

SECRET 

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21 October 1985

MEMORANDUM FOR: Excellence Task Force Members:  
Executive Officer, DDA  
Executive Assistant, DDI  
Executive Officer, Career Management Staff, DDO  
Executive Assistant, DDS&T  
Administrative Officer, DCI

FROM: Director of Central Intelligence

SUBJECT: Excellence

1. I appreciate very much your selection and presentation of the 27 examples of unusual initiative and achievement. I will send a personal letter to each of the individuals involved along the lines of the sample you have drafted. I would also like to meet with some of those involved in the more significant of your selections. I would find this very satisfying personally and I think it would be well if this indication of my interest got around.

2. I think I would like to talk with some people involved in examples 1, 2, a small group in 5, and 7. I would like to see the target studies indicated in 11 and the work plan for analysts indicated as the second item in 9. I would like to see the paper today if possible and talk to the individuals later. I would like to see the Intelligence Assessment in example 22. I would like to either hear or read about examples in 13 and 14. In addition, I want to send out a one or two page bulletin to the organization about this review indicating very briefly the substance of those selections which can be discussed without security or other damage in their being known about. It should be presented in a manner which highlights the initiative represented by these examples and the cross-fertilization between different units and disciplines in the organization. You might stress this as one of the important factors of our activity which has developed out of this excellence program.

3. This message might be keyed timewise to the laying of the cornerstone of the new building and refer to the value this will have in bringing more of our people and activities together and in closer touch with each other. It should incorporate more of this cross-fertilization, etc.

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MEMORANDUM FOR: Deputy Director for Administration  
Deputy Director for Intelligence  
Deputy Director for Operations  
Deputy Director for Science and Technology  
Chairman, E Career Service

FROM: Director of Central Intelligence

SUBJECT: Excellence

1. At the conclusion of my remarks on Excellence to CIA employees in the Auditorium on 13 June 1985, I said that about every three months or as frequently as appropriate, we will make available to you a more comprehensive listing of initiatives taken and outstanding performances turned in than I was able to give you at the time. As I had hoped and expected, this stimulated new ideas and practical initiatives as well as inspired by example. When the spirit of Excellence takes hold, whole groups resonate, reflecting a real harmony of purpose and new heights of effectiveness and production. I have selected specific items from among the many examples of Excellence you sent me on 14 August and have attached them for dissemination to your employees.

2. I regret that I cannot share with you some of the best examples of Excellence, but there is a very good reason why I cannot. We are the best intelligence outfit in the world because we are a silent service; we have, for over 35 years, maintained the highest standards of security and compartmentation. Many of our colleagues have performed tasks which have set new standards for Excellence, but their achievements are celebrated privately, within the small circle of coworkers who share a stake in their accomplishments. They know who they are and they have my highest respect and appreciation. I commend them just as I do those responsible for the accomplishments I want to share with you in this report.

3. Excellence at CIA is a product of teamwork at all levels. It is part of our culture. One of the principal responsibilities of the leadership, from section chiefs to the very top, is to create an environment in which all of our people feel encouraged to take the initiative to improve the quality of our work. This includes recruiting agents, planning covert action, designing sophisticated collection systems, doing analysis and providing support. I would like each of you to share these examples of Excellence at a forthcoming staff meeting with your office directors and, in the DDO, with the division chiefs. I would like you to ask them, in turn, to present these examples at their staff meetings. They, in turn, should pass the word on down the leadership chain so that the examples can reach all Agency employees. I hope and expect this will stimulate new ideas and practical initiatives, as well as inspire by example.

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William J. Casey

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