

**ROUTING AND RECORD SHEET**

**SUBJECT:** (Optional)

SIS Promotion Talk on Monday, 14 July 1980

**FROM:**  
 Harry E. Fitzwater  
 Director of Personnel Policy,  
 Planning, and Management

**EXTENSION NO.**  
 [Redacted]  
**DATE**  
 11 July 1980

**TO:** (Officer designation, room number, and building)

**DATE**

<b>RECEIVED</b>	<b>FORWARDED</b>
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**OFFICER'S INITIALS**

**COMMENTS** (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1. [Redacted]  
 SA/DCI

*Charlie,*  
 Suggest that percentages not be used in items 4, 5 and 6.

Harry E. Fitzwater

Att

**Distribution:**  
 Orig - Addressee  
 1 - ER  
 1 - C/SIS  
 1 - OPPPM Subject  
 1 - Helen  
 1 - OPPPM Chrono  
 DD/PPPM [Redacted] rj (7/11/80)

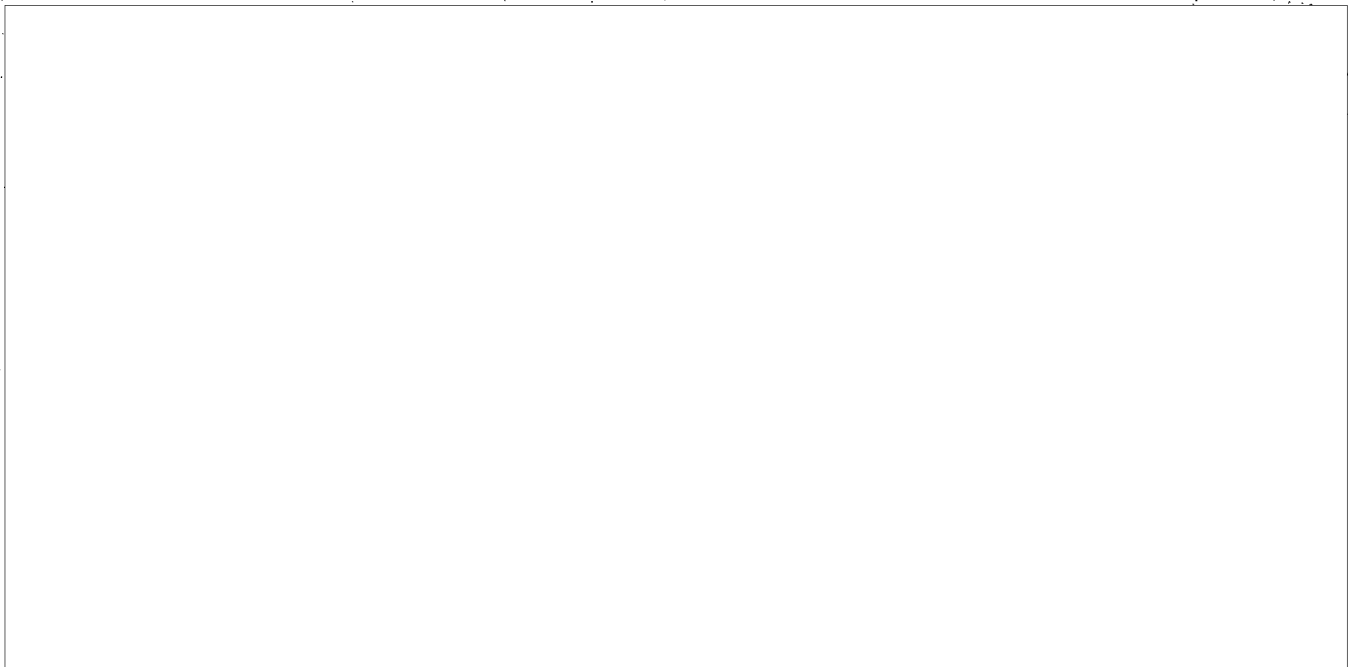
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D R A F T--SIS Pormotion Talk for Monday, 14 July 1980

Recognize: Advancement into SIS largest ever--almost five times what it was in 1977.

Particular emphasis on offering reasonable promotion opportunities in all areas of the Agency as far as reasonably possible.

25X1



Second group of entrants into SIS. Used special authority last October to establish an SIS.

Wanted to offer senior officers benefits and incentives comparable to those granted elsewhere Civil Service. Twenty-  
five to fifty percent <sup>or</sup> *depending on Congressional action* will be eligible for bonuses next November based on promotions measured against more specific goals/standards than ever before.

Entering a period of greater competition, greater opportunity and reward than the Agency and the U. S. Government have known.

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In facing opportunity and challenge the Agency always needed and had superior leadership. We are going to need as much or more in the '80's.

We have turned the corner on public and governmental attitudes regarding the Agency and the profession. With that comes responsibilities. More freedom has made it hard to judge for ourselves what risks to take in the national interest. The more support we receive, the more will be expected of us--better collection, better analysis. The last thing we can do is rest on our laurels. Nice as it is to have them recognized somewhat more than in the past five or six years, the Agency and the intelligence profession are facing demanding new challenges, challenges of ever-increasing sophisticated new technologies.

Questions: How to afford, how to utilize anticipated countermeasures. New analytical techniques, computer-aided analysis, quantitative measures of political and social uses. (Others?) Challenge of anticipating needs of the future: Arms control going to continue strong. Energy and food analysis expand. Will Indonesia and Brazil be the Irans, Saudi Arabias, and Zimbabwes that leaped out of the Third World to demand our attention--or who?

Also, the challenge of inspiring and leading the youth coming into the Agency--can we meet their different but equally valid idealism? Can we fit their large expectations for advancement, responsibility, and sense of contribution?

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Whether we meet these challenges of the decade of the '80's will in large measure be in your hands. As of today you must act and think in terms of what is good for the Agency, not DDO, DDA, OLC, or whatever. You will set the tone and standards that will determine the direction in which we go. Directors, Presidents, and Congressional committees will push or pull in one direction or another. You are the continuity. You are the inspiration for those below you and coming forward to replace you. You should be the source of change, innovation, adaptation that will be more necessary in this coming decade than in any of the past three that CIA has served our nation. You are to be congratulated warmly and should feel proud. You are also to be impressed by the responsibility that lies ahead and should feel humble. Most of all, you should feel exhilarated and challenged by the prospect that lies ahead, the prospect full of optimism and of opportunity.

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