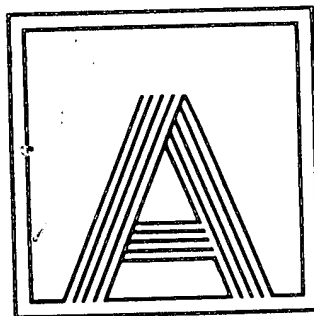
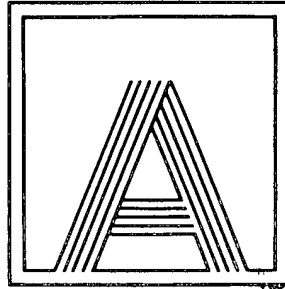


VOLUME

1



SECRET



FEBRUARY 1984

DIRECTORATE OF ADMINISTRATION

GOALS, PRINCIPLES AND STANDARDS
FOR THE CIA

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DDA 84-0217/4

25 January 1984

MEMORANDUM FOR: Director of Communications
 Director of Data Processing
 Director of Finance
 Director of Information Services
 Director of Logistics
 Director of Medical Services
 Director of Personnel
 Director of Security
 Director of Training and Education

1-8

FROM: Harry E. Fitzwater
 Deputy Director for Administration

SUBJECT: Package for Managers as a Guideline for Development
 of Goals, Principles, and Standards for the CIA

1. Attached are two copies of the packages that the DCI referred to during his speech on 24 January 1984. The distribution of these packages within your organization and the manner in which you get your people involved is left to you. You will recall that the DCI wants ". . . from every corner of the organization, a broad examination of what we are about, what it is we want to foster and encourage, and the kind of things we can do to accomplish that. From this we will develop a statement of purpose applicable to this organization, to our mission, to the kind of customers we serve, and to the kind of work environment and tasks which our mission requires."

2. Your inputs to the Director should be approximately two pages and provided to the Deputy Director for Administration not later than COB 1720 February 1984.

3. I have also attached copies of the DCI's speech for you to distribute within your organization for a better understanding of the Director's purpose and desires.

[Redacted Signature Box]

Harry E. Fitzwater

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Attachments

DOWNGRADE TO UNCLASSIFIED UPON
 REMOVAL OF DCI SPEECH ATTACHMENTS

~~SECRET~~

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REMARKS OF WILLIAM J. CASEY
DIRECTOR OF CENTRAL INTELLIGENCE

TO

CIA EMPLOYEES

CIA AUDITORIUM

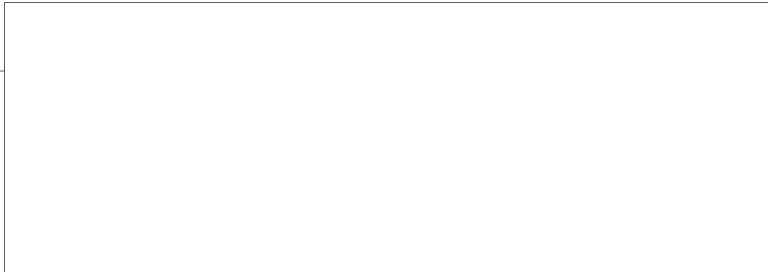
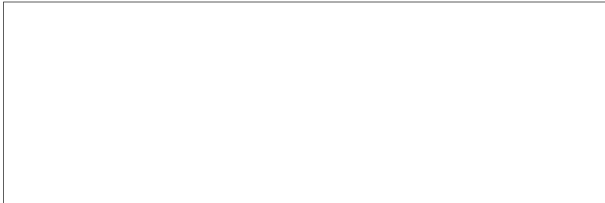
24 JANUARY 1984

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AS WE START OUR FOURTH YEAR OF WORKING TOGETHER, I WANT YOU TO KNOW THAT IT'S BEEN A RICH AND GRATIFYING EXPERIENCE FOR ME AND I WANT TO THANK ALL HERE FOR WHAT WE HAVE BEEN ABLE TO DO TOGETHER. AT THE SAME TIME I WANT TO TELL YOU ABOUT SOME DISCUSSIONS AND EVENTS DURING THE FIRST WEEKS OF THIS YEAR WHICH BROUGHT HOME TO ME HOW MUCH MORE THERE IS TO DO.

WEEK BEFORE LAST I PREPARED A RATHER DETAILED REPORT ON WHAT WE'VE BEEN ABLE TO ACCOMPLISH OVER THE LAST THREE YEARS AND REVIEWED IT WITH THE PRESIDENT. MORE THAN ANY OTHER PART OF THE GOVERNMENT WE ARE IN ACTION EVERY DAY, DEALING WITH THE WORLDWIDE APPARATUS OF THE KGB, PLUS SOME 70 NON-GOVERNING COMMUNIST PARTIES, PLUS PEACE AND FRIENDSHIP ORGANIZATIONS ALL OVER THE WORLD DIRECTED FROM MOSCOW, PLUS THE EAST GERMAN, CUBAN, AND OTHER BLOC INTELLIGENCE SERVICES--ALL WORKING TO STEAL OUR TECHNOLOGY, TO DAMAGE OUR REPUTATION, TO DIVIDE US FROM OUR FRIENDS, TO DESTABILIZE, SUBVERT AND OVERTHROW GOVERNMENTS FRIENDLY TO US.

THE PRESIDENT KNOWS THAT CIA IS THE ORGANIZATION IN THE FREE WORLD MOST CAPABLE OF DEALING EFFECTIVELY WITH THIS ENORMOUS APPARATUS AND FRUSTRATING ITS OBJECTIVES. I WAS ABLE TO SPELL OUT FOR HIM HOW IN THESE THREE YEARS, ALMOST FROM SCRATCH, WE HAVE CREATED A CAPABILITY FOR



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[REDACTED] WE HAVE DEVELOPED A WORLDWIDE COUNTERTERRORISM NETWORK THROUGH OUR RELATIONSHIPS WITH INTELLIGENCE AND SECURITY SERVICES IN OTHER COUNTRIES. I REVIEWED HOW, IN RECENT MONTHS, WE HAVE THWARTED TERRORIST ATTACKS, RECOVERED STOLEN TECHNOLOGY AND CARRIED OUT RESCUE OPERATIONS IN MANY PARTS OF THE WORLD.

IN THE INTELLIGENCE COMMUNITY AND IN CIA THE PRODUCTION AND QUALITY OF FINISHED INTELLIGENCE FOR POLICYMAKERS IS AT THE HIGHEST LEVEL IN HISTORY. A GREAT DEAL WAS HEARD ABOUT THE PURGING OF THE CLANDESTINE APPARATUS IN THE LATE 1970s. LESS WELL KNOWN IS THE MASSIVE DEPARTURE OF PROFESSIONALS FROM THE ANALYTIC SIDE OF CIA DURING THE SAME PERIOD. NEARLY HALF OF OUR ANALYSTS LEFT BETWEEN 1977 AND 1981. FROM A LOW POINT IN 1980 OF ONLY 12 NATIONAL ESTIMATES, IN 1983 WE PUBLISHED SOME 50 NATIONAL ESTIMATES AS WELL AS 25 OTHER INTELLIGENCE COMMUNITY ASSESSMENTS. IN ADDITION, WE COMPLETED MORE THAN 800 RESEARCH PROJECTS ON A NEARLY INCONCEIVABLE RANGE OF SUBJECTS FROM SOVIET WEAPONS SYSTEMS TO POPULATION PROBLEMS TO THE IMPLICATIONS OF INTERNATIONAL DEBT. THIS WAS IN ADDITION TO OUR STREAM OF PERIODICALS--DAILIES, WEEKLIES, MONTHLIES AND QUARTERLIES.

I WAS ABLE TO TELL THE PRESIDENT HOW OUR DIRECTORATE OF SCIENCE AND TECHNOLOGY HAS COME UP WITH A WHOLE RANGE OF IMPROVED METHODS OF ACQUIRING AND ANALYZING INFORMATION. BY WAY OF ILLUSTRATION, ONE OF THE MORE DRAMATIC OF THESE IS THE CAPABILITY OF PICKING UP OFF THE AIR THE DAILY ISSUE OF PRAVDA AND OTHER

SOVIET PUBLICATIONS AS THEY ARE TRANSMITTED FROM MOSCOW TO SIBERIA FOR PUBLICATION IN AN EARLIER TIME ZONE. WE NOW READ PRAVDA EVERY DAY BEFORE IT HITS THE STREETS IN MOSCOW.

I WAS ABLE TO SPELL OUT HOW, IN 1983, THE KGB HAS TAKEN THE WORST SHELLACKING IN ITS HISTORY AS 117 SOVIET INTELLIGENCE AGENTS DEFECTED OR WERE EXPELLED FROM OVER 20 COUNTRIES ON ALL CONTINENTS.

IT TOOK ME 20 SINGLE-SPACED PAGES TO SUMMARIZE FOR THE PRESIDENT WHAT WE HAVE ACCOMPLISHED OVER THESE THREE YEARS. I HAVE NO INTENTION OF TAKING YOU THROUGH ALL OF THAT TODAY. BUT I DO WANT YOU TO KNOW THAT THE PRESIDENT REACTED STRONGLY WITH PRIDE AND APPRECIATION IN WHAT YOU HAVE DONE IN REBUILDING AND REVITALIZING THE NATION'S INTELLIGENCE ARM AND EXTENDS HIS APPRECIATION AND CONGRATULATIONS.

THIS WEEK, WITH OUR NATIONAL INTELLIGENCE OFFICERS, I AM PUTTING THE FINISHING TOUCHES ON THE WORLDWIDE BRIEFING WHICH WE GIVE TO SIX COMMITTEES OF THE CONGRESS AT THE BEGINNING OF EACH SESSION. TOMORROW, IN THE FIRST OF THESE BRIEFINGS, WE WILL TELL THE SENATE ARMED SERVICES COMMITTEE ABOUT THE LARGE NUMBER OF NEW STRATEGIC WEAPONS WHICH THE SOVIETS HAVE UNDER DEVELOPMENT TO THREATEN US--HEAVY MISSILES, MOBILE MISSILES, CRUISE MISSILES LAUNCHED FROM NEW SUBMARINES AND NEW AIRPLANES. WE WILL TELL THEM OF THE SOVIET POTENTIAL TO DEPLOY A MISSILE DEFENSE SYSTEM NATIONWIDE IN THE EARLY 1990s. WE WILL TELL THEM

ABOUT NEW CONVENTIONAL WEAPON SYSTEMS TO BE DEPLOYED TO SUPPORT
A DOCTRINE OF HIGHLY MOBILE MANEUVER FORCES SUPPORTED BY
MASSIVE ARTILLERY FIRE AND TACTICAL AIR STRIKES.

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WE WILL SPELL OUT HOW THE GLOBAL REACH OF THE SOVIET UNION
HAS EXPANDED OVER THE LAST TEN YEARS SO THAT SOVIET FORCES NOW
OPERATE FROM FULL-FLEDGED BASES IN CUBA, VIETNAM, SYRIA, SOUTH
YEMEN, ETHIOPIA, LIBYA, ANGOLA, AND FROM 14 ADDITIONAL COUNTRIES
ALLOWING MORE LIMITED ACCESS. A SOVIET MILITARY PRESENCE IS
NOW ESTABLISHED IN EVERY MAJOR REGION OF THE WORLD.

25X1

WE WILL SPELL OUT HOW COMMUNIST AND RADICAL ARAB STATES USE
50 MAJOR TERRORIST ORGANIZATIONS, OVER 60 TERRORIST TRAINING
CAMPS AND A WIDE ARRAY OF AD HOC TERRORIST GROUPS AND LIBERATION
MOVEMENTS TO THREATEN AND ATTACK OUR PEOPLE, DISRUPT THE PEACE
AND INFLAME RACIAL, RELIGIOUS AND OTHER CONFLICTS AROUND THE
WORLD. PREPARING THESE BRIEFINGS BRINGS HOME VIVIDLY THE
TREMENDOUS RESPONSIBILITY WE HAVE TO KEEP TRACK OF, TO
UNDERSTAND AND TO WARN ABOUT THE EVOLUTION OF AN AWESOME ARRAY
OF SOPHISTICATED NEW WEAPONS SYSTEMS, OF NEW MILITARY DOCTRINES
AND STRATEGIES, OF THE RISE AND FALL OF NATIONAL ECONOMIES, OF

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POTENTIAL INSTABILITIES AND CHANGES OF DIRECTION IN COUNTRIES ON WHICH WE DEPEND, OF NEW TECHNOLOGIES WHICH AFFECT BOTH OUR SECURITY AND OUR PROSPERITY, OF THE POLITICAL DRIVE IN EUROPE TO BREAK UP THE WESTERN ALLIANCE, OF THE RACE FOR SUPREMACY IN SCIENCE AND TECHNOLOGY. THIS IS THE STUFF OF EVERYDAY LIFE IN THIS ORGANIZATION. MEETING THE CHALLENGE OF DEALING WITH THIS PANORAMA OF FAST MOVING EVENTS BOTH DEMANDS AND BRINGS OUT THE BEST IN ALL OF US.

THE FIRST WEEK OF THE YEAR WE PUT THE FINISHING TOUCHES ON OUR BUDGET FOR FISCAL YEAR 1985. THE PRESIDENT AND THE CONGRESS HAVE BEEN GENEROUS IN GIVING US THE RESOURCES TO BUILD AND IMPROVE OUR CAPABILITY TO MEET THESE CHALLENGES. WE ARE WELL ON THE WAY TO RECOVERING THE GROUND LOST DURING THE 70s. BY 1986 WE WILL BE EXAMINING THE WORLD MUCH MORE CLOSELY AND WITH NEW TECHNICAL MARVELS COLLECTING INFORMATION WHICH WE DO NOT NOW REACH. TO HANDLE THIS GREATLY EXPANDED FLOW OF DATA, GET IT WHERE IT IS NEEDED, SORT IT OUT AND FIGURE OUT WHAT IT MEANS, WE ARE MODERNIZING OUR COMMUNICATIONS NETWORK, DEVELOPING NEW COMPUTER SYSTEMS, AND OTHER ADVANCED METHODS OF MANAGING AND TARGETING THESE COLLECTION SYSTEMS AND PROCESSING AND ANALYZING THE DATA THEY WILL PRODUCE. 25X1

OVER THESE THREE YEARS OUR HUMAN SOURCE COLLECTION HAS GROWN SUBSTANTIALLY.

OUR ANALYSTS WILL BEAR THE BRUNT OF COPING

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SECRET

WITH A SHARPLY INCREASED VOLUME OF INFORMATION. IN THE LAST THREE YEARS THE BUDGET OF THE DIRECTORATE OF INTELLIGENCE HAS INCREASED [REDACTED] AND BY THE END OF THIS YEAR WE WILL HAVE ADDED [REDACTED] ANALYSTS TO ITS ROSTER. RESOURCES FOR OUTSIDE EXPERTISE TO HELP AND CRITIQUE OUR ANALYSIS HAVE ALMOST TRIPLED. WE HAVE CONDUCTED A MASSIVE CAMPAIGN TO PUT OUR ANALYSTS IN TOUCH WITH EXPERTS IN THE PRIVATE SECTOR, UNIVERSITIES, THINK TANKS, PRIVATE BUSINESS HERE AND ABROAD. WE HAVE MOVED ANALYSTS INTO THE COMPUTER AGE WITH HUNDREDS OF THEM NOW HAVING A TERMINAL TO BRING NEW REPORTS TO THEIR DESK EVERY DAY, ORGANIZE THEIR DATA AND BRING IT BACK AS NEEDED. ONLY WITH IMPROVED METHODS WILL THE SAME NUMBER OF ANALYSTS CIA HAD IN 1960 BE ABLE TO COPE WITH THE FAR BROADER PROBLEMS OF THE 1990s.

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IT SAYS A LOT ABOUT THE IMPROVED PUBLIC ATTITUDE TOWARD THE CIA THAT LAST YEAR ABOUT A QUARTER OF A MILLION AMERICANS ASKED ABOUT SIGNING UP WITH THE CIA. OUR RECRUITERS INTERVIEWED ABOUT 20,000 OF THEM [REDACTED]

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[REDACTED] THAT'S VERY TIGHT SCREENING AND SELECTION. TO COPE WITH THIS INCREASED HIRING, TO DEVELOP NEW SKILLS AND HELP ALL OF US DO BETTER AND MORE RELEVANT WORK, OUR TRAINING CAPABILITIES HAVE BEEN EXPANDED AND IMPROVED WITH NEW COURSES AND PROGRAMS.

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THIS SPRING WE WILL BREAK GROUND FOR A NEW BUILDING ON THIS CAMPUS WHICH WILL [REDACTED]

25X1

[REDACTED] GREATLY IMPROVE THE COMFORT AND EFFICIENCY WITH WHICH WE WILL BE ABLE TO DO OUR WORK.

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ALL OF US CAN TAKE PRIDE IN WHAT WE HAVE UNDER WAY, AND HOW WE HAVE USED THE RESOURCES THAT HAVE BEEN PROVIDED US. THE PRESIDENT HAS CALLED FOR A STILL LARGER INCREASE IN 1985, AND IN 1986 WE WILL HAVE COMPLETED MOST OF THE BUILDUP PROJECTED THREE YEARS AGO. BUT THE PROBLEMS WILL BE GREATER AND MORE COMPLEX. THE AMOUNT OF DATA BEING COLLECTED WILL THREATEN TO INUNDATE US. WE WILL BE ABLE TO STAY ON TOP OF IT AND MEET OUR RESPONSIBILITIES ONLY BY HIGHER QUALITY PERFORMANCE. WE ARE WELL INTO THE PROCESS OF RESTORING OURSELVES QUANTITATIVELY. OUR THRUST FOR THIS YEAR AND BEYOND MUST BE TO IMPROVE THE QUALITY OF OUR SKILLS, OF OUR PERFORMANCE AND OF THE SERVICE WE PROVIDE OUR CUSTOMERS.

WE START WITH WHAT IS PROBABLY THE MOST PROFESSIONAL AND DEDICATED WORK FORCE IN THE US GOVERNMENT. WE HAVE TRADITIONALLY MAINTAINED A POSITION ON THE LEADING EDGE OF TECHNICAL ACHIEVEMENTS IN THE COLLECTION AND HANDLING OF INFORMATION. THE QUALITY OF OUR ANALYSIS IN MANY AREAS SURPASSES THAT PRODUCED ANYWHERE ELSE IN THE FEDERAL GOVERNMENT--OR, FOR THAT MATTER, IN THE PRIVATE SECTOR. WE NEED TO CONTINUE TO ATTRACT AND RETAIN SOME OF THE BEST MINDS AVAILABLE IN ANALYTICAL, OPERATIONAL, TECHNICAL AND SUPPORT SPECIALTIES. WE NEED TO RECRUIT YOUNG PEOPLE WITH BRAINS, CREATIVITY, DEDICATION AND DRIVE. WHAT WE HAVE TO OFFER THEM IS THE OPPORTUNITY TO PARTICIPATE IN AN ORGANIZATION UNIQUE IN THE CHALLENGES IT FACES, IN THE RESPONSIBILITY IT CARRIES, IN THE SPIRIT AND THE CAN-DO QUALITIES IT MANIFESTS. EVERY ONE OF US SHOULD MAKE IT PART OF OUR RESPONSIBILITY TO BE ALERT TO PEOPLE

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WHO CAN MEET OUR STANDARDS, TO CONVEY THE MESSAGE THAT THERE IS A SPECIAL PRIVILEGE AND A SPECIAL SATISFACTION IN OUR WORK AND DO EVERYTHING WE CAN TO PROVIDE THE EXAMPLE, THE LEADERSHIP, THE GUIDANCE AND THE OPPORTUNITY TO HELP NEW RECRUITS DEVELOP AS WE WOULD LIKE THEM TO.

CIA MUST HAVE DONE THIS WELL OVER THE YEARS. LET US NOW FOCUS MORE CONSCIOUSLY ON DOING IT BETTER AND MORE COMPREHENSIVELY. WE NEED TO BECAUSE WE ARE CARRYING OUR PRESENT LOAD ONLY BY ENLISTING MANY HUNDREDS OF RETIREES WITH PROVEN EXPERIENCE AND ABILITY. SOMETIME WE WILL HAVE TO FILL THAT GAP FROM BELOW AND THE RAPID ACCUMULATION OF NEW THREATS, PROBLEMS, AND CONCERNS FOR US TO HANDLE PROVIDES THE OPPORTUNITY AND THE PRESSURE TO BRING OUR NEW RECRUITS AND YOUNGER PEOPLE ALONG RAPIDLY TO BOTH HIGHER RESPONSIBILITY AND BETTER PERFORMANCE.

WE MUST REMEMBER THAT WHEN THE SPIRIT AND ATTITUDES WE CHERISH HERE WERE DEVELOPED CIA WAS A MUCH SMALLER GROUP OF PEOPLE, MANY OF WHOM KNEW EACH OTHER AND HAD WORKED TOGETHER BEFORE. WE NOW HAVE MORE NEW PEOPLE THAN WE'VE HAD IN A VERY LONG TIME. WE NEED TO TAKE SPECIAL CARE THAT WE PRESERVE, TRANSMIT AND RENEW THE QUALITIES WHICH HAVE BEEN INSTILLED HERE OVER 35 YEARS.

GOOD AS WE ARE, THESE NEW CHALLENGES DEMAND THAT WE WORK TO IMPROVE OUR PERFORMANCE. HOW DO YOU GET SUPERIOR PERFORMANCE FROM A VERY LARGE ORGANIZATION? IT'S NOT COMMON AND IT'S NOT

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EASY. IN SEARCH OF EXCELLENCE--LESSONS FROM AMERICA'S BEST RUN COMPANIES IS THE NAME OF A BOOK WHICH FOR MANY MONTHS NOW HAS REPLACED AT THE TOP OF THE BEST SELLER LIST VARIOUS GUIDES ON SEX, ON HOW TO GET RICHER AND ON HOW TO EAT WELL WITHOUT GETTING FAT. THIS BOOK EXAMINES THE IBMS, THE BOEINGS, THE HEWLETT-PACKARDS, THE MINNESOTA MININGS, THE McDONNELLS, THE BECHTELS AND SOME 30 OTHER OUTSTANDING CORPORATE PERFORMERS TO SEARCH OUT WHAT IT IS THAT ACCOUNTS FOR THEIR LEADERSHIP, THEIR SUPERIOR SERVICE AND THEIR GENERAL PERFORMANCE. HOW DO THEY DO IT YEAR AFTER YEAR? MUCH THE SAME QUALITIES RUN THROUGH THESE ENTERPRISES ENGAGED IN BROAD SPECTRUM OF DIVERSE ACTIVITIES. THERE IS A BIAS FOR ACTION, THE CLOSEST ATTENTION TO SERVING THE CUSTOMER, ENCOURAGING ENTREPRENEURSHIP IN THE ORGANIZATION, LOOKING TO THE RANK AND FILE AS THE ROOT SOURCE OF QUALITY IN PERFORMANCE, FOSTERING LEADERSHIP AND INNOVATION AT ALL LEVELS, PRACTICAL RISK-TAKING, LEAN STAFFS, LOTS OF SMALL TASK FORCES TO TACKLE SPECIFIC PROBLEMS IN A SHORT TIME FRAME, A HIGH PREMIUM ON FLEXIBILITY, ON RAPID AND EFFECTIVE LEARNING, ON ADAPTATION AND COMMITMENT. IN A VARIETY OF WAYS THEY ENCOURAGE INITIATIVE, SUPPORT SELF-STARTERS, CREATE TASK FORCES WITH SHORT TIME FUSES TO REACT QUICKLY, BREAK NEW GROUND, CROSS FERTILIZE EXPERIENCE AND KNOWLEDGE. THEY PUSH THEIR MANAGERS AND STAR PERFORMERS TO LEAD AND DEVELOP YOUNGER PEOPLE BY FORCE OF EXAMPLE, TO IDENTIFY THEIR COMERS AND TO FORCE THE PACE OF THEIR DEVELOPMENT. THESE AND OTHER APPROACHES TO DEVELOPING PEOPLE AND GENERATING SUPERIOR PERFORMANCE AND EXCELLENCE ARE LAID OUT WITH FASCINATING EXAMPLES IN THE BOOK

SECRET

IN SEARCH OF EXCELLENCE. SOME OF OUR SENIOR MANAGERS HAVE ALREADY BOUGHT COPIES FOR THEIR ASSOCIATES. I AM HAVING OUR LIBRARY ACQUIRE ENOUGH COPIES SO THAT ANYONE WHO WANTS TO READ OR LOOK THROUGH A COPY WILL NOT HAVE TO WAIT VERY LONG.

WE HAVE IN CIA MANY OF THE FEATURES THAT CHARACTERIZE THESE HIGH-POWERED PRIVATE ORGANIZATIONS. WHEN WE AWARDED THE SIS BONUSES HERE LAST WEEK, WE RECOGNIZED INDIVIDUALS WHO CARRY THE PRINCIPAL RESPONSIBILITY IN OUR GOVERNMENT FOR ASSESSING THE SOVIET STRATEGIC THREAT, FOR COPING WITH THE SOVIET-CUBAN SUBVERSIVE THRUST IN THE CARIBBEAN AND CENTRAL AMERICA, FOR MODERNIZING A WORLDWIDE COMMUNICATIONS SYSTEM WHICH HAD BECOME OBSOLETE, FOR WATCHING SOVIET VIOLATIONS OF ARMS CONTROL AGREEMENTS AND OTHER SPLENDID ACHIEVEMENTS. WE ARE MOVING YOUNGER PEOPLE INTO GREATER RESPONSIBILITY WITH SIS-01s AND -02s BEING TAPPED AS OFFICE DIRECTORS AND GS-13s AND -14s RUNNING MAJOR LOGISTICAL AND TRAINING OPERATIONS [REDACTED]

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[REDACTED] WE HAVE HAD GS-10s AND -11s BRIEFING THE PRESIDENT AND WORKING ON TASK FORCES TACKLING HIGH NATIONAL CONCERNS ABOUT INSURGENCIES, ABOUT TERRORISM, ABOUT DECEPTION AND DAMAGE TO OUR INTELLIGENCE CAPABILITIES, ABOUT THE STABILITY OF MAJOR COUNTRIES IN WHICH WE HAVE BIG STAKES. WHERE ELSE CAN YOUNG PEOPLE GET THAT KIND OF A CHALLENGE?

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THOSE WHO WILL BE OUR FUTURE MIDDLE AND SENIOR LEVEL MANAGERS WILL ALSO BE JUDGED ON THEIR RECORD IN IDENTIFYING AND DEVELOPING

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TALENT AS WELL AS ON THEIR OWN PERFORMANCE. THE PROCESS OF MAKING ASSIGNMENTS--DECIDING HOW MUCH AND WHAT KIND OF EXPERTISE MUST BE FOCUSED ON THE VARIOUS TASKS WHICH CONFRONT US, AND DECIDING TO WHOM TO ENTRUST THESE TASKS--IS OF CRITICAL IMPORTANCE. SOME ASSIGNMENTS STRETCH THE CAPABILITIES OF OUR PEOPLE--SOMETIMES SETTING THE STAGE FOR GREAT GROWTH. OTHER ASSIGNMENTS MERELY TAKE ADVANTAGE OF WHAT A PERSON ALREADY KNOWS HOW TO DO. AS YOU CARRY OUT THIS ESSENTIAL TASK, CONSIDER THE PERSONAL DEVELOPMENT ASPECTS OF EACH ASSIGNMENT AS CAREFULLY AS YOU DO THE NEED TO ACCOMPLISH SUCCESSFULLY WHATEVER TASK IS AT HAND.

YOU WILL FIND OTHER WAYS TO FOSTER AN ATMOSPHERE OF CHALLENGE AND OPPORTUNITY, TO TEST OUR YOUNGER PEOPLE, TO BRING THEM MORE RAPIDLY INTO HIGHER AND BROADER RESPONSIBILITY, AND TO INSTILL IN THEM A SENSE OF PURPOSE AND A CONFIDENCE IN THEIR CAPABILITIES.

IT ALL BOILS DOWN TO A QUEST FOR EXCELLENCE. THAT IS AND ALWAYS HAS BEEN ALIVE AND WELL IN THIS ORGANIZATION. HOW CAN WE INTENSIFY AND TRANSMIT THAT ASPIRATION TO EVERY CORNER OF THIS ORGANIZATION AND BRING OUT LATENT TALENT WHEREVER IT EXISTS. A WEEK BEFORE LAST, AFTER A DAY VISITING IBM'S RESEARCH CENTER IN UPSTATE NEW YORK, I CAME AWAY WITH NEW INSIGHT INTO HOW QUALITIES OF THRUST AND DRIVE, FLEXIBILITY AND RESPONSE TO CHALLENGE AND THE QUEST FOR EXCELLENCE CAN BE MADE TO PERVADE AND ANIMATE A HUGE ORGANIZATION. A MAJOR KEY TO IBM'S SUCCESS IN MAINTAINING HIGH PERFORMANCE, FOCUS AND DRIVE IN A LARGE NUMBER OF COMPONENT ORGANIZATIONS, SPREAD ALL OVER THE WORLD IS A STATEMENT OF

SECRET

OBJECTIVES AND PRINCIPLES WHICH THEY TAKE VERY SERIOUSLY. WE HERE AND OTHERS IN GOVERNMENT HAVE A CODE OF CONDUCT WHICH PRIMARILY TELLS US WHAT NOT TO DO. THAT IS IMPORTANT AND MUST NOT BE NEGLECTED. BUT WE ALSO NEED TO HAVE EVER IN OUR MINDS A CALL TO ACTION, A STATEMENT OF POSITIVE PURPOSE, AN ARTICULATION OF STANDARDS OF EXCELLENCE TO WHICH WE CAN RALLY AND ASPIRE.

THE TONE AND ATTITUDE AT CIA IS RIGHT BUT I BELIEVE AN ARTICULATION OF OUR POSITIVE OBJECTIVES CAN INTENSIFY THE EXCELLENCE WE HAVE ACHIEVED HERE AND SPREAD IT MORE BROADLY. I'VE COLLECTED FROM BOEING, HEWLETT-PACKARD, IBM, BECHTEL AND OTHER STAR PERFORMERS STATEMENTS OF THEIR OBJECTIVES WHICH THEY RELY ON TO GIVE THEIR PEOPLE THE FREEDOM AND RESPONSIBILITY TO WORK TOWARD THOSE STATED GOALS IN WAYS THEY FIND BEST IN THEIR RESPECTIVE AREAS OF RESPONSIBILITY.

HOW DO WE GET SUCH A STATEMENT OF PURPOSE, AN ARTICULATION OF STANDARDS OF EXCELLENCE FOR THIS ORGANIZATION IN A WAY WHICH DEVELOPS FROM WITHIN AND REFLECTS THE VIEWS, ASPIRATIONS AND THE EXPERIENCE OF ALL OUR PEOPLE AND, ABOVE ALL, WHICH HAS THEIR COMMITMENT. IN THE THREE YEARS I'VE BEEN HERE, I'VE VISITED OUR STATIONS AND BASES AND HAVE VISITED MOST ELEMENTS OF THE ORGANIZATION HERE IN THE CAPITOL AREA. I DO AS MUCH OF THIS AS I CAN FIND TIME FOR BECAUSE I ALWAYS LEARN AND FEEL BETTER ABOUT THIS OUTFIT FROM TALKING WITH YOU ONE ON ONE OR IN SMALL GROUPS. RECENTLY, I REALIZED THAT I HAD NOT BEEN IN CONTACT WITH ENOUGH OF THE 25 SUBSTANTIVE COMMITTEES WE HAVE IN

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THE COMMUNITY AND THE 20 OR SO WE HAVE IN THE CIA. SO I WROTE TO THE CHAIRMAN OF EACH COMMITTEE ASKING FOR A THREE-PARAGRAPH NOTE TELLING ME (1) WHAT THE COMMITTEE WAS UP TO, (2) HOW WELL IT WAS DOING AND (3) HOW IT MIGHT DO BETTER. I RECEIVED GOOD RESPONSES QUICKLY AND THEY LED TO GOOD, PURPOSEFUL MEETINGS AND VALUABLE NEW PROJECTS FOR THE MORE ACTIVE COMMITTEES AND THE EXTINCTION OF SOME WHICH HAD SERVED THEIR PURPOSE.

WHAT I WANT TO DO NOW IS TO INSTITUTE A PROCESS TO GET WITHIN A SHORT TIME FRAME, FROM EVERY CORNER OF THE ORGANIZATION, A BROAD EXAMINATION OF WHAT WE ARE ABOUT, WHAT IT IS WE WANT TO FOSTER AND ENCOURAGE, AND THE KIND OF THINGS WE CAN DO TO ACCOMPLISH THAT. FROM THIS WE WILL DEVELOP A STATEMENT OF PURPOSE APPLICABLE TO THIS ORGANIZATION, TO OUR MISSION, TO THE KIND OF CUSTOMERS WE SERVE, AND TO THE KIND OF WORK ENVIRONMENT AND TASKS WHICH OUR MISSION REQUIRES. OUT OF THIS EXERCISE I BELIEVE WE CAN LEARN AND TEACH EACH OTHER A LOT. I WOULD LOOK FOR THE KIND OF POSITIVE STATEMENT OF PURPOSE AND STANDARDS OF EXCELLENCE WHICH WILL SUPPLEMENT THE CODE OF CONDUCT WHICH NOW TELLS US HOW WE MUST BEHAVE AND WHAT WE MUST NOT DO. OUT OF IT I BELIEVE WILL COME A HIGHER SENSITIVITY TO HOW WE CAN ENCOURAGE CREATIVITY, INDEPENDENCE OF ACTION, ENTREPRENEURSHIP. GET SMALL TASK FORCES ROLLING UP THEIR SLEEVES, TAKING ON A PROBLEM AND GETTING SOMETHING DONE WITHIN A RELATIVELY SHORT TIME FUSE. THAT'S THE WAY TO MAKE THINGS MOVE, TO GET SUPERIOR PERFORMANCE IN ANY ORGANIZATION-- SET TASKS, SET DEADLINES, MAKE DECISIONS. ACT. STAY FLEXIBLE.

SECRET

SECRET

CHANGE COURSE IF EXPERIENCE INDICATES. GET IT DONE AND MOVE ON. THAT'S THE TEMPO WE WANT AND NEED HERE.

HOW DO WE GET THIS DONE? SOME 15 YEARS AGO THE STATE DEPARTMENT, AFTER A SERIES OF OUTSIDE PANELS AND COMMISSIONS CREATED BY PRESIDENTS, BY CONGRESS, SOME OF THEM SELF-APPOINTED, HAD PRODUCED PONDEROUS AND UNREAD REPORTS, DECIDED TO EXAMINE ITSELF TO SEE HOW IT COULD DO BETTER. TWO HUNDRED AND FIFTY FOREIGN SERVICE OFFICERS DEPLOYED THEMSELVES INTO 13 SEPARATE TASK FORCES AND LABORED FOR 11 MONTHS TO PRODUCE THIS 600-PAGE VOLUME UNDER THE LABEL DIPLOMACY FOR THE SEVENTIES. IT IS COMMENDABLE THAT THE FOREIGN SERVICE APPLIED ITS OWN KNOWLEDGE AND EXPERIENCE TO DEFINE A NEW DIPLOMACY AND THIS WAS A GOOD EXERCISE FOR THE STATE DEPARTMENT. OUR STYLE IS DIFFERENT. I'M LOOKING FOR TWO PAGES IN THREE WEEKS PLUS ANY VALUABLE IDEAS AND SUGGESTIONS WHICH A QUICK AND SEARCHING SELF-EXAMINATION, INVOLVING NOT 250 PEOPLE BUT ALL OF US, CAN GENERATE. OUR STYLE IS TO LOOK FOR PROBLEMS AND NEEDS, TO SEARCH FOR AND MARSHAL THE EXPERIENCE AND TALENT TO RESPOND, GET IT DONE AND MOVE ON TO THE NEXT THING AS QUICKLY AS POSSIBLE. WE WANT TO EXTEND THAT SPIRIT, THAT STYLE, THAT TEMPO TO OUR NEW RECRUITS AND MORE WIDELY AMONG THOSE ALREADY HERE. WE'LL DO OUR SELF-EXAMINATION WITH A TASK FORCE. BUT IT WILL BE A BIG AND LOOSELY STRUCTURED TASK FORCE. IT WILL ENCOURAGE AND PROVIDE OPPORTUNITY FOR INDEPENDENT INITIATIVE AND THOUGHT FROM ALL LEVELS. IT WILL BE SHARPLY FOCUSED AND HAVE A SHORT TIME FUSE. EVERY MANAGER WILL RECEIVE A PACKAGE CONSISTING OF

SECRET

THREE PARTS: A ROUGH FIRST DRAFT OF A STATEMENT OF OBJECTIVES AND PRINCIPLES FOR CIA, A SAMPLE OF COMPARABLE STATEMENTS FROM A FEW OTHER ORGANIZATIONS OF OUTSTANDING QUALITY, AND A QUICK SUMMARIZATION OF FEATURES AND METHODS THE AUTHORS OF THIS BOOK FOUND IN THE MOST EFFECTIVE PRIVATE ORGANIZATIONS OUR COUNTRY HAS DEVELOPED. EACH MANAGER WILL BE EXPECTED TO USE HIS JUDGMENT ON HOW BEST TO GET THE PEOPLE HE WORKS WITH INVOLVED IN CRITIQUING AND IMPROVING THE DRAFT STATEMENT OF OBJECTIVES AND GETTING THEIR BROAD UNDERSTANDING, ACCEPTANCE AND COMMITMENT TO THOSE OBJECTIVES. I WOULD RECOMMEND WORKING IN SMALL GROUPS AND IN SHORT MEETINGS, BUT URGE THAT YOU FOLLOW YOUR OWN INSTINCTS AND DEVELOP YOUR OWN METHODS TO INVOLVE THE PEOPLE WHO WORK WITH YOU.

I WILL BE AWAY FOR ABOUT HALF OF NEXT MONTH AND I WILL EXPECT EACH MANAGER TO HAVE BY 22 FEBRUARY AN IMPROVED STATEMENT OF GOALS FOR CIA AND A SUCCINCT MEMO SUMMARIZING THE IMPORTANT THOUGHTS AND RECOMMENDATIONS WHICH DEVELOPED IN THIS PROCESS AMONG THE PEOPLE WHO REPORT TO HIM. I WILL READ AND DISCUSS THESE RESPONSES CAREFULLY AND WE WILL PROMULGATE A STATEMENT OF OUR ORGANIZATIONAL OBJECTIVES BEFORE FEBRUARY IS GONE.

THANK YOU!

DCI
24 Jan 84

A critical ingredient in the success of an institution is its ability to articulate the principles that provide the framework in which it operates. As the Central Intelligence Agency grows and becomes increasingly complex and specialized, a greater effort is required to establish its corporate identity and create broad understanding of its purposes, principles and standards. There follows an initial draft of such a statement designed to be critiqued and improved and generate thought and discussion in every corner of the organization on what we're about and how the qualities which make CIA a standout in excellence of performance can best be strengthened and extended at all levels and in all areas.

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.

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.

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 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.

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.

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.

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.

BOEING

Qualitative Goals

- Achieve and maintain excellent quality of management.
- Maintain and enhance our reputation for quality of products and services.
- Stimulate innovativeness throughout the company.
- Strive to insure that the public views Boeing as an attractive long-term investment.
- Preserve and enhance our financial soundness.
- Always seek to attract, develop and retain talented people.
- Exhibit community and environmental responsibility.
- Manage corporate assets so as to preserve and grow them.

Classes of Goals

- Beliefs: These represent what we are, and we want to stay that way.
 - Publish widely and reinforce regularly.
- Objectives: These describe, in subjective terms, where we would like to be.
 - Publish to 90-series annually, reinforce other ways.
- Targets: These are quantifiable goals.
 - Publish only to restricted group who can do something about them.

Beliefs

- We are a producer of very high quality goods and services.
- We have outstanding ethics and integrity.
- We always strive to be a positive economic, intellectual and social influence on any community in which we operate and will attempt to limit any negative aspects of our presence.
- We recognize talented people are our most important asset; therefore, we will.
 - Set a creative and productive environment.
 - Provide each individual the maximum opportunity for growth through training and job assignments.
 - Promote and compensate only by merit unless constrained by collective bargaining agreements.

Boeing (continued)

- We seek tough challenges demanding excellent management and high technology.
- We strive to perform all tasks in a superior fashion.

Objectives

- Posture ourselves to capitalize on the changing environment, automation, technology, etc., between now and 2000.

- Develop multi-state and multi-nation presence to preserve and enhance our success.

- When we decide to compete in any market, provide excellent products and services at attractive prices so as to achieve an eminent and profitable position in that market.

- Evolve into a more diverse business (without becoming a conglomerate) so as to maximize growth and minimize the impact of maturing or vulnerable product lines.

IBM

A Business and Its Beliefs

- Any organization, to survive and succeed, must have a sound set of beliefs guiding all its policies and actions.

- The most important single factor in corporate success is faithful adherence to those beliefs.

- To meet the challenges of a changing world, an organization must be prepared to change everything about itself except those beliefs.

Respect for the Individual

- Job security.
- Above-average benefits.
- Open-door policy.
- Managers help employees.
- Promote from within.
- Accept "Wild Ducks"

The Best Customer Service in the World

- Adapt equipment to customer.
- The customer's problem must be solved.

Strive to Accomplish All Tasks in a Superior Fashion

- It is better to aim at perfection and miss.
- Be willing to try seemingly impossible tasks.
- A loss is a personal affront.

Faithful Adherence to Beliefs

- Retraining for technological change - up to 25 percent at once.
- Management training in beliefs, then skills.
- Everyone on straight salary, no hourly.

IBM (continued)

- Retain the "small company" character.
 - Human touches.
 - Communication both ways.
 - Risk-taking by middle managers.
- Company comes before all subsets.

Principles

- Same three as 1962.
- Managers must lead effectively.
 - Plan for the future.
- Obligations to stockholders.
 - ROI and growth.
- Fair deal for the supplier.
 - Avoid dependence by supplier.
- Be a good corporate citizen.
 - Community, nation and world.

Basic Business Goals

- Be the product leader--excel in technology, reliability, maintainability and value.
- Be the most efficient company in this industry, in all respects.
- Compete in, and grow with, all aspects of the information industry.

HEWLETT-PACKARD

THE ORGANIZATIONAL FRAMEWORK FOR OUR OBJECTIVES

The achievements of an organization are the result of the combined efforts of each individual in the organization working toward common objectives. These objectives should be realistic, should be clearly understood by everyone in the organization, and should reflect the organization's basic character and personality.

If the organization is to fulfill its objectives, it should strive to meet certain other fundamental requirements:

FIRST, there should be highly capable, innovative people throughout the organization. Moreover, these people should have the opportunity—through continuing programs of training and education—to upgrade their skills and capabilities. This is especially important in a technical business where the rate of progress is rapid. Techniques that are good today will be outdated in the future, and people should always be looking for new and better ways to do their work.

SECOND, the organization should have objectives and leadership which generate enthusiasm at all levels. People in important management positions should not only be enthusiastic themselves, they should be selected for their ability to engender enthusiasm among their associates. There can be no place, especially among the people charged with management responsibility, for half-hearted interest or half-hearted effort.

THIRD, the organization should conduct its affairs with uncompromising honesty and integrity. People at every level should be expected to adhere to the highest standards of business ethics, and to understand that anything less is totally unacceptable. As a practical matter, ethical conduct cannot be assured by written policies or codes; it must be an integral part of the organization, a deeply ingrained tradition that is passed from one generation of employees to another.

FOURTH, even though an organization is made up of people fully meeting the first three requirements, all levels should work in unison toward common objectives, recognizing that it is only through effective, cooperative effort that the ultimate in efficiency and achievement can be obtained.

It has been our policy at Hewlett-Packard not to have a tight military-type organization, but rather to have overall objectives which are clearly stated and agreed upon, and to give people the freedom to work toward those goals in ways they determine best for their own areas of responsibility.

Our Hewlett-Packard objectives were initially published in 1957. Since then they have been modified from time to time, reflecting the changing nature of our business and social environment. This booklet represents the latest updating of our objectives. We hope you find them informative and useful.

Hewlett-Packard (continued)

THE OBJECTIVES

1. PROFIT

OBJECTIVE: *To achieve sufficient profit to finance our company growth and to provide the resources we need to achieve our other corporate objectives.*

In our economic system, the profit we generate from our operations is the ultimate source of the funds we need to prosper and grow. It is the one absolutely essential measure of our corporate performance over the long term. Only if we continue to meet our profit objective can we achieve our other corporate objectives.

Our long-standing policy has been to reinvest most of our profits and to depend on this reinvestment, plus funds from employee stock purchases and other cash flow items, to finance our growth.

Profits vary from year to year, of course, reflecting changing economic conditions and varying demands for our products. Our needs for capital also vary, and we depend on short-term loans to meet those needs when profits or other cash sources are inadequate. However, loans are costly and must be repaid; thus, our objective is to rely on reinvested profits as our main source of capital.

Meeting our profit objective requires that we design and develop each and every product so that it is considered a good value by our customers, yet is priced to include an adequate profit. Maintaining this competitiveness in the marketplace also requires that we perform our manufacturing, marketing and administrative functions as economically as possible.

Profit is not something that can be put off until tomorrow; it must be achieved today. It means that myriad jobs be done correctly and efficiently. The day-to-day performance of each individual adds to—or subtracts from—our profit. Profit is the responsibility of all.

2. CUSTOMERS

OBJECTIVE: *To provide products and services of the highest quality and the greatest possible value to our customers, thereby gaining and holding their respect and loyalty.*

The continued growth and success of our com-

Hewlett-Packard (continued)

pany will be assured only if we offer our customers innovative products that fill real needs and provide lasting value, and that are supported by a wide variety of useful services, both before and after sale.

Satisfying customer needs requires the active participation of everyone in the company. It demands a total commitment to *quality*, a commitment that begins in the laboratory and extends into every phase of our operations. Products must be designed to provide superior performance and long, trouble-free service. Once in production, these products must be manufactured at a reasonable cost and with superior workmanship.

Careful attention to quality not only enables us to meet or exceed customer expectations, but it also has a direct and substantial effect on our operating costs and profitability. Doing a job right the first time, and doing it consistently, sharply reduces costs and contributes significantly to higher productivity and profits.

Once a quality product is delivered to the customer, it must be supported with prompt, efficient services of the same high quality.

Good communications are essential to an effective field sales effort. Because of our broad and growing line of products, very often several sales teams will be working with a single customer. These teams must work closely to assure that the products recommended best fulfill the customer's overall, long-term needs. Moreover, HP customers must feel that they are dealing with one company, a company with common policies and services, and one that has a clear understanding of their needs and a genuine interest in providing proper, effective solutions to their problems.

3. FIELDS OF INTEREST

OBJECTIVE: To build on our strengths in the company's traditional fields of interest, and to enter new fields only when it is consistent with the basic purpose of our business and when we can assure ourselves of making a needed and profitable contribution to the field.

Our company's growth has been generated by a strong commitment to research and development, and has been accomplished in two ways—first, by

providing a steady flow of new products to markets in which we are already well established and second, by expanding our technology into fields that are new but related to our traditional ones. The evolution of the HP product line is a reflection of this two-dimensional growth.

Our first products were electronic measuring instruments used primarily by engineers and scientists. In time we extended our range of products to include solid-state components, and instrumentation for the fields of medicine and chemical analysis. Recognizing our customers' needs to gather and assimilate large quantities of measurement data, we developed a family of computers to complement HP measuring devices. By linking measurement and computational technologies, we gained added strength in our traditional, technically-oriented markets and began to serve the broader needs of business and industry.

Today, the interactive capabilities of Hewlett-Packard instruments and systems enable our customers—decision makers in business as well as in technical fields—to gain ready access to essential information, to put it into meaningful form, and to use it effectively in improving the productivity of themselves and their organizations. Helping these customers achieve better results is the unifying purpose of our business. The areas we serve build on each other to add strength to our company and provide additional values to our customers. This guides our interests, our organization and our marketing philosophy.

The broad scope of HP technology often provides opportunities for our company to expand into new fields. Before entering a new field, however, we must satisfy ourselves that it is consistent with our business purpose and that it affords us the opportunity to make a significant *contribution*. This requires that we have not only the technology to create truly innovative and needed products, but that we also have the capability to manufacture and market them effectively and at a reasonable profit.

4. GROWTH

OBJECTIVE: To let our growth be limited only by our profits and our ability to develop and produce innovative products that satisfy real customer needs.

Hewlett-Packard (continued)

How large should a company become? Some people feel that when it has reached a certain size there is no point in letting it grow further. Others feel that bigness is an objective in itself. We do not believe that large size is important for its own sake; however, for at least two basic reasons, continuous growth in sales and profits is essential for us to achieve our other objectives.

In the first place, we serve a dynamic and rapidly growing segment of our technological society. To remain static would be to lose ground. We cannot maintain a position of strength and leadership in our fields without sustained and profitable growth.

In the second place, growth is important in order to attract and hold high caliber people. These individuals will align their future only with a company that offers them considerable opportunity for personal progress. Opportunities are greater and more challenging in a growing company.

5. OUR PEOPLE

OBJECTIVE: To help HP people share in the company's success which they make possible; to provide job security based on their performance; to insure them a safe and pleasant work environment; to recognize their individual achievements; and to help them gain a sense of satisfaction and accomplishment from their work.

We are proud of the people we have in our organization, their performance, and their attitude toward their jobs and toward the company. The company has been built around the individual, the personal dignity of each, and the recognition of personal achievements.

Relationships within the company depend upon a spirit of cooperation among individuals and groups, and an attitude of trust and understanding on the part of managers toward their people. These relationships will be good only if employees have faith in the motives and integrity of their peers, supervisors and the company itself.

On occasion, situations will arise where people have personal problems which temporarily affect their performance or attitude, and it is important that people in such circumstances be treated with sympathy and understanding while the problems are being resolved.

Job security is an important HP objective. Over the years, the company has achieved a steady growth in employment by consistently developing good new products, and by avoiding the type of contract business that requires hiring many people, then terminating them when the contract expires. The company wants HP people to have stable, long-term careers—dependent, of course, upon satisfactory job performance.

Another objective of HP's personnel policies is to enable people to share in the company's success. This is reflected in a pay policy and in employee benefit programs that place us among the leaders in our industry.

There is also a strong commitment at HP to the concept of equal opportunity and affirmative action, not only in hiring but also in providing opportunities for advancement. Advancement is based solely upon individual initiative, ability and demonstrated accomplishment. Since we promote from within whenever possible, managers at all levels must concern themselves with the proper development of their people, and should give them ample opportunity—through continuing programs of training and education—to broaden their capabilities and prepare themselves for more responsible jobs.

The physical well-being of our people has been another important concern of HP's since the company's founding. With the growing complexity and diversity of our research and manufacturing processes, we must be especially vigilant in maintaining a safe and healthful work environment.

We want people to enjoy their work at HP and to be proud of their accomplishments. This means we must make sure that each person receives the recognition he or she needs and deserves. In the final analysis, people at all levels determine the character and strength of our company.

6. MANAGEMENT

OBJECTIVE: To foster initiative and creativity by allowing the individual great freedom of action in attaining well-defined objectives.

In discussing HP operating policies, we often refer to the concept of "management by objective." By this we mean that, insofar as possible, each individ-

Hewlett-Packard (continued)

ual at each level in the organization should make his or her own plans to achieve company objectives and goals. After receiving supervisory approval, each individual should be given a wide degree of freedom to work within the limitations imposed by these plans, and by our general corporate policies. Finally, each person's performance should be judged on the basis of how well these individually established goals have been achieved.

The successful practice of "management by objective" is a two-way street. Management must be sure that each individual understands the immediate objectives, as well as corporate goals and policies. Thus a primary HP management responsibility is communication and mutual understanding. Conversely, employees must take sufficient interest in their work to want to plan it, to propose new solutions to old problems, to stick their necks out when they have something to contribute. "Management by objective," as opposed to management by directive, offers opportunity for individual freedom and contribution; it also imposes an obligation for everyone to exercise initiative and enthusiasm.

In this atmosphere it is important to recognize that cooperation between individuals and between operating units is essential to our growth and success. Although our operations are decentralized, we are a *single* company whose overall strength is derived from mutually helpful relationships and frequent interaction among our dispersed but interdependent units.

It is important, as well, for everyone to recognize there are some policies which must be established and maintained on a company-wide basis. We welcome recommendations on these company-wide policies from all levels, but we expect adherence to them at all times.

7. CITIZENSHIP

OBJECTIVE: *To honor our obligations to society by being an economic, intellectual and social asset to each nation and each community in which we operate.*

All of us should strive to improve the environment in which we live. As a corporation operating in many different communities throughout the world, we must make sure that each of these communities is better for our presence. This means identifying our inter-

ests with those of the community; it means applying the highest standards of honesty and integrity to all our relationships with individuals and groups; it means enhancing and protecting the physical environment, building attractive plants and offices of which the community can be proud; it means contributing talent, time and financial support to worthwhile community projects.

Each community has its particular set of social problems. Our company must help to solve these problems. As a major step in this direction, we must strive to provide worthwhile employment opportunities for people of widely different backgrounds. Among other things, this requires positive action to seek out and employ members of disadvantaged groups, and to encourage and guide their progress toward full participation at all position levels.

As citizens of their community, there is much that HP people can and should do to improve it—either working as individuals or through such groups as churches, schools, civic or charitable organizations. In a broader sense, HP's "community" also includes a number of business and professional organizations, such as engineering and scientific societies, whose interests are closely identified with those of the company and its individual employees. These, too, are deserving of our support and participation. In all cases, supervisors should encourage HP people to fulfill their personal goals and aspirations in the community as well as attain their individual objectives within HP.

At a national level, it is essential that the company be a good corporate citizen of each country in which it operates. Moreover, our employees, as individuals, should be encouraged to help in finding solutions to national problems by contributing their knowledge and talents.

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

The Norton Company

This expression of Norton's corporate mission reflects goals and means of achievement for which the company will be accountable to its many publics.

Norton intends to be a world leader through the profitable development, production and marketing of products and services that provide superior customer value.

Norton will be both a balanced and a coherent company: balanced among its various businesses so as to reduce vulnerability to competition and economic forces; coherent and logical in its structure so that there is a sense of consistency and clarity to the enterprise. Abrasives will continue to be a strong business within this structure.

To achieve its mission the Company will allocate its resources guided by the following objectives:

- Target efforts at long-term growth markets.
- Focus on those business opportunities that offer either enough volume or enough profit margin to support the investments necessary to build and maintain leadership positions.
- Give priority to investments that will provide the Company with a proprietary edge, a value added edge or a technological edge in the marketplace.
- Consider investments throughout the world, weighing opportunities and risks.
- Recognizing that the success of Norton depends on people, give special attention to the recruitment and development of human resources on a worldwide basis.

In order to fulfill this mission, Norton will continue to demonstrate a sense of responsibility to the public interest and to earn the respect and loyalty of its customers, employees, shareholders, suppliers and the communities in which it does business.

Bechtel

CORPORATE PURPOSE

To engage as a privately-owned enterprise on a world-wide basis in the business of engineering, construction and related activities, deriving therefrom a fair net income with due regard for maximum long-term profit growth, the satisfactions of constructive accomplishment and other rewards of quality performance.

OBJECTIVES

1 NATURE OF BUSINESS

To provide an integrated, comprehensive technical service as professional engineers, constructors and managers for selected industries and governmental entities in areas of the world where such service is needed.

To maintain a volume of work that results in optimum size for profitability and maximum effectiveness, thereby providing attractive corporate and individual opportunities, challenges and rewards.

To maintain an independent, objective position, taking a proprietary interest in patents and processes only to the extent that these do not conflict with objectivity and will serve the company's long-term interests.

2 PERFORMANCE

To cherish excellence in all we undertake by maintaining the competence of our service and the quality of its end products at the highest possible professional levels.

3 CLIENTELE

To attract and serve clients who are of high caliber in their respective industries, whose practices are compatible with our own and who may be regarded as sources of continuing business.

4 MANAGEMENT AND ORGANIZATION

To maintain an organizational structure in which top management provides leadership, establishes policy, does the long-range planning; and in which senior officers supervise client services and other line activi-

Bechtel (continued)

ties performed by divisions organized on an industry-service basis with project-oriented responsibility, and supporting staff work performed by function-oriented departments.

To achieve an organization which effectively renders the best possible service in each of its chosen fields, continually developing its capabilities and enjoying consistent growth in profitability and accomplishment.

To maintain flexibility of organization in order to meet our corporate and client responsibilities and the changing requirements of our diverse operations.

5 PERSONNEL

To conduct our business recognizing that people are our most important resource by maintaining an environment in which the individual employee, through imagination, enthusiasm, hard work, knowledge and self-discipline can achieve tangible and intangible rewards commensurate with his performance.

To compensate employees fairly and to provide them with opportunities for advancement, financial growth, long-term careers and personal satisfaction.

To meet our personnel requirements by finding the best available person for each position, placing strong emphasis on employee development and promotion from within but, when necessary, employing well-qualified people from outside the organization.

6 OWNERSHIP AND CONTROL

To continue ownership and control of the company with those who are active in its management.

To structure, finance and operate the business in a manner that gives maximum freedom from outside control, supervision, restrictions, and interference.

7 PROFIT

To earn a fair profit commensurate with the quality and extent of the services rendered and the risks taken. In so doing, to take into account the continuing development of our organization and its relationships with employees, clients, suppliers, subcontractors, the construction and other industries, government and the general public.

8 EMPLOYEE PROFIT-SHARING

To share the financial results of success with those who make possible that success, as an aid in attracting and retaining competent personnel, promoting good morale, and otherwise contributing to our progress as a dynamic organization.

9 DIVERSIFICATION

To be alert to new opportunities and to pursue activities in new and diverse fields, preferably bearing a logical relationship to engineering-construction, in order to maintain preeminence in a competitive environment subject to rapid and drastic change, and to derive optimum utilization of our financial and other resources.

10 PUBLIC AND GOVERNMENT RELATIONS

To exert positive effort in selected public, professional, industrial, and government sectors in order to foster goodwill and wider recognition of the organization's capabilities, to increase opportunities for new business, improve employee and community relations, and acquaint key people in government with company and industry views.

DCI
23 Jan 84

Excerpts from
In Search of Excellence: Lessons from America's Best Run Companies

This book was published in 1982 and written by Thomas Peters, with an engineering degree from Cornell and a Ph.D. in business from Stanford and experience in management and engineering as a principal of McKinsey and Company, and Robert Waterman, with a geophysical engineering degree from Colorado School of Mines, Masters of Business Administration from Stanford, also with management engineering experience at McKinsey. They spent a couple of years visiting, studying and coordinating depth interviews at 35 companies which both the record and public perception have established as business champions--IBM, Hewlett-Packard, Western Electric, United Technologies, Texas Instruments and Xerox in high tech; Eastman-Kodak, Johnson & Johnson, Frito-Lay, Proctor and Gamble in consumer goods; Caterpillar Tractor, Minnesota Mining Company, and Ingersoll-Rand in general industrial activity; Delta, Marriott, and McDonald's in service activity; Bechtel, Boeing and Fluor in project management; Exxon in resource exploitation. They looked less closely at another 29 hot companies including Hughes, Lockheed, TRW, Dow, Dupont, Merck, Polaroid, Disney, K-Mart and General Motors.

They identified these eight basic practices and attitudes characteristic of these enterprises.

1. A bias for action, for getting on with it. The standard operating procedure is "Do it, fix it, try it." Says a senior executive in Digital, "When we've got a big problem here, we grab ten senior guys and stick them in a room for a week. They come up with an answer and implement it." Moreover, the companies are experimenters supreme. The book brings out a large and striking array of practical devices the excellent companies employ, to maintain corporate fleetness of foot and counter the stultification that almost inevitably comes with size.

2. Close to the customer. These companies learn from the people they serve. They provide unparalleled quality, service, and reliability-- things that work and last. Everyone gets into the act. Many of the innovative companies got their best product ideas from customers. That comes from listening, intently and regularly.

3. Autonomy and entrepreneurship. The innovative companies foster many leaders and many innovators throughout the organization. 3M has been described as "so intent on innovation that its essential atmosphere seems not like that of a large corporation but rather a loose network of laboratories and cubbyholes populated by feverish inventors and dauntless entrepreneurs who let their imaginations fly in all directions." They don't try to hold everyone on so short a rein that he can't be creative. They encourage practical risk taking, and support good tries. They follow a ninth commandment: "Make sure you generate a reasonable number of mistakes."

4. Productivity through people. The excellent companies treat the rank and file as the root source of quality and productivity gain. They do not foster we/they labor attitudes or regard capital investment as the fundamental source of efficiency improvement. At Texas Instruments, every worker is "seen as a source of ideas, not just acting as a pair of hands"; each of more than 9,000 People Involvement Program teams has contributed to the company's sparkling productivity record.

5. Hands-on, value driven. Thomas Watson, Jr., said that "the basic philosophy of an organization has far more to do with its achievements than do technological or economic resources, organizational structure, innovation and timing."

6. Stick to the knitting. The odds for excellent performance seem strongly to favor those companies that stay reasonably close to businesses they know.

7. Simple form, lean staff. The underlying structural forms and systems in the excellent companies are elegantly simple. Top-level staffs are lean; it is not uncommon to find a corporate staff of fewer than 100 people running multi-billion-dollar enterprises.

8. Simultaneous loose-tight properties. The excellent companies are both centralized and decentralized. For the most part, they have pushed autonomy down to the shop floor or product development team. On the other hand, they are fanatic centralists around the few core values they hold dear.

These excellent companies live their commitment to people, as they also do their preference for action--any action--over countless standing committees and endless 500-page studies, their fetish about quality and service standards that others, using optimization techniques, would consider pipe dreams; and their insistence on regular initiative (practical autonomy) from tens of thousands, not just 200 designated \$75,000-a-year thinkers. Above all, the intensity itself, stemming from strongly held beliefs, marks these companies. They demand quick action, service to customers, practical innovation, and recognition of the fact that you can't get any of these without virtually everyone's commitment. They are very far removed from silent board rooms marked by dim lights, somber presentations, rows of staffers lined up along the walls with calculators glowing, and the endless click of the slide projector as analysis after analysis lit up the screen.

Themes and Attitudes

The specific content of the dominant beliefs of the excellent companies is narrow in scope, including just a few basic values:

1. A belief in being the "best."
2. A belief in the importance of the details of execution, the nuts and bolts of doing the job well.
3. A belief in the importance of people as individuals.
4. A belief in superior quality and service.
5. A belief that most members of the organization should be innovators, and its corollary, the willingness to support failure.
6. A belief in the importance of informality to enhance communication.
7. Explicit belief in and recognition of the importance of economic growth and profits.

At Dana Corporation, 22 inches of policy manuals were destroyed and replaced by a simple one-page statement of philosophy. It reads in the main:

-- Nothing more effectively involves people, sustains credibility or generates enthusiasm than face to face communication. It is critical to provide and discuss all organization performance figures with all of our people.

-- We have an obligation to provide training and the opportunity for development to our productive people who want to improve their skills, expand their career opportunities or simply further their general education.

-- It is essential to provide job security for our people.

-- Create incentive programs that rely on ideas and suggestions, as well as on hard work, to establish a reward pool.

Corporate staff was reduced from 500 to 100 and the number of layers in the organization from eleven to five. Ads were run in the house organ like "Talk Back to the Boss," another: "Ask Dumb Questions."

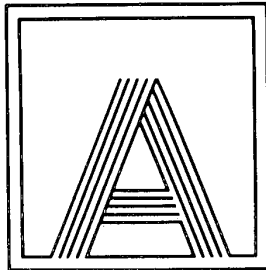
Intelligence purpose is recognized as the essential task of management and leadership. The statement of basic purpose reflected in re-emphasized tasking and all communications is the primary vehicle for achieving this. The excellent companies tap the inherent worth of the task as a source of intrinsic motivation for their employees. Teams and divisions set their own goals. Virtually all of the excellent companies are driven by just a few key values, and then give lots of space to employees to take initiatives in support of those values--finding their own paths, and so making the task and its outcome their own.

Try anything that has promise and half a chance. Advancement takes place only when we do something: test market, stick a jury-rig device on an operating production line, test a new sales promotion on 50,000 subscribers. A scientific paper or a staff report can have impeccable logic and present an immaculate appearance yet reproduce little or nothing of the intuitive leaps, false starts, mistakes, loose ends, and happy accidents that can produce action and get a result.

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**DIRECTORATE
OF
ADMINISTRATION**

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

SECRET

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STAT

DIRECTORATE OF ADMINISTRATION

STATEMENT OF GOALS

MISSION

To provide the finest, unbiased intelligence in the world.

OUR PEOPLE

People are our most important resource.

Our people must be:

- o Dedicated to the task at hand.
- o Ethical in all facets of their professional and private lives.
- o Disciplined in meeting the unique requirements of their profession.
- o Loyal to an Agency whose mission is in support of the Constitution of the United States.
- o Willing to endure an adverse environment.
- o Professionally skilled to fulfill our mission.
- o Willing to accept responsibility and challenge.
- o Willing to respond when flexibility and self-initiation are required.

MANAGEMENT

Our leadership must:

- o Articulate succinctly the organization's objectives.
- o Provide a climate that encourages creativity and innovation.
- o Encourage and accept reasoned risk taking.
- o Recognize and reward accomplishment.
- o Provide adequate training and guidance.
- o Be accountable for its actions.
- o Delegate authority and accountability to the lowest possible level.
- o Be prepared to meet employee expectations.
- o Challenge the imagination of our people.
- o Utilize effectively the unique authorities given to this Agency.
- o Demonstrate its implicit concern for its people.
- o Provide adequate and responsible communication channels to its people.
- o Provide a wide range of effective technological systems.

STANDARDS

Integrity of the highest order.
Complete responsiveness to our mission.
Ethical conduct in all activities.
Self-discipline throughout the work environment.
Development of outstanding skills, confidence and personal resources.

A summary of key ideas from this exercise:

-- Senior management needs to provide visual feedback to the participants of this endeavor to reinforce their confidence that this was not just another management exercise.

-- Our people have historically gone the extra mile based on the expectation that managers recognize and reward such effort without prompting.

-- There is an underlying belief that the DCI Special Authorities have eroded through disuse and an equally strong belief that many of the perceived stumbling blocks could be eliminated by invoking these Authorities.

-- Our people believe they are unique and want a leadership that fosters uniqueness as well as an atmosphere of caring and mutual respect.

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STATEMENT OF GOALS

Agency Purpose

To provide the best possible intelligence.

Organizational Purpose

To provide timely, responsive, and innovative support for all aspects of this intelligence effort.

To accomplish our tasks promptly and efficiently.

To accomplish our tasks within these inescapable constraints:

the conflict which exists between an intelligence agency which by necessity must operate in secrecy and an open democratic society;

the discipline required to maintain our security, cover, and compartmentation.

Resources

People are our most important resource.

We must:

Instill a sense of dedication to the highest standards and principles.

Provide job security based on performance.

Create an environment which encourages people to develop as individuals and to attain their full potential.

Insure a safe and pleasant work environment.

Recognize and reward achievements.

Management

Everything management does should be measured against whether it encourages or impedes progress in achieving our purpose.

Standards

We seek:

Integrity of the highest order.

Awareness of the urgency of our mission.

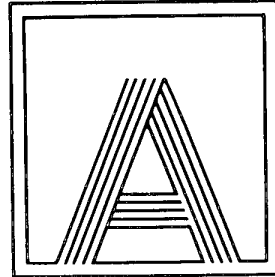
Development of our people.

First-rate performance.

Utilization of effective technology.

Capability and flexibility to meet tough and sudden challenges.

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**DIRECTORATE
OF
ADMINISTRATION**

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

SECRET

OFFICE OF SECURITY

DD/A Registry
84-0217/13

15 February 1984

MEMORANDUM FOR: Deputy Director for Administration

FROM:

[Redacted]

Director of Security

STAT

SUBJECT: Goals, Principles and Standards
for the Central Intelligence Agency

1. Reference is made to your memorandum of 25 January 1984 concerning the development of goals, principles, and standards for the Central Intelligence Agency.

2. Attached herewith is a copy of my memorandum of 31 January 1984, providing guidance to those key components of the Office of Security asked to participate in this exercise. I met with representatives from these units to explain the process and emphasize that there should be heavy involvement at the various levels within the chain of command. The supervisors were otherwise given considerable latitude in the development of a statement of goals/principles/standards and the results of this endeavor are attached.

3. Some of the employees expressed initial skepticism and even cynicism concerning the requirement, which was viewed in some quarters as yet another useless bureaucratic exercise. There was also a touch of resentment that we were focusing on the guiding principles of firms in private industry, while ignoring our own rich Agency heritage. In the same general vein there was a school of thought that the original statement of goals, principles, and standards contained a lot of "motherhood" - lofty ideals which were not closely linked to the mission of an intelligence organization. Some individuals also wanted to address parochial issues, and concerns within their own specific units; they had to be reminded that this was a unique opportunity to look at the Agency from a broad perspective.

4. In spite of these preliminary reservations, very favorable dynamics soon developed in the course of "buzz" sessions. Some of the groups met several times on their own initiative. There was a lot of organizational soul searching.

The deliberations proved to be very therapeutic. In the course of the synthesis process there was healthy give and take, as employees thought about our organizational purpose. Some of our people got caught up in a sense of reawareness and were wondering whether the DCI might have anticipated that this is exactly what would happen. In the course of the discussions there was the repetitive theme that the Central Intelligence Agency is a unique organization; we need to "rekindle" the winning spirit which made CIA great; people are our most precious commodity; and we should resist to the utmost the seductive cry from the marketplace that quality be replaced with quantity, i.e., numbers.

5. Discussions sometimes touched raw nerves as groups thought about the "stars" in the lobby of the Headquarters Building and the Agency families who have suffered pain for the organization. The thought was advanced that CIA is not the Peace Corps nor the Marine Corps but needs the dedication of that type organization. There was the constant belief that CIA must avoid at all cost the trend towards bureaucracy for fear that the Agency will lose its status as an elite organization with a worldwide intelligence mission. Recent advertisements emphasized that CIA applicants will have the opportunity of "serving with a unique group of people whose special concern is the security of your country." Agency employees believe this.

6. There was support for the observation that most DDA components, as service elements, have a broader view of the Agency than do the personnel locked into fixed roles within their home offices. Many representatives from the Directorate of Administration serve with and become members of the DDO and DDS&T "families" whether at overseas stations or on technical projects. Colleagues in the other Directorates do not have this career enrichment in many instances.

7. As has been mentioned, at first there was a little defensiveness by security personnel in being compared with companies in the private sector. In one especially important area, CIA is remarkably different from industry which often succeeds because they heavily advertise their products. Most Agency personnel, even at home, are not permitted to tell spouses, let alone children or friends, about the organization's successes. There is this burden of silence. For this reason management should appropriately reinforce at every opportunity the fundamental importance of the Agency "family." We are active participants in world history and do make a difference. The mission is to wage peace and this has been done extremely well through the years, before noisy activists adopted the theme. "Belonging" is the essence of the human condition; Agency personnel do belong; and because of this, they give.

8. This exercise started a "fire" at various levels in the organization. Senior Agency managers should not let this enthusiasm die. The dynamics of the exercise proved to be much more valuable than the production of two typed pages on goals, principles and standards. The DDA and his office directors should hold follow-up meetings with a cross section of participants in order to elicit candid views of the Agency.



STAT

TASKING MEMO

31 JAN 1984

MEMORANDUM FOR: See Distribution

FROM:

Director of Security

STAT

SUBJECT: Package for Managers as a Guideline for
Development of Goals, Principles and
Standards for the CIA

1. The Director of Central Intelligence has requested that all levels of Agency management participate in the formulation of a broad statement of objectives and principles for the CIA of the future. In essence, he has required "an examination of what we are about, what it is we want to foster and encourage, and the kinds of things we can do to accomplish that." It must be emphasized that we are to direct our thoughts to the Agency as an entity and not to individual units and components.

2. The Director of Central Intelligence has provided a package consisting of a rough first draft of a statement of objectives and principles for CIA, a sample of comparable statements from successful organizations of the corporate world, and a summarization of features and methods found in the most effective private organizations our country has developed. A copy of the Director's speech of 24 January 1984 is also included.

3. You are requested to review the materials provided with this memorandum and in conjunction with your subordinates prepare a statement not to exceed two pages in length that best exemplifies what you together think the Agency's goals, objectives, principles and standards should be. In the interests of standardization, please respond, utilizing the format which is forwarded as Attachment 2.

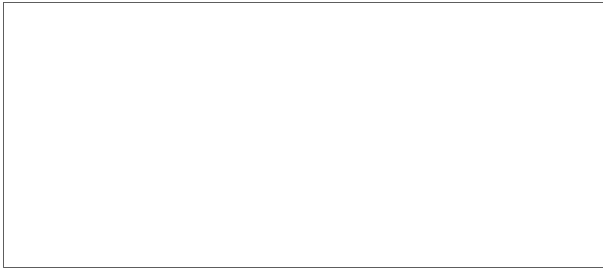
4. It is emphasized that this program should not be viewed as a narrow parochial exercise with a focus on additional resources. Rather, this is a unique opportunity to provide broad collegial input on a major management issue which is of interest and concern to senior Agency management. The matter should be given thoughtful consideration with a view toward providing constructive positive observations on the goals, objectives, and standards of the organization. A conscientious effort should be made to improve or otherwise enhance the value of the DCI's draft

statement on objectives and principles. Essentially, I am urging: (a) widespread participation at all levels, (b) serious creative thinking concerning the Agency's organizational purpose, and (c) a quality product which is both clear and concise.

5. Your response should be forwarded directly to me no later than 10 February 1984. Please keep in mind that your submission is being forwarded to the Director of Central Intelligence for his personal review.

STAT

Attachments



Page Denied

CIA ORGANIZATIONAL PURPOSE

I. GOALS:

II. OBJECTIVES:

IV. STANDARDS:

IV. COMPONENT

OFFICER'S NAME

SECRET

REMARKS OF WILLIAM J. CASEY
DIRECTOR OF CENTRAL INTELLIGENCE

TO

CIA EMPLOYEES

CIA AUDITORIUM

24 JANUARY 1984

SECRET

AS WE START OUR FOURTH YEAR OF WORKING TOGETHER, I WANT YOU TO KNOW THAT IT'S BEEN A RICH AND GRATIFYING EXPERIENCE FOR ME AND I WANT TO THANK ALL HERE FOR WHAT WE HAVE BEEN ABLE TO DO TOGETHER. AT THE SAME TIME I WANT TO TELL YOU ABOUT SOME DISCUSSIONS AND EVENTS DURING THE FIRST WEEKS OF THIS YEAR WHICH BROUGHT HOME TO ME HOW MUCH MORE THERE IS TO DO.

WEEK BEFORE LAST I PREPARED A RATHER DETAILED REPORT ON WHAT WE'VE BEEN ABLE TO ACCOMPLISH OVER THE LAST THREE YEARS AND REVIEWED IT WITH THE PRESIDENT. MORE THAN ANY OTHER PART OF THE GOVERNMENT WE ARE IN ACTION EVERY DAY, DEALING WITH THE WORLDWIDE APPARATUS OF THE KGB, PLUS SOME 70 NON-GOVERNING COMMUNIST PARTIES, PLUS PEACE AND FRIENDSHIP ORGANIZATIONS ALL OVER THE WORLD DIRECTED FROM MOSCOW, PLUS THE EAST GERMAN, CUBAN, AND OTHER BLOC INTELLIGENCE SERVICES--ALL WORKING TO STEAL OUR TECHNOLOGY, TO DAMAGE OUR REPUTATION, TO DIVIDE US FROM OUR FRIENDS, TO DESTABILIZE, SUBVERT AND OVERTHROW GOVERNMENTS FRIENDLY TO US.

THE PRESIDENT KNOWS THAT CIA IS THE ORGANIZATION IN THE FREE WORLD MOST CAPABLE OF DEALING EFFECTIVELY WITH THIS ENORMOUS APPARATUS AND FRUSTRATING ITS OBJECTIVES. I WAS ABLE TO SPELL OUT FOR HIM HOW IN THESE THREE YEARS, ALMOST FROM SCRATCH, WE HAVE CREATED A CAPABILITY FOR

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SECRET

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[REDACTED] WE HAVE DEVELOPED A WORLDWIDE COUNTERTERRORISM NETWORK THROUGH OUR RELATIONSHIPS WITH INTELLIGENCE AND SECURITY SERVICES IN OTHER COUNTRIES. I REVIEWED HOW, IN RECENT MONTHS, WE HAVE THWARTED TERRORIST ATTACKS, RECOVERED STOLEN TECHNOLOGY AND CARRIED OUT RESCUE OPERATIONS IN MANY PARTS OF THE WORLD.

IN THE INTELLIGENCE COMMUNITY AND IN CIA THE PRODUCTION AND QUALITY OF FINISHED INTELLIGENCE FOR POLICYMAKERS IS AT THE HIGHEST LEVEL IN HISTORY. A GREAT DEAL WAS HEARD ABOUT THE PURGING OF THE CLANDESTINE APPARATUS IN THE LATE 1970s. LESS WELL KNOWN IS THE MASSIVE DEPARTURE OF PROFESSIONALS FROM THE ANALYTIC SIDE OF CIA DURING THE SAME PERIOD. NEARLY HALF OF OUR ANALYSTS LEFT BETWEEN 1977 AND 1981. FROM A LOW POINT IN 1980 OF ONLY 12 NATIONAL ESTIMATES, IN 1983 WE PUBLISHED SOME 50 NATIONAL ESTIMATES AS WELL AS 25 OTHER INTELLIGENCE COMMUNITY ASSESSMENTS. IN ADDITION, WE COMPLETED MORE THAN 800 RESEARCH PROJECTS ON A NEARLY INCONCEIVABLE RANGE OF SUBJECTS FROM SOVIET WEAPONS SYSTEMS TO POPULATION PROBLEMS TO THE IMPLICATIONS OF INTERNATIONAL DEBT. THIS WAS IN ADDITION TO OUR STREAM OF PERIODICALS--DAILIES, WEEKLIES, MONTHLIES AND QUARTERLIES.

I WAS ABLE TO TELL THE PRESIDENT HOW OUR DIRECTORATE OF SCIENCE AND TECHNOLOGY HAS COME UP WITH A WHOLE RANGE OF IMPROVED METHODS OF ACQUIRING AND ANALYZING INFORMATION. BY WAY OF ILLUSTRATION, ONE OF THE MORE DRAMATIC OF THESE IS THE CAPABILITY OF PICKING UP OFF THE AIR THE DAILY ISSUE OF PRAVDA AND OTHER

SOVIET PUBLICATIONS AS THEY ARE TRANSMITTED FROM MOSCOW TO SIBERIA FOR PUBLICATION IN AN EARLIER TIME ZONE. WE NOW READ PRAVDA EVERY DAY BEFORE IT HITS THE STREETS IN MOSCOW.

I WAS ABLE TO SPELL OUT HOW, IN 1983, THE KGB HAS TAKEN THE WORST SHELLACKING IN ITS HISTORY AS 117 SOVIET INTELLIGENCE AGENTS DEFECTED OR WERE EXPELLED FROM OVER 20 COUNTRIES ON ALL CONTINENTS.

IT TOOK ME 20 SINGLE-SPACED PAGES TO SUMMARIZE FOR THE PRESIDENT WHAT WE HAVE ACCOMPLISHED OVER THESE THREE YEARS. I HAVE NO INTENTION OF TAKING YOU THROUGH ALL OF THAT TODAY. BUT I DO WANT YOU TO KNOW THAT THE PRESIDENT REACTED STRONGLY WITH PRIDE AND APPRECIATION IN WHAT YOU HAVE DONE IN REBUILDING AND REVITALIZING THE NATION'S INTELLIGENCE ARM AND EXTENDS HIS APPRECIATION AND CONGRATULATIONS.

THIS WEEK, WITH OUR NATIONAL INTELLIGENCE OFFICERS, I AM PUTTING THE FINISHING TOUCHES ON THE WORLDWIDE BRIEFING WHICH WE GIVE TO SIX COMMITTEES OF THE CONGRESS AT THE BEGINNING OF EACH SESSION. TOMORROW, IN THE FIRST OF THESE BRIEFINGS, WE WILL TELL THE SENATE ARMED SERVICES COMMITTEE ABOUT THE LARGE NUMBER OF NEW STRATEGIC WEAPONS WHICH THE SOVIETS HAVE UNDER DEVELOPMENT TO THREATEN US--HEAVY MISSILES, MOBILE MISSILES, CRUISE MISSILES LAUNCHED FROM NEW SUBMARINES AND NEW AIRPLANES. WE WILL TELL THEM OF THE SOVIET POTENTIAL TO DEPLOY A MISSILE DEFENSE SYSTEM NATIONWIDE IN THE EARLY 1990s. WE WILL TELL THEM

ABOUT NEW CONVENTIONAL WEAPON SYSTEMS TO BE DEPLOYED TO SUPPORT
A DOCTRINE OF HIGHLY MOBILE MANEUVER FORCES SUPPORTED BY
MASSIVE ARTILLERY FIRE AND TACTICAL AIR STRIKES.

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WE WILL SPELL OUT HOW THE GLOBAL REACH OF THE SOVIET UNION
HAS EXPANDED OVER THE LAST TEN YEARS SO THAT SOVIET FORCES NOW
OPERATE FROM FULL-FLEDGED BASES IN CUBA, VIETNAM, SYRIA, SOUTH
YEMEN, ETHIOPIA, LIBYA, ANGOLA, AND FROM 14 ADDITIONAL COUNTRIES
ALLOWING MORE LIMITED ACCESS. A SOVIET MILITARY PRESENCE IS
NOW ESTABLISHED IN EVERY MAJOR REGION OF THE WORLD.

WE WILL SPELL OUT HOW COMMUNIST AND RADICAL ARAB STATES USE
50 MAJOR TERRORIST ORGANIZATIONS, OVER 60 TERRORIST TRAINING
CAMPS AND A WIDE ARRAY OF AD HOC TERRORIST GROUPS AND LIBERATION
MOVEMENTS TO THREATEN AND ATTACK OUR PEOPLE, DISRUPT THE PEACE
AND INFLAME RACIAL, RELIGIOUS AND OTHER CONFLICTS AROUND THE
WORLD. PREPARING THESE BRIEFINGS BRINGS HOME VIVIDLY THE
TREMENDOUS RESPONSIBILITY WE HAVE TO KEEP TRACK OF, TO
UNDERSTAND AND TO WARN ABOUT THE EVOLUTION OF AN AWESOME ARRAY
OF SOPHISTICATED NEW WEAPONS SYSTEMS, OF NEW MILITARY DOCTRINES
AND STRATEGIES, OF THE RISE AND FALL OF NATIONAL ECONOMIES, OF

POTENTIAL INSTABILITIES AND CHANGES OF DIRECTION IN COUNTRIES ON WHICH WE DEPEND, OF NEW TECHNOLOGIES WHICH AFFECT BOTH OUR SECURITY AND OUR PROSPERITY, OF THE POLITICAL DRIVE IN EUROPE TO BREAK UP THE WESTERN ALLIANCE, OF THE RACE FOR SUPREMACY IN SCIENCE AND TECHNOLOGY. THIS IS THE STUFF OF EVERYDAY LIFE IN THIS ORGANIZATION. MEETING THE CHALLENGE OF DEALING WITH THIS PANORAMA OF FAST MOVING EVENTS BOTH DEMANDS AND BRINGS OUT THE BEST IN ALL OF US.

THE FIRST WEEK OF THE YEAR WE PUT THE FINISHING TOUCHES ON OUR BUDGET FOR FISCAL YEAR 1985. THE PRESIDENT AND THE CONGRESS HAVE BEEN GENEROUS IN GIVING US THE RESOURCES TO BUILD AND IMPROVE OUR CAPABILITY TO MEET THESE CHALLENGES. WE ARE WELL ON THE WAY TO RECOVERING THE GROUND LOST DURING THE 70s. BY 1986 WE WILL BE EXAMINING THE WORLD MUCH MORE CLOSELY AND WITH NEW TECHNICAL MARVELS COLLECTING INFORMATION WHICH WE DO NOT NOW REACH. TO HANDLE THIS GREATLY EXPANDED FLOW OF DATA, GET IT WHERE IT IS NEEDED, SORT IT OUT AND FIGURE OUT WHAT IT MEANS, WE ARE MODERNIZING OUR COMMUNICATIONS NETWORK, DEVELOPING NEW COMPUTER SYSTEMS AND OTHER ADVANCED METHODS OF MANAGING AND TARGETING THESE COLLECTION SYSTEMS AND PROCESSING AND ANALYZING THE DATA THEY WILL PRODUCE. OVER THESE THREE YEARS OUR HUMAN SOURCE COLLECTION HAS GROWN SUBSTANTIALLY.

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OUR ANALYSTS WILL BEAR THE BRUNT OF COPING

SECRET

WITH A SHARPLY INCREASED VOLUME OF INFORMATION. IN THE LAST THREE YEARS THE BUDGET OF THE DIRECTORATE OF INTELLIGENCE HAS INCREASED [REDACTED] AND BY THE END OF THIS YEAR WE WILL HAVE ADDED [REDACTED] ANALYSTS TO ITS ROSTER. RESOURCES FOR OUTSIDE EXPERTISE TO HELP AND CRITIQUE OUR ANALYSIS HAVE ALMOST TRIPLED. WE HAVE CONDUCTED A MASSIVE CAMPAIGN TO PUT OUR ANALYSTS IN TOUCH WITH EXPERTS IN THE PRIVATE SECTOR, UNIVERSITIES, THINK TANKS, PRIVATE BUSINESS HERE AND ABROAD. WE HAVE MOVED ANALYSTS INTO THE COMPUTER AGE WITH HUNDREDS OF THEM NOW HAVING A TERMINAL TO BRING NEW REPORTS TO THEIR DESK EVERY DAY, ORGANIZE THEIR DATA AND BRING IT BACK AS NEEDED. ONLY WITH IMPROVED METHODS WILL THE SAME NUMBER OF ANALYSTS CIA HAD IN 1960 BE ABLE TO COPE WITH THE FAR BROADER PROBLEMS OF THE 1990s.

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IT SAYS A LOT ABOUT THE IMPROVED PUBLIC ATTITUDE TOWARD THE CIA THAT LAST YEAR ABOUT A QUARTER OF A MILLION AMERICANS ASKED ABOUT SIGNING UP WITH THE CIA. OUR RECRUITERS INTERVIEWED ABOUT 20,000 OF THEM [REDACTED]

25X1

[REDACTED] THAT'S VERY TIGHT SCREENING AND SELECTION. TO COPE WITH THIS INCREASED HIRING, TO DEVELOP NEW SKILLS AND HELP ALL OF US DO BETTER AND MORE RELEVANT WORK, OUR TRAINING CAPABILITIES HAVE BEEN EXPANDED AND IMPROVED WITH NEW COURSES AND PROGRAMS.

THIS SPRING WE WILL BREAK GROUND FOR A NEW BUILDING ON THIS CAMPUS WHICH WILL [REDACTED]

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[REDACTED] GREATLY IMPROVE THE COMFORT AND EFFICIENCY WITH WHICH WE WILL BE ABLE TO DO OUR WORK.

SECRET

ALL OF US CAN TAKE PRIDE IN WHAT WE HAVE UNDER WAY, AND HOW WE HAVE USED THE RESOURCES THAT HAVE BEEN PROVIDED US. THE PRESIDENT HAS CALLED FOR A STILL LARGER INCREASE IN 1985, AND IN 1986 WE WILL HAVE COMPLETED MOST OF THE BUILDUP PROJECTED THREE YEARS AGO. BUT THE PROBLEMS WILL BE GREATER AND MORE COMPLEX. THE AMOUNT OF DATA BEING COLLECTED WILL THREATEN TO INUNDATE US. WE WILL BE ABLE TO STAY ON TOP OF IT AND MEET OUR RESPONSIBILITIES ONLY BY HIGHER QUALITY PERFORMANCE. WE ARE WELL INTO THE PROCESS OF RESTORING OURSELVES QUANTITATIVELY. OUR THRUST FOR THIS YEAR AND BEYOND MUST BE TO IMPROVE THE QUALITY OF OUR SKILLS, OF OUR PERFORMANCE AND OF THE SERVICE WE PROVIDE OUR CUSTOMERS.

WE START WITH WHAT IS PROBABLY THE MOST PROFESSIONAL AND DEDICATED WORK FORCE IN THE US GOVERNMENT. WE HAVE TRADITIONALLY MAINTAINED A POSITION ON THE LEADING EDGE OF TECHNICAL ACHIEVEMENTS IN THE COLLECTION AND HANDLING OF INFORMATION. THE QUALITY OF OUR ANALYSIS IN MANY AREAS SURPASSES THAT PRODUCED ANYWHERE ELSE IN THE FEDERAL GOVERNMENT--OR, FOR THAT MATTER, IN THE PRIVATE SECTOR. WE NEED TO CONTINUE TO ATTRACT AND RETAIN SOME OF THE BEST MINDS AVAILABLE IN ANALYTICAL, OPERATIONAL, TECHNICAL AND SUPPORT SPECIALTIES. WE NEED TO RECRUIT YOUNG PEOPLE WITH BRAINS, CREATIVITY, DEDICATION AND DRIVE. WHAT WE HAVE TO OFFER THEM IS THE OPPORTUNITY TO PARTICIPATE IN AN ORGANIZATION UNIQUE IN THE CHALLENGES IT FACES, IN THE RESPONSIBILITY IT CARRIES, IN THE SPIRIT AND THE CAN-DO QUALITIES IT MANIFESTS. EVERY ONE OF US SHOULD MAKE IT PART OF OUR RESPONSIBILITY TO BE ALERT TO PEOPLE

SECRET

WHO CAN MEET OUR STANDARDS, TO CONVEY THE MESSAGE THAT THERE IS A SPECIAL PRIVILEGE AND A SPECIAL SATISFACTION IN OUR WORK AND DO EVERYTHING WE CAN TO PROVIDE THE EXAMPLE, THE LEADERSHIP, THE GUIDANCE AND THE OPPORTUNITY TO HELP NEW RECRUITS DEVELOP AS WE WOULD LIKE THEM TO.

CIA MUST HAVE DONE THIS WELL OVER THE YEARS. LET US NOW FOCUS MORE CONSCIOUSLY ON DOING IT BETTER AND MORE COMPREHENSIVELY. WE NEED TO BECAUSE WE ARE CARRYING OUR PRESENT LOAD ONLY BY ENLISTING MANY HUNDREDS OF RETIREES WITH PROVEN EXPERIENCE AND ABILITY. SOMETIME WE WILL HAVE TO FILL THAT GAP FROM BELOW AND THE RAPID ACCUMULATION OF NEW THREATS, PROBLEMS, AND CONCERNS FOR US TO HANDLE PROVIDES THE OPPORTUNITY AND THE PRESSURE TO BRING OUR NEW RECRUITS AND YOUNGER PEOPLE ALONG RAPIDLY TO BOTH HIGHER RESPONSIBILITY AND BETTER PERFORMANCE.

WE MUST REMEMBER THAT WHEN THE SPIRIT AND ATTITUDES WE CHERISH HERE WERE DEVELOPED CIA WAS A MUCH SMALLER GROUP OF PEOPLE, MANY OF WHOM KNEW EACH OTHER AND HAD WORKED TOGETHER BEFORE. WE NOW HAVE MORE NEW PEOPLE THAN WE'VE HAD IN A VERY LONG TIME. WE NEED TO TAKE SPECIAL CARE THAT WE PRESERVE, TRANSMIT AND RENEW THE QUALITIES WHICH HAVE BEEN INSTILLED HERE OVER 35 YEARS.

GOOD AS WE ARE, THESE NEW CHALLENGES DEMAND THAT WE WORK TO IMPROVE OUR PERFORMANCE. HOW DO YOU GET SUPERIOR PERFORMANCE FROM A VERY LARGE ORGANIZATION? IT'S NOT COMMON AND IT'S NOT

SECRET

EASY. IN SEARCH OF EXCELLENCE--LESSONS FROM AMERICA'S BEST RUN COMPANIES IS THE NAME OF A BOOK WHICH FOR MANY MONTHS NOW HAS REPLACED AT THE TOP OF THE BEST SELLER LIST VARIOUS GUIDES ON SEX, ON HOW TO GET RICHER AND ON HOW TO EAT WELL WITHOUT GETTING FAT. THIS BOOK EXAMINES THE IBMS, THE BOEINGS, THE HEWLETT-PACKARDS, THE MINNESOTA MININGS, THE McDONNELLS, THE BECHTELS AND SOME 30 OTHER OUTSTANDING CORPORATE PERFORMERS TO SEARCH OUT WHAT IT IS THAT ACCOUNTS FOR THEIR LEADERSHIP, THEIR SUPERIOR SERVICE AND THEIR GENERAL PERFORMANCE. HOW DO THEY DO IT YEAR AFTER YEAR? MUCH THE SAME QUALITIES RUN THROUGH THESE ENTERPRISES ENGAGED IN BROAD SPECTRUM OF DIVERSE ACTIVITIES. THERE IS A BIAS FOR ACTION, THE CLOSEST ATTENTION TO SERVING THE CUSTOMER, ENCOURAGING ENTREPRENEURSHIP IN THE ORGANIZATION, LOOKING TO THE RANK AND FILE AS THE ROOT SOURCE OF QUALITY IN PERFORMANCE, FOSTERING LEADERSHIP AND INNOVATION AT ALL LEVELS, PRACTICAL RISK-TAKING, LEAN STAFFS, LOTS OF SMALL TASK FORCES TO TACKLE SPECIFIC PROBLEMS IN A SHORT TIME FRAME, A HIGH PREMIUM ON FLEXIBILITY, ON RAPID AND EFFECTIVE LEARNING, ON ADAPTATION AND COMMITMENT. IN A VARIETY OF WAYS THEY ENCOURAGE INITIATIVE, SUPPORT SELF-STARTERS, CREATE TASK FORCES WITH SHORT TIME FUSES TO REACT QUICKLY, BREAK NEW GROUND, CROSS FERTILIZE EXPERIENCE AND KNOWLEDGE. THEY PUSH THEIR MANAGERS AND STAR PERFORMERS TO LEAD AND DEVELOP YOUNGER PEOPLE BY FORCE OF EXAMPLE, TO IDENTIFY THEIR COMERS AND TO FORCE THE PACE OF THEIR DEVELOPMENT. THESE AND OTHER APPROACHES TO DEVELOPING PEOPLE AND GENERATING SUPERIOR PERFORMANCE AND EXCELLENCE ARE LAID OUT WITH FASCINATING EXAMPLES IN THE BOOK

IN SEARCH OF EXCELLENCE. SOME OF OUR SENIOR MANAGERS HAVE ALREADY BOUGHT COPIES FOR THEIR ASSOCIATES. I AM HAVING OUR LIBRARY ACQUIRE ENOUGH COPIES SO THAT ANYONE WHO WANTS TO READ OR LOOK THROUGH A COPY WILL NOT HAVE TO WAIT VERY LONG.

WE HAVE IN CIA MANY OF THE FEATURES THAT CHARACTERIZE THESE HIGH-POWERED PRIVATE ORGANIZATIONS. WHEN WE AWARDED THE SIS BONUSES HERE LAST WEEK, WE RECOGNIZED INDIVIDUALS WHO CARRY THE PRINCIPAL RESPONSIBILITY IN OUR GOVERNMENT FOR ASSESSING THE SOVIET STRATEGIC THREAT, FOR COPING WITH THE SOVIET-CUBAN SUBVERSIVE THRUST IN THE CARIBBEAN AND CENTRAL AMERICA, FOR MODERNIZING A WORLDWIDE COMMUNICATIONS SYSTEM WHICH HAD BECOME OBSOLETE, FOR WATCHING SOVIET VIOLATIONS OF ARMS CONTROL AGREEMENTS AND OTHER SPLENDID ACHIEVEMENTS. WE ARE MOVING YOUNGER PEOPLE INTO GREATER RESPONSIBILITY WITH SIS-01s AND -02s BEING TAPPED AS OFFICE DIRECTORS AND GS-13s AND -14s RUNNING MAJOR LOGISTICAL AND TRAINING OPERATIONS

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WE HAVE HAD GS-10s AND -11s BRIEFING THE PRESIDENT AND WORKING ON TASK FORCES TACKLING HIGH NATIONAL CONCERNS ABOUT INSURGENCIES, ABOUT TERRORISM, ABOUT DECEPTION AND DAMAGE TO OUR INTELLIGENCE CAPABILITIES, ABOUT THE STABILITY OF MAJOR COUNTRIES IN WHICH WE HAVE BIG STAKES. WHERE ELSE CAN YOUNG PEOPLE GET THAT KIND OF A CHALLENGE?

THOSE WHO WILL BE OUR FUTURE MIDDLE AND SENIOR LEVEL MANAGERS WILL ALSO BE JUDGED ON THEIR RECORD IN IDENTIFYING AND DEVELOPING

TALENT AS WELL AS ON THEIR OWN PERFORMANCE. THE PROCESS OF MAKING ASSIGNMENTS--DECIDING HOW MUCH AND WHAT KIND OF EXPERTISE MUST BE FOCUSED ON THE VARIOUS TASKS WHICH CONFRONT US, AND DECIDING TO WHOM TO ENTRUST THESE TASKS--IS OF CRITICAL IMPORTANCE. SOME ASSIGNMENTS STRETCH THE CAPABILITIES OF OUR PEOPLE--SOMETIMES SETTING THE STAGE FOR GREAT GROWTH. OTHER ASSIGNMENTS MERELY TAKE ADVANTAGE OF WHAT A PERSON ALREADY KNOWS HOW TO DO. AS YOU CARRY OUT THIS ESSENTIAL TASK, CONSIDER THE PERSONAL DEVELOPMENT ASPECTS OF EACH ASSIGNMENT AS CAREFULLY AS YOU DO THE NEED TO ACCOMPLISH SUCCESSFULLY WHATEVER TASK IS AT HAND.

YOU WILL FIND OTHER WAYS TO FOSTER AN ATMOSPHERE OF CHALLENGE AND OPPORTUNITY, TO TEST OUR YOUNGER PEOPLE, TO BRING THEM MORE RAPIDLY INTO HIGHER AND BROADER RESPONSIBILITY, AND TO INSTILL IN THEM A SENSE OF PURPOSE AND A CONFIDENCE IN THEIR CAPABILITIES.

IT ALL BOILS DOWN TO A QUEST FOR EXCELLENCE. THAT IS AND ALWAYS HAS BEEN ALIVE AND WELL IN THIS ORGANIZATION. HOW CAN WE INTENSIFY AND TRANSMIT THAT ASPIRATION TO EVERY CORNER OF THIS ORGANIZATION AND BRING OUT LATENT TALENT WHEREVER IT EXISTS. WEEK BEFORE LAST, AFTER A DAY VISITING IBM'S RESEARCH CENTER IN UPSTATE NEW YORK, I CAME AWAY WITH NEW INSIGHT INTO HOW QUALITIES OF THRUST AND DRIVE, FLEXIBILITY AND RESPONSE TO CHALLENGE AND THE QUEST FOR EXCELLENCE CAN BE MADE TO PERVADE AND ANIMATE A HUGE ORGANIZATION. A MAJOR KEY TO IBM'S SUCCESS IN MAINTAINING HIGH PERFORMANCE, FOCUS AND DRIVE IN A LARGE NUMBER OF COMPONENT ORGANIZATIONS SPREAD ALL OVER THE WORLD IS A STATEMENT OF

SECRET

OBJECTIVES AND PRINCIPLES WHICH THEY TAKE VERY SERIOUSLY. WE HERE AND OTHERS IN GOVERNMENT HAVE A CODE OF CONDUCT WHICH PRIMARILY TELLS US WHAT NOT TO DO. THAT IS IMPORTANT AND MUST NOT BE NEGLECTED. BUT WE ALSO NEED TO HAVE EVER IN OUR MINDS A CALL TO ACTION, A STATEMENT OF POSITIVE PURPOSE, AN ARTICULATION OF STANDARDS OF EXCELLENCE TO WHICH WE CAN RALLY AND ASPIRE.

THE TONE AND ATTITUDE AT CIA IS RIGHT BUT I BELIEVE AN ARTICULATION OF OUR POSITIVE OBJECTIVES CAN INTENSIFY THE EXCELLENCE WE HAVE ACHIEVED HERE AND SPREAD IT MORE BROADLY. I'VE COLLECTED FROM BOEING, HEWLETT-PACKARD, IBM, BECHTEL AND OTHER STAR PERFORMERS STATEMENTS OF THEIR OBJECTIVES WHICH THEY RELY ON TO GIVE THEIR PEOPLE THE FREEDOM AND RESPONSIBILITY TO WORK TOWARD THOSE STATED GOALS IN WAYS THEY FIND BEST IN THEIR RESPECTIVE AREAS OF RESPONSIBILITY.

HOW DO WE GET SUCH A STATEMENT OF PURPOSE, AN ARTICULATION OF STANDARDS OF EXCELLENCE FOR THIS ORGANIZATION IN A WAY WHICH DEVELOPS FROM WITHIN AND REFLECTS THE VIEWS, ASPIRATIONS AND THE EXPERIENCE OF ALL OUR PEOPLE AND, ABOVE ALL, WHICH HAS THEIR COMMITMENT. IN THE THREE YEARS I'VE BEEN HERE, I'VE VISITED OUR STATIONS AND BASES AND HAVE VISITED MOST ELEMENTS OF THE ORGANIZATION HERE IN THE CAPITOL AREA. I DO AS MUCH OF THIS AS I CAN FIND TIME FOR BECAUSE I ALWAYS LEARN AND FEEL BETTER ABOUT THIS OUTFIT FROM TALKING WITH YOU ONE ON ONE OR IN SMALL GROUPS. RECENTLY, I REALIZED THAT I HAD NOT BEEN IN CONTACT WITH ENOUGH OF THE 25 SUBSTANTIVE COMMITTEES WE HAVE IN

25X1

SECRET

THE COMMUNITY AND THE 20 OR SO WE HAVE IN THE CIA. SO I WROTE TO THE CHAIRMAN OF EACH COMMITTEE ASKING FOR A THREE-PARAGRAPH NOTE TELLING ME (1) WHAT THE COMMITTEE WAS UP TO, (2) HOW WELL IT WAS DOING AND (3) HOW IT MIGHT DO BETTER. I RECEIVED GOOD RESPONSES QUICKLY AND THEY LED TO GOOD, PURPOSEFUL MEETINGS AND VALUABLE NEW PROJECTS FOR THE MORE ACTIVE COMMITTEES AND THE EXTINCTION OF SOME WHICH HAD SERVED THEIR PURPOSE.

WHAT I WANT TO DO NOW IS TO INSTITUTE A PROCESS TO GET WITHIN A SHORT TIME FRAME, FROM EVERY CORNER OF THE ORGANIZATION, A BROAD EXAMINATION OF WHAT WE ARE ABOUT, WHAT IT IS WE WANT TO FOSTER AND ENCOURAGE, AND THE KIND OF THINGS WE CAN DO TO ACCOMPLISH THAT. FROM THIS WE WILL DEVELOP A STATEMENT OF PURPOSE APPLICABLE TO THIS ORGANIZATION, TO OUR MISSION, TO THE KIND OF CUSTOMERS WE SERVE, AND TO THE KIND OF WORK ENVIRONMENT AND TASKS WHICH OUR MISSION REQUIRES. OUT OF THIS EXERCISE I BELIEVE WE CAN LEARN AND TEACH EACH OTHER A LOT. I WOULD LOOK FOR THE KIND OF POSITIVE STATEMENT OF PURPOSE AND STANDARDS OF EXCELLENCE WHICH WILL SUPPLEMENT THE CODE OF CONDUCT WHICH NOW TELLS US HOW WE MUST BEHAVE AND WHAT WE MUST NOT DO. OUT OF IT I BELIEVE WILL COME A HIGHER SENSITIVITY TO HOW WE CAN ENCOURAGE CREATIVITY, INDEPENDENCE OF ACTION, ENTREPRENEURSHIP. GET SMALL TASK FORCES ROLLING UP THEIR SLEEVES, TAKING ON A PROBLEM AND GETTING SOMETHING DONE WITHIN A RELATIVELY SHORT TIME FUSE. THAT'S THE WAY TO MAKE THINGS MOVE, TO GET SUPERIOR PERFORMANCE IN ANY ORGANIZATION-- SET TASKS, SET DEADLINES, MAKE DECISIONS. ACT. STAY FLEXIBLE.

SECRET

CHANGE COURSE IF EXPERIENCE INDICATES. GET IT DONE AND MOVE ON. THAT'S THE TEMPO WE WANT AND NEED HERE.

HOW DO WE GET THIS DONE? SOME 15 YEARS AGO THE STATE DEPARTMENT, AFTER A SERIES OF OUTSIDE PANELS AND COMMISSIONS CREATED BY PRESIDENTS, BY CONGRESS, SOME OF THEM SELF-APPOINTED, HAD PRODUCED PONDEROUS AND UNREAD REPORTS, DECIDED TO EXAMINE ITSELF TO SEE HOW IT COULD DO BETTER. TWO HUNDRED AND FIFTY FOREIGN SERVICE OFFICERS DEPLOYED THEMSELVES INTO 13 SEPARATE TASK FORCES AND LABORED FOR 11 MONTHS TO PRODUCE THIS 600-PAGE VOLUME UNDER THE LABEL DIPLOMACY FOR THE SEVENTIES. IT IS COMMENDABLE THAT THE FOREIGN SERVICE APPLIED ITS OWN KNOWLEDGE AND EXPERIENCE TO DEFINE A NEW DIPLOMACY AND THIS WAS A GOOD EXERCISE FOR THE STATE DEPARTMENT. OUR STYLE IS DIFFERENT. I'M LOOKING FOR TWO PAGES IN THREE WEEKS PLUS ANY VALUABLE IDEAS AND SUGGESTIONS WHICH A QUICK AND SEARCHING SELF-EXAMINATION, INVOLVING NOT 250 PEOPLE BUT ALL OF US, CAN GENERATE. OUR STYLE IS TO LOOK FOR PROBLEMS AND NEEDS, TO SEARCH FOR AND MARSHAL THE EXPERIENCE AND TALENT TO RESPOND, GET IT DONE AND MOVE ON TO THE NEXT THING AS QUICKLY AS POSSIBLE. WE WANT TO EXTEND THAT SPIRIT, THAT STYLE, THAT TEMPO TO OUR NEW RECRUITS AND MORE WIDELY AMONG THOSE ALREADY HERE. WE'LL DO OUR SELF-EXAMINATION WITH A TASK FORCE. BUT IT WILL BE A BIG AND LOOSELY STRUCTURED TASK FORCE. IT WILL ENCOURAGE AND PROVIDE OPPORTUNITY FOR INDEPENDENT INITIATIVE AND THOUGHT FROM ALL LEVELS. IT WILL BE SHARPLY FOCUSED AND HAVE A SHORT TIME FUSE. EVERY MANAGER WILL RECEIVE A PACKAGE CONSISTING OF

THREE PARTS: A ROUGH FIRST DRAFT OF A STATEMENT OF OBJECTIVES AND PRINCIPLES FOR CIA, A SAMPLE OF COMPARABLE STATEMENTS FROM A FEW OTHER ORGANIZATIONS OF OUTSTANDING QUALITY, AND A QUICK SUMMARIZATION OF FEATURES AND METHODS THE AUTHORS OF THIS BOOK FOUND IN THE MOST EFFECTIVE PRIVATE ORGANIZATIONS OUR COUNTRY HAS DEVELOPED. EACH MANAGER WILL BE EXPECTED TO USE HIS JUDGMENT ON HOW BEST TO GET THE PEOPLE HE WORKS WITH INVOLVED IN CRITIQUING AND IMPROVING THE DRAFT STATEMENT OF OBJECTIVES AND GETTING THEIR BROAD UNDERSTANDING, ACCEPTANCE AND COMMITMENT TO THOSE OBJECTIVES. I WOULD RECOMMEND WORKING IN SMALL GROUPS AND IN SHORT MEETINGS, BUT URGE THAT YOU FOLLOW YOUR OWN INSTINCTS AND DEVELOP YOUR OWN METHODS TO INVOLVE THE PEOPLE WHO WORK WITH YOU.

I WILL BE AWAY FOR ABOUT HALF OF NEXT MONTH AND I WILL EXPECT EACH MANAGER TO HAVE BY 22 FEBRUARY AN IMPROVED STATEMENT OF GOALS FOR CIA AND A SUCCINCT MEMO SUMMARIZING THE IMPORTANT THOUGHTS AND RECOMMENDATIONS WHICH DEVELOPED IN THIS PROCESS AMONG THE PEOPLE WHO REPORT TO HIM. I WILL READ AND DISCUSS THESE RESPONSES CAREFULLY AND WE WILL PROMULGATE A STATEMENT OF OUR ORGANIZATIONAL OBJECTIVES BEFORE FEBRUARY IS GONE.

THANK YOU!

DCI
24 Jan 84

A critical ingredient in the success of an institution is its ability to articulate the principles that provide the framework in which it operates. As the Central Intelligence Agency grows and becomes increasingly complex and specialized, a greater effort is required to establish its corporate identity and create broad understanding of its purposes, principles and standards. There follows an initial draft of such a statement designed to be critiqued and improved and generate thought and discussion in every corner of the organization on what we're about and how the qualities which make CIA a standout in excellence of performance can best be strengthened and extended at all levels and in all areas.

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.

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.

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 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.

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.

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.

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.

BOEING

Qualitative Goals

- Achieve and maintain excellent quality of management.
- Maintain and enhance our reputation for quality of products and services.
- Stimulate innovativeness throughout the company.
- Strive to insure that the public views Boeing as an attractive long-term investment.
- Preserve and enhance our financial soundness.
- Always seek to attract, develop and retain talented people.
- Exhibit community and environmental responsibility.
- Manage corporate assets so as to preserve and grow them.

Classes of Goals

- Beliefs: These represent what we are, and we want to stay that way.
 - Publish widely and reinforce regularly.
- Objectives: These describe, in subjective terms, where we would like to be.
 - Publish to 90-series annually, reinforce other ways.
- Targets: These are quantifiable goals.
 - Publish only to restricted group who can do something about them.

Beliefs

- We are a producer of very high quality goods and services.
- We have outstanding ethics and integrity.
- We always strive to be a positive economic, intellectual and social influence on any community in which we operate and will attempt to limit any negative aspects of our presence.
- We recognize talented people are our most important asset; therefore, we will.
 - Set a creative and productive environment.
 - Provide each individual the maximum opportunity for growth through training and job assignments.
 - Promote and compensate only by merit unless constrained by collective bargaining agreements.

Boeing (continued)

- We seek tough challenges demanding excellent management and high technology.
- We strive to perform all tasks in a superior fashion.

Objectives

- Posture ourselves to capitalize on the changing environment, automation, technology, etc., between now and 2000.

- Develop multi-state and multi-nation presence to preserve and enhance our success.

- When we decide to compete in any market, provide excellent products and services at attractive prices so as to achieve an eminent and profitable position in that market.

- Evolve into a more diverse business (without becoming a conglomerate) so as to maximize growth and minimize the impact of maturing or vulnerable product lines.

IBM

A Business and Its Beliefs

- Any organization, to survive and succeed, must have a sound set of beliefs guiding all its policies and actions.

- The most important single factor in corporate success is faithful adherence to those beliefs.

- To meet the challenges of a changing world, an organization must be prepared to change everything about itself except those beliefs.

Respect for the Individual

- Job security.
- Above-average benefits.
- Open-door policy.
- Managers help employees.
- Promote from within.
- Accept "Wild Ducks"

The Best Customer Service in the World

- Adapt equipment to customer.
- The customer's problem must be solved.

Strive to Accomplish All Tasks in a Superior Fashion

- It is better to aim at perfection and miss.
- Be willing to try seemingly impossible tasks.
- A loss is a personal affront.

Faithful Adherence to Beliefs

- Retraining for technological change - up to 25 percent at once.
- Management training in beliefs, then skills.
- Everyone on straight salary, no hourly.

IBM (continued)

- Retain the "small company" character.
 - Human touches.
 - Communication both ways.
 - Risk-taking by middle managers.
- Company comes before all subsets.

Principles

- Same three as 1962.
- Managers must lead effectively.
 - Plan for the future.
- Obligations to stockholders.
 - ROI and growth.
- Fair deal for the supplier.
 - Avoid dependence by supplier.
- Be a good corporate citizen.
 - Community, nation and world.

Basic Business Goals

- Be the product leader--excel in technology, reliability, maintainability and value.
- Be the most efficient company in this industry, in all respects.
- Compete in, and grow with, all aspects of the information industry.

HEWLETT-PACKARD

**THE ORGANIZATIONAL FRAMEWORK
FOR OUR OBJECTIVES**

The achievements of an organization are the result of the combined efforts of each individual in the organization working toward common objectives. These objectives should be realistic, should be clearly understood by everyone in the organization, and should reflect the organization's basic character and personality.

If the organization is to fulfill its objectives, it should strive to meet certain other fundamental requirements:

FIRST, there should be highly capable, innovative people throughout the organization. Moreover, these people should have the opportunity—through continuing programs of training and education—to upgrade their skills and capabilities. This is especially important in a technical business where the rate of progress is rapid. Techniques that are good today will be outdated in the future, and people should always be looking for new and better ways to do their work.

SECOND, the organization should have objectives and leadership which generate enthusiasm at all levels. People in important management positions should not only be enthusiastic themselves, they should be selected for their ability to engender enthusiasm among their associates. There can be no place, especially among the people charged with management responsibility, for half-hearted interest or half-hearted effort.

THIRD, the organization should conduct its affairs with uncompromising honesty and integrity. People at every level should be expected to adhere to the highest standards of business ethics, and to understand that anything less is totally unacceptable. As a practical matter, ethical conduct cannot be assured by written policies or codes; it must be an integral part of the organization, a deeply ingrained tradition that is passed from one generation of employees to another.

FOURTH, even though an organization is made up of people fully meeting the first three requirements, all levels should work in unison toward common objectives, recognizing that it is only through effective, cooperative effort that the ultimate in efficiency and achievement can be obtained.

It has been our policy at Hewlett-Packard not to have a tight military-type organization, but rather to have overall objectives which are clearly stated and agreed upon, and to give people the freedom to work toward those goals in ways they determine best for their own areas of responsibility.

Our Hewlett-Packard objectives were initially published in 1957. Since then they have been modified from time to time, reflecting the changing nature of our business and social environment. This booklet represents the latest updating of our objectives. We hope you find them informative and useful.

Hewlett-Packard (continued)

THE OBJECTIVES

1. PROFIT

OBJECTIVE: To achieve sufficient profit to finance our company growth and to provide the resources we need to achieve our other corporate objectives.

In our economic system, the profit we generate from our operations is the ultimate source of the funds we need to prosper and grow. It is the one absolutely essential measure of our corporate performance over the long term. Only if we continue to meet our profit objective can we achieve our other corporate objectives.

Our long-standing policy has been to reinvest most of our profits and to depend on this reinvestment, plus funds from employee stock purchases and other cash flow items, to finance our growth.

Profits vary from year to year, of course, reflecting changing economic conditions and varying demands for our products. Our needs for capital also vary, and we depend on short-term loans to meet those needs when profits or other cash sources are inadequate. However, loans are costly and must be repaid; thus, our objective is to rely on reinvested profits as our main source of capital.

Meeting our profit objective requires that we design and develop each and every product so that it is considered a good value by our customers, yet is priced to include an adequate profit. Maintaining this competitiveness in the marketplace also requires that we perform our manufacturing, marketing and administrative functions as economically as possible.

Profit is not something that can be put off until tomorrow; it must be achieved today. It means that myriad jobs be done correctly and efficiently. The day-to-day performance of each individual adds to—or subtracts from—our profit. Profit is the responsibility of all.

2. CUSTOMERS

OBJECTIVE: To provide products and services of the highest quality and the greatest possible value to our customers, thereby gaining and holding their respect and loyalty.

The continued growth and success of our com-

Hewlett-Packard (continued)

pany will be assured only if we offer our customers innovative products that fill real needs and provide lasting value, and that are supported by a wide variety of useful services, both before and after sale.

Satisfying customer needs requires the active participation of everyone in the company. It demands a total commitment to *quality*, a commitment that begins in the laboratory and extends into every phase of our operations. Products must be designed to provide superior performance and long, trouble-free service. Once in production, these products must be manufactured at a reasonable cost and with superior workmanship.

Careful attention to quality not only enables us to meet or exceed customer expectations, but it also has a direct and substantial effect on our operating costs and profitability. Doing a job right the first time, and doing it consistently, sharply reduces costs and contributes significantly to higher productivity and profits.

Once a quality product is delivered to the customer, it must be supported with prompt, efficient services of the same high quality.

Good communications are essential to an effective field sales effort. Because of our broad and growing line of products, very often several sales teams will be working with a single customer. These teams must work closely to assure that the products recommended best fulfill the customer's overall, long-term needs. Moreover, HP customers must feel that they are dealing with one company, a company with common policies and services, and one that has a clear understanding of their needs and a genuine interest in providing proper, effective solutions to their problems.

3. FIELDS OF INTEREST

OBJECTIVE: *To build on our strengths in the company's traditional fields of interest, and to enter new fields only when it is consistent with the basic purpose of our business and when we can assure ourselves of making a needed and profitable contribution to the field.*

Our company's growth has been generated by a strong commitment to research and development, and has been accomplished in two ways—first, by

providing a steady flow of new products to markets in which we are already well established and second, by expanding our technology into fields that are new but related to our traditional ones. The evolution of the HP product line is a reflection of this two-dimensional growth.

Our first products were electronic measuring instruments used primarily by engineers and scientists. In time we extended our range of products to include solid-state components, and instrumentation for the fields of medicine and chemical analysis. Recognizing our customers' needs to gather and assimilate large quantities of measurement data, we developed a family of computers to complement HP measuring devices. By linking measurement and computational technologies, we gained added strength in our traditional, technically-oriented markets and began to serve the broader needs of business and industry.

Today, the interactive capabilities of Hewlett-Packard instruments and systems enable our customers—decision makers in business as well as in technical fields—to gain ready access to essential information, to put it into meaningful form, and to use it effectively in improving the productivity of themselves and their organizations. Helping these customers achieve better results is the unifying purpose of our business. The areas we serve build on each other to add strength to our company and provide additional values to our customers. This guides our interests, our organization and our marketing philosophy.

The broad scope of HP technology often provides opportunities for our company to expand into new fields. Before entering a new field, however, we must satisfy ourselves that it is consistent with our business purpose and that it affords us the opportunity to make a significant *contribution*. This requires that we have not only the technology to create truly innovative and needed products, but that we also have the capability to manufacture and market them effectively and at a reasonable profit.

4. GROWTH

OBJECTIVE: *To let our growth be limited only by our profits and our ability to develop and produce innovative products that satisfy real customer needs.*

Hewlett-Packard (continued)

How large should a company become? Some people feel that when it has reached a certain size there is no point in letting it grow further. Others feel that bigness is an objective in itself. We do not believe that large size is important for its own sake; however, for at least two basic reasons, continuous growth in sales and profits is essential for us to achieve our other objectives.

In the first place, we serve a dynamic and rapidly growing segment of our technological society. To remain static would be to lose ground. We cannot maintain a position of strength and leadership in our fields without sustained and profitable growth.

In the second place, growth is important in order to attract and hold high caliber people. These individuals will align their future only with a company that offers them considerable opportunity for personal progress. Opportunities are greater and more challenging in a growing company.

5. OUR PEOPLE

OBJECTIVE: To help HP people share in the company's success which they make possible; to provide job security based on their performance; to insure them a safe and pleasant work environment; to recognize their individual achievements; and to help them gain a sense of satisfaction and accomplishment from their work.

We are proud of the people we have in our organization, their performance, and their attitude toward their jobs and toward the company. The company has been built around the individual, the personal dignity of each, and the recognition of personal achievements.

Relationships within the company depend upon a spirit of cooperation among individuals and groups, and an attitude of trust and understanding on the part of managers toward their people. These relationships will be good only if employees have faith in the motives and integrity of their peers, supervisors and the company itself.

On occasion, situations will arise where people have personal problems which temporarily affect their performance or attitude, and it is important that people in such circumstances be treated with sympathy and understanding while the problems are being resolved.

Job security is an important HP objective. Over the years, the company has achieved a steady growth in employment by consistently developing good new products, and by avoiding the type of contract business that requires hiring many people, then terminating them when the contract expires. The company wants HP people to have stable, long-term careers—dependent, of course, upon satisfactory job performance.

Another objective of HP's personnel policies is to enable people to share in the company's success. This is reflected in a pay policy and in employee benefit programs that place us among the leaders in our industry.

There is also a strong commitment at HP to the concept of equal opportunity and affirmative action, not only in hiring but also in providing opportunities for advancement. Advancement is based solely upon individual initiative, ability and demonstrated accomplishment. Since we promote from within whenever possible, managers at all levels must concern themselves with the proper development of their people, and should give them ample opportunity—through continuing programs of training and education—to broaden their capabilities and prepare themselves for more responsible jobs.

The physical well-being of our people has been another important concern of HP's since the company's founding. With the growing complexity and diversity of our research and manufacturing processes, we must be especially vigilant in maintaining a safe and healthful work environment.

We want people to enjoy their work at HP and to be proud of their accomplishments. This means we must make sure that each person receives the recognition he or she needs and deserves. In the final analysis, people at all levels determine the character and strength of our company.

6. MANAGEMENT

OBJECTIVE: To foster initiative and creativity by allowing the individual great freedom of action in attaining well-defined objectives.

In discussing HP operating policies, we often refer to the concept of "management by objective." By this we mean that, insofar as possible, each individ-

Hewlett-Packard (continued)

ual at each level in the organization should make his or her own plans to achieve company objectives and goals. After receiving supervisory approval, each individual should be given a wide degree of freedom to work within the limitations imposed by these plans, and by our general corporate policies. Finally, each person's performance should be judged on the basis of how well these individually established goals have been achieved.

The successful practice of "management by objective" is a two-way street. Management must be sure that each individual understands the immediate objectives, as well as corporate goals and policies. Thus a primary HP management responsibility is communication and mutual understanding. Conversely, employees must take sufficient interest in their work to want to plan it, to propose new solutions to old problems, to stick their necks out when they have something to contribute. "Management by objective," as opposed to management by directive, offers opportunity for individual freedom and contribution; it also imposes an obligation for everyone to exercise initiative and enthusiasm.

In this atmosphere it is important to recognize that cooperation between individuals and between operating units is essential to our growth and success. Although our operations are decentralized, we are a *single* company whose overall strength is derived from mutually helpful relationships and frequent interaction among our dispersed but interdependent units.

It is important, as well, for everyone to recognize there are some policies which must be established and maintained on a company-wide basis. We welcome recommendations on these company-wide policies from all levels, but we expect adherence to them at all times.

7. CITIZENSHIP

OBJECTIVE: *To honor our obligations to society by being an economic, intellectual and social asset to each nation and each community in which we operate.*

All of us should strive to improve the environment in which we live. As a corporation operating in many different communities throughout the world, we must make sure that each of these communities is better for our presence. This means identifying our inter-

ests with those of the community; it means applying the highest standards of honesty and integrity to all our relationships with individuals and groups; it means enhancing and protecting the physical environment, building attractive plants and offices of which the community can be proud; it means contributing talent, time and financial support to worthwhile community projects.

Each community has its particular set of social problems. Our company must help to solve these problems. As a major step in this direction, we must strive to provide worthwhile employment opportunities for people of widely different backgrounds. Among other things, this requires positive action to seek out and employ members of disadvantaged groups, and to encourage and guide their progress toward full participation at all position levels.

As citizens of their community, there is much that HP people can and should do to improve it—either working as individuals or through such groups as churches, schools, civic or charitable organizations. In a broader sense, HP's "community" also includes a number of business and professional organizations, such as engineering and scientific societies, whose interests are closely identified with those of the company and its individual employees. These, too, are deserving of our support and participation. In all cases, supervisors should encourage HP people to fulfill their personal goals and aspirations in the community as well as attain their individual objectives within HP.

At a national level, it is essential that the company be a good corporate citizen of each country in which it operates. Moreover, our employees, as individuals, should be encouraged to help in finding solutions to national problems by contributing their knowledge and talents.

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

The Norton Company

This expression of Norton's corporate mission reflects goals and means of achievement for which the company will be accountable to its many publics.

Norton intends to be a world leader through the profitable development, production and marketing of products and services that provide superior customer value.

Norton will be both a balanced and a coherent company; balanced among its various businesses so as to reduce vulnerability to competition and economic forces; coherent and logical in its structure so that there is a sense of consistency and clarity to the enterprise. Abrasives will continue to be a strong business within this structure.

To achieve its mission the Company will allocate its resources guided by the following objectives:

- Target efforts at long-term growth markets.
- Focus on those business opportunities that offer either enough volume or enough profit margin to support the investments necessary to build and maintain leadership positions.
- Give priority to investments that will provide the Company with a proprietary edge, a value added edge or a technological edge in the marketplace.
- Consider investments throughout the world, weighing opportunities and risks.
- Recognizing that the success of Norton depends on people, give special attention to the recruitment and development of human resources on a worldwide basis.

In order to fulfill this mission, Norton will continue to demonstrate a sense of responsibility to the public interest and to earn the respect and loyalty of its customers, employees, shareholders, suppliers and the communities in which it does business.

Bechtel

CORPORATE PURPOSE

To engage as a privately-owned enterprise on a world-wide basis in the business of engineering, construction and related activities, deriving therefrom a fair net income with due regard for maximum long-term profit growth, the satisfactions of constructive accomplishment and other rewards of quality performance.

OBJECTIVES

1 NATURE OF BUSINESS

To provide an integrated, comprehensive technical service as professional engineers, constructors and managers for selected industries and governmental entities in areas of the world where such service is needed.

To maintain a volume of work that results in optimum size for profitability and maximum effectiveness, thereby providing attractive corporate and individual opportunities, challenges and rewards.

To maintain an independent, objective position, taking a proprietary interest in patents and processes only to the extent that these do not conflict with objectivity and will serve the company's long-term interests.

2 PERFORMANCE

To cherish excellence in all we undertake by maintaining the competence of our service and the quality of its end products at the highest possible professional levels.

3 CLIENTELE

To attract and serve clients who are of high caliber in their respective industries, whose practices are compatible with our own and who may be regarded as sources of continuing business.

4 MANAGEMENT AND ORGANIZATION

To maintain an organizational structure in which top management provides leadership, establishes policy, does the long-range planning; and in which senior officers supervise client services and other line activi-

Bechtel (continued)

ties performed by divisions organized on an industry-service basis with project-oriented responsibility, and supporting staff work performed by function-oriented departments.

To achieve an organization which effectively renders the best possible service in each of its chosen fields, continually developing its capabilities and enjoying consistent growth in profitability and accomplishment.

To maintain flexibility of organization in order to meet our corporate and client responsibilities and the changing requirements of our diverse operations.

5 PERSONNEL

To conduct our business recognizing that people are our most important resource by maintaining an environment in which the individual employee, through imagination, enthusiasm, hard work, knowledge and self-discipline can achieve tangible and intangible rewards commensurate with his performance.

To compensate employees fairly and to provide them with opportunities for advancement, financial growth, long-term careers and personal satisfaction.

To meet our personnel requirements by finding the best available person for each position, placing strong emphasis on employee development and promotion from within but, when necessary, employing well-qualified people from outside the organization.

6 OWNERSHIP AND CONTROL

To continue ownership and control of the company with those who are active in its management.

To structure, finance and operate the business in a manner that gives maximum freedom from outside control, supervision, restrictions, and interference.

7 PROFIT

To earn a fair profit commensurate with the quality and extent of the services rendered and the risks taken. In so doing, to take into account the continuing development of our organization and its relationships with employees, clients, suppliers, subcontractors, the construction and other industries, government and the general public.

8 EMPLOYEE PROFIT-SHARING

To share the financial results of success with those who make possible that success, as an aid in attracting and retaining competent personnel, promoting good morale, and otherwise contributing to our progress as a dynamic organization.

9 DIVERSIFICATION

To be alert to new opportunities and to pursue activities in new and diverse fields, preferably bearing a logical relationship to engineering-construction, in order to maintain preeminence in a competitive environment subject to rapid and drastic change, and to derive optimum utilization of our financial and other resources.

10 PUBLIC AND GOVERNMENT RELATIONS

To exert positive effort in selected public, professional, industrial, and government sectors in order to foster goodwill and wider recognition of the organization's capabilities, to increase opportunities for new business, improve employee and community relations, and acquaint key people in government with company and industry views.

DCI
23 Jan 84

Excerpts from
In Search of Excellence: Lessons from America's Best Run Companies

This book was published in 1982 and written by Thomas Peters, with an engineering degree from Cornell and a Ph.D. in business from Stanford and experience in management and engineering as a principal of McKinsey and Company, and Robert Waterman, with a geophysical engineering degree from Colorado School of Mines, Masters of Business Administration from Stanford, also with management engineering experience at McKinsey. They spent a couple of years visiting, studying and coordinating depth interviews at 35 companies which both the record and public perception have established as business champions--IBM, Hewlett-Packard, Western Electric, United Technologies, Texas Instruments and Xerox in high tech; Eastman-Kodak, Johnson & Johnson, Frito-Lay, Proctor and Gamble in consumer goods; Caterpillar Tractor, Minnesota Mining Company, and Ingersoll-Rand in general industrial activity; Delta, Marriott, and McDonald's in service activity; Bechtel, Boeing and Fluor in project management; Exxon in resource exploitation. They looked less closely at another 29 hot companies including Hughes, Lockheed, TRW, Dow, Dupont, Merck, Polaroid, Disney, K-Mart and General Motors.

They identified these eight basic practices and attitudes characteristic of these enterprises.

1. A bias for action, for getting on with it. The standard operating procedure is "Do it, fix it, try it." Says a senior executive in Digital, "When we've got a big problem here, we grab ten senior guys and stick them in a room for a week. They come up with an answer and implement it." Moreover, the companies are experimenters supreme. The book brings out a large and striking array of practical devices the excellent companies employ, to maintain corporate fleetness of foot and counter the stultification that almost inevitably comes with size.

2. Close to the customer. These companies learn from the people they serve. They provide unparalleled quality, service, and reliability-- things that work and last. Everyone gets into the act. Many of the innovative companies got their best product ideas from customers. That comes from listening, intently and regularly.

3. Autonomy and entrepreneurship. The innovative companies foster many leaders and many innovators throughout the organization. 3M has been described as "so intent on innovation that its essential atmosphere seems not like that of a large corporation but rather a loose network of laboratories and cubbyholes populated by feverish inventors and dauntless entrepreneurs who let their imaginations fly in all directions." They don't try to hold everyone on so short a rein that he can't be creative. They encourage practical risk taking, and support good tries. They follow a ninth commandment: "Make sure you generate a reasonable number of mistakes."

4. Productivity through people. The excellent companies treat the rank and file as the root source of quality and productivity gain. They do not foster we/they labor attitudes or regard capital investment as the fundamental source of efficiency improvement. At Texas Instruments, every worker is "seen as a source of ideas, not just acting as a pair of hands"; each of more than 9,000 People Involvement Program teams has contributed to the company's sparkling productivity record.

5. Hands-on, value driven. Thomas Watson, Jr., said that "the basic philosophy of an organization has far more to do with its achievements than do technological or economic resources, organizational structure, innovation and timing."

6. Stick to the knitting. The odds for excellent performance seem strongly to favor those companies that stay reasonably close to businesses they know.

7. Simple form, lean staff. The underlying structural forms and systems in the excellent companies are elegantly simple. Top-level staffs are lean; it is not uncommon to find a corporate staff of fewer than 100 people running multi-billion-dollar enterprises.

8. Simultaneous loose-tight properties. The excellent companies are both centralized and decentralized. For the most part, they have pushed autonomy down to the shop floor or product development team. On the other hand, they are fanatic centralists around the few core values they hold dear.

These excellent companies live their commitment to people, as they also do their preference for action--any action--over countless standing committees and endless 500-page studies, their fetish about quality and service standards that others, using optimization techniques, would consider pipe dreams; and their insistence on regular initiative (practical autonomy) from tens of thousands, not just 200 designated \$75,000-a-year thinkers. Above all, the intensity itself, stemming from strongly held beliefs, marks these companies. They demand quick action, service to customers, practical innovation, and recognition of the fact that you can't get any of these without virtually everyone's commitment. They are very far removed from silent board rooms marked by dim lights, somber presentations, rows of staffers lined up along the walls with calculators glowing, and the endless click of the slide projector as analysis after analysis lit up the screen.

Themes and Attitudes

The specific content of the dominant beliefs of the excellent companies is narrow in scope, including just a few basic values:

1. A belief in being the "best."
2. A belief in the importance of the details of execution, the nuts and bolts of doing the job well.
3. A belief in the importance of people as individuals.
4. A belief in superior quality and service.
5. A belief that most members of the organization should be innovators, and its corollary, the willingness to support failure.
6. A belief in the importance of informality to enhance communication.
7. Explicit belief in and recognition of the importance of economic growth and profits.

At Dana Corporation, 22 inches of policy manuals were destroyed and replaced by a simple one-page statement of philosophy. It reads in the main:

-- Nothing more effectively involves people, sustains credibility or generates enthusiasm than face to face communication. It is critical to provide and discuss all organization performance figures with all of our people.

-- We have an obligation to provide training and the opportunity for development to our productive people who want to improve their skills, expand their career opportunities or simply further their general education.

-- It is essential to provide job security for our people.

-- Create incentive programs that rely on ideas and suggestions, as well as on hard work, to establish a reward pool.

Corporate staff was reduced from 500 to 100 and the number of layers in the organization from eleven to five. Ads were run in the house organ like "Talk Back to the Boss," another: "Ask Dumb Questions."

Intelligence purpose is recognized as the essential task of management and leadership. The statement of basic purpose reflected in re-emphasized tasking and all communications is the primary vehicle for achieving this. The excellent companies tap the inherent worth of the task as a source of intrinsic motivation for their employees. Teams and divisions set their own goals. Virtually all of the excellent companies are driven by just a few key values, and then give lots of space to employees to take initiatives in support of those values--finding their own paths, and so making the task and its outcome their own.

Try anything that has promise and half a chance. Advancement takes place only when we do something: test market, stick a jury-rig device on an operating production line, test a new sales promotion on 50,000 subscribers. A scientific paper or a staff report can have impeccable logic and present an immaculate appearance yet reproduce little or nothing of the intuitive leaps, false starts, mistakes, loose ends, and happy accidents that can produce action and get a result.

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D/Security

A STATEMENT OF AGENCY GOALS, PRINCIPLES AND STANDARDS

BY

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A STATEMENT OF AGENCY GOALS, PRINCIPLES AND STANDARDS

BY

THE DIRECTOR OF SECURITY

1. GOALS/OBJECTIVES

- To collect, analyze and disseminate timely, accurate and unbiased intelligence for United States national policy makers.
- To be the best: to gain the respect of all nations as the most competent and professional of all intelligence organizations.
- To keep United States policy makers from being surprised by historic world events.
- To make the intelligence product of the United States the best in the world.
- To recruit and train and utilize the most qualified, dedicated and innovative persons possible to find and employ.
- To develop Agency personnel to reach the heights through enlightened management which fosters creativity, innovation and risk-taking.
- To develop Agency personnel to the maximum through training, rotations, and management planning.
- To reward Agency personnel in a manner commensurate with the employees' effort, dedication, and contribution.
- To provide outstanding leadership by a positive and enlightened style, by enthusiasm, by accountability, and by vitality.

2. BELIEFS/PRINCIPLES

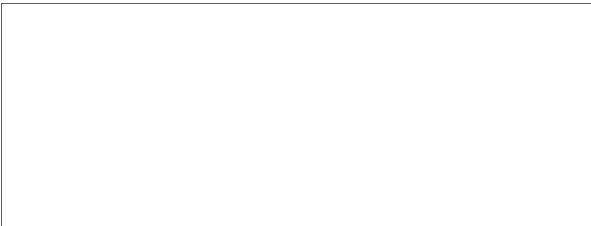
- The Agency must be led and not driven.
- The Agency is better than IBM and other corporate giants. They are mercenaries. Agency personnel operate out of a sense of duty and pride.

- The Agency's population operates with code of conduct and discipline requirements far more rigorous than those found in most other employment situations.
- The Agency's failures can lead to enormous consequences, including loss of human lives.
- The Agency's people tolerate considerable stress.
- The Agency needs more "leaders" and perhaps fewer "managers."
- The Agency has "gone public" and "gone political" a bit too much in recent years.

3. STANDARDS

- A measure of Agency success is the presence of a "family" feeling within CIA.
- A measure of Agency success is the absence of a cool, impersonal management style which does not meet the needs of the organization's most vital resource--its personnel.
- A measure of Agency success is its ability to remain "young" and dynamic and daring.
- Improving quality of effort should be the pacing consideration behind all management moves.

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Director of Security

16 February 1984
Date

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CIA ORGANIZATIONAL PURPOSE

I. GOALS

- ° Ensure that we always maintain the position of being the "best intelligence agency in the world."
- ° Remember always that CIA was established as a result of Pearl Harbor, and we must remain a truly unique organization with a mission to protect our national security.
- ° Our goal is to be the smoke detectors of the world, and we must return to our origins in stressing the fundamental importance of collection and analysis - tasks at which we have historically excelled.
- ° We serve the President, the Congress, and the people, and our goal is to produce intelligence that is accurate, objective, timely, comprehensive, and cost-effective.
- ° We should strive to rekindle the creative, imaginative, and innovative spirit which has created a rich tradition of excellence. It is important that the Agency be kept unique, young, vibrant, special, responsive.
- ° Remember that our personnel - our "family" - is our principal resource, and they are members of a Silent Service with "star" recognition reflected in the Headquarters lobby.

II. OBJECTIVES

- ° Attract, recruit, and retain employees of the highest caliber; acquire the best and the brightest. We need quality candidates with old fashioned virtues of patriotism, duty, dedication, and idealism.
- ° Be mindful that many people work long stressful hours under difficult circumstances, and there is a need to be paternalistically protective and conscientiously concerned about the health, welfare, morale, and safety of these dedicated employees and their families.
- ° Dare to be different, encourage risk taking, and create a healthy atmosphere for the free flow of ideas between and among the various elements of the Agency. Continue to foster independent thought and initiative.
- ° Resist at all costs external pressures to become a bureaucratic line organization - a "normalization" process which erodes elitism and robs us of our family tradition.

- ° Strive to remain the cutting edge of advanced technology, maintaining state-of-the-art programs which will keep us in a position of intelligence preeminence.
- ° Develop a more visible sense of enthusiasm at the top levels of management that will permeate the rank and file. Make clear at all levels that this is a single Agency and that we collectively contribute, share, and participate in the successes and failures of the Agency.
- ° Agency management must recognize its responsibilities as part of a psychological contract with the Agency population. These are valid expectations by dedicated employees who have contributed above and beyond normal job requirements.

III. STANDARDS

- ° There is an obligation on the part of all Agency employees to meet the exceedingly high standards of honesty, performance, conduct, loyalty, and security.
- ° Management must provide the highest standards of leadership and direction in order to maintain worldwide recognition of the preeminence of the Agency in all of its endeavors.
- ° Maintain a renewed sense of uniqueness, pride, and creativity in our personnel that exemplifies the formative years of the Agency.
- ° Maintain an atmosphere of family unity and a sense of identification with the Agency. We can accept nothing less than ethical excellence.
- ° In order to maintain standards of excellence there has to be recognition that the only discipline which endures is self-imposed - an honor system from within the organization.
- ° Our employees must be made aware that they are part of a service organization, an intelligence agency serving the President of the United States, and that satisfaction for a job well done must come from within. There must be the highest standards of security discipline.
- ° Be the best in everything we do. There must be an acknowledgement by each employee that his or her efforts represent their best effort toward the accomplishment of assigned tasks.

IV. COMPONENT

OFFICER'S NAME

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CIA ORGANIZATIONAL PURPOSE

I. GOALS:

1. Serve the President, the Congress and the people in the most efficient and cost effective manner possible.
2. Produce intelligence that is accurate, objective and timely, and that fully satisfies the needs of the decisionmakers.
3. Develop, maintain and enhance a reputation for the quality of our product and the integrity of our people.
4. Attract, recruit and retain employees of the highest quality.
5. Develop and encourage a more sharply defined sense of Agency mission awareness at all levels of management.

II. OBJECTIVES:

1. Encourage innovation, flexibility and creativity. Dare to be different.
2. Develop an Agency-unique compensation and benefit package that meets the extraordinary demands placed on the organization and its people.
3. Create a dual career path through which technical competence and managerial responsibility can be equally recognized and rewarded.
4. Establish a formal paraprofessional corps that will provide the opportunity for talented clerical employees to progress toward the professional ranks.
5. Become the leader in the development and use of technology.
6. Develop a more visible sense of enthusiasm at the top levels of management that will permeate the rank and file.
7. Encourage reasoned risk taking.
8. Encourage closer, informal relationships among Agency components to enhance communication and mission awareness.

IV. STANDARDS:

1. Maintain a renewed sense of uniqueness, pride and creativity in our people that characterized the formative years of CIA.
2. Maintain an Agency infrastructure that will permit rapid response to changing world political, military and economic conditions.
3. Once established, maintain our leadership on the cutting edge of technology.
4. Maintain a working environment that is conducive to the physical and psychological well-being of all personnel.
5. Be the best in everything we do.

IV. COMPONENT

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10 February 1984

MEMORANDUM FOR: Director of Security

FROM:

Office of Security

SUBJECT: Green Book

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The attachment is roughly representational of the views of SSC/CIB personnel, who spent several hours in "rap" sessions to develop them.

There was uniform repugnance at the original assignment, which was regarded as "boosterism" and a degree of spleen venting resulted. Over time, however, the exercise came to be viewed as something of value if the DCI were to be informed that the troops were not happy.

The expressions of unhappiness with management were many and strong. These were more institutional than personal and indicated a basic distrust of the system which promises idealism and yet is, to their perceptions, crass and crude.

The value of the exercise remains to be seen. At the SSC level, we certainly know ourselves better - and express ourselves more frankly. Its impact, Agency-wide, remains to be seen.

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Attachment

1. GOALS: The collection, analysis and dissemination of timely, accurate and unbiased intelligence for national policy makers.

OBSERVATIONS:

- The Agency was established as a direct result of the shattering experience of Pearl Harbor. Our motto could well be "NO MORE SURPRISES".
- In the past, faulty intelligence has lost battles. In a thermonuclear age, faulty intelligence threatens the nation's survival.
- We face a numerically superior Warsaw Pact. But intelligence is a "force multiplier", allowing the numerically inferior to prevail. Radar + RAF = Battle of Britain; MAGIC + USN = Midway; ULTRA + Double Cross + Deception = D-DAY.

The recruitment and retention of qualified, dedicated and innovative personnel remains a critical issue. We must never be "normalized" and become a Department of Agriculture. Some of our people live in life-threatening situations. The stars in the lobby attest to that.

- Our people must be led, not driven.
- Rotation between Directorates is seen as a valuable means of reducing both clerical and professional "burn-out" and broadening the sense of Agency mission.
- Communication, up and down, is vital.
- It's fine to inform us when we have succeeded. Please tell us where we have failed. We're mature enough to take constructive criticism.
- Our "reward" will usually be psychic since we cannot compete with private sector in benefits.

11. OBJECTIVES: See Goals (Supra)

111. STANDARDS: As an Agency, we are a service organization. We respond to requests from the national level for our product. The instant we become either unresponsive or self-serving, we lose our raison d'etre. We cannot afford pre-conceived ideas not

based on reality. We must be open to change yet rooted in experience. We must be disciplined, but the best discipline is always self-imposed. We must be as idealistic as the Peace Corps and as cynical, and loyal, as the Marine Corps.

OBSERVATIONS:

- We are not as good as IBM and the other corporate giants. WE ARE BETTER. Their motivation is profit. They are MERCENARIES. We must operate out of a sense of duty and pride.
- Our people exist under necessary operational and security restrictions that no corporate entity would tolerate, and receive no material compensation.
- If IBM makes a corporate mistake, the stock drops, stockholders complain and various managers may be fired.
- If CIA makes a mistake, people may die.
- Our risk of failure has tremendously higher impact.
- The stress upon our people is proportionately greater.
- We must encourage innovation and ingenuity but resist "faddism" and change for change's sake.
- Our collective discipline and clandestinity have been eroded by DCI's who have either "gone public" or failed to understand the unique problems of the organization.
- We stand less in need of "managers" than of leaders.
- Compared to the Agency of the 1950's, there is a preceived lack of "family" feeling, lack of concern for our people's human needs. Management has become just that-management-not the personal leadership of the past.
- The Agency demands more of its people than almost any other civilian organization. People enter on duty with high motivation that they will receive the intangible rewards of serving such a demanding organization, but they become disillusioned and cynical. We have, despite our best efforts, been "normalized", and quantity has overtaken quality as a measure of progress and success.

- There is no expectation or desire that we return to the "Terry and the Pirates" atmosphere of the 1950's, but there is a strong undercurrent that suggests that the cool, impersonal management style which is perceived as dominating the Agency of the 1980's does not meet the needs of the organization's most vital resource - its personnel.

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CIA ORGANIZATIONAL PURPOSEI. GOALS:

1. Provide the nation's leadership with the best possible intelligence product and analysis.
2. Conduct our business and protect our product in an atmosphere of safety and security.
3. Regain a standing in the world community of respect; trust and confidence.

II. OBJECTIVES:

1. Employ and associate with personnel of impeccable integrity, motivation, loyalty and dedication to the organization.
2. Work in an atmosphere of family unity and sense of identification to the organization.
3. Conduct business in a positive sense that implies "nothing is impossible, we can do it, we will do it."
4. Eliminate all non-critical impediments to efficiency and accomplishment such as reviews, memos for the record, etc.
5. Foster and encourage independent thought, initiative and action regardless of tradition.
6. Recruit, hire and go all out to retain the best and the brightest personnel.
7. Cherish and nurture the young of the organization, respect them and their ways of doing business so long as they contribute to the accomplishment of our goal

IV. STANDARDS:

1. World-wide recognition of the pre-eminence of the Agency in all of its endeavors.
2. An acknowledgement by each employee that his or her efforts represent their best toward the accomplishment of each and every task.

IV. COMPONENT

OFFICER'S NAME

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STATEMENT OF AGENCY GOALS

I. Overall Goals:

To strive toward being the "Best" Intelligence Service in the world in all respects: in our People, Products, Working Environment, Management Processes and in the way we communicate inside and outside "the Organization".

II. Specific Goals: (to accomplish Overall Goal)

A. People:

- o Acquire the Best and the Brightest.
- o Provide them with the tools and career enhancements to excel.
- o Encourage innovation and change in the way we do things and in the organization; not for its own sake but for growth and improvement.
- o Reward appropriately
- o Re-focus attention in the para-professional career path to present more challenging opportunities to our "clericals", while relieving our "professionals" of their less important functions.
- o Foster the very "highest" standards of Federal Service throughout the Organization.

B. Work environment(s):

- o To encourage and continually provide work environment(s) which sustain maximum efficiency and productivity while providing respect for privacy and individual growth in the Organization.

C. Products:

- o To strive for excellence in all the many products generated by our Agency.
- o Ensure the timely dissemination of these products to our many and varied customers.
- o Provide "feedback" to originators of our products so that those involved learn its utility and by this process itself, encourage and foster continued quality enhancement.

D. Communication Channels:

- o To encourage the free flow of ideas between and among the various elements of the Agency, the Community, and our customers throughout the various government departmental offices.
- o Top management call for the exchange (under obvious Security guidelines) of fresh ideas with all levels of government, industry and academia: through sabbaticals, exchange programs, etc.
- o The continuation and refinement of exercises like this one, on a semi-annual basis, within each Division and Branch to continually reassess our components goals and objectives. The difference is to have these goals evolve from the rank and file employee.

E. Technically Superior Equipment:

- o To develop and program the latest automation technology against our office equipment needs; so that we have the best, the latest and the most technically superior equipment to accomplish our mission.
- o To be the "best" will cost. The "cost" will be in providing the most advanced, and efficient equipment for our personnel -- to capture the imagination of our people and translate this into results and actions.

III. Achievement Criteria:

- o Performance of the highest quality
- o Emphasis on leadership and the recognition that we are the "best intelligence service" in the world.
- o Ethics and integrity of the highest order.
- o Top down encouragement in the development of outstanding skills, confidence and personal resources in our people.
- o Actual utilization of the most effective technologies.
- o Flexibility and tenacity to meet tough and sudden changes.

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CIA ORGANIZATIONAL PURPOSE

GOALS AND OBJECTIVES:

The goal of CIA is to provide accurate, comprehensive and usable foreign intelligence to the United States Government. As employees, our goals should be to:

- Serve the President of the United States as best we can.
- Serve the U. S. Congress and Federal agencies as best we can.
- Serve the people of the United States as best we can.
- Serve the Agency as best we can.
- Serve each other as best we can.

STANDARDS:

- Recruit quality personnel and maintain the highest selection criteria, both in qualifications and personnel security.
- Provide the best possible training throughout the employee's career.
- Demand accountability
 - reward
 - take administrative action on failures

- Promote from within the organization and keep politics out.
- Demand organizational discipline.
- Maintain high ethical standards and follow the letter of the law.

COMPONENT:

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CIA ORGANIZATIONAL PURPOSE

I. GOAL:

To become the best intelligence organization in the world by constantly striving to improve our product and reputation.

Once preeminence is achieved we must continually test and evaluate ourselves to insure that the recognition for excellence endures and is deserved.

Commitment to the achievement of our goal must permeate the organization at all levels with emphasis on personal integrity as both a condition for employment with our organization and a standard to be met at all times.

II. OBJECTIVES:

To instill in the users of intelligence an unequivocal belief in the quality and reliability of our product.

Create and foster an environment, both physical and philosophical, that is conducive to the production of timely intelligence of the highest quality.

Delegate responsibility, authority and decision making to the lowest level possible and encourage the most knowledgeable junior level expert to conduct business with the highest level recipient.

Encourage and stimulate innovative and progressive ideas throughout the organization by recognizing exceptionally skilled persons and raising them to higher levels of responsibility.

Increase the spirit of uniqueness and pride among organizational personnel by striving to retrieve the feeling of elitism that was previously shared by most employees of this organization.

Recognize people as a special resource and inculcate within the employee population a sense of personal discipline to the adherence of the highest principles of intelligence collection, production and support.

III. STANDARDS:

The success of our efforts will be measured by our leaders in government, our foreign allies and associates and our countrymen. Our performance must be perceived by all, even our detractors, as exemplary in every respect if we are to achieve our goal. The contributions of every employee are essential, with regard to their work, as well as their personal conduct, because both reflect on the reputation of our organization. Integrity of the highest order should always be our standard and if we achieve and maintain that standard we will accomplish our goal and be the best intelligence service in the world.

IV. COMPONENT

OFFICERS' NAMES

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CIA ORGANIZATIONAL PURPOSE

I. GOALS:

Contribute to the national security by:

°Providing complete accurate and timely intelligence.

°Providing sound recommendations for special programs designed to enhance the national security.

°Carrying out directed special programs by the most effective but least intrusive means possible.

°Ensuring that intelligence collection activities and special programs are case effective.

II. ~~OBJECTIVES:~~ PRINCIPLES

Measure results by the accuracy, timeliness, relevance and cost effectiveness of the intelligence and special programs provided.

Lead the Intelligence Community by example.

Remember that our goal is to enhance the security of the great democracy and that rights of individuals are a cornerstone of that democracy.

Assure that all of our diverse elements work together harmoniously and efficiently toward the common goals.

Make the best possible use of our most important resource, our personnel, by selecting them carefully, training them well, encouraging their initiative and rewarding them appropriately.

IV. STANDARDS:

We must always strive to be the best intelligence service in the world.

We must employ the most capable people available, help them to do their best, give them challenging things to do and recognize their accomplishments.

We must maintain unquestionable integrity and not abuse our necessary authority to hide almost everything we do.

We must remain ever flexible and responsible to the changing situations.

IV. COMPONENT

OFFICER'S NAME

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CIA ORGANIZATIONAL PURPOSE

I. GOALS:

Provide for the national security by producing in a timely and effective manner intelligence which will be of practical and strategic importance and utility for both immediate and long range purposes.

Maintain a strong, enlightened system of incentives, recognition, and rewards which will impel employees to consistently work at spirited levels of peak performance and effectiveness.

Maintain a dynamic system of personnel acquisition which will enable the Agency to acquire the talents and services of the best and brightest employee candidates - people who will have the ability to develop into profiles in excellence in the service of the Agency.

II. ~~OBJECTIVES:~~ *PRINCIPLES*

Excellence in everything we do.

The needs and wants of intelligence users are our rationale for being.

Good people are our most important asset.

Communications is a two-way street.

IV. STANDARDS:

As the mission of this Agency does not lend itself to observation by the people of the United States whom we are sworn to serve, it is our obligation to monitor our own conduct and adhere to a higher standard than other government employees. Therefore, we must conduct every Agency activity as if we were in front of a mirror for it is difficult to fool yourself.

We must resolve to admit our mistakes but not repeat them.

We must carry out a continuous and totally honest examination of this Agency's strengths and weaknesses so that we may allocate our limited resources where they are needed most.

IV.

COMPONENT

OFFICER'S NAME

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CIA ORGANIZATIONAL PURPOSE

I. GOALS:

* Seeking, achieving and utilizing the most advanced methods and techniques of collection and operation for application within the Agency and Intelligence Community.

* Never failing in the continued utilization and application of tried and true, common sense methods.

* Maintenance of high ethical standards to govern the planning, implementation and operation of the Agency and the Intelligence Community.

II. PRINCIPLES:

* Aquisition of highly qualified and skilled personnel to be further trained in the specific application of set goals.

* Full application of these personnel to achieve in a timely, efficient and productive manner the accomplishment of the set goals.

* Reasoned and studied utilization of a assets, funds and tools to get the job done.

III. STANDARDS:

* Realization at all levels that the personnel of the organization in its most valuable commodity.

* Reasoned application of these personnel to achieve the most for both the individual and the organization.

* Avoidance of inefficient, wasteful, counterproductive and outmoded programs, plans, projects and activities.

IV. COMPONENT:

OFFICER'S NAME

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CONFIDENTIAL

9 February 1984

MEMORANDUM FOR: Director of Security

FROM:

Chief, Security Analysis Group

25X1

SUBJECT:

Goals, Objectives and Standards
for the Central Intelligence Agency

Reference is made to your memorandum of 31 January 1984 establishing the foundation for the preparation by certain Office of Security units for suggestions for a paper addressing the goals, objectives and standards of the Central Intelligence Agency. Attached is the submission of the Security Analysis Group.

Attachment:
As stated

25X1

cc: Deputy Director of Security

25X1

WARNING NOTICE
INTELLIGENCE SOURCES
AND METHODS INVOLVED

25X1

CONFIDENTIAL

GOALS

- ° Collect optimum information relevant to the national security interests of the United States.
- ° Produce optimum finished intelligence and communicate that information to policy makers concurrent with their need.
- ° Provide optimum support to authorized activities designed to protect or promote United States national security.

OBJECTIVES

- ° Produce timely, comprehensive and accurate reports pertinent to consumer needs.
- ° Improve our predictive capability.
- ° Enhance our humint and technical collection efforts, particularly in the area of counterterrorism.
- ° Foster in our employees pride in their work and a unity of purpose.
- ° Improve the quality of our employees through challenge, delegation of responsibility, training and sincere regard for their welfare.
- ° Rigidly protect Agency sources, methods, operations, and information.
- ° Foster better relationships and coordination between the Agency and other government departments.
- ° Encourage management flexibility to best accomplish the task at hand.

STANDARDS

- ° Federal law, executive order authority, other statutory controls, and our code of conduct will govern our daily activities.
- ° We will incorporate the highest standards of honesty, morality and integrity in the performance of our duties.

- We will champion a commitment to excellence at all levels of the Agency. Inferior performance will not be tolerated.
- New ideas to improve efficiency and enhance job satisfaction will be sought and rewarded.
- We will foster a work atmosphere which allows for innovation and recognizes we can learn from mistakes.

COMPONENT

OFFICER'S NAME

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8 February 1984

MEMORANDUM FOR: Director of Security

FROM:

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SUBJECT: DCI Draft Statement on Goals,
Principles and Standards for CIA

1. In order to judge the DCI's draft statement of goals, principles and standards, it is necessary to know what purpose it is to serve. It seems to me that such a statement should not only be a public relations primer but also a document that focuses the would-be applicant on what kind of atmosphere he can expect to find himself in when employed here, serves as a reminder to the employee of the high quality of purpose that should characterize his efforts, and sets a benchmark by which managers can be held accountable throughout the organization.

2. If such be the purpose, then I would propose a longer, more detailed booklet-type document that covers in greater depth all the points mentioned in the DCI's draft, and several others. I note, for example, that no mention is made of the active role of the Agency, the covert action, paramilitary-type endeavor. If we limit ourselves to the "overt" passive role of intelligence gatherer, we start out on an incomplete, almost fraudulent note that undermines what must be the absolutely central theme of any focus on this organization, viz the integrity and trustworthiness of its people.

3. More than any other organization, the quality of our people and the perception of their quality in the minds of others are crucial to the success of this organization. We must be trustworthy or only a fool would deal with us. The information we gather must be properly handled and must be accurate. Therefore, we must, throughout, stress integrity. We want hard-working case officers but we do not desire a managerially driven "recruit-or-rot" pressure system that leads a case officer to fabricate or embellish. Objectives are important but in this organization we cannot impose a case load that induces a security investigator to rush through his

interviews or, worse, invent "informants" who were never even interviewed. Management must be inspirational and, yet, watchful. An analyst must be given every opportunity to advocate his views within the system but he must be able to accept anonymity and forego the glory of public discussion of his endeavors.

4. We must foster an ambience that not only preserves but hones and develops the high sense of purpose, the unquestioned integrity and the demonstrated trustworthiness that we consider to be prerequisite characteristics of every new employee.

5. In the Measure of Results section, I believe - and perhaps this is my central theme - we should note that we must march to the beat of a drummer over and above the tune hummed by our satisfied customers. We must be right, we must bear truth, not necessarily what they want to hear. We must recognize that our reputation can be preserved only by thorough acquisition, accurate analysis and inspired prophesy. We are an instrument of our customers only in the sense that we respond to tasking, we focus on targets when directed and we analyze upon request but we do not necessarily provide the news they want to hear. As an organization we must exude integrity. Our managers must embody it and demand it of their subordinates. Because it is so central to us, I would like to see an expanded theme on integrity and what it means to us. There are many deprivations placed on us as employees of this Agency. Cover is an example. Our people must understand, support and obey the rules. They must be led by people who can instill in them a need to carry on this tradition.

6. In portraying this Agency and what it stands for, brevity, I believe, is not necessarily a virtue. If we are to enumerate what we stand for, our statement should be inspirational. It should be a magnet for those who would join us, a light for those who might stray or lose their focus and a goal that is both attainable and inexhaustible.

7. Returning, if I may, to the theme of covert action, let me touch upon an issue that is of concern to many. I refer to the crucial question of what is the long-range policy of the United States vis-a-vis the Soviet Union and, specifically, communism. There is no doubt that, in reviewing the world situation in 1984 as compared to that in, say, 1954, one can see that the USSR is relentlessly progressing in its efforts to carry out Khrushchev's promise to bury us. Yet, as a nation, we seem committed to passivity, to peace at any price, at least in large areas of the world that we have ceded in perpetuity to communist totalitarianism. We seem to shun any destabilization efforts. We really don't want Lech Walesa to stir up things in

Poland. We had no positive response to the Hungarian or Czechoslovakian uprisings. If we had a tangible national commitment to bring about the destruction of communism, at least to undermine it, to portray its weaknesses and failures, then there is no doubt that the CIA would be the principal weapon in the government's arsenal to achieve such a goal. To the extent that there is any such goal, a statement on the Agency in terms of the present exercise should not be wanting in reference to it. If the present Administration ignores the need, we are not likely ever to stand up and be counted on this matter. The dilemma, of course, is that any statement on the Agency's goals, principles and standards must be of enduring validity and not subject to change according to the political barometer. I do think, however, that a statement is in order along the lines that the CIA serves at the President's direction to deter and neutralize the efforts of the communists to extend their yoke over the free world and to continue to enslave millions under their false banner.



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CIA ORGANIZATIONAL PURPOSE

GOALS:

° To assure that the President of the United States, others charged with responsibility for the defense and maintenance of national security, and the American people are provided with complete and timely intelligence and analysis of the highest quality, thus guaranteeing the continued well-being of all the citizens and resources of this nation. To further hold the respect of all nations as the most competent and professional intelligence organization both from the standpoint of collection and production.

OBJECTIVES:

° To be accepted, on the basis of proven leadership, example and published product, as the leader of the Intelligence Community in both the positive and counter-intelligence fields.

° To be sought out for advice and guidance by the President of the United States and other policy makers of the Government, based on recognized excellence in all disciplines of the intelligence field.

° To develop systems available for collection, analysis and production of intelligence to the highest degree possible to make our product the best in the world.

° To develop our personnel to reach those heights they might not think possible, through an enlightened management which fosters creativity, risk-taking and innovation. To ensure that development of personnel is sensibly achieved by appropriate training, assignments and good management planning. To provide a program of rewards fully commensurate with the employees' effort, dedication and contribution.

° To provide outstanding leadership through demands on its executive corps to be positive and enlightened in style, generating enthusiasm and dynamism among their employees and holding that group accountable for shortfalls in meeting this most rigorous demand for a continually vital Agency.

STANDARDS:

° The CIA has prided itself on not being a normal bureaucratic governmental body. To ensure that we continue to fit that mold we strive to:

° Deliver performance of the highest quality. Make such personal sacrifices as necessary to provide the necessary quantity.

° Demand a maximum standard of ethics, honor, service and patriotism.

° Recognize that management is a two-way street placing equal or greater demands upon managers as on their employees.

° Reward the outstanding employee in keeping with his or her contribution. Be attentive to the special needs for development of all employees.

° Encourage the introduction of new ideas, taking reasoned risks of failure in order to exceed past methods and standards.

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I. GOALS

- Enhance and sustain a work environment that will attract, inspire and retain those personnel required to consistently produce a high quality intelligence product.
- Make creative, productive, even provocative thinking and action a recognized virtue from the bottom to the top of the Agency.
- Produce a product that will justify the confidence required to ensure the flow of resources required to do the job.
- To carry out assigned tasks in a manner that requires no apology.

II. OBJECTIVES

- Strengthen our long term infrastructure to withstand pressures in order that our organization will always have the capability to provide the best and broadest service to the President and the people.
- Develop long range programs designed to serve the country's future needs even if they are not immediately productive, be bold, reach.
- Invest in instruments, techniques and people that produce an Agency which reflects the world.
- Find a way to overcome our cultural bias as an organization. Accept the fact that today America is not universally feared, loved or honored. Try to change all three.

III. STANDARDS

- Every employee must believe that we are the best; we must remain the best and to do so he or she must give the max, believe in our profession as a career and way of life not just a job.
- We must overcome, outgrow, fling off "cannot do" baggage and always, always find a way to do the job better and sooner. Accept, encourage change.
- Recruit and reward excellence, educate ignorance, and purge the ill suited.

IV. COMPONENT

OFFICERS NAME

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0 6 FEB 1984

MEMORANDUM FOR: Director of Security

FROM:

[Redacted]

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SUBJECT: Response to Your Request for a Better Statement of Goals, Principles and Standards for the CIA

1. [Redacted] considers the Director's "Statement of Goals, Principles and Standards for CIA" to be excellent. We understand management's continued desire for a better statement, but respectfully, it is our opinion that this Agency has enough statements and slogans about our goals, principles and standards.

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2. On the other hand, in recent years we feel the Agency has been less than excellent in our bias for action. We now have more people who can say "no" than people who can say "yes." One almost never hears "I can do it," "I'll find a way," or "I've got a better idea." In short, the bureaucracy is rapidly becoming as formidable as the opposition. Respectfully, we feel this is a people problem — not a word problem — and neither the Director's statement nor the IBM, Hewlett-Packard, or whatever statement is likely to change the action orientation of the majority of today's CIA employees, especially managers.

3. Of course, we feel CIA is already the best of intelligence organizations, but before we move closer to excellence there must be more reward for action and more penalty for inaction. Supervisors must clearly accept the initiative in relating to subordinates and top management must provide the driving force for action.

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OR METHODS INVOLVED

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4. We applaud the Director's initiative in our Agency's search for excellence. Our immediate concern, however, is that this bold move will succumb to the bureaucracy of step one. As Messrs. Peters and Waterman would say, "Let's get on with it."



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I. Goals and Objectives of CIA

The National Security Council (NSC) was established in 1947 to advise the President on matters of national security. The CIA was created at the same time to provide coordinated intelligence to the NSC and perform duties related to intelligence affecting the national security.

The American people in 1947 regarded national security as having to do almost exclusively with protection from Japanese, Germans, and Soviet militarists. Now, thirty-seven years later, most American people no longer seriously fear that they are going to be invaded by a foreign army or incinerated by H-bombs. What really concerns them is national economic security: i.e., their jobs and economic welfare.

So an objective of the CIA should be to provide coordinated economic intelligence to the NSC and perform economic intelligence duties which would ensure that Americans become competitive again in the world marketplace, that more of our industrial and farm goods sell abroad, that our high-tech secrets not be lost to adversaries, that our balance of payments becomes favorable, and that unemployment due to foreign competition is much reduced. Considerably less emphasis should be placed on Soviet and PRC targets.

The CIA should become more involved in covert action against international terrorism and any country or group which aids and abets terrorism. More HUMINT sources should be sought.

II. Beliefs and Principles

Like the FBI, the CIA should be insulated from partisan politics. Its Director should not be a political appointee but should be selected from the Intelligence Community. Its finished intelligence analyses must be objective and reflect the facts, not current Administration wishful thinking.

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CIA ORGANIZATIONAL PURPOSE

I. GOALS: We agree in general with the DCI's statement of Goals, Principles and Standards for CIA. Under Management, we would add ". . .freedom of action in attaining well-defined realistic objectives . . ." Under Measure of Results, page 2, line 5, we would add "...utilizing technology and resources in a secure manner to collect ..." We would add the following goals:

1. Seek and maintain an atmosphere of independence from unwarranted outside political influence, whim, or bureaucratic blockade; where our product can be factual, unbiased and marked by professional excellence.
2. To create a working environment which will both inspire and allow our people to perform at their peak, and instill in them a pride of performance.

II. OBJECTIVES

1. Develop broader orientation and wider comprehension of the Agency as a whole, especially among younger employees, so that they will want to stay and participate in a common purpose.
2. Promote a management style where supervisors roll up their sleeves and work with rather than above their people in a team concept, and select managers who can accomplish this objective.
3. Appoint managers who have the willingness to act, give them the authority to do so, and make them accountable for those actions.
4. Develop the use of temporary cross-section task forces with singular purposes, emphasizing a lot of results in a short time, with little need for extensive documentation.
5. Develop and promote a code of conduct and ethics which will focus on positive values; i.e., tell people what they can and should do.
6. Increase emphasis on individual recognition and reward to all employees at every level who do a good job.
7. Follow up on this exercise so that the time and effort invested will produce positive dividends.

IV

STANDARDS:

We would add to those already set forth:

A cadre of people who believe in and like what they do because it is productive, personally rewarding, and means something to someone else.

IV.

COMPONENT

OFFICER'S NAME

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STATEMENT OF PURPOSE

We are members of the Central Intelligence Agency, the finest intelligence service in the world, and our purpose is to provide our government with an intelligence product that is both timely and accurate. There is no more important task as the survivability of our nation may rest with our efforts.

STATEMENT OF GOALS

We recognize the needs of our customer are paramount and from this goal we shall never lose sight. We realize our product must be of the highest quality and in our pursuit of this product we must follow the laws of the land we seek to protect. We recognize the quest for excellence in our product must be a constant process that is not clouded by temporary successes or failures. We pride ourselves in our ability to act and regard obstacles as challenges to overcome.

STATEMENT OF STANDARDS

We realize the collection and production of our product is unique and requires creative and flexible approaches. We recognize the creativity of our organization is based on our individual members, and the nurturing of this individual potential is our collective responsibility. The temporal implications of our ever changing world and the resulting constancy in the need for our product, demand a flexibility in our individual and institutional approaches. We must never fear creativity for it is the force that builds our ships, and we must never discourage flexibility for it is the rudder that steers our course.

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CIA ORGANIZATIONAL PURPOSE

I. GOALS AND OBJECTIVES: We agree with Mr. Casey's statements pertaining to these areas contained in his "Statement of Goals, Principles, and Standards for CIA."

II. STANDARDS: In keeping with Mr. Casey's aims, we believe his statement should focus more on its people and management. The common thread which is evident in his entire statement is that the people are the Agency's most valuable resource and, as such, the overall objectives of the Agency should be to cultivate this resource to reap the profits of creativity, loyalty, industriousness, and dedication. As Mr. Casey notes, the strength of the organization is dependent on the quality of its people and its future is related to the opportunity it affords for their professional and personal growth. The Agency has always prided itself on being the best intelligence service in the world. This is due to its people. Today and in the future, when customer demands will be greater than ever and the Agency will have to rely more and more on its people to meet new challenges, it must allow them the freedom to make decisions and expect support from their managers. An environment can be created in which the employees experience esprit de corps because managers concern themselves with the proper development of their people and give them ample opportunity to broaden their capabilities. These relationships are beneficial because the employees have faith in the motives and integrity of their supervisors contributing to the continued success of the Agency's mission.

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7 FEB 1984

MEMORANDUM FOR: Director of Security
FROM: Information Systems Security Group
SUBJECT: Goals, Principles, and Standards for the CIA

I. GOALS:

The CIA should provide, in the most professional, accurate, apolitical, and expeditious manner possible, for the collection, analysis, production, and dissemination of intelligence to the President, the Intelligence Community, and Congress.

The Agency should take the lead in developing technologies which will enhance the intelligence process, and ensure the security of both clandestine and overt operations and the intelligence product.

The CIA should increase dialog with federal agencies, the private sector, and friendly foreign governments regarding issues of security, technology, and other areas of common interest.

The conduct of business by the CIA must always carry with it the highest moral standards of the American people. We must accomplish our goals without reducing ourselves to the level of our enemies.

II. OBJECTIVES:

The CIA must experience the rebirth of security. A more dedicated commitment must be made from the highest levels to create and maintain the highest physical, technical, and personal standards, and further, to enforce all regulations uniformly. The security of our operations, our people, and our product must not be compromised.

We must regain and maintain our place of honor with both the American people and our allies.

The Agency should reinstate the feeling of camaraderie, esprit de corps, and a sense of family within the Agency.

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III. STANDARDS:

Always strive for excellence.

Recruit individuals who place patriotism, integrity, dedication, and self-sacrifice above personal and monetary gains.

Remember the "human touches." The Agency must care about its people, their needs, and their weaknesses. Personal issues must be dealt with in a fair and compassionate manner.

Encourage and reward new ideas.

Always maintain the highest standards.

Establish additional incentives to better compete for and retain the best people. Compensate employees for the unique situations under which they frequently must operate.

Reestablish a means for employees to compare ideas, make recommendations directly to management, and to establish and maintain meaningful communications.

Nurture the risk taker. Allow for occasional failure.

IV. This document was drafted by the below-named officers and was reviewed and concurred in by all Headquarters-based members of ISSG.

OFFICER'S NAMES

COMPONENT

| <u>OFFICER'S NAMES</u> | <u>COMPONENT</u> |
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CIA ORGANIZATIONAL PURPOSE

GOALS:

A. To excel over all similar organizations in the world in the collection, interpretation and dissemination of intelligence information.

B. To provide intelligence support to a broad range of customers consistent with the necessity of safeguarding intelligence information and processes until their full utility has been realized.

C. To instill, through performance, an attitude of trust, confidence and integrity in the Agency, its people and its product with consumers, liaison organizations and, consistent with good security, with the general public.

OBJECTIVES:

A. To hire only the highest caliber personnel to perform Agency tasks.

B. To provide the very best and latest equipment available to enable Agency personnel to fulfill the tasks required of them.

C. To encourage experienced, skilled employees to stay with the Agency by opening the higher pay categories to non-management employees and to retain a generous retirement program for qualified employees.

D. To enhance the esprit de corps by internal rewards and recognition of excellence in achievement, endeavor and innovation. When within the bounds of good security, internally publicize Agency intelligence successes.

STANDARDS:

A. Strive for the achievement of excellence in all tasks.

B. Demand ethics and integrity of the highest order.

C. Emphasize innovation, creativity and imagination to accomplish quality rather than quantity of products.

D. Seek for and encourage the application of new technologies as they emerge.

E. Take pride in being a member of the best intelligence organization in the world and strive to justify the pride.



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CIA ORGANIZATIONAL PURPOSE

I. GOALS:

A. The D/CIA by charter heads the entire U.S. Government's Intelligence Agencies and, therefore, sets the standards for collection and interpretation of all intelligence information.

B. The manpower and equipment required to set the intelligence gathering and interpretation standards should be of the very highest level possible.

II. OBJECTIVES:

A. To institute programs that will derive the intelligence information required.

B. To obtain the personnel needed to derive the intelligence information required.

III. STANDARDS:

A. The programs and personnel associated with the CIA intelligence gathering programs and the protection of those programs should be of the highest quality obtainable.

B. To obtain the highest quality personnel will require very competitive salary benefit and career programs not normally found in the U.S. Government.



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CIA ORGANIZATIONAL PURPOSE

GOALS:

- o To assure that we are the true coordinator for all elements of the Nation's foreign intelligence process and can thereby guarantee the quality of the intelligence product.
- o To prove to the American public the value of the foreign intelligence effort.
- o To assure that we are doing all that can be done to protect all elements of the foreign intelligence process from compromise.

OBJECTIVES:

- o To prove that we are the leader in the Intelligence Community through actions that carry through the entire intelligence process. This means that we show the keenest insight into the requests for intelligence made by our policymakers so the information tasking is clear. It means that we are the most innovative in ALL collection areas. It means that we are the most innovative, and therefore the most efficient, in processing information (raw intelligence). Finally, we have the best analytic capability to produce finished intelligence.
- o To emphasize the Agency's counterintelligence role in order to protect national security through protection of the intelligence process. By leading the IC in this area we stand to preserve both our present and future capabilities.
- o To emphasize to the American public the importance of the Agency's intelligence product. A strong program to convince the public of the importance of the Agency's role should feed back to the Agency's rank and file the need for a strong Agency.

STANDARDS:

- o Emphasis is placed on creativity.
- o Emphasis is placed on quality rather than quantity.
- o Training emphasizes awareness of emerging technologies in order to seek improved methods of doing things.
- o Our personnel system is geared to accept and retain the very best personnel.
- o We are the most efficient government agency.
- o Our employees are the most dedicated government workers.

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CIA ORGANIZATIONAL PURPOSE

I GOALS:

For the Agency to be the U.S. Government standard-bearer for all missions and functions embodied in its charter.

For the Agency to be perceived as generally serving the American people and not as a constrained service for the Executive Office.

For the Agency to be as proud of what it does for its people as the people are silently proud of their contribution to the Agency.

II OBJECTIVES:

To share appropriate information and experience with interest and enthusiasm, never arrogance.

To make goals simply stated and memorable so they may be directly related to Branch or Staff level projects or activities.

To provide adequate compensation to offset numerous, Agency-unique benefit "penalties" presently experienced by many Agency employees, and frequently cited as pivotal concerns by experienced applicants.

III STANDARDS:

Maximize effectiveness by incorporating experience into basic new hardware features where technology permits.

Clearly define responsibilities and limits of authority, then include a range of allowable variances to fulfil those responsibilities.

Develop a process to identify those individuals with low managerial potential but critically needed skills and experience. An advancement and award program (dual track) must be implemented.



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CIA ORGANIZATIONAL PURPOSE

GOALS:

- ° The Agency must be the leader in the intelligence field in the free world
- ° The Agency must make a stronger effort to safeguard sensitive or classified information.

OBJECTIVES:

- ° Obtain high caliber personnel
- ° Develop an esprit-de-corps
- ° Develop practical career fields and appropriate compensation
- ° Develop a better system to safeguard sensitive/classified info.

STANDARDS:

The CIA is not a normal government agency. The personnel are required to perform tasks that are not found in other agencies; therefore, the awards and benefits should be of a higher nature than the ones in the other agencies.

In the past Agency personnel at the lower grade levels have made decisions that are not permitted at the same grade level in other agencies. This must again be the standard. Innovative thinking must be the norm.

While "need to know" is necessary, personnel should be briefed on successful projects or operations. Much pride is gained from known accomplishments.

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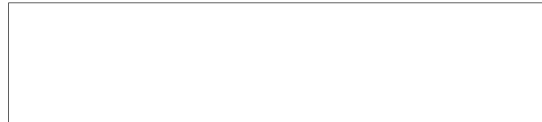
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A two track system must be developed. Too often personnel highly skilled in a particular field must move into management to continue their career. This can be counterproductive - many times a highly skilled expert is lost and only a marginal manager is obtained.

Since the Agency cannot compete with private industry in salaries, yet requires longer hours under adverse conditions (at times), there must be a system to give the employee some financial rewards. In short, the Agency retirement system should not be changed.

An esprit-de-corps develops when junior/mid level personnel know of the Agency accomplishments, are respected and given freedom of action, and realize senior management is in back of them and working for their interests.

Congressional action is needed to safeguard sensitive/ classified information. FOIA should not apply to the Agency.



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I. GOALS:

*To be the leader in the Intelligence Community by responding to the needs of the policy makers with the most accurate and comprehensive intelligence support

*To instill in our consumers and the American people a new confidence in the Intelligence community and in the capability of the organization to collect, analyze, and deliver a quality intelligence product, in a timely manner and usable format, which reflects our creativity, dedication and judgment and serves to ensure the security and prosperity of the United States.

*To maintain a level of integrity and a reputation of trust in dealing with other governments and countries that reflects the principals and beliefs of the United States.

*To achieve and maintain an outstanding quality of management and leadership to assure that we are the Nation's leaders in the Intelligence Community.

* To provide both the atmosphere and opportunity for employees to participate in a dynamic organization.

II. OBJECTIVES:

* To establish the message of excellence, privilege and satisfaction to be gained from being a part of the agency.

* Management must articulate a set of beliefs, a standard of excellence, a statement of positive purpose and express views that are generally perceived as serving the United States and not as a constrained service for the good of any particular group.

* To gain excellence at the "grass roots" level of the agency by requiring excellence, understanding, leadership and motivation generated throughout the organization.

* Rekindle the dedication, spirit and attitude of the agency by expanding individual goals and instilling a sense of purpose and confidence in each individual in accomplishing the agency goals.

* Recognize that people are our most important resource, who deserve fair compensation, opportunity for recognition, financial growth, and a sense of security in the organization, in the government and in their future.

* To improve the flow of communications both up and down.

III. STANDARDS:

We seek to accomplish our goals and objective by:

Articulation of standards of excellence.

Providing excellence in management and leadership.

development of skills, confidence and personal resources

defining broad task, establishing deadlines, making decisions.

encouraging creativity, flexibility and a willingness to meet tough new challenges.

establishing ethics and integrity of the highest order

recruit, train, utilize and retain the best people available to meet our mission and goals.



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Subject : Proposed Statement of Goals, Objectives, and Standards for CIA

I GOALS:

To generate accurate intelligence in a timely, useful fashion for those customers who have a "need to know" and will, hopefully, "respect" the product. The product will inform and enable the customer to accurately predict or influence the course of action of others.

II Objectives:

- A. To Recruit and develop people of outstanding skills, confidence, and professionalism; and provide rewards and "respect" comensurate with these special talents.
- B. To make use of the most effective technologies available and constantly search for new more effective technologies.
- C. To effectively encourage and use new ideas.
- D. To make effective use of the "institutional memory" of our experienced people , but not to the exclusion of new ideas.

III Standards: (Essentially as stated in the DCI's Draft)

We seek to exemplify in everything we do:
Performance of the highest quality;
Ethics and integrity of the highest order;
Capability and flexibility to meet changing needs;
Leadership and recognition as the best intelligence service in the world;

IV Beliefs:

The product we produce is the best available!

The product can, with additional effort and resources,
generally be improved.

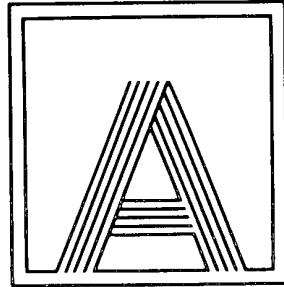
Our talented people are the SOLE source of our
strength and they should be "pampered" as needed
and "protected" as much as practical.

V Component - Officer

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**DIRECTORATE
OF
ADMINISTRATION**

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

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OFFICE OF COMMUNICATIONS

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14 February 1984

Office of Communications
Statement of Goals, Principles and Standards
for CIA

Purpose - To provide accurate, timely and quality intelligence for policymakers to allow them to make informed decisions. Serve as a bridge between the various contributors to the intelligence process to ensure that intelligence is reported in a balanced and accurate fashion regardless of equities.

Organization - Retain the small company nature of CIA to avoid bureaucratic inertia. Be able to pull together multidisciplinary teams informally to support operations, analysis and dissemination. The organization chart at any point in time is not important but flexibility and the ability to adapt to intelligence needs and collection opportunities is critical.

Ethics - The special authorities given to the CIA through the DCI place special responsibilities upon CIA employees for uncompromising integrity and honesty. Only those who can live up to these responsibilities will remain and these must be gratified with internal rewards from being a select few, performing a special task. The taxpayer should be remembered whenever his/her money is being spent.

People - Select the best from all of society and help them to learn and grow. Provide rewards in relation to the extraordinary demands of the profession and attempt to make them whole from losses incurred by incident of service. Challenge employees and recognize innovativeness, risk-taking and initiative.

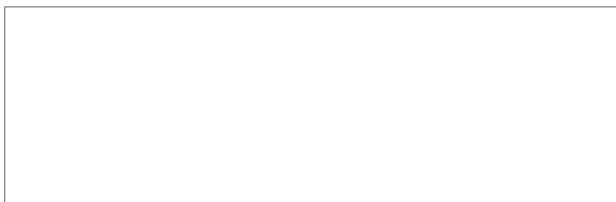
Management - The CIA can only operate effectively if responsibility and accountability is distributed to the lowest possible level. This is necessary because of the geographic dispersion of CIA elements, the variety of activities necessary for an intelligence organization to function and the need to respond quickly to opportunities. Top management should mix leadership liberally with management and avoid micro-management even at the expense of occasional mistakes. We should strive to keep our management system simple and flexible.

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Measure of Results - The CIA can measure results by the impact of its product upon policy decisions, the ability to meet customer needs, the demands for more and the esteem in which CIA is held by consumers and the community.

Standards - CIA standards are higher than those of other organizations. This is evidenced by our selection process, our security and personal conduct standards and the way that we challenge our people. In many ways, we are similar to private industry. CIA can set its own standards, expect people to meet these challenges, reward excellence and weed out those who can't or won't meet these standards because all serve at the pleasure of the Chief Executive Officer (the DCI).



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- 2 -

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B

OCMLS-M84-009

10 FEB 1984

MEMORANDUM FOR: Executive Assistant, OC

FROM:

[Redacted]

STAT

SUBJECT: CIA Goals and Principles

I suggest that the following modifications to the proposed Statement of Goals, Principles and Standards for CIA be considered.

Purpose

"...comprehensive intelligence and operational support..."

Organization

Add "The organizational structure of the CIA is flexible and is adjusted to meet changing requirements and match changing resources."

Ethics

Add "Each member of the CIA occupies a position of public trust. We must be mindful that we are spending taxpayers' dollars on behalf of the taxpayers. There must not be even the appearance of impropriety."

People

Add "The nature of our work requires an unusual dedication and frequent sacrifice that exceeds a normal employee-employer relationship. This demands in turn that the organization accept an appropriate share of its employees' professional and personal concerns. Our people are individuals and they must be treated with individual respect and attention."

Management

Same

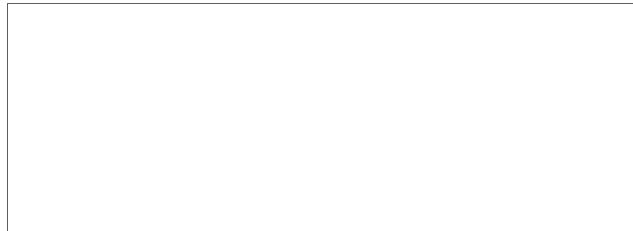
SUBJECT: CIA Goals and Principles

Measure of Results

Same

Standards

Same



STAT.

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

13 February 1984

CIA STATEMENT OF PRINCIPLES

Purpose:

The Agency exists to provide the best intelligence possible to the nation's policy makers. It is to coordinate the activities of community intelligence organizations to ensure that the whole is more reliable, accurate and timely than the individual segments' estimates.

It further is responsible for actions as directed and approved by those policy makers, for maintaining the interests of the United States by means lessening the chances of armed conflict.

Organization:

From the boiler room the ship seems reasonably well organized for its task. The increasing ubiquity of information processing and communications indicates a potential need for a fifth directorate to avoid the evolution of incompatible systems. In the community, too many new programs develop lives of their own. Their roles should be spelled out and understood by support elements (etc.).

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Ethics:

The Agency clearly operates within the law of the land. It is generally agreed that the business requires a special set of standards which permit misleading, lying, misappropriation in special circumstances but not against citizens in this country. In Agee-like cases it is not considered ethical to assassinate but kid-napping to face justice would be approvable (although legally not acceptable in this country).

People:

There are many exceedingly capable people in all areas of the Agency. More effort must be expended to develop their capabilities and to provide avenues to use those capabilities. Managers should be provided management training - particularly in motivation and planning. People who do perform and take risks must reap the reward of their performance.

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

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

Management:

The management at all levels must identify with the Agency mission rather than focus narrowly on local organization equities. There must be reward and recognition for meeting challenging goals at all levels. Management must be an "open" process.

Measure of Results:

The Agency will be known by the reliability and timeliness of cogent intelligence. Estimates must stand the critical scrutiny of outsiders and be correct 95% of the time. The 5% error ensures that risk is being taken in stretching our analytic capabilities.



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

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

GOALS, PRINCIPLES AND STANDARDS FOR CIA



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PURPOSE: U.S. policymakers need accurate, timely information to make sound decisions relevant to our national security. The CIA collects, processes, produces and disseminates intelligence in forms that can be used by the policymakers and their staffs. In meeting this goal the CIA must have the support of the American people.

ORGANIZATION: All components need to understand their role in meeting the purpose of the CIA. Relationships between each of the sub-elements of the Agency must reflect an understanding of how the Agency produces its products. Chains of command should not impede working-level interactions needed to produce timely intelligence. Bringing components back to an enlarged campus should foster better working relationships.

ETHICS: Behavior of our employees must reflect the values of our nation and the American people. Leadership in standards of behavior flows from the top through the organization. Employees must expect their supervisors and co-workers to meet this standard. Each employee is expected to meet this standard.

PEOPLE: Our people are our most critical resource. We demand our people to give of themselves. In addition to their intellectual and physical energies needed for a challenging career, we demand special personal "energies".

--Our employees are not permitted to gain fame on the outside; they cannot become publicly recognized experts. They must be content not to discuss their successes with their families, friends, or neighbors.

--For a large number of our employees, the fact they are proud CIA employees must be kept from others--even their own children. The medals, awards, accolades they receive often cannot be shared even in retirement.

In trade for these demands, we must offer challenging important work. The fruits of our employees efforts must not be for naught. The highest leadership must ensure the aggregation of the labors indeed contributes to the national security. Our employees must believe they are "players"; they need to recognize their contribution to some larger, national level activity.

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

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

MANAGEMENT: Decisionmaking must be delegated to the lowest appropriate authority. Managers/supervisors at all levels need to trust their subordinates. If not, they need to train or fire them. All managers/supervisors need to communicate their individual unit's objectives and priorities in a form the subordinates can act upon.

MEASURE OF RESULTS: For the CIA, results will be judged subjectively. Answers to the following set of questions need to be analyzed and reviewed to determine how well we performed: For any given event, what was our contribution? Did it make a difference in the outcome? Are we happy with our contribution at its cost--was it worth it? How would we contribute if given another chance?

STANDARDS: For the employee: Each employee must respect the special trust invested in him or her by the American people. Each employee must understand how he or she contributes to the CIA's mission. In turn, the Agency must recognize and strive to accommodate the needs of families of those employees who serve overseas for many years of their careers.

WORK PLACE ATMOSPHERE: The CIA needs a work place where employees are encouraged to challenge the status quo and conventional wisdom. A work place encourages innovation by being receptive to new concepts and ideas. Different types of people and modes of operation are necessary to keep the organization dynamic.



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

ADMINISTRATIVE - INTERNAL USE ONLY

MEMORANDUM FOR: Director of Central Intelligence

FROM:

STAT

SUBJECT: CIA Goals and Principles

CIA is a proven excellent organization - however, there is now (and reasons have existed for several years) justification for concern regarding maintaining excellence.

PURPOSE

1. To protect the United States, through the provision of ample warning, from surprise armed attack (from terrorist bombing to nuclear war).
2. To collect, analyze and appropriately disseminate Foreign Intelligence in support of National interests related to the full range of U. S. relations with other governments.

ORGANIZATION

Collection - First among equals (DO and DS&T).

Analysis - Focus DI on pragmatic relevancy.

Support - Should be as close to "the customer is always right" as possible.

The relationship between operating and support elements can always stand improvement.

- . Get support closer to customers (i.e., DS&T, DO and DI) using task forces with autonomy/authority.
- . Give support elements the resources to be responsive to customers - reduce imbalance.
- . Don't constrain the customer from performing his own support where warranted/possible. Scrutinize large centralized support.
- . Strive for flexibility in analysis - develop capability to shift focus vis-a-vis change.

ADMINISTRATIVE - INTERNAL USE ONLY

ADMINISTRATIVE - INTERNAL USE ONLY

ETHICS

. Our activities are conducted in accordance with the Constitution and Laws of the United States. Performing our duties demands integrity and a respect for both the legalities and ideals of our country. The dilemma is in the moral imperative to do our utmost to preserve and protect the Nation. We must develop defensible standards, explain them, seek endorsement and make the outcome of this process clear to every member of the Agency.

PEOPLE

. Acquire through emphasis on worthiness of our mission, sense of commitment, dedication to being with the best.

. Provide freedom to work to goals.

. Recognize individual - avoid stereotyping; don't stifle talent - reward it!

. Use DCI's powers (to extent possible) to establish personnel systems responsive to the nature of the Agency. Pursue this course with consistency.

. Factually represent the elite aspects of Agency employment.

MANAGEMENT

. Take responsibility for clear definition of tasks. Stress responsive action.

. Give individuals freedom to act and take risks, recognizing there will be some failures.

. Be accountable and demand accountability.

. Display confidence in people.

. Foster participation, talk to people, and express Agency philosophy.

. Devote time to expanding an individual's ability to contribute.

. Never let a pressure towards mediocrity develop. Don't make, or let others make, people who do more look foolish - reward the outstanding employee.

ADMINISTRATIVE - INTERNAL USE ONLY

MEASURE OF RESULTS

. How well do we ensure there are no Foreign/Military Relations "surprises".

. Feedback from policymakers that our product prepared them to conduct critical foreign relations, e.g., negotiations, treaties, etc.

. Feedback from military regarding their ability to respond to changes in our adversaries' strategies, e.g., weapons development, deployment of forces, etc.

. The above culminates in a judgment of progress toward the furtherance of U. S. security and advancement in the world. The judgment is made by the Executive, Congress and the U. S. public.

STANDARDS

. The need for the excellence in performance that exists in the Agency is directly related to the mission (purpose) of the Agency.

. Don't relax security standards.

. Don't relax employment standards, e.g., medical, behavioral, etc.

. Do reexamine admittance standards to search for a mix of people who get a job done, e.g., entrepreneurs. For example, there is a perception that the focus in DI is on acquiring "egg-heads". Maybe we need more "blue collar" type analysts to provide a mix of outlooks, approaches, etc. OCR is an interesting element in this regard.

. Keep pushing technological applications - not only in collection and analysis, but in support - to intelligence.

. Foster professionalism as an Intelligence organization - for all Agency members, not just those in collection.

. Push for job related training that increases relevant knowledge and enhances an individual's effectiveness.

. Recognize the difficult and dangerous aspects of Agency employment and fully support all Agency personnel; particularly those serving overseas.

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OCFN-M84-063
15 February 1984

MEMORANDUM FOR: Director of Communications

FROM:



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SUBJECT: CIA Goals & Principles - What Should They Be? (C)

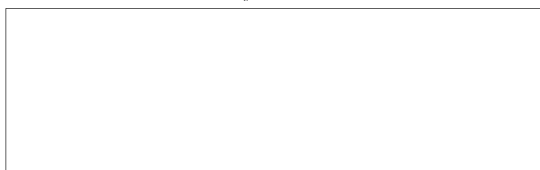
Purpose - The Agency exists to provide the U.S. Government with the vital intelligence necessary to conduct foreign policy and protect national security. The Agency must also have the capability to take covert action in the interest of furthering national goals when overt means are inappropriate. (C)

Organization - The Agency organization currently does not have the total mission orientation that is necessary to have it function as an effective team. The support elements, for example, are too disassociated from operational elements to be motivated by the goals that these latter elements are striving to achieve. The opposite is also true. The operational elements frequently chose to ignore good security practices, for example, if they "get in the way." Budgeting for support services is frequently hampered because the operational component that requires the support, e.g. communications, is not budgeting for that service, but rather the support element is. It's well known that support budgets are a prime target for the cost cutters even though the support in many cases is vital to operational success. In short, a better way should be devised to integrate support and operational elements to more effectively achieve Agency goals. (C)

Ethics - We should be a highly ethical Agency and our leaders at all levels must be setting the ethical standards by example. Having said that, we must also, however, realize the price of ethics as we deal in the international arena with those who are not ethical. As a team, with high ethical standards, we must, therefore, in the interest of national goals, be willing to play "dirty" if that's what is necessary to meet established, congressionally approved goals. (C)

People - Our employees are the basis for CIA's future success. We must recruit the best and brightest without lowering our high standards for acceptance. Benefits must be commensurate with the difficulties and restrictions placed upon our people due to overseas environments, cover, security restrictions and other life long restrictions. Retirement plans, grade levels, medical benefits and adequate compensation for risks and hardships must reflect the Agency's and the Government's commitment to a superior CIA workforce. Internal recognition and reward systems as well

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SUBJECT: CIA Goals & Principles - What Should They Be? (C)

as clear availability of training opportunities are needed to maintain the desired highly motivated workforce. Our personnel standards, motivation, and individual commitment should be developed to be second to none. (C)

Management - We must be prepared to delegate responsibility to the lowest level commensurate with capability. Management must be willing to assume the risk with delegation in order to obtain the benefits of a more vibrant office. Responsibility and accountability need to be clearly identified and acknowledgement of successful accomplishments must be significant to stimulate risk taking, commensurate with Agency policy, by individual employees. (C)

Measure of Results - The Agency should attempt to measure how it accomplishes its purpose by establishing a formal feedback procedure which assesses the value and timeliness of our product - intelligence reporting. This can be done by collateral reporting, assessing current events against pertinent intelligence estimates, and by playing humint collection against technical collection (overhead, sigint and elint). Timeliness should be measured by assessing the time between when intelligence is collected and when the intelligence was finally disseminated. When a reportable event takes place, the time between when the intelligence report was disseminated and when the event took place should also be taken into consideration. (C)

Standards - The Agency's goal must continue to be to set the very highest institutional professional standards to ensure that the Agency product is the best obtainable. The standard must be to provide the highest quality and not the highest quantity. Individual standards must complement the institutional standards if the highest quality is to be achieved. Many individuals do set job and mission oriented standards; unfortunately, the job is sometimes not that assigned and the mission is often the individual's own career expectations. By some mechanism, individual standards must be oriented toward the Agency job and mission to produce the highest quality work. High quality work, in turn, must result in recognition or reward which meet the individual job and career expectations. Moral standards are more difficult to define but, generally, should be as high as necessary to ensure maintenance of required security. Above all, both professional and moral standards must be set objectively to achieve realistic goals, quality of product or level of service. If these are unrealistic, then the institutional standards will lack credibility and individual standards cannot be expected to complement them. (C)

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SECRET

13 February 1984

MEMORANDUM FOR: Executive Assistant, OC

FROM:



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SUBJECT: CIA Goals and Principles (S)

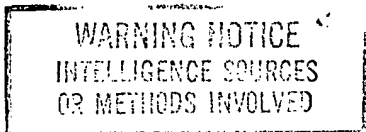
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REFERENCE: OC-M84-082

1. Without question, the primary goal of the CIA should be production of an intelligence product that is highly accurate, timely, and above all, meets the needs of our various community customers. We have become increasingly adept at data/information collection, the volume of which is growing almost exponentially. This is particularly evident in our technical collection systems employed in overhead and SIGINT programs. There has not been however, a corresponding improvement in our ability to arrange, sort, store, recall, and analyse these collection inputs properly. (S)

2. The Agency has, in a manner of speaking, lost its sense of identity. This phenomenon has manifested itself mainly in the support elements as opposed to the DO clandestine service. Many employees do not not view themselves as intelligence officers but as "personnel," "communicator," or "logistician." They do not readily identify with the Agency's goal of intelligence collection and production, an essential element critical to the success of any organization. Many have in fact, forgotten whom they work for. The operating elements are frequently faced with dynamic and fast breaking events. It is imperative we streamline our support elements to meet these situations and untangle ourselves from the ever increasing bureaucratic restraints, many of which are self-imposed. (C)

3. I believe that the quality of our employees surpasses virtually all other government organizations. Most subscribe to a work ethic that is unique in the federal system. Honesty and integrity are the principal traits we should seek, and which must be clearly exemplified by all levels of CIA management. Recruitment should focus on the aggressive and outgoing individuals. People who want a "career" rather than just a "job" should be at the top of our list. They should be risk takers, a characteristic which appears again and again in the large corporations. (S)



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SUBJECT: CIA Goals and Principles (C)

4. In managing our employees, candor and respect for the individual's dignity are essential. We must be willing to allow employees to make mistakes, which is not to be unexpected when individuals push themselves to the limit, and sometimes beyond. Risk taking is widely advertised as a desirable trait in the CIA, yet more often than not, many of our managers seem unwilling to accept the consequences of such actions. Do your homework, be decisive, and get the job done. (S)

5. Much of the intelligence product serves little purpose unless we can contrast it with the moods, perceptions, and attitudes of world leaders, both political and military. Additionally, CIA must develop a much more effective ability to impart information of this nature to our own domestic leaders. The Beirut Embassy catastrophe was clearly avoidable had our customers been reading the Agency product on this situation. (S)

6. Our Agency and its employee are unique. We must retain this feeling of uniqueness and must not permit CIA to develop into a nine to five bureaucracy. Our product will be a reflection of the standards set and the types of people employed. Given the mood of the Administration and the Congress at this point in time, it would appear we have the opportunity to make CIA what it should be, an opportunity that may not come again for some time. (S)



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13 FEB 1984

MEMORANDUM FOR THE RECORD

FROM:

25X1

SUBJECT: CIA Goals & Principles - What Should They Be? (C)

REFERENCE: OC-M84-082, same subject, dtd 30 January 1984

Purpose - Provide the highest quality intelligence required for national security. This intelligence, in order to be of the highest quality, must comprise an optimum mix of targetting, timeliness and intellectual integrity.

Organization - Operating and support elements must, within constraints of security, work together with candor, interdisciplinary motivation and mutual respect. Support elements must see the implementation and fruition of their efforts.

Ethics - Work unceasingly to maintain and enhance the honor and overall integrity of the Agency.

Don't exploit security so as to conceal errors or evade governmental constraints.

Don't use "turf" to conceal error, incompetence and failure.

Avoid all conflicts of interest.

Never use privileged information for personal gain, career or otherwise.

People - Guarantee secure employment, adequate compensation, recognition and a feeling of accomplishment to all deserving employees.

Strive not only to acquire the best people, but also to place your own people in positions where they can be most valuable. This may sometimes mean giving up your best people to other elements.

Equal opportunity.

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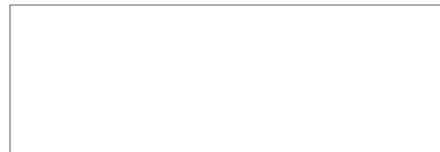
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SUBJECT: CIA Goals & Principles - What Should They Be? (C)

- Management - Provide an oversight mechanism for all personnel and technological development. Too often one observes wasteful duplication of effort; this frequently results from improper compartmentation of efforts.
- Managers must obtain the respect of all personnel - in both vertical and lateral lines of command.
- Give a clear statement of goals and activities to all personnel.
- Managers must demonstrate ability to look ahead, foreseeing opportunities and problems.
- Consider having employees grade their supervisors; this procedure is often found in universities where students are asked to grade their teachers.
- Measure Of Results - Define measurement parameters to be employed at the beginning of each significant project.
- Quantify endproducts for each project.
- As part of the measurement process, critique each major project following the completion of significant phases.
- Standards - Obtain the professional respect of all USG elements and appropriate foreign elements.
- Intellectual integrity.
- Foresee, meet and surpass "consumer" needs in both quality and targetting. (C)



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8 February 1984

MEMORANDUM FOR: OC Executive Assistant

FROM :

25X1

SUBJECT : CIA Goals & Principles - What Should They Be? (C)

REFERENCE : OC-M84-082, dated 30 January 1984

1. PURPOSE

The Agency exists within the governmental structure to provide intelligence information to all facets of the government for decision making, planning, and maintaining an alert status of happenings throughout the world. The Agency should strive to obtain accurate intelligence, thoroughly analyze the intelligence, and provide timely dissemination of this intelligence information. (U)

2. ORGANIZATION

The relationship between the operational and support elements of the Agency must be one of total working harmony. We are organized to accomplish the purposes as described above; however, the establishment of harmonious relationships between the operational and support elements of the Agency is an area that should receive considerable attention. As is true with many businesses, the support elements are often considered the second class citizens. This is true even though the operational elements realize they cannot function without excellent support. There is a large disparity in the grade structure between operations and support officers which is the cause of many personnel conflicts (this can best be related to the General and the Sergeant atmosphere wherein the DDO Officer is the General and the Sergeant is the Support Officer). We as middle managers must do all that we can to alleviate this problem and strive for better support/operations working relationship. (U)

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SUBJECT: CIA Goals & Principles - What Should They Be? (C)

3. ETHICS

There are two areas of discussion for this topic: (1) the ethical standards that we must establish when dealing with operatives, and (2) the standards that are expected of our employees.

Operational Ethics

Our rules of conduct are often questioned by government officials and the public who are not familiar with the intelligence business. Our business is to obtain intelligence, and the methods that we must use to obtain this information often involve practices that are not considered ethical to society.

It is my belief that in recent years the operational ethics of the Agency have been questioned and restricted to the point where it has hampered our overall effectiveness.

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Employee Ethics

Agency employees must be loyal to the Agency and to the tasks at hand. This loyalty is not something that can be bought; it must be implanted through indoctrination and teaching from the time the employee enters on duty. Many of our employees have difficulty accepting the operational ethics that the Agency must operate under and these employees need to be influenced to accept the operational ethics even though these methods are not accepted within our society. These standards can only be inculcated in every member of the Agency by teaching what we do is right in the worldwide intelligence community. (U)

4. PEOPLE

People? Each and every person is different and the resultant effect makes the world go around. The Agency must strive to obtain the people who are making the world turn faster. Acquiring these people appears to be a relative easy task; however, retaining them and utilizing them to the maximum of their abilities is an area where we are delinquent. One problem is that government salaries are not competitive with the private sector. Although money is not a motivator, I feel that we lose many employees to the private sector as we cannot compete with the salaries and benefits that they offer. In order to retain these valuable employees, we must take steps to ensure that employees are recognized (sometimes just

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SUBJECT: CIA Goals & Principles - What Should They Be? (C)

a pat on the back will do) for their performance. Oftentimes we fail to tell an employee that he/she is doing a good job other than the yearly evaluation. Although we as an Agency offer training courses in supervision and management of employees, these courses are always filled with waiting lists. We need to offer more training in the "people" arena so that our managers are able to cope with the ever-changing cadre of personnel.

People judging and evaluating people is an age-old problem that possibly will never be resolved. To quote an old phrase - "those that brown, hang around." This phrase seems to have a lot of validity within the Agency as young officers with a brilliant future are often stymied as they cannot break through the "good ole boy" network that has been imbedded within the Agency directorates. The employees who entered on duty during the fifties and sixties appear to have been able to cope with this problem much better than the later generations. As a result, we lose many young officers who will not bend and become the perpetual "yes" man. (U)

5. MANAGEMENT

Management needs to be more receptive to the needs of the employee. We oftentimes become so engrossed with our purpose that we forget the people who are helping us achieve our goals. To describe one management style that would be most effective, I would have to say Management by Participation. People are our most important asset and we must protect and caress them to achieve our purposes. People like to be involved, and we must allow them to be involved in the decision-making processes. (U)

6. MEASURE OF RESULTS

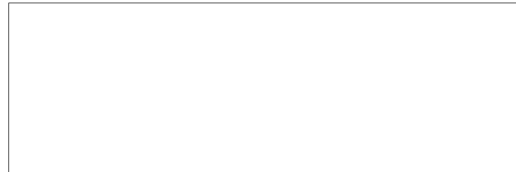
Communicate! Communicate! Communicate! We must obtain feedback from our customers as to the quality and quantity of our product. We must also obtain from our customers the type and quantity of intelligence they want to receive. We can produce reams of paper; however, if it is not the product that the end user desires, we have wasted valuable time and efforts in obtaining useless intelligence. We must communicate with our customers to ensure that we are on the right track and remain on track to support their requirements. (U)

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SUBJECT: CIA Goals & Principles - What Should They Be? (C)

7. STANDARDS

- Be the best intelligence agency in the world.
- Display professionalism in all aspects of our duties.
- Provide a product of excellence. (U)



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CONFIDENTIAL**STATEMENT OF GOALS, PRINCIPLES AND STANDARDS FOR CIA**

Purpose: To provide accurate comprehensive intelligence support to a broad range of customers, in a timely manner and in a form to be of greatest utility. No matter what job we have on the nature of our immediate task, our independent and collective efforts must be directed toward honoring our obligations to society and the nation.

Organization: The present relationship between the operating and support elements while functioning, is rather loosely structured. Mechanisms exist whereby operational requirements eventually are satisfied but because of the loose structure the service provided is not always of the highest quality nor is the priority/necessity to satisfy the requirement put in its proper perspective. In essence priorities become diluted thereby making every project increasingly important with the end result that we tend to pay equal attention to everything, which in today's environment, breeds inefficiency. An organizational structure must be established between the operating and support elements at the working level whereby requirements on the whole can be reviewed, prioritized, and implemented in consonance with the reality of the situation.

Ethics: As stated in the organization framework paper of the Hewlett Packard Corporation, "ethical conduct cannot be assured by written policies or codes; it must be an integral part of the organization, a deeply in-grained tradition that is passed from one generation of employees to another." To set the stage for this organization to be the exception rather than the rule, it is essential that a unique set of cultural attributes be developed and that proven values and practices be incorporated into the structure and managed from the top down. In order for us to believe in being the best and doing the job well, management at the highest level must believe in the importance of people as individuals, must believe in providing superior quality and service and be willing to support some failures. The above beliefs, if conveyed downward and reinforced will lead to loyalty and commitment and an employee will share a mutual feeling of success.

People: This agency, by its very nature already has a well established mechanism that ensures that we acquire the best employees. The present organizational structure must be reviewed to ensure that we are retaining and using the best employees to the maximum extent possible. If our purpose, organization and ethics are clearly defined, then there will exist an inherent mechanism to ensure that every employee's creative and productive capacity will be utilized to the fullest extent. Given that people are our best natural resource, then the organization must develop an effective personnel fact base that will ensure

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selection of people for specific assignments based on exhibited characteristics of what that individual does best. The ultimate goal; being able to avoid forcing an individual into a cage of lions without sufficient skills to tame the lions.

Management: If clear purposes and objectives for an organization exist, we should be confident that most people will not only accept responsibility, but seek responsibility. One of the major conclusions presented in the book "In Search of Excellence" is quoted as follows: "Tools didn't substitute for thinking. Intellect didn't overpower wisdom. Analysis didn't impede action." Rather these companies worked hard to keep things simple in a complex world. They insisted on top quality. They listened to their employees and treated them like adults. They allowed innovative people long tethers and allowed some chaos in return for quick action and regular experimentation. Experience has proven that the above management concepts do work.

Measure of Results: If we develop a clear statement of goals, principles and standards and publish them, an effective organizational structure will emerge. With an effective organizational structure, people adhering to the accepted management style will provide congress, the President, the DCI, the news media and the public with the means to assess how well the organization accomplishes its purpose.

Standards: Individual and institutional standards are set by beliefs:

Believe in being the best.

Believe in doing the job well.

Believe in the importance of people as individuals.

Believe in superior quality and service.

Believe in innovation - be willing to support failures.

Believe in the importance of informality to enhance communications.



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10 February 1984

MEMORANDUM FOR: OC Executive Assistant

FROM :

25X1

SUBJECT : CIA Goals & Principles - What Should They Be? (C)

REFERENCE : OC-M84-082, dated 30 January 1984

I. PURPOSE

The purpose or goal of the CIA is to collect, analyze, and disseminate the most up to date intelligence obtainable by whatever means other than through destructive means. The intelligence should be verifiable whenever possible, and when not possible, the forwarded report should so indicate. The intelligence reports forwarded to the ultimate consumer should be timely and appropriately presented to be meaningful to permit the consumer to believe it is sufficiently accurate and he/she can make a decision on the basis of the report. The consumers in the past have been the highest levels of the US Government. In the future the Agency should produce reports for the general public on foreign issues such as foreign exports, economies, farm trends, manufacturing, and other areas that will not only benefit the USG consumer but the general public as a whole. It is realized that general public distribution of such a report could possibly benefit the opposition; however, having lived through the 70's pillorization of the CIA and the recurrent theme from uninformed individuals that the sole purpose of the CIA was to inflict death and destruction upon nations and individuals has convinced me that the Agency should be actively conducting the necessary public relations to honestly and prudently inform the public. (C)

2. ORGANIZATION

The organization structure which presently obtains, from a limited generic viewpoint, appears to be functioning smoothly and could be used to support the previously stated purpose. In any large organization, people believe that they get lost in the vastness. Through regular visits to the overseas and remote domestic locations by senior officers, an excellent esprit d'corp could be maintained. However, such visits by only senior officers

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SUBJECT: CIA Goals & Principles - What Should They Be? (C)

leads one to believe that the only information being provided to the employees at these locations is only that information which the senior officers (managers) want those employees to hear. Historically, there has been a lack of trust of the Senior officers by the "front line" individuals. I perceive from where I presently sit that there is still some of that feeling today. In particular, when there are problems, senior managers attempt to identify and correct the problems first hand. I would suggest that something on the order of an ombudsman (not for rectification but early identification of problems) be implemented to inter-relate with the "front line" employees. Travel money is often tight; however, prudently spent travel money to inform and assist individuals by someone that they trust and believe understands what they think and feel would, I believe, enhance the morale at all locations and pay dividends. The present organization tends to keep everyone within strict organizational lines. Such an ombudsman at the GS-13 or GS-14 level should have the authority to cross those organizational lines to obtain information and assist employees. (C)

3. ETHICS

The CIA should do nothing less than required and demand the highest ethics from its employees in their dealings with associates and contacts. Through the continued employment screening and senior management example these high ethic standards can be maintained. (C)

4. PEOPLE

The rigorous screening of prospective CIA employees should and must continue. Once the individuals have been selected, a continuing training program must be followed. An environment for growth, in which individuals are allowed to make decisions (and, yes, make mistakes), will permit all CIA individuals an opportunity to grow. There are numerous personal improvement courses offered by OTE; however, it is extremely difficult to receive that training due to limited resources and the press of business. During the early years of employment, management concentrates on productive type training for individual employees. As that individual progresses through career excellence, he is exposed to management techniques. After a few years in a management position the individual has become proficient in utilizing the management tools previously taught. Middle and Senior managers have a continuing need to grow, but in particular in the

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areas of interpersonal relationships. Excellent courses are taught inside and outside the USG that permit individuals to receive training on the expansion of ideas and personal growth. This type of training should be expanded.

The assignment of employees into challenging positions is yet another way to create an environment of growth. However, the individuals must be allowed to make decisions in whatever position he is assigned. Warm body assignments should be a thing of the past. (C)

5. MANAGEMENT

Management by exception, I have found, is an excellent management style when you have competent individuals in whom you put your trust. This style of management permits an environment for growth for decisive individuals and quickly identifies those individuals who cannot make decisions. It also identifies those mature individuals who know when to seek assistance because, for example, their decision may affect other components. An organization that never makes a mistake, never makes decisions. The same could be said of an individual. (U)

6. MEASURE OF RESULTS

The best measure of the satisfactory performance of duty is determined by questioning: 1. Did the customer receive his information in sufficient time to make a sound decision? 2. Was sufficient intelligence provided in a timely fashion to permit a sound, timely decision? 3. Are the taxpayers and members of Congress convinced that we are judiciously utilizing the allocated funds? (C)

7. STANDARDS

The highest moral and ethical standards should be an impeccable attribute of each employee and the "corporate" image. (U)

8. OTHER THOUGHTS

It has been the goal of CIA for many years to have a secure voice instrument on the desk of every Agency officer. This same idea should be carried forward with the computer terminal. The wealth of information available on numerous subjects should be

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SUBJECT: CIA Goals & Principles - What Should They Be? (C)
quickly and readily available for each individual officer.

Now that the new generation is being employed, middle managers are encountering different attitudes and goals which are not necessarily equivalent to those individuals who are over 40. It should be imperative and incumbent on the organization to try to better understand the younger employees attitudes and thinking. By better understanding the employee, management could better motivate them toward the organizational goals while understanding and, hopefully, helping them achieve their personal goals. Management should also be looking at ways to inform the newer employees about the attitudes and thinking of the management in trying to achieve organizational goals. It might be appropriate to sponsor small group seminars to accomplish this task.

The recognition of a job done ("well" purposely omitted) is a very important part of motivating employees toward greater and better things. The activity generated within this area, in particular within the last year, should be continued and possibly expanded. (C)

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The Agency must continue to be vigilant and active in its intelligence mission of preserving the security, democracy and peace of America as well as other nations whose ideology is based on democracy.

The Agency must continue its turnaround and buildup from the lackadaisical years and Watergate era through which it so painstakingly suffered. It must continue to have the strong fiber and stamina required to accomplish its mission while being subject to continuous Congressional, media, public and world observation, scrutiny and criticism. It must have a constant positive attitude, both morally and ethically, always totally committed to being number one within the framework of its charter, never settling for second. It should deal with situations in a forthright sensitive manner while being flexible and perceptive enough to change as the situation demands. It should perform under the theory that nothing is impossible but may require a little time to succeed. It should examine and re-examine its methods and intelligence processing systems to ensure that complacency does not occur and ensure complete thoroughness in its research and analysis capabilities as well as accuracy in its reporting.

Resources both human and technological should be increased always keeping quality uppermost and not forsaking one for the other but in a manner that will provide a mix which will produce a constant top quality product.

It should be tolerant of being questioned and challenged by today's generation who are more demanding for the rationale of decisions before implementing them.

The Agency and its people will be a direct reflection of the appointed leadership of CIA. The leaders will set the tone for the conduct of business in this Agency and therefore will be selected and appointed based on demonstrated ability as managers, exhibiting a high level of professionalism, unquestionable integrity, strong character and moral awareness. Commitment at any level comes from full respect for one's superior officers, involvement in the goal-setting and goal-achievement efforts of one's component and a true sense of belonging and contributing.

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Caring - There are two elements of caring that must be practiced. We must care for each other; bosses for subordinates, subordinates for bosses; peers for one another, etc. The humanistic side of caring is very important to an Agency that does the kind of work we do under the conditions we do it. Secondly, we need to care about what we do. We need to care that our product is good, that whatever it is that each of us do at CIA, we truly care about our performance. We can never feel that our individual job, our input, our recommendation carries no meaning or purpose in the grand scheme. We need to always care about our actions -- that each one will have meaning and that it is the best contribution we can possibly make towards the achievement of the mission of the Agency



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10 FEB 1984

MEMORANDUM FOR: Executive Officer, OC

FROM:

[Redacted]

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SUBJECT: CIA Goals and Principles

REFERENCE: OC-M84-082, dated 30 January 1984

Per reference request, the following is this Branch's offering to CIA Goals and Principles:

GOALS

- Develop and market a product that we believe in and are proud of.
- Seek to employ quality personnel, then continually offer them challenging work assignments.
- Reward high-quality achievements.
- Help customers define their requirements in a manner which allows for flexible solutions.
- Be innovative! Don't do something one way just because that is the way it was always done in the past.
- Take reasonable risks.
- Provide personal attention to the needs and desires of each employee. Encourage self-improvement and independent study.
- Stress reliability and dependability.
- Seek the total resources necessary to perform CIA's mission and functions in a competent, laudable manner.
- Foster two-way communications throughout all levels of the organization.
- Standardize on those systems and equipment used in the OC network so as to increase efficiency, lessen the technical burden, and lower support costs.
- Establish a comprehensive program to develop highly qualified, skilled mid-level managers.

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SUBJECT: CIA Goals and Principles (C)

Ensure an employee's authority is commensurate with his or her level of job responsibility.

Remove unnecessary stress from the work environment by resisting situations which create a "Crisis Management" atmosphere.

Ensure problems resulting from PCS travel, or employee grievances, are adjudicated rapidly, to the satisfaction of all concerned.

Move aggressively to eliminate discrepancies in benefits or entitlements

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negotiate assignments rather than "Make" them. Offer the employee a minimum of three possible onward assignments based on factors such as qualifications, experience, performance, competitive standing, potential, and stated desires.

Maintain a high state of preparedness worldwide to accommodate contingency situations. Exercise alternate systems and circuitry frequently.

PRINCIPLES

Accomplish CIA's mission in the most efficient, professional manner possible.

Do not make commitments which cannot be met.

Always be fair and honest in dealings with customers or other offices and components. Remember, we are all working toward a common goal. Consider the ultimate customer - the U.S. public.

CIA is not AN Intelligence Organization; it is THE Intelligence Organization.

Even one underutilized mind is considered unacceptable.

To not develop each employee's full potential will be viewed as a management failure.

Each employee must frequently rededicate himself or herself to the high standards of behavior and ethics to which the CIA has committed itself since its inception.

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

[Redacted]

09 February 1984

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MEMORANDUM FOR: Executive Assistant, Office of Communications

FROM:

[Redacted]

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SUBJECT: CIA Goals & Principles - What Should They Be?

I. Purpose

The Agency's primary purpose for existence is to provide a broad range of intelligence information that covers government, economic, agricultural, and other spheres of interest to the policy makers of the United States. This information must be timely, accurate, complete, and presented in a form that can be utilized by government as well as the private sector.

An educational process should be initiated that will alter the perception that the Agency is strictly an arm of the government pursuing the present administration goals instead of goals of the American general public. It is our belief that the Agency is first an organization designed to protect individual freedoms by making available intelligence to policy makers whose decisions benefit all Americans.

II. Organization

It is no doubt that the organization in place has been successful in the past and continues to make a significant contribution. As additional national responsibilities surface, more automation will be necessary. Organizationally, it will be essential for the operational elements to be closer allied with their support components to effectively take advantage of technical advancements that both groups embrace.

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SUBJECT: CIA Goals and Principles

Finally, the relationship established between the operational and support elements must be based on mutual respect and a belief that each is the best in their profession.

III. Ethics

The Agency must follow and uphold the laws and values outlined in the Constitution of the United States. At no time should CIA personnel consider operations that are outside the laws of its' charter while dealing in the activities of intelligence collection. These same ethics should apply equally either when conducting internal personnel or professional business activities. The proper ethical conduct exercised in personal relations will contribute to fostering teamwork, integrity, dedication, and sensitivity to Agency goals and standards. CIA employees must be proud of the product it produces and must also be committed to ideals that contribute to the betterment of the Agency and our free society.

IV. People

It is believed that the right people will be the most important ingredient to the Agency's success in the coming years. We believe the Agency should recruit new employees based on their patriotic beliefs as well as their academic capabilities. Additionally, Engineering and Computer Science people appears to receive the majority of recruitment attention and they eventually move into most management positions. It would appear that focus on skills in the Political Science field should also receive equal attention and educational assistance provided as necessary.

Communications between management and subordinates must be improved if we are to instill pride, dedication, and a unity of purpose in all employees. It is important that feedback to employees be a part of the normal work process for information or recognition purposes. Monetary awards are great motivators especially for employees where headroom is limited. Other non-monetary recognition must be expanded. We believe the lack of communications and sufficient recognition has been a major cause of personnel losses in some offices such as the Office of Communications.

V. Management

The manager's style in the Agency should reflect concern for the work environment and a recognition that employees require a sense of satisfaction and accomplishment in their work. The Agency supposedly is managed by objectives but in reality it appears to be managed by directives. More participation in the management process is recommended. In short, the Agency needs to adopt a policy and attitude of power "with" the people rather than power "over" them.

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7 February 1984

MEMORANDUM FOR: Executive Assistant, Office of Communications

FROM:

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SUBJECT : CIA Goals and Principles

Purpose:

Assist in insuring the integrity, viability and security of the United States through the timely acquisition, analysis and reporting of intelligence information to customers; To assist the President of the United States in his conduct of foreign affairs.

By its nature, the business of the Agency is sensitive and can not be effectively conducted in the public view.

Organization:

The Agency shall be structured to allow operating components to provide rapid and appropriate responses to the needs of other Agency and non agency components. This structure shall allow components to obtain quickly the necessary people, equipment and money to accomplish their functions and tasks.

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:

Employees of the Agency are the backbone of the organization and the strength and success of the Agency can only be as great as the sum strength and success of its employees. The Agency shall:

- Develop aggressive, but realistic, recruitment procedures for prospective employees.
- Recruit the best qualified individuals regardless of race, creed, age or sex.
- Promote the development of a professional attitude in all positions.
- Provide compensation commensurate with duties and responsibilities.
- Promote individuals from within the organization.
- Develop employee skills and knowledge through good management, training, travel and assignments.
- Provide quality work environment for employees at all levels.

Develop and publish high standards for employees at all levels.

Management:

Delegate greater responsibility and authority to all management levels.
Define clear cut objectives and goals.
Treat all personnel at all levels fairly and as professionals; Avoid dual standards.
Encourage employee participation in management functions.
Encourage employee initiative, creativity and risk taking; Do not penalize risk takers for errors.
Provide headroom for all employees to develop and advance.
Clearly define steps necessary for advancement. Allow for mutual planning/involvement in career mobility.
Recognize outstanding employees through advancement and awards, both monetary and non-monetary.
Be concerned and aware of performance abilities of all personnel; Commend and criticize as necessary on a frequent basis.
Provide multiple career paths for all employees to encourage excellence in all career fields.

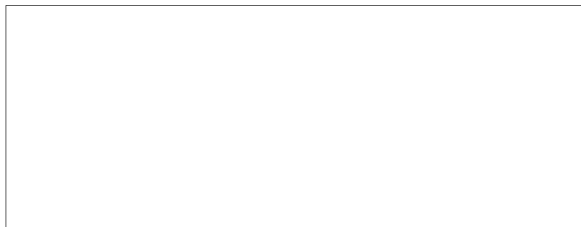
Measurement of Results:

Satisfaction of customer needs is the only measure of the Agency's success. Actively solicit customer feedback and disseminate throughout appropriate components; Take timely corrective action on critical feedback.

Standards:

At this time in history, the United States has a critical role in maintaining the viability of the Free World. The Agency, in turn, provides a service to other agencies of the United States which is key to the success of this role and the standards for its employees must be of the highest order:

Expect employee performance at all levels to be of the highest standard and ethics.
Develop employees to their highest potential through appropriate management, training, travel and assignments.
Exploit new and existing technologies to the fullest extent possible.



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GOALS AND PURPOSE

The goals and purpose of the organization are to collect and analyze intelligence for the President and the intelligence community which could have an effect on the defense of the United States, and to influence world events and opinion towards this goal and that of world peace.

ORGANIZATION

The mechanisms of the Organization are structured so all the operating elements are supporting the goals and purpose of the Organization. The Organization encourages the type of atmosphere which fosters a high-level of professional principles and pride. These values have a direct influence on competition within the Agency and results in a successful goal-orientated organization.

ETHICS

Agency employees are guided by law and are governed by their high sense of moral and loyal values.

PEOPLE

The people in CIA are recruited and chosen not only for their high level of professional skills, but for their integrity and loyalty towards the principles of the Constitution. Individually they have developed a high sense of dedication, security and allegiance towards their mission. We should not lower these standards and should continue to recruit people who deem these principles to be important.

MANAGEMENT AND PEOPLE GOALS

Due to the difficulties and hardships imposed by many of our assignments, managers in this Organization are challenged in providing a job atmosphere which is rewarding and satisfying. The management of our Organization is progressive and is in step with the recent and most successful management techniques used in most U.S. businesses. We encourage and provide training to increase people's skills and actively support an upward mobility program. As hard as we work towards the operational goals of our mission, we should encourage our managers to work equally hard at the quality of the management of our people.

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MEASURE OF RESULTS

A measure of results is our level of reputation we hold within the intelligence community for the quality and timeliness of the product we produce. Another measure is the perception that the American public, Congress, and the free world have of us regarding the caliber of our people, the morality of our deeds, and the trustworthiness of our actions. This is not to say we should propagandize our deeds; but neither should we attempt to cover up an illegitimately-sanctioned operation.

STANDARDS

Our product should be timely, accurate and of a high quality that it is considered esoteric to this Organization.

The moral, ethical and patriotic standards of our people should remain at a high standard and we should continue to set an example for others to emulate within the Government.

To take an acceptable risk should be the norm, and we should encourage our people towards this direction by making it a standard criterion to be evaluated in the performance and evaluation process.

The polygraph is used to maintain a high security profile and as a defense against subterfuge. We should continue its use, but should be a leader in perfecting its reliability and improving the human aspect of it, particularly regarding the negative effects it has on the person's psych.



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10 February 1984

Purpose: The mandate of the Central Intelligence Agency is the collection of intelligence in support of U.S. Foreign Policy, preservation of hemispheric integrity and to thwart the spread of global Marxism and totalitarianism.

The Central Intelligence Agency should maintain an operational posture which will ensure continued review and refinement of current collection policy and methodology. It must also develop policy to deal effectively with new threats such as terrorism, funded and encouraged by historical adversaries, supported by an army of martyrs.

Organization: Foster commonality of goals between operating and support elements. Information flow between elements is necessary for success. Heightened coordination, coupled with a clear understanding of intended outcomes will ensure commonality is achieved. Policy and procedures should be to guarantee our efforts are accomplishment oriented; not directed toward maintenance of the bureaucracy.

Ethics: Although governed and dictated to a large extent by Congress, Agency moral and ethical values must remain just and inviolate, despite temptation stemming from remoteness, lack of public scrutiny, and a temptation to play by the opposition rules. Managers should counsel personnel in this regard as a matter of routine. More importantly, managers should set the example.

People: Recruiting should address Agency needs at the outset. Prospective employees should be screened not only for translatable skills, but for personal attributes as well. There are systemic constraints confronting Agency managers today which undermine effectiveness. A closer look should be taken at an extended, more rigorous probation period for new employees. Once marginal employees are entrenched within the system, managerial latitude vis-a-vis identifying and dealing with shortfalls in employee performance is severely restricted; to wit--a more active application of probationary prerogatives.

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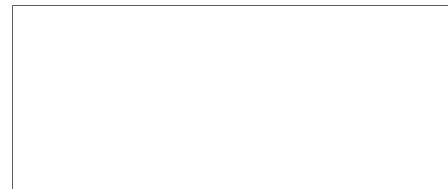
Management: Management should guarantee that all employees possess a clear understanding of Agency Missions and Functions and take steps to inspire employee committment. At the working level, employees should be clear on what his or her component goals & objectives are and how they relate to overall Agency Mission and Functions. Of particular import is a clear perspective by the employee what his or her respective role is.

Management should address accountability and take a more active role in its assignment and enforcement.

Measure of Results: We are unique in that, unlike the private sector, we do not enjoy the pleasure of basking in the limelight of our success, much less share it with the public. We are an organization whose only reward for operational success is silence.

Standards: We should approach our career, not in the light of personal gain or reward, but in terms of dedication. Dedication knows no bounds nor hour; it should permeate all of our accomplishments and fuel our self-esteem.

Instutionally, our standard can be nothing short of excellence.



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Purpose: Stock answer - To assist the President to protect and preserve the constitution of the United States and to maintain a free and democratic society. To do this, we must provide him with the most accurate and timely intelligence possible. We should go about this task as quietly and unobtrusively as possible, i.e., we should get out of the public relations business.

Organization: We should build and maintain a free flowing, but cohesively structured relationship, between the operational and support elements of the Agency. I believe that we are, and have been, organizationally structured to promote just such a relationship.

Ethics: Operational ethics - To a great extent Congress has legislated the operational standards the Agency must abide by. So we must operate within the ethical dictates levied by Congress to the extent possible; keeping in mind that in today's world, gentlemen do read other people's mail if they want to survive.

Personal ethics - Hopefully our "weeding out" process results in hiring people who possess a high regard for ethical behavior. They need only be advised and periodically reminded as to what this behavior should be.

People: We need people who possess a strong work ethic; people who believe that a cause is worth working for and that a pay check must be earned. We should not lower our standards to satisfy social and political precepts or norms.

Management: Reward personnel according to performance put forth.

Keep employee challenged.

Refrain from double standards.

Promptly deal with employees who do not meet minimum standards. Don't carry substandard employee from year to year because that is the easy way out.

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Employees who are promoted to the point of incompetence should be downgraded.

Firm, but fair, should be the dominate style.

Measure of results: Find it very difficult to answer this question. Can only answer subjectively in that only time and history will measure the results.

Standards: Individual self pride - based on the knowledge that value is being given for value received. Sense of accomplishment in the knowledge of a job well done.

Institutional - Do not bow to political pressures to the detriment of the mission.



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MEMORANDUM FOR: The Executive Office

FROM: [REDACTED]

12 February, 1984

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SUBJECT: Response to DCI request for statement of Agency goals & principles

Here are perceptions of my own as well as agency goals as requested:

PURPOSE:

The mission of the agency is and has been to provide current and accurate intelligence on the international scene to the President and members of the National Security Council, so that they may set the national policy goals. The agency (Operations Branch) should exercise more aggressiveness in seeking penetration assets to communist bloc countries and, be empowered to actively respond to terrorist threats.

ORGANIZATION:

The relationship of the Operations and Supporting branches should be inter-related to allow for smooth coordination of mission requirements. The Operations branch should be both the dominant and larger of the two branches. At present, we are more of a supportive rather than an operative organization. This needs to be reversed. The Operations branch needs to be rejuvenated, expanded and, once again be given the teeth to counter terrorist and other disruptive threats to our national interests.

ETHICS:

We have a code of conduct, covering moral/ethical values, which all employees must adhere to; a prospective employees ethical values should be weighed during pre-employment interviews. Regarding the ethics of accomplishing our mission requirements; we should not be so concerned with what is, or is not ethical, but rather can we accomplish our objective as levied upon us? The responsibility for levying a specific requirement on the agency rests with the President and National Security Council and the matter of ethics should be resolved by them prior to our becoming involved. Our policy should be to carry out the directives duly received from above.

PEOPLE:

We need to stress to agency recruiters that they be more selective when processing applicants. Likewise, the Office of Security should be taking a harder look during the screening process to ensure that we hire the right people. So long as we are fair in our hiring practices, see no need to succumb to pressure from special interest groups in meeting set quotas or lowering our qualifications for employment. Managers need to be more forthright when reviewing the performance of new hires, so that those not fully meeting the standards of the agency can be weeded out during the 3-year probationary period. Likewise, to make room for tomorrows operatives, older employees who have not been able to adjust to new concepts, should (if eligible) be allowed and encouraged to take early retirement. We need reasonably well educated, down to earth realists, that can adapt as the situation changes. They need to be aggressive, self-starters; those with a strong desire to prove their worth by their dedication and deed.

MANAGEMENT:

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CONFIDENTIAL**MANAGEMENT:** (continued)

The agency doesn't now have a management style, per se. We are so wrapped up in producing the model manager, that the mission itself almost seems secondary. It would be difficult for the agency to operate like a large, private corporation despite the positive points put forth by the DCI; weighing the pros and cons, it would likely be devastating to try and realign the makeup of the agency to mirror IBM, BOEING or the like. We should continue to provide our employees with the job descriptions (AWP), encourage initiative and list incentives for surpassing, not merely meeting these requirements. Superior performance should then be rewarded. The key here is to accomplish the managerial miracle. That is, to eliminate office politics from the promotion process. Though not necessarily a style, managers should be straight forward with their subordinates. Average or weak performers should be so informed and their performance records should attest to their true value to the organization. Honesty breeds trust and respect.

MEASURE OF RESULTS:

This is a toughie and could well take two pages alone. I would propose that the agency could document (a report card if you will) for the President and the over-sight committees; in this report, list our successes in averting terrorist acts, in predicting coups, listing the number of Soviet KGB operatives expelled worldwide as a direct result of our efforts, accurate predictions of hostile excursions and, cite all our other accomplishments within our realm of responsibility. We could use as a comparison, our successes as opposed to those of the Defense Intelligence Agency, and other intelligence collection agencies.

STANDARDS:

Again, we already have high moral and professional standards that we are expected to comply with. We can only rededicate ourselves to doing the best job possible. As an agency, we must continue to produce the finest and most accurate product with the minimum of attention. As we do our dubious deeds of neutralizing hostile intentions, it should be remembered that our high ethical, moral and professional standards do not necessarily qualify us for membership into local honor societies.

OTHER OBSERVATIONS:

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2. As mentioned under ORGANIZATION, the Supporting branch may be in need of a trim. In accomplishing this, we should seek exemption to the Freedom of Information Act, thereby (a) reassigning a considerable number of positions whose main purpose now is to research and provide material compiled by the agency to nearly anyone who is curious; (b) reduce the public relations role of the agency and return once again, to the low profile era. Should accusations arise re agency misuse of power, etc., allow the Justice Department to represent us and/or have the President or over-sight committees respond on our behalf.

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Our "Company" produces a product, and that product is intelligence. Contrary to popular belief, however, we are also in the business of making a profit. As in any business, the amount of profit depends on the quality of the product, and its usefulness to the consumer.

The Product - Intelligence

Our product is more valuable than that produced by any other "Company" in the United States. In order to produce the best possible product, quality, reliability, accuracy and timely reporting of facts and projections must take priority over all else.

Raw materials for our finished products are gathered from an infinite number of sources. These materials are imported in massive quantities and encompass practically everything known to man, and many that man has only thought about.

It is our people who must sort this mass of input, select the very best, the most important, and produce the final product. People are our most important asset; therefore the people we have must be the best available. I know of no College or University that gives degrees in intelligence. This training can only be given by those in the "business". Rewards should be based on one's contribution to the production of the final product.

Performance is the key word. It does no good to collect raw materials and let them rot on the dock, or become stale sitting on someone's desk. Also, it serves no purpose to collect sea water when what we really needed was a soil sample. On the other hand, if the collector has the opportunity, and believes the sea water could be important, then the collector should obtain a sample and send it back with the soil.

Well defined objectives are the manager's greatest responsibility. They must clearly define what the final objective is and provide the tools to accomplish the objective. They must have confidence in their people. They must take the initiative, take great pride in their work and strive for perfection. They must set standards of performance and not allow them to be compromised.

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We can and must be ethical when dealing with each other, or outsiders, as much as possible. We must also understand that in our case, truly ethical methods cannot and do not always produce the best product. However, we should ensure that the ethical is the rule, and the unethical is the exception. The end does not always justify the means.

The Profit - Much More Than Money

The amount of profit we realize can only be measured by the quality and usefulness of our product. Faulty intelligence leads to faulty decisions, and thus a tremendous loss of profit.

Our profit is our reputation as an Agency. Our profit is our people's satisfaction for a job well done. Our profit is the safety and the integrity of the United States and its people. Our profit is in keeping the free world free, and thwarting those who work to destroy our democracy and our way of life.



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"The price of freedom, is eternal vigilance". These words exemplify the reason for the existence of the Central Intelligence Agency. The pursuit of information for the sole purpose of developing cohesive intelligence for the defenders of America's freedom places a heavy burden upon the Agency. A burden that cannot be shouldered by one person. It requires the sharing of the strength and stamina of all of the personnel in the Agency's family, each one contributing a part of themselves to form the unified entity so necessary for the creation of that product we call Intelligence.

The CIA has as one of its assets the respect and faith of those people who depend upon it to provide the insight necessary to the development of America's policy. This respect and faith does not have to be earned, it exists, it is there. Our sacred task is to not allow it to deteriorate through neglect or self centeredness. Our principles must be above reproach and maintained from within the Organization. The individual must give way to the goals of the Organization, yet maintain his own uniqueness, creativity, and inquisitiveness so critical to our product. We must be always at the forefront - intellectually and physically - providing first hand knowledge to our policymakers. Knowledge that must be presented honestly without editorializing; knowledge that must be complete and without supposition; knowledge that is accurate and without the hint of fabrication; knowledge developed into meaningful intelligence and presented with a singleness of purpose - to help guarantee our freedom.

How can one describe the type of person that the CIA wants as an employee? The person that can make that personal contribution so that the whole can succeed. Words, or rather emotions, such as patriotism, loyalty and American immediately come to mind along with descriptors such as hard-working and dedicated. But what stands above all of the rest is honesty, we must look for that individual who strives to be honest, honest first with himself. The rest can be learned. Management techniques, work habits, purpose, organization, can all be learned as long as that binding thread of honesty runs through the whole.

Diogenes was not successful in his search but I believe that the Agency comes very close and that is all we can hope to achieve. We may never reach perfection but if we continue to strive for it we can accomplish our goal.

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CIA GOALS AND PRINCIPLES

PURPOSE

The overall responsibility of the Central Intelligence Agency is to produce accurate intelligence for a variety of consumers in a timely fashion.

ORGANIZATION

To meet CIA's goal, the associated range of responsibilities are segregated, clearly defined, and then assigned to the appropriate component. Although each component is independantly accountable for their responsibilities, the flexibility built into the organization allows for timely support from other elements within the Agency, as needed.

ETHICS

The highest degree of integrity, honesty, and conduct are attributes which are demanded as a prerequisite to employment at the CIA. The need to maintain these high standards, both on and off the job, is fully understood and supported by each member of this Agency.

MANAGEMENT

There is an understanding throughout the Agency that each employee contributes to the ultimate success of the CIA, which produces a near transparent blend between the employee's and their supervisors at each level of management. This style of management not only assures that everyone is fully aware of their individual responsibilities in meeting goals, but it also encourages employee's to participate in the decision making process. The same skills and expertise that are needed to achieve certain objectives, are the same skills and expertise that are used in formulating the objectives.

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SUBJECT: CIA GOALS AND PRINCIPLES

PEOPLE

The stringent qualification standards that have been established for employment at the CIA produces high calibre individuals entering on duty. The management policies of recognition, development, challenging assignments and reward are stimulating and provide an opportunity for each employee to succeed throughout his/her career. CIA employees are motivated to excel in their work for many reasons, some factors are; the opportunity to increase their education via Internal Training programs and sponsorship for External Training; recognition and rewards for exceptional performance in the forms of Cash Awards, Certificates of Merit, Assignments and or Promotion to a higher level of responsibility. However, the most significant motivating factor for employee's of the CIA is pride. Pride in knowing that they are part of an organization that is recognized as being the best at what it produces.

MEASURE OF RESULTS

The goals of individual components within the Agency can be measured by reviewing the efficiency in which these goals were achieved. Elements such as funding, manpower, time, etc., can be calculated and assessed. However, in measuring the broad qualitative responsibilities of the CIA a different measuring device is needed. One yardstick would be an analysis of the security posture and prosperity of the U.S.A.

STANDARDS

In an effort to maintain excellence, we will strive to:

- Meet our goals
- Maintain integrity, honesty and security of the highest order
- Recognize the efforts of all employees
- Encourage creative thinking
- Identify and develop future leaders



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08 February 1984

[redacted] were in agreement with the draft statement on CIA principles and did not address themselves to the specific draft points. [redacted] personnel voiced their perceptions of problems facing the Office of Communications - conceding a parochial view - and believed the Office problems were also reflected throughout the Agency. Views and concepts of [redacted] personnel follow:

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Technology is the path of the future. To make it work, we have to understand it. Our training programs must be stepped up to keep pace with new technological developments. We must speed up our efforts to build a skilled cadre of operators and technicians capable of operating and maintaining new, highly sophisticated systems. To do this, and at the same time continue present levels of support, we must exercise every option available to provide time for expanded training efforts. Recruiting efforts must be increased, pipeline time reduced, productivity raised and employee involvement in planning for new systems must be actively encouraged.

Morale appears to be declining and is perhaps the single greatest problem facing the Office today. It is a burning force - wasting talent, eroding patience, destroying creativity and drastically cutting production. An immediate and concerted effort by all levels of management should be directed at this problem. A few things that could be done to immediately improve morale are: more respect for the individual, increased reward for achievement, improvements in the working environment, elimination of mediocrity through increased incentives and provision for maximum career growth opportunity.

Management must be more forthcoming with the employees. All too often we find there are double standards when dealing with our people; when policy is enacted, it is not well enough defined and we find scores of managers setting different guidelines or standards for the same policy.

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Mid-level management is too large and has become an impediment to completing Office missions. Programs constantly become crash requirements and even programs that are begun well in advance drag on until upper management has to step in and push personnel to complete the project. A decrease in mid-level management would focus responsibility and ensure accountability. A more direct line from senior management to the staffs would strengthen the feeling of belonging to the Organization and erase feelings of isolation from the planning process.



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S E C R E T

OB-M84-002
09 February 1984

MEMORANDUM FOR: Exective Assistant, OC
FROM:
SUBJECT: CIA Goals & Principles - What Should They Be?
REFERENCE: OC-M84-082 memorandum, dated 30 January 1984

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1. In broad terms the Agency's purpose is to provide security and intelligence functions in accordance with its charter. The scope of activities by the Agency in support of this purpose is the area on which we are judged and in which we should seek to achieve a standard of excellence. There is a restored air of confidence, both within and outside of the Agency, in our ability to perform our mission while maintaining ethical standards. As we seek innovative approaches and solutions to achieve our goals and objectives we should bear in mind those concepts and ideals that have earned the Agency the reputation of being an elite corps.

2. There is a unanimity of purpose in the relationship between the operational and support elements within the Agency. Misunderstandings or lack of response are primarily attributable to a lack of resources or personnel rather than a failure of organization. Lean staffs, rapid response and practical risk taking are qualities that are being used effectively by private industry. Implementation of these qualities within the government is stymied by bureaucratic requirements for documentation and coordination at all levels. A "bias for action" is an attitude as well as an action concept that cannot function with anything less than total acceptance by all levels of management. In our search for organizational

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SUBJECT: CIA Goals & Principles - What Should They Be?

excellence and superior service, we must be willing to accept fundamental changes to our historical way of doing things and to be willing to delegate authority and responsibility below the present accepted level. This will develop an atmosphere of challenge and opportunity and contribute to the professional development of the younger employees.

3. Ethical standards are relatively easy to establish, but extremely difficult to enforce. The standards must be realistic and acceptable to the average employee. This by no means implies that we have to relax our standards as they presently exist, but that they should not be modified to exceed acceptable professional and moral conduct. We have to remember that our employees are, for the most part, dedicated to the Agency and possess high moral and ethical standards. If management conveys a sense of trust, the employees will respond accordingly.

4. The Agency has been successful in recruiting high quality employees. We have not been similarly successful in retaining these individuals. The skills and clearances possessed by many of our employees make them lucrative targets for recruiters from private industry. The present anti-government employee attitude and attempts to reduce benefits have had an adverse effect in persuading some very talented and high potential individuals to pursue a career with the government. Due to our unique requirements and our need to retain experienced individuals, the Agency should be at the forefront to convince the Executive and Legislative Branches to retain, if not expand, existing benefits. The Agency is in a position to offer challenging and responsible assignments which attract the best employees. Every effort should be made to provide the incentives that will ensure that these individuals remain with the Agency.

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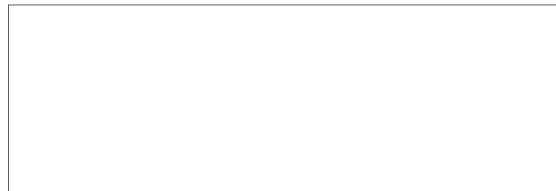
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SUBJECT: CIA Goals & Principles - What Should They Be?

5. Over the past few years the market has been saturated with courses, books, etc. on modern management theories and styles. The best management style is the "one that works for you" as long as the manager is held accountable and rated on his effectiveness. Communication between the individual and management is essential. The employee must understand management's goals and be allowed to contribute. In addition to improving our managerial style, we should seek to identify and develop those individuals that have demonstrated potential for the managerial ranks.

6. It is difficult to measure results in the absence of absolutes to use as a yardstick. An objective self-analysis is equally difficult. We must therefore rely on feedback from our customers combined with an assessment of our effectiveness and efficiency in meeting our established objectives. Even though the lack of a firm value may make our performance difficult to assess, a subjective evaluation can be made that reflects our progress in achieving our goals.

7. Our standards remain high. We cannot afford to settle for anything less than excellence. As we strive for improvement, we must not compromise the standards that have earned us the reputation that we have worked so hard to establish.



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S E C R E T

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

8 February 1984

MEMORANDUM FOR: Executive Assistant, Office of Communications

FROM:

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SUBJECT: CIA Goals & Principles

REFERENCE: OC-M84-082, dated 30 January 1984

1. The existence of the CIA and its basic charter are legislated public laws. An Agency goal statement should be a condensation of the charter with which our employees can identify and thereby direct their efforts. A suggested Agency goal is "to acquire, collate, analyze and distribute the highest quality intelligence products possible to intelligence community consumers in the most accurate, rapid and useful forms imaginable." (C)

2. To accomplish this goal, specific objectives which accurately reflect management philosophy must be stated to our employees. That we as a government bureaucracy look to models of corporate excellence for developing management objectives is in itself an admirable trait. By reviewing proven objectives of the most successful corporations, we can selectively tailor our Agency to create a functional and effective organization capable of meeting stated goals, as well as adapting to changes in concepts and methods of management based upon social and technological environments. (C)

3. A recurring theme in corporate objectives is the universal adoption of "people" as the root source and most valuable asset of an organization. We must develop a similar philosophy. We should place more emphasis on recruiting persons with exceptional skills gained through individual achievement and innovative creativity rather than placing the emphasis purely upon academic credentials, which may often be the result of merely following formatted paths in higher education for protracted periods of time. Few persons join government for purely monetary reward. We must identify traits of patriotism in our search for dedicated personnel. What we need are people who can relate to the 1960s philosophy of asking what you can do for your country, not what your country can do for you. We must maintain the highest standards of integrity by taking a hard line and opposing fleeting social standards such as the acceptance of homosexuals or experimental drug users. The fact that we hire only 1 out of 100 applicants should be publicly advertised for enhanced public image, much like the U.S.

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Marine Corps slogan of "looking for a few good men." We should develop positive public presentations of how good we really are, to construct a public perception that we are an elite organization. (C)

4. We need to adopt measures that indisputably prove to employees our belief in the stated objectives and that our people are the finest. Promotion from within and personal development must be primary objectives. We must provide means to let our employees explore their interests, measure their aptitudes, realize career growth through internal training, and encourage assignments to areas of responsibility and authority to reinforce recognition of effort and achievement. We should examine areas where enhanced benefits or other perquisites can be reinstated. Certain allowances, such as

[redacted] can create a rapport with employees by proving that the employee is indeed "special" and these extra benefits recognize that fact. Adopting the "family" concept will also improve dedication; one has to feel needed if one is expected to remain. (C)

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5. Our basic organizational structure should reflect our functional roles, with more emphasis placed on streamlining chains of command and placing greater responsibility, with attendant authority and accountability, in the hands of those further down the chain. Our front-line operational managers must be encouraged to try innovative techniques to achieve particular results. In every event, support elements must function in a supportive role; nothing can stifle a creative operation faster than bureaucratic haggling and the extensive coordination often required by support elements. Every effort must be made to identify and abolish or significantly alter any bureaucratic process that impedes operational plans, be it of a logistical or personnel related administrative nature. Means must be established to seek out areas for improvement above and beyond the present employee suggestion program. Division-level working groups should be able to review areas of concern and have the authority to take remedial action. (C)

6. The quality of our product and the success of our efforts is difficult to evaluate. While we must cater to our customers current needs, we must also seek to improve our products through individual effort and initiative using modern concepts and technological advances as tools, before the product is required. Perhaps we can observe the management, tools, and initiatives displayed by other intelligence services and profit from what we learn. The best measure of our success can only be stated as how well the United States is prepared for any and all eventualities which may have an impact upon this noble experiment which we so casually refer to as our "American way of life." (C)

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

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TB-M84-003
10 February 1984

MEMORANDUM FOR: Exective Assistant, OC
FROM:
SUBJECT: CIA Goals & Principles - What Should They Be?
REFERENCE: OC-M84 memorandum, dated 30 January 1984

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1. The prime goal or purpose of this Agency is that of providing the very best analytical and factual intelligence possible, through the use of the talented human resources we employ, and the extremely sophisticated technical hardware we can bring to bear. The reason for this intelligence effort, in very simplistic terms, is to ensure that our government will always be prepared to deal with world events from a position of strength.

2. We are an organization comprised of many diverse elements in both the Operational and Support arenas. All elements must realize this and ensure that a true "Team" effort is applied to all intelligence gathering activities. In many cases I have observed that many elements in both the Operational and Support arenas have little or no idea of what the other does, and the effort that goes into their contribution to the final intelligence product. Parochial interest must be put aside to ensure that we put the maximum effort and talent into every task undertaken by this Agency. Credit should be shared by all, not just the last visible person or element.

3. Management must be dynamic and instill in every individual the feeling that they are not just a person doing a job, but a very important part of this Agency's ability to produce the quality and quantity of intelligence that it does. They must lead, guide, recognize, and reward their staffs.

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SUBJECT: CIA Goals & Principles - What Should They Be?

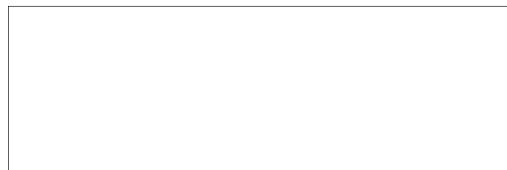
They should make every effort possible to provide clear communications channels between upper management and employees at all levels. Employees should be made to feel part of this organization and not kept in the dark. Informed people function better and in many cases can provide a valuable contribution when they fully understand the task at hand.

4. The single most important factor that contributes to our ability to provide the best and most comprehensive intelligence is our employees. To ensure that we have the best available minds and talent, this Agency must continue to recruit against stringent standards, provide opportunities and training that will motivate, recognize and reward exceptional performance, and provide a work environment conducive to maximum effort and production.

5. The true measure of our worth will be judged by others through the accuracy of our finished intelligence to forecast and forewarn of events yet to happen. The ability to counter or circumvent an activity directed against our best interests would be a very good measure of the intelligence gathered.

6. The standards we set for ourselves and the organization must be very high. Anything less could create a situation where security could be compromised, human life endangered, or technical capabilities and technology lost. Excellence in personal and professional standards must be our goal.

7. Ethics is something that cannot be dictated by decree but is best emphasized by example. Ethics must be reflected downward at all levels within our Agency. The manner in which we conduct our business must be above reproach in dealing with ourselves and our government. Each and every individual deep inside knows what is right and necessary in the performance of their duties. We all must strive for the highest ethical level possible in the performance of our job.



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Agency Goals and ObjectivesPurpose

The purpose of the Agency is to provide foreign intelligence support to policy makers of the government. The Agency serves to coordinate the efforts of the Intelligence Community and to provide objective analyses independent of policy interests. The Agency provides a capability to create intelligence collection systems and to conduct foreign covert activities under direction and control of Presidential and Congressional elements.

Objectives

A major objective of the Agency is to do well those things for which it is uniquely organized and qualified. The Agency should maintain its organization and flexibility to assure rapid responsiveness to changing intelligence support demands. The Agency's role as a focal point of our nation's foreign intelligence activities has as its common thread the handling of information. The Agency must collect, synthesize, and transfer information securely and effectively under conditions of peace, international tension, and war.

Organization

The Agency organization shall reflect the objective of fulfilling its mission effectively. The intelligence production shall be organized to guarantee its independence and objectivity. The covert activities organization shall ensure control and accountability. The organization must ensure a cooperative and unified effort toward objectives while ensuring security and individual job satisfaction.

People

The Agency's effectiveness depends on attracting and keeping people with exceptional capability and patriotism. The Agency's standards, training programs, opportunities and personnel policies must reflect the high value placed on professionalism, individual achievement and freedom. The Agency must employ people with a high standard of ethics representing the best principles of the nation. The Agency shall encourage proactive individuals and provide mechanisms for taking reasonable risks.

Ethics

As a secret intelligence organization in an open, democratic society, the Agency must reflect the ethics of the society and adhere to its constitutional principles and laws. Secrecy shall serve to protect the nation's foreign policy interests, not to deny society awareness of activities which would be unacceptable as counter to its principles.

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Management

The Agency management must emphasize excellent performance, responsiveness, control and accountability. At the same time, it must foster initiative and innovation, and must build mutual respect with Agency personnel. Within the Intelligence and Foreign Affairs Communities, the Agency must take a leadership role.

Measure of Results

The primary measure of results for the Agency is the satisfaction of the policy makers it serves and the nation. As an organization primarily providing support, quantitative measures are few. The Agency should seek to measure its performance both through contact with its customers and through reviews done by internal and external panels. Accountability for satisfactory results shall be to an individual or small group whenever possible.

Standards

The Agency shall measure itself and its people in terms of performance, accountability, consumer satisfaction, and the degree to which our nation's national security is maintained and strengthened as a result of its efforts.



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

13 February 1984

CIA STATEMENT OF PRINCIPLES

CIA is an organization which is both unique and vital to the conduct of U.S. foreign policy. It serves first as the central source of objective analysis of events and trends worldwide, based on information gathered from far-flung technical and human resources. Further, it provides a covert, non-military means of accomplishing foreign policy objectives.

The Agency must maintain a reputation of integrity and objectivity in its operation and product. It can only sustain this by being dedicated and objective in its analyses and conduct, avoiding partisanship and political allegiances.

CIA offers careers of great interest to people with a wide variety of skills and interest in many fields: foreign policy specialists, scientists, engineers, programmers, paramilitary experts, sociologists, and economists to name a few. CIA offers these people a rare opportunity to pursue the practical application of their skills.

However, such creative, free-thinking individuals are in demand in both the public and private sectors, and incentives are needed to maintain a cadre of professionals. These should include the opportunity for personal and professional advancement within one's field as well as the opportunity to broaden one's professional interests. Equity with the private sector for wages and benefits must also be considered to the maximum extent possible within Government guidelines.

While many people are attracted to CIA because of its career opportunities, and not a few are attracted because of a sense of duty to their country, it is necessary that our management provide the strongest example and inspiration to strive for excellence. This is best assured by an implementation of friendly competition in achieving our Agency and component goals. Decentralized leadership and responsibility fosters such competition, allowing individual diverse management styles to coexist.

Determining the success of approaches and products requires that objectivity be maintained. Feedback on success or failure of our efforts indicates where an institutional bias or deficiency in knowledge exists in a field of analysis, and better analyses will result if actual outcomes are contrasted with predictions. In the

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general sense, all deviations from the desired conduct of our mission must be viewed as constructive feedback; from a surprising outcome in foreign affairs to disclosures and leaks of classified information. Such happenings are indicative of where greater efforts must be applied.

Certain standards, therefore, are necessary for the conduct of our work. First, our "average" effort cannot be average; our country relies upon the skills we possess. Second, we must not be complacent. We must strive for excellence in our individual skills. Third, we must be objective in our approaches and outlook. Fourth, we must foster creativity and free-thinking because of the manifold possibilities offered us to better do our work. Finally, we must realize that we are an instrument of the U.S. Government and must understand and answer to its needs.

These five principles are the foundation upon which all of our efforts must be based, and these must be carefully cultivated among our employees so that the highest level of achievement may be aspired to, and realized.



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13 FEB 1984

MEMORANDUM FOR: Executive Assistant, OC

FROM:



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SUBJECT: CIA Goals - Principles

1. To be the best at whatever it tries to do, an organization must strive to manage its resources effectively. It has to cultivate its people by creating a family environment. A group of employees who enjoy working together toward a particular goal. It must encourage its people, create challenges, provide adequate training, and above all, it must communicate, through management, that all members of this family are needed and that they are valuable to the mission. (U)

2. Managers must be selected that can project the qualities needed for an effective organization. Too often, because of past performance, an individual who is good at a particular technical job is promoted to a position of management. Many of these "instant managers" are in need of managerial training, and experience. Also, there are managers that have large self-centered egos, those absorbed in turf protection, and yes men, to name a few, that are not conducive to creating the desired family-work-together-atmosphere. Managers must be selected for their personality, trained and indoctrinated with organization policy. (U)

3. I realize that most of this is frivolous, and borders on "motherhood," but, it is extremely difficult to improve upon the views and concepts that are illustrated in the statements of corporate goals, etc., that were attached to stimulate free thinking. (U)



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 13 February 1984

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MEMORANDUM FOR: Executive Assistant, OC

FROM:

25X1

SUBJECT: CIA Goals and Principles (U)

REFERENCE: OC-M84-082, dated 30 January 1984

1. The book, "In Search of Excellence" (ICE), by Peters and Waterman provides much food for thought beyond describing what makes an excellent company. When delving into any industrial-oriented treatise on management, the one question that stands out is, "Is the material applicable to the government way of doing business?" Keeping things simple, "loose-tight" management coupling, avoiding over-organization, informal control, paying attention to prior outcomes, immediacy, achievability, feedback, intrinsic motivation, learning organizations, reduced standardization to procedure -- these are just a sampling of the various motifs presented in the ICE book which can be compared to our present ways of doing business. But it may be questionable that many of these motifs would be recognizable in our various Offices. We've demonstrated our capabilities, earned our credibility, became enamored with assurance in our growth, persuaded ourselves that our product has no competition, established careful controls to protect against decreased productivity, and in the outset, found ourselves at least in certain arenas, stagnating in progress because we forgot how to learn, how to do the job differently, better and thus became preoccupied with not making mistakes. Our present organization-management trends seem to be towards the complex, formal, tight, standardized approaches, even though our intentions are to establish flexible, generally less formal, participatory infrastructures. (U)

2. We should be the academia for intelligence collection, communications, analysis and distribution. Support functions must be more closely identified with the customer. In many cases, the support element can contribute significant input to and assist the customer in defining, developing, and solving requirement issues. More flexible, independent task team structures consisting of various occupational disciplines crossing Directorate lines need to be established, particularly to improve immediacy responsiveness. (U)

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SUBJECT: CIA Goals and Principles (U)

3. We are creatures of our environment, requiring meaning to our existence and efforts, demanding security, self-satisfaction, independence, competition, reward, and personal control over our destinies. We, at the mid-management level need to better recognize and evaluate the abilities, knowledge and attitude of others to ensure they are appropriately employed. (U)

4. There is no question that the humanities issues presented in books like "ICE" can and should be applied to the Agency. If we elect to adopt such a doctrine, an appropriate Agency-wide campaign to establish awareness and education of such a doctrine should be published. "How to Develop and Apply Work Plans", by Charles Wilson is a good Federal Supervisor's Guide to supplement an "ICE-plan". (U)

5. The "other guy" has to be the measure of our results. In this humble Branch, the customer is our best, if not only guide, to how well we're doing. We must not make the mistake of forcing a product on a customer if it is "before its time", if it doesn't meet his specifications, if we are not satisfied with the quality, or if it doesn't meet the standards of the Agency. (U)



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CIA Goals & Principles

1. The purpose for the CIA's existence is to serve the President by expeditiously providing to him and to designated members of the intelligence community, analyzed intelligence information on selected issues in a form which is readily usable for the formulation of decisions and policy.

2. In dealing with establishing a set of moral principles and values, the dichotomy of living with cover presents a subconscious dilemma, where after a period of time the rigid value lines once held, become somewhat flexible depending on the situation at hand. In the absence of firm direction or in the case of broadly defined direction, the individual is left with making the value decision with his instincts and hoping it was acceptable for that particular situation. The point of this rambling is that in our business, a suitable code of ethics, providing guidance for and serving all members of the Agency, will be far more difficult to establish than if we were in a different business where the lines are either black or white.

3. I think we all agree that people are the most important asset of any organization. The goal of obtaining and retaining the best is essential. Integrity and dedication are two qualities that should head our list of personnel attributes. Technical ability or intellectual capacity, needed to perform a particular task, are extremely important and should be strove for but they will be diminished if the individual lacks the integrity and dedication to carry the job through.

4. The management phylosophy in the Agency should be one that encourages and rewards. Responsibility should be delegated downward whenever it is possible. The development of managers should have increased emphasis with merrit and accomplishment being the criterion for escalation.

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5. Standars of excellence should include:

- pride and confidence in the product we produce and the position we hold
- keeping current with the state of the art where it serves us
- strive to ensure that the maximum return is realized from the American tax dollar spent
- being always cognizant of the security aspects of our job and being alert to avoid or correct any potential compromising situation
- strive to maintain and project the professionalism which we have come to expect from our personnel
- establish, foster and maintain a comradery among all members which stems from our uniqueness and eliteness.

6. In establishing a code of excellence for the CIA or for any organization, an extremely important aspect to be considered is how do we make it successful? The element of success will hinge on how the doctrine is viewed and accepted by the members of the organization. The most well thought out code of excellence is useless if it is not taken seriously. Action must be taken to ensure that the doctrine is embraced by the members at all levels. A method of accomplishing this end is the public/peer recognition of members who exemplify the spirit and text of the doctrine. A program such as employee of the month, administered at the Office level, has been used effectively in private industry and could be productive for this Agency. No matter what technique is employed, acceptance by the members at all levels will be paramount to success.

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CONFIDENTIALCIA GOALS AND PRINCIPLES

I believe the prime mission of the Agency should be to support the executive and legislative branches of our government with intelligence and operations needed to preserve the security of our nation and The Free World. The degree to which we accomplish our mission can generally be measured by positive changes in global stability and by our track record of providing intelligence products. All major human and technical intelligence collection and subsequent analysis must continue to be designed to support specific national goals. Major successes would be: 1) predicting and possibly deterring invasions by Communist governments; 2) providing our government with the insight necessary to avoid Vietnam type debacles; and 3) inhibiting the establishment of hostile governments such as those in Iran, Libya and Cuba.

I believe the current Agency organization, a fairly traditional configuration, can be as successful as any other configuration. It is highly dependent on key individuals and the management approaches they adopt and pursue. If we are to do the best job humanly possible, then we need to fill the Agency with the best our nation has to offer. As indicated in Para. 4 of the Hewlett-Packard Objectives, we cannot expect to attract and retain the best if we offer career opportunities which are not competitive with those by the best in industry. Hence, it is incumbent upon executive management to ensure that equivalent career opportunities are truly available within the Agency.

Personal and intellectual quality requirements obviously vary from job to job throughout the Agency. However, we should continue to seek the ideal blend of intelligence, resourcefulness, innovation, and motivation for each job, especially for those leading to management. We need people with good judgement who are willing to take chances and who are committed to finding the best approach to a problem vice following the standard accepted approach.

The establishment of standards (individual, institutional, or ethical), however noble they may be, will not prevent a reoccurrence of a "Terpil" or a "Wilson" nor will they, in my belief, increase our productivity or efficiency. In my opinion, high productivity, efficiency, quality, and excellence are characteristics instilled in new employees by virtue of the example set by our management. Appropriate training programs, internal and external, should be adopted to reinforce the legacy which management has inherited.

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The managerial style and general objectives which I believe would serve as the best model for the Agency are those of Hewlett-Packard. Determination of the specific version adopted by the Agency is worthy of the best efforts of a top level task group.

Several suggestions germane to the overall efficiency of the Agency are as follows. We should:

- . be realistic in all our undertakings and in our evaluation of our problems and weaknesses.
- . take calculated risks when justifiable or necessary but commit our limited resources to only those programs in which we can excel (assuming a choice exists).
- . constantly seek ways of obtaining the maximum leverage from each staff employee.
- . learn to change in anticipation of requirements changing.
- . enrich our perspectives and horizons through exchange programs with other agencies, industry, universities, etc.



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10 February 1984

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CENTRAL INTELLIGENCE AGENCY
GOALS, PRINCIPLES AND STANDARDS

GOALS

- Produce a product and provide services which are responsive to the needs of the Executive.
- Develop capabilities to support the above goal based on our best estimate of requirements up to 10 years in the future.
- Establish a work environment supportive of the above goals.

MEANS

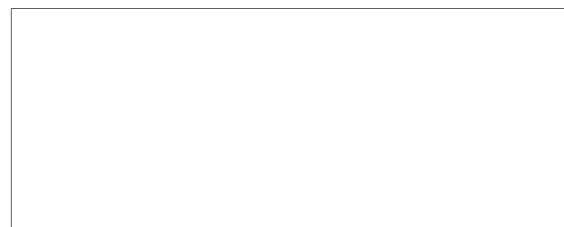
- Hard work
- Recognize and reward excellence
- Manage CIA as a business, not a bureaucracy
- Evaluate the product from within by peer review at all levels, in all disciplines.
- Evaluate the product by customer review

STANDARDS

- CIA must establish its own standards of excellence. Its unique product and the importance of that product defy ordinary standards.
- Personal ethics are the cornerstone of of institutional credibility.

CHALLENGES

- Hiring and retaining the best talent available in light of changes affecting government employment.
- Maintaining a reasonable image - to the Legislative, the Judicial and the public.
- Preventing internal boundary disputes from disrupting the efficiency of operations.



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SUBJECT: CIA GOALS AND Principles (C)

MEASURE OF RESULTS: It is believed essential that managers be accountable, and that major programs be reviewed annually to ensure that the tax dollar is being properly used. This will provide senior managers with a method to measure both program and personnel effectiveness, and will ensure that ineffective activities are discontinued within a reasonable time frame.

In order to enhance the effectiveness of the Agency, it should:

- Continue an aggressive program to obtain increased funding and additional employees. The time is long past where the Agency and its employees "can do more with less."
- Consider seeking legislation that would permit the Agency to share economic intelligence with the U.S. private sector. The U.S. is far behind in supporting the U.S. private sector compared with our allies and adversaries alike. To continue in this vein is a threat to our economic survival as a world leader.
- Improve the timing of the budgetary process and guidance to permit line managers to approach this very important process in a logical and realistic manner. Current practices result in scrambling, poor planning and unnecessary stress being placed on managers and line supervisors.
- Consider changing intra-office rotational assignment policies for selected positions. Current practices of routinely changing jobs every two-three years results in lack of continuity and efficiency in programs and projects. It also introduces added stress to employees as they approach the unknowns of new jobs. Furthermore, rotational assignments within a project cycle screen accountability insofar as project success or failure is concerned.
- Aggressively pursue the adoption of domestic allowances to provide economic relief for those employees who are expected to relocate within CONUS every few years. In addition, provide for a temporary living allowance for families of personnel assigned laterally overseas, to cover expenses when the employee is brought to Headquarters after home leave for periods averaging six to eight weeks and the family is expected to fend for itself. (C)

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CIA GOALS AND PRINCIPLES (C)

This paper was prepared by three senior Office of Communications officers who have combined Agency service of nearly 71 years.

PURPOSE: To provide the best intelligence support to the U.S. Government to help preserve and foster the principles, security and overall well-being of the United States politically, economically and militarily.

ORGANIZATION: A close working relationship must exist between all Agency components to ensure that all relevant expertise is brought to bear in pursuit of our goals. Excessive compartmentation, physical separation and territorial prerogatives impede this objective.

ETHICS: While social trends must be considered, firm standards and uncompromising ethics must continue to be the Agency badge of honor. This is essential to maintain the necessary level of confidence with our liaison contacts, and also to ensure internal confidence to maintain and promote organizational close working relationships.

PEOPLE: We believe in order to attract and keep top people we must treat them accordingly. We must provide job satisfaction and ensure they are provided internal training as necessary to allow them to improve productivity and assume higher responsibility as quickly as they can. In concert with this internally produced self esteem should come job satisfaction. Solid security factors in the form of our retirement system should be maintained as it is, independent of the remainder of the Federal Government, and should include adequate COLAs to keep retirees financially secure and independent without concern for their future years. We believe this would create the environment necessary for this elite cadre to foster superior dedication and a national devotion. Additionally, it should foster a willingness to maintain skill levels in an active reserve cadre which could be called upon in times of emergency or times of National crisis.

MANAGEMENT: Stop the brain drain--Integrate more responsibility throughout the ranks--Develop and use more team effort style management which would tend to share responsibility in a more effective and efficient manner. Mid and upper level management should be streamlined and converted from reviewers of details to accountable decision makers. Dramatically improve rewards for innovativeness. Reward enthusiasm and energetic involvement. This would create an atmosphere where such is the norm rather than the exception. Consider limiting compartmentation to a minimum, improving participation, analysis and contributions by many who might not otherwise have an opportunity to become involved.

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S E C R E T

CIA GOALS, PRINCIPLES AND STANDARDS

PRIMARY GOAL: To become the best, most effective foreign intelligence organization in the world and to maintain that position.

SECONDARY GOALS:

Preparedness: The Agency must maintain a high level of preparedness to deal with quickly changing world and national conditions. In order to maintain such a state, high standards need to be maintained in the area of employee training, talent and abilities. These factors will in turn build confidence to cope with challenges.

Intelligence Production: Maintain finished intelligence, whether destined for the Office of the President or elsewhere as a product of quality.

Operations: Increase quality and effectiveness of intelligence operations and operating offices and divisions; especially foreign intelligence collection, covert action programs and counterintelligence.

FUNDAMENTAL PRINCIPLES:

In all its actions and decisions, the CIA should exercise the expressed will of the President of the United States, abiding the laws of the United States.

Actions by the CIA should always be with the intent of preventing injury by foreign powers to the United States as a nation and as a free people; of protecting the national interests as directed by the President; and preserving and protecting the principles of the Constitution and representative constitutional government of the United States.

STANDARDS:

PEOPLE: Agency employee selection should be based on the individual traits of honesty, integrity, intelligence, talent, creativity, proven and potential abilities, and dedication to the primary principles above and to the principles of competence and professionalism.

PHYSICAL RESOURCES: Selection, procurement and deployment of the Agency's systems and facilities, should be based on need, quality and effectiveness.

S E C R E T

S E C R E T

CIA GOALS, PRINCIPLES AND STANDARDS

OPERATIONS: Operational judgments and decisions should be based on both short and long term effectiveness, bearing in mind that national interests should take precedence over partisan interests.

MANAGEMENT: Agency management should be based on the principles of competence, trust, integrity, honesty, sincerity, fairness, farsightedness, confidence and leadership.

ORGANIZATION: Operational and support elements need to maintain close relationships in order to ensure professional and efficient performance of mission and to eliminate duplication of effort.

SPECIFIC MECHANISMS TO ATTAIN GOALS:

Institute programs to identify and retain exceptionally talented and creative individuals.

Create opportunity for clerical personnel and those in lower paying jobs to gain satisfaction through job enrichment and challenging work.

Reinforce in each employee, the belief that the performance of his duties constitute important contributions to the achievement of the Agency's and the Nation's goals.

Foster an environment whereby all employees can cultivate the qualities and attributes of leadership.

Increase the effort spent toward foreign language study.

Selectively increase length of foreign tours.

Allow for increased extended TDY opportunities for inexperienced officers whose primary duties involve foreign intelligence operations or direct support to foreign intelligence operations.

Allow for increased area study and on-site TDY for foreign intelligence analysts.

Strive to place experienced officers at the line management level at all times.

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S E C R E T

STATEMENT OF GOALS, PRINCIPLES AND STANDARDS FOR CIA

PURPOSE

To provide timely, reliable intelligence and assessments responsive to the needs of U. S. Policy makers, pertaining to the political, economic, social, technological and military plans, trends and activities of foreign governments. Assessments will be independent, objective and strive to provide clear options for policy decisions and action.

ORGANIZATION

The operating elements of the CIA are structured to clearly define responsibility while encouraging and respecting the contributions of other relevant elements. Flexibility of organization leads to expanded individual versatility to maximize the resources available to respond to policy makers needs.

ETHICS

Every member of the Agency will perform their work under the Constitution and laws of the United States and will demand the highest degree of integrity in performance and conduct of themselves and their associates.

MANAGEMENT

The leadership at all Agency management levels will have been selected for their ability to attain results and, as fully important, to foster an informal relationships with subordinates which encourages initiative. Additionally, the broad development and retention of acquired skills in subordinates is essential for long-term Agency goals. The Agency style of management should allow parallel career development of "Expertise" and expert management.

PEOPLE

All personnel of the Agency have been rigorously selected for their loyalty and honesty but, in addition, a favorable initial assessment of their intelligence, initiative and maturity has been a deciding factor in their employment. A continuing series of evaluations, throughout their career, will tend to encourage even greater initiative and provide

challenges to broaden their perspective. In a field of external anonymity, a professional and dedicated workforce is attracted and retained by the opportunity to participate in an organization with unique challenges and responsibilities. With the main reward being the special privilege and special satisfaction of a sense of purpose and a confidence in their capabilities.

The majority of Agency personnel, in addition to their career field, will have a secondary area of competence and be striving for a minimum competency in at least one foreign language.

MEASURE OF RESULTS

As a public service, the Agency must assess its effectiveness 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 judgement 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.

In addition, as part of the long term assessment of the Agency, the ability to acquire, develop and retain personnel of the highest caliber is an essential element of any evaluation.

STANDARDS

- 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 most effective intelligence service in the world.



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OCOS-1184-078

13 FEB 1984

MEMORANDUM FOR: Director of Communications

FROM:

[Redacted]

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SUBJECT: CIA Goals and Principles (C)

1. Purpose: The purpose has not changed since 1947 -- the acquisition of raw intelligence, the analysis of that intelligence, and the provision of timely, accurate information to the President and other senior members of Government with which they can make decisions affecting the security of the United States. (C)

2. Organization: Obviously, relationships between and among operating and supporting elements should be characterized by cooperation, mutual helpfulness and dedication to the mission. Unfortunately, our perception is that these relationships are often characterized by overwhelming concerns of turf and by adversarial relations which act to the detriment of efficiency, morale and the end product. (C)

Another major problem which limits effectiveness is the fact that OC, because it is a service organization, cannot quantify its product. What besides number of messages passed, do we have by which to gauge our work? How can COMSEC make a determination of how well it is performing, i.e., the opposition using surreptitious means will not leave us with the "smoking gun" that will prove our defensive efforts are inadequate. We can only insist on maintaining high security standards and presume they are adequate. (C)

An additional problem surfaces at the headquarters end of the information circuit from the field. We have the best communications system in the Government, albeit a rapidly aging and deteriorating one. Although the information is rapidly inputted into headquarters, there is a breakdown in the time it takes to reach the customer. The organization of headquarters resources must be directed toward extending the distribution of information electrically to the ultimate consumers' desks. (C)

3. Ethical Standards: OC has traditionally maintained the highest possible ethical standards. Due to the nature of our work, we have access to more information than virutally anyone else in the Agency. This

[Redacted]

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Our reputation for confidentiality is of the highest order. We are admonished to be like "cloistered monks" -- we must never sin or ever give the appearance of having sinned. (C)

As with many things involving humans, guidance must come from the leader of an organization. The appearance of unethical behavior is every bit as damaging as unethical behavior itself. As long as this standard is followed, employees cannot help but absorb it, because it would be so pervasive throughout the work environment. (C)

[Redacted]

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SUBJECT: CIA Goals and Principles (C)

4. Acquiring the best employees: The mystique of the intelligence business and the high educational reputation of the Agency, serves as a magnet to attract some of the best talent available. However, this may also serve to turn away some who have qualities we desire. While we naturally want the highest quality educational background, we also should not turn away individuals who may have a lesser education, but possess intuitive good judgement and intellectual flexibility. (C)

Retaining the best and using them to the maximum of their abilities, requires the same managerial element -- providing an atmosphere where employee self-actualization is encouraged, accepted and appreciated; where he/she feels he/she is an integral part of the team; where risk-taking is encouraged; where past mistakes are not referred to for an entire career ("don't turn a mistake into an albatross"); and where the phrase "no, because that's the way we have always done it" is never heard. (C)

5. Management Style: The management style which will best achieve our corporate purpose and expected results is one in which managers are relatively few and able to make sound decisions. One of the major problems within the bureaucracy is that there are so many layers of hierarchy that each manager has only a small input into the final decision. Thus, the tendency is to claim a small amount of credit for sound decisions, but none of the blame for faulty ones. (C)

6. Measure of Results: The primary mechanism for this measurement is feedback from the customer which is not always forthcoming in government organizations. On an individual basis, it is the pride that each individual takes in performing to the best of his ability. (C)

7. Standards: we need to keep in step with technology. OC's most important asset, people, need to be thought of as "professionals" not as just a support organization by those outside the office. (C) 25X1

The reliability of our systems must be improved. With increased data rates, delays/outages caused by carelessness and unfamiliarity with the new equipments will cause delays in traffic. (A 5 minute delay on a low speed circuit may delay 2 or 3 messages. If the circuit is high speed, many more messages may be involved.) be of better quality and more reliable. (C) 25X1

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

STATEMENT OF GOALS, PRINCIPLES AND STANDARDS FOR CIA

Purpose. To collect, analyze and expedite delivery of perishable intelligence to and for the decision makers of the United States. Timely, factual data is essential in determining actions necessary to deter acts of aggression, gain military advantage, and promote the democratic principles of our society.

Organization. All elements of the CIA must interact as a cohesive group to provide the highest caliber intelligence possible. Accurate, rapid response to tasking is accommodated by each element's ability to react independently in order to contribute to the overall goal of excellence.

Ethics. CIA employees are obligated under the existing Agency Charter to perform their duties in conformance with National Policy. Ethical practices, loyalty, patriotism, and basic personal integrity are what distinguish us from our adversaries.

People. People are the Agency's greatest asset. Careful screening of applicants permits us to initially select only top quality personnel. Through our training programs, we ensure each individual an opportunity for professional, as well as personal growth. Challenging assignments, travel, and a strong dedication to duty promote an inclination toward continued Agency employment.

Management. Operation of the CIA is accomplished with a free flowing management style that employs individual respect, personal freedom, and personal accountability as its key ingredients. This style is characterized by a "can do" attitude throughout the Agency. Management must be flexible in order to accomplish daily objectives while constantly preparing a strategic plan for the future.

Measure of Results. Accomplishment of the Agency's purpose is measured in the amount, timeliness, and quality of its product and the satisfaction with the product expressed by its customers. Our overall effectiveness is directly measured by the success or failure of assigned missions.

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

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

Standards. The CIA is the best intelligence organization in the world because we:

- Require exceptional performance;
- Are dedicated to improvement;
- Maintain a high personal sense of purpose, ethics and integrity;
- Stay in the forefront of technological development;
- Meet and exceed tough challenges;
- Maximize the development of our people and resources;
- Are proud of our heritage.



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

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OCAM M84- 069

13 FEB 1984

MEMORANDUM FOR: Director of Communications

FROM:



25X1

SUBJECT: In Search of Excellence (U)

The following is a compendium of ideas derived from myself and the Group Chiefs [redacted]. We apologize in advance for the length of our paper, but we chose to present our ideas in point-paper fashion for ease of presentation and reading.

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PURPOSE OF THE CIA:

- °Collect, analyze and disseminate intelligence.
- °Devise and execute covert action programs as an instrument of national security practice.
- °PURPOSE OF DDA: Ensure legal and immediate support of the above missions.
- °Identify administrative obstacles which impede our mission. Determine creative ways to defeat these obstacles within allowable regulations and practices.
- °Promote and utilize reasonable but aggressive use of the DCI's special authorities to meet unusual aspects of our mission quickly and effectively.

ORGANIZATION

- °Promote and maintain a "One-Agency concept".
- °Though competition is healthy, allow it in the Organization only if it helps the Organization reach its goals. Guard against splintering and erosion which can be the result of unchecked or unchannelled fierce competition. Remember that when one competes, someone has to lose--and feel the loss.
- °Organize to adapt fast-moving situations; ensure quick reaction when needed; be able to redirect resources quickly and effectively to respond to crisis conditions.

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SUBJECT: In Search of Excellence (U)

- ° Stay ready - stay sharp - keep "on a high".
- ° In the One-Agency concept, foster a personnel system which deals with the membership of the Organization in exact ways: same promotion rules, same assignment opportunities, etc....
- ° Require exactly similar finance practices and accountabilities in all components of our Organization.
- ° Guard carefully against favored treatment of any one component. When resource improvements go to one component and not to others, explain the reasoning to the losers.
- ° Guard against the Agency becoming a "political" instrument and against losing objectivity when forming intelligence conclusions. (Some in our group felt that there are good sides to politicization of the Agency, particularly in pursuing an image improvement program by developing rapport with the "outside" and PR, in general.)

ETHICS - Ethical Standards

- ° Patriotism;
- ° Committed to secrecy;
- ° Prudent use of government funds;
- ° Attention to conflict-of-interest problems (an Organization and its people need to not only be honest but to look honest);
- ° Respect for the law.

PEOPLE - People are the Organization's most important asset. Manage them accordingly with:

- ° Sensitivity;
- ° Reward and recognition (do not overuse);
- ° Afford development opportunities with training and well-considered assignments;
- ° Allow and insist on a creative and imaginative work environment. (Every idea counts until, under analysis, it's determined to be of no use. Save the useless ideas; revisit them later on.).

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SUBJECT: In Search of Excellence (U)

- ° Reward merit, but also reward long and faithful service, but with heavy emphasis on the former.
- ° Reward and support the "informal Organization" that exists in every component. Then tap into it.
- ° Listen to people at all levels - then respond! (So that they know they were, at least, heard).
- ° Keep people and components talking to each other. Periodic conferencing is an excellent technique (the Agency had)
- ° DDO and DDA make unofficial heavy demands on spouses and family. Recognize this. It is an unusual part of our work; not found in most of government and the private sector. Recognize it openly and include spouses and family as often as possible in work-related affairs. Show appreciation openly.
- ° Maintain and enhance our long-standing reputation for quality work. Keep us on top. (Better the Agency be understrength with the highest quality of people, than to fill the ranks by lowering our standards.)
- ° Give special importance to assignments of people to jobs which combine their own interest and strengths with the requirements of the Agency. This keeps them sharp, because they stay interested.
- ° Have Succession Planning early on, and be willing to add or subtract from your list as time goes on. Nobody has "rights" to this list.
- ° Make a concerted effort toward employee broadening and systematic progression into positions of increased responsibility using newly-developed skills that the Organization has fortunately fostered.
- ° Important to the DDO and DDA: From the onset, ensure that we place our new employees in jobs where their personal ethics can accept the kinds of demands they will face. Discuss this openly with people as they change components during a career.
- ° Important to the DDO and DDA: Don't eliminate, at face value, those with life styles and personal histories which a recruitment process would eliminate summarily. For example:
 - Experimenters, risk takers, free thinkers, free spirits just might be the kind of people that a dynamic Organization

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SUBJECT: In Search of Excellence (U)

such as ours needs. The paradox is that one might argue that excellence cannot come from people with life styles and life histories described above, but excellence in the DDO, for example, (DDO being an anomaly in Government as a one-of-a-kind component) is defined as having successes by creating an atmosphere whereby willing foreigners can safely discuss the secrets of their country. The above-mentioned group may have far better success in manipulating and exploiting foreigners than people whose profile, (academic and personal), might more closely be identified with excellence as it is normally defined. Bottom line: excellence for one component may not be excellence for another, and free spirits and risk takers may fit extremely well in some arenas and poorly in others.

- ° Maintain sense of humor and encourage the same among your people.
- ° Wage war against employee poor health, stress and depression. Such adverse conditions can, and do, cut an Organization to shreds.

MANAGEMENT

Irrespective of what management style is used, identify clearly goals and objectives so that all employees can understand where you're coming from, what is expected, and where you're going. Also, it is essential to instill identical beliefs in all major components of the Agency.

An empathic management style is the ability to put one's self in the "place" of a subordinate and to feel the emotions and conditions felt by him. Empathic management can also include "reflecting feelings", which, for example, acknowledgment subordinates is going through and acknowledge that it is indeed a difficult problem and would be for anybody.

- ° Have a people-oriented management style with,
 - Lots of communication;
 - Open and participatory management;
 - Signal the employee that management is there to "help" subordinates;
 - Be accessible;
 - Create an environment allowing and insisting that people use their imagination;

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SUBJECT: In Search of Excellence (U)

- Praise and criticism must be done quickly and consistent in its application;
- Instill trust;
- Insist on excellence, but not perfection, because the latter is unattainable.
- Do not be so fiercely competitive that the "average Joe" fears that an honest eight-hour effort, mediocre though it may be, will be seen as sub-standard and a disgrace. All Organizations need "workers", and not all can or should be Chiefs.

MEASURE OF RESULTS: Though we are not a profit-oriented Organization, guard against using this as a cop-out allowing ineptitude and waste. Define "profit" as success of your mission to the Organization, and operate as if "success" were dollars.

- ° Analyze failure as well as success. This allows learning by mistakes as well as by success.
- ° Ask the employees what they think.
- ° Ask the customers what they think.
- ° Forced internal sharing of successes and failures among components and Directorates without specifics, sources or methods, promotes an Agency-wide understanding, appreciation and sense of pride.
- ° Compartmentation is an unavoidable hindrance in communications among components, but communications must go anyhow--perhaps in some sterilized way. Secrecy, on the other hand, is a necessary hindrance and does not permit divulging successes or failures to the public. To offset this restriction, and to gratify the employees who contributed to the successes, internal communications among the employees is more important than ever. Remember, they cannot receive recognition in any other way, even from the support systems in their personal lives such as the spouses, family and friends. The Organization must be a surrogate to all of these, and serve as the support system, that thanks and criticizes when appropriate.

STANDARDS

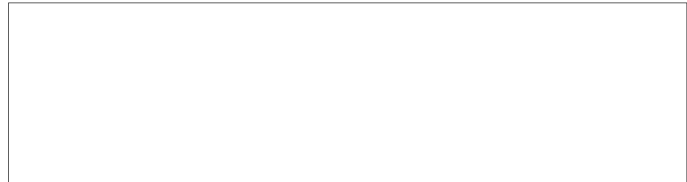
- ° Strive for excellence by staying insatiable for excellence.
- ° Strive to be the best service in a world having other very good intelligence services, and more coming all the time.
- ° Don't rest on laurels.

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SUBJECT: In Search of Excellence (U)

°Provide above-average benefits to your above-average people.
Remember, they could have gone elsewhere to work, but chose
the excellence of the CIA as their employer.



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ADMINISTRATIVE-INTERNAL USE ONLY

[Redacted] STAT

MEMORANDUM FOR: Executive Assistant, OC

09 FEB 1984

FROM: [Redacted] STAT

SUBJECT: CIA Goals and Principles (U)

PURPOSE: The Central Intelligence Agency is dedicated to compiling information to provide a picture of reality to better prepare policy makers in their decision-making process.

ORGANIZATION: All organizations are complex social and technical systems. To the extent that the boundaries between these two systems are managed is a measure of the success of the organization.

ETHICS: Every employee comes to work to do a good job. It is the responsibility of management to insure that the norms, standards, and purpose of the organization are communicated to every employee.

PEOPLE: Organizations require employees with a variety of skills, values, and philosophies. It is the responsibility of management to institutionalize forums for conflict, dissent, and consensus.

MANAGEMENT: Management systems and tools (i.e. PARS, position descriptions, etc.) are only as useful as the people who implement them and the individuals who trust them.

MEASURE OF RESULTS: Quality is subjective. It is defined as much by the producer as by the consumer. If individuals have a sense of Quality when they work, their production will have aspects of Quality.

STANDARDS: Standards for individuals and organizations are norms to define minimum levels of activity and to provide a means of ranking levels of activity. They do not define a quality product and merely serve as a tool.

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ADMINISTRATIVE-INTERNAL USE ONLY

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13 February 1984

MEMORANDUM FOR: Executive Assistant, OC

FROM:

25X1

SUBJECT: CIA Goals and Principles - What Should They Be?

REFERENCE: Memo OC-M84-082, dtd 30 January 1984; Same Subject

In response to referent request, below is the Personnel Administration Branch's views which we keyed to the outline and question asked.

...Purpose -

The Agency exists for the sole purpose of providing the best possible intelligence information to assist the National Security Council and ultimately the President in effectively charting the course of this Nation. At all costs, this Agency should strive to be apolitical and should resist any attempt to be used for political purposes by either the President, his staff or members of Congress.

...Organization -

We believe that the Agency's operating and support elements should operate in full partnership with each other, i.e., there should not be a hierarchy of roles. It is our considered opinion that if the Agency expects to achieve the maximum level of effectiveness and efficiency in its operations, sufficient resources need to be expended in terms of personnel and funding within the Agency's support elements. While we believe the decentralized support system within operating components is appropriate

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in its organizational concept, it is essential that officers are made part of the management team and that the necessary information is shared at an early stage to facilitate rendering effective support.

...Ethics -

It is our belief that there is an existant standard already defined within the Agency which requires the highest possible personal and moral standard of its employees

[redacted] Frequent review of the [redacted] by employees should inculcate these standards within the organization and strict administration of deviations from the standard should reinforce its applicability.

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...People -

In previous years, adequate salaries and benefits along with a rigorous selection process tended to insure the acquisition and retention of the best employees. In recent years, however, there appears to be a concerted effort on the part of the President and some members of Congress to reduce salaries, curtail benefits (health insurance, allowances, etc.) and revamp the retirement system. It is our humble opinion that this has a deleterious effect on employee morale and is forcing many employees to reconsider their options of remaining in the employ of the Agency. We believe this is particularly true of mid-level and senior managers. It is also our considered opinion that if the retirement system is changed, to the extent now being proposed, that many of the Agency's best employees will seek employment in the private sector. This could result in the Agency being staffed with less competent employees and with those who are at the upper end of the age spectrum who will not be affected by retirement age changes. In addition, as

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SUBJECT: CIA Goals and Principles - What Should They be?

the economy continues to improve, the Agency's ability to attract the best possible applicants will be severely curtailed.

...Management -

It is our belief that a participatory management style is the most effective for the Agency. It is also our belief that not only should responsibility be delegated to the lowest possible level but also that the authority to carry out these responsibilities be delegated as well. Too often supervisors and/or managers are given responsibilities but cannot effectively carry them out due to the requirement of extensive and often unnecessary coordination through many layers of the organizational chain.

...Measure of Results -

In the area of finished intelligence or internal support, the consumers should be consulted as to how well our purpose has been accomplished. Added to this and for the other areas, there should be periodic internal reviews coupled with IG surveys to determine overall effectiveness.

...Standards -

If we require and maintain high suitability and professional guidelines for employees, particularly in their initial selection and insist on high ethical standards, this should be sufficient for individual or institutional purposes.

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ADMINISTRATIVE-INTERNAL USE ONLY

10 February 1984

MEMORANDUM FOR: Director of Communications

FROM:

STAT

SUBJECT: CIA Goals and Principles - What Should They Be?

REFERENCE: OC-M84-082

Purpose: The purpose of the Agency is to collect intelligence abroad in a timely and efficient manner, whether it is through manpower or modern data collection devices.

Organization: Agency employees should be cordial, loyal and exemplify the attitude of "give and take", understanding that we each have a job to do and cooperating as best we can with each other on a timely basis to accomplish the Agency's goal. Yes, we are organized to accomplish this task because Agency offices work closely together with each other.

Ethical Standards: Loyalty, patriotism, integrity, character, and intelligence are mandatory ingredients for a CIA employee. The lifestyle of Agency employees are in some ways modified and can cause a change in character.

People: Health Benefits - Health benefits are a thorn in the side of most Agency employees while our counterparts in private industry do not share this burden. The benefits change from year to year causing the employees to explore and reexamine their policies annually. In most cases, the more expensive the policy the more marginal the benefits. Therefore, the annual cost of living raise obtained by Federal workers is wiped out by an increase in health benefit costs.

Promotions - The promotion system has undergone much criticism and will continue as long as employees feel that the Peter Principle applies. This is where a person is promoted beyond their qualifications. Comparison of companies like Boeing, IBM, and Hewlett Packard draws more attention to the imbalance of fringe benefits of Agency employees.

Training - Inadequate training in some cases causes an employee to perform at a low level of competence. Therefore, management should wherever possible allow a training period of at least two weeks to insure a smooth transition.

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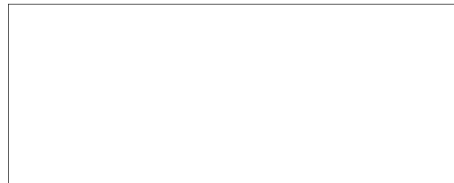
SUBJECT: CIA Goals and Principles - What Should They Be?

The Agency prides itself in recruiting the best qualified personnel, but in order to get the best, you must offer the best. Inadequate health benefits, lack of promotions, and poor training directly affects the retention of the best employees. The level of responsibility and challenge ensures that we utilize our employees to the height of their abilities.

Management: The style of management should be an open door policy. All employees should be allowed to express their ideas and opinions, whether positive or negative, and not feel as though they will be penalized.

Measure of Results: The Agency's ability to acquire intelligence abroad and not draw attention through the media is an indication that we are accomplishing our goal.

Standards: Individual standards should be to strive for excellence and always endeavor to be above average in skills, education, and training. The Agency, therefore, should seek these types of individuals to achieve excellence in the collection of intelligence.



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[Redacted]
15 February 1984

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MEMORANDUM FOR: [Redacted]
OC-Executive Assistant

STAT

FROM: [Redacted]

STAT

SUBJECT: CIA Goals and Principles

REFERENCE: OC-M84-082 - CIA Goals and Principles

Listed below are the views and concepts of [Redacted] members on what CIA's statement of goals, principles and standards should be.

STAT

PEOPLE

Standard for personal and intellectual qualities for EOD's need to be raised at all levels of entry, returning to the higher standards adhered to in the past. It is understood, however, that the Government is not perceived as offering the incentives, i.e., salaries and benefits, being offered by the private sector.

MEASURE OF RESULTS

When the Agency accomplishes its mission without publicity.

ORGANIZATION

1. Lack of communication between directorates, offices, and staffs thereby creating confusion, duplication of effort and thus a less efficient organization; i.e., the "need-to-know" principle being used to the point of detriment to the timely completion of the duties required.

2. Diverse standards now exist for automated registries, use of Wang Alliance word processing equipment, internal orders and notices that are repetitive of HN's and [Redacted] personnel standards for promotions, PAR ratings, panel guidelines; grade positions for similar work performed.

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ADMINISTRATIVE-INTERNAL USE ONLY

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SUBJECT: CIA Goals and Principles

ETHICS

1. Although the Agency attempts to recruit high-caliber employees, there seems to be more acceptance of the lower moral standards being accepted by society in general.

2. An atmosphere created to encourage creativity. The concept "I have an idea": different than the process that has been followed for the last ten years. The ability to allow change to take place. Management style of allowing communications to be openly expressed. More communication and use of private industry management tools. Give especially capable people a clear idea of the results you want to achieve and let them develop the methods to achieve them.

STANDARDS

Loyalty, dedication, obligation, commitment and functioning as a team member in accomplishing duties.



STAT

SECRET

[Redacted]

25X1

9 February 1984

MEMORANDUM FOR: Executive Assistant, OC

FROM:

[Redacted]

25X1

SUBJECT: CIA Goals and Principles (S)

REFERENCE: OC-M84-082, dated 30 January, Same Subject (C)

In compliance with referent memorandum, attached is a "free thinking" paper within the parameters of the request. (U)

[Redacted]

25X1

Attachment: a/s

**WARNING NOTICE
INTELLIGENCE SOURCES
AND METHODS INVOLVED**

SECRET

[Redacted]

25X1

SECRETCIA Goals and Principles

Ideology is an exceptionally powerful force. People receive deep gratification from it, suffer hardships for it and even die for it. To tap this force appropriately and to use it successfully required great skill and possibly some luck. The other world Super Power is a master in the play on ideology and has a history of using its power to achieve its goals and objectives.

By definition, for the purpose of this paper, ideology is, "...the content of thinking characteristic of an individual, group or culture." 1/ It is recognized in management circles that a company can have a culture--an ideology. 2/ The Central Intelligence Agency could be well served by a well articulated, sophisticated tapping of ideological power. In its infancy, and as a follow on to the renowned Office of Strategic Services, ideological power developed easily and naturally--simply, the best intelligence organization in the world had to be built. It was. That ideology was the almost silent, but powerful passion underlying every project, every operation and every organization.

Since then many changes have occurred. As a nation we now freely admit our loss of primacy in some respects. Intelligence, in the past has suffered at the hands of the Congress and the media; hence, a powerful resurgence is necessary.

Changes in organization are not enough. Our time tested organizational structure is adequate, as would be many variations on the old theme. Devotion to one, or a combination of the many articulated managerial styles will not produce the needed impact, nor will new looks at standards, ethics or any individual elements of the whole. Something is needed to undergird all of the parts--to bolster all of them.

Another factor needing attention, is the perception of the Agency within our society. We could well attempt to change our image thru ideological means. The importance of intelligence to our society is no longer personified in the image of a black cloak and an unsheathed dagger. Our worth would be better reflected in our contribution to world peace and our indispensability in avoiding a nuclear exchange--problems which touch everyone.

To meet the needs for resurgence and excellence within the Agency, and, simultaneously, to improve our image in society, an offensive employing the power of ideology is needed. No doubt the postal service thru its various structures has benefitted immeasurably from its articulation, "Neither snow nor rain nor heat nor gloom of night stays these couriers from the swift completion of their appointed rounds." 3/ Not only did employees live by it, the public

1/ Webster's Collegiate Dictionary, 1979.

2/ Thomas J. Peters and Robert H. Waterman, Jr., In Search of Excellence, (New York: Harper & Row, 1982), pp. 103-104.

3/ This slogan started in the New York Post Office, caught on; then was spread throughout the nation. (Consumer Affairs Office, US Post Office, Washington, D.C.)

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believed it and admired them for it. The four Directorates could benefit from developing their own catch words or phrases; then manage so as to give the slogans substance and reinforcement. Likewise the Agency could find a keystone phrase for the apex. Properly done, such an effort could capture the imagination, and support of worthy employees and offer guidance in the decision making process--a move toward excellence. If we lived by a worthy motto/slogan over the long term, we would take a significant step toward capturing the admiration of our society.

Unless done well, better not do it at all. A deep study by experts coupled with the finesse and sophistication generally attributed to "Madison Avenue" must be joined to achieve success. The force and power of ideology lies out there, dormant until successfully tapped. Let's tap it!

SECRET

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

[Redacted]

25X1

MEMORANDUM FOR: Director of Communications

FROM:

[Redacted]

25X1

SUBJECT: CIA Goals & Principles - What Should They Be?

REFERENCE: OC-M84-082 dated 30 January 1984

1. We [Redacted] believe that the establishment of standards for the Agency is an excellent idea. Such a statement would provide a formal philosophical framework from which all Agency personnel can identify with and use as a guide in their daily work. (C)

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2. Although the establishment of standards ,may not come easy, we believe it can and should be done. Once this is accomplished, however, it is imperative that the concepts and principles be adhered to by all concerned, at every level, within the Agency. In our opinion, adherence is the key factor. This is the key point made by IBM in its statement of beliefs wherein is stated that "the most important single factor in corporate success is faithful adherence to those beliefs." In effect, IBM has established a recipe for success. It is company adherence to the recipe, however, which has established IBM's success and maintained its standard of excellence. (C)

3. In developing the Agency's statement of beliefs we believe strongly in the following points:

a. A standard of ethics that establishes and fosters mutual respect between employees. Honesty and fairness is essential. Managers and supervisors must take the lead in this effort, respecting individuals for their abilities and ideas. Employees must be made aware that many of them inherently view difference, i.e., race, sex, experience, etc., in negative terms and that is a root cause of many organizational problems.

b. Recruit the best possible people. Hiring standards must be maintained. people should be trained and developed in accordance with their abilities and the requirements of their positions.

WARNING NOTICE-INTELLIGENCE
SOURCES OR METHODS INVOLVED

[Redacted]

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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: CIA Goals & Principles - What Should They Be

c. Review the application of the term "needs of the service." While this is certainly essential to the success of the Agency's mission, it is habitually used too often, sometimes without due regard to the "needs of the people." (C)



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

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

13 February 1984

MEMORANDUM FOR: Executive Assistant, OC

FROM:

[Redacted]

25X1

SUBJECT: CIA Goals and Principles (U)

PURPOSE - The Agency exists for the purposes of gathering intelligence pertaining to the security of our nation. The information is passed to senior policy makers for their use in ensuring the United States maintains a secure posture in the free world.

ORGANIZATION - Although the Agency basically fulfills its mission, its effectiveness is frequently hampered by bureaucracy and compartmentation. Suggested methods for correcting the situation are:

- Increased interaction between the different Directorates and their employees, resulting in a decrease in duplication of effort.
- Establishment of clearly defined priorities.
- Emphasis on teamwork directed toward the fulfillment of Agency and not individual Directorate or Component goals.

ETHICS - In the interest of National Security, Agency activities should be accomplished by any means as long as the sanctity of human life is preserved.

PEOPLE - Suggested methods of acquiring and retaining qualified employees are:

- The development of strong legislation to ensure Agency employees receive benefits comparable to those of the private sector.
- Establishment of recruiting teams conversant in specific career skills (i.e. professionals/clericals). (Recruit for their respective career disciplines).
- When selected for employment, employment conditions should be carried through to retirement. (i.e. Agency/Employee contracts should be adhered to.)

[Redacted]

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

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INTELLIGENCE SOURCES
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C O N F I D E N T I A L

SUBJECT: CIA Goals and Principles (U)

MANAGEMENT - A combination of participatory and directive management practices may best service the Agency's needs. An example could be the "We Concept" which in essence means, success or failure is a collective rather than an individual endeavor. To support this effort the free flow of information between subordinate and supervisor is a necessary ingredient.

MEASURE OF RESULTS - In the broad sense, the results can be a measure of the timeliness and quality of intelligence products, disseminated to senior policy makers, keeping them fully aware of rapidly changing international affairs.

STANDARDS - The individual and institutional standards for any intelligence organization are:

Professionalism

Dedication

Accountability both individual and
institutional

Reflection of Esprit De Corps

Honesty, trust and integrity within the ranks. (U)

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10 February 1984
SCA/NDP/NPIC

CIA GOALS AND PRINCIPLES

1. The cornerstone of the Agency's capability is talented, professionally skilled, and highly motivated people. Therefore:

- Hire the best, and make it a practice to hire at all levels, not just entry levels.
- Make the Agency an attractive place to work for the highly capable people we want.
- Give individuals responsibility throughout their careers and hold them accountable for it; because people mature best, find career satisfaction, build self confidence, and work hard to advance when they are given real responsibilities.
- Stress cooperation as key factor in individual and organizational performance.
- Pay the staff in accordance with their skills and contributions. Specifically reward exceptional performance appropriately, as it occurs, particularly of those who have accepted major responsibility.
- Individually and corporately invest in a strong and well-managed, career-long, educational program, and tailor it to each individual.
- Give those whose skills have been diminished in value by professional and technological advances a chance to find renewed value through an educational investment.

2. The primary product is finished intelligence on which U.S. Government leaders can or should act. Therefore:

- The product must be clear and succinct.
- The product should be structured and aggregated at an appropriate level so as to support decision making by government authorities. It should address the decision factors.
- The product must be timely. Pre-release management review should involve minimal layering and should be restrained in attenuating the product with caveats and qualifiers.
- There should be frequent, objective, post-release quality reviews. Where possible, such reviews should assess whether and how well government decisions or actions were supported.
- Productivity of the producing organizations should be continuously assessed. (Productivity and quality are usually correlated.) Focus technological resources on the most productive.

- The product should be delivered and presented using state-of-the-art information handling systems technology, providing both improved timeliness and information content.

3. Preservation of National Security, the primary purpose of intelligence, is strongly dependent on comparative national technological resources that are applied to intelligence. Therefore:

- Strive to maintain a clear technological lead in collection systems and technologies. This requires knowledgeable prioritization and frequent reassessment of progress and payoffs, versus investment.
- Invest in the development of the analysis systems needed to exploit fully the collection product.
- Continuously advance the application of the communications and electronic data processing systems and technologies to exploit fully the efforts of agents, the interoperation and communication of collection and analysis organizations, and the dissemination of the product.

4. The Agency must continuously and vigorously push to modernize, just as must the private sector it serves. Therefore:

- Individually invest on a continuing basis in personal, professional growth.
- Identify and invest in those technological elements which improve the leverage on individual performance. Use prototypes of new technologies and operational concepts, recognizing that occasional failure is a concomitant of success.
- Strive to minimize management layering.
- Recognize that the increasing skill demands of advancing technological systems will push the agency towards an increasing staff skill level and individually and corporately plan accordingly.
- Individually and corporately involve the Agency staff in the modernization and quality control processes.

5. The cornerstone of the value and acceptability of an intelligence agency to a free society are its individual and corporate loyalty, values, and courage. Therefore:

- Recognize in our corporate affairs the absolute primacy of national loyalty and personal values over personal loyalties and the desire for personal gain.
- Recognize that loyalty and values are worthless without the courage to act in their light.
- Strive for fairness and a generosity of spirit in our internal affairs.
- Continue to stress security, both individually and technologically. Consider the security investment as a proportionate part of the human and technological investments and always make it.

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OD&E-0112-84
6 February 1984

MEMORANDUM FOR: Executive Assistant, OC

FROM:



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SUBJECT: CIA Goals and Principles (U)

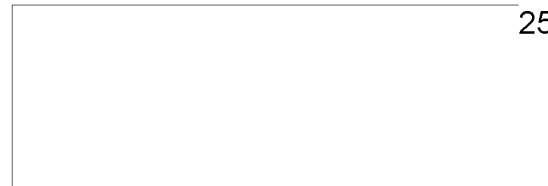
REFERENCE: OC-M84-082, dated 30 January 1984, Same Subject

1. The following input, in response to the reference, does not attempt to "cover the waterfront"; it is, rather, an effort to put forth certain specific ideas which come to our minds which, in combination with other inputs, might represent a reasonable compilation of thoughts on the subject. (U)

2. Purpose - The purpose of the Agency should be to apply as effectively as possible all of the tools available to an intelligence organization in support of the national policies of the United States and the best interests of its citizens, wherever those may lie, with the first priority being given to ensuring that the nation need never fight a war and, most assuredly, never lose one. (U)

3. Organization - The support elements of the Agency should be tied very closely to the operational elements being supported; mechanisms should exist to ensure that national policies, in the form of the goals of the Agency and its operational entities, are in fact what the support elements are supporting; there should be no other reason for the latter's being. In the process of rank-ordering national and Agency priorities, especially where there is a consideration of cost versus benefits, support costs to be incurred in behalf of a particular program or objective should be identified and included in that consideration, with the end result that support funding not lag seriously behind operational funding, and that the support elements not be overtaxed nor their personnel overstressed. (U)

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SUBJECT: CIA Goals and Principles (U)

3. Ethics - The Agency and all of its elements and personnel should be expected and compelled to perform their functions with honesty and integrity; the emphasis should be placed, however, on function rather than form, on performance rather than appearance; unrealistic written ethical codes often serve to hamper performance without truly addressing organization or individual integrity. (U)

4. People - The Agency must be seen as an interesting, challenging and rewarding place to work. Bureaucratic functions not essential to, nor contributing to, the Agency's goals, must be minimized to the maximum possible extent. All employees at all levels should be kept aware of the Agency's goals and should be able to see how their individual efforts contribute to same. Reward should be based strictly on contribution. Decision-making authority should be positioned at the lowest reasonable organizational level - i.e., at the level of greatest competence on the issue at hand. Responsibility should be accompanied by authority. Benefit contracts, expressed or implied, e.g., retirement annuities, should be able to be relied upon and not subject to the periodic whim of congress or the executive. (U)

5. Management - Our management style should be goal-oriented and participative, with, as noted above, minimal bureaucratic procedures and hierarchy, with responsibility and authority in tandem, and with decision-making authority at the level of competence. (U)

6. Measure of Results - The best measure of our performance is the degree to which we serve the needs of our customers elsewhere in the government and the best interests of the American people, as known by each of those - not as perceived by ourselves. (U)

OD&E-0122-84

CONFIDENTIAL

SUBJECT: CIA Goals and Principles (U)

7. Standards - Very simply, our individual and institutional standards should be to do our jobs to the best of our ability and, where that falls short of the need, to replace the individual or component. (U)

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OD&E-0112-84

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ADMINISTRATIVE - INTERNAL USE ONLY

STATEMENT OF GOALS, PRINCIPLES AND STANDARDS FOR CIA

Purpose: This Agency is responsible for the collection, organization and evaluation of international intelligence on a continuing basis. It is our further mission to provide the leaders of our nation with timely and accurate analysis of such intelligence reporting.

Organization: The success of our organization can be gauged by the degree of cohesiveness and sense of common-purpose which exists between those elements which comprise it. Within our Agency's structure, it is essential that there be a mutual respect for each other's role in attaining the collective goals of CIA. A common purpose must exist between (a) the collection elements and the analytical elements, (b) the collection elements using different techniques, and (c) operations and support personnel.

Ethics: The very nature of our work demands the highest personal integrity of our employees and the highest corporate integrity of the Agency. The reliability of the intelligence which we generate is directly dependent on the manner in which we conduct ourselves.

People: The crux of the Agency's existence rests with the people which it employs. Our people must reflect today's society and effectively achieve tomorrow's goals. It is essential, therefore, that the individual employee be treated in fair and equitable terms, that they be challenged to excel, and that we provide the means by which professional goals might be accomplished. People will assure the continued success of our Organization's efforts.

Management: Leadership techniques should present dynamic -- yet realistic -- challenges to the individual and, at the same time, reward characteristics such as unusual motivation and resourcefulness which enhance the attainment of organizational objectives.

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STATEMENT OF GOALS, PRINCIPLES AND STANDARDS FOR CIA (Continued)

Measurement of Results: In a unique governmental structure such as our own, it is not necessary to canvass those we serve for opinions as to the CIA's effectiveness; unsolicited feedback is bountiful. We maintain the posture of the best intelligence organization by responding positively to America's needs by meeting our customer's requirements and by constantly improving our product. To do this, we must constantly refine the methodology and technology by which intelligence is derived.

Standards: The swift-moving technological advancements of our time, coupled with society's changing mores, demand that we strive -- individually and as an organization -- to develop and polish our professionalism. In the course of meeting these personal and corporate objectives, we must consistently demonstrate distinguishing traits which will reflect an honorable image of ourselves, the Central Intelligence Agency and our Nation.



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