed by all as an investment in the future. Should DO secretaries be complaining to C/CMS that they can't attend training courses?
- ° incentives for assuming positions of responsibility should be considered. The reward for supervising and managing should be at the beginning of an assignment as opposed to somewhere down the road.
- ° key positions within each branch should be identified and replacements named and trained prior to the individuals reassignment.
- ° in recruiting new personnel, we must look at the future career possibilities of the person and not just present utility. How is their writing? Can they do well on the DAT or PET/B? If they are motivated, can we offer them a career or just a job?
- ° entry positions should be identified for all new staff members to go through on the career ladder. This will ensure broader knowledge and experience. Also, it would provide the more demanding positions with the best performers from the entry positions.
- ° in an effort to provide qualified personnel to other areas of the DO, we must be careful so as not to leave ourselves in a position which puts our own office's product excellence in jeopardy.
- ° the physical aspects of our environment must be such as to promote a healthy and safe atmosphere in which to excel - overcrowding, temperatures in the ranges of discomfort (80's), etc.

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IF THE AGENCY IS TO CONTINUE ITS RAPID REBUILDING IN A SUCCESSFUL MANNER, IT IS OF UTMOST CONCERN TO ME THAT SECURITY PROCEDURES AS PRACTICED BY OUR PERSONNEL BE SUFFICIENTLY UPGRADED. I AM APPALLED WHEN I READ IN A NEWSPAPER OR MAGAZINE AN ARTICLE CONTAINING INFORMATION THAT THE DAY BEFORE WAS IN A DOCUMENT CLASSIFIED SECRET OR EVEN TOP SECRET. WE NEED TO MAKE A CONCERTED EFFORT TO SEEK OUT THOSE WHO DISREGARD OUR NEED FOR SECRECY AND SWIFTLY REMOVE THEM FROM OUR AGENCY.

WE URGENTLY NEED MORE INTENSE TRAINING AND BRIEFINGS AND RE-BRIEFINGS FOR OUR PERSONNEL IN THE AREA OF SECURITY AND HOW TO EFFECTIVELY PRACTICE IT. I AM NOT NECESSARILY REFERRING TO AGENT AND/OR CASE OFFICER TRADECRAFT, BUT MAINLY JUST EVERYDAY COMMON SENSE SECURITY PRACTICES UTILIZED BY OUR EMPLOYEES ACROSS THE BOARD. WITHOUT GOING INTO SPECIFICS SUCH AS NON-SECURE TELEPHONE CONVERSATIONS, PUBLIC GATHERING CONVERSATIONS, ETC., WE SHOULD PROBABLY BREATHE A BIT OF FIRE INTO OUR PERSONNEL. THE STING WOULD LIKELY TAKE THE BITE OUT OF OUR LEAKY WAYS.



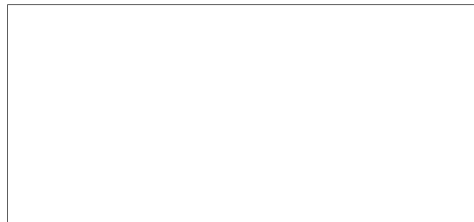
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This is an old unresolved problem, but I think this Agency does not put all available resources to good use. I'm speaking mainly about the manpower----the unhappy, stagnating senior clericals (secretary-stenographers, clerk-typists, clerks, etc.), the backbone of this Agency, whose career opportunities are very minimal to none not to mention the low morale.

In order for this Agency to run more efficiently and to be more productive, serious consideration for evaluation of the above mentioned problem and solutions for this problem need to be met. I think there should be more training programs available to senior clericals to utilize the special skills that they have acquired over the years so they may better serve this Agency which in turn would boost employee morale, career opportunities, efficiency, productivity, and eliminating waste of time, money etc.

I for one feel very fortunate, after serving 16 years in the dungeon as a secretary and admin, asst, in various jobs, having been accepted for one such training program sponsored by DDO/IMS.- (Training to become a Document Analyst). I also think that it is very important that the special training programs deliver promises made provided employees are meeting requirements in order to avoid futher waste of time, money, and energy leaving employees more disgruntled than before and creating the same problem over again.



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I take PRIDE in doing a good job, in whatever capacity, which is based on Patriotism; a dedication to a goal of fighting for freedom against anti-U.S. Government ideals throughout the world. Although recognition for doing this work and accomplishing my goal are not forthcoming publicly, my inner pride, which I inherited from my father, (who is ex-CIA) is the reward which justifies my positive work attitude.

I believe the Agency should continue to screen applicants who want to work here, and continue the program of hiring dependents of Agency personnel. I also believe the Agency should continue to weed out those persons whose workcraft and ideals do not meet the Agency standards.

These beliefs would guarantee the continued high caliber of individuals who work for this Agency and of whom I am proud to be a part of.



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Instead of addressing our Organization in general terms, I chose to focus on a particular category of employees.

There has been an obvious decline in the quality of clerical personnel hired during the past twenty years. Having spent a large portion of my career in this category, I have observed a steady deterioration of this group. This topic deserves attention and could be alleviated to a degree by spending the extra money required to bring clericals in from out of state versus hiring the majority locally. If we are to achieve our goals with the forthcoming of total automation within the DDO, it will be vital to upgrade the caliber of clerical personnel hired.



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The Agency is set up to collect intelligence information on a variety of subject matter of interest to the leaders and policy makers of the U.S. Government. We are tasked not only to gather this intelligence, but to analyze and confirm its validity and pass it on to the end-user on a timely basis. We are also tasked with the storage and safeguarding of this information.

The myriad of people who are required to correlate this effort are the main frame of the organization. These people, the intellectuals, professionals, technicians, clericals, and secretaries, all need to feel that they are an important part of the group effort. They need to know that whatever the job they are doing, no matter how menial it may seem, is important to the overall product of the Agency. They need to have a sense of worth to the organization. The person who sees the Agency as just a 9 to 5 job is missing the real meaning of what we are about. The job should be viewed with a mixture of pride, professionalism, and to some extent an underlying sense of patriotism.

To encourage new people into the Agency, as well as to keep those who are already here, we must make the Agency a place where we are proud to work and a place where people want to come to work. We should if at all possible make the work place more attractive. The overall office appearance, the old metal desks, the odds and ends of furniture, the cramped work spaces in some areas all undermine the morale of the people. With this as a starting point, we must move on to the people themselves. Whatever we can do to make people feel happier about their jobs and instill in them the motivation to meet each day as a challenge, should be a priority item. We need to recognize those people who are carrying more than their share of the work and take steps to lighten their load and on the other hand recognize those who can be given more responsibility in order to equalize the workload. People need to feel that they are not only part of the team, but are an equal to any member of the team.

CIA Goals/Objectives

- To improve its effectiveness in providing support to our country and its government, and to free people everywhere.

- By improving its technical capabilities as well as the productivity of its people

- To regain its position of honor and respect in the eyes of the American people
 - By achieving some significant successes, and getting proper credit for them

- To improve its ability to develop its people, increasing their levels of motivation, commitment, professionalism, achievement and job satisfaction.

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C O N F I D E N T I A L

15 FEB 1984

MEMORANDUM FOR: Deputy Chief, Policy Control Staff

FROM : 25X1

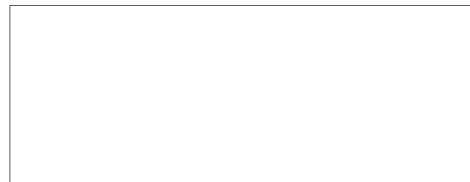
SUBJECT : Input to Statement of Goals, Principles and Standards for CIA

REFERENCE : DDO Memorandum dated 25 January;
Subject: Follow-up to DCI Speech

Attached, per reference request, is 25X1

suggested changes to the draft statement of goals, principles and standards for CIA.

25X1



Attachment: Changes to Statement 25X1

C O N F I D E N T I A L

C O N F I D E N T I A L

 Suggestions for Revision of DCI Goal Statements

25X1

PURPOSE

CIA's mission is to provide our Government with the best intelligence and other authorized policy support attainable.

ETHICS

The CIA's mission calls for especially high standards of conduct, both individual and collective, due to the covert nature of some of the organization's activities. Each member must be sensitive and responsive to the letter and spirit of the Constitutional, statutory and self-regulating framework in which CIA accomplishes its tasks. Each should be guided by a commitment to the highest degree of integrity, accountability and professionalism.

ORGANIZATION

CIA is a large but interdependent family, highly motivated to work together for superior achievement of clearly defined and realistic goals.

PEOPLE

The employees are the Agency's most valuable resource. Each employee must have the maximum opportunity for professional growth and personal reward. This environment will continue to attract employees interested in exciting careers -- and in making unique contributions to the maintenance of our national security.

MANAGEMENT

CIA's operating style is to foster initiatives and creativity by allowing the individual great freedom of action in attaining well-defined objectives, while requiring efficiency, accountability and results at all levels.

C O N F I D E N T I A L

C O N F I D E N T I A L

MEASURE OF RESULTS

The Agency's success or failure will be measured by the satisfaction of the customers -- primarily the policymakers -- with the intelligence and authorized operational activities, which should be attained in the most timely and cost-effective manner.

STANDARDS

This Organization is characterized by:

- a desire to be the best intelligence service in the world;
- dedication, commitment, loyalty and willingness to perform above and beyond the call of duty, when necessary;
- ethics and integrity of the highest order;
- capability and flexibility to meet tough and sudden challenges;
- exploitation of the most effective technologies.

C O N F I D E N T I A L

STAT

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CONFIDENTIAL

15 FEB 1984

MEMORANDUM FOR: Chief, Policy and Coordination Staff

FROM:

[Redacted]

25X1

SUBJECT:

[Redacted] Contribution to Director's Draft Statement of Goals, Principles and Standards for CIA

25X1

1. There is general agreement within the Division that the idea of setting forth a statement of objectives is a good tact. Most personnel have the view that the draft statement of goals or objectives is fairly good as it stands. It should be noted that there were those who believe the statement of goals should be more concisely stated. In this latter vein, the view of one of our up-and-coming young officers that the inscription in the lobby of Headquarters building is a fully adequate statement in itself.

2. Attached as Tab B are various memoranda from [Redacted] branches and input from two of our overseas stations [Redacted]. All of these, we believe, should be read. Tab A is our attempt to write a draft statement based on a composite of [Redacted] views.

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3. Whatever the outcome of this exercise, it is the view of most of us [Redacted] that the statement of objectives for the Agency should be concise and to the point. A statement should be read and easily etched in everyone's mind. This is why the inscription in the lobby to many of us sums up our goals, our objectives.

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[Redacted]

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Attachments:

- Tab A - [Redacted] Draft Statement
- Tab B - [Redacted] Memoranda/Cables

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CONFIDENTIAL**STATEMENT OF GOALS**

Goal: Provide the executive arm of the USG the best and most timely intelligence and analysis possible that is accurate, non-biased, and non-politicized.

People: Our personnel are a paramount commodity without whom our goal cannot be fulfilled. We concentrate on recruiting excellence; fostering initiative and individuality; developing and encouraging imagination and creativity; and expect both moral and physical courage from all levels. Well thought out risk-taking is invited. We create an atmosphere in which the individual feels he is part of an elite group that cares for him. We encourage a concern among employees for each other. Managers look at employees in a positive way, making them feel vital.

Ethics: CIA activities are subject to the laws of the United States. Our personnel understand that any and all activities engaged in by CIA are governed by U.S. statutes. Infringement of such constitutes impermissible conduct unless exempted by Executive Order. The personal integrity of our personnel in the professional pursuit of our goals must be beyond question. We have a total commitment to base our actions, reporting, evaluation, and interpersonal relations on the truth.

Management: Managers emerge from the multi-discipline ranks of successful, people-oriented, objective-targeted achievers with established professional credentials earned against the crucible of clearly defined criteria.

Measure of Results: Results are satisfactory when the following questions are answered in the affirmative:

- Was the needed information made available in a timely manner?
- Was it correctly analyzed?
- Was appropriate action taken?
- Were options presented to the decision-makers?

Standards: Intelligence is a dynamic "growth industry." It requires:

- a) Performance excellence;
- b) High quality training;
- c) Dedicated, imaginative, motivated, and disciplined personnel with high integrity levels.

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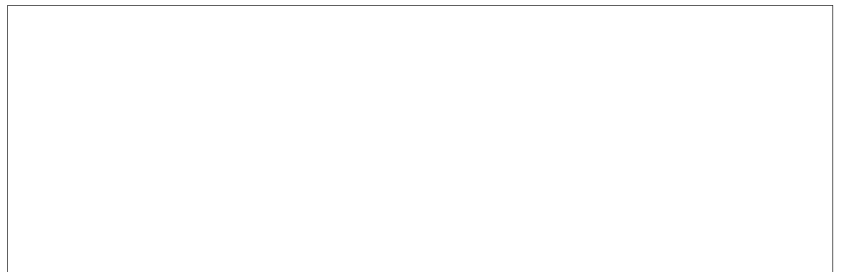
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IN SEARCH OF EXCELLENCE

Excellence is the byproduct of human endeavor which soars above the ordinary and captures the imagination. Though it can in certain respects be quantified or observed, what ultimately constitutes excellence in the eye of the beholder defies precise description.

Credos which have imbedded themselves in people's minds and inspired them to greatness have never been long and general statements of purpose. Rather, spare phrases, notable for their simplicity, have moved individuals and nations forward. Looking at our own history, Americans have lived, fought and died for the ideals embodied by such statements, as, "Give me liberty or give me death", "all men are created equal" and mottos, such as, "semper fidelis", "duty, honor, country."

This gifted and diverse agency, unique of purpose and endowed with a special trust, need not look elsewhere for its inspiration: Inscribed in stone are all the words that are needed to guide us -- "And you shall know the truth and the truth shall make you free." On the facing wall are 40 stars marking our past and future commitment to this objective.



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FEB 13 1984

MEMORANDUM FOR THE RECORD

FROM:

25X1

SUBJECT: CIA Statement of Goals, Principles and Standards

1. The collective view in is one of general endorsement of the attached statement of goals, principles and standards for CIA. There are several observations which management might wish to consider as a way of sharpening the focus of this statement with regard to the Agency's unique role in our government:

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-- The statement, if it is to be practical, may require tailoring for each Directorate in which the principles of the general statement are applied directly to the specific needs of the individual Directorate.

-- CIA's role is one of exceptional challenge and unique expectations by policymakers. Therefore, there are unique and exceptional demands placed on individual employees not readily required elsewhere. If CIA is to effectively live up to its expectations, greater emphasis must be placed on motivation and the importance of individuality among employees. Motivation should be clearly a part of any statement of standards.

-- The paragraphs on "people" and "management" appear to overlap and, while what is said is worth saying, the redundancy should be either eliminated or the two paragraphs combined. As stated above, individuality and individual initiative should rank with management as an important aspect if not the secret strength of our Organization.

-- With regard to the statement on "results", it is not enough to simply measure the results if we are to obtain the depth of support in and out of government needed to effectively pursue our collective responsibilities. There must be more initiative from the President and Congress in passing along credit for successes to the public. Obviously, the nature of our business does not lend itself to public announcement, but on those occasions when this is possible it should be done as a management responsibility at the highest levels of our government.

-- Because of the extraordinary demands placed on this Agency, every effort must be made to resist forming this Agency in the image of all other departments and agencies

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of our government. Our mission is unique; therefore, our Agency must be uniquely constructed, staffed, and managed.

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10 February 1984

MEMORANDUM FOR:

25X1

INFORMATION:

FROM:

SUBJECT:

Views and Comments of
Branch Personnel on the Draft CIA Goals
Statement

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1. A Branch meeting was held on 8 February to discuss the CIA goals statement. It was the general opinion of Branch Personnel that the Draft Goals, Principles, and Standards, with the one suggested modification noted below, are well presented. It was, however, strongly noted by almost everyone that well-presented goals, principles, and standards will do nothing to make this, or any other, organization excellent, unless those goals, principles, and standards are rigorously adhered to, and carried out in actual practice. In fact, it was the general consensus that this Agency already has well-enunciated and enlightened policies and mechanisms on paper, and that the bulk of any present problems stem from a failure to practice what is preached.

2. The suggested modification concerns the statement on "Measure of Results." It was noted that, first and foremost, this Agency's reporting must be truthfully accurate, non-biased, and non-politicized. Contrary to commercial ventures, the customer in our business is not always right. Therefore, it is suggested that the statement be reworded to take account of the above, and to recognize that if we allow customer satisfaction (concerning the coincidence of our reporting with customer preconceptions) to influence our work, we will be failing in our mission to provide truth to the decisionmakers.

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10 February 1984

MEMORANDUM FOR:

25X1

FROM:

SUBJECT: Comments and Constructive Criticism on Draft
Statement of Goals

Suggested editing of the "Statement of Goals,
Principles and Standards for CIA".

Purpose. To provide timely, accurate,
comprehensive, useful intelligence support to the U. S.
Government and its allies.

Organization. Omit.

Ethics. Every member of the Agency must be aware
of and sensitive to the letter and spirit of the Constitution
and laws of the United States.

Management. CIA will foster initiatives and
creativity by allowing the individual great freedom of action
in attaining defined objectives, while requiring efficiency,
accountability, and results at all levels.

Measure of Results. End results of the CIA are
the value, relevance, and timeliness of the intelligence and
operations produced. Those results come from the qualities of
its people and their creativity, dedication and success in
utilizing technology and resources to collect, analyze, and
apply information and judgement to foster the security and
prosperity of the United States.

Standards. We seek

- 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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13 February 1984

SUBJECT: CIA's Statement of Goals and Principles

I think the Director's idea is a good one... we need lots of emphasis on excellence around here, and asking for help from everyone is starting off right. I think the "Statement" as it stands is a monumental bore, however. Can we not just once write something in non-bureaucratic language? Take a hard look at the IBM paper. It is about half as long as the CIA Statement, it has no high-sounding title, it contains no phrases such as "comprehensive support" or "broad range" or "operating elements" or "capital value." The IBM paper writes of "managers" not "management personnel," "employees" rather than "people," "succeed" rather than "seek to exemplify." Please for once write something everyone in this Agency will read, something that does not make one's eyes glaze over with the first word. Use the words "use" and "using" instead of "utilize" and "utilization." Never use "foster" and try to make the thing sound less like God's commands to Moses than a statement of principles from a spy agency.

Secondly, the paragraph about employees should come second...right after the statement on purpose, as it does in the IBM paper, showing that the organization places its employees first. This paragraph should state that this Agency encourages a concern among employees for each other, that managers look at employees in a positive way rather than looking constantly for mistakes and, most importantly, that no person gets to be a manager who is not highly thought of by those employees with whom he has worked or supervised. (Actually, this latter statement obviously is not true of this Agency, but it should be. Including it in this Statement is of utmost importance if you are to stir up some enthusiasm for excellence at the lower levels.)

Drop the paragraph on "Organization." Whatever it is supposed to be saying, and I've read it a dozen times, it definitely will glaze one's eyes.

Possibly the following does not belong in this exercise, but there has never been another place to put such thoughts, so here it is. There is one fact which works against any campaign for excellence in this Agency and that is its over-emphasis on youth. Although it is wise to encourage and challenge young employees, too much emphasis on youth is wrong. I believe young men at the helms of our directorates leads to deep-seated resentment and discouragement in older employees who have more experience and better judgment, who are more socially adept and who truly inspire respect in others.

And finally, I want to pass on one remark I heard when this project was first brought up in the office. It is the reason, probably more than anything else, why IBM has succeeded so superbly--"They pay more than any other U.S. company." Possibly our search for excellence is doomed from the start.

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13 February 1984

SUBJECT: CIA's Statement of Goals and Principles

One does not stay in this business for the money as it just is not there; many Agency employees would command a higher salary in private industry, or even in other government agencies.

If an employee is to be enthusiastic and work toward achieving excellence in performance, he must first derive some satisfaction from his particular job--and this comes on-the-spot; an individual employee does not receive job satisfaction from "the way the President and the Congress and the public assess and value (the) results" of his efforts. It's a very long way from the basement file room to the White House and Capital Hill: an employee needs to know his efforts do contribute and are appreciated. This does not require a pat on the head each day, but it does require knowledge--the knowledge of where one's particular work fits in, that it is relevant, that it actually does need to be done.

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C O N F I D E N T I A L

MEMORANDUM FOR:

25X1

FROM:

SUBJECT:

Draft Goals Statement for CIA as Outlined in Director's Speech

1. Attached are submissions as requested concerning Branch personnel suggestions and thoughts on the Director's draft statement of goals for the CIA.

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C O N F I D E N T I A L

- To sustain the CIA as an organization of dedicated professional men and women who continuously aspire to seek and find the truth in the harsh realities of the world we live in.
- To instill within the CIA a firm understanding of its critical mission on behalf of the people of the United States.
- To foster and maintain a proud tradition of dedicated service and an esprit de corps that reflect our highest values of integrity, love of freedom and justice, and deep concern for the human condition throughout the world.

Re the Director's Statement of Objectives:

1. If our resources have to come from the public's assessment and valuation of our results, then we are in trouble. Not even Congress is so privileged.

2. I do not think leadership and recognition as the best intelligence service in the world is a realistic objective or standard. Simply becoming the best would be fine in and of itself. Our successes cannot and should not be trumpeted, so on what do we make the claim? Our value is and should be inextricably linked to the degree of success and world position of our country and its leaders. If it and they remain number one, then we are number one.

3 February 1984

After spending sixteen years in the Central Intelligence Agency, it has become apparent to me that there are very few black people in professional positions. There are even fewer in the higher grade levels, meaning GS-15 and above.

Were the problem begins is something the Agency should take the time to investigate. There must be some reason for so little representation in the higher ranks.

There are enough black colleges and universities that are full of young black adults that are more then qualified for a career with the Agency.

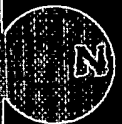
The Career Trainee Program would be a good place to begin some workable solution. The volume of blacks in that particular program are next to none. It is hard to believe that it is so difficult to bring some of these people in.

To make an honest effort to change this would enhance the image the Agency has. There are many people on the outside that feel the Agency is not the best working environment for black people or any minorities for that matter. It would enable the Agency to give a better impression of their organization, showing they have their employees best interest at heart.

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S E C R E T

[redacted]
15 February 1984

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MEMORANDUM FOR: Chief, Policy and Coordination Staff

FROM:

[redacted]

25X1

SUBJECT: Statement of Goals, Principles and Standards
for CIA

REFERENCE: Memorandum from the DDO, "Follow-up to DCI
Speech", dated 25 January 1984

1. All personnel in [redacted] have had an opportunity to read
reference and the "Guidance Package" which accompanied it.

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2. No one disagreed with the content of the DCI's draft
"Statement of Goals, Principles and Standards for CIA". We
have taken the liberty, however, of formulating the attached
series of principles, which in our view completes and
complements his draft.

[redacted]

ATTACHMENT: As stated above

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[redacted]

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Attachment to

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1. Principle: The Agency is its people. Their quality, much more than their numbers, determines the degree of our success. Application: Don't lower selection standards. If anything, raise them. If more people are needed, get them by generating more applications, not by relaxing selection criteria. Attract these applications by assigning first class people to expand the recruitment program.

2. Principle: All employees, but particularly senior managers, must be persons of unquestioned intellectual and professional integrity. Application: Incorporate these standards into promotion precepts at all levels and all supervisory assignments.

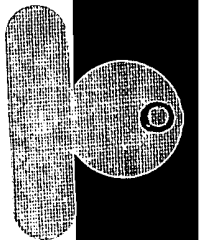
3. Principle: The morale of all employees, their esprit de corps and the credibility of Agency management depend on the degree to which managers are (and are perceived by their subordinates to be) accountable for their decisions. Application: Develop explicit standards of accountability for managers at all levels. Articulate and enforce sanctions which penalize culpable failures of judgement or conduct.

4. Principle: The appearance and the fact of intellectual objectivity are indispensable to preserving the reputation of the intelligence product. Application: Avoid the appearance, just as much as the fact, of using intelligence resources to document a preconceived or ideologically inspired judgment. Intelligence should inform judgment, not rationalize it.

5. Principle: Our success is measured primarily by the contribution of our intelligence product to the formation of policy. That contribution is much more a function of the quality than the quantity of the product. Application: Agency and DO leadership must consciously reshape the Directorate's ethos away from a preoccupation with operations (and especially recruiting) as an end in themselves, and toward a broader concern for the operational product, namely, intelligence. (Intelligence is of interest to many case officers and operational managers only to the extent that it validates their recruitments.)

6. Principle: Develop the courage to say: "No". Application: Refuse tasks or assignments which are either improper or inappropriate or beyond our capabilities.

S E C R E T



CONFIDENTIAL

3 February 1984

SUBJECT: Proposed Code of Conduct

The consensus of personnel is that the proposed Code of Conduct, with a more positive cast, may be a worthwhile endeavor. The draft which was circulated seems to highlight the appropriate points.

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Attached are several suggestions from this staff concerning the proposed Code.

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Suggestions for the Code of Conduct

"Circumbendibus is not a virtue"

1. The CIA will provide U.S. policymakers with the most accurate, timely and comprehensive intelligence in the world.
2. CIA management will ensure the organization is structured, supported, and motivated to most effectively provide this intelligence.
3. Each person working for CIA will actively pursue excellence in supporting the collection, analysis and production of this intelligence, while maintaining a personal integrity in total concert with the letter and spirit of U.S. laws.

Suggested concepts to be incorporated into the Code.

-that CIA is committed to enhancing a correct, just and responsible U.S. Government and that individuals working for CIA reflect and endorse these qualities.

- recognize that the reward for working here may be defined in terms of idealism and patriotism, rather than solely in terms of personal or materialistic gains.

- that the nature of intelligence work requires sacrifice of public recognition for one's successful efforts in the Agency, as well as some sacrifice of independence and flexibility in one's personal life.

- that the CIA is an elite cadre of federal workers, but one which continuously reexamines and readjusts its mission to the needs of the USG's foreign and security policies.

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8 March 1982 25X1

MEMORANDUM FOR: Chief, PCS

VIA:

25X1

FROM:

SUBJECT: Field Regulatory Issuances

1. One of the duties performed by this Office on a continuing basis is the review of proposed new regulatory issuances and proposed revisions of approved regulations. Most of the items reviewed are at the Headquarters level (HR, FR, HHB, FHB, etc.) and they vary in number, complexity and sheer weight. On average, we see about three or four a week. Other components of the DO see them as well, but our concern is primarily the policy implications of these documents for DO activities and personnel. This may seem a rather routine function; but we conduct our reviews also having in mind the thwarting of possible erosions of DO equities, and exploitation of any opportunities to make work and life in the field less onerous from the standpoint of bureaucratic impact. In conducting these reviews over the past 18 months, it appears to the undersigned that there is a constant assault on the Directorate in both of the latter-mentioned areas, and that many of the regulatory issuances, although perhaps well-intentioned, particularly in the finance and logistics veins, are prepared with a 'micro-management-Thou Shalt Not' mentality vs. an approach that basically our personnel are to be trusted to use good judgment and they are honest. A current exercise to revise concerning financial matters, is a case in point. While specific modifications to the language of the draft are being suggested, the following salient points are noted:

a) The proposed language with respect to "Advances" reflects more concern for the green-eye-shader's ideal of having a written description for every operational dime than the security problem of a potential station 'overrun' situation. "Travel Advances" are addressed from a standpoint

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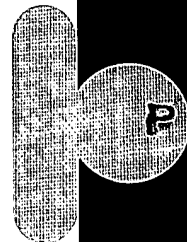
of 'signed travel order in hand' rather than a fast-moving situation where that kind of a bureaucratic approach in the field is simply not practical.

b) The proposed language for 'Disbursement of Advances' is particularly irksome and offensive. It would have "...one employee having a thorough knowledge of the activities of another" as opposed to "...supervising officials having thorough knowledge of the activities of their employees" or some other management-related oversight language. In 'no receipt' transactions it is stated that "measures will be taken to ensure delivery of the advance"; as if, by implication, the delivery could be expected NOT to take place in the normal course of events. Suggested measures to be taken to confirm delivery include; notification to the ultimate recipient, through an intermediary other than the individual making delivery, of the amount of funds to be advanced, and/or use of operational contacts and sources independent of the individual undertaking delivery to establish the amount of funds transferred. Not only does this raise the question of field operations officer morale, but the latter suggestion could be taken to authorize an otherwise improper physical surveillance of a US person.

2. This Organization goes to great lengths to find well-qualified, exceptional personnel of high integrity to fill the ranks of its Operations Directorate. Experience may have shown that there were a few bad apples in the barrel, and certainly there is a need for controls and accounting procedures, but it appears there is a tremendous amount of 'over kill' taking place. Some 25 years ago the US Marine Corps took a critical look at its Marine Corps Manual which had grown to two full volumes of regulation and asked: "Is this really necessary?" A program called "Trust and Confidence" was launched. Believing that the growth of regulatory issuances reflected an erosion of confidence in its officer corps, steps were taken to reverse the trend and an impressive array of 'do and don't' issuances were revoked; a sizeable chunk of the Manual was done away with. Positive steps were taken to give wide-spread dissemination to the Program and direct implementation. There was a significant boost in morale throughout the Corps. Given the Administration's announced intentions with respect to red tape, perhaps this would be the propitious time for Senior Management in the Agency to reassess the past trend of regulatory issuances, particularly in the area of field administration, and rely more on the trust and confidence it is entitled to have in its corps of Operations Officers.

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16 February 1984

MEMORANDUM FOR: Chief, Policy and Coordination Staff

FROM:

25X1

SUBJECT: Statement of Goals, Principles and Standards
for CIA

1. Discussion among personnel on the subject of CIA25X1 goals, principles and standards resulted in general affirmation of the DCI's statement of 24 January 1984. There were several suggestions for slight revisions in emphasis and clarity. The best of these suggestions follow below and concern purpose, ethics and people. We felt that the statement of standards in the DCI's draft statement is complete, clear, and representative of how we feel in this division about the work that we do.

2. Suggested revisions of the draft statement.

Statement of Principles and Goals. We are dedicated, as an organization and as individuals, to the service of our country and to the principles on which it was founded. Whatsoever our individual roles in CIA, our watchwords are duty, loyalty and service -- to our country, its government and its people.

Purpose. To provide our government the best intelligence information, analysis and support we can produce, in order to contribute to the best of our ability to the protection and security of our country, its people, and its interests. We welcome the challenge and strive to respond with creativity, imagination and accomplishment.

Ethics. The integrity of our personnel and, by extension, the product of their work, is of paramount importance. We subscribe to the highest standards of ethics in the performance of our duties, in our inter-relationships with colleagues and others with whom we deal, and in our personal conduct.

People. CIA's only resource is its people, both those within and without the organization itself. For all, we strive for a climate of meaningful service, organizational appreciation, job satisfaction and personal development.

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