

~~ADMINISTRATIVE-INTERNAL USE ONLY~~

ROUTING AND RECORD SHEET

SUBJECT: (Optional)

Agency-wide Public Relations Program

FROM:

Joseph R. DeTrani
Director of Public Affairs

EXTENSION

NO.

PAO 91-0022

DATE

24 January 1991

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

DATE

RECEIVED

FORWARDED

OFFICER'S
INITIALS

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

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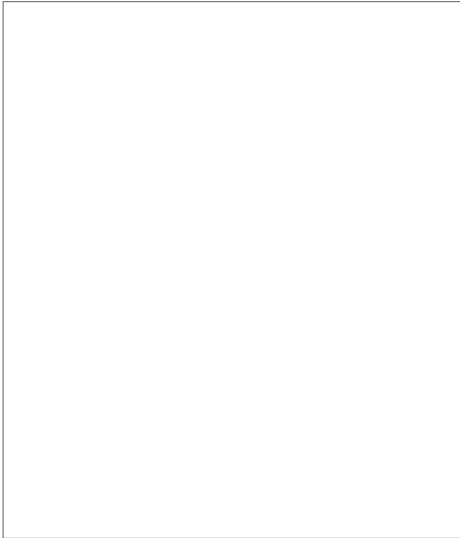
15.

Attached memo pulls together six months of work with your senior managers on a Public Affairs strategic plan for the Agency. With your approval, I will implement those recommendations stated in the attached memo. I have also attached information on a proposed Speakers' Bureau for the Agency. Said Speakers' Bureau would permit Public Affairs to be more active in reaching a wider audience.

APPROVED FOR RELEASE ☐
DATE: 08-18-2010

SUBJECT: Agency-wide Public Relations Program

DCI/PAO/JDeTrani

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PAO 91-0022

24 January 1991

MEMORANDUM FOR: Director of Central Intelligence

FROM: Joseph DeTrani
Director of Public Affairs

SUBJECT: Agency-wide Public Relations Program

1. In July 1990, the Senior Committee on Agency Public Relations (made up of ADDs and Heads of Independent Offices) tasked a Working Group to develop Agency public relations goals and strategies to meet those goals (see opposite). On 16 January 1991, I met with the Senior Committee to discuss the proposal of the Working Group. The Working Group enumerated four public relations goals, various strategies to attain those goals, and numerous action items under each strategy (see attached). While the Senior Committee endorsed the public relations goals and strategies recommended by the Working Group, most of the members felt strongly that these goals and strategies should be considered as PAO goals and strategies rather than an official Agency-wide program.

2. The Senior Committee agreed that CIA best enhances its image by serving its customers well. A majority of the members agreed that CIA should utilize opportunities to build its image in the normal course of performing its mission of educating the public, but should not include self-enhancement in its mission. Many members of the Senior Committee expressed concern that CIA not overextend and commit itself to a strategy that may not be beneficial in the long run. Several members believed that CIA would not benefit by raising its profile dramatically, or by having its senior managers become public figures.

3. Several committee members thought that an official public relations strategy could potentially undermine the Agency's reputation for discretion with its customers and its sources. In addition, such a program might be misunderstood by CIA employees to mean that it is okay to talk about one's job at CIA. Specifically, a majority of Committee members thought that CIA should be cautious with on-the-record interviews, participation in the making of documentaries about CIA or intelligence, and the declassification and release of intelligence product.

4. After lengthy discussion, the Senior Committee made the following recommendations:


- Use the proposed goals and strategies not as an official document, but rather as PAO goals and strategies;

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- PAO consider forming advisory committees with Agency-wide representation to provide assistance in reaching certain publics (such as minorities, business/industry, academia, and military);
- Proceed with formation and implementation of a Speakers' Bureau; speakers to address general Agency structure and mission only;
- Refrain from using CIA's official seal on products to be sold by EAA.

5. In accordance with these recommendations, I have already solicited nominations from each directorate for participation in a Speakers' Bureau and we are considering the formation of advisory committees to help with the implementation of the public relations strategies. However, certain initiatives such as the making of a new CIA informational video, consulting with private firms specializing in reaching minority communities, and printing new brochures, will require financial resources which extend beyond PAO's budget.

6. My office estimates the initial cost of implementing the strategies to be approximately \$250,000. Though not a relatively large sum, discussion with the Comptroller has confirmed that any money allocated to public relations efforts must be re-allocated from existing directorate budgets. It is my recommendation that I meet with the DDs to discuss how this estimated cost could be shared by the Agency's five directorates. I have sent copies of this memorandum and the Working Group's proposal to each of the DDs.


Joseph R. DeTrani

Attachment:
a/s

Recommend that I meet with DDs: _____

Recommend that we discuss this: _____

1. The Working Group met frequently this fall and determined that the following goals are key to the CIA public relations effort:

- Build and maintain a positive image of the CIA, based on a foundation of trust and accountability
- Explain and clarify the CIA's mission and activities
- Support CIA's recruitment program
- Maintain a CIA workforce knowledgeable about public relations objectives and policies

2. To achieve these goals, the Working Group devised five general strategies and suggested some 60 action items relating to these strategies:

- Expand public speaking and appearance opportunities for selected Agency officers
 - Suggested action items included: having DDs and Independent Office Heads handle selected overflow of speaking invitations received by the DCI and DDCI, making selected senior Agency officials available to the media, and cooperating on a very selective basis with the media on the making of documentaries concerning the Agency.
- Make available and increase access to unclassified information
 - Suggested action items included: the development of brochures addressing specific issues, such as the Agency policy on the hiring of homosexuals, the examination of DI publications for possible declassification, and broader distribution of unclassified DCI speeches.
- Make maximum use of formal and informal briefing and exchange programs with academia, business/industry, and other government organizations
 - Suggested action items included: exploring the possibility for a DCI program for CEOs (modelled on the DCI Program for Deans), finding more opportunities for employee exchange with industry, and using Agency reservists to reach a wider military audience.
- Better inform the CIA workforce about public relations initiatives and "official positions" on controversial issues
 - Suggested action items included: publication and distribution of the Q&A Package (official Agency answers to the most often asked questions of our speakers), making DCI speeches available to employees via internal Agency computer networks, and distributing "Agency views" which detail the Agency's official position on current news items.
- Consider minority issues in conjunction with other strategies
 - Suggested action items included: consulting with firms specializing in minority relations, attempting to reach predominantly minority media, and developing brochures to reflect concerns of minority communities.

Speakers' Bureau

Purpose

An Agency Speakers' Bureau would provide a vehicle through which to inform the public about the general mission and goals of the Central Intelligence Agency and the CIA's role in the Intelligence Community. Such a program would provide a means to dispel myths and misconceptions about the Agency, and allow the Agency to better respond to a potentially large number of requests for "general briefings."

Structure

1. The Speakers' Bureau will concern itself with presentations on the make-up of the CIA, its mission, and its role in the Intelligence Community. A member will be discouraged from discussing his/her specific area of expertise, unless it is of particular interest to a given audience. In addition, Speakers' Bureau presentations shall be off-the-record unless otherwise arranged. Screening of invitations will ensure that speakers do not get involved in "debate situations."
2. Speakers shall be nominated by their Directorate or Office Director and screened by PAO. Minimum requirements include significant Agency experience and a grade of GS-14, except in extraordinary circumstances. In addition, multicultural factors will be considered. PAO, in conjunction with OTE, will provide a one-day training course for speakers. PAO will provide support, such as current media briefings and Q&A packages. Speakers would be expected to serve for a period of at least one year. As a starting figure, no more than 10-15 speakers will serve in the Bureau.
3. The Speakers' Bureau will be run by the Public Affairs Office. PAO shall be responsible for final selection of speakers (based on agreed upon criteria such as knowledge, experience, poise, and delivery style), reviewing all invitations, and matching speakers to appropriate audiences.
4. The Speakers' Bureau will initially respond to invitations already in the pipeline. After a trial period, PAO will consider developing publicity to target certain publics. Should the volume of invitations warrant it, retirees may be considered for the Speakers' Bureau.
5. Speakers will be expected to submit a "trip report" to PAO following each speaking engagement. PAO will pass along to other speakers or appropriate offices all pertinent information from the reports.
6. Travel, lodging, per diem and related expenses associated with a speaking engagement will be met by the speaker's Directorate or Office. An attempt will be made to "piggy-back" speaking engagements onto previously scheduled trips and to arrange multiple engagements on a given trip.

Implementation of Speakers' Bureau

Contingent upon authorization by the Senior Committee on Public Relations in CIA, certain steps must be taken toward the implementation of a Speakers' Bureau. We propose the following:

1. The D/PAO will invite Deputy Directors by memorandum to nominate up to five individuals to serve on the Speakers' Bureau. Heads of independent offices should make their nominations known to the Deputy Director for Planning and Coordination, who will serve as the focal point for nominations from the DCI area. All nominations must be made no later than 18²⁵ January.

2. The Public Affairs Office will interview all nominees during the latter part of January and make final selections for the Bureau. Those selected will participate in a day-long course in February taught by experienced public speakers from PAO. The course will be limited to 6-8 people at a time to ensure maximum effectiveness.

3. We anticipate having the Speakers' Bureau in place by March 1991. ✓

PAO 90-0383

27 August 1990

*This is an
important and
necessary
initiative
but
needs
clarification
then*

JUDGE:

The Working Group on Public Relations will meet for the first time on Thursday, 6 September, to begin work on a comprehensive public relations strategy for CIA. The Working Group will be chaired by one of my deputies and will have nine members, including senior representatives from each directorate (including DP&C), the IC Staff, the General Counsel, and the Office of Congressional Affairs.

Based on guidance I received from a meeting on 17 July of ADD's and Office Directors, the Working Group will look at issues ranging from better communication within our own organization and community to ways of dispelling some of the publicly held myths about the Agency. The Group will also look at the feasibility of establishing a speaker's bureau to take advantage of Agency expertise in reaching out to a wider variety of Americans and at ways to enhance our recruitment efforts, particularly in the area of minority recruitment.

Since the senior leaders spent more than half the time at that 17 July meeting talking about the need to do a better job of communicating with our own employees, we are already working on several of their recommendations. For example, we now publish "Agency Views" to let employees know about official Agency statements or positions (regarding allegations of CIA involvement in the Camarera case, Mandela arrest, S&L fraud, etc.). We are also looking at ways to circulate your remarks more widely within the Agency. The first PAO newsletter is coming out in time for Family Day on 15 September, and we will be updating and circulating broadly our guidance on appearing in public.

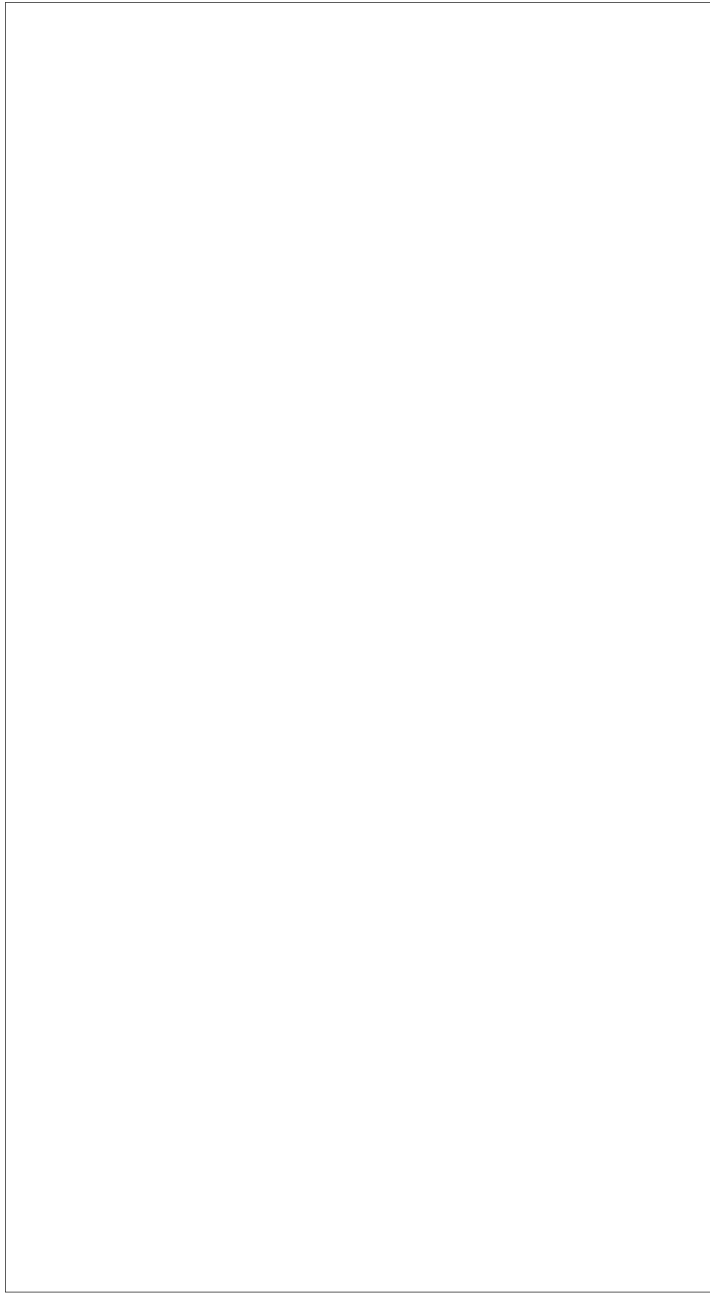
Judging from the enthusiasm and interest at the 17 July meeting, we have struck a responsive chord with this initiative. I will keep you informed of our progress.

Joe DeTrani

*WHD
w/enc -
8/28*

DCI
EXEC
REC

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