



House Republican Policy Committee

Henry J. Hyde, Chairman

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November 1, 1994

Attached is a list of actions initiated by the Director of Central Intelligence in the aftermath of the arrest of Aldrich Ames. This chronological list is a comprehensive overview of the many actions underway at present at the CIA.

The actions outlined in the chronology stem from the work of the Security Commission, the Inspector General's report, and internal reform efforts. The overwhelming majority of recommendations outlined in the SSCI Report issued November 1 are reflected in the actions the DCI has already undertaken or directed to be carried out.

-- Because the most immediate need was in the area of counterintelligence, the Director has placed top priority on strengthening counterintelligence. Programs which have already been launched include: mandatory CI training, new procedures for effective coordination between the FBI and CIA in line with Presidential Decision Directive 24, appointing a special assistant for counterintelligence reporting directly to the DCI, drafting new precepts for promotion to stress counterintelligence work, ensuring that only the top third of officers in the DO will be eligible for counterintelligence assignments, and ensuring that sufficient resources are allocated for counterintelligence.

-- At the same time, the Director's actions go significantly beyond strengthening counterintelligence to include management responsibility and accountability, and new criteria and mechanisms for handling employee suitability problems. Steps include drafting new guidance for managers, and creating the Office of Personnel Security to have the capability of making integrated assessments of agency employees.

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-- The DCI actions also encompass specific detailed changes underway in the Directorate of Operations, including establishing new officer evaluation boards, instituting a system of employee evaluation of their supervisors, overhauling the DO training program, and creating performance standard teams to assess all DO operations.

The attached does not exhaust the list of steps the Director will be implementing in the future. The DCI looks forward to working with the Congress, and with the Commission on the Roles and Capabilities of the US Intelligence Community to continue to make the changes necessary to ensure an effective intelligence structure for the future.

Kent M. Harrington
Director of Public Affairs

Attachment

4. March 15, 1994. The DCI announces that all promotions, awards, and assignments for officers who either supervised Ames or oversaw the counterintelligence investigation are suspended, pending the Inspector General's investigation.
5. March 15, 1994. The DCI testifies before the Defense Subcommittee of the House Appropriations Committee on management actions regarding the Ames case.
6. March 15, 1994. The DCI directs the reexamination of any inconclusive polygraph cases in light of the Ames experience. The DCI also directs objective testing involving FBI and NSA polygraphers to determine whether institutional bias is a factor in CIA polygraph procedures.
7. March 17, 1994. The DCI publicly announces that he has commissioned three independent inquiries into the Ames case: an examination of security and counterintelligence policy by the Joint DoD-Intelligence Community Security Commission; a CIA Inspector General's investigation; and a damage assessment.
8. March 22, 1994. The DCI testifies before the House Foreign Affairs Committee on his management actions regarding the Ames case.
9. April 4, 1994. The DCI directs the reduction of employee access to sensitive information. The Directorates take steps to enhance compartmentation. They are required to report progress quarterly to CIA's Executive Committee.
10. April 28, 1994. The DCI signs a written directive to all CIA managers, spelling out the requirements of management accountability.
11. May 3-4, 1994. The DCI testifies before the Senate and House intelligence committees on legislative proposals to improve counterintelligence. He reiterates the importance of legislation in

the area of employee finances, the need for greater management accountability and heightened counterintelligence awareness and training.

12. May 3, 1994.

The President signs a Presidential Decision Directive to restructure counterintelligence policy. PDD 24 creates a National Counterintelligence Center under a senior FBI officer. Another senior FBI officer is assigned to head the Counterespionage Group within CIA's Counterintelligence Center. Senior CIA officers are assigned to serve in the FBI's National Security Division.

13. June 3-4, 1994.

At CIA's semi-annual Senior Managers Conference, the DCI reinforces the importance of management accountability and counterintelligence as critical to the Agency's mission.

14. July 1, 1994.

New Information Security Center begins operations to integrate software development and computer security in order to establish Agency-wide security standards. The center and its charter respond to the recommendation of the Security and Counterintelligence Policy panel.

15. July 15, 1994.

The Joint Security Commission issues report on Security and Counterintelligence Policy. DCI briefs conclusions to Congressional Oversight committees.

16. July 18, 1994.

In a speech at the Center for Strategic and International Studies in Washington, the DCI announces the following: fundamental reassessment of the entire structure and operations of the Directorate of Operations, to include strengthened personnel management and counterintelligence. He also announces plans to establish new Office of Personnel Security and overhaul of computer security. In addition, the DCI announces overhaul and reductions in the Directorates of Intelligence, Science and

Technology and Administration as well as calls for fundamental changes in CIA culture.

17. August 5, 1994.

CIA's Executive Committee takes further steps to strength management accountability and security.

--establishes new, detailed management accountability guidelines;

--approves enhanced procedures for financial investigation of employees and, new financial disclosure requirements in the periodic employee reinvestigations;

--mandates that the Human Resources Review Group integrate employee security and counterintelligence performance as part of annual personnel evaluations;

--approves random package searches at CIA;

The actions respond to the July 15 recommendations of the Security Commission.

18. August 16, 1994.

Financial investigative unit, slated to become part of the new Office of Personnel Security, begins activity.

19. August 23, 1994.

Senior FBI official takes over Counterespionage Group at CIA's Counterintelligence Center.

20. September 1, 1994.

Planning for Personnel Assessment Center begins, including drafting of criteria for managers in reporting issues of employee suitability.

21. Sept 17-18, 1994.

DDO orders changes in management and personnel in the DO as a result of recommendations of internal DO task forces.

22. September 27, 1994.

CIA's Inspector General issues his report of investigation on the Aldrich Ames case.

23. September 28, 1994.

The DCI announces his actions based on the Inspector General's report. He highlights:

--systemic failures at CIA, including inattention to personnel problems, inadequate resources devoted to counterintelligence;

--establishes position of special assistant for counterintelligence and security to oversee all aspects of reform and reporting directly to DCI.

--announces that all CIA employees in consideration for promotion to senior ranks must undergo training in details of Ames case;

--announces that Office of Personnel Security will begin operations on October 1;

--announces that 11 serving and retired CIA officers are reprimanded. Serious reprimands, tantamount to dismissals, are issued to three retired and one serving officer about to retire. All officer barred from further relations with CIA.

--endorses IG recommendation for a review of polygrapher qualifications, workload, and evaluation standards. Directs strengthening of the specialist track among polygraphers.

24. Sept 28-29, 1994. DCI testifies before House and Senate intelligence committees regarding his actions.
25. September 30, 1994. Senior CIA officers complete mandatory counterintelligence training. Training programs for all employees begin in the four CIA directorates. Implementation responds to the July 15 recommendations of the Security Commission.
26. October 1, 1994. The new Office of Personnel Security (OPS) is formed, merging personnel, medical and security functions. Guidelines delineating OPS and managers' responsibilities for overseeing security and suitability of employees in process of drafting

and coordination. OPS to change cycle of employee reinvestigations, including polygraph, and to ensure coordination between background investigations and polygraphs. Reinvestigations can now occur within a 2-5 year period; those in more sensitive positions can expect more frequent reinvestigations. Procedures also are established to coordinate OPS and CIC efforts.

27. October 1, 1994.

As recommended by the Security Commission, the counterintelligence functions of the former Office of Security are passed to the CIA's Counterintelligence Center, creating a single focal point for cooperation with the FBI.

28. October 5, 1994.

The DCI establishes an Executive Management Panel, composed of former Secretary of Defense Carlucci, former Director of Office of Personnel Management Newman, and CNO Admiral Mike Boorda to review CIA's personnel management system.

29. October 5-6, 1994.

The DCI testifies before the House and Senate Intelligence Committees, addressing changes in DO. DCI announces new personnel policies, including requirement that advancement into senior ranks will require assignments outside home directorate. He also announces establishment of partnership between Intelligence and Operations directorates designed to produce more timely and relevant products. Specifically for the Operations Directorate, the DCI stipulates that:

--first priority in evaluating DO managers is security of their operations. Their performance will be factor in next round of promotions, set for late 1995;

--counterintelligence survey teams will be expanded, covering more operations more frequently;

--performance standards teams will be established to report to the DCI with assessment of overall performance of DO operations;

--establishment of evaluation boards on January 1, 1995 as pilot program to assess suitability and career advancement;

--all DO officers will file evaluation reports on immediate superiors. Upward evaluation system will be in place by March 31, 1995;

--additional management and counterintelligence training will be required for all DO personnel;

--all positions in the DO will be reassessed;

--a specialist track for promotion will be established.

30. October 13, 1994.

The DCI testifies before the Senate Intelligence Committee, providing further information on restructuring and reform. As a follow-up:

--only the top third of the DO's officers will be eligible for counterintelligence assignments, which will be critical to further career advancement;

--new criteria for evaluating all DO operations will be set by November 30;

--permanent counterintelligence survey team to be established and fully staffed in CIA's Counterintelligence Center by November 30;

--performance standards teams to be assembled by January 1995;

--comprehensive training strategy including greater emphasis on counterintelligence to be established by January 1, 1995, and to be evaluated quarterly throughout 1995;

--teams charged with evaluating all DO positions to be assembled by January 1995.

--specialist tracks for career advancement to be established by January 1995.

31. October 31, 1994.

The Office of Personnel Security recommends enhancements in personnel security evaluations, including use of random polygraph examinations; streamlined investigations, particularly for those who may be most vulnerable to compromise; integration of information to ensure a whole person perspective in assessing employee's suitability and security; monitoring of foreign travel; policy on marriage of CIA employees to foreign nationals. The actions respond to the July 15 recommendations of the Security and Counterintelligence Policy study.

32. November 3, 1994.

At the semiannual Senior Managers Conference, senior officers review the Ames case, actions taken, and the applicability of its lessons throughout CIA.