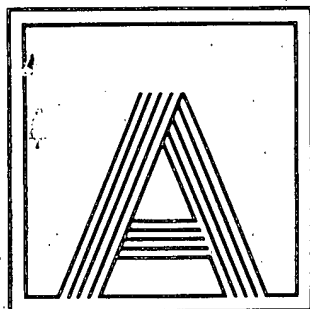
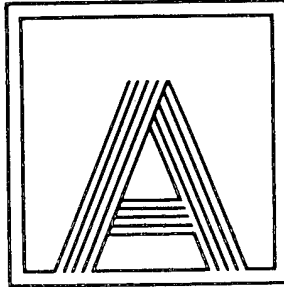


**VOLUME**

**3**



~~SECRET~~



*FEBRUARY  
1984*

# DIRECTORATE OF ADMINISTRATION

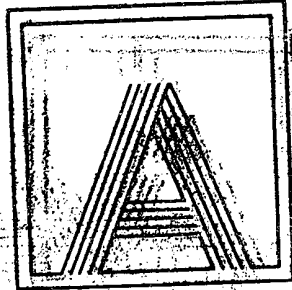
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GOALS, PRINCIPLES AND STANDARDS  
FOR THE CIA

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DIRECTORATE  
OF  
ADMINISTRATION

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GOALS, PRINCIPLES AND STANDARDS  
FOR THE CIA

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SECRET

D/OIS SUBMISSION

First, some general comments:

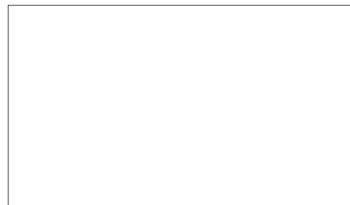
1. At the Agency level, our goals should be succinct, meaningful, and understandable. I would suggest striking from the DCI's draft the sections dealing with organization, ethics (do we have to state that we will not violate the Constitution or break the law?), management style, measure of results, and standards. Toward that end, my draft, attached, deals only with purpose and people.

2. The requirement levied on all employees by the DCI has involved a massive effort and, as a result, has created high expectations that the DCI truly means what he says. Hence, employees and managers will be awaiting certain changes; such as:

--A reversal in the trend of recent years to suck up authority far beyond what good management practices dictate and to return decision making to the lowest, practical level;

--Elimination of bureaucratic policies, practices, and requirements beyond those needed to provide order or to comply with law. Managers are stifled by countless rules, regulations, or requirements which impair their authority or otherwise create a needless flow of paper. The DCI should order an immediate review of all administrative practices to determine those which are essential and those which can be eliminated. Moreover, the DCI, DDCI, and ExDir should set the example and take the lead by cancelling all practices which involve them in decision making in matters involving the management of the Directorates--excepting, of course, those practices which cross all Agency lines and are needed for sound organization. As an example, the Deputy Directors have massive authorities and manage programs involving tens of millions of dollars. Yet, they must seek approval for the assignment of a GS-15 to an SIS position.

3. The DCI's speech and his subsequent request to us all has caused excitement and high expectations. At the same time, there is a degree of skepticism. I trust he will try to understand why the skepticism exists because expectations have been created before. He can win over the skeptics very easily by demonstrating by his actions that he really means what he said.



STAT



## GOALS

### 1. PURPOSE

To serve the American people and to help preserve our freedom by providing the President and our Nation's policy-makers with the best possible intelligence.

(Comment not for publication: The very heart of the CIA--the element that has formed our character, spirit, personality, and which has sustained us for almost 37 years--is the CIA Mission. If one really understands the seriousness of our work and how vital we are to the nation, giving our best and total effort, often at great personal sacrifice, becomes very easy. For me, therefore, the statement of purpose should deal only with why we exist and it is all said in the Scripture etched on our walls, "And ye shall know the truth and the truth shall make you free.")

### 2. OUR PEOPLE

Our people are the Agency's most important resource. To each employee, the CIA pledges to establish personal management programs that will:

- Assert the value and importance of each employee at all levels;
- Provide maximum job satisfaction;
- Recognize and reward quality performance;
- Encourage initiative and innovation;
- Promote excellence in every aspect of performance;
- Provide opportunities for personal and professional growth and career development.
- Assure fairness and equitable action on all matters affecting them.

In turn, employees pledge their support, dedication, and commitment to the Agency's mission as well as their understanding of and compliance with CIA's standards of security and integrity.

(Comment not for publication: To fulfill our statutory mission, the Agency needs the best possible workforce, of all types and all levels. It is not only important to recruit the best, we must retain the best. Our employees must be led to believe that each has worth, that no matter at what level each employee's contribution is important, and that superiors will make every effort--through training, career development opportunities, and recognition--for each employee to attain full potential, and attain reasonable expectations of advancement.)

## D/OIS Comments on OIS Submissions

1. Our Divisions and Staffs were provided the basic materials. My only guidance to them was that they should provide all of their employees a full opportunity to participate and to contribute to the DCI's request. They were free to interpret the DCI's request in any way they chose, but they were required to send me composite and/or individual responses.

2. The results were somewhat limited and not very creative. Except in one instance, what our Staffs did was to critique, comment, and propose suggestions solely on the DCI's Statement of Goals, Principles, and Standards. I had hoped that some of our people might have proposed an entirely new set of objectives or perhaps a different format or approach. Perhaps it would have been a more challenging assignment if they had not had the DCI's Statement in hand but, rather, were charged with developing Agency goals de novo.

3. Notwithstanding the above, it is clear that OIS personnel not only welcomed the opportunity given them by the DCI but were impressed and pleased that he desired their views. They obviously enjoyed the interaction that took place; for many, it was the first such opportunity they have had during their entire career. Thus, if nothing more comes out of this effort than just that, it was well worth it.

4. Most of the submissions suggested a tightening of language and a crisper statement. Two of our senior officers commented on the obvious-- that all of this will only succeed if top management sets the example by their own conduct.

15 Feb 1984

STAT

## STATEMENT OF CIA PURPOSE AND PRINCIPLES

Purpose: To provide a timely, honest, and objective intelligence product that is of the highest quality, relevance, and value to our customers.

To accomplish this purpose, we will follow these principles:

--Work as one agency in a cooperative manner sharing information and expertise while respecting the integrity and value of each component.

--Conduct our activities in accordance with the Constitution, the laws of the United States, and within the moral structure and fiber of our society.

--Protect our sources and methods.

--Respect each others' rights and contributions while ensuring the opportunity for all of us to progress according to our ability and to be recognized and rewarded for our growth and accomplishments.

--Provide a climate where ideas may be pursued in a creative and initiative manner while accepting that an occasional failure is only a step toward success.

--Delegate authority to the lowest level necessary to effectively coordinate our activities.

We will judge our success on the:

--Efficient use of our resources in fulfilling the Agency's purpose.

--Improvement in the quality of our product even when our customers express satisfaction.

--Adherence by all to the standards established by CIA leaders in attaining our purpose and involving the principles that govern our activity.

14 February 1984

MEMORANDUM FOR THE RECORD

FROM: Classification Review Division

SUBJECT: Statement on "In Search of Excellence"

1. The following is CRD's statement of what we believe CIA's philosophy and values should be. It is brief and written in basic terms so that it will be understood and remembered by all employees from clerk to DCI. It is a positive statement, in the belief that stating what should be, will be. This philosophy will only be successful, however, if the DCI on down put their money where their mouths are and reward only those managers who support and encourage these values, which already exist to a large degree in our excellent and highly selected work force.

2. Society is in the Age of Information. CIA's business is information. We are, therefore, on the cutting edge of where the action is in today's world. Information and how it is obtained, processed, and used will shape our lives--professionally and personally--for decades to come.

3. CIA is a service organization. Our customer is the American public and our product is intelligence. We produce the best intelligence possible to help preserve our society's way of life under the Constitution. We achieve this because we remember that we are all one government, working for a common good. We are honest and helpful in dealing with our consumers and clients. And, above all, we are always truthful and objective in our product individually and collectively.

4. The secret of our success is our people--our most important resource. Our managers delegate authority to the lowest level, give a high degree of freedom and autonomy to each employee to explore and develop ideas, and are forgiving of occasional failure. CIA encourages its people to be the best that they can be--and demands excellence and integrity from all.

5. The following are suggestions that, we believe, could move the Agency in the proper direction:

6. All persons should be paid at the rate of the position which they occupy so long as they perform satisfactorily. An alternative would be to pay each employee according to a given rank and assign a stipend for each position. This stipend would be based on the degree of responsibility, difficulty, etc. of the position and would be paid to the person occupying the position.

SUBJECT: Statement on "In Search of Excellence"

7. There should be no RIF programs. They are unfair to many employees, hurt morale, and create a rift between management and employees. Foresight, proper management, and use of attrition would eliminate the need for RIF programs.

8. More consideration should be given to rotational assignments among directorates and between the Agency and private industry and academia. The alternative would be to separate the collection and production elements into completely separate departments.

13 FEB 1984

MEMORANDUM FOR: Director of Information Services  
FROM:   
Chief, Information and Privacy Division  
SUBJECT: Goals, Principles and Standards for the CIA  
REFERENCE: Memorandum from the DDA to DDA Office Director  
on 25 January 1984: Same subject

STAT

1. The opportunity to participate in this exercise, as submitted by the DDA memo of 24 January 1984, has been a very rewarding and informative experience for the Information and Privacy Division. On the positive side all employees participated in one form or another, either through their supervisor or by attending two Division meetings, and provided important insights and observations about the Agency and its management and personnel practices. The impression one gets is that the Agency is an exciting place to work and that it should be, and is the best at what it does.

2. We did learn a great deal about IPD management styles and expectations and find that we, as well as other Agency managers, need to give positive feed back to employees more frequently. Communications too often consist of instruction on what to do and not enough on verbal and written recognition of a job well done. Division employees agree with the thrust of the draft "Statement of Goals, Principles and Standards For CIA" as contained in the referenced DDA instruction package. What we have provided (attached) are ideas and suggestions that should be embodied in such a set of standards, primarily focused toward people needs and concerns related to opportunities, the bureaucratic process, and rewards that should flow from the system.

3. In summary, this has been a most beneficial experience, one that we can learn and grow from to the benefit of the Agency and to its most important asset, its people.

Attachment



STAT

The following suggestions are offered by the personnel of IPD, not so much as additions to the "Statement of Goals" but rather as actions that will help us attain these goals.

### Organization

1. While compartmentation is necessary, the Agency should be viewed as one entity, with everyone--whatever his or her assignment--contributing to the total team effort.

2. A spirit of teamwork can be generated by rotational assignments between directorates, thus allowing people to see how each job contributes to that total effort.

### Ethics

1. The Agency should avoid politicization, giving every administration the best, most accurate intelligence possible on which to base policy decisions whether or not that intelligence is what the administration wants to hear.

2. Agency employees would be more comfortable with public scrutiny if officials would deny outright more of the allegations that portray us as unethical.

### People

1. The people of the Agency are our greatest resource. They should be carefully selected, trained on a continuing basis, and allowed more information about job opportunities.

2. There is no "elite corp" within the Agency; we all constitute an elite corp. Mutual respect and cooperation are essential, whatever one's grade or position.

### Management

1. Employees should be encouraged to participate in problem solving as an alternative to institutionalized decision making, i.e., such as participating in this exercise.

2. Managers should be able to reward exceptional performance more readily and closer to the actual performance.

3. Employees should be told when they are doing a good job; there should be more feedback and more verbal and written recognition of good performance.

4. A reduction in paperwork and bureaucratic exercises would leave managers free to do more of the above.

5. Management should be able to respond in a more timely fashion to employee needs for space, equipment, and furniture.

14 February 1984

MEMORANDUM FOR: Director of Information Services

FROM:

[Redacted]

Chief, Records Management Division

STAT

SUBJECT: Comments on the DCI's Proposed Statement of Objectives and Principles for CIA

1. Each of the three branches in RMD was asked to prepare comments on the DCI's proposed statement of objectives and principles. The three branch chiefs approached this task in a similar manner; they allowed time for their branch members to review the handouts and then met with them to discuss the DCI's draft statement. These discussions led to the drafting of comments and, in the case of the Records Systems Branch, the re-drafting of the objectives and principles themselves. Copies of the comments or revisions prepared by each branch are attached at Tab A. The branch chiefs indicated that all members of the division participated in the discussions, which were characterized as open, frank, and useful.

2. After the branches completed their discussions, I met with the branch chiefs to solicit their comments on the DCI's statements. Their views, which are shown at Tab B, reflect their own thoughts, as well as some of their branch members. As you will see, the comments indicate that division members support the idea of a statement of goals and principles, but felt that they could be stated more succinctly and directly. The Records Systems Branch has provided a re-draft which provides an exposition of those goals.

STAT

[Redacted]

Attachments

1. Tab A
2. Tab B



**CONFIDENTIAL**

10 February 1984

MEMORANDUM FOR: Chief, Records Management Division  
FROM: Chief, Archives and Records Center Branch  
SUBJECT: Branch Comments on the DCI's Statement of  
Objectives and Principles for CIA

The Branch discussion started very slowly, but steadily intensified to the point where everyone was involved. Attached are our comments. (U)



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**CONFIDENTIAL**

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.

We agreed that the Agency's purpose was basically OK, however, possibly more pressure should be applied to assure the guidelines are followed.

Organization. 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 are respected and, in turn, will undertake to contribute to and make use of the role and performance of other relevant elements.

We felt that in some cases different elements were performing similar activities, without the other element being aware of it. Possibly, some office could act as a clearing house to assure that similar activities are coordinated and still maintain the need-to-know concept.

Ethics. Our activities are conducted under the Constitution and laws of the United States. The nature of our work is such that every member of the Agency 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.

We agreed with the Agency's statement of ethics, however, being under cover you are put in situations that are not always ideal.

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. Skills are recognized and fostered through training, travel and assignments; management personnel are selected for their ability to inspire enthusiasm and promote excellence based on their own performance.

We felt that every effort should be made to recruit the most qualified and dedicated people with disregard to quotas. We also felt that whenever possible, advancement should be from within. We also recognize that the strength of any organization is dependent on the quality of its people, and felt there should be some way to award its high performing people immediately, such as cash awards, etc. We felt there should be some mechanism added

that makes it much easier to terminate people that are just not doing the job. We have seen cases where people have been transferred to another position, when we felt they should have been terminated. We also feel that rotation for the sake of rotation should not be practiced. Rotate only when it is mutually helpful for the employees and the Agency.

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.

Basically, we agreed with the Agency's management concept. The idea that we felt could possibly be added was that the Agency should assure that all levels are consulted when decisions are made, especially the level that is affected by the decision.

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, this organization does not have profitability and capital value to measure its results. Still, its results are in the satisfaction of its customers in the value, relevance, and timeliness of the intelligence and operational inputs they receive. 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 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 and the public assess and value these results.

Agency employees should strive to do the best job possible and could only be measured or compared against operations that have similar responsibilities. We can only measure our results against how quickly, accurately, and diplomatically we serve our customers.

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.

Agree.

10 February 1984

MEMORANDUM FOR: Chief, Records Management Division, OIS

FROM:

  
Chief, Records Systems Branch, RMD

SUBJECT: "Excellence"

REFERENCE: Memorandum from DDA to Office Directors dated  
25 January 1984; Subject: Package for Managers  
as a Guideline for Development of Goals, Principles,  
and Standards for the CIA

Each member of the Records Systems Branch has reviewed the material provided by the DCI, and the branch has met as a group to critique and improve the draft statement of goals. In general, we agreed with the basic substance of the goals but felt they were too wordy and repetitious. We also felt there should be more emphasis on individual initiative and on leanness and clarity in management. In the attached paper we have listed each goal as originally drafted, followed by our proposed revision.

Attachment:  
As stated



STAT

STAT

STATEMENT OF GOALS 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.

To provide timely intelligence support of the highest quality, relevance, and value to our consumers.

Organization. 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 are respected and, in turn, will undertake to contribute to and make use of the role and performance of other relevant elements.

To work together as one Agency, with each element supporting the activities of others while drawing upon their unique capabilities and respecting their individual responsibilities.

Ethics. Our activities are conducted under the Constitution and laws of the United States. The nature of our work is such that every member of the Agency 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.

To conduct our activities in compliance with the letter and spirit of the Constitution and laws of the United States, with each person displaying the highest degree of integrity in personal conduct and in carrying out the special requirements and responsibilities of our work.

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. Skills are recognized and fostered through training, travel and assignments; management personnel are selected for their ability to inspire enthusiasm and promote excellence based on their own performance.

To provide a productive and rewarding work experience by affording opportunity for professional and personal growth through increasingly challenging assignments, travel, and training.

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.

To encourage individual initiative and creativity by allowing freedom of action in developing and attaining clear objectives, by accepting occasional failure as a necessary step toward success, and by reducing levels of management to the absolute minimum needed to effectively coordinate our activities.

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, this organization does not have profitability and capital value to measure its results. Still, its results are in the satisfaction of its customers in the value, relevance, and timeliness of the intelligence and operational inputs they receive. 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 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 and the public assess and value these results.

To assess our performance in terms of efficient and effective use of people, technology, and the taxpayers' dollar in protecting the security of the United States.

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.

(With the simplified statement of goals, this restatement is unnecessary--as reflected in the shortened overall title above.)

RECORDS MANAGEMENT DIVISION COMMENTS  
ON THE DCI's PROPOSED 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.

We felt that the relevance of intelligence support, as well as its responsiveness to specific consumer needs, should be included in this statement. The purpose probably should also reflect the Agency's responsibility to protect classified information from unauthorized disclosure.

Organization. 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 are respected and, in turn, will undertake to contribute to and make use of the role and performance of other relevant elements.

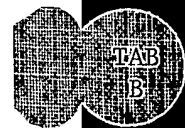
While there was general agreement with this statement, we felt that it, in some ways, stated the obvious and should be recast in the form of a goal. It was also observed that the Agency's decentralization, while necessary from a security viewpoint, detracted from cooperation between components. In general, we felt that the statement should reflect the need for Agency components to share information and expertise whenever security considerations permitted.

Ethics. Our activities are conducted under the Constitution of laws of the United States. The nature of our work is such that every member of the Agency 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.

It was felt that this statement should reflect the need for Agency employees to act in accordance with legal requirements and not simply to be aware of them. We agree with existing Agency policy that the appearance of our actions, as well as the actions themselves, should reflect our respect for and compliance with the laws of the land.

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. Skills are recognized and fostered through training, travel and assignments; management personnel are selected for their ability to inspire enthusiasm and promote excellence based on their own performance.

We agree with this statement, but felt that it was too long and that the statement on management should be included under that section. We believe that the comment on employee development should indicate the progressive nature of assignments. There should also be a statement reflecting that employees' skills are recognized through awards and not simply assignments, training, etc.



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

While agreeing with the thrust of the statement, we believe that too many layers of management have developed, stifling initiative and creativity. We also feel that the statement should recognize the need for occasional failure if we are to foster creativity and initiative in our employees. The bureaucratic structure, and the attendant requirement to play by the rules, does not encourage risk-taking or experimentation with new approaches.

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, this organization does not have profitability and capital value to measure its results. Still, its results are in the satisfaction of its customers in the value, relevance, and timeliness of the intelligence and operational inputs they receive. 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 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 and the public assess and value these results.

It was felt that the first three sentences of this statement appeared to be an apology and probably are not needed. We believe that the emphasis should be on the efficient use of our resources in fulfilling the Agency's mission. In this regard, we believe that the Agency should strive to improve the quality of its products even when our customers express satisfaction.

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.

While finding no fault with these standards, we believe them to be repetitive of items included under other headings and probably should be deleted or boiled down.



14 February 1984

MEMORANDUM FOR: Chief, Records Management Division

FROM:

[Redacted]

Chief, Information Technology Branch

SUBJECT: Response to DCI Requests Concerning the Draft  
Statement of CIA Objectives

STAT

In accordance with the requests contained on the last page of the DCI's 24 January 1984 speech, Information Technology Branch personnel prepared a critique of the draft statement of objectives and a summary of the most important thoughts and recommendations that developed in the process. Attached as two items are our critique and summary and, as requested, we have limited our response to just over two pages.

STAT

Attachments:  
As stated

[Redacted]

ITB CRITIQUE OF DCI'S PROPOSED STATEMENT OF GOALS, PRINCIPLES, AND STANDARDS FOR CIA

We propose that the seven CIA category/descriptions be organized by the respective title grouping which they address, for example:

° GOALS

Purpose  
Organization

° PRINCIPLES

Ethics  
Personnel  
Management

° STANDARDS

Standards

In addition the category "Measure of Results" should be listed last at the bullet level, because it summarizes previous definitions.

Purpose.

We have no disagreement with the statement of purpose but believe that it should include the fact that intelligence support should be responsive to the needs of consumers. The protection of intelligence sources and methods should also be considered for inclusion.

Organization.

We agree with the statement on organization but it was noted that the decentralized nature of the Agency negatively affects ideal cooperation.

Ethics.

We agree with the statement on ethics but believe it is important that it also include words to the effect that the Agency will not operate outside of its charter.

People.

In the first sentence several people did not like the words "root source." " Fundamental" was suggested as an alternative word. In addition, most people did not care for the third sentence. In particular it was felt that the statement concerning management added little. It was suggested that the third sentence be dropped and the following substituted: Individuals and work units are compensated for superior performance through personal and organizational recognition and/or monetary rewards. CIA promotes advancement through continuing programs of training and education to upgrade professional and personal growth and is supportive of equal opportunity and affirmative action.

Management.

Add to the statement on management that freedom of action is ensured by providing each individual with well-defined authorities. Several people also thought that this should be the place to state what the selection criteria for managers are. A possibility: Managers are selected for their ability to lead, plan, and inspire, as well as their sensitivity to human relations. Each manager must promote excellence through his or her own performance.

Measure of Results.

The fact that we are not a private institution is self evident and need not be stated. In the sixth sentence we would add the word "initiative," i.e.: These results come from the qualities of its people and their creativity, dedication, initiative, and success in utilizing technology and other resources to collect, analyze, and apply information and judgment to foster the security and prosperity of the United States.

Standards.

This could probably be stated as one sentence. We suggest something similar to the following: As dedicated public servants we seek excellence in our profession for the purpose of providing the best intelligence support to the Nation as is possible.

SUMMARY OF ITB THOUGHTS AND RECOMMENDATIONS

- ITB personnel fully support the objectives of the DCI in this exercise, although there was some concern that in the end it would result in nothing but "hype."
- The strength of CIA is dependent on dedicated, quality people motivated by the knowledge that their efforts are recognized as important contributions to the success of the Agency.
- There tends to be excessive layers of editorial and bureaucratic management review; excessive layering is encouraged by our performance evaluation and job grading systems.
- Consider having promotion boards review personnel talents as they apply to potential jobs instead of ranking one individual against the other; select best qualified person for a particular job and automatically promote individual to the level of the job if performance is satisfactory.
- Most individuals know their responsibilities but their authorities are often not clear. Authorities should be clearly stated and not infringed upon unless responsibilities are not being properly handled.
- Fear of failure is real, therefore fear of risk-taking is real. Fear of risk-taking leads to "wheel spinning" and creativity is stifled.
- Perceived lack of confidence in personnel leads to thoughts of "I can not win".
- Individuals work best when given the greatest amount of freedom; guidelines, reporting requirements, and completion dates are usually all that are necessary. Excessive ad hoc reporting on the status of projects is disruptive.
- Policies, standards, and objectives should be well publicized and under constant review with a view toward what is ahead.
- Goal setting should be both from bottom up and top down.

14 February 1984

MEMORANDUM FOR: Director of Information Services

FROM:

[Redacted]

Chief, Regulations Control Division

STAT

SUBJECT: Regulations Control Division's Recommended Changes to  
Draft Statement of Objectives for CIA

REFERENCE: DDA Memorandum to Office Directors, same subject, dated  
25 January 1984

As requested in the reference, the members of the Regulations Control Division have given considerable attention to the Director's charge to develop a statement of principles and standards for the CIA. Accordingly, we have modified the draft statement of CIA objectives as presented and forward the attached set of objectives which we believe are more relevant to a dynamic organization such as CIA.

[Redacted]

STAT

Attachment:  
As stated

14 February 1984

## STATEMENT OF GOALS, PRINCIPLES AND STANDARDS FOR CIA

Purpose. To provide accurate, timely, and comprehensive intelligence information and support to the President and the National Security Council to enable them to formulate correct decisions on Foreign Policy and National Security, thereby serving the best interests of the United States. Further, that the CIA extend this dedicated effort to a broad range of consumers providing them with the best intelligence possible on a time-critical basis and in a form to be of the greatest value and utility.

Organization. The CIA consists of operating components critically dependent on one another to support individual and joint activities. The integrity of each component is respected, and all are vital to the successful accomplishment of the overall mission of the Agency.

Ethics. Our activities are conducted in accordance with the Constitution and laws of the United States. The nature of our work is such that each member of the Agency is aware of and sensitive to the letter and spirit of this legal context, and manifests the highest degree of integrity, professionally and personally. Each person is mindful that the Agency operates within a democratic society and its activities always will be in harmony with the proper functioning of that society.

People. The spirit of CIA is embodied in its people who are the root source of all its capabilities. The strength of the organization is dependent on the quality of these people, and the Agency's future is directly related to management's recognition of and strict adherence to this principle. Opportunities must be afforded for their professional and personal growth. Skills are recognized and fostered through training, travel, and assignments. Management personnel are selected for their leadership ability to relate to others, to generate enthusiasm to pursue our objectives, and to promote excellence exemplified by their own performance. Individual effort for self-improvement is always encouraged and noted.

Management. Management solicits from all levels the individual's views and ideas and acknowledges them. Senior managers move informally among Agency personnel, particularly outside of Headquarters, encouraging creativity and fostering initiatives; individual freedom of action in attaining well-defined objectives is supported while, at the same time, efficiency, accountability, and results are required. Management recognizes that effective communication is the life-blood of an organization and from it flows mutual understanding, respect, and loyalty.

Measure of Results. As a public service, this Agency's results are measured by the degree of success and effectiveness achieved in promoting and safeguarding vital security interests of the United States. The utility, value, relevance, and timeliness of intelligence information and operational support provided to the President and senior government advisors, and their satisfaction with it, is directly proportional to the

measure of success and results achieved by the Agency in carrying out its mission. Consumer satisfaction is deemed critical in measuring effectiveness but knowing that we have put forth the best effort and the best product possible is crucial to the fulfillment of our goals.

Standards. We seek to exemplify in everything we do:

- performance of the highest quality;
- ethics and integrity of the highest order;
- respect for the individual;
- effective communications at and between all levels;
- development of outstanding skills, confidence, personal pride, and personal resources in our people;
- recognition and effective utilization of all personnel;
- 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.

Submission of Chief, Personnel and Training Staff

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 developmental opportunities and career enhancing training it affords for their professional and personal growth. Management personnel are selected for their ability to inspire enthusiasm and promote excellence based on their own demonstrated performance.



### Submission of Chief, Plans and Management Staff

The "Statement of Goals, Principles, and Standards for CIA" has all the essential elements. More critical to the success of our organization than minor refinements is our faithful, unaltering adherence to its basics. IBM, for example, stresses early on that the most important single factor in corporate success is faithful adherence to (their) beliefs. It is no less true for the CIA. If there is no follow-on to implement this statement of objectives, and if employees, especially the newer ones, feel that this is just one more exercise taking time away from the daily work, it will have negative results. Indeed, it would be better not to attempt it.

We talk a lot about the need for employee integrity. Certainly, it should come from within each of us, but it must be fostered and nurtured by those occupying the positions of leadership at the very top. Every successful corporation we have read about in In Search of Excellence operates in this manner. After first articulating their principles, top management must live them, promote them, and, in fact, demand their strict adherence at the highest level all the way down to the lowest level employee. Once employees perceive that management is serious and is truly living and applying their principles, they not only will follow but will catch the spirit. It is a fact that people emulate the moral character of their leaders. Once the example, spirit, and force come from above, in little time employee support will flow willingly.

Submission of Budget and Finance Officer, OIS

My comments in regards to the Director's statement are basically from a personal perspective involving experience working in several Directorates and service organizations that deal with a wide range of activities and employees. Over a period of time it appears that the Agency has suffered setbacks resulting from external sources and this will probably always be the case in a society which does and should have the right to be informed as to what its Government and appointed officials are doing. The nature of intelligence work necessarily limits public knowledge of many activities and missions and I feel most people support this as a necessary evil that in a more perfect world would not be necessary.

During the past, present, and, hopefully, the future, the Agency has withstood external challenge and an increasing oversight which in some cases cross the fine line between the right of public knowledge and accomplishment of our mission. I feel there are issues that the Agency can and must control in order to retain public and Congressional confidence. All levels of the Agency, but more specifically the management levels must exercise extreme care that financial dealings be above possible reproach. A second area that was not mentioned in the Director's remarks is of a broad scope but I feel is vital to the basic goals of the Agency as it deals with the real and perceived "politicalization" of our efforts. If our singularly most important function is to provide the executive and legislative branches with information to formulate policy decisions, we must retain the independence to ensure a product that is untarnished by political considerations. If this is not the case, I believe we will lose the confidence of the public and our own employees. It appears that this is an area that relates to the goals, principles, and standards for CIA.

Submission of Management Officer, OIS

PREFACE: To give myself a sense of perspective in accepting the challenge of the Director's tasking regarding a "Statement for CIA," I first took his statement provided and framed it within the context of OIS--as I see it. It was a fun exercise; whether it has value, I defer. But I am including it along with my contribution to the Director's tasking just to permit OIS senior officers a different view.

As to the specifics of the Director's statement, I have only one area in which I feel moved to contribute. I have, therefore, not made any "revisions"--for revisions' sake--to the other areas of the Statement.

ETHICS: The challenging dichotomy of living in a free society while working in a "closed" system (CIA) mandates that CIA personnel--and activities--be subject to the greatest, ongoing scrutiny possible by qualified and knowledgeable individuals both within and without the Agency. While the nature of our work (collection, dissemination, and protection of intelligence information) requires that we be particularly sensitive to the national security of the United States, nevertheless, we must also recognize that the laws of our free society dictate that we be responsible and responsive to any misperception U.S. citizens may have of us. We should exercise the highest degree of conscientiousness and integrity in the performance of our duties bearing in mind that we too are members of the citizenry and as such have a vested interest in ensuring that we do not overstep the bounds of moral and ethical obligations in any misguided intent of serving a particular person or interest group or segment of our society.

## STATEMENT OF GOALS, PRINCIPLES, AND STANDARDS FOR OIS

Purpose: To provide accurate, comprehensive information handling support within the Agency in a manner that will ensure proper accountability and immediate response in producing records to intelligence analysts, administrative personnel, and support officers in a form of greatest utility to them. The collective effort of OIS is directed toward the goal of providing that type of records keeping support vital to the needs of this Agency in order to ensure that the Agency's end product becomes an effective and useful tool to key policymakers and defense personnel in the conduct of the foreign policy of the United States.

We will do our best to tackle any task relating to the collecting, protecting, and disseminating of records within our charter responsibilities.

Organization: OIS is composed of records managers and information control officers dedicated to information handling and protection of all Agency material--particularly classified material and to support Agency activities on all fronts.

Ethics: Our activities are conducted under legislative enactments, Executive orders, and Agency regulatory issuances. The nature of our work is such that we must be particularly sensitive to the security of material under our custodianship while at the same time recognizing that we are responsive to the needs of the public as stated in law (FOIA and PA). In the latter, particularly, we should manifest the highest degree of conscientiousness and integrity in the performance of our responsibilities bearing in mind that we too are members of this country's electorate and as such have a vested interest in ensuring that this Agency also functions for the good of all the citizenry and not just a select few.

People: Dedicated personnel are the root source of OIS' capabilities. The effectiveness of OIS is dependent on the quality of its personnel, and future growth in efficiency and service is related to the professional growth of our personnel and to the acquisition of motivated individuals. Skills are recognized and enhanced skills are fostered through proper training and the promotion of motivational attitudes of excellence. Management personnel are selected for their ability to inspire enthusiasm and promote the desire to excel based upon their own example and professional performance.

Management: OIS' operating style is to foster initiatives and creativity by allowing and encouraging freedom of action in the pursuit of well-defined objectives. Management efficiency, accountability, and production is required at all levels--managerial and non-managerial.

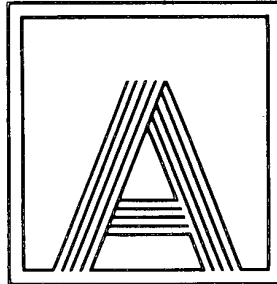
Measure of Results: As a specialized support service to the Agency, OIS' profitability and capital value--used as a measure of results in the private sector--are expressed in the satisfaction of its colleagues in the other components as they are able to obtain, store, and retrieve vital information in the most expeditious manner. When we receive word of "a job well done" in providing vital records and in suggesting ways in which most effectively to store material for retrieval, that is our measure of results. The resources in manpower and equipment needed to achieve this measure of results comes from the response we receive from those we serve.

Standards: (Pretty hard to add to perfect statements!)

(FOR OIS ONLY: Leadership and recognition as the best information handling service in the Agency--the title is apparently, presently held by )

STAT

**SECRET**



**DIRECTORATE  
OF  
ADMINISTRATION**

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**GOALS, PRINCIPLES AND STANDARDS  
FOR THE CIA**

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**SECRET**

OFFICE OF DATA PROCESSING

ODP 84-221  
16 February 1984

MEMORANDUM FOR: Deputy Director for Administration

FROM:

Director of Data Processing

STAT

SUBJECT: ODP Evaluation of Agency Goals

1. Attached are responses from within the Office of Data Processing to the DCI's call for the establishment of Agency goals and creed. In addition to the attached, the Office of Data Processing is undergoing a goal-setting exercise, previously scheduled, the results of which will be made available to you approximately 22 February 1984.

2. There is a substantial and gratifying degree of consensus with regard to the higher level aspects of the Agency's reason for being. The most salient factors which derive from a review of the attached are:

o The Agency's role is a vital one for the existence of the nation.

o We need to constantly improve the quality of our effort.

o We are unique.

o We must devote considerable effort to the development of our personnel, with a major stress upon creativity.

o We suffer from bureaucratic hardening of the arteries and should divest ourselves of all bureaucratic trappings.

o We must as an Agency become more comfortable with taking risks.

o We need to push forward the frontiers of technologies in those areas which enhance our doing our job.

SUBJECT: ODP Evaluation of Agency Goals

o We must function in accordance with the standards of ethics and morality which our society wants.

o We must recognize that people are our most important asset.

3. The above are not in any particular order.



STAT

Attachments:  
As stated



THE CENTRAL INTELLIGENCE AGENCY'S ETHOS

The Central Intelligence Agency was created by action of the Executive and Congressional Legislative Branches of the Federal Government to prevent the repetition of the Pearl Harbor experience - that is the unexpected initiation of war against this country. This act of creation carries the basic seeds of the Agency's reason for being - the provision of secret intelligence within the framework of the American Constitution, culture and societal expectation. This, in turn, means that The Central Intelligence Agency is unique among intelligence organizations in functioning as a secret intelligence entity, within an open society subject to the accountability levels of that society.

From this kernel of meaning derives the next level of goals:

The establishment and exercise of the most capable techniques of collecting information on a global basis at both the micro and macro levels; the establishment of internal and external reporting techniques which assure accountability and ensure that no unethical or illegal activities exist.

At this level we begin to address the "how to" of the execution of these idealized goals.

We must pursue actively and aggressively all of frontiers of knowledge with regard to collection.

We must remember the uniqueness of our existence and use that uniqueness to attract the best and brightest people to the service of this Agency.

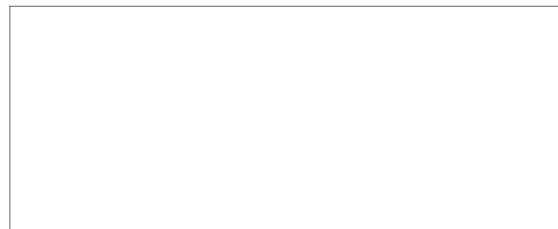
We must provide our employees with the opportunities to achieve their fullest potential.

We must avoid the hardening of the arteries that comes with bureaucratic aging, daring to be different and daring to take risks.

We must remember that our goal is to convert information into intelligence to assist the policy formulation.

Our role is not to formulate policy.

We must organize in such a fashion that the structure does not inhibit the accomplishment of the organizational goals.



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## CIA: ITS BELIEFS, GOALS, AND STANDARDS

PREAMBLE

- Any United States Government organization, to survive and succeed in our democratic free society, must have a well defined mission and a strong set of beliefs and principles, which transcend administrations, to guide its policies and actions.
- The most important single factor in the success of a United States Government agency is the confidence of citizens and their elected officials that the agency is performing a necessary public service and is faithfully adhering to guiding beliefs and standards that uphold the principles and traditions of a democratic society.
- To meet the tough and sudden challenges to an intelligence organization in a changing world, the CIA must be prepared to change everything about itself excepts these fundamental beliefs.

BELIEFSThe Customer

The primary purpose and reason for existence of the CIA is to protect the security of the United States as well as the personal safety and freedoms of its citizens.

The Product

The CIA produces accurate and timely information about the capabilities, intentions, and activities of foreign powers, organizations, or persons and their agents as an essential ingredient to informed decisionmaking in the areas of national defense and foreign relations.

The Profession

Intelligence is an honorable and necessary profession to which high caliber men and women can be proud to dedicate their lives. These excellent men and women are the root source of CIA capabilities in its diverse and interdependent activities. The Agency supports the American tradition that all persons should receive fair, impartial, and equitable treatment at the hands of the Government. At the same time, the Agency expects that, in the interest of national security, all persons privileged to be employed by the CIA shall be reliable, trustworthy, of good conduct and character, and of complete and unswerving loyalty to the United States, as evidenced by their willingness to accept reasonable limitations and controls on the exercise of their individual freedoms and independence of action.

In return for their loyalty and dedication to the United States and the mission of the CIA, the Agency provides its people with:

- Opportunities for professional and personal growth through training, travel, and challenging assignments;
- Recognition of their contributions through awards and promotions based on merit and performance;
- Resources and facilities necessary for a creative and productive environment;

- Personal and professional support services unequalled anywhere in civilian agencies;
- High quality management personnel who are selected for their ability to inspire enthusiasm and promote excellence, and for their concern for people.

GOALS

- Protect the United States against hostile activities of foreign origin.
- Develop and protect the intelligence sources, methods, and analytical techniques necessary to be the best intelligence service in the world.
- Develop the confidence of the American people in the CIA as a protector of national security and individual freedoms.

STANDARDS

- Seek and report the truth -- even when unpleasant or unpopular.
- Excellence of performance in all activities.
- Ethics and integrity of the highest order in accord with the Constitution and laws of the United States.
- Recruit, develop, and retain the highest caliber intelligence officers.
- Flexible and decentralized management held accountable for meeting centralized objectives.
- A balanced approach to intelligence collection using all legal means available.

STAT

9 February 1984

MEMORANDUM FOR: Director of Data Processing

FROM:

Executive Officer, ODP

STAT

SUBJECT: Statement of Goals, Principles and Standards

1. This memorandum constitutes my contribution to the statement of Agency goals, principles and standards...ie, the Green Book exercise.

2. At the outset, I would like to briefly state my approach to this task, which will be different from most. I feel reasonably confident that, with several thousand creative minds actively involved in this effort, many suggestions concerning the importance of the individual, people in general, management, ethical standards and a number of other important elements as partially outlined in the DCI's material will be received and, in varying degrees, incorporated into our new code of principles and objectives.

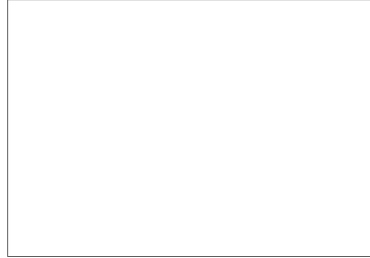
Consequently, I choose to focus my contribution in two specific areas that I believe are particularly important to the Agency as a whole. I approach it this way in the hope that by focusing my contributions and energies in such a manner, they will thus stand a better chance of eventual incorporation into the overall Agency statement.

3. The two areas towards in which I focus are a) the overall purpose of the Agency, and b) the need to become the unsurpassed world leader in collection and analytical technologies.

4. A quick note about format. I personally prefer "bullets" and note that certain of the DCI's sample statements such as Boeing and IBM were bulletized. This is much easier to read and, more importantly, to remember. Since the level of commitment by Agency employees to our new statement is critical to its success, the simpler we keep it...the simpler it is to remember...and, thus more likely to become consciously and subconsciously internalized throughout our ranks. Consequently,

- I push for bullets in the final statement
- Not a lot of paragraphs, please

However, I have also included my contribution in paragraph format just in case the bullets miss. At the top of the page, I have provided "background" explanatory material, followed by the specifics of what I think should be in the final statement.



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Explanatory Comments 1: --> I think the most important item to emerge from this exercise should be a refocusing on what is, in my opinion, the "holy" mission of the CIA. Basically, that mission is to protect and defend the United States from foreign malice and attack by providing accurate, prompt and concise intelligence to the national policy makers. This overall mission also becomes one, by extension, of preserving the American constitutional system from all varieties of foreign threats. In the immediate era, it effectively translates in large but not exclusive measure as effective nullification of the threat of military and political defeat by the Soviet Union, as it currently exists in the twin form of Russian militarism and Communist ideology. I'm sure that my wording can be improved upon, but I really think it is most important to focus on this essential theme.

Explanatory Comments 2: --> The CIA is in reasonable shape in terms of developing sophisticated collection technologies. By comparison, analytical technologies are less developed. By focusing special attention on developing our analytical technologies, we have the potential to leverage our effectiveness as an Agency in a powerful way. Information handling technologies will play a major role in this area as well. While many in the Agency already appreciate the importance of this future, incorporation in our overall statement will help focus the energies of those who do not, and hopefully produce a greater level of effectiveness throughout the Agency.

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#### Protect the United States from Foreign Harm

- Alert policymakers with the best available intelligence as soon as it can possibly be done.
- Ensure that our Country is never again subjected to a surprise military attack.
- Ensure that our constitutional system and freedoms are forever protected from foreign threats and hostile ideologies.
- Help to preserve our world economic leadership and ensure that American jobs are not lost to foreign technological and other developments.

#### Exploit Modern Technology to the Fullest

- Become the world leader in the development and utilization of modern collection and analytical technologies.
- Become the world leader in the automated handling of information, intelligence information in particular.



**Purpose:** Provide policy makers with the best and most timely intelligence in order that the existence of the United States can never be placed in serious danger from external threats or intrigues.

**Technology:** The CIA strives to become the preeminent world leader in the development and application of the latest in modern technology in the collection, handling, and analysis of intelligence information.

8 February 1984

MEMORANDUM FOR:

FROM:

SUBJECT: Agency Objectives

STAT

SUBJECT: Draft of CIA Objectives

COMMENT: ISG has reviewed the question of CIA Goals and Objectives and has the following input:

The draft of CIA objectives is good and essentially covers all elements which we deem important. We would, however, like to suggest the following improvements:

1. In the PEOPLE section, add "A high degree of esprit de corps among our people must be maintained and nurtured".
2. In MANAGEMENT section, add "Employees must share in the the Agency's successes".
3. The items in the STANDARDS section seem out-of-order and non-cohesive. Reorder and modify the STANDARDS as follows:
  - Leadership and recognition as the best intelligence service in the world;
  - Ethics and integrity of the highest order;
  - Performance at the highest productivity levels while maintaining highest quality;
  - Capability and flexibility to meet tough and sudden challenges;
  - Development of outstanding skills and self-confidence in those skills by our people;

PAGE 2

- Utilization of the most effective tools and technologies.



STAT

Mike what follows is our raw input to the DCI exercise. I have deleted any duplicates that I could find in my review although I may have missed some. We are missing one Division's input but they have some other serious business to contend with.....ACIS REDIRECTION! If you or Gail want, we can provide their input later when they return from

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My observations on this exercise reflect that ODP employees have a very narrow scope of what this Agency does...myself included. We need to broaden our exposure especially in the DDS&T and DDO. This can be done by courses like the DDS&T Career Course, but more rotationals are needed hence broadening our own knowledge base. If you need anything else along these lines, dont ask! Just kidding let me know!

ST

3 February 1984

MEMORANDUM FOR:

FROM:

SUBJECT: DCI

STAT

One liners you requested:

- o Provide the best and most timely intelligence data.
- o Provide production and highest quality of finished intelligence for policy makers
- o Be on the cutting edge of technology (state-of-the-art)
- o Continue to be the best intelligence service in the world (second to none)
- o Provide ergonomics in the collection, analysis, and distribution of intelligence products
- o Develop skill, confidence, and provide challenges for CIA employees
- o Maintain the highest degree of integrity and ethics in

personnel

[Redacted]

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Distribution:

- addressee

[Redacted]

STAT

6 February 1984

MEMORANDUM FOR:

[Redacted]

STAT

FROM:

SUBJECT:

DCI's Address -- Agency Goals

This response has two subject areas, What the Agency should stand for and Goals.

What the Agency should stand for;

- That component of the government most capable of dealing effectively with hostile governments and organizations and frustrating their objectives.
- The source of accurate finished intelligence for the nations leaders.

Goals;

- to be the leader in intelligence, excelling in technology, reliability, maintainability and value.
- To be the most professional and dedicated work force in the U.S. Government.

DATE: February 6, 1984

[Redacted]

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NOTE TO:

STAT

SUBJECT: CIA Goals and Objectives

ISD INPUT "WHAT AGENCY SHOULD STAND FOR"

Our purpose is to provide the US Government policy makers the very best Intelligence products and support utilizing the most integrated and comprehensive methods available.

OBJECTIVES

1. Performance

- . Quality and innovative intelligence products
- . Effective Communications

2. Management

- . Ability to change (flexibility)
- . Innovative Leadership
- . Personnel recognition
- . Understandable and challenging objectives
- . Realistic goal setting

3. Personnel

- . Provide creative work environment  
(individual freedom)
- . Continual educational opportunities
- . Utilize individual skills/thoughts through  
creative management
- . Foster pride in Organization

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- . Recruit & develop highest quality employees

4. Image

- . Promote honesty and integrity
- . Insist on the highest security standards
- . Disseminate high technology methodologies.



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8 February 1984

MEMORANDUM FOR: Director of Data Processing

FROM:

[redacted]  
Chief, Processing Services Group

STAT

SUBJECT: Agency Goals

Gail,

1. I have attached 'reactions' from [redacted] and [redacted] I've discussed with [redacted] the need for a response from him, but other activities have taken priority. His lack of attention to this particular activity is informative. All three responses are indicative of a lack of feeling for an answer to the question, 'Why am I (affiliated with/work for) the Central Intelligence Agency?' If asked this question, typical responses would have some content on the work and the working environment but would move quickly to the topics of compensation, benefits, and job security. An answer that misses the point of the question.

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2. Identification with something other than one's self surely is based upon 'reward' but to have any 'larger' meaning the identification must be based upon something other than elements which are readily described as 'selfish' interests.

3. The military, as a universal institution, has recognized the need for 'group identity'. The term 'esprit de corps' comes to mind. Something similar is required for any group adhesion, to form an organization. It is not fundamentally different, for government or industrial organizations to seek answers to questions of group identity.

4. Since I am not a sociologist, my ability to use the method of 'analysis' to find the 'heart' of the CIA is suspect. But, in effect, this is the task that is to be performed.



5. While the production of finished intelligence is a fundamental activity, the lore of the Agency is not based upon it. The works of Sherman Kent, [redacted] et al, simply do not create the necessary aura. Rather, it is HUMINT, covert operations, and certain technical collection programs that provide the psychic material that create Agency identification. We might wish it otherwise, but I feel this is an accurate perception.

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6. But this presents a dilemma. The strongest emotional elements are not acceptable to an ostensibly mature, sophisticated group, at least at a verbal level. A second problem is that the morality and ethics associated with these activities are problematical when codified. It is difficult to hold a 'Reilly, Ace of Spies' in mind along with the section 'Ethics' as it appears in the sample 'Statement of Goals'.

7. The challenge, therefore, is to find an ethos that incorporates the 'romance of espionage' at a subliminal level (assuming that an overt expression of these 'ideals' is unseemly). It is not clear as to how to resolve this. One approach would be to identify the characteristics we admire in our 'heroes' (courage, a call to action, intolerance of 'bureaucracy', initiative, creativity, intellectual ability - quick witted) and associate these features in a model of our lives in the 'modern' CIA.

8. An interesting exercise is to assess Meg Greenfield's piece (attached) with the current exercise on the TP SOW. How many of the 'characteristics' listed above can be found, displayed, by senior management in their decision making.



STAT

Attachment: News Article

ODP/PSG/[redacted] (8Feb84)

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Distribution:

- Original - Addressee
- 1 - DD/ODP
- 1 - EXO/ODP
- 2 - PSG Chrono

"22 NOTE C31JAN84/SCHAEFFER" DISPLAYED FROM FOLDER "INBOX"  
02/01/84 FROM: [REDACTED] SUBJECT: Agency Goals  
UNCLASSIFIED

1 OF 1  
(TO) STAT

DATE: January 31, 1984

NOTE TO: [REDACTED]

STAT

SUBJECT: Agency Goals

Bernie:

My first impression was that we were to offer a succinct definition of Agency and Office goals. My contribution to that effort follows. Later, in looking at the package that you passed around, I took some random notes about what the Agency and some sample companies said, and those that I think are relatively apropos are summarized below as well.

In general, I think the major problem with trying to fit this organization's goals into the private enterprise model is the fact that, like it or not, this is a Civil Service-like operation. Not as bad as most, but with many of the same failings. For example; our Office re-organization - Who else but a government organization would spend this

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amount of time and energy on this kind of exercise? Everyone reorganizes but not with this amount of work involved on all levels. Proportionally, I'll bet we are spending more time and effort than Ma Bell did. Anyway, for better or worse, here are my thoughts.

AGENCY and OFFICE GOALS

The goal of the CIA is to provide accurate, timely and meaningful intelligence information, and the analysis of this information, to the Executive Branch of the Government.

(The current published definition seems to ignore analysis.)

The goal of ODP is to provide effective computer-based information systems in support of the Agency's goals.

MICELLANEOUS COMMENTS

(1) One of Boeing's goals was respect for the individual. Although we give some lip service to this, we really force people into

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the PMCD and Civil Service mold and have very little flexibility in using people wisely.

(2) IBM had a goal to encourage middle management to take risks. We are definitely weak here. My very first negative impression here was that everyone was obsessed with not screwing up and that a great deal of effort was expended in assigning blame. Unfortunately this is another Civil Service vice.

(3) Hewlett Packard had a goal of providing opportunity for people. I'm of two minds on our rating in this respect. On the one hand, as [redacted] recently reminded me, we are crying for people to take responsibility and are having difficulty finding people to do so. On the other hand, we are somewhat rigid and do make it kind of difficult for people to move around.

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(4) Another problem we face is our lack of proportion in regard to Priorities and projects. In any kind of reasonable world with rational standards, are PMCD exercise would be looked upon as a mickey-mouse effort to be pursued only if there was nothing else

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to do. Here we are forced to consider it as a high priority task, sacrificing even our real jobs to satisfy Personnel. The particularly galling part is that everyone recognizes that it is a sham, we don't really tell them what we do and why, and they don't understand what we say and probably arrive at their decisions on the basis of considerations outside our pervue.

- (5) A final negative note; there is too much layered management. In most other places I've worked, decisions were made with fewer people reviewing them. I think the problem is poor documentation, the story keeps getting passed up the line with increasing distortion and need for re-evaluation.
- (6) On the positive side; (a) this place is a lot less Civil Servicey than some others I've seen, (b) there is a lot of technically staisfying work to do, (c) the competence level is reasonably high and almost everyone seems to be pretty well motivated. This is especially true of the parts of ODP that I know best. My impression from the gym and other places where I see a more general mix of Agency employees is that moral is not uni-

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versally high.



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"18 NOTE C1FEB84/STAUBCH" DISPLAYED FROM FOLDER "INBOX"  
07/03/84 FROM: [REDACTED] SUBJECT: Goals  
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1 OF 1  
(TO) STAT

DATE: February 1, 1984

NOTE TO: [REDACTED]

STAT

SUBJECT: Goals

Agency:

To reduce the number of Agency high level committees. To apply such resources as they use to the line organization whose charter applies.

To teach a sense of responsibility by allowing employees to do the job they are assigned minus extensive oversight and reporting requirements.

To develop managers whose interests and ABILITY lie in the management area. To allow specialists to remain specialists. To maintain a reasonable proportion of managers to specialists.

To assess resource allocations of offices to determine if

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resources are being applied to the areas which need them most. To continually assess ideas for changes to the system which will result in decreased resource needs. Don't use increased workload as a reason to justify increased resources unless alternative methods of doing the same job are explored.

To reduce redundant activities. Give the right group the resources to do the job rather than creating new organizations with identical functions and applying resources to them. Create a budgetary system that supports this kind of activity.

To create staffs designed to aid line functions rather than to question, second-guess, or inhibit them. Draw and enforce clear distinctions between staff and line roles. Don't create a task force to do an existing line unit's job.

DELEGATE

Aim to reduce paperwork requirements overall.

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● Combat the tendency to micromanage everything.

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## Sometimes We Have to Choose

MEG GREENFIELD

The Democrats say Ronald Reagan's three years in office have seen a sharp turn to the right in foreign and defense policy, a newly exclusive stress on military solutions and intervention, and on no-quarter-given political combat with communists (or approximations of communists) everywhere. The Reagan people, for their part, see both their Democratic predecessors and their current Democratic opposition as weaklings of the cut-and-run left—a kind of gang that can't shoot straight mainly because it's unwilling to shoot at all, even in self-defense. They suggest (there was a strong whiff of this in the State of the Union address) that the good thing about Reagan's three years in office is that he has brought the country back from the precarious ledge to which a series of feckless left-wing leaders had allowed it to waddle.

I hate to spoil the fun, but it seems to me that both perceptions are off. I think the pressures of our politics in general and of officeholding in particular have pushed both Reagan in his time and the Democrats in theirs to what can only be described as intractably centrist positions—not on every national-security choice, perhaps, but on the main ones. Centrist has in fact become the secular religion of the governing classes. It has been my own political faith for years, but I'm afraid I feel an attack of heresy coming on. Increasingly these days I find myself wondering what's so good about the brand of centrism currently practiced. I know what's not so good about it.

**Position:** This last was illustrated for me a few months ago when I got into yet another scrap with an administration friend over the abomination that is the South African government. I wanted us to weigh in much more forcefully against its racial depredations. I don't remember now what particular step I was urging, but I do remember the response. "But that is not a centrist position," my friend said to me—and he said it in a terribly saddened way, conveying both his despair at what I had come to and his certainty that I would receive this charge as the argument-settling reproach it was meant to be. I think I said something unhelpful like, "So what?"

As a matter of fact, I still think that: "So what?" For the *particular* type of centrism implied in our exchange does not seem to me

to be worth defending since it has already brought this country so much grief (of which more in a moment), but it does seem to me to be in the ascendant in our government these days, just as it has been for the past several decades. You can call it dog's-breakfast centrism and I will try to define it more clearly so you won't think I am endorsing extremes, such as the pursuit of armed-combat solutions to the world's problems or the striking of passive, pointless, self-righteous poses.

The best analogy I can think of is with the kind of "neutrality" that was being promoted as an absolute value in Third World countries back when John Foster Dulles was secretary of state and that he denounced at the time as "immoral." In a

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### The peculiar kind of centrism that has brought this country so much grief is still in the ascendant.

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sense, maybe not the one he intended, he was right. Note that these countries were not talking about assuming "neutrality" in a given conflict for some practical or ideological reason. No, they were talking about an ism called "neutrality," meaning the assiduous pursuit of a middle position in conflicts between two sides, irrespective of the merits of any one of those conflicts. To do this is to become a creature, often a casualty, of other people's choices: whoever defines the extremes or even the sides also determines where the middle will be—that is, the center. Like those dogged neutralists, philosophical centrists may be seen as people who have committed themselves to flocking to this place on grounds that there is something morally virtuous and politically responsible about residing there.

Well, I wonder. I wonder if it is not really more often only to forgo analysis, abdicate choice and/or manage to appropriate if not the worst proposals of both sides at least an incompatible mélange of them, that dog's-breakfast policy.

I will go further in my heresy than merely

to suggest that Reagan is no more a mad bomber than Mondale is a pacifist and that they are both, with variations in emphasis of course, policy centrists. The left continues to insist that our recent class-A foreign-policy disasters, one in Indochina, the other in Iran, were the result of superhawkishness—unrestrained bombing in Vietnam and Cambodia, uncritical support of the shah and his secret police and autocratic ways in Teheran. The right argues that the opposite was true—we refused to fight hard enough in Indochina and eventually cut and ran, and we undermined the shah's authority with our pressures on him to reform, thus eventually paving the way for his downfall. I think the fact is that in both places our policy under Democrats and Republicans was irredeemably split-the-difference in character—some bombing, some pushing, some backing off, etc.—a kind of reasonable, middle-course, bow-in-every-direction endeavor that ended, in each case, in calamity.

**Compulsion:** If the hawks and doves from those days who are still so busy trying to vindicate their own past positions and to indict those of their opponents would only leave off long enough to think about it, they might consider whether it wasn't the worst-of-both-worlds policy that was at work—and at fault. This is relevant to more than those unhappy lands, Iran and Vietnam and Cambodia and Laos. What is disturbing in the American effort in Lebanon and in Central America is precisely this: one senses that choice is driven in large part by some compulsion to work within the same kind of predetermined range of choices, to put the whole thing together in the best Julia Child manner—a little this and a little that—and that we may be confecting something unworkable and flawed in exactly the same way. I mean more than the administration here. I mean, despite some obvious differences, the Democratic opposition too.

Sometimes we have to choose. Sometimes we have to devise policies that have nothing to do with seeking a precise midpoint between the tired old prescribed choices and clichés. Sometimes we have to do things that do not seem to be consistent and *aren't* from the point of view of those keeping score in a game of traditional Hawks and Doves. Free the false center—get off it.

occur in infancy; we also know that these episodes do *not* always give rise to pathologies. We have worked with patients where there has been actual incest and some of these people have not had psychopathologies. To say that such traumas are the major cause of all pathology is simply not borne out by clinical experience."

Clinical experience, however, is something Masson's book all but ignores. Instead, it is a disappointing pastiche of some of the controversial materials Masson amassed during his tenure at the Freud Archives. His most important—and sensational—revelations are drawn from the 284 surviving letters that Freud wrote to Wilhelm Fliess, perhaps the closest friend Freud ever had. Fliess was a Berlin nose-and-throat specialist with wide biological interests and his own peculiar theories: he maintained, for example, that a special connection existed between the nasal and genital areas, and that sexual problems and neuroses could be relieved through nasal surgery. In Fliess, Freud felt that he had found a kindred spirit. The letters they exchanged between 1887 and 1902 offer a detailed and exhilarating behind-the-scenes picture of psychoanalysis in the making. But when the correspondence was first published in 1950, only 168 letters were included and not always in complete transcriptions.

**Botch:** The most damaging material from the missing letters in Masson's book is neither entirely new nor directly relevant to Freud's seduction theory. Instead, it largely expands on material first made public in 1966 by Max Schur, an analyst who had once been Freud's physician. Schur received permission from Anna Freud, who controlled the correspondence, to use excerpts from 10 of the unpublished letters to reconstruct the case of a patient named Emma Eckstein. When Eckstein came to Freud with hysterical symptoms, Freud still gave credence to Fliess's far-fetched theory of a nasal-genital connection. In 1895, he arranged for Fliess to come to Vienna to operate on Emma's nose, but the operation was a botch and the patient nearly bled to death. Yet, as the letters reveal, Freud, who was eager to exonerate Fliess, in time convinced himself that Emma's bleeding was "hysterical" and "occasioned by longing."

In his original paper, Schur argued that Freud's shocking response to Emma Eckstein's ordeal showed the extraordinary power of his neurotic devotion—his "transference"—to Fliess. The letters also tend to support the harsh comment of James Strachey, Freud's English translator, to Ernest Jones, his official biographer, about the nature of Freud's relation to Fliess: "It's really a complete instance of *folie à deux*," wrote Strachey in a letter Masson publishes for the first time, "with Freud in the unexpected

role of hysterical partner to a paranoiac."

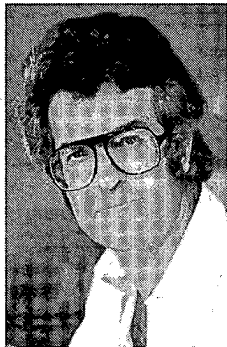
The censorship of the Freud-Fliess letters indicates the lengths to which Anna Freud, a renowned analyst in her own right, was prepared to go to protect her father. Masson surely is right to challenge such censorship. But he is on shaky ground when he tries to link this suppressed material to the seduction controversy: "It is, in my opinion, no coincidence that once Freud had determined that Emma Eckstein's hemorrhages were hysterical, the result of sexual fantasies, he was free to abandon the seduction hypothesis."

**Half-Truths:** It is typical of Masson's slippery logic that sheer conjectures like this one carry the brunt of his argument. After a close reading, "The Assault on Truth" in fact seems an ironically apt title: for Masson's own study is a breathtaking edifice of speculation, half-truths and irrelevant information. One long chapter reports that Freud *might* have witnessed autopsies of abused children in Paris; another illustrates his well-known unease with dissident analysts. In stark contrast, Masson scarcely pauses to examine his own key assumption that psychoanalysis stands or falls with the seduction theory. He never seriously disputes Freud's theories of the unconscious, infantile sexuality, dream interpretation or the Oedipus complex—ideas that form the real core of psychoanalytic doctrine.

Most embarrassing of all, he glosses over the evidence that Freud, in abandoning the seduction theory, never abandoned his belief that real seductions in fact sometimes occurred. "Seduction," wrote Freud in 1924 in a passage ignored by Masson, "retains a certain aetiological importance." In the same year, Freud called attention to one of his earliest cases that had involved an incident of father-daughter incest. All this seems a far cry from Masson's assertion that once Freud had publicly repudiated the seduction theory in 1906, "impulses of parents against their children were forgotten, never to surface again in his writings."

For therapists—most of whom are not strict Freudians—it is, meanwhile, business as usual. "I don't see how it's going to have any effect on psychotherapy," says John Nemiah, psychiatrist at Harvard and editor of the *American Journal of Psychiatry*. "It's not a black-and-white issue. It's clear that some young kids are indeed sexually molested. But that does not invalidate Freud's discovery of the rich sexual fantasy life of children during the course of their early growth and development. I've never known a psychiatrist who thought that the real facts of a case weren't important. Where reality has matched a child's sexual fantasies, that creates a very special problem for the therapist."

JIM MILLER



James D. Wilson—NEWSWEEK

**Iconoclast Masson**



## A little girl shouldn't have to beg for food.

But Nita must.

Her frail mother, who spends all day in the marketplace peddling straw mats, can't sell enough to feed Nita and her two younger brothers.

For \$18 a month through our sponsorship program, you can help a child like Nita. For a destitute child, your generosity can mean health, an education—even life itself.

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Children, Incorporated, P. O. Box 5381,  
Dept N2N4, Richmond, Va. 23220 USA

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Enclosed is my gift for a full year , the  
first month . Please send me the child's  
name, story, address and picture.
- I can't sponsor, but will help \$ \_\_\_\_\_
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- If for a group, please specify.

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**CHILDREN, INC.**

The Agency's Statement of Goals, Principles, and Standards should be a one-page document, written in simple, clear, easy-to-understand terminology. It should be carefully studied and all unnecessary words eliminated, thus guaranteeing that most employees will take the time to read it.

2  
Management. The words creativity and communication should be a part of the management theme. It seems to me that to attain well-defined objectives which require efficiency, accountability, and results at all levels leaves little room for creativity. I believe that to have good communication with people and to encourage creativity are the most important aspects of good management.

Measure of Results. The results are in the satisfaction of customers and in the value, relevance, and timeliness of the intelligence and operational inputs they receive.

Everything else in this statement should be eliminated. Who cares how business organizations measure results, where the results come from, or whatever.

Standards.

Short and simple, all geared toward excellence,

I liked some of the statements in Excerpts from In Search of Excellence: Lessons from America's Best Run Companies:

"don't try to hold everyone on so short a rein that he can't be creative"

"Encourage practical risk taking"

"Support good tries"

"Make sure you generate a reasonable number of mistakes"

"Ask dumb questions"

"Try anything that has promise and half a chance"

"Advancement takes place only when we do something".

These statements instill a feeling for creativity and thereby good office morale; however, I'm not sure these things can be practiced fully in this Agency.

8 February 1984

MEMORANDUM FOR THE RECORD

SUBJECT: Submissions for "Green-Book" Exercise

This memorandum contains the System Engineering Group submissions for the "Green-Book" exercise. These submissions were prepared by Deputy Chief, SEG, and each of the SEG Division Chiefs. The points covered in these submissions include the following:

- o Legislated Missions
  - Advice to the President and Policy Makers
  - Intelligence Collection
  - Covert Action
- o Improving Relationships with Intelligence Consumers
- o Ethics (Avoiding improprieties)
- o Measurement of Productivity and Quality
- o Strategy for the Development of Large Systems
- o Cost Effectiveness
- o Organizational Efficiency and Conflict Avoidance
- o Security Policy
- o Computer Support

Specific points were raised by several of the submitters with regard to maintaining a rewarding and challenging work environment, with special emphasis on recruitment.

Computer support was, naturally, the target of a number of the points. The use of an evolutionary approach, with an emphasis on standardization, was seen as the mechanism for achieving

automation with minimum risk and disruption.

The resolution of organizational conflict was mentioned with regard to both improving productivity and the quality of intelligence. A special point was made about the need to reconcile the security constraints with the need to disseminate information widely throughout the Agency and the Community. It is worth adding that one of the major challenges of automation in the Agency facing us today is the very real need to find a mechanism for permitting officers in the DDO to share computer links with their counterparts in the rest of the Agency without compromising security.

I would add the following goals to those submitted:

o Universal Communication

The Agency is a world-wide organization comparable to multi-national corporations. Like the latter, we need to develop mechanisms to exploit the revolution in communications facilities. This implies a fundamental change in the command and control strategy of the Agency, since it will be possible to provide enough communications bandwidth, and office automation tools to permit a high level of interaction between the field and headquarters. This should both improve the level of responsiveness of the field, since case officers can be in closer communications with those who are levying requirements; and it should permit a reduction of the overseas manning (or an increase in the scope of those overseas) through improved support for administration, personnel, and security. As headquarters facilities begin to use electronic mail and other office automation tools, it becomes increasingly obvious that this strategy can be extended universally throughout the entire agency.

o Improved Agency Production

This Agency is primarily involved in the processing of information which is received from sensors (human and electronic), stored, analyzed, and disseminated. This process can be improved across the entire spectrum of Agency activities by viewing it as a coordinated "production line", each component of which can be provided automated tools. The universal application of SAFE technology (and the counterpart systems in FBIS and NPIC), are a start in the development of a strategy of automated exploitation which should be continued.

o Improved Tasking

The systems currently in place for the automation of the coordination of tasking for scientific collection systems should be extended to other collection domains. The process of submitting, reviewing, coordinating, and effecting tasking is now understood to a great enough extent that it should be formalized and streamlined through automation.

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DATE: January 27, 1984

NOTE TO: 

STAT

FROM : DC/SEG

SUBJECT: GOALS/PRINCIPLES

The number one goal of the Agency is to serve the Chief Executive in matters relating to the Nations Security. This service takes on many forms. First and foremost is to advise the President and the NSC about Political, Military and Economic developments in all areas for which the President deems important, yet not every area in the world.

Second, is to carry out the necessary steps to collect intelligence information in all forms from human sources and from our varied electronic methods. Thirdly, although it is becoming increasingly more difficult to carry out, the Agency conducts on behalf of the Chief Executive, covert operations that support our political doctrine in countries deemed to have "strategic importance". Finally, we continue to recruit, educate, and train only the best intelligence professionals to continue the legacy of the Agency in the best possible tradition.

Since I believe we are the best Intelligence Organization in the world, our second goal should only be to continue to stay on top. This is achieved only by continued recruitment of the best intelligence professionals by the best possible recruitment office, and by maintaining a secure (protected), honest, and comprehensible relationship with Congress, and the White House.

Our principles have only been questioned when we have had an Executive Branch who found it necessary to promote questionable principles. I believe we are who we serve and to the extent that we have clear direction and policy from our policy makers, our principles will be unquestioned. I can only hope that should policy dictate an aberation, the Agency will stand up and do what is logically, and morally right.

Our standards must be the highest. We are the elite, but not the pompous. We must have the best analysts, best technical support, best environmental office surroundings, and best security for our personnel here and overseas. The rest falls into place.

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DATE: February 1, 1984

NOTE TO:   
FROM : C/DBSD  
SUBJECT: GOALS

STAT

CIA

THE GOAL: To be in a position to provide (the phrase is meant to imply anticipation) U.S. policymakers with accurate information and expert analysis on the widest range of subjects and geographic areas possible.

THE CHALLENGE: Defining and measuring success. Given such a wide range of possible activity how do we make sound judgements about how resources should be expended? Mr. Casey's recent address made some excellent points about the increased quantity of our work. What is our measuring stick regarding what we're doing and the quality of what we are doing?

ODP

THE GOAL: To provide "general" computer service to the CIA. The keywords are: general (we don't do all things for all people, but rather those things which are commonly needed by a large group of people) and service (we don't do for ourselves, we do for others).

THE CHALLENGE: Recognizing the appropriate moments for change. We can keep pace intellectually with our fast moving technology, but we can't keep pace with it practically. Thus we are challenged to select our technical directions carefully, much as the Agency is challenged to select its activities carefully. We all know there are always several ways to solve a problem in this business. How do we make the right choices?

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DATE: February, 1984

NOTE TO:   
FROM : C/BSD

STAT

SUBJECT: Goals and objectives

ODP GOALS:

## 1. Employ a development philosophy of evolution, not revolution.

The Office recognizes the inherent fallibility of attempting to build large systems while at the same time achieving low development costs, high user satisfaction, and requirements satisfaction. Thus try it and should be the guiding principle.

We should continuously trade-off excellence versus utility. All implementers should understand the arguments pro and con for achieving excellence in terms of schedule, cost, and risk. The bias should be towards short term utility.

## 2. Produce standard products.

Wherever possible, it shall be the policy of this office to bend user requirements to either our or commercial products rather than customiz software to unique ends. The guiding principle is that many requireme for information systems are not requirements at all. Rather they are particular biases for a method of achieving some end or of a particula way of interfacing. Absolute requirements that cannot be compromised c from laws of physics or Congress, not value judgements of customers.

## 3. Employ cost-effective measures for our products, services, and institut

The guiding principle in private industry is whether some activity contributes to profit. Here it should be whether it is cost-effective. It is recognized that quantitative measures cannot always be applied and should not always be applied. However, in the majority of our prod and services they can be. Thus we and the customer should be required to measure in dollars-and-cents terms the value of a product or servic the cost to build, and the cost to maintain. This would determine whether or not to proceed. Our customers should be required to gather real resources to fund projects through the standard Agency budgetary channels.

As a corollary we should periodically assess our employees in terms of contributing to our products in quantitative terms. The added value of an employees contribution is the measure of his value. The same should be applied to components since individuals cannot be productive if the mission of their component is not directly productive. The same should be applied to our practices and procedures. We should be doing things for the sake of doing them, or because they once made sense, or because its the latest craze. The added value of methodology

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can be quantitatively measured.

4. Be competitive with private industry.

It is not enough to be cost-effective. All our products and services must be competitive with those provided by industry. If we're not, customers should be encouraged to go on the street and buy elsewhere. This applies to payroll systems and time-sharing terminals alike. This means that we must keep current with technology.

5. Personnel:

Promote from within.  
Provide clearly defined career paths, both technical and managerial, with understandable, rational requirements for progression.  
Achieve pay comparability with industry.  
Promote professionalism, both technical and managerial.  
Promote individual growth.

6. Organizational:

Do not promote component autonomy (or allow arcane centers of power). Do not layer unnecessarily. Do not put an overemphasis on one mission at the expense of another. Remember that there is a natural hierarchy to our products and services. Stable, powerful, computing environments come before services which come before marketing and user support. The base must be protected or the top will not be successful.

Near to mid-term objectives:

1. Automate the DDI and the DDO with a consistent, capable set of SAFE-like services.
2. Incorporate the DDA and the DDS&T into this system.
3. Build a secure information path between the DDO and the rest of the Age particularly the DDI, that allows cables to move, queries and replies to be processed on complementary systems, unique data bases to be built only and electronic (memo) mail to be transferred.
4. Re-build the informal organization in lieu of the reorganization of the formal organization.

CIA Goals:

The following two come from conflicts I have observed and seem to me to be

1. Promote (mandate?) Directorate cooperation and standardization, not autonomy.

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The use of standard services (notably ADP), the transfer of technology, the transfer of information, and the transfer and exploitation of people among Directorates is abysmal. The Agency Architect was an attempt to resolve this problem that was mis-focused. As of now, the only place in the Agency where the knowledge of competing projects (both new developments and the provision of ongoing services) comes together is in the budgetary process. There, because of the nature of the personnel, is not an appropriate place to deal with issues of commonality of requirements, competing solutions, or indeed of inappropriate solutions

2. Promote a rational, open, systematic examination of the trade-offs of security and compartmentation of information versus common information systems and freer access to data.

I have never witnessed a thorough examination on a large scale of these trade-offs. Discussion and more importantly criteria seem biased in favor of restricting the flow of information. This was perhaps a good bias in times past because there was never any offsetting advantage to the damage done by security breaches. In today's computer era that may not be true. There are many known techniques given today's state-of-the-art technology of information science for extracting intelligence from data that were not known before. All that is lacking is access to the data. There are undoubtedly many more techniques to be applied that we don't know of to because we have never put together creative people with access to all (or even a lot) of the data. This is particularly true in the DDO. We don't know yet what is possible; thus the ultimate tradeoffs cannot be made. What we do know suggests that a new examination be done. This is particularly timely now as both the DDI and DDO embark on huge ADP expansion programs.

What sometimes is forgotten in compartmentation discussions is that there may be many intelligence victories to be won, not just security losses to sustain.

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Date: February 1, 1984

NOTE TO :

STAT

FROM : C/CSD

SUBJECT : GOALS

The primary purpose of the Agency is to produce intelligence of the highest possible quality in the shortest possible time.

To accomplish this purpose, the Agency must be able to attract and hold intelligent, creative, highly motivated people.

We should:

Make the best use of resources; Allow people to do what they do best; Provide any training necessary for career growth; Provide non-managerial career paths that are as rewarding as managerial ones; Reward initiative and creativity; Develop in-house expertise and reduce dependence on contractors.

Make people part of the team; Foster an attitude of mutual trust; Provide positive feedback rather than taking people for granted until something goes wrong; Encourage exchange of ideas at all levels.

Avoid the tendency to micro-manage; Pass responsibility as far down the chain as possible; Give first and second level managers control over organization, budgets, schedules, etc.; Avoid top-heavy organizations, excessive reporting requirements.

Avoid being stifled by 'form', paperwork requirements; Support staffs especially should be encouraged to think in terms of accomplishing objectives, not of enforcing regulations (can't do attitude); Be receptive to fresh points of view, innovative ideas.

Weed out incompetents; If people are not successful in a particular job, try to match them with other positions and/or provide training and counseling as needed, but don't 'kick them upstairs' or move them to other organizations to avoid facing the issue.

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7 February 1984

MEMORANDUM FOR: Chief, Systems Engineering Group

FROM:

STAT

SUBJECT: Goals & Objectives

o Office Goals & Objectives

- Provide the best Computer Hardware and Software available to the Intelligence Community.

o Agency Goals & Objectives

- Communicating Information Accurately (CIA)

STAT

6 February 1984

TO:

STAT

FROM:

Chief, Special Systems Group

SUBJECT: Agency Goals

1. Encourage and increase customer interaction to be able to better understand the requirements and to anticipate changes.

2. Increase the flexibility of the structure and format for performing our duties, to become more responsive.

3. Gain public support by taking greater risk in providing intelligence.

4. Increase productivity by adopting the spirit that everyone needs to become identified with an intelligence product to succeed.

Attachments: Three contributions

6 February 1984

TO: [redacted]  
Chief, Special Systems Group

FROM: [redacted]  
CAMS Program

SUBJECT: Agency Goals

STAT

STAT

As is the case with any organization, the Agency has three objectives:

1. survive
2. provide the consumer of our product with the proper and correct product
3. provide the product efficiently and imaginatively.

In the case of the Agency, therefore, the following specific goals should be established to achieve the objectives above:

1. Create and maintain an active and reactive posture which will allow us to quickly and effectively respond to the requirements of our customer.
2. Create and maintain a world situation which will allow the interests of the U.S. to be pursued and implemented whenever and wherever necessary.
3. Maintain total awareness of the global situation and be prepared to immediately describe and analyze it to the degree required including future projections of situations both perturbed and unperturbed.
4. Acquire and keep a sufficient quantity of our most valuable resource - intelligent, resourceful, dedicated people - and provide this resource with effective incentives and rewards.
5. Integrate Agency activities into the fabric of the U.S. Government in a manner which is accepted, effective, and legal.

It is believed that if these (few) goals can be achieved the Agency can provide the services and products required by its charter.



28 January 1984

TO:

[REDACTED]  
Chief, Special Systems Group

STAT

FROM:

[REDACTED]  
CAMS Program

STAT

SUBJECT: Agency Philosophical Goals

1. Develop and maintain a structure of corporate goals and objectives which provide a philosophical basis for the Agency's world-wide activities.
2. Foster and nurture independent, creative thought and action that results in personal success and satisfaction while contributing to the achievement of Agency goals and objectives.
3. Recognize that people are our greatest natural resource.
4. Maintain sufficient organizational and personal flexibility to deal with a rapidly changing environment.

2 February 1984

TO:   
Chief, Special Systems Group

STAT

FROM:   
CAMS Division

STAT

SUBJECT: Agency Philosophical Goals

1. To provide timely, accurate, comprehensive intelligence support to a broad range of consumers.
2. The Agency shall strive to maintain the most responsive intelligence support system in the Free World.
3. All available energy and resources shall be focused on the successful accomplishment of the task(s) at hand.
4. Change is recognized as a tool to be used as an advantage in the accomplishment of the mission.
5. Provide each individual the opportunity to make a significant contribution.

8 February 1984

MEMORANDUM FOR: Director of Data Processing  
FROM: ODP Green Book Working Group  
SUBJECT: Agency Mission and Goals

The attachment is a concise statement that we believe accurately describes the mission of the CIA, the ethos of the CIA and its people, and the actions necessary to ensure that the CIA will be able to meet the challenges facing it during the remainder of this century.



Processing Systems Group

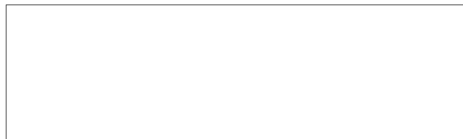


Intelligence Systems Group

STAT  
STAT



Systems Engineering Group



Special Systems Group

STAT



Consulting and Assistance Group

STAT

Attachment

Central Intelligence Agency



Washington, D. C. 20505

**The Central Intelligence Agency provides intelligence and conducts intelligence operations in response to national requirements.**

**The Central Intelligence Agency fosters and encourages:**

- dedication to getting the job done in an efficient and responsive manner;
- an atmosphere of trust based upon uncompromising ideals of integrity, loyalty, security, and mutual respect;
- excellence;
- individual initiative, innovation and creativity;
- a challenging work environment conducive to personal and professional growth.

**The Central Intelligence Agency must:**

- attract and retain motivated, intelligent and talented people;
- provide each individual with the training, tools and resources necessary to get the job done;
- assure competitive pay, an ideal physical environment, and superior management.

9 February 1984

MEMORANDUM FOR:

FROM:

SUBJECT: Agency Goals

STAT

I have appended the input that I received from [redacted] and [redacted] on Agency goals. The input suggests that:

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- The Agency should strive to be the best - to reach for excellence. We should deliver the best possible intelligence product to the national decision makers.

To do that, we must:

- Maintain our highly qualified and highly motivated workforce
- Take fullest advantage of technological capability
- Remain flexible - retain the Agency's "can do" spirit

We must operate in accordance with the value system of this nation.

STAT

Note To:

From:

Subject: Suggested Agency Goals

STAT

George and Gene,

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Here are some suggestions for Agency-wide goals, for your input to

STAT

- a. Leadership By Example. To provide intelligence and intelligence services of the greatest possible value to our national policy makers, thereby gaining and holding America's position of leadership within the world community. Only by offering superior intelligence in advance of America's need to act can the Agency contribute to national success and prosperity.
- b. Blasting The Barriers. To actively identify and eliminate all impediments which may limit or reduce our effectiveness and creativity. The success of our Agency depends upon the accomplishments of our people. These accomplishments should be limited only by our ability to meet national needs.
- c. Sharp New Tools. To devote a portion of our Agency's ongoing resources to the development of new and better tools which will improve our productivity. Information and intelligence are highly volatile substances. We need sharp new tools to communicate information more quickly, to link related information, to reduce the volume of data into more useful information, to streamline information handling and production, and to support analytical processes.
- d. Work On Our Weaknesses. Never to accept our current weaknesses as inherent or inevitable, but to continually challenge and improve them. We have developed many strengths over the more than 25 years the Agency has been in existence. We must retain these; but our greatest potential for near-term improvement lies in overcoming our weaknesses. We must better balance short and long term strategic planning so that short term decisions are made under the umbrella of long term goals. We must change or eliminate administrative and staff review processes which do not add value to the end product. We must restore a sense of collective unity which has been eroded by personnel dispersion and specialization.
- e. Management By Values. To manage our activities by the values and results we expect. Our personnel must have faith in the honesty, integrity, and importance of the Agency's values. If we stress personal integrity, dedication, loyalty, dilligence, patience, professionalism, and excellence then we will achieve these at the Agency level. Our senior managers must be highly visible, and must exhibit and elicit these qualities.
- f. Growth in Rocky Soil. To grow and expand in the areas most beneficial to our nation's goals and policies. The world is daily more complex and always changing. Our Agency cannot continue to fulfill its duty to national policy makers without growth. But we must recognize the realities of our nation's political process and its impact upon our resources. We must always seek to grow in the right areas, and for the right reasons, even if we must shrink in others.

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- g. Good Citizenship. To honor our obligations to our nation by being an intellectual and social asset to each community in which we operate. As an Agency, with buildings and equipment in many communities, as an employer, and as a group of local citizens we must strive to improve the community in which we live. We should encourage our people to contribute to the solution of national problems. We must support the equal opportunity of all our people for growth, advancement, and personal satisfaction.



STAT

DATE: February 1, 1984

NOTE TO:



STAT

SUBJECT: CIA Goals for the Future

My goals for the Agency are probably somewhat limited in scope because of my limited view of the organization.

The Agency must not allow itself to become an isolated organization especially in the area of new technology. We must keep our eye on the current trends and developments and insure that our employees from the Agent in the field to the Clerk Typist in the office next door has the most affective tools possible to get their job done quickly and efficiently.

This means that we as an organization can not afford to rely completely on our own resources including people and/or equipment to accomplish this goal. We must look for and accept the guidance and assistance of the private sector through contractor support where possible and close and continuing association with private industry, our motivations may differ but our goal is the same, to produce the best possible product at the lowest possible cost.

There have been many stated goals in the past to provide the Agency analysts with improved systems to receive, review, store, retrieve and send data an information quickly and efficiently. A goal to have a terminal on the desk of every Agency employee by the 1990's and to have a central computer system that will support the added workload that the previously stated goals imply.

All of this equates to a great deal of expense in terms of money, time and man power and boils down to improved communications for everyone in the Agency that needs the service not just the few who can articulate that need better than others.

We must insure that we remain flexible and open to new ideas and that we have postured ourselves in such a way that we can take advantage of new discoveries and advancements in technology which are sure to come in the very near future. The ability to change and adapt to new environments has in the past been the reason for the success of this organization and the future will test this

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ability as never before in our history.

We must take advantage of the improvements in the computer field in the area of Personal Computers, Word Processing, Telecommunications, Scientific Computing, Printing, Graphics, Artificial Intelligence, Computer Assisted Instruction and Computer Assisted Design and the list goes on and on. We must evaluate each and match it to the Agency needs in order to ensure that we deliver goods and services to the people who must produce the products that makes the Agency what it is today and what it must become in the future.

DATE: February 1, 1984

NOTE TO:

STAT

SUBJECT: Agency Goals

George and Gene,

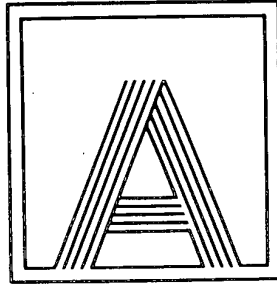
The following are my suggestions for Agency-wide goals.

1. Recruit and maintain a competent, highly-motivated workforce.
2. Provide an opportunity for the growth, development, and acheivement of full potential of all Agency personnel.
3. Provide finished intelligence of the highest quality and the greatest possible value to U.S. policymakers.
4. Maintain an awareness of and capitalize on state-of-the-art technological innovations in the collection and processing of raw intelligence.
5. Maintain sufficient flexibility within the organization to refocus energies when crisis situations dictate a redirection of efforts or a reallocation of resources.
6. Ensure the adherence of the "need to know" policy at all levels throughout the Agency.
7. Engender a sense of pride, integrity, dedication, and accomplishment among Agency employees.
8. Provide the best possible response to specific requests for information from Intelligence Community members, other U.S. Government agencies, and U.S. policymakers.

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**SECRET**



**DIRECTORATE  
OF  
ADMINISTRATION**

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**GOALS, PRINCIPLES AND STANDARDS  
FOR THE CIA**

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**SECRET**

17 February 1984

MEMORANDUM FOR: Deputy Director for Administration  
FROM:   
Acting Director of Medical Services  
SUBJECT: Search for Excellence

STAT

1. This memorandum contains three parts: (a) How the task was accomplished within OMS; (b) An analysis of what was accomplished; and (c) some summary thoughts.

2. Everyone in OMS was given the opportunity to participate and nearly everyone contributed. Four large groupings within OMS divided themselves into small groups which produced 32 papers (each individual wrote a paper in some groups). The instructions were very general. Twelve papers followed the format of the proposed statement with comments and suggestions for improvement, six commented only on "personnel" aspects, two commented on the mission of their component and twelve were somewhat philosophical addressing such issues as management, creativity, cover, etc.

3. After initial bewilderment as to what was wanted, the small groups set about this task in a serious manner. The papers which were produced reveal a broad understanding of the mission of the CIA; each individual's role in accomplishing this mission at every level; and implied acceptance and commitment to that mission. Several thoughtful suggestions and a few rather profound observations were submitted. Some of the suggested changes to the proposed statement do appear to be improvements.

4. If every office in the CIA has been as successful as OMS in this "search for excellence" then a broad examination has taken place. It is clear that we want to focus on the development of our people, foster high quality performance and results and satisfy our customers. These themes were found in every company studied in the Search for Excellence. It is clear that we want to encourage action, dedication, initiative, creativity, and integrity. The real measurement of whether this entire exercise has been worthwhile will be judged by the kinds of things that are implemented to create the environment both physically and psychologically that will accomplish the above

SUBJECT: Search for Excellence

goals. These "things" will be manifest as a broad range of policies, procedures, philosophies, etc. Hopefully some of these "things" will derive from an analysis of this exercise.



STAT

Acting Director of Medical Services

Attachments

Office of Director of Medical Services

## Statement of Goals, Principles, and Standards for CIA

1. Beliefs. The world's future is at risk. The United States of America offers the best hope that mankind will continue its development and progress toward its potential promise of a satisfactory world for this planet and beyond. To achieve this, the United States must be fully aware and clearly perceive the nature of all significant developments which affect our times.

2. Purpose. The CIA should provide timely, unbiased, accurate, comprehensive, and pertinent intelligence in its most useful form to the Government of the United States. It should strive to discharge any other legitimate responsibility given it in the most expeditious, effective, and conscionable manner possible.

3. Ethics. Our best effort requires that we in CIA share and are dedicated to the beliefs, purpose, and principles of CIA. Our activities must be conducted under the constitution and laws of the United States. The nature of our work is such that every member of the Agency must be aware of and sensitive to the letter and spirit of this legal context and achieve the highest degree of integrity in performance and conduct.

4. People. The CIA is its people. Their quality, energy, concerns, integrity, and skill are the heart of this organization. They must be selected, trained, supported, inspired, respected, trusted, and given the opportunity to grow and influence the organization from the moment of their employment.

5. Organization/Management. The CIA must strive to develop the most functional and effective organization and management style that is currently possible. It must maintain the flexibility to meet ever-changing developments and requirements and foster the awareness of one purpose, one organization in order to focus the necessary competitive drive appropriately on external requirements rather than ineffectively within the organization. CIA's operating style should be ever mindful of the needs of its employees and consider them a requirement second only to the purpose of CIA itself. It should foster initiative and creativity by allowing an individual great freedom of action in attaining well defined objectives while requiring efficiency, accountability, and results at all levels. Management must realistically understand that the occasional failure which will inevitably occur is of value as an indicator of the confidence and aggressive desires of its employees and is a most valuable learning experience.

6. Standards. We of the CIA and our organization hold the following as the key to success in any endeavor - a clear understanding of our purpose and task; ethics and integrity of the highest order; development of outstanding skills, confidence, and personal resources in our people; performance of the highest quality; finding, developing, and utilizing most effective technologies; alertness, capability, and flexibility to meet tough and sudden changes; the recognition that CIA's employees and organization are the best intelligence service in the world.

7. Measurement of Results. The success of the United States, the free world, and mankind to advance civilization in peace and the acknowledgements of the consumers of our intelligence and ourselves that our products are timely, superb, vital, and excell all others.

  
Director of Medical Services

STAT

Statement of Goals, Principles, and Standards for CIA

1. A novel (thus memorable) approach to articulating the principles for the CIA is rearranging the who, what, when, why, etc., in a Mission (what, when, and why); Management (who); Manpower (who); Machines, Money, and Methods (how) format.

2. Mission - To provide timely intelligence for U.S. Government customers under the Constitution and laws of the U.S. in order to keep the U.S. strong and the world free.

3. Management - An organization of interdependent operating elements with well defined objectives, freedom to carry out those objectives, functional intercommunications, and accountability for results.

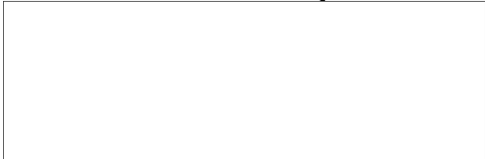
4. Manpower - Since the strength of the organization is dependent on the quality of its people, management philosophy and personnel policies are designed to select, develop, and promote the professional and personal growth of each employee.

5. Machines - The most advanced and effective technologies are utilized by the CIA.

6. Money - Impeccable standards of resource utilization with efficiency and integrity.

7. Methods - Performance of the highest quality and integrity are expected of every employee. Initiative and creativity are fostered. Action and dedication are highly valued. Managers are selected on their ability to promote excellence and enthusiasm based on their own performance. Results are measured by the value, relevance, and timeliness of intelligence provided to U.S. Government customers.

8. The reasons why large organizations function better when they maintain small company appearances and small groups seem to accomplish more than large groups are evident by analysis of the interplay in a family which appears to be paradoxical but isn't. A parental approach bound on tradition, ideals, and "shoulds" fosters adaptation, obedience and followers. A tolerant and accepting approach fosters cleverness, risk taking, creativity and, I might add, high morale, self-esteem, and respect. The ability to select the right measure of each of the above is determined by experience, good judgment and decision.

  
Deputy Director of Medical Services

STAT

STATEMENT OF BELIEFS AND FUNDAMENTAL PRINCIPLES FOR CIA

"Management is not a mere discipline but a 'culture' with its own values, beliefs, tools and language."

I firmly believe that the CIA, in order to survive and achieve success, must have a sound set of beliefs on which it premises all its policies and actions.

Next, I believe that the most important factor in achieving this success is faithful adherence to those beliefs.

And finally, I believe that if the Agency is to meet the challenges of a changing world, it must be prepared to change everything about itself except those beliefs as it moves through its life.

In other words, the basic philosophy, spirit, and drive of an organization have far more to do with its relative achievements than do resources, organizational structure, innovation, and timing. All these things weigh heavily on success. But they are transcended by how strongly people in the Agency believe in its basic precepts and how faithfully they carry them out.

What are these beliefs to which we refer? There are three:

1. Respect for the individual. Recognition of the dignity and the rights of each person in the Agency.
2. Consumer service. To create the best consumer product of any intelligence organization in the world.
3. Excellence. The conviction that the Agency should pursue all tasks with the objective of accomplishing them in a superior way.

In addition to these basic beliefs there should be a set of fundamental principles which should guide the Agency in the conduct of its business.

- To give intelligent, responsible, and capable direction to the employees.
- To serve consumers as efficiently and as effectively as possible.

- To advance its technology, improve its products, and develop new ones.
- To enlarge the capabilities of the Agency's people through job development and give them the opportunity to find satisfaction in their tasks.
- To provide equal opportunity to all Agency people
- To recognize its obligation to this country and its citizens by providing adequate return on their tax dollar and strengthening their faith in the CIA.
- To establish a reasonable simple methodology to develop and implement the above beliefs and fundamental principles.
- Finally but most important of all is a continuing commitment to these beliefs and principles.

Executive Officer, OMS

STAT



14 February 19

MEMORANDUM FOR: Executive Officer, Officer,  
Office of Medical Services

FROM:

[Redacted]  
Environmental Health and Preventive  
Medicine Officer, OMS

STAT

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

I would offer the following statement as an addition to the  
"People" section of the subject material:

Provide a safe and healthful work environment and a  
health program that continually strives to attain a high  
level of employee well being to assist in attaining an  
optimal level of production from each employee.

[Redacted]

STAT

STATEMENT OF GOALS, PRINCIPLES AND STANDARDS FOR CIA

Purpose. The first objective of the CIA has to be to produce timely, accurate, reliable intelligence on which decisions of the nation's leaders can be based.

Organization. All functions should be evaluated to determine whether or not they contribute to the goals decided upon. Some of the layers and duplication within the organization need to be eliminated.

Ethics. Agree with this statement.

People. People at all levels need to be recognized and treated as individuals and encouraged to be their very best, whatever their jobs. Supervisors need to learn how to bring out the best in the people under their supervision.

Management. First level and middle managers need more training in their treatment of people. Too many early-stage managers are inclined to be more concerned about their own advancement than about developing the people under their supervision. Unfortunately, many don't mind suppressing their people and taking credit themselves for their subordinates' ideas.

Measure of Results. Careful score keeping should be done on our predictions to see if we were on target. How many of our estimates turn out to be true?

Standards. Agree with this statement and noting that first we must get the best possible people available, who meet the Agency's high standards of intelligence, integrity, health, etc.

\* \* \* \*

STAT

Secretaries - Office of D/OMS

Clinical Activities Division and Selection Processing Division/OMS

9 February 1984

MEMORANDUM FOR: Executive Officer, Office of Medical Services

FROM:

[Redacted]

Chief, Clinical Activities Division

STAT

SUBJECT: Request for "grass roots" input to Agency goals.

1. Attached are the suggestions of representative writers from the four general groups found in CAD: a clerical, a nurse, an MSO, and a physician. You will see that a variety of tactics have been taken in response to the broad guidelines given.

2. I have the following additional suggestions based on the impression that the quality of the employee and the quality of Agency management style are the two elements most critical to the achievement of any other desirable goal.

a. If the success of the Agency is dependent, above all, on the high quality of the people it attracts, it cannot continue to succeed by offering benefits derived from and therefore appealing to the "U.S. average." To the extent that we are trapped on this issue by association with "the government," some creative effort should be made to allow very liberal training opportunities, non-managerial promotions (akin to the old special pay scale), and sufficient manpower resources to allow creative thinkers some chance to breathe. These may not be sufficient to attract the brightest away from the high-benefit private sector, but it may help a little.

b. If micromanagement is truly a concern among the Agency's top management, they should address the next senior echelon on this issue in detail. It serves little purpose to carry this message to those who are micromanaged. Tell senior managers specifically what they should not be involved with, and have them in turn tell the next junior level what they should leave to those further down.

[Redacted]

STAT

### Nurses Report

As nurses at the CIA, we are involved with the day to day functioning of the Office of Medical Services. We consider "service" to be our operative word. We are charged primarily with helping employees to maintain optimum health, thereby contributing to their well-being and to keeping them on the job.

Our emphasis in past years has been caring for the worker who falls ill. Our new emphasis is on prevention of illness - and in maintaining our work force in a state of optimum wellness. Along with physical wellness, we encourage good mental hygiene as well.

To accomplish our goal of keeping the employee well and performing at peak capability, we feel that an on-going patient education program would be effective. OMS already offers biennial physicals, health counselling, and special services. In addition to this, we teach CPR and first aid. Further health awareness programs should be scheduled on a regular and systematic basis. These programs should be made available to the largest possible audience. (An example of a current effort in health awareness is the on-going weight reduction program.)

This education should be provided by means of posters, films, pamphlets, slides, models, and individual sessions as necessary.

A 'health fair' should be held once a year for the employees. These fairs are easily arranged and manned by mostly volunteer personnel.

Speakers should be scheduled in the auditorium on a regular basis - and should cover subjects of interest to the general Agency population.

By assisting our employee population to stay well and stay aware, we help them to take the responsibility for their own care.

From a clerical point of view, OMS has plenty of clerical positions available but because of its peculiar nature, OMS does not have sufficient clerical career ladders to retain those clericals who wish to advance. This particular dilemma could be solved by opening administrative positions now held by medical technicians to competition from clericals, by dissolving the clerical grade tie to the supervisor's grade, and by promoting training for clericals on a more even level with that of physicians.

Recognition of ability and managerial encouragement toward improvement are admirable qualities. However, with no positions to which aspirations may be applied, the division loses well trained personnel frequently. This is of overall benefit to the Agency but does not provide continuity at the divisional level.

The Agency places a great premium on higher education. The upward mobility program is now requiring more and more education on the college level in order to qualify for participation, thus defeating its original purpose of providing a career track for clericals without college. A review of these requirements may be necessary. This also leads to a suggestion to review job qualifications in general. In order to provide more mobility, each set of job requirements should be more tailored to the specific job. If shorthand is not used at all, it is questionable

as to whether that should be an inflexible requirement.

Overall, OMS provides a staging area for the rest of the Agency. Clericals with greater hopes for the future may receive recognition and training in this division and may provide the Agency with a greater pool from which to select those desirous of upward mobility.

9 February 1984

## AGENCY GOALS

Considering the importance of the CT Program, it would seem judicious for the Agency to reconsider the possibility of obtaining personnel for this program from existing employees. This, of course, is being done now to a certain degree; but considering the talent that exists in the Agency, this should be pursued more diligently. If necessary, a specific Task Force should be formed to evaluate potential candidates for the program. Such a Task Force should, in fact, concentrate on individuals without college degrees, who have exhibited attributes valued for this program. They are here; we just have not found them.

The people who compose the Central Intelligence Agency are an elite group of individuals. They have been thoroughly processed for their suitability and their capabilities. Once employed, they demonstrate diligence, perseverance, and dedication. For all of this, they should be appropriately rewarded! One way to do this would be to include every CIA employee under a special Agency retirement plan. There would, of course, be a difference between those employees who served their careers domestically and those who served overseas. Such a plan would help to engender a furthered Agency camaraderie and, also, to protect our people from political caprice.

STAT



Statement of Goals, Principles  
and Standards for CIA

The CIA's major goal in both the near and distant future is the best possible means of acquisition, assessment, analysis and dissemination of intelligence. Accurate and reliable information is an absolute necessity to our nations leaders making the critical decision that affect the security of our country, that of our allies and the world in general. As more nations become involved in economic, technological and military development, recognition must be given to the interdependency nature of the world, and the Agency must have the insight and capability to comprehend this change. The CIA must develop and maintain an active posture in world affairs not allowing itself only to be a "reactor" to world events. It must act and inform prior to acts that will affect the well being of democratic nations everywhere.

Principles must be adhered to at all levels within the Agency and these principles must be the highest within the Government. Because of the nature of our work, every employee must maintain ethics and integrity of the highest degree and to remain objective and free of bias in conducting the business of intelligence. All employees must be encouraged to look at aspects of the mission with fresh, novel and even unorthodox ideas to improve on methods of the past.

Our Agency must be committed to standards of excellence, to develop and utilize the most advanced data collection techniques available, to recognize the need for a good working environment and substantial benefits to retain our talent, and to maintain involvement and enthusiasm among employees by recognizing and rewarding individual and organizational efforts. To insure performance of the highest caliber and to maintain the leadership of all intelligence services the development, confidence, and resources of our people are paramount.

  
OMS/CAD/LSB

STAT

## STATEMENT OF GOALS, PRINCIPLES AND STANDARDS FOR CIA

### Purpose:

The CIA is a total system which encompasses collection, evaluation, and integration of information relevant to national security. The Agency's product is finished intelligence as demanded by the decision-makers to whom the citizens have entrusted the present course and future destiny of our country.

### Organization:

The CIA achieves its purpose by complex orchestration of specialists and support to those specialists in the several activities of collection, evaluation, and integration. Each and every position in CIA is a specific, unique, and requisite element without which the product is somehow deficient.

### Ethics:

The CIA demands personal integrity of every individual employee far and away above the national norm. This demand arises both from the extreme sensitivity of all aspects of finished intelligence production as well as from the need to maintain credibility of the CIA with decision makers, citizenry, allies and assets.

### People:

CIA employees necessarily perform their duties without the positive motivational influence of their residential community's recognition either of approval for effort or of respect for accomplishment. The most poignant deprivation reaches the very heart of the employee's personal and family life. There, national security requirements foster ambiguities disruptive of the natural personal/familial processes of acceptance, approval, identification, and respect. The CIA responds to employee sacrifices, first, by all out efforts to challenge and correct disinformation promulgated by public detractors of the Agency. Second, at the level of the individual employee, the CIA commits itself to respond to the needs which draw all employees to the CIA in spite of sacrifices required--the need of every employee to both affiliate with the most demanding agency and to achieve the highest attainment of which each is capable, often reaching beyond personal standards of excellence.

### Management:

CIA management is results-oriented i.e., "turn out the product demanded whatever the cost". Agency management is aware that this repeated emphasis upon short-term goals drains but cannot replenish employee motivation--a replenishment demanded if CIA would avoid the spectre of long-term losses among personnel qualified to serve the Agency. Operating within the externally-dictated constraints of a wage-scale system, CIA management rises above the incentive award system to provide individualized expressions of appreciation and recognition for accomplishment. Regardless of short-term production demands, CIA management places highest priority upon assisting the employee in pursuit of increasing/expanding personal excellence through training and education programs relevant to the Agency purpose.

Measures of Results:

The CIA appreciates that the value of its product is a function of its relevance and timeliness in support of this country's decision makers. It also appreciates that an employee's dedication is a positive function of the opportunity to identify with the product. Thus, CIA bends every effort to educate its employees regarding product outcomes and the relevance of individual efforts to these outcomes.

Standards:

- responsive quantitative production of qualitative finished intelligence;
- uncompromising integrity in both product and personnel;
- respect for employees;
- commitment to programs for employee development and maintenance of motivation;
- unflagging pursuit of goals beyond current standards of excellence.

[Redacted Signature Box] STAT  
Chief Psychologist, Selection Support Branch  
Office of Medical Services

## STATEMENT OF GOALS, PRINCIPLES AND STANDARDS FOR CIA

Purpose: To provide accurate, comprehensive intelligence support to all our consumers in a timely manner and in a form of greatest utility. Recognizing that accurate, comprehensive intelligence is our Nation's most sensitive and first line of defense, then, no matter what job we have or the nature of our immediate tasks, our individual and collective efforts are all directed towards achieving this purpose.

Organization: The many components of the CIA are critically dependent on one another to achieve the organization's goals. In pursuit of CIA's purpose, the organizational maxim from time immemorial is followed: all for one and one for all.

Ethics: Our activities are conducted under the Constitution and laws of the United States. The highest degree of integrity is demonstrated at all times. The beauty of our Nation's moral and legal codes are reflected in the sensitivity to them manifested by each Agency member in the performance of duty.


People: CIA's people are the strength of the organization. The quality and morale of its people determines the capacity of the Agency to achieve its purpose. To maintain the Agency's strength, its applicants must meet special standards of excellence in suitability before being allowed entry into the organization, its employee's professional skills and personal growth will be recognized and fostered through training, travel, and assignments, its managers will be selected for ability to inspire enthusiasm and promote excellence based on their own performances, and the employees' esprit de corps will be kept high by genuine appreciation of their needs not to feel ignored, taken for granted, or exploited as they work towards achieving the Agency's purpose.

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. Management must always encourage the employees to devote their energies towards achieving the Agency's purpose. Management does this by a system of rewards, genuine appreciation, and recognition of employees' accomplishments and by eliminating the irritating impedimenta which cut effectiveness, reduce speed, waste time, interfere with efficiency, cause inertia, and/or lower morale. Management sustains the employee's morale through an understanding of their need for recognition of and appreciation for the personal sacrifices made and the individual rights forfeited in the pursuit of the Agency mission.

Measures of Results: As a governmental service for the defense of the American people and their way of life, the results from the CIA's activities and expenditures are not easily measured in the routine ways used to gauge business enterprises; nevertheless, the results are in the satisfaction of its customers in the value, relevance, and timeliness of the intelligence and operational inputs they receive and how these 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 and the public assess and value these results.

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, morale, 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

\_\_\_\_\_  
  
\_\_\_\_\_  
Deputy Chief, Selection Processing Division

STAT

Field Operations Division and Psychiatric Operations Division/OMS

STATEMENT OF GOALS, PRINCIPLES AND STANDARDS FOR CIA

Purpose

- Provide accurate, comprehensive and timely intelligence support to a broad consumer base.
- Adhere to the Constitution and laws of the United States.
- Strive to insure that the public views the CIA as an asset to protect their interests as a democracy, regardless of the political party in office.

People

- Seek to attract, develop and retain talented people.
- Foster initiatives and creativity, while requiring efficiency and accountability.
- Achieve and maintain quality of excellence in management to engender team spirit among all grade levels and specialities of Agency employees.
- Develop employee incentives through all grade levels by aggressive application of an equitable merit awards program recognizing outstanding accomplishments and individual achievement.
- Develop esprit d'corps while encouraging individual expression.
- Within realm of secrecy provide feedback to project contributions on measures of success based on individual contributions.

Measure of Results

- Satisfaction of customers.
- Morale of employees.

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.



In order to improve the overall product of the Agency, its most important resource, personnel, must be fully utilized. They must, despite age, grade or position, be given the opportunity to express their ideas and develop them without the fear of micromanagement or failure. These individuals must be appropriately rewarded for their aggressiveness, creativity and dedication. Those individuals who do strictly what they are told without exhibiting a form of initiative should be assigned a position and grade compatible with such indifference. Those who fail to partake in the overall objective or present an obstructionist view should be released from duty and replaced by individuals who believe the Agency is special and wish to partake in its growth. Those who don't should seek other employment.

The broad view of what FOD is about is to provide excellent medical care to our people in the Field and to assist the other Directorates of the Agency in caring for some select parties they contact. We can best accomplish these goals by continuing to employ well-trained, caring professionals and their staffs.

It is incumbent upon the Agency to find a way to enhance career growth within a department and eliminate the time-honored but outmoded pattern of "job-hopping".

Reflections on Development of Goals,  
Principles and Standards for the CIA  
in Quest of "Standards of Excellence"

A few decades ago an individual who had headed up an industrial giant before accepting one of the highest level positions in government made the remark: "What is good for General Motors is good for the country." The industrial giants of this country are the cornerstones on which this country has developed and prospered.

In this same context why not look at the Agency as a governmental giant producing a commodity that is just as important to the man on the street as is his most prized possession. One could go one step further and consider the intelligence product much more important since without good intelligence in today's world, John Q. Public is in danger of losing an infinitely more valued possession -- his or her freedom.

If one agrees with the above conclusions, then why not study, scrutinize and then adapt the best of what an IBM, General Motors, etc. has to offer whether it be in personnel, production, or in a broader context of doing business in a way that produces the best results.

C/FOD

9 February 1984

## MEMORANDUM FOR THE RECORD

FROM: 

STAT

SUBJECT: Response to DCI Request for Comments on  
CIA Management

As most organizations grow and become more bureaucratic, goals and functions point more toward organizational preservation than creation of a better product. Search for excellence evolves into satisfaction with mediocrity. To prevent this trend the CIA must instill enthusiasm in its personnel. Creative initiative should be rewarded instead of the usual quantitative production. The hallmark of a dynamic institution is the degree to which it will encourage risk taking. This means failure must be tolerated as much as success is rewarded.

  
STAT

Registrar and Support Division/OMS

13 February 1984

MEMORANDUM FOR: Acting Director, OMS

FROM:

C/R&SD

STAT

SUBJECT: R&SD Summary Statement of Agency Goals,  
Principles and Standards

1. Here are R&SD's employee statements of Agency goals, principles and standards. For the most part, all are in agreement with the DCI draft and any differences are a matter of semantics.

2. Essentially, our employees believe the Agency, its managers and people should comport themselves in such a way as to concurrently satisfy the needs and values of one another and that satisfaction of these goals must be congruent with the needs, values and beliefs of the Nation. The standard for success can be measured in the support given the Agency by the President, the NSC, Congress and the people.

STAT

In an Organization where there is a "need to know" structure each group, division, branch, staff, etc. may have to function on a smaller scale, but that group must function together, learn together and believe in, not only what they are doing, but in one another and mostly their managers. These managers are the people that make the organization work. If the people don't have faith in their managers then they will never function as a team.

The goal...the purpose of the CIA:

Be aware of what is happening throughout the world,  
of what may happen based on facts collected and  
report before a crisis, not during or after

To be extremely accurate when reporting

To work together, not only with ourselves but with  
the other Intelligence Communities, not against or  
in competition with

The people:

Work with one another

Share Ideas

Offer knowledge to new comers

Be creative

Take a risk, a long shot

Top management:

Show yourself, let your people know you care (don't  
hide out)

Don't display doubt in your direction when pursuing  
goals

Accept change (look for it...expect it)

Aim high, accept best effort

Management:

Two way communication

Train your people (let them be trained...do without them for a few days...they will only be more qualified when they are through...everything is constantly changing)

Accept change...bring about change

Be open minded...promote creative thinking...take risks...accept risks

Promote within the Office when possible

Believe in your people and let them believe in you

Stick up for your people

Without the people behind you and the organization it would fail (constant movement of people not only within a large organization, Directorates etc., but other Government organizations and even leaving of the Government for private organizations). There needs to be challenge, initiative, faith and security. This Agency could probably improve in every aspect.



STAT



February 6, 1984

## STATEMENT OF AGENCY GOALS AND STANDARDS

The major goal of the Central Intelligence Agency in the 1980's is the acquisition, analysis, assessment and dissemination of accurate, reliable information required by those involved in making the critical decisions that affect the security of not only our nation and our allies, but of our entire world. As our world becomes more complex, as more and more nations engage in technological and economic development, recognition must be given to the increased interdependency that has emerged. Given the capability possessed by both friend and foe to obliterate our planet, it is imperative that our focus be modified from the myopic view of one-nation military, economic, or technological supremacy. Our focus, now more than ever before, must be on keeping informed of activities in many areas, in all parts of the world. Supremacy will reside with those who have knowledge of events, can predict future events, and has the capability of acting wisely on the basis of that information.

Our Agency must be committed:

--to develop and utilize the most advanced data-collection techniques available.

--to employ the best minds it can for the accurate and timely collection and assessment of data. Recognition must be given to the need for good recruitment techniques, competitive pay scales with the private sector, and substantial benefits and working conditions to retain these talented people.

--to develop and utilize the most advanced decision-making devices available for assistance in data assessments.

--to maintain involvement and enthusiasm among employees by recognizing and rewarding not only individual efforts but organizational efforts as well. Presentations by top management for all employees, such as commemoration by the DCI, especially instill pride and unity in our compartmentalized organization.

--to insist on the maintenance of honesty and integrity among its employees.

STAT  
OMS/R&SD/IMB

9 February 1984

MEMORANDUM FOR:

[redacted]  
Chief, Registrar and Support Division

STAT

FROM:

[redacted]  
Chief, Support Branch, OMS

STAT

SUBJECT: Statement of Goals

1. The Agency purpose is to provide our decision makers with the most up to date intelligence for use in establishment of national policies. This involves a broad range of expertise from economist, scientist, physician, to our support personnel.

2. The Agency needs to insure that our new personnel realize the responsibilities of working for an intelligence agency. The dedication and drive that use to be considered part of the job is missing. This Agency can not afford to become a 9-5 job oriented environment. We should encourage "esprit de corps" among our co-workers and rekindle the "can do attitude" within our organization.

3. We should continue to develop our high technology intelligence gathering capabilities. This is needed in order to compete in the world today. At the same time we should not lose sight of the value case officers provide to our organization. They often provide a second opinion on some activity which is being monitored by the intelligence community. We should place more case officers overseas, conducting covert action and desinformation programs.

4. The Agency should not force personnel into management positions just so they can be promoted. We often move topnotch case officers, computer specialist, scientist and others to the top management positions. A lot of these people make lousy managers but are tops in their own special field. Why not provide growth for these people in their respective field, thereby retaining that expertise when it will benefit the Agency and our government the most.

[redacted]  
STAT

The Agencies mission is collecting intelligence both human and technical on other countries. Also to run covert action against Foreign Governments hostile to the U. S.

Items that need to be encouraged is more case officers in the field conducting intelligence gathering and covert action.

The Agency can accomplish it's mission with more case officers traveling under  cover and also for the Agency to become more envolved with disenformation.

STAT

STAT



As a fairly new employee my understanding is that we are an intelligence gathering Agency. In order to do this, we have to maintain our honesty and integrity and do our particular job to the best of our ability within the framework of the Agency. In my area we work to keep all employees emotionally and physically healthy. With this support and support from all the other areas we should be able to work together to maintain the high standards that make up the Central Intelligence Agency.

To provide our government with information regarding dangers abroad. That is vital to the security of our country.

The purpose of the CIA is to gather intelligence world-wide, in order to protect the national security of the U.S. Each office within the Agency links together to perform a task to insure that the mission is accomplished.

Better conditions for entry or clerical positions - take them from out of the woodwork - give more job incentive - more of a feel of being a part of something great. Instill more pride for a job well done - unite - no one can stand alone - Never downgrade a request. Strive for best performance no matter how trivial our objective seems to be. To honor our obligations to society by being an economic, intellectual and social asset to each nation and each community in which we operate.

The Agency is here to serve our fellow Americans and mankind to maintain freedom and high ideals and standards. As individuals we must have a sense of dedication and work hard to establish an example.

Our purpose is to provide our government with accurate and thorough information and competent analysis of that information, and to support in all necessary ways those fulfilling those objectives. Sloppy performance breeds bad morale; we would all like to feel part of an elite organization with high standards of which we can feel justifiably proud.

The main function of the CIA is to acquire and analyze information to produce intelligence for policymakers.

The goals of CIA should be to produce and collect intelligence for use by the President of the United States of America to assist him in the formulation of foreign policy. Employees should be highly motivated and dedicated to the Agency and productive by "Ask not what this Agency can do for me, but what I can do for the Agency".

The mission of the CIA, in my opinion, is to collect, analyze and use information regarding foreign countries, both allied and unfriendly, for the purpose of national security and informed policy making.

Goals for the 80's



STAT

1. Development of more adequate cover for covert employees and their families.
2. More recognition of the efforts of people who perform their jobs in high risk situations.
3. Outlying offices tend to feel isolated because of their physical distance from Headquarters. This feeling is enhanced when official notices and activity announcements arrive only once a week by courier. Special steps should be taken to insure increased mail services to satellite offices.



STAT

The following is a statement of positive objectives: GOALS,  
PRINCIPLES AND STANDARDS

GOALS: The final objective, to provide intelligence support to the intelligence community, is achieved as a result and culmination of numerous smaller goals towards which all effort is directed continuously. The intention is never really satisfied, but an ongoing process by which the seemingly comparatively restricted dimensions of each goal's boundary is ever changing. In order to endure and maintain meeting the day to day goals we must remain capable of adapting to and modifying the difficulties and achievements technology and world environment are presenting. We can only do this through engaging the attention and talents of all persons involved and through continual upgrade of their knowledge and its pursuit.

PRINCIPLE: The guiding sense of requirements and obligations of right conduct are especially important to those giving service. The accepted or professed rule of action should be viewed not as an oppression, but a binding force or brotherhood, which sets this organization apart from all others and makes working here a privilege.

STANDARDS: We have ourselves become a role model, considered by authority and general consent to be a basis of comparison. The quality and level of excellence is represented in the goals and fulfillment of specific requirements we have established and met. We not only expect success, we create success, under all circumstances by our elevated principles and goals.



STAT

What the Agency is about, what it should  
foster and encourage:

The Agency's operation being worldwide is truly a leader among the government agencies.

Because of its pervasiveness it's important for it to be a well coordinated and cohesive agency: well coordinated among its various stations so as to reduce its vulnerability to foreign countries and cohesive to maintain the high efficiency required to run such a large organization.

To this end the Agency needs an enormous group of people with varied backgrounds and knowledge.

The nature of the work requires that the organization very carefully select their employees. However, knowledge and skills are only two from many factors needed such as honesty and integrity in the screening process.

As the Agency expects and demands any number of requirements from its employees so too, I believe, that the employees should expect and receive. By receiving we are speaking more than only a salary.

Employees are people with feelings, emotions and desires. Recognition for one's goods works, whether it be a pat on the back, a letter of commendation, monetary award, promotion, etc., will instill in that employee a tremendous feeling of accomplishment. Also it will increase or at least maintain a desire to extend themselves beyond that which is required of them.

Communications among people is also vitally important for the success of everyone concerned in achieving their goals. Anything which will enhance this, should be given serious consideration, e.g., seminars, in-house courses, lectures, etc.

Recognizing the many problems, such as: communications, changing technology, individual goals etc, and their corresponding solutions requires that the organization must have leaders that can lead effectively.

The betterment of our Agency is not a job to be left to a few; it is a responsibility to be shared by all of us.



In serving the CIA, our people should be of the highest integrity, a sense of pride and love of country. To protect and keep the evils of communism out. The agency needs to tighten the security of our building and entrances. Less press involvement is essential to carry out ~~our~~ covert operations.

We need to improve the image of the CIA to the American public. To let them know the CIA is here to serve and protect their land and freedom.

The purpose of the C.I.A. is to produce accurate, reliable, and timely, intelligence information to aid the Nation's policymakers in their decision making processes. This can be accomplished by maintaining professionalism and reliability in every aspect of employment and work production. It is important for all employees to understand how they relate to, and impact on the agency's final products to help foster this attitude.

Psychological Services Division/OMS

Attached are four papers written by Psychological Services Division in response to Mr. Casey's request for participation of all CIA employees in defining/redefining the Agency's goals and mission. The first paper represents the views of division clericals. The second paper represents the views of division M.A.-level psychologists. The third paper presents the views the division's Ph.D.-level psychologists, assessment and research. The fourth paper represents the views of senior division management.

2 February 1984

MEMORANDUM FOR: Director of Medical Services

FROM:

Psychological Services Division  
Office of Medical Services

STAT

SUBJECT: Comments on the Statement of Goals, Principles  
and Standards for CIA

The comments below are from the clericals of Psychological Services Division.

1. 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.

Comments: -- Work together as a team to help promote  
National Security

2. Organization. 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 are respected and, in turn, will undertake to contribute to and make use of the role and performance of other relevant elements.

Comments: -- Maintain flexibility in order to keep current with  
changing times, requirements, etc.  
-- Outside offices want to feel more integrated  
with their Agency counterparts.

3. Ethics. Our activities are conducted under the Constitution and laws of the United States. The nature of our work is such that every member of the Agency 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.

Comments: -- Stress the fact that these are firm guidelines  
that must be adhered to at all times.

4. 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. Skills are recognized and fostered through training, travel and assignments; management personnel are selected for their ability to inspire enthusiasm and promote excellence based on their own performance.

SUBJECT: Comments on the Statement of Goals, Principles and Standards for CIA

- Comments:
- Testing should be a major factor in recruiting people for both clerical and professional slots.
  - To cooperate with each other when working in groups or with an individual.
  - Employees should be aware of how the various parts of the Agency work.
  - Whenever possible, promote from within.
  - Testing should be a major factor in making employee selections for various types of jobs.
  - Better and improved facilities for employees.

5. 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.

- Comments:
- Put together a program that will enable us to train better and more effective managers.
  - Define specific job goals for employees.
  - Set up guidelines which will enable the employees to have some freedom in completing their job goals effectively and efficiently.
  - Encourage suggestions from your employees on how things could be improved or done more efficiently.
  - Show interest in your employees' work.
  - Try to keep lines of communications open.
  - Maintain flexibility.

6. Measures of Results: Business organizations measure of results in profits, return on investment and capital 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, this organization does not have profitability and capital value to measure its results. Still, its results are in the satisfaction of its customers in the value, relevance, and timeliness of the intelligence and operational inputs they receive. 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 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 and the public assess and value these results.

- Comments:
- Foster a better image of the Agency.
  - Keep up quality, efficiency, and production.

SUBJECT: Comments on the Statement of Goals, Principles and Standards for CIA

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.

Comments: -- Hire quality personnel.



STAT

3 February 1984

MEMORANDUM FOR: Director of Medical Services  
Office of Medical Services

FROM:

Office of Medical Services

STAT

SUBJECT: Comments on the Statements of Goals, Principles,  
and Standards for the CIA

Regarding the initial draft of purposes, principles and standards of the CIA, while there is no disagreement with the statements outlined, it is felt that some areas should be more strongly emphasized and other aspects addressed as well.

Purpose: Some inclusion addressing the responsibility for ensuring this capability for the future. The CIA should not merely concentrate on the here-and-now, but also continually plan for the future.

Organization: Greater emphasis should be placed upon the positive impact of cooperation among the various offices and the impact this has on CIA's ability to carry out its purpose. While fiscal responsibility, logistical support and the like are important elements, they are services aimed at supporting intelligence gathering, not hindering it.

Ethics: Some mention that standards apply to both professional and personal conduct.

People: Inclusion of attraction and recruitment of quality individuals as a primary goal. As people are the essence of this organization, the ability to function effectively in the future is directly related to the ability to attract the best young talent.

Measure of Results: Public and Congressional assessment is related to the reputation this Agency possesses. Because of this, and the important relationship that this assessment has to the CIA's ability to carry out and finance its mission, promotion of this Agency as a relevant and competent organization is essential. Given the nature of the work, this is not always possible, but every attempt should be made to emphasize, where possible, the contributions we make.

As a means to these ends, and those previously outlined, some other thoughts are also forwarded.

1. Fostering a "team" spirit by informing employees, as much as possible, how what they do interfaces with the work of other officers and how it combines to make the whole.

2. A more widespread use of "dual tracking" as in the DDI to allow people to be recognized and promoted for excellence without removing them from their duties and switched to management. Not everyone is a manager.

3. The principle and standards of the successful companies delineated by Thomas Peters, have a certain commonality which can be applied to the Agency:

- A. They all stress innovativeness. This quality can be particularly applied to our unique type of work. Could we not continually create an atmosphere where employees can express themselves even with the most unusual or the most daring of ideas? Could we not constantly ask is there a better way of doing it? Can't we question the conventional, and above all, encourage risk?
- B. They all mention action. As Mr. Peters says, "Do it, fix it, try it." Can we not radiate this same can-do attitude of getting on with it, be planful, but be experimental, be flexible. Reward the "idea" people. Don't reward the clean "do nothings".
- C. They all emphasize quality. "It is better to aim at perfection and miss", says IBM. Could we not refuse to accept the slipshod, the half done: the typo, the misspelled word, the wrong statistic? Strive for excellence from the bottom up.
- D. They all write simply.



STAT



3 February 1984

MEMORANDUM FOR: [REDACTED]  
Director, OMS

FROM: [REDACTED]  
Psychologist, PSD/OMS

SUBJECT: Draft Statement: Objectives, Principles,  
and Standards of the CIA

STAT

STAT

The following represents an initial attempt to articulate the framework under which the Agency operates. It is based on the pooled ideas of assessment and research psychologists assigned to Psychological Services Division.

#### STATEMENT OF OBJECTIVES, PRINCIPLES, AND STANDARDS FOR CIA

Purpose. The CIA exists to provide and coordinate the foreign intelligence activities of the United States for the express purpose of preserving national security and protecting the interests of the American people and their allies. No matter what job we have or the nature of our immediate tasks, our independent and collective efforts are all directed towards this purpose.

Structure. Interdependent directorates and subordinate offices and divisions provide the organizational structure under which the ultimate needs of consumers -- the President, National Security Council, and major departments and agencies -- are met in a timely manner.

Dynamics. People represent the dynamic driving force of the organization. Highly competent, dedicated, innovative, and responsible individuals are selected to be employees of the CIA. Capabilities and skills are recognized and rewarded. Opportunities are provided for continued growth and professional development.

Direction and Guidance. Managers are charged with the overall responsibility for directing, guiding, and motivating individual employees. Utilizing various styles in accordance with perceived level of maturity and skill, the CIA manager establishes a creative and productive environment and inspires individual initiative and resourcefulness.

#### Standards.

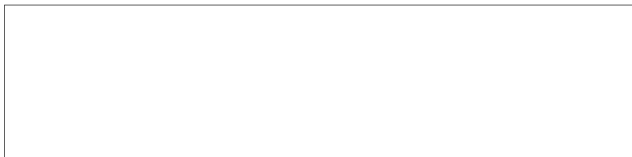
Ethics. Uncompromising standards of honesty and integrity are maintained. All activities are conducted under the Constitution and laws of the United States.

Performance. Dedication, loyalty, and high levels of personal responsibility are fostered and a flexible, spontaneous, "can-do" spirit of accomplishment is maintained. Achievement and excellence are stressed and rewarded.

SUBJECT: Draft Statement: Objectives, Principles,  
and Standards of the CIA

Service. The ultimate needs or requirements of the consumer are foremost. The CIA stands for service of the highest order to the nation as a whole.

Measured of Results. As a public service, the CIA does not gauge its success in the same script as does a business organization. Quality of intelligence activities simply cannot be reduced to a bottom line. Rather, the CIA must weigh its results in terms of the satisfaction of its customers in the value, relevance, and timeliness of the intelligence product they receive. The resources needed to achieve those results come from the way the President, National Security Council, Congress, major departments and agencies, and the public assess and value the product.



STAT

30 January 1984

MEMORANDUM FOR: Director of Medical Services

FROM :   
Chief, Research Branch, PSD/OMS

STAT

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

1. The purpose of this memorandum is to convey the general views of PSD management regarding the statement of CIA's purpose and direction solicited by the DCI this week. The views contained in this memorandum represent those held collectively by C/PSD, C/AB/PSD and myself.

2. First, we wish to acknowledge and support the emphasis placed by the DCI upon the importance of formalizing a statement of organizational objectives. We also support the DCI's desire to establish a sense of purpose and direction which every employee of CIA from the highest ranking and experienced executive right down to the clerks on the first rung of the CIA's career ladder can identify with and wholeheartedly endorse.

3. We find the draft statements of CIA's Purpose, Organization, Ethics, People, Management, Measure of Results and Standards to be a respectable first try. However, we feel that at least as much emphasis should be placed upon selecting the right people to work at the CIA as has been placed upon training them once they are here. Personnel selection is the first, and arguably the most important step in staffing this or any Agency with the right people. Therefore, we have changed the wording in the People section to reflect this widely recognized fact. Similarly, we have made numerous other suggestions, sometimes adding and sometimes deleting phrases, but always with an eye towards clarification and simplification.

4. Listed below is our edited version of the Statement of Goals, Principles and Standards for CIA.

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

Organization. The CIA is made up of operating elements that are critically dependent on one another to support its mission. Each element's departmental and national responsibilities strive to contribute to and make use of the products produced by other relevant elements.

Ethics. Our activities are conducted under the Constitution and laws of the United States. The nature of our work is such that every member of the Agency must be aware of and sensitive to the letter and spirit of this legal foundation. All of us are expected to manifest the highest degree of integrity in performance and conduct.

People. 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. Skills are recognized and fostered through proper personnel selection, training, travel, and assignments. Management personnel are selected for their ability to inspire enthusiasm, to execute sound judgment consistent with the stated goals and objectives of the organization, and to promote excellence based on their own performance.

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

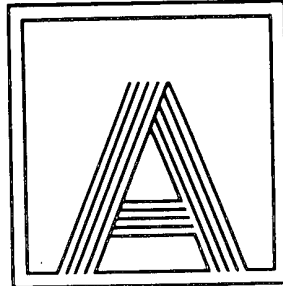
Measure of Results. The CIA measures its results by the satisfaction of its customers in the value, relevance, accuracy, and timeliness of the intelligence it produces. Those results ultimately come from the qualities of its people and their creativity, dedication, and success in utilizing technology and resources to collect, analyze, and apply information and judgment to foster the security and prosperity of the United States. The resources needed to achieve those results come from the way the President, his executive branch policy-makers, the Congress and the public assess and value CIA's products.

Standards. We seek to exemplify in everything we do:

- performance of the highest quality;
- ethics and integrity of the highest order;
- fostering the most effective possible utilization of our personnel by encouraging and promoting the development of outstanding skills, confidence, and personal resources in our people.
- development and utilization of the most effective technologies;
- capability and flexibility to meet tough and sudden challenges;
- leadership and recognition as the best and most respected intelligence service in the world.

STAT

**SECRET**



**DIRECTORATE  
OF  
ADMINISTRATION**

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**GOALS, PRINCIPLES AND STANDARDS  
FOR THE CIA**

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**SECRET**

## STATEMENT OF GOALS, PRINCIPLES, AND STANDARDS FOR CIA

### Mission and Purpose

CIA coordinates the production and dissemination of the U.S. foreign intelligence. We support policy with those special activities which supplement and complement normal diplomacy. Our resources are used to protect U.S. global interests from hostile activities of foreign intelligence and security services or international terrorist organizations.

Consistent with the Constitution and the rule of law, we provide policymakers and other elements within government with the most accurate, comprehensive, and highest quality intelligence possible, to enable them to anticipate events, choose among viable options and make decisions in the interests of protecting national security. No matter what job we have or the nature of our immediate tasks, our independent and collective efforts are all directed towards this purpose.

### Organization

As the Agency charged with the responsibility for coordinating the U.S. foreign intelligence effort, CIA's operating elements are critically dependent on one another to support their individual and joint activities. Each element's departmental and national responsibilities are respected and, in turn, each undertakes to contribute to and make use of the role and performance of the others.

### Ethics

Every member of the Agency must be constantly aware of and sensitive to the idea that our activities are conducted under the Constitution and laws of the United States. We produce the highest quality intelligence without regard to politicization, while remaining responsive to the President, the Congress and the American people. We must adhere to the highest standards of ethics in all our relationships and endeavors, knowing that anything less compromises the principles that we individually and collectively stand for, and diminishes our effectiveness with others. Through the exercise of organizational and personal discipline and integrity in performance and conduct we have overcome the inherent contradiction of a secret intelligence organization in a free society.

### People

CIA's strength is the quality and integrity of its talented, creative, and dedicated people. In addition to recruiting the best people available, we must provide continuous training to develop the skills and expertise unique to this profession and to encourage the overall development of the individual. We promote

objectivity, imagination, and initiative by providing a positive work environment that challenges the employee while it encourages and supports responsible risk-taking as an essential element in the collection and production of intelligence. As a result, CIA professionals are instilled with and manifest a sense of pride in their own and the Agency's accomplishments.

### Management

CIA's operating style is to encourage initiative, interactive communication, and self expression, providing the opportunity for creative thinking and allowing great freedom of action, including the right to fail. Objectives and goals are well defined, requiring efficiency, accountability, and results at all levels, but rewarding excellence by providing opportunity for personal growth, professional development, and career advancement.

### Measure of Results

Unlike our counterparts in industry, we are not driven by profit motives. However, the prudent utilization of financial resources is essential, to allow us to achieve the maximum results with the smallest possible investment of taxpayer dollars. By utilizing the unique skills of our people and state-of-the-art technology, we are able to collect, analyze, and apply the most current and accurate information and judgments needed for the protection of national security. Ultimately, results are measured in the satisfaction of our customers, in the value, quality, relevance, and timeliness of the intelligence and operational product we provide.

### Standards

We strive to exemplify the following:

- Excellence in the intelligence product;
- personal integrity and self-discipline;
- development of outstanding skills, confidence, and professionalism in our people;
- development and utilization of the most advanced technologies possible;
- maintenance of superior responsiveness, flexibility and adaptability to changing requirements;
- recognition of and dedication to our assigned role as the coordinator for the production and dissemination of foreign intelligence in the United States;
- leadership and recognition as the best intelligence service in the world.

8 FEB 1984

NOTE FOR: Chief, Information &amp; Management Support Staff, OL

FROM: 

STAT

Chief, Supply Division, OL

SUBJECT: Organizational Goals, Objectives, et al

Dave,

1. Attached are various responses to the requirement we levied in the Division on Mr. Casey's speech in relation to the "In Search of Excellence." Whether or not you want to wade through all of these is up to you. Some of them are general in nature and refer to the Agency as a whole; however, the bulk of them are more specific in nature and relate to the individual's immediate work environment. From my understanding of what the DCI is looking for, I think the following extracts and paraphrasing from these papers best represent what they all are saying:

a. What We Are About - To provide accurate and comprehensive foreign intelligence support to the broad range of consumers within the U. S. Government. While doing this, ensure that the public views the Agency as an organization which conducts its affairs with uncompromising honesty and integrity.

b. What It Is We Want to Foster and Encourage - That no matter what the task nor the mission levied upon us, that all activities will be conducted within the framework of the Constitution and laws of the United States. Set a level of standards for the quality of our product which are difficult to attain and ensure the best possible results.

c. Things to Accomplish This - Require a level of excellence by all employees to ensure the name CIA is synonymous with integrity, loyalty, and excellence. Create a working environment which fosters the attitudes necessary to achieve these goals. Develop a sense of unity and purpose so that all employees feel they are part of a dynamic organization striving for the best results possible within known constraints. Ensure that all levels of management aspire to these same levels of excellence and that all employees have the chance to use whatever talents they have to the fullest and to go as far as these talents will allow them.

STAT

Attachment



NOTE FOR: [redacted]  
Chief, Supply Division, OL

1, FEB 1984

STAT

FROM: [redacted]  
Deputy Chief, OSB/SD/OL

STAT

SUBJECT: Organizational Goals and Objectives

Per your request, the Operations Support Branch has compiled the following organizational goals and objectives:

1. Impress on each individual that regardless of how minimal one's job may appear, it should be performed at the employee's highest level of capability in order to accomplish its mission in the services field--anything less is totally unacceptable. [redacted] STAT

2. Attainment of organizational excellence is dependent on the development of new and redefined methods. Just as important, and commonly overlooked, is the development of new and redefined controls to provide for identification of possible and/or actual problem areas and ensure positive action at all managerial/working levels. [redacted] STAT

3. Organizational excellence is the by-product of employee's personal excellence. Agency employee training, counseling and development programs should strive to motivate personnel toward self-actualization and, as corollary, obtain organizational excellence. [redacted] STAT

4. Develop a sense of unity and cohesiveness within the Agency. Ensure that leadership comes from one direction and that all the directorates are governed by the same policies and organizational goals. [redacted] STAT

5. Strive to ensure that the public views the Agency as an organization which conducts its affairs with uncompromising honesty and integrity, thereby improving the public's image of what we are and what we do. [redacted] STAT

6. Make the name CIA synonymous with integrity, honesty and excellence. Be the best U.S. Government agency that employees are proud to be associated with. [redacted] STAT

7. Create a pleasant working environment where employees look forward to coming to work. An office that is attractive and up-to-date inspires employees to keep up a professional image. [redacted] STAT

151

[redacted]

STAT

1 FEB 1984

**ADMINISTRATIVE - INTERNAL USE ONLY**

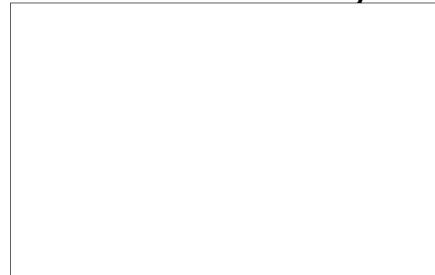
MEMORANDUM FOR: Chief, Supply Division, OL  
FROM:   
Chief, Interdepartmental Support Branch, SD/OL  
SUBJECT: Statement of Goals, Principles and Standards  
for CIA

STAT

Attached is IDSB's response to your request for an improved Statement of Goals for CIA together with specific recommendations for improvement. Suggested changes to the original Statement of Goals for CIA are underlined.

STAT

Attachments



**Page Denied**

1

The objectives of the CIA is to provide accurate and current intelligence to all of its consumers. In ~~pro~~ pursuit of these objectives the Agency must operate under the laws and Constitution of the United States.

To do this the Agency must continue to attract the brightest and highest caliber of personnel and retain them through highly motivated goals and opportunities for professional and personal growth. They should be sufficiently challenged to strive for excellence in all they do. Open channels of communications should be fostered through all levels of management,

The standards of the Agency are such that the ethics and integrity ~~of~~ of all personnel ~~x~~ should be of the highest order. Qualified personnel should be challenged to push the limits of modern technology in the pursuit of the Agency's <sup>2a</sup> product, finished and accurate intelligence. We ~~must~~ be ~~totally~~ knowledgeable in our areas of expertise. Initiation and self motivation should be stressed.

Statement of Objectives, Principles, and Standards for the  
Central Intelligence Agency

It is the objective of the Central Intelligence Agency to be totally responsive to its customer requirements. In providing services and developing products, the CIA is guided by the Constitution and laws of the United States. Excellence in everything the Agency undertakes will serve as the standard for all missions undertaken and all products produced.

As in private industry, a Government agency, such as CIA, must depend on the initiatives and creativity of its employees; therefore, we must measure our success on a profit-making basis, even though we do not operate on that scale. Highly trained personnel is the positive mode of any organization to transmit sound beliefs, guiding all policy and action.

Faithful adherence to such concepts will generate enthusiasm to reach for the highest possible form of perfection in all objectives of service. Anything less is unacceptable and must be eliminated as a barrier to the overall objective of providing worldwide support in all intelligence activities.

Objective: To provide our customers, in a timely manner, the best finished intelligence available.

Principle: The CIA and its employees shall strive to excel in all areas that contribute to the attainment of the objective.

Standards:

- uncompromising ethics and integrity
- initiative and creativity within a controlled environment

Statement of Objectives, Principals, and Standards of CIA:

The objective of the CIA is to collect and analyze accurate data of international interest and concern to the Intelligence Community.

To achieve this objective it is necessary to employ conscientious, dedicated employees who are motivated, trustworthy individuals. Each and every employee should be alert and responsive to the CIA's goals and missions.

The CIA must provide challenges and incentives to continue to recruit and retain employees of a high caliber rather than have them defect to private industry.



Work with honesty, integrity and abide by one's moral principles. Conduct one's self in an ethical manner, cooperate with other divisions and personnel within the agency.

Strive to use sound judgement in one's job at all times.

Ruth

**Page Denied**

particularly if more funds were diverted to human resources collection.

MEASURE OF RESULTS: Measuring results by using both technological and human resources means for collection of intelligence will provide a more comprehensive basis for analyzing intelligence collected.

STANDARDS: By combining both technological and human resources in the intelligence collection process, we can add more clout to our leadership and recognition as the best intelligence service in the world.

Purpose - Tighten up on security leaks to the media and stress the importance of the need to know principle.

Organization - We should withhold sensitive information on operational activities and sensitive organizational operating components to avoid embarrassment to these operating components.

Ethics - We are required to conduct our activities under the Constitution and laws of the United States. However, we should require that information provided to oversight Committees should be controlled, and individuals who are privy to sensitive information should be required to sign a secrecy oath and be subject to some restrictions as Agency personnel. Granted, members of Congress are elected officials; however, they should practice ethics as well. Since Agency employees are sworn to secrecy the same criteria should be required of members of Congress.

People - We should strive continually to limit the identities of our employees to the fullest extent possible to protect not only the employees but the Agency as a whole.

Management - In allowing individuals great freedom of action in attaining well-defined objectives, more authority should be delegated to middle management personnel while still requiring efficiency, accountability and results.

Measure of Results - We don't publicize our achievements or successes, why should we advertise our failures. Too much publicity assists our enemies. The Agency should continue to pursue with Congress exemption from the Freedom of Information Act.

Standards - We seek to exemplify everything we do; however, we should concentrate on exemplifying our achievements in house and limit the information to the media in broad terms.

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## Recommendation for Formalized Training for the SOT Program

It is recommended that Supply Officer Trainees (SOT) undergo an initial period of formalized training prior to any actual on-the-job training (OJT) or orientation training in the various sections of Supply Division. Additionally, follow-on training in the form of seminars, for SOT's and relatively new Supply Officers still in the Metro area, should be conducted either in monthly one-half day or quarterly full day periods.

The initial SOT program should encompass a period from one to three days and include but not be limited to the following topics:

- Federal Classes of Supply
- Federal Stock Numbers-composition of Requisitions- components, responsibilities for completion, modification of, normal routing
- Wiring diagram of Supply Division- details of branches, responsibilities of components
- Reference Material

As a general rule, most of the SOT's have little or no knowledge of federal requisitioning or the organization of Supply Division. It is thought that an initial brief period of instruction and perhaps the development of an SOT handbook, with items as the wiring diagram, handouts of classes taught, and lists of reference material might prove invaluable for the SOT, especially with the voluminous quantities of information and methods which he or she must assimilate.

As for follow-on training, seminars for the SOT's and Supply Officers would prove beneficial not only for the individual in a professional sense but it would provide the Agency with a more knowledgeable and qualified Supply Officer or logistician.

Topics for the seminars again include but are not limited to the following:

- Education-local, correspondence, military, professional
- Society of Logistical Engineers
- Logistics Operations Management
- Maintenance Management
- Fiscal Responsibility

The list is brief and not all inclusive. Topics for seminars could be fielded from Supply Officers and SOT's based on area needs and problems both real and perceived.

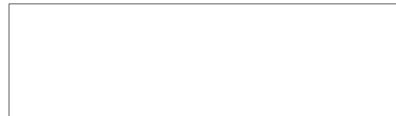


STAT

Agency Funding Process

Measures should be taken to simplify the present Agency funding process. A new system should be constructed similar to those of other agencies where there is no differentiation between "Funds" or "Property Requisitioning Authority". Presently, "Funds" are used only for services performed or research and development type procurement. "Property Requisitioning Authority" is the customer's "checkbook" for requisitioning supplies and equipment. The use of the present system limits effective procurement/stocking practices and is not necessarily followed at the close of the fiscal year when budget activity with the Office of Logistics is deadlines.

Only a few veteran staff personnel truly understand the present system and those few are nearing retirement.



STAT

1 Feb 84



comparative indicators of achievement or non-achievement objectives.  
The resources needed to achieve those results come from the way the President and the Congress and the public assess and value these results.

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.
- receptive to new ideas - maintain a "pioneer spirit" attitude;
- periodic reassessment of current strategies in the context of internal Agency and external environmental changes;
- form a balanced approach, cautiously integrating personnel capabilities and the fruits of technology;

## STATEMENT OF GOALS, PRINCIPLES AND STANDARDS FOR CIA

Purpose. To provide accurate, comprehensive foreign intelligence support to a broad range of consumers within the Intelligence Community 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.

Organization. The CIA is made up of operating elements which form a unified professional "team effort" that are critically dependent on one another to support their individual and joint activities. Each element's departmental and national responsibilities are 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 conducted under the Constitution and laws of the United States. The nature of our work is such that every member of the Agency 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 and morale of its people, and its future is related to the opportunities it affords for their professional and personal growth. Potential talent is identified, developed and well utilized. Skills are recognized and fostered through training, travel and assignments to stimulate innovation and provide career development paths; management personnel are selected for their ability to inspire enthusiasm and promote excellence based on their own performance.

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. Develop performance targets on a year by year basis with employee and managerial incentives for accomplishing targeted performance.

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. This is the benchmark against which performance or progress is measured. As a public service, this organization does not have profitability and capital value to measure its results. Still, its results are in the satisfaction of its customer in the value, quality, relevance, and timeliness of the intelligence and operational inputs they receive. 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 judgment to foster the security and prosperity of the United States. Evaluation and assessment systems must be translatable into

Extend Greater Latitude of the Decision Making Process  
to Middle Management and the First Line Supervisor.

In critiquing the Goals, Principles and Standards for the CIA, a simple sentence in the introductory paragraph stands out as a glaring problem for this Agency as well as other government organizations. "As the CIA grows and becomes increasingly complex and specialized...standards".

As the CIA grows in size and matures with age, my perception is that there is a diminishing delegation of authority to the first line supervisor and middle management. Maturity is defined as being responsible, dependable, reliable, and having wiseness. Bigness begets complexity and complexity begets bureaucracy. Bureaucracy is synonymous to "red tape". These are major roadblocks to one's ability to react in a crisis situation.

This Agency has a history of responsiveness and the ability to respond in such conditions. Our ability to react came about because lower level management had the authority to make decisions of major importance. Senior Management should provide well-defined objectives to our people and grant them the freedom for individual action. We have the skills and professionalism to achieve results without being spoon-fed.

Perhaps "Watergate" has dampened senior managements desire to permit such action. We can live with the restraints and guidelines imposed by law and statute. However, let us not "idle the machine for nine hours when it takes five minutes to fix it" because bureaucratic approval is needed before we act.

STAT

Reduce the Proliferation of Agency Regulatory Issuances

A concerted effort should be made to reduce proliferation of regulatory publications within the Agency. In this era of shrinking budgets and limited resources, the policing and enforcement of current regulations is already difficult. Frequently, infractions of published policy are discovered after the fact with little or no consequence to the offender. This is evident by the number of requests received from Agency components seeking retroactive approval for action already taken. This reflects either total ignorance or a blatant disregard of Agency regulations and policy. Regulatory issuances should be clear, concise, simple and understandable lest there be no misunderstanding or misinterpretation of their intent. We must overcome the post-Watergate syndrome which required even the simplest innocuous regulation to be scrutinized by the Office of the General Counsel (OGC) and frequently rewritten by lawyers in terms and language unfamiliar to the average lay person. While recognizing the need for certain subject matter to require strict adherence to statutory and federal regulatory requirements and thus dictate mandatory review by OGC, there seems to be a tendency to saturate the publication field with an inordinate amount of highly sophisticated verbiage which loses its impact and message on the average Agency employee. It is suggested that a review board be formed and tasked with reviewing all Agency regulatory issuances, with a mandate to reduce and condense the number of such publications; eliminate any conflicts, redundancies or overlap; organize and consolidate existing regulations to increase their clarity and effectiveness to ensure greater compliance; remove burdensome or ineffective requirements which may no longer be applicable and foster improvement of the entire regulatory system to ensure consistency and uniformity.

STAT

7 FEB 1984

MEMORANDUM FOR: Director of Logistics

FROM:

[REDACTED]  
Chief, New Building Project Office, OL

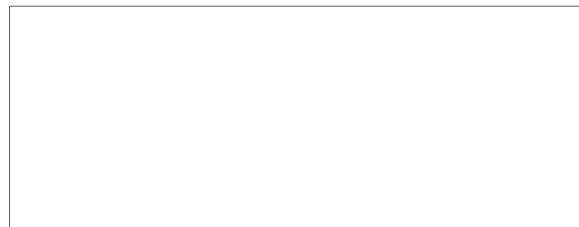
STAT

SUBJECT: CIA Goals

The attachment is our response to the request for comments on Agency goals. We took a novel approach to the assignment by asking our co-op assignee, [REDACTED] to draft the response. He interviewed staff personnel at length and then selected those thoughts and suggestions that most impressed him. The product then becomes a combination of the insiders' views as presented by an objective outsider's reporting.

STAT

Attachment:  
As Stated



STAT

Suggestions on Objectives  
06 Feb 1984

1. In response to the request for suggestions regarding Agency goals, the New Building Project Office has some ideas on how the Agency can improve itself. The general theme of our suggestions centers around the idea that operating elements within the Agency should remember the external mission of the CIA as a whole and act accordingly. It is very easy in any bureaucracy for individuals (and thus components) to become preoccupied with internal matters. While internal matters are important, they should not take precedence over the goals of the Agency as an intelligence gathering organization. The energy and resources of this Agency, then, must not be concentrated solely on internal considerations. Much can be done to help employees better the Agency as a whole.

2. It is often extremely difficult to get many projects done in an efficient manner because such projects often have to go through several departments. These departments must be dealt with one by one at different stages of the task. A better idea would be to have an independent task force made up of one or more specialists from concerned departments. These specialists would handle the project from start to finish in a smooth, continuous fashion. When the project is complete, the task force is disbanded.

3. Another suggestion to improve efficiency is to better inform the rank and file about the dependency of components on one another. A program of interdirectorate rotational assignments for middle-level managers would create a better understanding of how components depend on each other and also open avenues of communication that can improve the ability of the Agency to accomplish its mission.

4. These suggestions along with others should help the Agency's pursuit of improvement. While we should improve our efficiency, we should not expand our role and compete with other government agencies. We should only be active in areas where we have the unique charter and capabilities to do so. It would be nearly impossible for private industry to operate profitably with the conditions in which we operate. The red tape and communication barriers would hinder true efficiency. Therefore, we as an organization must do more to improve with respect to our mission.

OL/B&F

Advanced training in specialized areas of certain positions before assignment would be beneficial to both the employee and the Agency. An example of this would be an individual assigned to Central Travel Branch attending a course in basic travel regulations and accounting before assuming the position. Another example is an individual in a Class B field accounting audit position attending Field Administration prior to auditing station or base accountings.

Prepared by:

STAT

3 FEB 1984

MEMORANDUM FOR: Deputy Director of Logistics

FROM:

[Redacted]

STAT

Chief, Real Estate and Construction Division, OL

SUBJECT: "A Quest For Excellence"

REFERENCE: Remarks of William J. Casey, Director of Central Intelligence to CIA Employees, CIA Auditorium, 24 January 1984

1. In keeping with the Director's remarks and with regard to your recent guidance, each Branch Chief in RECD was requested to meet with a cross section of his Branch to develop and submit a statement of Agency goals, principles, and standards which would supplement and or improve upon those stated in a rough first draft of a statement of objectives and principles for CIA contained in a copy of the referenced Director's remarks. In addition, you requested each Division and Staff to prepare a Division synthesis of Branch submissions.

2. Accordingly, transmitted herewith as attachments A, B, C, and D, are the Division's synthesis, and the submissions from the Real Estate Branch, Field Engineering Branch, and Headquarters Engineering Branch respectively.

[Redacted]

STAT

Attachments



OL 13082-84



REAL ESTATE & CONSTRUCTION DIVISION  
STATEMENT OF GOALS, PRINCIPLES AND STANDARDS  
FOR CIA

PURPOSE. To provide the best and unbiased national intelligence possible in a timely manner, with a professional approach, and with total objectivity.

ORGANIZATION. Instill a more integrated systems approach and interactive culture within our organizational behavior.

Improve the overall decision-making process.

Establish a realistic overview of resources vs. objectives.

Improve coordination of efforts consistent with mutually determined objectives.

ETHICS. Beyond the awareness and the legality and the ethical nature of our methodologies, instill and reinforce a greater sense of pride in their utilization.

PEOPLE. Acquire quality employees - maximize utilization of talents and abilities - and encourage self actualization.

Establish a greater employee sense of belonging and multi-directional feeling of mutual trust.

Instill employee awareness of availability of personal, intellectual, and professional growth, and flexibility of job opportunities within the Agency community.

Assess the impacts of quality of transportation, services, and related work environment upon Agency employees in order to identify benefits, to correct problems, and to make adjustments.

MANAGEMENT. Trust employees to stimulate fostering of organizational objectives.

Motivate employees to be creative and take initiative.

Instill in employees a feeling of confidence and desire to excell.

Encourage and reward risk taking.

Reduce and overcome the inertia of the bureaucratic process.

Overcome "Crisis Management" by being less reactive and becoming more pre-active through increased emphasis upon dynamic pre-planning within the systems structure of overall objectives.

Provide individual employee identity and motivation through recognition and public identification of employee contributions.

Provide dual career and rewards tracks for management and for uniquely or multi-skilled employees.

Reduce the trend for accelerated year-end spending and reward employees for saving dollars rather than perpetuating spending all of an allocated budget.

MEASURE OF RESULTS. By timeliness of the best available response relative to a snap-shot-in-time-need involving the sense of urgency, the available time and resources, and the inherent perishability of and need for the desired product.

2, By the increased utilization of advanced technologies in support methodologies in addition to those methodologies utilized in collection and analysis.

STANDARDS. Honesty----deal with the facts.

All established standards to be applied uniformly and with consistency. (Eliminate basis for a dual standard.)

30 January 1984

MEMORANDUM FOR: Chief, Real Estate & Construction  
Division, OL

FROM:

Chief, Real Estate Branch, RECD/OL

STAT

SUBJECT: In Search of Excellence

1. Recruit and hire highly capable people dedicated to Agency mission; utilize employees' talents and abilities.
2. Management must trust its people to foster organizational objectives; motivate employees to be creative and take the initiative.
3. Decision making process needs to be improved. Agency must articulate to employees its priorities, standards and goals. Unrealistic priorities create an inordinate and unnecessary stress for employees.
4. Utilize advance technology not only in collection and analysis but also in support methodology. Provide the necessary resources to accomplish the mission.
5. Have realistic view of resources vs. objectives -- hold supervisor accountable for utilization of resources.
6. Instill in employees a feeling of confidence and the desire to excell. PAR's tend to place employees and supervisors in a defensive posture. Take a new look at evaluations, career boards, promotions and assignments. How do the successful, top companies in industry deal with these situations? Presuming they hire the "cream of the crop," do they rate the majority of their employees as average?
7. Honesty -- deal with facts.
8. All established standards should be applied uniformly.

SUBJECT: In Search of Excellence

9. Efforts should be coordinated in line with objectives.
10. Rather than reacting to the managerial "whim of the moment," place requirements in proper perspective and in line with the overall mission.
11. Dynamic planning should be stressed.
12. Employees need to feel a sense of belonging.
13. Reward employees commensurate with their accomplishments.



STAT

ATTACHM  
B  
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8-66  
1630

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- o Provide "comprehensive intelligence" in a timely manner only to those with a need to know. Whenever feasible unclassified information should be released to the media on activities that would enhance the Agency's image.
  
- o In order to support activities different elements in the Agency or dependent upon one another. Each element will strive for excellence in providing the needed information to accomplish goals.
  
- o Because people are the strength of any organization, the opportunity for growth as individuals must be supplied. Internal and external training should be provided together with rewards for excellence.
  
- o The authority of management must be used for the advancement of the Agency rather than the individual.

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

MEMORANDUM FOR: Director of Logistics

FROM: 

Acting Chief, Procurement Division, OL

25X1

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

Attached is Procurement Division's consolidated version of the Statement of Goals, Principles, and Standards for CIA. The substantive changes and reasons for the changes are explained below.

1. The draft leads off with a statement of purpose, however, we feel the Agency's mission should be covered up front, as a lead-in to the purpose statement. We have included the FI, CA, and CI missions in the first sub-paragraph. In the second sub-paragraph we expand on the "...form to be of greatest utility" theme with "...viable options" and "...decisions to protect national security," which is the ultimate purpose of our intelligence product.

2. We used CIA responsibility for coordinating foreign intelligence effort as a lead-in to the organization statement, to highlight the need for interdependence of diverse elements.

3. The Agency's success has, from time to time, been judged by its ability to remain neutral and not give the impression of violating democratic principles. Therefore, we have included, under "ethics," statements regarding non-politicization and the inherent contradiction of secret intelligence in a free society.

4. The Agency's people represent the best we can recruit, train in our unique skills, and develop through challenging assignments, etc. We have used this chronology, along with the key words - creativity, objectivity, initiative, positive work environment, and responsible risk-taking. We also feel that pride is an important element for CIA people.

WARNING NOTICE  
INTELLIGENCE SOURCES  
OR METHODS INVOLVED

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

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

5. No substantive changes in the management paragraph.

6. Measure of results should include a reference to "...prudent utilization of financial resources." Also, we accomplish our mission by utilizing our unique skills (trecraft in the DDO, advanced analysis skills in the DDI and NPIC, etc.), and technology (the DDS&T mission), which hopefully produces a finished product worthy of high marks.

7. In the sixth bullet we have added dedication to the coordinator of foreign intelligence mission as a standard. Other changes are as follows:

-High performance yields excellence;

-ethics is the issue, but we feel that personal integrity and self-discipline are the standards for high ethics;

-professionalism is the keyword under personnel development;

-we help develop, as well as utilize, advanced technologies.



25X1

Att:

## STATEMENT OF GOALS, PRINCIPLES AND STANDARDS FOR CIA

### Mission and Purpose

CIA coordinates the production and dissemination of the U.S. foreign intelligence effort. We support policy with those special activities which supplement and complement normal diplomacy. Our resources are also used to protect U.S. global interests from hostile activities of foreign intelligence and security services or international terrorist organizations.

Consistent with the Constitution and the rule of law, we provide policy makers and other elements within government with the most accurate, comprehensive, and highest quality intelligence possible, to enable them to anticipate events, choose among viable options and make decisions in the interests of protecting national security. No matter what job we have or the nature of our immediate tasks, our independent and collective efforts are all directed towards this purpose.

### Organization

As the Agency charged with the responsibility for coordinating the U.S. foreign intelligence effort, CIA's operating elements are critically dependent on one another to support their individual and joint activities. Each element's departmental and national responsibilities are respected and, in turn, each undertakes to contribute to and make use of the role and performance of the others.

### Ethics

Every member of the Agency must be constantly aware of and sensitive to the idea that our activities are conducted under the Constitution and laws of the United States. We produce the highest quality intelligence without regard to politicization, while remaining responsive to the President, the Congress and the American people. Through the exercise of personal discipline and integrity we have overcome the inherent contradiction of a secret intelligence organization in a free society.

### People

CIA's most important resources are talented, creative and dedicated people. In addition to recruiting the best people available, we must provide continuous training to develop the skills and expertise unique to this profession and to encourage the overall development of the individual. We promote objectivity, imagination, and initiative by providing a positive

work environment which challenges the employee while it encourages and supports responsible risk-taking as an essential element in the collection and production of intelligence. As a result, CIA professionals are imbued with and manifest a sense of pride in their own and the Agency's accomplishments.

#### Management

CIA's operating style is to encourage initiative and self-expression, allowing great freedom of action and opportunity for creative thinking; objectives and goals are well defined, requiring efficiency, accountability and results at all levels, but rewarding excellence by providing opportunity for employee development and career advancement.

#### Measure of Results

Unlike our counterparts in industry, we are not driven by profit motives. However, the prudent utilization of financial resources is essential, to allow us to achieve the maximum results with the smallest possible investment of taxpayer dollars. By utilizing the unique skills of our people and state-of-the-art technology, we are able to collect, analyze, and apply the most current and accurate information and judgements needed for the protection of national security. Ultimately, results are measured in the satisfaction of our customers, in the value, relevance, and timeliness of the intelligence and operational product we provide.

#### Standards

We strive to exemplify the following:

- Excellence in the intelligence product;
- personal integrity and self-discipline;
- development of outstanding skills, confidence, and professionalism in our people;
- development and utilization of the most advanced technologies possible;
- maintain total flexibility and adaptability to constantly changing requirements;
- recognition of and dedication to our assigned role as the coordinator for the production and dissemination of foreign intelligence in the United States;
- leadership and recognition as the best intelligence service in the world.

ADMINISTRATIVE - INTERNAL USE ONLY

8 FEB 1984

MEMORANDUM FOR: Chief, Information Management & Support Staff  
FROM:  Chief, Personnel and Training Staff, OL  
SUBJECT: Goals Statement

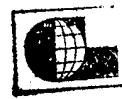
STAT

1. Attached is Personnel and Training Staff's input to the Office of Logistics' submission regarding an improved statement of Agency goals requested by the DCI.

2. During the process of formulating the statement, the group (names attached) was struck with the common emphasis that the private sector, across the board, places on recognizing people as its most valuable resource and the efforts put forth in providing incentives recognition, training, motivation, etc. The group attempted to formulate, as briefly as possible, a statement that would apply uniquely to CIA as an intelligence organization supporting policy makers, yet would convey the message that the Agency recognizes its responsibility to both its people and the public.

STAT

Attachment



OL 3050-84

ADMINISTRATIVE - INTERNAL USE ONLY

GOALS/PRINCIPLES/STANDARDS

Goals

To provide accurate, comprehensive and timely intelligence support of the highest quality and to consistently earn the confidence of the President, the Congress, and the public.

Principles

CIA's strength is the quality and integrity of its people: their creativity, dedication, and success in utilizing technological and human resources to collect, analyze, and produce information to foster the security and prosperity of the United States. CIA's continued success depends upon their professional and personal growth and sense of well being.

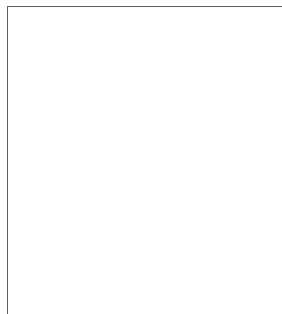
Standards

CIA seeks to exemplify:

- performance of the highest quality;
- integrity of the highest order;
- development of skills, confidence, and personal resources;
- utilization of the most effective technologies; and
- capability and flexibility to meet challenges.

---

PARTICIPANTS



GS-13  
GS-13  
GS-11  
GS-08

STAT

6 February 1984

MEMORANDUM FOR: Director of Logistics

FROM:

Chief, Security Staff, OL

STAT

SUBJECT: Self-examination and New Initiative Moves

1. While I don't have any specific suggestions to improve any identifiable Agency operation, I firmly believe that CIA managers and supervisors do not spend enough time inculcating a sense of professionalism in our employees, both young and old, but especially in new employees.

2. Too often we get bogged down in our daily tasks and fail to realize that each job, and I do mean each and every function inside this Agency at home and abroad, serves the goals of our professional intelligence organization; and if they don't, we shouldn't be doing them.

3. It is usually easy for upper management (let's say 14s and above) to identify with the big picture. But we must motivate clerks, researchers, analysts, systems analyst programmers, finance officers, communicators; in fact, every discipline that exists in CIA. The importance of this job cannot be over-rated. Nothing less than the best effort from each of us is good enough. An excellent organization is not something you can touch. It is the attitude of every single individual. It is going the extra mile every time it is necessary. Our employees are generally willing to do it, but we, as managers, need to be smart enough to recognize jobs well done and to verbalize it.

4. The attitude of professionalism is required in every job in CIA. Foster individuality and creative thinking. Ask every employee when he or she goes on to another job, "How can we do this job better?" Expect responsibility and professionalism and we will get it. Ignore these wells of potential input, and we will hear nothing.

SUBJECT: Self-examination and New Initiative Moves

5. If we insist on excellence, most will respond and those who don't want to get involved in being a first-rate employee may go away. Being a good productive, responsive, and professional employee does not mean being ranked as the best producer in any particular office. It means giving the best, most professional performance that each can give. When one has honestly done that, he or she deserves a "thank you" for making CIA just a little better, sharper, more incisive organization than it might have been.

STAT

BRANCH COMMENTS IN SUPPORT OF EXCELLENCE

Branch personnel suggestions that may benefit the Agency's objectives:

--Without adversely affecting the office's performance, an employee should be given the opportunity to pick the hours of their tour of duty.

--Evaluate existing conditions to determine if "HOV" restriction on certain roads adversely affects the daily commuting of Agency employees.

--Develop a minimum standard for quality, choice, and level of service for our cafeterias.

--The Benefits "vs" Cost of the Agency's Hospitalization Plan, (required for all employees under cover), should be equal to or better than those available to other federal employees.

--Rather than strictly adhere to an occupational guideline for pay scales, some consideration should be given to the accomplishments of multi-skilled employees.

--Improve operation and maintenance at Agency facilities.

--Establish a rapid transit system to serve the Headquarters Compound from major commuter routes.

--Find ways to reduce the papermill and red tape as we go about day-to-day operations.

--Determine a procedure to reduce the annual run on year-end spending.

--Develop a plan to award managers for saving dollars as they manage their programs in lieu of the prevailing policy to spend all of an allocated budget.



Strive for Excellence

Field Engineering Branch  
Real Estate & Construction  
Division (OL)

Goals

1. Provide the best National Intelligence possible.
2. Reduce bureaucracy.
3. Encourage and reward risk taking.

Standards

1. Staff requirements to assure that projects are necessary and well defined.
2. Promotion by performance.
3. Increase security of covert activities.
4. Provide dual career tracks for management and uniquely skilled experts.

6 FEB 1984

MEMORANDUM FOR: Director of Logistics

FROM:

Chief, Logistics Services Division

STAT

SUBJECT: In Search of Excellence

1. In response to a request made by the DCI in his speech on 24 January 1984, that all Agency employees be solicited for their ideas regarding Agency goals and objectives and the pursuit of excellence throughout CIA, the following is submitted by the Logistics Services Division.

a. Agency managers at all levels should be goal setters who work with their staffs to clearly define tasks, establish plans to achieve them, and then monitor progress closely.

b. Since the primary mission of the Agency is the gathering of intelligence, great emphasis should be placed on improving intelligence-gathering techniques and both ensuring and protecting our technological superiority. However, the need for HUMINT should not be neglected for the sake of technical collection methods.

c. Authority for decision making should remain at the proper level rather than creeping upwards.

d. Interoffice and directorate rotational assignments should be encouraged to foster professional growth and create a broader knowledge of Agency problems and functions among managers.

e. In order for employees at all levels to feel that they have a true objective and are playing an important role in the organization, the communications skills throughout the Agency should be improved.

f. The "need to know" policy should be relaxed whenever possible to allow for feedback so that employees will be able to see the results of their support to other elements of the Agency.

OL 10015-84

SUBJECT: In Search of Excellence

g. An Agency-wide survey should be conducted via a questionnaire including such questions as: (a) is training available to you? (b) does your supervisor keep you abreast of changing procedures? (c) do you know your Career Panel members and are you familiar with the promotion and reassignment selection criteria used by the panels? (d) are you familiar with the employee suggestion program? and (e) do you feel there is a lack of communication between you and your immediate supervisor? Based on answers received from the survey, an analysis should be made to determine the problem areas and establish procedures to correct the problems.

h. Reevaluate the present security clearance system for new applicants. Since a large percentage of persons are disqualified during the polygraph stage, procedures should be reversed and the polygraphing should be done in advance of a full field investigation.

i. Identify and publicize all Agency positions that can be filled by the handicapped.

j. Consideration should be given to initiating a pool for secretaries who would be "on-call" for short-term assignments. They should receive the requisite training needed before being assigned to duty. (Former employees who are already familiar with Agency procedures and practices might be responsive to offers of such assignments in lieu of full-time work.)

k. Components should have "roving secretaries" who are prepared to fill in as needed. The grade for these secretaries should be high enough to attract the highest caliber of secretary who would be challenged by the necessity of being productive immediately in a wide variety of positions.

l. The Agency should make every effort to protect employee benefits and resist firmly all attempts to reduce them. This is perceived as a major area for alienating present employees and of reducing the incentives for bright, talented young people to consider a career with CIA.

SUBJECT: In Search of Excellence

m. Consideration should be given to enhancing the well-being of employees by:

- Offering a Safety and Health training course for all employees.
- Setting up a National Weight Watchers Program to be run by a fully cleared staff from the Weight Watchers organization. Also, offer a smoke-enders program during lunch periods.

n. The Agency is constantly reacting to change in a fragmented fashion. Planning must match overall goals and objectives of organizational management, anticipating and adjusting to administrative needs.

o. A review of the statement of goals, principles and standards for CIA results in a need for an organization which is flexible and mission oriented. Every effort must be made to stem our move towards an old line Agency posture and force a return to what we had in years past. Where a company strives for profit we must strive for success. We need to develop a greater pride in our tasks, greater concern for each other and a work ethic that says "what's in it for us" not "what's in it for me." Although we must and should compete with each other we must in equal parts be sensitive to each others needs, and help. We were once a family and we seem to be losing some of this. Maybe it's time to return.

STAT

7 February 1984

MEMORANDUM FOR: Director of Logistics

FROM:

[Redacted]

STAT

Chief, Printing and Photography Division, OL

SUBJECT:

Statement of Goals, Principles, and Standards  
for CIA

REFERENCE:

DCI Draft, same subject, dtd 24 Jan 84

Attached are the P&PD/OL division and subordinate unit  
alternative drafts of the subject. Each draft identifies the  
author(s) of same.

[Redacted]

STAT

Attachments:  
As stated

OL 11026-84

## STATEMENT OF GOALS, PRINCIPLES AND STANDARDS FOR CIA

Purpose. To provide accurate, comprehensive intelligence support to U.S. Government policymakers and a broad range of other consumers in a timely manner and in a form to be of greatest utility. Our independent and collective efforts are all directed toward this purpose.

Organization. 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 are respected and, in turn, will undertake to contribute to and make use of the role and performance of other relevant elements. Central direction and objective definition for the operating elements is tantamount to the overall success of the Agency.

Ethics. Our activities are conducted under the Constitution and laws of the United States. The nature of our work is such that every member of the Agency must be aware of and sensitive to the letter and spirit of this legal context, and manifest the highest degree of personal and organizational integrity in performance and conduct.

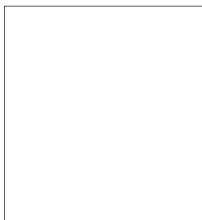
People. CIA's people are the fundamental source of its capabilities. The strength of the organization is dependent on the quality of its people, and its future is related to the opportunities it affords for their professional and personal growth. Individuals and work units are compensated for superior performance through personal and organizational recognition and/or monetary rewards. Skills are recognized and fostered through training, travel and assignments; management personnel are selected for their ability to inspire enthusiasm and promote excellence based on their own performance.

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

Measure of Results. Results of the CIA are measured in the satisfaction of its customers in the value, relevance, and timeliness of the intelligence and operational inputs they receive. Those results come from the qualities of its people and their creativity, dedication, initiative, 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. Results are achieved in CIA by meeting the needs of customers more satisfactorily than alternative sources. As a public service, this organization does not have profitability and capital value to measure its results.

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;
- development and practical application of the most efficient technologies;
- capability, flexibility, and creativity to meet tough and sudden challenges;
- leadership and recognition as the best intelligence service in the world.



C/P&PD  
DC/P&PD  
Production  
Manager/P&PD  
C/OMS/P&PD

STAT

2 February 1984

MEMORANDUM FOR: Chief, Printing and Photography Division, OL

FROM:

[Redacted]

Chief, Logistical Support Staff, P&PD/OL

STAT

[Redacted]

Supervisor, Maintenance Shop, LSS/P&PD

STAT

[Redacted]

Logistics Support Staff, P&PD/OL

STAT

SUBJECT: Statement of Goals for CIA

1. In reviewing the stated goals and objectives of those organizations which we consider to have achieved a high degree of excellence, we discover a common harmony of managerial rationalities leading them to focus their attention on critical elements that affect their organization both from without and within. It can also be argued that their success in dealing with these critical items is due in large part to their unique managerial vantage point from which they view their organization.

2. Successful organizations are sensitive to their environment. They acknowledge an interdependent relationship between themselves and their environment in which the environment depends on them to produce the 'common good;' and in turn, the organization is dependent upon its environment for resources, both material and human, to further its existence as a viable organization. For this reason, organizations place a high importance on their relationship to customers and the general public to insure that they are viewed as an attractive long-term investment for funds and for human talent. Also, they seek to show a high level of social responsibility; and most importantly, they seek to produce the best 'goods' available.

3. Successful organizations are aware of their organizational limits. They strive to diversify without journeying beyond their abilities defined in terms of technology and knowledge. In general, successful organizations accept the existence of a boundary encompassing their knowledge, expertise, and operations, and delineating these from the broader environment.



4. A successful organization is alert to its internal workings. It promotes a managerial subsystem capable of leading effectively, promoting enthusiasm, showing initiative, and which is creative. It builds a structural subsystem sufficiently organic to allow it to be adaptive and innovative in response to stimuli from both within and without. This adaptability is carefully balanced with the need for stability and continuity, which facilitates the most efficient use of resources measured in terms of economic rationality. It also recognizes the need for a healthy psychosocial subsystem by providing participants the opportunity for advancement, job security, and most of all, a challenging experience satisfied by both intrinsic and extrinsic rewards. In viable organizations we find close attention paid to their technological subsystem to insure that it is up-to-date and capable of responding to the diverse demands to be placed upon it. Those organizations which have acquired excellence have developed a congruent goal and value subsystems in which the general goals and values of the organization are disseminated throughout the organization and internalized by participants.

5. It could be argued that most organizations, successful or not, are attentive to the above elements, however, 'excellence' is not a question of being attentive to diverse organizational subsystems. 'Excellence' is a function of managing from a unique vantage point, that point being a broad open-system managerial rationality. Such a rationality requires that we internalize a more holistic mode of thinking, one in which the maintenance of an organization is perceived as the 'management of complexity.'

6.  $E_1 = f[E_2 (M S P T G)]$

E - Excellence	P - Psychosocial Subsystem
E - Environment	T - Technological Subsystem
M - Managerial Subsystem	G - Goal & Value Subsystem
S - Structural Subsystem	

Organizational excellence might be defined as expressed above. The purpose of expressing excellence by such an expression is to demonstrate that it is only achieved through the careful balancing of interdependent parts. To affect change in any subsystem necessitates an adjustment to the others. Thus, indeed, excellence is the management of complexity.

7. The acquisition of excellence is a function of the successful management of the interacting and interdependent components of an organization. Excellence requires a holistic managerial approach where we realize that within the interaction of interdependent components there exists emergent properties that cannot be understood by the traditional managerial approach of reductionalism. For what is unique to the whole is not contained within its parts. This acceptance of synergy means that we only manage complexity by viewing it in its totality. By managing the 'whole' versus managing diverse interests, we

achieve the complete integration of human activities. The attainment of excellence by properly managing complexity should be one of our major goals.

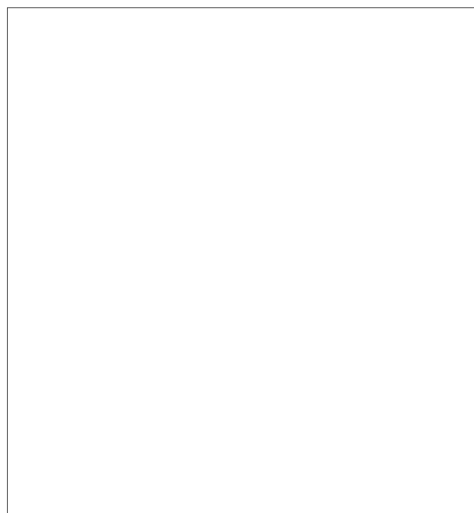
8. The above general thinking surfaced during our group secessions. As with any group effort, there were areas of agreement and disagreement. Therefore, we would like to address other specific issues of concern to us.

9. We believe that our Agency could achieve the same high degree of excellence if we placed more emphasis on the following:

- A. Develop and implement a training module for managers on employee career development.
- B. Continue emphasis on programs which encourage manager-employee communications.
- C. Continue productivity improvements through increased training.
- D. Monitor and minimize high overtime pockets
- E. Develop and implement training for non-managers on career development.
- F. Insure awards to the most deserving.
- G. Emphasis on day-to-day recognition.

Last but not least, for this Agency and all other Government Agencies to achieve a high degree of excellence, we must be provided the same types of benefits and motivations that are provided by companies and organizations that have already achieved this degree of excellence. Although we are aware we must be flexible and adaptive in our relationship with our broader political environment, management should attempt to reach out and affect change, preventing Government employees from becoming the scapegoats for broader societal ills.

STAT



**ADMINISTRATIVE - INTERNAL USE ONLY**

3 February 1984

MEMORANDUM FOR: Chief, Printing & Photography Division/OL

FROM:  Chief  
 Deputy Chief  
Photography Branch  
Printing & Photography Division/OL

STAT  
STAT

SUBJECT: Agency Goals

In response to your request for comments about agency goals we tender the following:

1. It appears that the rough draft of Agency Goals, Principles, and Standards confuses standards with goals. We believe that the standards as stated are the actual agency goals:

GOALS:

- a. -- performance of the highest quality
- b. -- ethics and integrity of the highest order;
- c. -- development of outstanding skills, confidence, and personal resources in our people;
- d. -- utilization of the most effective technologies;
- e. -- capability and flexibility to meet tough and sudden challenges;
- f. -- leadership and recognition as the best intelligence service in the world.

We also feel that these goals should be rewritten:

- a. To be recognized as the best intelligence service in the world.
- b. To be a principal leader in worldwide intelligence activities.
- c. To become the most efficient intelligence service in the world.

**ADMINISTRATIVE - INTERNAL USE ONLY**

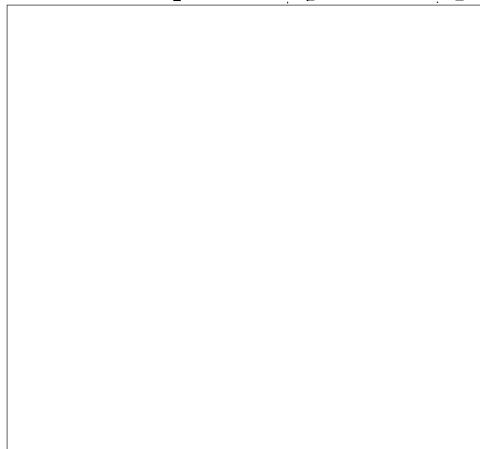
## ADMINISTRATIVE - INTERNAL USE ONLY

### Agency Goals

- d. To portray ethics and integrity of the highest order.
- e. To foster public acceptance of intelligence activities.

2. We consider all other statements and principles in the Agency draft to be means of accomplishing these goals.

STAT



ADMINISTRATIVE - INTERNAL USE ONLY

2 February 1984

MEMORANDUM FOR: Chief, Printing and Photography Division, OL

FROM:

[Redacted]

STAT

Chief, Plans, Programs and Systems Staff,  
P&PD/OL

[Redacted]

STAT

Plans, Programs and Systems Staff, P&PD/OL

[Redacted]

STAT

Plans, Programs and Systems Staff, P&PD/OL

[Redacted]

STAT

Plans, Programs and Systems Staff, P&PD/OL

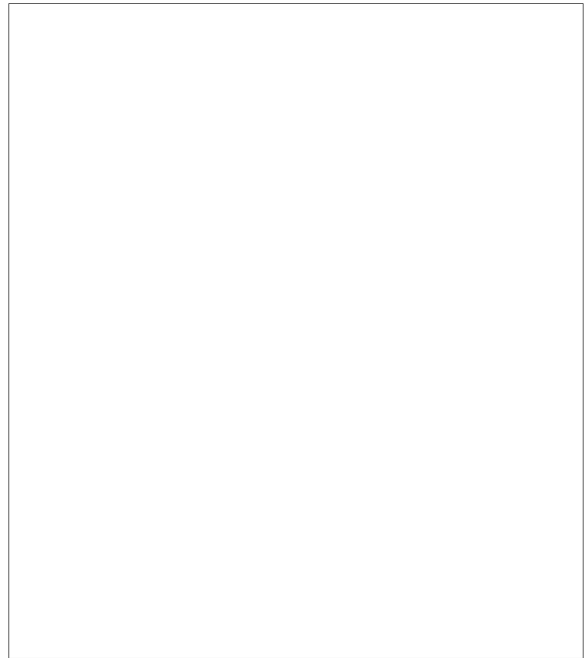
SUBJECT: Statement of Goals, Principles, and Standards

1. Per your request, attached are two goals and objectives papers developed by members of the Plans, Programs and Systems Staff (PP&SS).

2. Attachment A contains a paper with revised input to the DCI developed Statement of Goals, Principles, and Standards for CIA. The PP&SS proposed revisions are underlined. The important thoughts and recommended changes addressed in the CIA paper dealt primarily with the issues of central management direction for all Agency elements; compensation and recognition for employee performance; interactive communications between management, employees, and customer; and the well defined measurement of results. Each change was discussed and agreed to by all team members.

3. Attachment B contains a team developed paper on Goals, Principles, and Objectives for PP&SS. A similar process as described in paragraph 2 above was used in the development of this paper.

4. If you have any questions concerning the attached papers or the methodology used, please contact any one of the undersigned individuals.



STAT

Attachments:  
As stated

Attachment A

Statement of Goals, Principles,  
and Standards for CIA

## Statement of Goals, Principles, and Standards for CIA

Purpose. To provide accurate, timely, and comprehensive intelligence support to U.S. Government policymakers and other consumers in a form that provides the greatest utility. No matter what job we have or the nature of our immediate tasks, our independent and collective efforts are all directed toward this purpose.

Organization. The CIA is comprised of operating elements that are critically dependent on one another to support their individual and joint activities. Each element's responsibilities are respected and are essential to ensure the execution of a coherent and effective national intelligence program.

Ethics. Our activities are conducted under the Constitution and laws of the United States. The nature of our work is such that every member of the Agency must be aware of and sensitive to the letter and spirit of this legal context, and manifest the highest degree of personal and organizational integrity in performance and conduct.

People. CIA's people are the fundamental 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. Individuals and work units are motivated to superior performance through personal and organizational recognition. Skills are recognized and fostered through training, travel and assignments; management personnel are selected for their ability to inspire enthusiasm and promote excellence based on their own performance.

Management. CIA's operating philosophy is to foster initiative and creativity by granting wide delegations of authority to the lowest appropriate organizational element of individual in attaining well-defined objectives, while requiring efficiency, accountability, and measurable results at all levels.

Measure of Results. There is generally no satisfactory objective measure with which to judge the results of the National Intelligence Program, except in terms of timeliness, completeness, utility, and the confidence placed in the Agency's finished and operational products by U.S. Government policymakers and other consumers.



Standards. We seek to exemplify in everything we do:

- performance of the highest quality;
- ethics and integrity of the highest order;
- timely support to all requirements;
- development of outstanding skills, confidence, and personal resources in our people;
- management/organizational recognition of personal/work unit achievements;
- utilization of the most effective technologies;
- capability, flexibility, and demonstrated initiative to meet tough and sudden challenges;
- leadership and recognition as the best intelligence service in the world.

2 February 1984

MEMORANDUM FOR: Chief, Printing and Photography Division, OL

FROM:

[REDACTED]

Chief, Prepress Branch, P&PD/OL

STAT

SUBJECT: Statement of Goals for CIA and P&PD

1. What follows represents the views of [REDACTED] and myself concerning the redefinition of a statement of goals for the Agency. Because of our rather narrow Agency experience it is difficult for us to gauge the impact of our specific Division oriented goals and objectives upon the more general Agency draft. We will therefore limit our direct contribution to the Agency's statement of goals to an additional sentence or two on Ethics, and provide a stand-alone set of goals, principles, and standards for the Printing and Photography Division (P&PD). It may be that others can identify points contained in the P&PD statement which are worthy of inclusion in the Agency document.

STAT  
STAT

2. It was agreed that the Ethics portion of the Agency's statement might benefit from the addition of the following:

How we are perceived by the policy makers we serve, as well as by the public, is dependent largely upon the quality of our conduct and our resultant image. The value and acceptance of the Agency's product will be enhanced through the demonstration of our highest personal standards and ethical behavior.

3. For convenience and consistency the P&PD statement of goals will follow the same outline as the Agency's draft.

was not sent to D/L

**Attachment B**

Statement of Goals, Principles, and Standards  
for Plans, Programs and Systems Staff, PPD/OL

**Statement of Goals, Principles, and Standards  
for Plans, Programs and Systems Staff, P&PD/OL**

**Purpose:** To provide technical, analytical, and data processing support to the Printing and Photography Division and to some extent the Agency on printing and photographic matters. To manage an Agency-wide program for the budgeting, acquisition, maintenance, and placement of copiers and the acquisition inventory and maintenance of television production equipment. To develop and support Division strategic and long range planning initiatives.

**Organization:** The Plans, Programs and Systems Staff (PP&SS) is comprised of separate elements that work independently but often time interact with one another and other components in the Division and the Agency to meet its overall goals and objectives.

**Ethics:** Our activities are conducted under the organizational responsibilities and authorities of the Printing and Photography Division, Office of Logistics, Deputy Directorate of Administration and the Agency. Each member of the Staff is expected to be aware of the organizations responsibilities and authorities and the legal ramifications of all actions, and to manifest the highest degree of personal and professional integrity in their performance and conduct.

**People:** The foundation of the Plans, Programs and Systems Staff is its personnel. Staff personnel are selected on the basis of their qualifications, performance, motivation, and desire to perform Staff functions. Quality performance is rewarded through written and oral recognition, advancement, and monetary awards; skills are developed through training, technical conference/seminar attendance, work assignments, and fact finding missions. Management personnel are selected for their ability to accept responsibility, leadership potential, and their ability to inspire enthusiasm and promote excellence based on their own performance.

**Management:** The Staff's function is to foster new ideas and initiatives and to develop creative solutions to technical management and organizational problems. Individuals are encouraged to work independently, develop ideas and objectives, seek input from others, show initiative, take risks, and perform their assigned tasks in the most effective manner.

**Measure of Results:** Staff results are measurable through the quality and timeliness of the products produced and the successful implementation of recommended actions. In the two Agency-wide management programs supported by the Staff, results are measured by the control of costs and elimination of duplication while satisfying customer/user requirements. Data

Processing results are measured through the utilization of available resources to provide more effective management information and production process to meet Agency printing and photographic production requirements and Division goals and objectives.

Standards: We seek to exemplify everything we do:

- performance of the highest quality;
- ethics and integrity of the highest order;
- timely support to all requirements;
- development of outstanding skills, confidence, and personal resources in our people;
- management/organizational recognition of personal/work unit achievements;
- utilization of the most effective technologies and resources;
- capabilities flexibility and demonstrated initiative to meet tough and sudden challenges;
- leadership and recognition as the best resource of technical and professional expertise in the various disciplines we support.

## Statement of Goals, Principles, and Standards for P&PD

Purpose: To provide the most timely, high quality printing and photographic support possible to Agency and Intelligence Community customers regardless of resources or time constraints.

Organization: P&PD is comprised of production elements dependent upon each other for the successful accomplishment of its stated purpose. Each element and work shift will therefore seek to promote the individual and team effort required to successfully meet its customer's needs.

Ethics/Security: In addition to the high ethical behavior expected of each Agency employee, P&PD personnel must recognize the critical nature of the Division's security situation. We are the place where all of the pieces of many sensitive intelligence products come together. This circumstance places special requirements on us that we must be conscious of always.

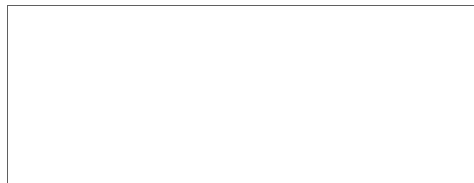
People: The resource that P&PD's personnel represent goes beyond the physical skilled labor that they perform. Through the institution of formal programs, and the adoption of a receptive attitude by management, the Division will seek out and utilize the ideas and suggestions of its people. These actions will enhance the worklife of P&PD's personnel, and make maximum use of its most precious resource. Outstanding performance will be recognized and rewarded, and promotion will be based on merit.

Management: P&PD management will foster initiative, creativity, and independence of action while at the same time requiring efficiency, accountability, and results. Honest and constructive feedback on individual and group performance will be provided to facilitate improvement, and acknowledge superior effort.

Measure of Results: P&PD must measure the results of its efforts by the manner in which it is perceived by its management, and the customers it serves. Recognition that we are delivering the desired results will come in the form of resources that will enable us to continue to improve in the delivery of high quality printed and photographic products that are produced in a timely fashion.

The standards expressed in the draft Statement of Goals, Principles, and Standards for CIA can, with the exception of the last item, be adopted by P&PD verbatim. P&PD's last standard should read: - Recognition as the best printing and photographic support facility in the U.S. Government.

4. In closing, it should be noted that each of those who contributed to this project has specific concerns such as quality control, improved equipment maintenance, standardized publications formats, reduced materials waste, reduced production throughput time, and reduced error rates, which were difficult to iterate in the statement of goals format. While addressing all of these points is implied in the statement of goals, each must be made explicit and dealt with independently if we are to be successful in dealing with them.



STAT

NOTE FOR: C/IMSS/OL

FROM: C/DAS/IMSS/OL

SUBJECT: Responses to the Draft Statement of Goals,  
Principles and Standards, per the DCI Request

1. Dave, attached are four subject responses from selected individuals within IMSS. Each respondent has tackled the problem from a different perspective, thus the variety of formats and viewpoints.

2. It seems to me that the underlying theme of this effort - from any viewpoint - is to develop an instrument of communication "for the people, by the people." The success of the Agency is almost solely predicated on its personnel and, therefore, the proposed Statement of Goals, etc., should contain a strong people orientation that is readable, understandable and acceptable by anyone qualified to work here. The Statement should be succinct, straight forward and perfectly clear as to meaning rather than a collection of obscure, idealistic generalizations of only academic interest. The Statement should carry a message - and impact - that makes it worth displaying in public.

3. As a footnote, three articles in the Fall issue of Studies In Intelligence contain some relevant passages applicable to the Statement's content. Written by R. Helms, G. Bush and [redacted] they address integrity, purpose, objectives and ethics within the intelligence function - in people-related circumstances.

STAT

*Bill*

Bill



CENTRAL INTELLIGENCE AGENCY

STATEMENT OF GOALS, PRINCIPLES AND STANDARDS

MAJOR

PURPOSE

To produce the highest level and quality of finished intelligence for U. S. policymakers.

1. METHODS

We perform our mission by--

- . making the best possible use of those resources provided us and by
- . constantly searching for new and improved techniques for intelligence collection and analysis.

Our aim is to more efficiently handle the ever-increasing flow of information...to sort it out and decide what it means...and to get it where it is needed.

2. AUTHORITY

Our activities are conducted under the Constitution and laws of the United States, and our actions reflect not only upon our own reputation but also on the reputation of our Government itself, both in this country and abroad.

3. OVERALL GOAL

All of our efforts are aimed at fostering the security and prosperity of the United States, which, in turn, affects the well-being of all peace-loving people.

CIA Statement of Goals, Principles and Standards (continued)

4. ASSESSMENT OF PAST ACCOMPLISHMENTS AND FUTURE DIRECTION

To accurately state the principles by which the Central Intelligence Agency abides requires a deep and searching self-examination. For we need to assess our strengths and our weaknesses...the qualities which have made the Agency a stand-out in excellence among Federal agencies..and the ways our past performance can be strengthened and extended at all levels and in all areas.

5. FORMULA FOR SUCCESS

The most important single factor in the CIA's success--past and future-- is its PEOPLE.

The technology we use gives us the tools to perform our mission. But without PEOPLE tools would be useless.

Our product, the intelligence information we provide, is vital. It is our reason for existence. But it is gained by, through, and ultimately for PEOPLE.

Our customers, rather than being confined to a selected group, are the people we serve: the intelligence community, the President, the American public, as well as people around the world who love freedom and want a better way of life.

The Agency IS its PEOPLE. And not only in the collective sense. The CIA is each individual, wherever assigned, doing his or her job with professionalism and dedication.

In the CIA we seek to exemplify a spirit of--

- o Belief...in our country, our way of life, the importance of our mission and of the day-to-day activities required to accomplish that mission.
- o Imagination...to visualize results when confronted with obstacles, to focus on the big picture, and to see ourselves as members of the larger team while realizing the importance of individual effort.
- o Commitment...to teamwork, to marshalling our talents and efforts to meet each challenge and each requirement, whether large or small...to work together toward a common goal, remembering that the betterment of our world cannot be left to a few but is a responsibility to be shared by all.

CIA Statement of Goals, Principles and Standards (continued)

- o Motivation...to contribute our own best knowledge and talents and to encourage those around us to do the same, knowing that, while our separate efforts might seem insignificant, our combined efforts can achieve undreamed-of results.
- o Responsibility...willingness to meet tough and sudden challenges...to accept accountability for the use of our time, for our decisions, and for our actions.
- o Adaptability...the ability to innovate, to stay flexible, to change course if experience dictates, to get it done and move on to the next task.
- o Leadership...to identify and develop talent...to encourage, recognize appropriately, and, to the maximum extent possible, reward initiative and creativity...to promote personal growth and professionalism...to foster an atmosphere of challenge and opportunity...to lead and develop by example.
- o Enthusiasm...the willingness to aim at perfection but to accept less so long as it is our best...to undertake and strive to successfully accomplish whatever task is at hand.
- o Integrity...adhering to the highest standards of ethics in all our relationships and endeavors, knowing that anything less compromises the principles that we individually and collectively stand for, and diminishes our effectiveness with others.

These are our goals. They should be our daily standards for excellence. If they can be attained (and they can), why should we settle for anything less?

Critique of Draft Statement of Goals, Principles,  
and Standards for CIA

1. Recommend that the Purpose statement(s) be changed to one of Objectives. It is noted that the sampled companies use this word--and its subsets--extensively, thereby establishing some degree of specificity to their goals. Objectives Two, Five, Six, and Seven, from Hewlett-Packard, are all adaptable as individual CIA objectives. The excerpt from In Search of Excellence contains listings of practices, attitudes, and themes that can be converted to objectives statements.
2. Organization. The context of this draft has two viewpoints: what it means to an "outsider" and its meaning--in practice--to Agency employees (at various responsibility levels). To those outside the CIA we should sound like a well-knit, cohesive, cooperative, coordinated entity, working as a whole, to satisfy our objectives of service and support. For internal consumption the statement should be changed from its idealistic approach to one that defines how separate internal organizations, despite their practiced parochialism and perceived views of independence, succeed in getting the job done with some degree of effectiveness.
3. It is not certain, under the label of Ethics, if all personnel rationalize what they are doing as being ethical under the broad umbrella of the Constitution and its related laws. The news media continually challenges the legality of our activities and little is done to assure the rank and file that they are engaged in honorable practices. On the other hand, one's moralistic/legalistic attitude may be subservient to the pursuit of income--and possibly job satisfaction. The only practical address to ethics may be in the nature of personal loyalty and integrity on behalf of national interests.
4. People. Again, Hewlett-Packard addresses this subject rather thoroughly; many of their statements could be used to better cover the spectrum of employee's performance, attitudes, benefits, contributions, interrelationships, rights, initiatives, accomplishments, recognition, etc.
5. Management. This draft statement, like those found under organization, is much more idealistic than in real world practice. In truth, there is little "freedom of action" and "fostering of initiatives and creativity" except in rare instances. Our organizational hierarchy, with its multi-layered levels, precludes complete freedom from just any managerial level. As a military-like entity, direction and administration must be structured--and the goal here should be to recruit and foster the development of qualified managers at all levels, including the recognition of specialists vis-a-vis generalists.

6. Measure of Results. Eliminate the first three sentences--  
this is obvious. No comment on the balance. (Are results  
quantifiable, measurable, congruent to needs, effective, cost  
efficient? Should specific feedback from the consumer be  
acquired rather than general platitudes of "well done", etc.?)
7. Standards. Another form of objectives. Use content in  
defining objectives.

## STATEMENT OF GOALS, PRINCIPLES AND STANDARDS FOR CIA

**PURPOSE:** Add: We must be accurate and comprehensive but we must also continue to maintain our standard of credibility by being correct in a provable manner. Support reporting with substantive evidence; don't depend on consumers believing strictly on a basis of our having said so.

**ORGANIZATION:** We must stress communication within the operating elements and between the operating elements. Too much secularism creates redundancy of production. In an age of computerization in all areas and components, be sure we aren't wasting time, energy and money developing systems two and three times over due to lack of proper use of coordination procedures. Respect the other elements professionalism and abilities. Accept that we must work with each other to reach a common goal. The house cannot be divided.

**ETHICS:** We must maintain our ethical standards within the framework of an ever-changing society and be flexible enough to be able to fulfill the legal requirements in this regard. We must also remain human and humane.

**PEOPLE:** The "elite" is no longer that in the true sense. Quality of the people cannot be measured in their life-style. We must be flexible enough to realize there are a lot of elites who do not totally conform to a rigid scale. A certain degree of aberration brings in creativity and ingenuity. Most geniuses are also eccentric in some way or another and can be controlled as well.

**MANAGEMENT:** Identify management personnel and then allow them to exercise their ability to manage. Do not tie manager's hands in bureaucracy or in a one-man-makes-decisions-only mode. Give them the ball and let them run with it. Mistakes generate new and better ideas and further innovativeness, confidence and better managers in the long term. Never stop training and educating.

**MEASURE OF RESULTS:** Profits are not in dollars but in customer confidence in our product by proven accurateness. Recognize talent and reward it. Dedication brings further successes but must be perceived as being worth the effort or its quality diminishes.

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STANDARDS: Add to #4 (Technologies) - experiment with the new.

-- act on task force recommendations positively, expediently and give recognition to tasks well-performed.