

DDI - Part 2 of 2
Inputs to
DCI's Search for
Excellence

FEBRUARY 1984

9 February 1984

STAT

MEMO FOR:

FROM :

SUBJECT : Statement of Purpose for the Agency

STATEMENT OF PRINCIPLES AND GOALS FOR CIA

Purpose. This agency is responsible for providing accurate, comprehensive, objective intelligence support to a broad range of consumers in a timely manner and in the most useful form.

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.

Personnel. People are this agency's most important resource. To excel in our work we require people who are intelligent, innovative, enthusiastic, ambitious, questioning, honest, dedicated, of great integrity and willing to take risks. We give these people opportunities to reach their full professional potential by providing them with relevant training, travel and challenging assignments.

Management. CIA fosters initiative and creativity by allowing the individual great latitude in approaches to attaining well-defined objectives, while requiring efficiency, accountability and results at all levels. The system is flexible enough to adjust to changing demands and situations. Management places a premium on meeting Agency goals, hiring the best qualified people, fostering effective communication, developing its people and promoting teamwork.

Basic Goals.

- to provide intelligence support of the highest quality
- to ensure that all our activities meet our high standards of ethics and integrity
- to remain constantly aware of the needs of our consumers
- to utilize the most current and most effective technologies
- to be recognized as the leader in the field of intelligence

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3 February 1984

MEMORANDUM FOR:

STAT

FROM :

SUBJECT :

Branch Statement of CIA Ethic

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The [] people who participated in this exercise with [] Branch brought to it a mixture of cynicism, enthusiasm, boredom, and bewilderment. Nonetheless in the four hours devoted to it, we learned some good things about each other and the organization. I discovered, thanks to a provocative question from a clerk typist, that a surprising number of people could not explain why the Agency--or their managers--selected them to work here. In my view this is unfortunate because it suggests that such people lack the sense of purpose that effective employees have.

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What follows is my interpretation of the views of most [] Branch participants in this discussion. The points contained here seem, on reflection, rather platitudinous, and unlikely to be of much help. My hope is that the benefit of this exercise will have been in doing and not necessarily in the paper that we will have generated.

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In our view, the fundamental aims of the CIA have not changed appreciably since it was established in 1947. We believe that the general goals laid out in the founding charter apply today and should be included in any statement of our purpose.

We uphold the spirit of the constitution and abide by the nation's fundamental ethical and political values. We recognize that our constitution and those values are threatened by other nations or individuals, yet even in their defense we will not behave in contravention of them.

We believe that organizationally we must do our job with the smallest number of people possible, with as simple and lean a support structure as is practical. We understand, too, that the CIA must be shaped to meet its commitments. We expect that as missions and conditions change, it will, from time to time, be restructured. However, organizational stability and continuity have, in our view, helped to make us successful, and, therefore, we hold that change should be made cautiously.

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Modern technology notwithstanding, the CIA's employees are its greatest assets, in our estimation. They are a varied group, hired because they have needed skills, or the potential to develop them. The CIA's people don't share the same politics, personal motives, or ideals yet, they have critical things in common: They are, by in large, patriotic, idealistic, and dedicated people who take pride in the nation, the CIA, and their work. Their diverse and shared features are the key to CIA's success. They debate plans, information, and analysis, and they question authority because in the intelligence business they know that there can be no shibboleths.

Our management style is positive, as well as realistic. Our managers begin by hiring the best people and continue by developing those people to their fullest potential. They are willing, not only to point out errors but to praise when a job is done right. In dealing with people, our managers begin by assuming the best, not the worst; they allow people to take reasonable risks and if, after honest effort they err and learn from the mistake, our managers forgive. Our managers look for opportunities to produce or to act; they don't casually avoid responsibility. They look with favor on new ideas, searching for their strengths before dismissing them because of their weaknesses.

As an organization, our profit is the knowledge that information or analysis that we have provided has been acted upon successfully. For individuals it is the satisfaction of knowing that they have done their best and been heard, or their work has had good effect.

We have stringent standards against which we measure our work. Among them are timeliness, accuracy, and impact on the people we serve at home and abroad.

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Branch goals/standards, January-February 1984

Supply the best possible intelligence to help policymakers provide for the defense of the United States.

Hire people with enthusiasm, who are able to sustain that enthusiasm. It is up to both the employee and manager to sustain that feeling.

Operate in the most efficient way possible--stay in the forefront of technological advancement.

Better communications needed between Offices.

Encourage the development of people through training--make sure people are happy and well-placed in the Agency--happy people are better producers.

Be tolerant of individuals taking risks, making predictions--do not penalize when not successful.

Promote the idea that all Offices are equally important. Promote the idea of working as an Agency team.

Strive to hire people with ambition.

Treat all employees equally.

To get the job done in the best, most efficient way, hire honest, hard-working, dedicated employees who have integrity.

There should be serious dialogues throughout the Agency on moral questions of concern to employees, such as tactics DDO officers use to operate.

Some goals, such as DDO ones, are too sensitive to be defined.

There should be some check against the kind of firing that took place several years ago when officers were separated.

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The Agency should supply perks and have a higher salary base than other organizations in order to attract and keep the best employees.

Good relationships among all employees should be fostered.

Hiring objectives should be different for analysts than they are for DDO officers because of the nature of the work.

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Branch goals/standards (Con't.)

Agency should be immune to political influence.

Agency's most important asset is its people.

Employees should always be dedicated to the goals of the Agency.

We need to know what the consumers want from us; in a sense they set Agency goals by their requirements.

Agency should do whatever is necessary to combat the USSR.

Agency goals are set by statutes, but employees don't necessarily understand the more subjective things expected of them, such as initiative, motivation, putting in whatever time and effort is needed to do the job well.

New employees should be exposed to a discussion of Agency goals and ethics (beyond exposure to statutes), especially concerning DDO operations and tactics--the ethics of those operations and tactics bothers many employees.

We should believe that we are capable of being the best because the Agency is a unique place.

The DCI's goals are too general--intelligence is unique and our goals should reflect that. (Emphasized by several individuals.)

DCI needs to better define standards under "Management"--we do not know what is meant by "well-defined objectives"; we do not really have "great freedom of action"--that and "creativity" are contradicted by "accountability".

DCI's goals are so broad that we cannot disagree with them.

DCI's goals, standards have to be general to cover the entire Agency. (Emphasized by several individuals.)

Continue to fight to abolish FOIA.

High integrity is applicable to all in the Agency, including the DDO. Its dedication to the Agency's goals is just as strong as ours.

General agreement that what we had come up with before reading the DCI's goals was very similar to his, at least in intent.

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ADMINISTRATIVE-INTERNAL USE ONLY

7 February 1984

MEMORANDUM FOR:

FROM :

SUBJECT :

STAT

Statement of CIA Purpose, Principles and Values

Purpose

To collect, sift, analyze and present to US policymakers that critical bit of information known as intelligence in an effort to aid them in their decisionmaking processes. This information and analysis is presented succinctly and in a timely manner.

Values

In the conduct of its work the Agency should seek to incorporate the following values in its effort:

- Quality service/product
- Accuracy of information and thoughtful analysis
- Objective presentation
- Willingness to speak out
- Responsiveness to policymakers' needs
- Conformance to law

Management

One of the Agency's most important resources is its people. To achieve its purpose the Agency's must provide decisive direction. It should:

- Explain the uniqueness of the work environment and where people fit into it
- Select and develop employees at all levels in order that each may achieve his/her potential
- Encourage excellence
- Recognize and reward talent
- Encourage creativity
- Encourage trust and support
- Provide recognition for work well done
- Match people's abilities and jobs
- Provide a safe working environment as much as possible

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SUBJECT: Statement of CIA Purpose, Principles and Values

Attitudes

The attitudes of the Agency's employees ultimately determine the excellence of its product. Agency employees should show:

- Dedication and commitment to their individual efforts
- High ethical conduct
- Curiosity
- Willingness to accept challenge
- Willingness to take risks and make mistakes
- Self satisfaction derived from doing a good job
- Ability to accept change and flexibility to move with it



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ADMINISTRATIVE-INTERNAL USE ONLY

ADMINISTRATIVE - INTERNAL USE ONLY

6 February 1984

Memo For:

From:

Subject: Statement of CIA goals and principles

STAT

Purpose -- To assist in safeguarding US interests, we must have as our primary goals the collection and analysis of intelligence information in order that we may provide accurate, timely and objective information to support US policymakers.

Values -- The Agency should strive to achieve and maintain the highest quality products and services possible. Our collection, analysis and intelligence support activities should be thorough, timely, accurate, and objective. We must strive to adhere closely to the security restrictions and other regulations under which we operate, as well as the laws of the country we serve, just as we must also maintain high moral standards such as integrity, honesty and loyalty.

Management -- Management practices within the Agency should attempt to foster and enhance the attitudes just mentioned. Agency managers should be people-oriented and accessible and responsive to their employees, and should not only accept but encourage suggestions from all levels. Management practices should provide job security for all employees. There should be ample opportunity for training and for career development, and the doctrine of "promote from within" should be an essential component of any personnel development policy.

Attitudes -- The attitudes of Agency employees or prospective employees should reflect the overall values of the Agency as a whole. All Agency employees must be committed to achieving the goals of the organization. We as individuals must display a sense of loyalty toward and respect for the Agency and the country. We, too, must maintain high moral standards and a willingness to abide by security and other regulations. We must be willing to devote the necessary creative energies to produce the highest quality product or service in terms of accuracy, timeliness and thoroughness. We must take pride in our work and in ourselves. Agency employees should be characterized by a willingness to take risks and to work together in a spirit of cooperation.

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ADMINISTRATIVE - INTERNAL USE ONLY

6 February 1984

MEMORANDUM:

STAT

FROM :

SUBJECT : Statement of CIA Goals and Principles
Formulated by

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The ultimate goal of the Central Intelligence Agency is to collect, analyze, and produce intelligence that satisfactorily supports the needs of policymakers in their decisionmaking. The Agency conducts its affairs within the framework of the law and without giving in to political pressure or public opinion. Within the organization there is an expectation of excellence based on honesty, a sense of realism, and tradition. As a result, the Central Intelligence Agency is "the best" in the intelligence business.

Agency employees are the sources of its strength and the resources for its growth. Their collective expertise is unmatched, and they are responsible, dedicated, reliable and committed to maintaining the organization's goal. They trust and support each other; their integrity is unquestioned.

Agency management provides for a safe work environment that is conducive to productivity. Operating styles vary, but the constant goal is to provide leadership, direction, encouragement, and inspiration, and to that end managers offer security, incentives, growth opportunities, and expressions of gratitude for jobs well done.

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Goal/Purpose

The purpose of the Agency is to ensure the security of the United States against foreign elements. The primary goal of the Agency is the presentation of information in a timely, concise manner. In discharging this mission, we gather and synthesize information to provide a timely, accurate analysis of world events, projections for the future and their impact on the United States.

Ethics/Values/People

Agency people have a "sense of mission" in that Agency products impact on and contribute to policy decisions and national security. This "sense of mission" requires a great deal of national pride and dedication on the part of people who are willing to forego public credit for their product. We have to be very honest in this organization and admit our failings. We have to be objective and honest with each other, as well as our consumers. (In some of our ethics and values, we are constrained by law.) The intellectual and personal rewards from doing a difficult job under pressure which can have far-reaching impact are great and satisfying to Agency personnel.

We employ, and should seek to employ, individuals who enjoy the intellectual challenge of piecing together facts from fragmentary and contradictory information to form an accurate picture.

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Concerns

We don't take enough risks in how we package our products. We need to keep our consumers better informed about the environment in which we work. We should be more consumer oriented at lower levels - more interaction with people who support the principals.

There is an underutilization of potential in the Agency. We should develop the skills of the people we have and make better matches between job skills and placement. Encourage more task forces at lower levels, not just in response to crises. Promote people to management positions based on management skills, not as a reward for good analytical work.



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Statement of Goals & Principles

Branch

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We in the Central Intelligence Agency are engaged in the pursuit, processing, and marketing of one of the most essential commodities of our day--information. In a world besieged by the flow of more information than individuals can hope to meaningfully absorb, we regard intelligence as that relatively small slice of information--skillfully sought out, thought out, and presented--that we believe to be of sufficient value to merit the time and attention of our consumers.

In a very real sense we perform our service in a free market environment. Much of the information that we deal in is available in abundance in the public domain, craftily captured and lavishly wrapped in handsome television, journalistic, and academic offerings. Because we do not seek or expect to outdo today's impressive media potential, we must continue to ensure that our product continues to be equally worthy of our readers' attention because of its unique value. Several principles must guide us in this quest:

--Focus on intelligence data, i.e. the collection and presentation of that information which is beyond or outside the public domain. Our entire existence as an organization revolves around this special trust that has been vested in us to collect and handle data outside the public eye. It is this slice of the pie that sets our products apart, and that must therefore be clearly identified and presented. Without this emphasis, our products will be regarded as a rehash of news that is available faster or in fancier packages elsewhere.

--Accuracy. Our readers must retain that trust that what we tell them is reliable and on target, and that statements of probability and conjecture are properly labeled as such. We must ensure our consumers' faith in our command of the facts before we can hope to impress them with our analysis of those facts.

--Timeliness. The best intelligence in the world is of no use if it is too late to help in any given situation. Our concern for timeliness must always supersede our concern for format and packaging.

--Expertise. Our products are enhanced by our readers' knowledge that they are put forth by people who know what they're talking about. We must maintain our reputation as a ready reservoir of knowledge--in both our files and in the minds of our analysts.

--Daring to be provocative, i.e. giving our consumers products that make them think, or even make them think twice. We must be willing to state facts and analysis that may not square with their anticipated views, always staying one step or one thought ahead of them, anticipating events or outcomes that they should be considering for better or worse. They might not always like what we tell them, but if it's important, relevant, and accurate, they'll listen, and they'll come back for more.

As in any large organization--government or commercial--our products are only as good as our people. At CIA it is our goal to attract, motivate, retain, and reward top notch performers across the board in the wide array of specialities that we deal in. Three principles that we seek to adhere to at all times are:

--effective skill utilization

--participation by employees at all levels in major areas affecting how our work can best be done

--positive reinforcement and recognition of good work.

The Central Intelligence Agency is a complex bureaucracy characterized by more compartmentation and specialization, for legitimate security needs, than most comparably sized organizations. As such, most of our employees are concerned with processing or supporting only a limited part of our overall mission. In fact, the vast majority of our employees are not on the prestigious front lines of collection, new technology, or analytical production. They are instead dedicated professional, technical, and clerical employees who perform their particular slice of the pie positions outside the limelight, and within the security-dictated lifestyle restrictions that go along with Agency affiliation. It is incumbent on us to ensure that each employee knows how his or her position fits into the overall Agency mission and product, so that the pride we share in our work can be felt at all levels.



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15 February 1984

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MEMORANDUM FOR: Deputy Director for Intelligence

FROM:

SUBJECT: Goals, Principles and Standards for the CIA

1. The attached is submitted in response to the DCI's request that we involve ourselves in the development of a statement of goals, principles and standards for the CIA.

2. Branch and division chiefs were given the package of material from the DCI, but the DCI draft statement was not provided to branch personnel until the last session held by each group. All of the groups met at least twice; many decided a third meeting was necessary. When a consensus had emerged, the group leader prepared the 1-2 page memorandum which was then circulated to the members of the group for final approval. These submissions were delivered to the appropriate division chief, whose job it was to synthesize the groups' submissions. These division syntheses, with the group submissions attached, came to me on 13 February. I synthesized the division responses, carefully refraining from going back to the individual group memoranda. The individual group submissions, as well as each division synthesis, are attached for your background.

3. I must say that I have heard many positive reports as to the utility of the exercise. A reading of the individual group submissions convinced me that a great deal of thought and effort was expended. Our people, despite some initial apprehension, got into the exercise and took it seriously. I have already received requests from people who want to see copies of the division and office syntheses. (We are making these available to all personnel.) Others are asking whether they will be allowed to see the DCI's final version and when. In other words, the enthusiasm we hoped to generate for this exercise was, and is, there. This can be a positive or a negative factor. Why this is so can be summed up in the words of one of the groups:

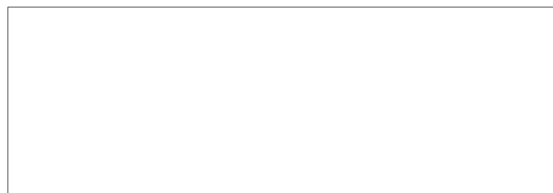
"We, as a group, agreed that the statement of purpose and ideals the Agency is drafting will have meaning only in the light of efforts toward its implementation. We believe that the process CIA has now begun cannot stop with the formulation of

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such a statement; failure to move in areas where the stated goals and present reality do not coincide would be exceptionally destructive to morale. By undertaking this project, we believe that all levels within CIA are accepting a commitment to follow through beyond the stages of both goal identification and problem definition. Our success--as that of any business or organization--will depend ultimately not on what we say we ought to be, but what we show ourselves to be."

Now that we have convinced our people to jump on the bandwagon, they are going to insist that we take them somewhere. I believe that is a healthy sign.



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Attachments:
As stated

STATEMENT OF GOALS, PRINCIPLES AND STANDARDS FOR CIA

The Central Intelligence Agency adopts the following for which it expects to be held accountable--by its employees, by the President, Congress and other consumers, and, ultimately, by the American people:

Purpose. The CIA is dedicated to protecting national security and democratic principles by serving US policymakers with accurate, objective, comprehensive and timely intelligence support. It accomplishes this through the collection and evaluation of intelligence, the dissemination of its judgments and, upon request and in accordance with the law, through the implementation of policy decisions.

Organization. The CIA is organized to perform diverse and complex tasks while preserving the security of its information. Each element's departmental and national responsibilities are important and respected. The critical interdependence of its operating elements, however, requires meaningful communication and cooperation in order to operate at maximum effectiveness. The Agency and its components must remain flexible and able to redirect and reallocate resources as new needs arise.

Ethics. Our activities are conducted according to the letter and spirit of the Constitution and the body of US law. We recognize that a dilemma can exist between legal accountability and individual moral responsibility. We tolerate that dilemma by demanding personal integrity above reproach in all our actions.

People. The CIA is an organization of people. The strength of our organization is dependent on the quality of our people and their performance, and the future of the organization is related to the opportunities afforded its personnel for personal and professional growth. Our goal is to attract the best people, to get the most from them by providing adequate pay and material benefits, challenging assignments, opportunities for training and advancement, and a stimulating workplace, and to reward excellence.

Management. CIA management is the catalyst for ideas and actions. It should foster initiative, creativity and productivity by clearly stating policies, by giving employees freedom of action, by developing communication, by cultivating its people, and by being willing to take risks. Management is selected on the basis of excellent performance and the ability to inspire others to that level.

Measure of Results. Consumer satisfaction is not in itself a measure of success. Our consumers may be satisfied if we support them according to their wants and not their needs. History and public opinion may be based upon incorrect or incomplete information. Therefore, we must assume a considerable responsibility for judging the quality of our own work. To accomplish this, we must demand more of ourselves than others do. We must provide information, analysis, and action that stand the test of the most careful scrutiny. We should have the respect of our consumers, even if our messages are not what they want to hear. Both our successes and failures should be stepping stones for growth.

Standards. We strive to perform our mission in the most effective and efficient manner possible. To this end, we commit ourselves to:

- achieve the highest quality of performance
- pursue a level of ethics and integrity of the highest order
- maintain a professional, dedicated intelligence service recognized as the best in the world
- develop and utilize the most effective technologies and maintain the capability and flexibility to meet tough and sudden changes
- provide an environment that enables each individual to develop and use his talents to the fullest.

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10 February 1984

MEMORANDUM FOR:

FROM:

SUBJECT: Statement of Goals, Principles and Standards for CIA

25X1

Purpose: To serve the interests of the United States and provide for the protection of its national security and democratic principles by providing the makers of foreign policy accurate, comprehensive, and timely intelligence support. Our task of remaining policy-relevant without encroaching on the making of policy requires us to cultivate constant exchange with policy agencies at all levels.

Organization. The CIA is made up of interdependent operating elements that require close and free-flowing communication and mutual feedback in order to operate at maximum effectiveness. Each element's departmental and national responsibilities are important and respected. The Agency and its components must remain flexible and able to redirect and reallocate resources as new needs arise.

Ethics: To succeed we must strive not only to maintain the trust and respect of the policymakers, but more importantly, we must earn and maintain the confidence of the public. Thus we share collective and individual responsibility to follow and defend the letter and spirit of the Constitution and laws of the United States in all our actions.

People: Given the unique demands of our business and nature of our product, we cannot lose sight of the fact that our people are our chief asset. The strength of our organization is dependent on the quality of our people and their performance, and the Agency's future is related to the opportunities it affords our personnel for professional and personal growth. Although our people will make mistakes born of a desire to excel, these mistakes will help us learn and grow.

Management: Our goal is to promote a management style that:

- demonstrates initiative, innovation, and risk-taking--nurturing creative problem solving,
- fosters communication all of levels of the organizational chain,
- cultivates outstanding performance, but also finds ways to tap the talents of all our people,

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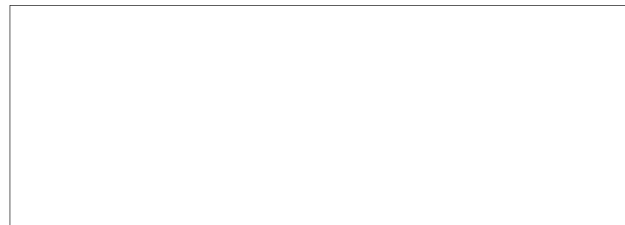
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- recognizes the importance of contributions from each component,
- ensures that all jobs offer challenge and prospect for advancement, and fosters individual growth through rotational assignments and innovative training,

Measure of Results. The CIA will measure the success of its efforts by its ability to provide timely, relevant intelligence support, warnings, and unbiased assessments in support of national security interests.

Performance Standards: We must display a commitment to:

- achieve the highest quality of performance;
- maintain a professional, dedicated intelligence service, recognized as the best in the world;
- furnish objective, policy-relevant support;
- provide a creative environment which fosters individual autonomy and latitude;
- pursue a level of ethics and integrity of the highest order.



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10 February 1984

MEMORANDUM FOR:

FROM:

SUBJECT:

Statement of Goals, Principles, and Standards
for CIA

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Purpose: To serve the makers of United States foreign policy and, through them, the American people by providing accurate, comprehensive, and timely intelligence support. Our task of remaining policy-relevant without encroaching on the making of policy requires us to cultivate constant exchange with policy agencies at all levels.

Ethics: To succeed we must be trusted by the policymakers, but more importantly, we must have the confidence of the public. Thus we share collective and individual responsibility to follow and defend the letter and spirit of the Constitution and laws of the United States in all our actions.

Performance Standards: To perform in such a way that we:

- responsibly preserve the national security and further the legitimate foreign policy interests of the United States.
- maintain and enhance our reputation as the finest intelligence organization in the world.
- attract, develop, and retain dedicated and talented people.

Personnel: We will not lose sight of the fact that our people are our chief asset. 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. Although our people will make mistakes born of a desire to excel, these mistakes will help us learn and grow.

Management: Our goal is to promote a management style that:

- demonstrates flexibility in all areas of our organization and all aspects of our work in order to nurture creative problem solving.

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- fosters communication between the poles of the hierarchical chain rather than filtering and distorting.
- cultivates outstanding performance, but also finds ways to tap the talents of all our people.
- recognizes the importance of contributions from each component.
- ensures that all jobs offer challenge and prospect for advancement, and that individual growth is fostered through rotational assignments and innovative training programs.
- constantly, rather than periodically, registers appreciation for the efforts and individual achievements of all our people.



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7 February 1984

MEMO FOR:

FROM:

SUBJECT: Statement of Goals, Principles and Standards for CIA

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[] Branch welcomed the opportunity to participate in this exercise and offers the following feedback on the DCI's initial draft:

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a. Purpose. The Branch believes that our mission needs to be defined further to include in general the protection of US interests and specifically the national security. Without a broader definition of our purpose, we could not justify the use of covert or counterintelligence activities because they are not-- nor should they be--used exclusively for intelligence collection.

b. Organization. We wholly agree with the DCI's expression of the one agency concept as an operational principle.

c. Ethics. [] supports the general statement in the draft, but would include in addition a specific statement regarding our duty--demanded by our sense of ethics--to provide policymakers at all levels with objective analysis free of political biases.

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d. People. Branch members agree with the emphasis on people as this agency's primary resource. They would add, however, that selection to management positions should be based also on an individual's ability to exercise sound judgment; interact effectively with subordinates, peers and superiors; organize work; and foster team spirit.

e. Management. [] is in full agreement with the principle expressed in the DCI's draft.

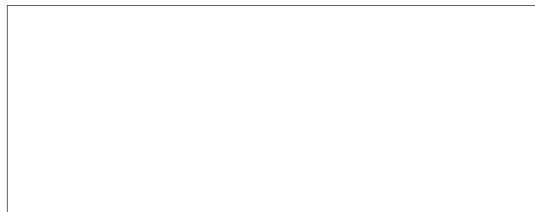
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f. Measure of Results. We believe the measurement of results must be linked with the customer but would avoid the use of the term "satisfaction" because it connotes, for us, a sense that the inputs must be compatible with the customer's own views of a situation. The emphasis, we believe, would be more appropriately placed on the product's usefulness, relevance and timeliness without reference to satisfaction.

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g. Standards. All discussants found this statement to be inspirational and fully endorse it. In fact, in our initial session, many of these adjectives were mentioned in connection with our own search for excellence.



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7 February 1984

MEMORANDUM FOR:

FROM:

SUBJECT:

Statement of Goals, Principles, and
Standards for CIA

STAT

Purposes. To provide intelligence information and support activities in an unbiased manner, identify world events that could damage US security interests, and carry out the decisions of the President to influence events in favor of the United States.

Organization. The CIA consists of interdependent units that require close internal communication and mutual feedback to operate at maximum effectiveness. The Agency should use the best available technology and maintain a commitment to developing new technologies in support of its mission. The organization should be willing to redirect and reallocate resources to serve the national interest.

Personnel. The strength of the CIA is its workforce and we need to recruit talented people. To provide professional and personal growth while maintaining high morale, the Agency should provide a challenging, pleasant work environment; encourage open communication; invest in training to improve skills; recognize performance and promote by merit; and show respect for individuals and their differences. In return, Agency employees should accept individual accountability to the organizational purpose, display high ethical standards, and show respect for the principles of the US Constitution.

Management. CIA managers should foster dedication to professionalism and maintain a constancy of purpose by avoiding partisan politics. They must maintain organizational flexibility and adaptability; encourage individual initiative; provide incentives to innovate and take risks; and provide honest evaluation of performance.

Obligations to Customers. The Agency is obliged to provide good, timely, unbiased information to US policymakers. We should provide alternative viewpoints, challenge the conventional wisdom but avoid policy

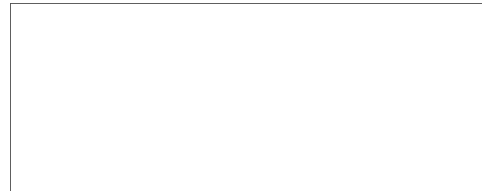
prescriptions. The Agency should be forward looking and stand ready to alert US officials to developments of concern to the United States.

Relationship with Society. The CIA should foster goodwill, and wider recognition and acceptance of the organization in our democratic society and, at the same time, be vigilant about protecting national security interests.

Measure of Results. The CIA will measure the success of its policies by its ability to provide unbiased intelligence information, evaluations, and warnings in a timely fashion in support of national security interests. From an organization perspective, we measure success by the ability to inspire and retain a workforce devoted to a career in intelligence activities.

Standards. The Agency should manifest a commitment to:

- The highest quality intelligence products;
- A professional, dedicated intelligence service;
- Provide objective, honest, useful, policy-relevant information;
- A creative environment providing individual autonomy and latitude;
- The flexibility to meet challenges.



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CONFIDENTIAL

13 February 1984

MEMORANDUM FOR:

25X1

FROM:

SUBJECT:

DCI's Request for a Statement of Purpose

25X1

Attached is a synthesis of the views of the members of
Staff on what should be included in a positive statement of purpose for
the Agency.

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Attachment:
As stated

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STATEMENT OF PURPOSE FOR THE CIA

PURPOSE: The CIA is dedicated to achieving excellence in the collection, evaluation and dissemination of foreign intelligence in a timely manner.

ORGANIZATION: We are organized to meet current needs but retain the flexibility to change as the circumstances warrant.

ETHICS: We rely on the personal integrity of our employees because our moral responsibilities often conflict with the laws of other countries. We adhere strictly to the laws of our country.

PEOPLE: Our people are the primary source of our capabilities. Our strength is dependent on the quality of our people, and our future is directly related to the opportunities we afford for our employees personal and professional growth. Excellence is rewarded, and management personnel are selected on the basis of their own excellent performance and their ability to inspire others to that level of performance.

MANAGEMENT: We wish to achieve our objectives by the maximum utilization of our resources. Since people are our most important resource, a major goal of management is the development of our employees both personally and professionally.

MEASURE OF RESULTS: We have a small group of customers: the nation's policymakers. The only meaningful way to measure our success is how well we satisfy them.

STANDARDS: Our standards are simple: get the job done as quickly and efficiently as possible and then move on to the next task.

CIA INTERNAL USE ONLY

7 February 1984

MEMORANDUM FOR:

STAT

FROM:

SUBJECT: Search for Excellence

STAT

1. Attached is our contribution to the "CIA goals and standards" exercise. It includes a one-page statement of Agency objectives and a one-page critique of the draft objectives attributed to the DCI.

2. The contributions are the product of a 30 minute introductory meeting, two 60-90 minute brainstorming sessions and one 30 minute wrap-up meeting attended by and I was especially pleased at the free flow of ideas and the participation of more reticent and junior members.

3. I hope the results of this Agency-wide effort are worth the time and resources expended. I remain open minded. STAT

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CIA INTERNAL USE ONLY

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THE CIA

Purposes: The CIA seeks to enhance the national security of the United States. It collects, analyzes, and presents to the US Government information that is difficult to know about friends and foes and carries out US foreign policies by covert means when necessary.

Organization: The CIA comprises groups of people with diverse and often secret functions. They may cooperate or compete; they may work independently or together; but they are always united in purpose.

Ethics: We recognize that a dilemma can exist between legal accountability and an individual's moral responsibility. We are employees who are, after all, working in an organization that many citizens perceive as contrary to the principles of the United States. We tolerate that dilemma by demanding personal integrity beyond reproach.

People: The CIA is an organization of people; indeed, its products are the thoughts and actions of people. We should attract the best people and get the most out of them by providing adequate pay and material benefits, challenging assignments, opportunities for training and advancement, and a stimulating workplace. We must aim to compensate for the exceptional toll our personnel pay for working in a secret organization and for a government that publicly denigrates the performance of its employees.

Management: Managers are the catalysts for ideas and actions. They should foster initiative, creativity, and productivity by clearly stating policies, by giving their employees freedom of action within well defined goals, and by being willing to take the risk of delegating responsibility.

Measures of Results: Our work is judged by how well history records we have served our national security. We must provide information, analysis, and action that is accurate and timely, and that stands the test of careful scrutiny. We should take pride in our successes and learn from our failures.

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CRITIQUE OF DCI STATEMENT

Purposes: The DCI statement does not specify any attributes that are unique to the CIA. It hides in vague terms our real purpose (security), consumers (USG policymakers), and means (information collection and analysis and covert action). The second sentence of his draft is meaningless here.

Organization: The DCI draft is "1984 newsspeak." The prose is turgid and the meaning known only to the author. We have tried to capture the diversity and synergy of the organization.

Ethics: The DCI statement simply defines ethics as that which is legal, a position that causes moral discomfort for many. Moreover, it raises the impossible demand that everyone from floorsweeper to legal counsel be aware of and use in their daily decisionmaking the complex laws of the United States. Instead, we have tried in our draft to recognize that legality and ethics can put the employee in a dilemma that can not be easily resolved.

People: The DCI statement appears to confuse statements of fact (the strength of an organization is its people) with goals (skills are recognized and fostered...). The latter should be phrased more idealistically -- skills should be recognized; or we seek to recognize skills.... Our draft has more of the sense of goals.

Management: The same criticism we make on the "people" statement applies to "management."

Measures of Results: The first three sentences of contrasts between the Agency and the private sector are wordy and pointless; it takes far too long to get to the meat of this section. Later references to "people" attributes are irrelevant. While the last sentence reference to democratic principles of President, Congress, and the Public is high-minded, we should not delude ourselves into thinking that the public at large actually measures and appreciates our functions, or even that the Congress is fully informed of what we do and how we spend resources. Our draft looks at results in concrete terms -- accuracy, timeliness, relevance, and the test of history.

Standards: We concluded that the standards for performance should be folded into the separate preceding sections, as we have done. We had a lot of trouble with the DCI's reference to the "best intelligence service in the world" because standards have to be measurable.

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PRINCIPLES OF THE CIA



25X1

Purpose: Provide policymakers with informed, unbiased foreign intelligence on a timely basis.

Organization and Management: A structure streamlined to facilitate the timely production of highest quality intelligence and operated to attract and nurture the most talented employees.

Ethics: The Agency operates according to the letter and spirit of the Constitution and the body of US law.

People: Skilled, dedicated, and creative.

Measure of Results: Respect from policymakers, whether or not CIA's message is what they want to hear.

Standards: To accept nothing less than the best of our capabilities. 25X1



CONFIDENTIAL

Contribution of

25X1

STATEMENT OF THE MISSIONS, STANDARDS, AND GOALS
OF THE CIA

Mission

To collect, analyze, and disseminate intelligence on foreign trends and developments affecting the strategic interest of the United States to policymakers and other necessary consumers.

To provide policymakers with adequate warning of foreign threats to the United States and to its strategic political, military, and economic interests.

To carry out such special operations abroad as directed by policymakers to promote and insure United States strategic interests.

Standards

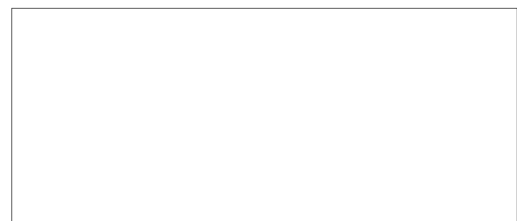
Such collection, analysis, and dissemination of intelligence shall be done in full compliance with the laws of the United States.

It will be done with the highest degree of professionalism, dedication, and integrity, and in the most rational and cost effective manner possible.

Our intelligence, which will be timely, accurate, objective, and relevant to the needs and desires of policymakers, will set the highest standard within the Intelligence Community.

Goals

The ultimate goal is to assist in promoting the security and well-being of the American people so that we may live as free individuals in peace and harmony with the entire world.



25X1

CONFIDENTIAL

2 February 1984 STAT

MEMORANDUM FOR:

FROM:

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

1. The following represents my synthesis of [redacted] Branch's articulation of the framework within which the Agency should operate.

STAT

Goals

To provide the best intelligence analysis and operational support possible on a timely basis for US government officials charged with national security responsibilities. In this regard, we strive to convey facts and analysis with clearness, force, and interest; collect information needed and not just because it is possible; and maintain an unbiased, objective position.

Achieving Our Goals

Organization

The CIA must retain flexibility to respond effectively to its diverse and complex tasks while preserving the security of its information. At the same time, the critical interdependence of components requires meaningful communication and cooperation. The organization must foster an innovative environment in which to best fulfill its constantly changing mission.

People

We must employ our country's most talented and dedicated people with diverse backgrounds and reward their efforts accordingly. Yet, we must acknowledge that in practice some of our work is arduous and tedious and, therefore, must not neglect those who carry out less spectacular functions. To fulfill its

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unique responsibilities and broaden the expertise of its personnel, the CIA should provide appropriate training, travel, experience, and suitable incentives and rewards. After all, most managers will come from within. It is the task of managers to insure that all parts of the Agency work effectively and efficiently together toward reaching our common goals.// At all levels, we must value innovation and judicious risk taking while recognizing that mistakes occur and need to be offset by the wisdom of practical experience.//

Measuring the Results

Because of the unusual nature of our work, we must assume a considerable responsibility for judging its quality internally. Therefore, the first way in which we evaluate the achievement of our goals is that we be confident that we are the repository of the best intelligence information in order that our product and operations safeguard our national security to the fullest. At the same time, we must look for and respect the views--negative and positive--of our consumers and oversight officials.

Standards of Excellence

We must strive in everything we do to:

- apply our best efforts to whatever task is assigned or initiated, regardless of the nature of the work;
- assign tasks suited not only to the capabilities of those who fulfill them but to the needs of the consumer;
- provide the proper environment, including the utilization of the most effective technologies, to accomplish our tasks;
- balance our respect for the individual with the need to serve the common good, ultimately the national security;
- see to it that our intelligence service is and remains one of which any free government could be proud.

2. This statement tracks closely with the DCI's draft but still differs in several key respects. First, Branch members recognize that the satisfaction of our consumers should be key in measuring our results but believe strongly that the uniqueness of our work, and sometimes biases, among consumers should allow us leeway to also critique our efforts. Second, we think that the pervasive and essential security aspects of our job should be

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mentioned more directly. And third, we want to convey more forcefully the importance of all components, particularly directorates of the Agency, pulling together to serve the common good.



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CENTRAL INTELLIGENCE AGENCY GOALS

The Agency keeps the President fully informed of all developments in foreign countries that will affect US interests. To accomplish this, we both anticipate the needs of policymakers and respond to requests for information and analysis on a timely basis.

Ethics

- All actions taken in support of the Agency's objectives are within US Constitutional bounds.

Standards

- The Agency develops analytical positions that are informed, accurate, objective, and timely.
- The Agency excels in development of technical collection systems and the execution of well-conceived clandestine operations.

Human Resources

- The Agency employs outstanding individuals, dedicated to the value of intelligence.
- The Agency rewards excellence through positive incentives, job security, and promotion from within.
- The Agency enhances employee capabilities through training, travel, and a variety of job assignments.
- The Agency provides an atmosphere that is flexible and encourages creativity and risk taking.

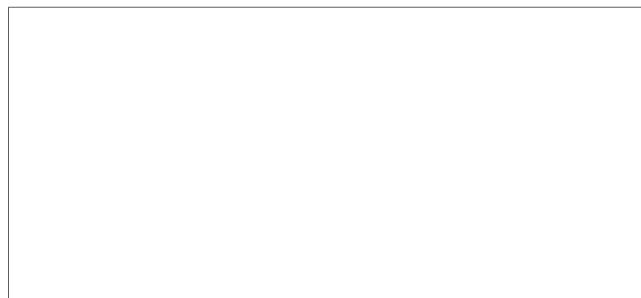
Organization

- Agency components support each other through cooperation and communication.
- The Agency encourages professionalism and respect for the variety of individuals and occupations required to accomplish the Agency's mission.

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Discussions of the Agency's goals
revealed deeply held beliefs about the value of intelligence and proper Agency conduct. Each individual in the group felt that the Agency must not only respond to the requests of policymakers for information, but also anticipate their needs. In all cases, analysis must remain objective, and not cater to what officials want to hear. Additionally, Branch members agreed that the Agency should be carrying out the directives of the President of the United States, not promoting on its own preferred policies or operations.

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Statements of Goals, Principles,
and Standards for CIA

Contribution of

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Qualitative Goals

To provide objective, accurate, and comprehensive intelligence support to the US Government.

To provide this support in the most useful and timely fashion as possible.

To ensure that this support is provided under the letter and spirit of US laws with the highest integrity, and free from any biases that may be held by the consumers of our product.

Organizational Goals

To ensure that all operating elements of the agency mutually support each other to the maximum in order to achieve our qualitative goals.

Management Goals

Always to attract, develop, and retain the most talented people. To provide resources to accomplish the Agency's objectives and the inspiration to perform at their highest capabilities.

To create an environment which fosters creativity, innovation, and courage.

Measure of Results

Our results cannot be measured in terms of monetary profit or even in the short-term evaluations of our consumers, because frequently we must tell them what they do not wish to hear. Our activities can be measured imperfectly at best over the longer run by a consensus of the US public as well as the executive and legislative branches that the CIA has served the nation's security well.

STAT

13 February 1984 STAT

MEMORANDUM FOR:

FROM:

SUBJECT: Statement of Goals and Principles

Attached is the Division statement of goals and principles along with the individual statements generated by the individual discussion groups. Because of the absence of two branch chiefs, we lumped our analysts and clericals into four discussion groups, each headed by a branch chief.

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Attachments:
As stated

GOALS, PRINCIPLES, AND STANDARDS FOR THE CIA

The Central Intelligence Agency adopts the following as standards for goals to which it expects to be held accountable--by its employees, by the President and the Congress, and ultimately by the American people.

Purpose

The principal mission of the Agency is to provide the President and other policymakers with accurate, timely, comprehensive, and objective intelligence so as to assure sound policy decisions and to assist, upon request and in accordance with the law, in implementing these decisions. To fulfill the overall mission, the Agency:

- Collects foreign intelligence, using both overt and covert sources and methods, and disseminates this intelligence in a timely manner.
- Analyzes the significance of foreign events and trends, warning policymakers of unfolding or impending foreign threats to national security and national interests and conveying this analysis to the policymaker in a timely and useable manner.
- Safeguards from unauthorized disclosure, all intelligence information sources and methods vital to the national security.
- Acts, in accordance with US law, as the President's principal instrument for influencing developments abroad.

Standards for Excellence

We strive to perform our mission in the most effective and efficient manner possible and to uphold our reputation as the best intelligence organization in the world. To this end, we commit ourselves to:

- Demand the highest quality in all aspects of our performance and to cooperate to the fullest extent possible with other components of the Agency, Intelligence Community, and Government.

- Uphold the integrity of the intelligence process and profession, ensuring that our products remain politically unbiased and that we as individuals and an institution comply with the letter and the spirit of US law.
- Recognize and reward exceptional performance, foster initiative and free expression, assure fair and equal treatment to all, and encourage easy and frequent internal communications, so as to create a working environment that enables each individual to develop and use his talents to the fullest and the Agency to attract and retain skilled and dedicated employees.
- Develop and utilize the most effective technologies and maintain the capability and flexibility to meet tough and sudden challenges.

REACTION AND EVALUATION

During our discussions, we found that there was considerable concern about the existence of institutional barriers to fulfilling the standards of excellence that we espouse:

- It was widely agreed that rigid adherence to format in the production of finished intelligence frequently gets in the way of timeliness, creativity, and innovation.
- Some thought that the review process itself has a similar effect although others believe this cost was offset by gains in the quality of the product.
- Some were concerned that the sensitivity of high-level management to the policy aims of a given administration tended to hamper the ability of analysts to convey their views in an impartial, balanced way.
- There was also concern that the working environment in some offices and branches--particularly where there is crowding and noise--was not conducive to effective work.

We, as a group, agreed that the statement of purpose and ideals the Agency is drafting will have meaning only in the light of efforts toward its implementation. We believe that the process CIA has now begun cannot stop with the formulation of such a statement; failure to move in areas where the stated goal and present reality do not coincide would be exceptionally destructive to morale. By undertaking this project, we believe that all levels within CIA are accepting a commitment to follow through beyond the stages of both goal identification and problem definition. Our success--as that of any business or organization--will depend ultimately not on what we say we ought to be, but what we show ourselves to be.

3 February 1984

MEMORANDUM FOR:

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FROM:

SUBJECT:

A Statement of Principles for CIA

STAT

On 30 January and 2 February members of the

Branches met to formulate a statement of principles for the CIA. The results are attached.

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A Statement of Principles for the Central Intelligence Agency

The Central Intelligence Agency is an organization of patriotic Americans dedicated to the defense and security of the United States. Their goal is to provide high quality intelligence support to a wide range of decisionmakers.

I. People are the most important resource of the Central Intelligence Agency.

- 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, education, and travel--to broaden their capabilities.
- Managers of all levels must foster initiative and creativity by allowing the individual freedom of action in attaining well-defined objectives.
- Managers of all levels must recognize the achievements of their people and help them gain a sense of satisfaction and accomplishment from their work.
- The Central Intelligence Agency should provide its people with a productive work environment that is safe, pleasant, and well-equipped.
- The Central Intelligence Agency must continue to strengthen its commitment to equal employment opportunity.

II. The product of the Central Intelligence Agency must be objective in all respects.

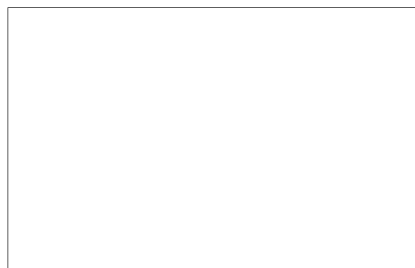
- The Central Intelligence Agency must be free from political influence. Even the appearance of such influence must be scrupulously avoided.

III. Because the Central Intelligence Agency is a secret organization in a free and open society it has a special responsibility to conduct its affairs with uncompromising honesty and integrity; anything else is totally unacceptable.

IV. Within the framework of compartmentation all Central Intelligence Agency personnel should strive to increase cooperation between the Agency's diverse operating units.

- Although our functions are decentralized, we are one Agency whose overall strength is derived from mutually helpful relationships and frequent interaction among our interdependent units.

V. To meet the challenges of a changing world, the Central Intelligence Agency must be prepared to change everything about itself except these guiding principles.



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(The above also included the input of Branch,)

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Contribution to "In Search of Excellence" Project

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Phase I: Generation of Branch Statements

GOAL: The primary goal of CIA is to provide the policymaker with the information he needs to formulate his decisions. We must produce timely, accurate, and objective intelligence which meets the policymakers' needs but is not necessarily beholden to his interests; which helps him reach judgments, but is not driven by the need to justify existing policy directions. We must provide a product that avoids any institutional bias, such as that generated by the desire to defend previously formulated positions or by the drive to protect bureaucratic interests. Finally, we must assure that the intelligence we produce is based on the most complete evidence available in order to generate the highest possible confidence in its validity.

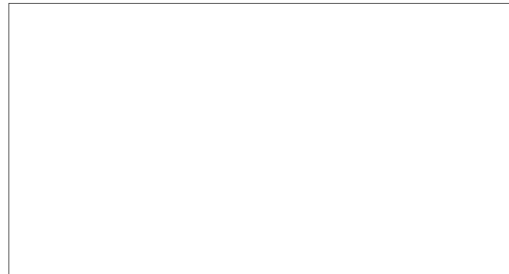
MANAGEMENT: Management's primary responsibility is to create an intellectual and physical environment that is conducive to fulfilling the basic goal of the Agency. It must encourage and stimulate analytical creativity, innovative thinking, and a positive attitude toward production, striving to distribute equitably both tangible and intangible rewards for superior performance. The manager must establish a mutual bond of confidence, loyalty and trust with his subordinates, based in large measure on consistent guidance and effective, open, two-way communication. He or she must strive for fairness and impartiality in his evaluation of employee performance, working closely with subordinates to recognize areas requiring improvement and providing strong encouragement in all areas of personal development. Finally, the highest-level management in CIA must create and encourage a lean, streamlined management structure that will facilitate rather than impede production.

PERSONNEL: The success of the Agency is built on the capabilities of the individuals it hires and retains; its continued progress and growth depends on assuring a steady flow of high-quality individuals possessing a broad range of diverse talents. As CIA analysts, our primary contribution to the work of the Agency is an independent, questioning, innovative, and creative mind. We must be dedicated to the task of pushing our capabilities to the highest performance standard possible, motivated both by a personal desire to excel and by an appreciation of the importance of the work that we do.

PHASE II: Reaction and Evaluation

Although we, as a group, generated a set of goals and principles which dealt in greater specificity with areas of particular concern to us, we agreed that we could readily accept the CIA draft statement as a general outline of governing ideals. A statement of ideals, however, takes meaning only in the light of efforts toward its implementation. As a group, we believe that the process CIA has now begun cannot stop only with the formulation of such a statement; the failure to move in areas

where the stated goal and present reality do not coincide would be exceptionally destructive to morale. By undertaking this project, we believe that we, at all levels within CIA, are accepting a commitment to follow through beyond the stages of both goal identification and problem definition. Our success--as that of any business or organization--will depend ultimately not on what we say we believe, but what we show ourselves to be.



STAT

3 February 1984

Statement of Purpose, Principles and Standards

In our view, the purposes of the CIA are defined by law and custom, and, in brief, are to collect and analyze intelligence data, and perform other services as shall be requested by the statutory authorities. As our contribution to the CIA's review of its goals, principles and standards, we submit our definition--from our perspective as an analytic branch in DDI--of the goals and standards of excellence we set for ourselves and wish for others in the CIA.

Objective. As analysts and staff personnel working with analysts, we endeavor to provide accurate, comprehensive and timely intelligence analysis to a broad range of policymakers. In pursuing this goal, we believe that we should strive to integrate information from all sources--open and governmental, but especially from the DO which provides us with unique information--to provide CIA views on questions of intelligence.

Other than the material benefits--which, of course, are not insignificant--our greatest satisfaction results from providing intelligence support when it matters, that is, to the policymaker as he/she makes decisions. We tend to view our work in an instrumental fashion. We are most frustrated when we are "ignored," when decisions are made without the CIA's input. Producing more finished intelligence brings little satisfaction if it is not being used.

Leadership. From the perspective of analysts, the most important leadership function of top management is to ensure that important policy issues are not decided without an intelligence input. We as analysts must strive to meet the needs of the consumers and learn from our policymaking counterparts what they require and when they need it. But intelligence by its nature is often unwelcomed by policymakers because the CIA's "disinterested" analysis of events and their implications may be inconsistent with existing policy lines. Moreover, our intelligence support generally consists of information and analysis which can inform policymaking, but is not critical to policy implementation. Thus, it can be "ignored" in the short run by policymakers--often leaving CIA analysts with the hollow satisfaction of saying "I told you so" but frustrated at not having been heard when it might have mattered. Consequently, providing CIA access to policymaking processes, in our view, is a critical responsibility for top management; only they have influence with those in other government organizations who have the authority to make their subordinates responsive to intelligence provided by the CIA.

Management. From our perspective as analysts, the role of management is critical in providing an environment that fosters analytic initiative and creativity. Management review is the process by which our analytic output is translated into the "CIA view" and it provides vital checks to ensure the accuracy and comprehensiveness of our intelligence support. In addition, managers should "insulate" analysts from policymakers so as to prevent analysis from being corrupted by policymakers wishing to suppress intelligence that does not support current policy positions. In short, our managers help correct our analytic mistakes and excesses, and protect us from the negative reactions of those discomfited by our intelligence products. But this is a difficult role since the line between providing a system supportive, rather than one that suppresses, independent and creative analysis is a thin one,

often depending on the willingness of individual managers to tolerate conflict both from ourselves and the policymaking community.

Although we recognize that our managers have little discretion over establishing basic salary rates, they do provide the overall incentive structure within which we work by creating the rewards and penalties for good and poor performance. Recognition within the agency of good analytic work has an extremely important impact on our morale and often serves as an effective substitute for any lack of response from the policymaking community. From our perspective as analysts, we find it doubly disheartening when our finished intelligence is ignored" by both our managers and the policymakers that we hope to serve. Our pride in our work diminishes when we feel that its effect has been primarily statistical, that is, to increase ours and the Agency's production numbers.

Relations with other Organizations. To perform well as analysts, we must interact effectively with our consumers, other intelligence organizations and other offices within the CIA. All too often, our relationships with other organizations are competitive and adversarial, and all of us in the Washington community forget that we all serve in the interests of the United States.

Our relations with our policymaking counterparts are especially delicate. We must strive to be close to our consumers so that we can provide intelligence in a timely and helpful manner. Our consumers also are an important source of intelligence information. At the same time, however, our credibility as producers of intelligence--which we believe is vital to our serving effectively in the national interest--frequently requires us to say things that our consumers do not want to hear or have said. In our view, we cease to serve our consumers and our country when we lose our independence.

Our interactions with other offices within the CIA are critically important. We must endeavor to cooperate effectively and harmoniously with our colleagues. Our relations with DO in particular must be close: intelligence gathered by DO gives us our unique status in the intelligence community; we in turn are the most avid consumers of DO's intelligence production. We and our counterparts in DO must remember that we are not two separate organizations, but are both components of the CIA and that we have a symbiotic relationship. Our managers and leaders must strive as well to ensure that the different officers interact effectively.

Our Standard of Excellence. We, as analysts and staff personnel working with analysts, believe that we serve the United States in an important manner as the initial step in the production of accurate, comprehensive and timely intelligence analysis to a broad range of policymakers. We must hold ourselves accountable to the highest standards of excellence--to provide performance of the highest quality; to maintain ethics and integrity of the highest order; to develop outstanding skills, confidence and personal resources; to utilize the most effective technologies; and to develop the capability and flexibility to meet unexpected challenges. We believe that we as individuals must strive to meet these standards if the CIA is to provide the leadership of, and gain recognition as, the best intelligence service in the world.

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**ADMINISTRATIVE
INTERNAL USE ONLY**

9 February 1984

MEMORANDUM FOR:

FROM:

SUBJECT:

The Process of Drafting Goals for CIA

STAT

1. The attached statement of "Goals for CIA" is the product of a combined effort by the members of my branch and of the [redacted] which as you know is temporarily without a chief. I am happy to report that everyone participated.

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2. Our statement is the result of "brainstorming" sessions on 31 January and 3 February and of a third session, on 8 February, at which we reviewed two proposed drafts, made corrections, additions, and other revisions, and agreed on the attached statement.

3. In my view, the process was at least as valuable as the product. We seldom have the luxury during the hectic pace of our everyday work to reflect on the big questions of what we are about or on how our individual roles fit into the whole. This process forced us to set aside the time to do such things, and the result was not only refreshing but a learning experience for all.

4. During our discussions, we found that there was considerable concern about the existence of institutional barriers to fulfilling the standards of excellence that we espouse:

- It was widely agreed that rigid adherence to format in the production of finished intelligence frequently gets in the way of timeliness, creativity, and innovation.
- Some thought that the review process itself has a similar effect although others believed this cost was offset by gains in the quality of the product.
- Some were concerned that the sensitivity of high-level management to the policy aims of a given administration tended to hamper the ability of analysts to convey their views in an impartial, balanced way.
- There was also concern that the working environment in some offices and branches--particularly where there is crowding and noise--was not conducive to effective work.

**ADMINISTRATIVE
INTERNAL USE ONLY**

GOALS FOR CIA

The Central Intelligence Agency adopts the following as standards and goals to which it expects to be held accountable--by its employees, by the President and the Congress, and ultimately by the American people.

Statement of Purpose

The principal mission of the Agency is to serve the President, the National Security Council, and other makers of US foreign and national security policy. Our mission consists of several interrelated functions:

- To warn policymakers of foreign threats to the national security and to inform them of foreign trends and events that could affect the national interest. To this end, we:
 - collect foreign intelligence, using both overt and covert sources and methods.
 - analyze and research the significance of foreign events and trends.
 - estimate the likely course of future events, the likelihood of various alternative scenarios, and the implications of foreign trends and events for the US national interest.
 - report our principal findings to policymakers and disseminate related information and assessments within the intelligence community.
- To safeguard from unauthorized disclosure all intelligence information, sources, and methods vital to the national security.
- To act, in accordance with US law, as the President's principal agency for covertly influencing developments abroad.
- To play a leading role in coordinating the national foreign intelligence effort.

Standards of Excellence

We strive to perform our mission in accordance with the following principles:

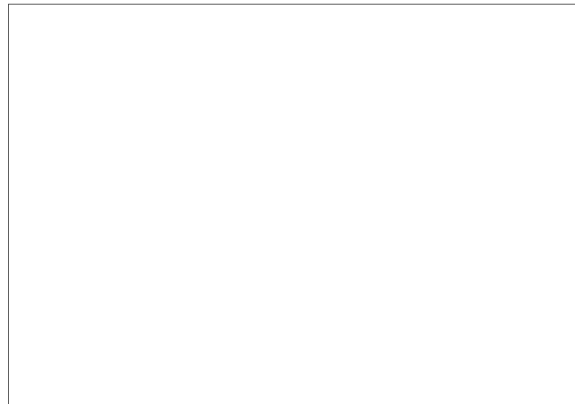
- To anticipate foreign developments and the needs of policymakers for information, analysis, and research.
- To respond in a timely, accurate, and impartial manner to the requests and needs of intelligence consumers.
- A commitment to the craft of intelligence, the integrity of intelligence as a profession, and the quality of our products.
- A commitment to people as our most important resource, including:
 - Honoring the nation's commitment to equal opportunity and

fair treatment for all.

- Creating a working environment and opportunities that enable each individual to develop and use his or her talents to the fullest, including taking advantage of the latest technologies.
- Cultivating an atmosphere of risk-taking that fosters initiative, free expression, and innovation.
- Informality in communication, including the freedom to question established ways of doing things.
- Recognizing and rewarding exceptional performance.
- Encouraging a sense of participation and teamwork by acknowledging that every individual has a contribution to make and is expected to make it.

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(This also includes input from the



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Page Denied

Statement of Goals and Principles for
the Central Intelligence Agency

QUALITATIVE GOAL

Our objective is to provide the best intelligence support to assist governmental policymakers in preserving the national security, bearing in mind that our ultimate loyalty and accountability are to the American people. To accomplish this goal, we must collect, analyze and produce comprehensive, accurate, timely and unbiased intelligence for US policymakers who make the decisions affecting national security.

MEANS TO ACHIEVE THIS GOAL

- o Acquire, develop and utilize the latest, most efficient methods and technology for gathering and processing information.
- o Stimulate creativity, innovation, flexibility and a "can-do" spirit.
- o Encourage divergent views and alternate paths of action; question conventional wisdom.
- o Overcome conservatism ponderousness, reluctance to change and inefficiency by encouraging risk-taking and improvements, and eliminating duplicating layers of review.
- o Hire the nation's best and brightest and provide a work environment with challenges and opportunities for personal growth.
- o Select and reward managers who lead, who do not "play it safe," who recognize and reward high quality performance, and who take action on inadequate or low quality performance.
- o Develop employees who are committed to excellence.
- o Think constantly about the policymakers we support to ensure they are provided with what they want or need rather than what the organization thinks they ought to want or need.
- o Recognize and foster loyalty and dedication.
- o Recognize the value of expertise and the unique contribution of each component toward achieving the Agency's goals.
- o Nurture the feeling at all levels that CIA is a unique organization, staffed by unique men and women, with a goal essential to the well being of our nation.

- o Challenge employees to work together to build the best intelligence service in the world.
- o Foster cooperation with and recognize the capabilities of other organizations in the Intelligence Community.

BELIEFS

- o Employees are expected to maintain impeccable standards of integrity, legality, and objectivity.
- o Change is inevitable and to be encouraged.
- o Propriety, common sense and good judgment in both professional and personal lives.
- o Advancement is based on merit.
- o Nothing is impossible if we all work together.
- o We are the best intelligence organization in the world.
- o We are dedicated to preserve the best of traditional American values.
- o The Agency is an American institution serving a dynamic and diverse society and we, as its employees, must strive for excellence, diversity, flexibility and versatility to anticipate the intelligence needs of this country today and in the future.



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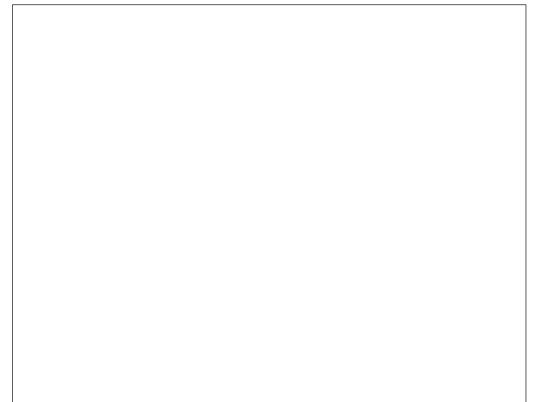
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The primary goal of the Central Intelligence Agency is information gathering and analysis with the objective of providing timely and accurate intelligence assessments to policy makers on all matters that affect the National Security of the United States. History shows clearly that for our form of government to survive, our leaders must have comprehensive up-to-date factual information that will enable them to act responsibly in defending and preserving what we have come to know and cherish as the American way of life. Unlike private corporations or most other government agencies, the Central Intelligence Agency does not, indeed cannot, seek public acclaim or recognition for its contributions and successes. It follows then that men and women who seek careers in the Agency bring a certain unselfishness, an uncommon quality in human character. It is this thread of uncommon quality that forms the foundation for the organization; one that is built upon total commitment to preserving our freedom for now and succeeding generations.

To be successful, the Agency strives to provide an environment that is rich in opportunity through assignments, travel and training for personal and professional development for those who seek to grow. Recognition for individual achievement comes in the form of more challenging and demanding roles. As the clock never stops ticking, so we are confronted with change and growing challenges. These we meet with firm resolve, certitude and professional discipline. The organization seeks to grow and renew itself through:

- Use of highly selective employment practices;
- Increasing the standards for employee performance;
- Recognition of outstanding individual and collective performances;
- Taking full advantage of new technologies that improve the efficiency of the organization;
- Strict adherence to laws governing the intelligence gathering agencies; and,
- Selecting and evaluating managers on their performance as motivators and achievers in meeting collective goals.



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In Peace There Is No Substitute
for Intelligence

Gerald R. Ford

The primary theme of the Central Intelligence Agency is knowledge. The collection, analysis and dissemination of intelligence serves the larger purpose of promoting sound public policy as determined by constitutionally selected leaders. Their goals in turn are the preservation of our liberty and our way of life.

CIA contributes to these goals by providing decision makers with pertinent, accurate and timely information. As the rewards for success are high, so the consequences of failure are grave. There is no substitute for quality.

The collection of intelligence is an increasingly sophisticated, even esoteric exercise requiring the very highest of vigorous and disciplined cogitation. At the same time it can require vibrant interpersonal relationships and extraordinary human courage. The analysis of intelligence requires acute intellectual skills and a broad background of knowledge in order to discern the pertinent from the impertinent and to do so in frequently short or even non-existent timeframes. And all is for naught if those who must use this information to make decisions cannot get it in a usable form and in a timely fashion.

For CIA to achieve these goals requires a unique and special dedication. The part played by each one of us must be seen in relation to these goals and their purpose in preserving those ideals expressed in our nation's founding documents. Our consumers are our nation's leaders at the very highest levels. Our goal is their goal--to understand and appreciate those forces in the world that threaten our liberties and to understand that

"Ye shall know the truth and
the truth shall make you free."

G O A L S

To preserve, protect, and promote democratic principles of the United States and the Free World by providing US policymakers with accurate, timely, and objective intelligence.

P E R F O R M A N C E

To reach our goals, we pledge to perform our duties at the highest level of professionalism and to the utmost of our abilities.

P E O P L E

The greatest resource of this Agency is its people. Our dedication and loyalty, intelligence and imagination, high standards of ethics and integrity

are attributes which ensure success
in achieving the goals and high level
of performance that we have established
for ourselves.

M A N A G E M E N T

Our management style is dedicated
to fostering increased knowledge
and personal growth through training
and assignments.

S T A N D A R D S

Quality product
High level of performance
High level of integrity
Freedom to think
to question
to grow
to improve

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GENERAL PURPOSE

Overall Goal -- Provide top quality finished intelligence for U.S. policy-makers and the protection of our national security interests world-wide within the confines of sound ethics and moral conduct.

Sub-Goals: Employ and retain highly qualified, enthusiastic people and provide them with training, equipment and other resources necessary to produce high quality intelligence.

Stimulate and encourage creativity and innovation in employees.

Develop in employees pride and loyalty in the organization and a commitment to honesty and integrity.

Mindful of our responsibility to U.S. Citizens and convey a positive image to the greatest extent possible.

Maintain and improve our reputation by producing an objective, high quality intelligence product and service.

Value of the Agency

1. Dedication to the production of high quality intelligence information and service.
2. Commitment to the development of human resources.
3. High integrity and ethical conduct
4. Belief in democracy throughout the world
5. Commitment to the development and use of advanced technology

ATTRIBUTES OF THE PEOPLE

1. In general, it was agreed that Agency employees are intelligent, dedicated, hard-working and enthusiastic.
2. They strive for professionalism and perfection in their work.
3. They seek challenge and meet those challenges through self-improvement.
4. They are flexible and able to adapt to the stress and frustrations of working in a time-sensitive environment.
5. They seek satisfaction through Agency employment and generally disregard professional recognition and to a lesser extent material reward.
6. They tend to be dynamic and forward-leaning individuals.

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Values of the Agency

1. Belief in democracy and a freeworld

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Statement of Goals, Principles and Standards for CIA

Purpose. To provide intelligence and related services which are of the highest quality, characterized by excellence, thoroughness, accuracy, and timeliness. Our purpose is to be worthy of the great country we serve.

Ethics. Perform the duties of our service in accordance with the letter and spirit of the law, as derived from the Constitution. Propriety, common sense and good judgment are elements of our standard of ethics. The traditional work ethic of America -- a dedication to doing large and small jobs well -- is an important element of the Agency's standard of ethics. A combination of the best of traditional American values -- our great historic heritage -- with the best of contemporary values -- ensures our relevance to the society we live in, and sets an ethical standard which permeates our work and daily lives, and attracts the best that America has to offer as members of our service.

Leadership. This is the quality of inspiring in others a desire to strive for excellence, instilling in others an enthusiasm for what we do, a willingness to make the necessary sacrifices, and a pride in membership in the Agency.

Management. The Agency strives, through its managers and the organization within which they work, to promote sensible and judicious use of personnel and other resources in accomplishing of our mission. Good management ensures emphasis on innovation, creativity, decisiveness, and drive. It also eschews favoritism, rewards excellence of performance at all levels, and requires the courage to protect the Agency's intelligence product from political or other bias. Good management also demands a proper balance between youth as the heirs of the future and age as the embodiment of experience and continuity. Good managers should be people who have established themselves as people of substantive accomplishment in their own right.

People. The Agency population is a reflection of the standards and the goals of our service. High standards in personal terms and professional performance have been and must continue to be our hallmark.

Diversity and the Future. The Agency, as a distinctively American institution, serves a dynamic and diverse society. We must, therefore, as an important goal strive for sufficient diversity, flexibility, and versatility in the Agency population that we can anticipate the intelligence needs of the future and plan accordingly.

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13 February 1984

MEMORANDUM FOR:

FROM :

SUBJECT :

Statement of Purpose and Objectives of the Agency

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Purpose

The Agency is responsible for protecting the national interest and the national security by:

- conducting special foreign policy-related activities that are approved by the President and by Congress
- storing, sifting, analyzing and presenting to US policymakers that critical bit of information known as intelligence in an effort to aid them in their decisionmaking.

Principles and Objectives

The principles and objectives of the Agency are embodied in the basic beliefs of each of its employees. This Agency will:

- operate within the laws of the United States, and its employees will maintain impeccable standards of integrity, legality and respect for the rights of all US citizens.
- remain aware that it is doing vitally important work and pursue excellence in all of its activities by consistently carrying out its mission with the utmost professionalism, dedication and objectivity.
- be flexible and possess a "surge capability" to change course as events warrant.
- stay constantly in tune with the requirements of those whom we support.
- utilize the most current and effective technologies, while simultaneously pursuing technological advances.

SUBJECT: Statement of Purpose and Objectives of the Agency

Agency Employees

People are the Agency's most important resource. Employees are carefully selected for their qualities, such as honesty, integrity, intelligence, and enthusiasm. Once they are on board they are expected to be dedicated, loyal, flexible, questioning, innovative, self-sacrificing and willing to take reasonable risks.

Agency Managers

Managers are selected because of their dedication to excellence and for their ability to work toward the fulfillment of the Agency's objectives through effective utilization and motivation of people. They lead and encourage subordinates by setting positive examples and assist them in reaching their full potential by providing them with relevant training, travel and challenging assignments. They nurture initiative and creativity by allowing the individual great latitude in approaches to attaining well-defined objectives, while requiring efficiency, accountability and results at all levels. They encourage and reward employees for increasing their expertise and for demonstrating far-sightedness. Agency managers promote teamwork and foster the "one Agency" concept by ensuring that intra-Agency barriers, duplicative effort or unhealthy competition do not exist.



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9 February 1984

STATEMENT OF OBJECTIVES AND GOALS

Our objective is to help preserve the national security, always keeping in mind that our ultimate loyalty and accountability are to the American people. Our primary role is to collect, analyze, and produce accurate, relevant, and timely intelligence for the nation's policy-makers. In the process, we will strive to maintain strict objectivity and to adhere to a standard of conduct that is consistent with American law and ethical values.

In support of our goal, we will:

- Hire talented and well-educated people who are also innovative, flexible, and willing to make personal sacrifices for the sake of the common goals.
- Train those people adequately and provide them with challenging assignments, maximum opportunity for growth, and salaries that are commensurate with their contributions.
- Recognize loyalty, dedication, individual achievement, and the value of expertise.
- Develop skilled managers who are committed to excellence and who maintain close contact with our customers to ensure the utility of our support. These managers realize the importance of their employees; they strive to motivate them, recognize their potential, stimulate creativity, encourage risk taking, and foster maximum communication among employees and between Agency components.
- Strive for excellence in all that we do, encouraging innovation, diverse ideas, and flexibility in adapting to both the changing world situation and advances in technology; in so doing, be the best intelligence service in the world.



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CREDO

Our objective is to help preserve the national security, always keeping in mind that our ultimate loyalty and accountability are to the American people. Our primary role is to collect, analyze, and produce accurate, relevant, and timely intelligence for the nation's policymakers. In the process, we will strive to maintain strict objectivity and to adhere to a standard of conduct that is consistent with American law and ethical values.

In support of our goal, we will:

- Hire talented and well-educated people who are also innovative, flexible, and willing to make personal sacrifices for the sake of the common goals.
- Train those people adequately and provide them with challenging assignments, maximum opportunity for growth, and salaries that are commensurate with their contributions.
- Recognize loyalty, dedication, individual achievement, and the value of expertise.
- Develop skilled managers who motivate and recognize the potential of their employees, stimulate creativity, encourage risk taking, foster maximum communication among employees and between Agency components, and streamline bureaucratic routine.
- Strive for excellence in all that we do, encouraging innovation, diverse ideas, and flexibility in adapting to both the changing world situation and advances in technology; in so doing, be the best intelligence service in the world.

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8 February 1984

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MEMORANDUM FOR:
FROM :
SUBJECT : Statement of Purpose for the Agency

The following represents the collective opinion of personnel of what the purpose and principles of the Central Intelligence Agency should be:

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PURPOSE AND PRINCIPLES OF THE CIA

PURPOSE

To provide the most accurate, timely, and objective intelligence analysis, assessments, and support to US policymakers who must make decisions affecting national security.

PRINCIPLES

The principles of the Agency are embodied in the basic beliefs of each of its employees--the organization's most valuable asset. Therefore the Agency will:

- Operate within the laws of the United States and maintain respect for all US citizens' rights.
- Conduct business in such a way that the US public has pride and confidence in the Agency.
- Expect employees to conduct themselves in an exemplary manner in both their professional and personal lives.
- Provide a climate where creativity, initiative, and quality performance can blossom.
- Foster the conviction that we are doing vitally important work and that we will carry out our mission with the utmost professionalism, dedication, and objectivity.
- Maintain quality of product as more important than quantity.
- Insure that minority analytical conclusions are presented to the policymakers.

MEANS OF ACHIEVEMENT

In order to achieve its purpose within the bounds of its principles, the Agency must encourage an environment of excellence. It must also develop

SUBJECT: Statement of Purpose for the Agency

a can-do atmosphere, foster leadership and innovation at all levels, initiate and not simply react, remain flexible and change course as events warrant, meet deadlines, take practical risks, and be able to absorb failure.

Specifically the Agency must:

- Recruit and train personnel with intelligence, creativity, drive, and dedication to perform its analytical, operational, technical, and support functions.
- Encourage and reward employees for exercising expertise, flexibility and farsightedness.
- Foster inter-agency and inter-office cooperation, communication, and coordination in order to eliminate duplication of effort and to stop turf wars.
- Remain on the leading edge of technological advancement and make use of state of the art equipment in accomplishing Agency mission.
- Cultivate a style of leadership that is receptive to individual initiative, and creativity, as well as responsible dissent.

Agency managers should:

- Lead and encourage subordinates by setting positive examples; be risk-takers.
- Facilitate movement of Agency projects through the chain of command, supporting employees when setbacks and problems are encountered.
- Allow space in the Agency for a few "wild ducks"; not be afraid of occasional failures.

Agency Employees should:

- Believe in what we are doing and be proud of their Agency affiliation.
- Take the initiative to achieve a high level of excellence in the job and in themselves; be self-starters; initiate personal improvements in skills and knowledge.
- Create, innovate, and make suggestions.

Agency managers and employees collectively should have:

Confidence in our ability to fulfill the Agency's purpose

Integrity in the way we do our business.

Allegiance to the Agency, the President, and the American people.

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7 February 1984

TO :

FROM :

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SUBJECT: Agency Statement of Purpose

Agency Objective

To provide the most accurate, timely and unbiased assessments and analysis of political, economic, scientific and military trends and developments to the US policymakers. This is done to support these policymakers to better protect and enhance freedom and the way of life for US citizens.

Agency Principles

Perform in such a way that the US public has pride and confidence in the Agency.

Maintain quality of Agency product as more important than quantity.

Make use of attributes of Japanese-style participatory management.

Stimulate and encourage imaginative approach to the accomplishment of the intelligence job.

Present analytical conclusions in such a way that allows for credible minority views.

Establish high ideals for employees' public and private lives.

Promote world peace through integrity of product and basic moral responsibility.

Conduct Agency business within the law, and respect all US citizens' civil rights.

Carry out any President's objectives with the same degree of professionalism, dedication, and objectivity.

Control size of Agency so that we do not become unwieldy and out of touch with ourselves.

SUBJECT: Agency Statement of Purpose (cont.)

Means of Achieving the Above

Encourage and reward (both with dollars and recognition) employees for expertise well used, growth, flexibility, and farsightedness.

Provide for an efficient, innovative, semi-autonomous management structure, being careful not to become top heavy.

Reward creative risk-taking and do not penalize when the outcome is negative.

Build in the ability to initiate, evaluate and, if necessary, terminate intelligence projects.

Encourage inter-office cooperation, communication and coordination--and by doing so, stop turf wars.

Make use of the employees' area of expertise; flexibility and movement within logical bounds.

Encourage managers who are risk-takers and don't stifle initiative.

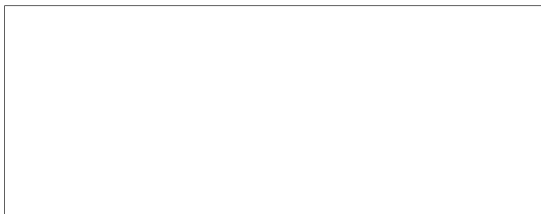
Infuse Agency with fresh managerial talent from the outside, and promote from within to the managerial ranks only after management aptitude has been proven.

Allow space in the Agency for a few "wild ducks."

Make use of state of art equipment in accomplishing Agency objectives.

Maintain the ability to react quickly to new intelligence needs.

Encourage good and bad feedback from above on product and performance.



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ADMINISTRATIVE - INTERNAL USE ONLY

3 February 1984

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TO :

FROM :

SUBJECT: A Statement of Purpose of the Central Intelligence Agency

OUR GOALS

The Agency will provide the most accurate, timely, and objective intelligence analysis and assessments to US policymakers whose decisions on national security issues are dependent on the highest quality intelligence product. The organization will seek out the highest caliber personnel and technology to accomplish this objective.

OUR PRINCIPLES

The principles of the Agency are embodied in the basic beliefs of each of its employees--the organization's most valuable asset. The organization will:

- operate within the laws of the United States in achieving its goal.
- operate on the commonly held belief that what we its employees are doing is vitally important and that we will constantly do the very best job possible.
- be a mirror image of its employees who will conduct themselves in an exemplary manner in both their professional and personal lives.
- promote a public image of itself as a responsible agency vital to US interests at home and overseas.
- encourage creativity, initiative, quality of performance, flexibility, and commitment.

OUR MEANS OF ACHIEVEMENT

In order to achieve its goals and apply its principles, the Agency must encourage an environment of excellence. It must develop a can-do quality atmosphere, foster leadership and innovation at all levels, initiate and not simply react, remain flexible and change course as events warrant, meet deadlines, take practical risks and be able to absorb failure.

The organization itself must:

- recruit and retain personnel with intelligence, creativity, drive, and dedication to perform its analytical, operational, technical, and support functions.

ADMINISTRATIVE - INTERNAL USE ONLY

ADMINISTRATIVE - INTERNAL USE ONLY

- look to the rank and file as the root source of quality performance. Within the group, encourage initiative, support self-starters, recognize the importance of all types of employees, provide opportunities for advancement, and recognize and reward achievement.
- improve the quality of personnel skills and develop new skills in all personnel. Enhance internal and foster external training to improve performance.
- develop and maintain good relations with the rest of the intelligence community, establish intra- and inter-agency requirements and priorities to eliminate duplication of effort, and open and maintain channels of communication.
- remain on the leading edge of technological advancements and make use of state of the art equipment, and improve methods of developing or acquiring even more advanced technological equipment to analyze information.

Agency managers must:

- lead and encourage subordinates by setting examples. Take risks, don't plod. Be innovative, not totally reactive. Remain aware of the state of morale and work constantly to improve it.
- instill in employees a sense of purpose and a confidence in their abilities. Give employees the freedom and responsibility to work toward stated goals in a manner best suited to the employee.
- recognize and develop talent and place employees in assignments to fully utilize or further expand their latent capabilities.
- facilitate movement of Agency projects through the chain of command, supporting subordinates when setbacks and problems are encountered along the way.

It is incumbent upon employees to:

- take the initiative to achieve a high level of excellence in their jobs and in themselves. Be self-starters. Self-initiate personal improvements in your skills and knowledge.
- create, innovate, make suggestions, exhibit drive, set goals and meet them, develop a sense of purpose and commitment to the organization.



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ADMINISTRATIVE - INTERNAL USE ONLY

7 February 1984

MEMORANDUM FOR:

FROM :

SUBJECT

: Synthesis of Division Discussions of Agency Goals and Standards

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1. [] proposes the following as goals and standards for CIA:

STAT

- Collect and produce accurate, timely, complete, and relevant intelligence.
- Stimulate creativity, innovation, flexibility, and a can-do spirit at all levels.
- Maintain impeccable standards of integrity, legality, political impartiality, and dedication.
- Plan ahead and consider all possible contingencies.
- Acquire or develop new technologies that improve Agency efficiency and effectiveness.
- Hire the nation's best and brightest and create a work environment with challenges and opportunity for personal growth.

2. In comparing our goals with those of the DCI we did not find that our philosophies differed significantly. We believe, however, that a bulletized style such as that in the Boeing handout, is more effective. At a minimum we would make the following changes to the DCI's draft:

- Under PURPOSE, change the first line to read "to provide accurate, comprehensive foreign intelligence support---"
- Modify the second sentence under ORGANIZATION to say, "Each element will deal with other elements in a manner that promotes the goal of excellence in intelligence."

SUBJECT: Synthesis of Division Discussions of Agency Goals and Standards

- Delete the first three sentences of MEASURE OF RESULTS. Start the remainder with "The Agency's success is measured by the satisfaction of its customers with the value, impartiality, relevance---"
- In the last line under STANDARDS delete the reference to "... recognition as the best intelligence service." If we exemplify the other standards, we should perform at our best. We should not require external recognition to continue to exemplify our highest standards.



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Attachments:
Branch contributions on
subject

27 January 1984

[REDACTED] STATEMENT OF GOALS, PRINCIPLES, AND
STANDARDS FOR CIA EMPLOYEES AND MANAGERS

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For All Employees:

1. In our analysis and production, to strive for the highest standards of intellectual rigor in the world, while at the same time meeting every demand for timeliness required for the day-to-day execution of US foreign policy.
2. To strive for perfection in those jobs where it can be measurably achieved.
3. When dealing with colleagues from other Agency and Community offices, to be motivated solely by the goal of efficiently collecting, analyzing, and producing the highest quality intelligence possible.
4. To maintain impeccable standards of legality, honesty, and moral integrity in every aspect of our professional and personal lives.
5. To recognize that this Agency's role in the US Government is uniquely critical to the security of the United States and requires the highest standards of professional dedication of each and every employee.
6. To serve each President with wholehearted apolitical loyalty.

For Agency Managers:

1. To nurture substantive expertise among analysts and recognize it as a fragile, expensive, and highly valuable resource on which the quality of Agency intelligence production ultimately rests.
2. To promote the professional and personal growth of Agency employees to the extent that resources permit, while retaining the Agency's collective expertise.
3. To recognize that the lifeblood of this Agency is its employees at all levels, to treat employees with honesty (from the initial phases of hiring through retirement), to encourage them to express their concerns, and to act vigorously to address those concerns.

27 January 1984

employees suggest the following revisions to Mr. Casey's list:

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Organization

We suggest the following revised wording: "The CIA comprises elements that are critically dependent on one another to support their individual and joint activities. Each element respects the responsibilities of each other element and will deal with any other relevant element with the sole goal of promoting the efficient collection, analysis, and production of the highest quality intelligence possible."

Measure of Results

Delete the first three sentences. Start remainder with "The Agency's success is measured by the satisfaction of its customers with the value..."

Standards

Delete last line. If we attend to all the foregoing points we should be unconcerned with how we compare with or are regarded by other intelligence services in the world.

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MEMORANDUM FOR:
FROM :
SUBJECT : Statement of Goals

STAT

1. members devised the following list of goals, principles and standards for CIA:

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- ° Produce accurate, timely, complete, objective, forward-leaning intelligence that is relevant to the geopolitical interests of the United States.
- ° Strive to search for new perspectives on old problems--substantive, administrative and personnel-related.
- ° Maintain a dynamic dialogue with the users of intelligence products.
- ° Encourage/reward innovation and risk-taking at all levels
- ° Ensure that the Agency population is made up of the best and brightest of our citizens.
- ° Provide the highest quality response to every legitimate question.
- ° Maintain a "can do" spirit--a commitment to excellence at all levels.
- ° Maintain a challenging, stimulating and rewarding work environment that will encourage long-term careers.
- ° Make maximum use of the education and experience of all employees for the good of the entire Agency.
- ° Know when to say no; stay within the Agency's charter.
- ° Stay flexible.
- ° Use worse-case contingency planning in every important Agency sector.
- ° Utilize/develop state of the art technologies to collect, analyze and store data.

2. With regard to the DCI's draft statment we would suggest that the first line under "Purpose" read "To provide accurate, comprehensive foreign intelligence support"...

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3 February 1984

MEMORANDUM FOR:

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SUBJECT : Statement of Goals for CIA

PURPOSE (delete his, rewrite)

To be the best intelligence-gathering and analyzing organization in the US Government in order to provide policymakers with relevant and timely information. To be identified as the central data base for intelligence within the intelligence community.

ORGANIZATION (delete his, rewrite)

Each Directorate and Office therein will work together to achieve the stated purpose.

ETHICS (delete his, rewrite)

Employees must have integrity and be of the highest moral caliber; they must perform with dedication and loyalty without regard to personal political belief.

PEOPLE (delete his, rewrite)

The human resources of the Agency will be recognized as a professional elite, well trained in the variety of disciplines and skills required in the intelligence profession.

MANAGEMENT (revised)

CIA's operating style is to foster initiatives and creativity by allowing the individual great freedom of action to do the job for which he/she was hired.

MEASURE OF RESULTS (delete his, rewrite)

As a service organization, our efforts can be measured by the demand and respect by policymakers for our products and services, which must be timely, accurate, and relevant.

STANDARDS (introduce with this sentence)

STAT

The CIA will be an organization committed to excellence and innovation in its personnel, products, and technology.



Statement of Goals, Principals and Standards for CIA
(as defined by [redacted] 8 February 1984)

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Mission

To protect the national interest and the national security by conducting special foreign policy related activities approved by the President and by providing information that is well-researched, reflects sophisticated collection and analysis, and is presented in a concise and timely fashion.
°We must carry out this mission in a manner consistent with applicable law.

We insist on a product that is:

- °excellent
- °timely
- °accurate
- °predictive
- °unbiased, including dissenting views

PEOPLE -- the Agency's most valuable resource--a cadre of generalists and specialists who are:

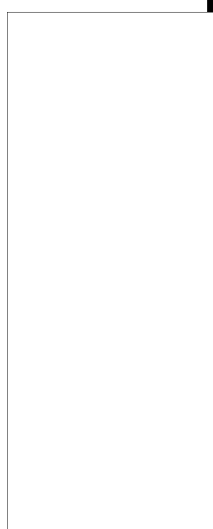
- °ethical
 - °inquisitive
 - °creative
 - °enthusiastic
 - °dedicated
 - °motivated
 - °trustworthy
 - °loyal
 - °career-minded
 - °self-sacrificing
- and who have:
- °integrity
 - °esprit de corps

To carry out our mission we require:

- A PROCESS that entails:
- °a streamlined structure
 - °lean management
 - °communication
 - °teamwork
 - °healthy competition
 - °rewards for excellence
 - °fair performance evaluation
 - °utilization of technology
 - °upward mobility
 - °training opportunities
 - °challenging, understandable goals

An ENVIRONMENT that fosters:

- °excellence
- °ethics
- °risk taking
- °accountability
- °integrity
- °pride
- °efficiency
- °full resource utilization
- °appreciation
- °trust
- °individualism
- °constructive criticism



ILLEGIB

PEOPLE

- CIA should strive to develop a cadre of generalists and specialists who:
- are of the highest integrity
- display creativity, initiative, self-motivation, and dedication
- are willing to make self-sacrifices
- have inquisitive minds
- follow through to develop contacts

PURPOSE

- To protect the national interests and the national security by providing information that is well-researched, reflects sophisticated collection and analysis, and is presented in a concise and timely fashion.--

STANDARDS

- Professional ethics and integrity
- Flexibility to meet new challenges
- Full utilization of resources
- Effective communication
- Training programs to develop and enhance the skills of our people

INSTITUTIONAL VALUES

- A work environment that fosters teamwork, cooperation, and healthy competition.
- A management structure that promotes communication in all directions.
- A system of recognition that identifies all levels of performance and rewards them fairly.
- A system that permits personal as well as organizational growth.
- A philosophy that is forward-leaning to permit exploration of all possible sources of data.
- A performance record that results in high credibility of our product.

The FUNCTIONS of the CIA are to collect, analyze, predict, and then inform policymakers on matters important to national security, and to conduct special activities approved by the President.

- We must carry out these functions in a manner consistent with applicable law.
- We must realize that we are ultimately responsible through the President to the people.

We insist on a product that is:

- excellent
- timely
- accurate
- unbiased

For such a product we require:

PEOPLE who are:

- ethical
 - flexible
 - innovative
 - career-minded
 - enthusiastic
 - dedicated
 - motivated
 - trustworthy
 - loyal
- and who have:
- integrity
 - esprit de corps

A PROCESS that entails:

- rewards for excellence
- upward mobility
- lean management
- teamwork
- communication
- utilization of technology
- a streamlined structure
- training opportunities

An ENVIRONMENT of:

- integrity
- efficiency
- innovation
- excellence
- appreciation
- trust
- individualism
- ethics
- pride

Statement of CIA As Defined by
 3 February 1984

STAT

Purpose of CIA

The purpose of the Central Intelligence Agency is to provide the President of the United States, foreign policy makers, and other authorized recipients with the best possible foreign intelligence information. CIA is responsible for collecting, storing, retrieving, and analyzing that foreign information in a timely, truthful, useful, relevant, and accurate manner, and for implementing special foreign policy objectives as established by the President and his designated representatives.

Ethics and Code of Conduct

Personnel in CIA act within the context of the law as specified in the US Constitution, acts of Congress, judicial review, executive orders of the President, and directives of senior CIA officials. All actions are subject to review and accountability.

Attributes of Employees

It is in the best interests of the Agency to hire, train, and retain highly qualified employees. CIA personnel should be intellectually honest, self-disciplined, trustworthy, inquisitive, innovative, and flexible. Agency professionals should not rely solely on conventional wisdom but should seek to be at the cutting edge in their respective chosen fields. A mix of personality types among employees is required.

Quality of Management

We need proper selection of managers in the Agency, to provide formal and on-the-job training to managers, and provide the proper motivation, encourage creativity and independence. We must allow employees to be honest without hurting their careers.

Standards of Excellence

We must set and prioritize challenging, understandable, realistic, and precise goals. Performance must be acknowledged. We must review the quality of the product and encourage competing viewpoints. We must foster bureaucratic cooperation and improve communications both within the Agency and between the Agency and other components of the intelligence community.

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Reactions to DCI's Draft By

STAT

6 February 1984

Purpose

The "range of consumers" for the CIA product is not "broad" but is fairly well specified, and is based upon the fact that CIA is part of the Executive Branch and upon security restrictions and the "need to know" principle. (CIA, for example, does not work for the Washington Post. But we do provide "releasable" information to them when it is in our interests to do so.)

Ethics

There are other legal aspects (such as acts of Congress, judicial review, executive orders of the President, and directives of senior CIA officials) that should be added to this section. The DCI draft ignores the condition that may exist when one "legal aspect" is in conflict with another regarding a CIA action.

People

Please add that it is in the best interests of the Agency to hire, train, and retain highly qualified employees. Acquired skills through CIA employment are often skills unique to working in CIA, and skilled CIA personnel should not be forced to move out of their area of expertise.

Standards

"Ethics and integrity of the highest order" is a subjective phrase, causing the reader to ask, "Highest order according to whom?" To become the "best intelligence service" is not a standard towards which we should aspire, unless we are really willing to compete and counter in the areas of black propaganda, acquisition of information through violent and/or painful means, torture and murder to achieve policy goals, etc. Also, "recognition" among the general public may not necessarily be in the best interest of CIA.

General Comments

It seems that the DCI's statement is geared towards the DDI (or non DDO) segment of CIA. Ethics and personal action for headquarters-based personnel in the foreign intelligence evaluation section may be quite different from those personnel serving in foreign posts under cover and conducting deep, dangerous missions. For better or worse, the DDO is necessary in the real world. Reasonable actions committed in the national interest (as directed by the President and his authorized representatives) should be supported.

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STATEMENT OF GOALS, PRINCIPLES AND STANDARDS FOR THE CIA

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This is what we seek to accomplish:

To collect and evaluate raw foreign intelligence from the widest variety of sources; and

To produce and disseminate comprehensive, accurate and unbiased finished intelligence in a timely manner to policymakers throughout the US Government.

This is how we propose to accomplish it:

We will acquire, develop and utilize the latest, most efficient technology for the gathering and processing of information.

We will hire, train and challenge a wide variety of enthusiastic, flexible and intelligent people.

We will select managers who actively lead their employees, who foster creativity and initiative from all levels, who do not "play it safe," who provide and expect good feedback and communication, and who recognize and reward high quality performance.

We will think constantly about our customers and provide them with what they want or need, rather than what we think they ought to want or need.

We will overcome the conservatism, ponderousness and inefficiency that can afflict large organizations by encouraging risk-taking at middle and lower levels, questioning conventional wisdom and eliminating unnecessary and duplicative layers of review.

We will remain open to new ideas and stay in close contact with other organizations--both in and out of government--that can teach us alternative ways of approaching our jobs.

We will be serious students of international affairs--whatever our function.

We will work closely together in a "family" atmosphere.

We will provide the best resources to our people.

We will nurture the feeling that the CIA is a unique organization, staffed by unique men and women.

This is what we believe:

We have outstanding integrity and high ethical standards.

Statement of Goals, Principles and Standards for the CIA, continued

We are patriotic, in the sense that we are devoted to protecting the national security interests of this country.

Nothing is impossible.

We do not compromise on matters affecting the quality of our product.

Change is inevitable.

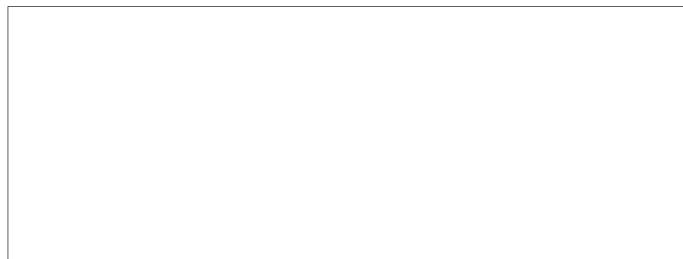
We are all professionals.

We go the extra mile.

Advancement is based on merit.

We work in the world's best intelligence organization and in the best US Government agency.

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STATEMENT OF GOALS AND PRINCIPLES FOR THE CIA

Prepared by

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GOALS

Provide consumers with the most timely and highest quality intelligence products possible; perform covert activity and other intelligence support activities in accordance with the law, congressional guidelines, and ethical standards.

OBJECTIVES

- Keep abreast of international developments; maintain worldwide presence; exploit all sources of information on current events.
- Anticipate activities in order to prepare for them; sharpen predictive capabilities; initiate planning at lowest levels; maximize utilization of technical collections.
- Take immediate action in response to developments; develop network of communications and resources to address situations developing around the world.
- Encourage creative and innovative approaches to the intelligence process; take risks where called for; allow mistakes to be made.
- Take the initiative to present new approaches or products to the policy-makers.
- Exploit, research, and/or further technological developments that have the potential of improving support for national intelligence.
- Be a good neighbor in the Intelligence Community and foster cooperation by assisting other agencies in achieving common goals.

PEOPLE

- Recruit and hire people of strong character and high intelligence.
- Provide a working environment that encourages innovation, and creativity. Permit the development of individuality when such contributes to organization goals.
- Promote a "family" atmosphere within the organization which encourages mutual assistance, interdependancy, and teamwork.
- Encourage the free exchange of ideas and healthy criticism without fear of retaliation and without extensive bureaucratic controls.
- Provide for a comprehensive education/training program to sharpen skills, expand background, learn related topics, or provide incentives.

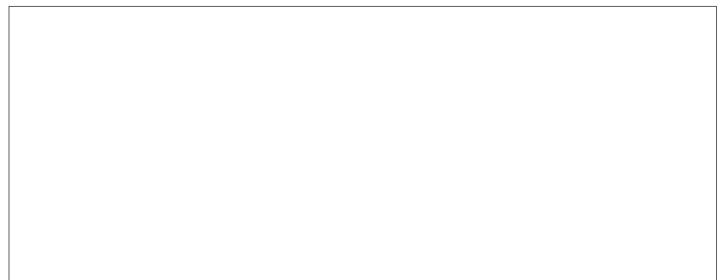
UNCLASSIFIED

- Foster the concept of leadership among all Agency personnel
- Recognize that people are our most important resource.

OTHER

- Make a commitment to excellence, strive for perfection. Nothing is impossible.
- Be flexible: willing to change or accept change -- and change again.
- Be professional in every way.
- Go the extra mile
- Think, think, think.

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Prepared By:

1 FEB 1984

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STATEMENTS TO IMPROVE AGENCY PERFORMANCEJOB INDOCTRINATION

- o A complete overview of the job, with an emphasis on its' importance to the Agency's mission.
- o Take the extra step to provide service for our customers.

TRAINING

- o Provide sufficient training opportunities for employees to better equip them to perform their tasks and improve chances of career advancement.
- o In-depth, on-the-job training, with emphasis being placed on the development of good work habits.

SECURITY

- o A renewed emphasis on the importance of good security habits.
- o High government officials don't appear to be under the same security rules we have to follow.

ADVANCEMENT

- o Promote through ranks - place less emphasis on college degrees when a good, strong, on-the-job background is all that is required to do the job.
- o Standardize grade promotion practices between directorates and other government agencies.
- o Agency advocates promotion from within, but it doesn't appear to always be followed. (Cross-train to see if talent for in-house jobs is here - rotation might be good).

EFFECTIVE LEADERSHIP

- o Managers/supervisors should set the example with good work habits.
- o Achieve and maintain excellent quality of management.
- o Improve quality of management training at entry and middle levels.
- o Develop a means to quickly remove bad managers, once identified, and follow through.

COMMUNICATION

- o Good communication at all levels, both ways.

WORK ENVIRONMENT

- o Provide good working conditions for employees.
- o Keep family atmosphere within branches, but allow individuals to do their own thing.

SET UP AGENCY POOL (Personnel)

- o During which time the prospective employee could be trained and motivated towards the Agency beliefs. Example: Teach telephone etiquette, good work habits, good security habits. Indoctrinate new employees on the Agency's past history, why there is an Agency, and also point out its' past accomplishments and its' future role in the free world. Also, the employee would be working for a salary and not waiting at home for 6-8 months for his or her security clearance.

BENEFITS

- o Point out all Agency benefits to new or prospective employees.

SUMMARY

Before the goal of the Agency can be met, that of the individual directorates, offices, divisions, and branches must be met successfully.



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CIA

General Goals

Strive to define and be responsive to the needs of national security and the best interests of the country.

Strive to produce superior intelligence products to serve as key elements in high-level national decisionmaking.

Cultivate the best possible image of the country and the Agency at home and abroad through responsible utilization of material and ideological resources.

Recognize that people are our most valuable resource.

Leadership

Develop leaders as well as managers.

Encourage and support close contact with academia and the private economic sector that will broaden our world view and prevent institutional ossification and bureaucratism.

Be flexible when encountering new situations.

Be prepared to change perspective and retrain in the face of rapid technological advance and fast-changing world conditions.

Encourage the free exchange of ideas and the attitude to "dare to be different."

Encourage healthy criticism without fear of retaliation.

Encourage and support innovative and imaginative thinking without strict bureaucratic controls and extensive hierarchical reviews.

Be willing to delegate authority and encourage the assumption of greater responsibilities at lower levels.

Expect and allow mistakes to be made, learn from them and use them to the Agency's and individual's advantage.

Foster the belief that "nothing is impossible."

Personnel

Recruit, train and retain the best qualified people.

Recognize the humanness of all employees.

Strive to develop the most desirable working environment.

Promote based on objective criteria.

Develop and maintain a solid belief in the talents and abilities of all employees.

Allow individuals to develop through exposure to broad experiences and formal training opportunities.

Identify employee strengths and areas of potential growth to place employees in positions that most benefit the Agency and the individual.

Develop career opportunities so that individuals need not be managers to rise through the ranks, particularly if their talents lie in fields other than management.

Institute generous material benefits and programs that recognize the value of lengthy and dedicated service.

Communications

Develop formal and informal lines of communications that cut across the bureaucratic hierarchy.

Encourage vertical, horizontal and diagonal communications.

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Statement of Goals, Principles and Standards

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Purpose:

- To obtain and retain highly motivated employees.
- To promote inter-agency harmony.
- To maintain employees' knowledge of "State-of-the-Art" technologies.
- To seek out and destroy any anti-American factions.
- To plan for tomorrow's needs today. (avoid obsolescence)
- To react in the most timely fashion to meet the needs of our users.
- To maintain quality even though the need is urgent.
- To dedicate our time and talents to a situation even if the end is not in sight.
- To provide for our users, informational systems that provide them with timely support.
- To maintain and support our systems to the ever changing needs of our users.
- To maintain an "open door policy"
- To set our standards high; to produce the best product possible.
- To make every assignment a challenge, enhancing individual skills and to stimulate individual creativity.
- To instill in each individual a sense of pride in the fact that they are the outstanding few with the honesty and integrity to work for the CIA.
- To set and maintain a creative and productive environment.
- To provide each individual the maximum opportunity for growth through training and varied job assignments.
- To promote and compensate employees fairly and in a timely manner.
- To provide consumers with timely, highest quality, factual intelligence.

Ethics:

People at every level must understand and adhere to the laws and principles that govern our country and organization. Every member must be made aware that anything else is unacceptable.

Measure of Results:

The success of our work is determined by how well we meet and anticipate our customers needs. Analytical skills, logical thinking and innovation are required at every level to accomplish this task.

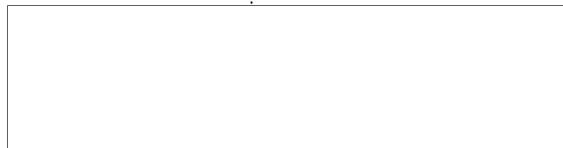
Management:

The Agency requires that principled, high quality management be styled to foster creativity and promote initiative. This style of management must be highly defined and yet be flexible enough to permit the objectives of the organization to be met.

Employees:

The basic unit of the Agency is the unique individuals that are chosen to blend together to yield a powerful but simple product of fact. Encouragement of these individuals must be accomplished through many avenues; allowing upgrading of skills and capabilities through continued training, building and maintenance of esprit de corps by generating continued enthusiasm at all levels, and emphasizing the importance of individual contributions.

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Statement of Goals, Principles and Standards for CIA

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Purpose

To collect, analyze and present information to policymakers in an accurate, timely and objective manner to allow them to respond to issues concerning our national security. Our primary aim is to be the best intelligence service in the world.

Goals

Maintain the credibility of and the respect for the CIA by continuing to work within the framework of the laws governing the activities of the Agency.

Work together as one Agency, with common goals, in cooperation with the Intelligence Community.

Provide the best customer service possible.

Provide the best protection of our sources and methods.

Recruit, quickly process, develop and retain highly qualified employees capable of carrying out the Agency's mission.

Encourage employees to use initiative and take risks; recognize and reward quality performance.

Develop, train, educate and provide advancement opportunities to employees and promote from within; provide rotational assignments within the Agency and the Community.

Instruct new employees on the established goals of the Agency and explain how their job assignment supports, directly or indirectly, these goals. Preserve that special sense of uniqueness and dedication that caused many of us to seek out employment with this Agency.

Ensure that our managers are the best: able to lead, motivate and generate enthusiasm, take risks, make decisions, promote innovativeness and creativity, and communicate with their employees.

Provide an environment within the Agency which allows personnel to perform at their best -- this means the physical environment must be aesthetically pleasing and include the best technology available to allow the job to be done in an optimum manner.

Refuse to be insular in our thinking; develop and maintain contacts with non-government sources.

Provide an atmosphere which allows and encourages interchange and free communication among all individuals in the Agency.

Create a comfortable atmosphere that is conducive to communication between managers and employees; encourage positive as well as negative feedback.



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ADMINISTRATIVE INTERNAL USE ONLY

STATEMENT OF GOAL AND STANDARDS FOR CIA

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GOAL:

To provide the most effective intelligence support to the President, Cabinet, Agency analysts, and Intelligence Community officers.

Standards

To affect our goal, certain standards should be met and principles adhered to:

- Recruit, hire and develop the most highly qualified personnel with the least amount of delay;
- Provide motivation to employees in the form of appropriate pay scales, reward systems, educational opportunities, etc;
- Provide rotational assignments within the Agency and the Intelligence Community to broaden analysts experience;
- Create an environment in which employees are encouraged to be creative, take initiative and be free to take risks and make mistakes;
- Create a comfortable environment which is conducive to communication between managers and employees; encourage positive as well as negative feedback;
- Provide feedback to employees on the impact their contribution makes to the Agency; keep employees informed regarding Agency operations;
- Provide a positive, pleasant work area for employees;

ADMINISTRATIVE INTERNAL USE ONLY

ADMINISTRATIVE INTERNAL USE ONLY

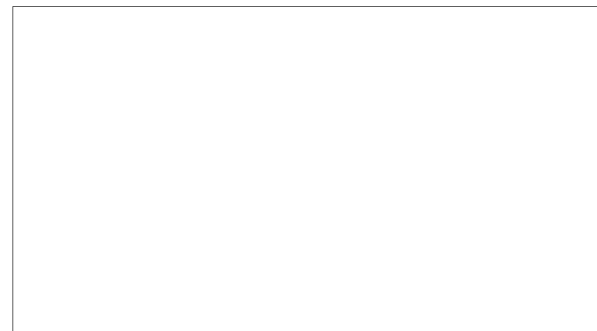
---Provide an effective support system (i.e., Administrative staff) to further enhance employee satisfaction and maintain the logistical requirements necessary for effective daily operations;

---Maintain a high level of security awareness both in-house and against opposition attempts to penetrate the Agency.

Beliefs

CIA personnel have a special responsibility to exercise strong personal values, extra levels of security consciousness and the strength of conviction to express their views.

Each CIA employee has the capacity to do more and is willing to extend himself to complete a given assignment.



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ADMINISTRATIVE INTERNAL USE ONLY

STATEMENT OF GOALS, PRINCIPLES AND STANDARDS FOR CIA

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Mission. To collect, evaluate, produce and disseminate comprehensive, accurate and unbiased intelligence in a timely manner to support policy makers involved with the protection of national security. In accomplishing this mission, we must seek to fulfill our role as the Central Intelligence Agency, performing services of common concern for the Intelligence Community (IC) and cooperating with the various IC agencies.

Beliefs.

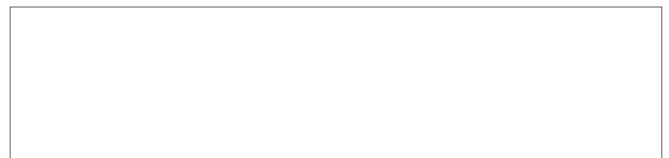
1. We are a nonpartisan organization, committed to independent, unbiased and objective thinking.
2. We have outstanding ethics and integrity.
3. We are patriotic in the sense that we are devoted to protecting the national security interests of this country.
4. We are dedicated and committed to:
 - innovation, change and technological advancement
 - sound, unbiased analysis
 - a quest for knowledge
 - the protection of our sources and methods in order to inspire the trust and confidence of those willing to share information with us
5. We recognize people as our greatest asset. In order to create job satisfaction for our employees we:
 - foster the development of individuals through career planning and training
 - recognize and reward quality performance
 - make the best use of our people, delegating tasks with an eye not only towards the product, but also to the development of the individual
 - provide opportunities for our people to grow within their fields of specialization without having to become managers
6. We are unique and must work to preserve that special sense of uniqueness that caused many of us to seek out employment with this Agency.

Objectives.

The primary objective of this Agency is to be recognized as the best intelligence service in the world. In so doing we must meet the following demands.

- provide the best customer service possible, monitoring the reactions of our consumers and the public to our products and activities and evaluating and learning from our mistakes
- stimulate innovativeness and creativity and, therefore provide a support mechanism for failure
- recruit, develop and retain the best people
- develop and maintain communications and cooperation within the Agency and the Intelligence Community
- provide the best protection of our sources and methods
- provide the best resources to our people, to include a comfortable working environment
- ensure that our managers are the best: able to lead, motivate and generate enthusiasm, take risks, make decisions, promote innovativeness and creativity and communicate with their employees
- work within, but not be limited by, the "bureaucracy"
- preserve the uniqueness of the Agency ensuring that employees are aware of the Agency's history and mission
- refuse to be insular in our thinking; develop and maintain contacts with outside (non-government) sources
- foster a sense of community among our employees

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Statement of Goals, Principles and Standards for CIA



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Purpose

To collect, analyze and present information to policymakers in an accurate, timely and objective manner to allow them to respond to issues concerning our national security. Aim high; do not settle for second best.

Goals

Maintain the credibility of and the respect for the CIA by continuing to work within the framework of the laws governing the activities of the Agency.

Work together as one Agency with common goals, not as four disparate directorates.

Seek and recruit highly qualified employees capable of carrying out the Agency's mission.

Encourage employees to use initiative and take risks.

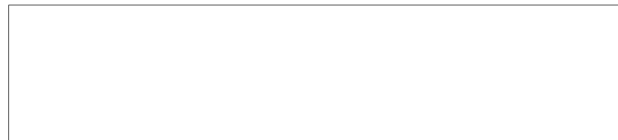
Develop, train, educate and provide advancement opportunities to employees and promote from within whenever possible.

Focus on ways to recognize and reward those employees who are making a solid contribution to the Agency in their respective jobs but who may have limited prospects for promotion.

Instruct new employees on the established goals of the Agency and explain how their job assignment supports, directly or indirectly, these goals.

Provide an environment within the Agency which allows personnel to perform at their best--this means the physical environment must be aesthetically pleasing and include the best technology available to allow the job to be done in an optimum manner.

Provide an atmosphere which allows and encourages interchange and free communication among all individuals in the Agency.



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STATEMENT OF INSTITUTIONAL VALUES

8 February 1984

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MISSION

Provide US decision-makers with the facts and estimates necessary to formulate foreign policy.

GOALS

1. Maintain a proficient intelligence system comprised of interrelated units working toward common goals which are compatible with and reflect the organization's mission.
2. Strive to increase the sophistication of our intelligence operation in order to provide Agency customers with well developed and high quality information products instrumental in countering accelerating crisis developments in the world scene.
3. Nurture a more favorable and respectful attitude, by US officials and citizens, toward intelligence information as an essential and irreplaceable societal tool and also toward the Agency as society's institutionalized intelligence information provider.

OBJECTIVES

1. Foster managerial leadership that is receptive to and capable of providing Agency personnel with incentives for innovation.
2. Encourage and support the Agency's continuing development of a strong corpus of applicable procedures, tools and techniques which will help provide its personnel with increased professional status and respectability.
3. Encourage managers to emphasize the need for total personnel participation in monitoring and improving the productivity and quality control of all the Agency's services and products.
4. Promote investment of the necessary time and resources in training and educational programs to enhance old and develop new professional skills and competence of the Agency personnel.
5. Nurture an organizational environment which will be attractive to persons who are dedicated, adaptable and forward looking. Actively recruit staff who have the potential to make meaningful and measurable contributions to the overall organizational performance.
6. Insist that Agency employees maintain an ethical consciousness that, at a minimum, is consistent with the laws and regulations applicable to all US citizens.

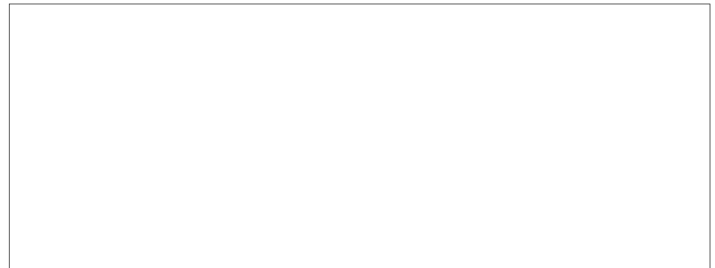
STATEMENT OF INSTITUTIONAL VALUES
Continued

7. Emphasize the need for better mechanisms to obtain and diffuse knowledge from external sources. Sponsor greater expenditure of time and resources on internal communication among and interaction between employees. Undertake experimental approaches, utilizing a modular organization framework, to problems and activities requiring expertise from employees with overlapping interest and abilities.

SUCCESS

Determined by how well we meet the requirements of our customers and by a sense of self-satisfaction that comes when we know we have performed at the best of our ability.

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MISSION

Provide US policymakers with the most current and precise intelligence information so they may understand the changing international environment and effectively deal with national security and welfare issues.

GOALS

Strive to increase the sophistication of our intelligence operation in order to provide Agency customers with well developed and high quality information products instrumental in countering accelerating crisis developments in the world scene.

Improve the awareness and understanding of the Agency's missions and goals by the public, the media, and other government agencies.

Devise improved methods of guiding, training, and supporting other intelligence and security services worldwide.

Continue to promote a commitment to Equal Employment Opportunity development within the Agency.

OBJECTIVES

Communications: Loosen the lines of communication to flow not just top to bottom, but across component lines. Don't "choke-off" effective communications by over-reliance on established, rigid systems. ✓

Management: Involve all your resources (including employees) in problem solving/decision making to determine the best alternatives available.

Provide an atmosphere in which the individual is encouraged to use his skills and capabilities to his fullest potential and to seek outside education and training when needed to keep up with the latest technological advances.

Innovation/Creativity - Support and encourage employee creativity and responsibility to aid in the attainment of Agency goals. Management needs to be more receptive to new ideas. —

Allow employees independence and flexibility in performing their jobs. Too much "management" can be self-defeating.

Organizational Development: Promote training and development of employees and encourage and assist the movement of individuals across component lines in order to obtain the full use of skills and resources for the benefit of the entire organization.

Individual: Respect for the integrity and dignity of each employee as an individual, not based on grade or rank. Acknowledgement and feedback on performance should occur more regularly than a mandatory periodic review.

Performance Standards: Implement and utilize evaluation procedures which recognize and reward those employees who design and promote new strategies, systems and facilities which reflect and capitalize on the Agency's mission, goals and objectives.

Security: Improve controls on dissemination of classified information to unauthorized individuals, especially the media!!

"Can-do" Organization: Need to fight the tendency of a large organization to get caught in procedures to the point where it is stifled. This is an Intelligence Organization - not just an information-filing organization.

Need to foster sense of practicality and immediacy. Creativity and imagination are vital - so involve all your resources (employees) in solving problems!!! Don't forget, that's why we're here.



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6 February 1984

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Statement of Goals, Principles and Standards

for the

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A. Communication between branch components, between management and employees, and between our customers and ourselves is essential if we are to work together to provide a pertinent product and if we are to inform others of the availability of our services.

B. Management must foster an environment conducive to the accomplishment of our goals. Managers who are open minded, fair, knowledgeable (preferably as a result of hands-on experience), who challenge their employees and encourage initiative, are most likely to elicit from their employees a higher level--both qualitatively and quantitatively--performance.

C. People who work in should take pride in their work and realize its importance. Their willingness to serve in whatever

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way is necessary and to go one step further, and their ability to withstand the pressures of a deadline-driven job are personal attributes that contribute to their positive attitude.

(note: There was concern expressed that people be assigned to positions in keeping with their experience and abilities.)

1. Training--both on the job and that sponsored by OTE--must be given to each individual. Knowing what is expected and having the tools (knowledge) to do the work is essential to good performance and contributes to healthy morale.

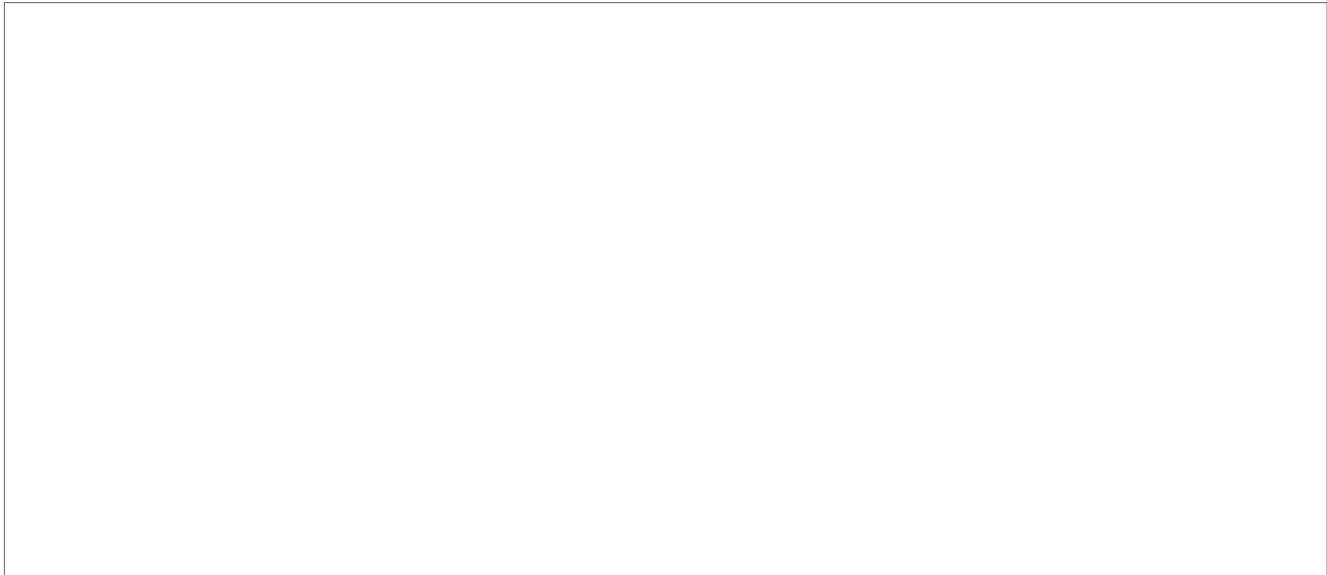
D. Equipment that supports the work effort contributes to improved quality of our product, better productivity and to the morale of the people whose performance largely depends on the reliability of the equipment.

E. Success in is determined by how well we meet the requirements of our customers and by a sense of self-satisfaction that comes when we know we have performed to the best of our ability. STAT

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6 February 1984



2. ORGANIZATION

is composed of two sections working together toward the common goal to provide timely and quality products and service to our customers. To achieve this we commit ourselves to maintain a positive attitude about our work, to be productive, to work together at all levels, to make the job STAT attractive, and to continue to strive towards perfection.

3. MANAGEMENT

Branch management will encourage individual development that will improve not only the skills and potential of the individual, but the quality of the organization. This will be done through fair and uniform application of policies and procedures, varied work assignments including rotations, continuing dialogue with personnel and providing opportunities for training. Branch employees will participate in the development of a formal branch training outline and in goal and objective setting. Management will ensure the best possible work environment, that individual performance is up to standard, that superior performance is rewarded, and that branch resources are properly disbursed.

4. INDIVIDUALS

Improvement in the quality of our people will result in improved products. This can be achieved by individual willingness to seek training, to do the very best job possible; to communicate and show respect for co-workers, and to accept all assignments. Employees must work to develop their skills and abilities to qualify for positions of higher responsibility.

5. OBJECTIVES/GOALS

As a branch, we are united in our desire to identify problem areas and set objectives and goals that will improve the quality of the organization and its products. We will continuously review performance, procedures, practices and equipment and will stay abreast of state-of-art developments that will impact in a positive way on our performance. We will pursue ways to promote ideas and to improve the quality of all our people. Our success will be measured by the acceptance of our products by our customers.

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STATEMENT OF GOALS, PRINCIPLES AND STANDARDS FOR CIA

1. Purpose. To provide a variety of services to policymakers throughout Government. In carrying out this responsibility, the Agency should strive to be responsive to a broad range of needs and requests, to provide accurate and comprehensive information, and to demonstrate initiative and resourcefulness in the accomplishment of the requested service.

The discussion among employees centered around the Agency's reporting responsibility. There was concern that there was less objectivity than desired in the reports provided to policymakers because some doubted that managers at all levels actively encourage and solicit individuals to present information in an objective way. Other employees felt that the purpose of the Agency had been set by law and executive order and required no comment from them.

2. Organization. The Agency is a heterogeneous organization that requires a mixture of skills. Nonetheless, the Agency must function as a homogeneous organization if it is to be responsive to the needs and requests of government policymakers.

Discussion centered around the comparison of the Agency with private enterprise examining three perceived differences between the two. First, some felt the Agency, in contrast to corporations, lacks a profit incentive, resulting in some employees not performing to their full potential. Second, whereas corporations aspire to treat their corporate parts impartially, the Agency appears to favor certain directorates over others. Third, the Agency lacks the pared-down management structures found in most companies, allowing them additional flexibility.

3. Ethics. The Agency is not only governed by federal laws and regulations but all employees should honor the spirit of these laws.

Some employees felt it was the responsibility of managers to guide employees in this regard and advocated a policy of soliciting examples of unethical or illegal conduct from any employee. Others felt it was an individual responsibility. It is also recognized that it may occasionally be necessary for the Agency to bend its code of ethics to protect the lives of its employees and its sources.

4. People. The "Agency's strength is its people" and the Agency should emphasize training and the acquisition, development and maintenance of skills.

Employees felt that all should be recognized for their contributions and the failure by senior managers to acknowledge the invaluable assistance and contributions that clericals, technicians and analytical support personnel provide should be remedied. One group of employees felt that management had not been successful in maximizing its personnel resources. They believe certain inequities exist in the system, particularly between professionals and clericals. Many clericals believe that they are expendable and receive fewer opportunities than their professional counterparts.

Employees also expressed concern about the inequities between government and private enterprise caused by government employment rather than just Agency employment. Examples cited included current trends of placing government employees under Social Security, decreasing the amount of government contributions to employee hospitalization plans, and the proposal to raise the age of retirement eligibility. Employees felt that this trend will make it more difficult for the Agency to hire and retain first-rate employees.

5. Management. To achieve effective results at all levels managers should seek new ways to foster employee initiative and creativity, recognize the value of feedback and good communications, emphasize directness and simplicity, and set policies that are clear and based on logical rationale.

Employees expressed the opinion that managers must be allowed to develop institutional knowledge through relative job stability in their areas of professional competence. The concept that a good manager can manage effectively in any position is believed to be true only at the highest levels. But above all, Agency managers must be willing to question decisions and policies made at the next level above them, which in turn must be receptive to such discussions. Some employees believed that increased bureaucracy has created an environment in which so much time is devoted to developing and maintaining a "fail-safe" system, that the employees and lower-level managers are rarely allowed the opportunity to exercise independent action. Several employees commented that their responsibility to make decisions had eroded over the years because of increased management and repeated overview.

6. Measure of Results. The Agency, in contrast to private enterprise, cannot use the profit and capital value to measure its results. Instead, the Agency's exclusive barometer becomes the feedback received from senior policymakers. The Agency should strive to produce a product or service that it feels truly represents objective reporting and analysis based on the highest possible levels of technological and human collection.

7. Standards. We should all strive to:

- a. provide accurate, timely and objective reporting and service
- b. encourage individual initiative, resourcefulness, and creativity
- c. attain the highest individual performance possible
- d. provide more flexibility in management
- e. adhere to a high standard of ethics and integrity
- f. ensure high quality training for all employees
- g. recognize employee contributions in all areas of the work force

STAT



6 February 1984

MEMORANDUM TO:

[Redacted]

STAT

FROM :

:

[Redacted]

STAT

SUBJECT : Statement of Goals for the Agency

Members of [Redacted] Branch met to develop an improved statement of goals for the Agency and to record any important thoughts and recommendations that developed in this process. The following is a summary of the branch's comments and conclusions:

a. Purpose. The Agency is a provider of services to policymakers in the Government. As such, it should strive to be equally responsive to a variety of needs and requests, to provide accurate and comprehensive information, and to demonstrate initiative and resourcefulness in the accomplishment of the requested service. Several individuals believe the DDI should operate like a good newspaper, capturing all points of view, left and right. There was, however, concern in the branch that there was probably less objectivity than desired in the reporting provided to policymakers. Although a channel exists for voicing dissenting points of view, the question remains as to whether managers at all levels actively encourage and solicit individuals to present this information in an objective way.

b. Organization. The group recognizes that the Agency is a heterogeneous mixture of skills and responsibilities, but there exists the consensus that the Agency, nonetheless, must function as a homogeneous organization if it is to be responsive to the needs and the requests of government policymakers. Comparison of the Agency with private enterprise evoked telling comments about the differences between the two. First, the Agency, in contrast to the corporations described in In Search of Excellence, lacks a profit incentive, resulting in compromises in the quality of the Agency's products. Second, whereas corporations aspire to treat their corporate parts impartially, the Agency appears to favor certain directorates over others. Third, the Agency lacks the pared-down management structures found in companies like Hewlett-Packard and IBM, which allows them additional flexibility.

c. Ethics. The group understands and recognizes the need for the Agency to be responsible to and governed by federal laws and regulations.

SUBJECT: Statement of Goals for the Agency

The spirit of the law is believed to be honored, although it is understood that the Agency occasionally must bend its code of ethics not only to function effectively but also, and more importantly, to protect the lives of its employees and its sources. The Agency's intensive background investigation procedures, although not infallible, are considered instrumental in reducing the number of individuals hired who would either embarrass the Agency or compromise national secrets.

c. People. "The Agency's strength is its people," but there seem to be divergent points of view as to whether management has been successful in maximizing its personnel resources. Emphasis is placed on training and the acquisition, development and maintenance of skills; but there exist certain inequities in the system, particularly between professionals and clericals, where an "us and them" atmosphere is perpetuated. Many clericals believe that they are expendable and receive fewer opportunities than their professional counterparts. A contributor to this perception of disparity may be created by management's repeated statements that Agency employees, meaning all professional employees, are the best educated in government, a statement that may bolster certain false impressions among particular individuals about their positions relative to others. Another inequity within the Agency is the continued failure by senior managers to acknowledge the invaluable assistance and contributions that clericals, technicians and analytical support personnel provide.

d. Management. To achieve effective results at all levels managers should encourage initiative and creativity. Unfortunately, increased bureaucracy has created an environment in which so much time is devoted to developing and maintaining a "fail-safe" system, that the employees and lower-level managers are rarely allowed the opportunity to exercise independent action. Several employees commented that their responsibility to make decisions had eroded over the years because of increased management and repeated overview. There was some criticism of the Agency's tendency to hire overachievers, thereby creating an overly competitive environment that sometimes weakens cohesive working relationships. Management also needs to devote more attention to identifying and encouraging employees who might become discouraged with the system after concluding that their contributions are unimportant. ✓

e. Measure of Results. The Agency, in contrast to private enterprise, cannot use the profit and capital value to measure its results. Instead, the Agency's exclusive barometer becomes the feedback their contributions receive from senior policymakers and the media. ✓

6 February 1984

MEMORANDUM TO:
FROM :
SUBJECT : Statement of Goals for the Agency

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Employees in the appreciate the opportunity to comment on the initial draft of the statement of goals, principles, and standards for CIA. The following comments are keyed to the main headings on the draft.

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a. PURPOSE - The Agency's purpose is set by law and Executive Order, but we do believe that we should put forth a concerted effort to present our analysis in an objective manner without policy biases.

b. ORGANIZATION - The Agency, unlike private organizations, is not in business to make a profit. Because the main by-product of our efforts is analysis, we can afford to structure our organization in a manner to permit obtaining our goals or product without consideration for the dollar.

c. ETHICS - Ethics refers to moral standards and should not be equated solely with adherence to our legal system. Our activities will always be conducted legally if they are under the direction of quality managers. High ethical standards can best be achieved by demanding them from new employees, and through careful selection of managers with impeccable moral standards. Former DCI Stansfield Turner's policy of soliciting examples of unethical or illegal conduct from any employee, anonymously or otherwise, was admired by rank and file employees as a way of ensuring integrity of the highest order throughout the Agency.

d. PEOPLE - Inequitable salaries among government agencies has not permitted the Agency to remain competitive. For example, the U.S. Postal Service hires unskilled employees at much higher grades than CIA. Other trends in government employment, such as placing government employees under Social Security, decreasing the amount of government contributions to employee hospitalization plans, and the proposal to raise the age of eligibility for retirement, will also make it more difficult for the Agency to hire and retain first rate employees. For many professions, such as scientists, physicians, and computer experts, salaries must be significantly higher than Civil Service guidelines permit if competent people are to be hired. It would appear that a salary schedule unique to the Agency must evolve if genuinely qualified people are to properly

Subject: Statement of Goals for the Agency

collect and exploit intelligence while aided by equally qualified support personnel. Professional competency must not be sacrificed for expediency. Sufficient personnel must be hired to exploit the intelligence collected by the many expensive technical means available.

e. MANAGEMENT - Agency management can operate best if it is unencumbered by large staffs. Ideal managers should be young, free of old line methodologies, and should be selected from Agency ranks. They must seek new ways to foster employee initiative and creativity, recognize the value of feedback and good communications, emphasize directness and simplicity, and set policies that are clear and based on logical rationale. They must also be allowed to develop institutional knowledge through relative job stability in their areas of professional competence. The concept that a good manager can manage effectively in any position is believed to be true only at the highest levels. But above all, Agency managers must be willing to question decisions and policies made at the next level above them, which in turn must be receptive to such discussions. Agency managers must not act in the style of military officers when decisions are made.

f. MEASURE OF RESULTS - Results must be measured in terms of truly objective reporting and analysis based on collection and support elements of the highest possible levels of technological and human endeavor. Reporting can never be based on consensus without damaging objectivity and initiative.

g. STANDARDS - The Agency has the funds and desire to utilize the most effective technologies available, and it should have a core of experts to advise on the practicality, selection, and implementation of automated equipment to solve a plethora of diverse needs in individual offices and divisions. Similarly, ADP experts must continually be aware of existing systems to provide advice on replacement, elimination of ineffective systems or modification of outmoded automated systems or programs.

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MANAGEMENT CREDO OF THE CENTRAL INTELLIGENCE AGENCY

The achievements of an organization are the result of the combined efforts of each individual in the organization working against commonly held beliefs that reflect the organization's basic character and personality. These few key values or beliefs are the umbrella under which each individual employee is expected to take initiatives in support of these values, finding his own path and making his own contribution to the success of the whole. The Central Intelligence Agency's reputation as a can-do, non-bureaucratic organization of achievers is founded on the following set of beliefs about how we should conduct ourselves as people and leaders.

- We must honor our duty to the American people to be a positive, creative, ethical force for the preservation of the security of the United States and the advancement of the democratic principles which it espouses.
- We must create a working atmosphere that recognizes the importance of the individual as the cornerstone of our success, acknowledges the need for diversity of personality, and fosters a respect for the opinions of others.
- We must be selective in the jobs we undertake, but once undertaken, produce a product of superior quality.
- We must recognize, develop and reward innovative, action-oriented managers who can inspire others.
- We must break down barriers to effective communication throughout the Agency and resist the creation of inflexible procedures that inhibit communication.
- We must both expect and provide the opportunities for a program of intellectual and personal growth throughout an individual's career.
- We must devote a significant portion of our resources to research and staunchly protect these resources from encroachment of non-research demands.
- We must take time to listen to our consumers, our critics, and ourselves.

ADMINISTRATIVE - INTERNAL USE ONLY

- We must keep planning staffs lean and support structures robust.
- We must lead.

ADMINISTRATIVE - INTERNAL USE ONLY

"CIA's Pursuit of Excellence"

The very fact that we are members of CIA means that we are in a risky business; however prudent the risks we take, we are nevertheless risk-takers. This exercise itself has its own risks, and they should not be overlooked lest senior managers create, and then fail to meet, expectations. In this regard, one must consider, or beware, that among the reasons people joined the CIA are these:

- It is of, but not like, government;
- It is more truly made up of the best and brightest than any other organization;
- Individuals are members of an extended family, not employees;
- Uniqueness has a place and is not discouraged;
- Initiative is encouraged and rewarded;
- The "family" affords a lifelong career by recognizing that interests change, individuals are different, new talents can be developed, but above all each intelligence professional can find many ways to make a contribution and gain satisfaction therefrom.

Any statement of goals, principles and standards, however desirable and necessary, must not ring hollow or simply be platitudes. However deeply felt, they can easily have the same effect, and suffer the same fate, as the Eisenhower-inspired Code of Conduct for the military in the mid-50s. This said, once embarked, something must result. But it should be looked at as two-tiered: (1) A simple statement of the Agency's raison d'etre -- something that is enduring, accepted, and attainable; and, perhaps more important (2) A checklist for senior leaders of those goals, objectives, or actions which must be followed in everything we do if we are to remain the organization we set ourselves up to be.

Basic Principles

Why A CIA. It is necessary, to ensure the survival of our republic as it was conceived, that the representatives of the people have available the best information and means whereby to guarantee the national security. This has always been true, and the creation of a single Agency dedicated to this purpose assures it can be done under the Constitution and laws of the United States.

What We Are. We are intelligence professionals, dedicated--each in our own way--both to collect, assess, and disseminate foreign intelligence and to provide the best possible intelligence advice and expertise for the effective execution of national security policy. This requires the highest

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ADMINISTRATIVE - INTERNAL USE ONLY

degree of personal integrity to ensure the performance and conduct of intelligence activities are consistent with the letter and spirit of the laws of the land.

Who We Are. We are a family of unique individuals who, while bringing to the Agency the widest possible array of talents and skills, are intelligence professionals both individually and collectively dedicated to ensuring the intelligence support provided those who are responsible for our nation's security is the best there is.

Managers' Principles

The Agency has been around a long time, gotten bigger, and suffered abuse. To be what it was, and must be, the esprit and sense of elan must be nurtured. The biggest threat to this is the subtle introduction of bureaucracy which stifles initiative and creativity and creates a reality which is different from why people joined.

The standards set forth in the draft DCI statement are good and true. But their implementation must be a matter of course, not bureaucartic exercise.

Beware of some of the pitfalls, however, that can run counter to achieving our goals:

- Excessive study of a problem rather than solving it.
- The "GSA syndrome." As the professionals are expected to work around-the-clock as necessary, they have reason to expect the Agency will do the same for them. But does anyone know how long it takes to install phones, restructure and paint an office, get new systems or get them to work.
- Saying Directorates are interdependent and must work together is one thing, but as we have gotten bigger, there is a greater tendency to work separately, and this must be overcome daily.
- Rigid adherence to the GS payscale can be counterproductive. The Agency should have, and exercise, the flexibility to recognize those whose talents and skills are unique but who don't fit into a traditional GS structure.
- A caring, career service system provides the basis for all we do. Equity across the career service lines needs constant attention.

Morale is up. It will continue thus as long as there is continuing awareness of the relevance of our product and activities. But care must be constantly paid to the needs of the individual so to allow the full realization of potential and to avoid impediments to creativity and the "can do" spirit.

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"In Search of Excellence"

The chief goal of any organization should be the quality of its product. In the CIA's case it means providing the highest quality intelligence in the most timely manner to aid the policy makers of our nation.

The key to this search for excellence lies in a number of areas:

- Recruitment: The Agency would appear to be in an enviable position here. The importance of the work and its impact upon the security of the nation, and its call for talents, oft times unique from other enterprises, can be a powerful inducement to the talented recruit. New blood and fresh ideas are vital to this organization, thus the top priority which should be attached to recruitment. There also are several disincentives, however: federal pay strictures, particularly at the super-grades, and civil service regulations which can insulate the sub-par performer from the realities of job termination.

- Management: This means clearly defined lines of commensurate authority and accountability. At the same time, open channels of communication should be encouraged. Quality management must distinguish between honest inquiry and time-consuming carping.

- Work Environment: The "team approach" should be encouraged to help develop the best intelligence product. Innovation and risk-taking can be encouraged with the knowledge that those who miss the mark at times will not find their Agency futures limited. Management acumen can play a key role in developing an esprit de corps, not limiting its assessments to simply individual progress but also taking note of cooperative group efforts by staffers.

- Opportunities for Advancement: While various Agency employee performance boards regularly assess the progress of CIA workers, some other steps should be taken to encourage equal access to top-level grade consideration. A key point here would be a "dual track" of grade advancement whereby an analytical or support specialist would not have to switch to a mid-career managerial ladder to achieve upper-level advancement. There is the potential, at present, for converting good analysts into marginal managers in order for them to attain grade levels commensurate with their former talents. In particular, support specialists in analytically-attuned directorates such as DDI may have cause for concern as to upper-level "head room" for their capabilities.

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Management care also should be taken regarding job openings offered on a two-year rotational basis. While such assignments may broaden perspectives and diminish the chances of employee "burn-out", stigmas for job promotion should not be attached to the employee who is fulfilled by the challenges of the current job.

- Training: A corollary to the above. Job perspectives are widened and expertise gained by attendance at the multitude of Agency seminars and training sessions. But again a managerial caveat should be noted on frequency of such meetings, lest day-to-day Agency operations suffer from "group grope" absenteeism.

- Review Process: The intelligence product is of little value if not disseminated in a timely fashion to consumers. The DDI is on record for keeping publications on a tight production schedule, including appropriate review at each level. This should also apply to finished intelligence videotapes produced by the Television Center. "Feedback" from policy makers and consumers, in general, should be encouraged to aid the originating offices and, in our case, the DDI Television Center in measuring the utility of a production.

In Summary: The Central Intelligence Agency is an elite organization whose employees are chosen not only for their competence but for their devotion to their country. It is hoped the foregoing suggestions will aid this Agency's search for excellence.

"In Search of Excellence"

Statement of Principles

Service to the Nation

In an increasingly complex world, our job is to inform and enlighten. We seek to be policy-relevant, but not policy-prescriptive. We have the integrity to call the shots as we see them, the breadth of understanding to cope with partial information, and the creativity to search for the missing.

Under the constitution and laws of the United States, we serve the President and the nation. Our tasks are countlessly varied; in some cases they require personal hardship or physical danger. Whatever the pressures, we are committed to conducting ourselves in a manner that merits the confidence and respect of the American people.

People are the Foundation

Our people come from all backgrounds and bring skills as varied as our tasks. We welcome the diversity, and we dedicate ourselves to developing the talents of each individual. This means a high priority on training, promotion on merit, and the maintenance of an environment in which professional and personal growth is encouraged.

Organized for Productivity

While the standard measure may not apply, we know when we serve well. Our satisfaction comes from the knowledge that our work--whether it is collection, analysis or support--contributes to the security of the nation. Our successes go unnoticed only in the public domain.

We are decentralized, not only because it is more secure, but also because it is more effective. We recognize the value of individual initiative and the critical importance of the inquiring, creative mind.

Pursuit of Excellence

Our foremost goal is to improve product and performance. No less is required by changing technology and a world in flux. No less can be asked if we are to stay atop this highly competitive business.

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"In Search of Excellence"

Purpose

To contribute to an effective US foreign policy by providing accurate, high quality intelligence and operational support to appropriate US and foreign officials. To be the best intelligence service, capable of handling any challenge.

Organization

All CIA elements work together in the common pursuit of US national security interests. Intra-Agency efforts should emphasize coordination, cooperation and interdependence that facilitates common goals.

Ethics

We conduct our activities within the spirit and letter of the laws governing our responsibilities. We pursue the highest professional standards in individual and corporate performance. By doing so we set an example for credibility, dependability and trust.

People

CIA's people are the source of the Agency's talent and its future potential. Nurturing opportunities for professional and personal growth of the staff through appropriate training, travel and career broadening assignments is a must. Managerial personnel must be selected from those who demonstrate the best qualities of leadership and competence.

Management

Management must be goal-oriented, competent and accessible and not live in an ivory tower. Innovation is encouraged, solicited and receives a fair hearing. We have the organizational confidence both to test new ideas and to regard mistakes constructively. We retain the capability and flexibility to meet new challenges.

Measure of Results

The measure of our success is the accuracy, timeliness and value of the information we provide to our consumers. We ourselves, can be satisfied only with the highest quality and most forward-leaning assessments based on the best information available, while retaining the flexibility to reevaluate our judgments rapidly should new information require a change in position.

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Standards

- We seek to secure the national interest by being the best intelligence service in the world.
- We uphold high standards of conduct and professionalism.
- We develop and enhance all our available resources, principally our people.
- We have the confidence and flexibility to tackle any intelligence problem.

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3 February 1984

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Statement of Purpose for
Central Intelligence Agency

The purpose of the Agency is to provide the utmost in timely, comprehensive, and assessed intelligence to policymakers who must act for the preservation of national interests and security. It is vital that the intelligence be of the highest quality with maximum objectivity, free of political and self-serving interests, and cognizant of all divergent views and implications.

To accomplish its mission, the Agency must be structured in the most effective manner for collecting, processing, analyzing, and disseminating information. Quality of performance is expected to be nothing short of the best to maintain the integrity and credibility of the intelligence product. Responsiveness to requirements must be quick and thorough. All areas of the Agency must strive for the common goals as one and develop excellent understanding and harmonious cooperation and interaction.

Agency management should provide bold, imaginative, and creative leadership in achieving its objectives, and foster the same characteristics among its subordinates by setting the example. Long-range planning and willingness to change as situations dictate is crucial, yet it is necessary to demonstrate an understanding for continuing on-going efforts that benefit the organization. Creating an atmosphere that generates enthusiasm, intellectual stimulation, responsibility, and well-being builds commitment to productivity and the Agency's ideals.

The primary force to accomplish the Agency's task lies with its human resources -- the people. Honesty and integrity of the people are vital qualities in an environment where secrecy and confidences are essential. Ethical conduct -- as defined by law or personal values -- must be beyond reproach, and, by the very nature of the work, so should patriotism and loyalty. The development of its people through training, opportunities, and openness built on trust will create a force of the finest minds, talents, skills, and creative individuals.

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01 February 1984

Although the name of our organization has changed many times over the years, the forging of its beliefs and standards dates back to its beginnings in OSS. The philosophy of providing the customer the highest quality, most effective product in the most timely manner has been carried on by the continuity of the organization and the quality of its people. The legacy of success created by this philosophy has developed a standard of excellence against which the current organization judges itself, recruits to perpetuate, and feels personal affront when it cannot maintain it.

To maintain this standard of excellence, the organization must have certain basic premises or beliefs:

1. Our customers - are deserving of our best efforts and contribute directly or indirectly to the well-being of our nation. We should provide products and services of the highest quality, the greatest possible value, in the shortest amount of time, thereby gaining and holding their respect and loyalty.
2. Our people - 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/her performance. We should compensate employees fairly and provide them with opportunities for advancement, financial growth, long-term careers and personal satisfaction.
3. Our managers - must create and maintain an organizational structure in which management provides leadership, establishes policy, does long range planning, and is flexible enough to adjust to the changes brought on by technology and society. They should strive to create an environment or atmosphere which allows the individual great freedom of action to use innovative and creativity to meet well defined objectives, but foster a comradeship or team spirit to ensure that each person feels that he/she has the support and cooperation of the whole organization and contributes to the overall good and effort of that organization.
4. Our ethics - must be of the highest level in our activities and lives so that no doubt can be cast on our products and achievements. Ethical conduct cannot be mandated, it must be an integral part of our organization and people, and nurtured and passed on as a tradition.
5. Our goal - to be and do the best we can.
6. Our motto - can do.

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Agency Creed

- , Honor our obligation to provide comprehensive and timely intelligence to United States policymakers on all areas of the world where coverage is needed.
- , Maintain our objectivity and independence in this process, so as not to conflict with serving the country's long-term interests.
- , Strive to be the best intelligence system in the world.

Performance

- , Settle for nothing less than excellence in all we undertake, striving for superior performance of all duties.
- , Adhere to the Agency creed.

Management

- , Maintain an organization that provides the best possible services in all our areas of responsibility.
- , Recognizing that the success of the Agency depends on its people, give special attention to our human resources.
- , Be flexible and take advantage of, rather than resisting, change so as to meet the challenges of the future.
- , Foster an environment that generates enthusiasm, one that invites creativity and productivity.

Services

- , Be alert to any opportunity to serve and to foster recognition of Agency capabilities.
- , Provide services of the highest quality to the policymaker.

Administrative Internal Use Only

Administrative Internal Use Only

Agency Creed

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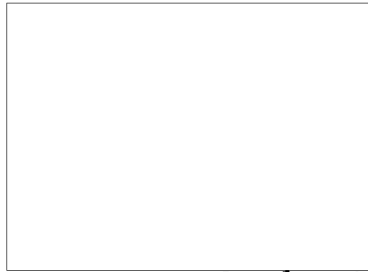
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31 January 1984

MEMORANDUM FOR:

FROM:

SUBJECT:



Exercise on

Agency Goals for the DCI

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1. The purpose of the Agency is to provide policymakers with the premonitory intelligence needed to make correct decisions regarding US foreign policy. The information must be accurate, timely, and complete on such topics as SALT, crisis management, terrorism, revolutionary groups, drug trafficking, energy, etc., on any topic that affects US vital interests. Another way of articulating this point is that the Agency must provide effective analysis of the intentions, capabilities, stability, and well-being of foreign governments, countries and peoples and effectively monitor events that may have strategic implications for our government.

2. The organization is composed of a series of well-defined organizational units that are functionally interdependent in each phase of the intelligence process including collection, analysis, and dissemination. The Agency should strive to seek better methods of improving relations between operational and support components and all components that must directly or indirectly interact with each other. There should be a formal understanding among the various components to eliminate confusion, hard feelings and inefficiency. This would create a more efficient, timely and better quality end product--namely finished intelligence.

3. Ethics of the organization are defined by law, promulgated by management, and exemplified by each individual in the course of their duties.

4a. The Agency must continue to attract the most gifted innovative type of people available within security constraints. A balance between innovative thinking and the team players concept must be recognized and strived for. Old line agencies have a tendency to suppress innovative people. The CIA must avoid this pitfall. Market conditions may also warrant a

SUBJECT: Exercise on Agency Goals for the DCI

revisit to existing grade structures more frequently than in the past to retain gifted individuals. Comparability of pay may be more relevant in the future to keep highly skilled analyst since attempts to modify the retirement program are becoming a distinct possibility. The generous retirement system offset pay differentials in the past.

4b. Success in a solid organization depends not upon the magnitude of the position you hold, but upon realization that your position is vital to the mission of your establishment and that management recognize individual contributions from all grade levels in the Agency's mission. People are the core of any successful organization. Keep the "human factor" paramount by means of informing and educating the employee. This can be accomplished by good managers, more general information and feedback from the DCI to the employee (and visa versa). More openness can only result in a better informed, educated, and inspired worker. It can also lead to more of a "belonging" or "family" atmosphere rather than just being part of a "big bureaucratic agency," where no one really cares or appreciates the employees' efforts. The Agency must also strive to be fair in promotions, ratings, career counseling, panel procedures, etc.

5. Management must continue to balance the concerns of people and the demands of tasks. Resource restraints will continue to make this effort difficult but the effort must continue.

6. The evaluation of the Agency's effectiveness extends beyond quantitative analysis. The absence of the Day After could serve as an example. The absence of crisis is not in itself a measure but sustained success in the area of international policy is. The world knows of our few failures but the individuals that comprise this Agency know of the many successes that they in cooperation with their colleagues have attained.

7. The greatest danger to the Agency in the long run is politicalization of analysis. Independent or contrary opinions must be permitted to evolve. It is far better to be cantankerous and correct than pleasing, smug and wrong in support of our policymakers.

CENTRAL INTELLIGENCE AGENCY
Statement of Purpose

The nature of the Intelligence Business, a concern for the preservation of national security, imposes unique demands on the qualifications of employees. In an environment where secrecy and confidences are essential, honesty and integrity are vital qualities. Employees must demonstrate an understanding and respect for the intelligence discipline which requires the pursuit of product analysis and its concise presentation. Patriotism must be beyond question, as the job exists to sustain and protect the basic principles upon which the nation is based. Because behavior both inside and outside the working environment affects the image of the Agency, it is necessary to conduct your professional and private lifestyle with the greatest integrity.

The Intelligence Business is inherently secretive and "closed". However, in a technology in transition, contacts with experts in the field are essential. Such contacts ensure that resources, financial and human, are used wisely so a solid and educated approach to the future can be attained. Furthermore, in a business which deals with the intricate interrelationships of many disciplines, it is imperative that analysts keep abreast of various fields and world events. This professional development requires not only that the Agency supply opportunity and incentive for such growth, but that the employees initiate their own program of development. It is not unreasonable to state that such an employer should strive to acquire the nation's finest minds, talent, and creative individuals in every discipline, for these minds will be responsible for preserving liberty.

30 January 1984

[redacted]

STAT

I spent some time this weekend looking over "voluntary" contributions from the designers on the Agency's "Statement of Purpose" (Creed?).

In the process of pulling some thoughts together I discovered a paper by [redacted] that eventually became the base for the Center's contribution.

STAT

I think [redacted] did a good job and I hope this will help you in formulating one for the Group.

STAT

If this is not what you had in mind, have pen will travel..

[redacted]

STAT

STAT

31 January 1984

Contribution to Agency Goals, Principles, Standards

1. Agency Role:

- to develop sources and methods and maintain networks of information sources;
- to collect, analyze, coordinate information on foreign areas in timely, accurate manner;
- to provide information, judgements, and wise counsel to US policymakers while maintaining maximum objectivity;
- to implement policy within guidelines set by Congress;
- to do the above in a manner designed to contribute to highest interests and security of the nation.

2. Agency Goals:

- to focus on a broad range of information, methods, ideas;
- to be flexible enough to respond quickly and knowledgeably to its tasks;
- to be responsive to US policy but not biased by political interests.

3. Agency's success depends on its people and their:

- depth of knowledge and understanding;
- creativity;
- courage in presenting judgements and counsel;
- loyalty to the nation's ideals;
- identification with, and commitment to, the Agency's ideals.

4. Management should:

- recognize, encourage, and nurture employees' strengths;
- maintain atmosphere that fosters the best in individual and collective thinking;
- allow some risk-taking in interest of creativity;
- develop long-range planning rather than just short-term remedies;
- streamline operations by maintaining a minimum number of layers;
- encourage individual training and experience in related assignments inside or outside the Agency.

PURPOSE:

CIA collects and receives intelligence on a global scale and produces analytical products independently to serve the policy-making needs of a broad range of customers responsible for the nation's security interests.

OBJECTIVES:

People are the strength of CIA

- All else begins with excellent recruitment outside and sound assignments inside.
- First obligation of leadership at all levels is learning. Management consciously pursues and responds to the learning process.
- The finished product even though superior is impotent unless presented and delivered in a way of value to the customer.
- Candid communication throughout the organization spawns solutions and enthusiasm by keeping the misery of indecision out of the trenches.
- Simple organization clarifies accountability. Statutory trust given to us is dependent on responsibility of individuals.
- Technology tempts wastefulness by giving illusion of control and precision; to make it a friend requires prior planning, implementation, and expertise of the highest order.

PRINCIPLES:

- Truth can be unpopular in a policy context; the often unequal contest between agreeable fancy and disagreeable fact makes it incumbent on us to strive for the facts at all costs.
- There is room for humor and bewilderment in all problem solving. The magnitude of the uncertainties in major tasks are better shared than broached by singular intellectual prowess and the advantage of authority.
- A good work ethic stems from an arching dedication at higher levels and the quality of a component's performance and perception of mission. Long hours may be necessary but individual effort must be felt as contributing. We shun the easy fatalism which attends bureaucratic life.
- Careerists provide experience, continuity, and professional pride in CIA. Worthy people seek opportunity and challenge. Competition and internal tension are positive factors in this organization's pursuit of information and analysis. This pursuit is best fulfilled when a healthy mix of careerists involve themselves rather than specialists prone to a narrow perspective.



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PURPOSE:

The CIA exists to collect intelligence worldwide, to analyze this information in an accurate and timely fashion and to provide a quality product to a broad range of consumers while maintaining an independent, objective position.

OBJECTIVES:

People are the strength of the CIA.

- Provide leadership at all senior levels to guide activities and establish policy and planning; streamline management to allow this leadership to eliminate duplication of effort or loss of time in inefficient discussion.
- Attract and hold high caliber people through internal and external training, opportunity for timely advancement, encouragement of diverse assignments, job security, bonus incentives, and a stimulating and creative environment.

US policymakers recognize the CIA's role to provide fast, accurate, and objective information.

- Develop new techniques and methods in gathering intelligence, adopting advanced technology and incorporating consumer ideas to enhance the intelligence process from collection to the finished product.
- Accurately anticipate and predict crises worldwide, and provide the earliest possible warning and analysis of threats.
- Foster good relations within the Intelligence Community and develop goodwill with the American public.

PRINCIPLES:

People are the most important asset of the CIA.

- Uncompromising honesty and integrity are essential to demonstrate a sense of responsibility to national interests and to the American people.
- The CIA provides the highest quality product.
- Satisfying consumers of intelligence with valuable services and products demands total commitment to excellence.

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1 February 1984

MEMORANDUM FOR: DCI

FROM :

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SUBJECT : CIA's Statement of Purpose

Overall Agency Objective: To preserve national interests by:

- Collecting intelligence worldwide.
- Analyzing all-source intelligence.
- Providing top-rate finished analysis to US policymakers.

Specific Agency Objectives:

- To be ever more resourceful in developing new techniques and methods of gathering intelligence worldwide.
- To take advantage of advanced technology to further enhance collection, analysis, and finished production of analysis.
- To obtain the best qualified applicants for employment.
- To continue to maintain the overall excellence of Agency personnel through internal and external training, timely promotions, bonus incentives, effective management, and encouragement of diverse assignments.
- To continually cultivate better relations with other components of the Intelligence Community and members of the Executive Branch of government.
- To encourage original and inspired objective analysis and refrain from tailoring intelligence analysis to meet policy makers' beliefs.

--To provide earliest possible warning and analysis of specific strategic and tactical threats to US interests and assets worldwide.

--To accurately anticipate and predict crises worldwide.

Agency Beliefs:--People are our most important asset--as sources, collectors, analysts, and managers.

--Agency sources and methods must be protected, especially from the constant public demand for the right to know.

--Covert collection of intelligence and good solid unbiased analysis are basic tools for constructing effective and realistic foreign policy. *ε*

--The Agency provides the highest quality product of the Intelligence Community.

IN SEARCH OF EXCELLENCE

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MOTTO: Strive to accomplish all tasks in a superior manner; be the best.

GOALS: Maintain an independent, objective position while remaining receptive and flexible to the demands and requirements of the customer without relinquishing control of the product.

Develop, produce and improve a quality product and service.

Instill confidence, maintain integrity, demonstrate responsibility to the public and national interest.

Earn and retain the respect of customers.

Anticipate, meet and exceed customers needs and demands.

Foster community goodwill and gain wider recognition of the Agency's capabilities, products and services.

OBJECTIVES: Build on already established strengths.

Gather and assimilate information, and present it in a meaningful form for broadest possible use.

Strive for consistent, cooperative, but not necessarily unanimous, policy. Allow room for divergent opinions.

Attract and hold high caliber people. Provide them with job security, the opportunity for advancement, and interesting, worthwhile work.

Provide a stimulating, creative environment that allows the opportunity for advancement of new and diverse ideas.

Emphasize employee development and promotion from within, but be willing to draw on outside expertise.

Develop trust and understanding between managers and employees.

Instill a belief in the importance of the work and ones role in preparing the product.

PRINCIPLES: Remain human and humane.

Practive ethical behavior.

Maintain personal and organizational integrity.

Foresee customers needs.

Be competitive.

Knowledge is strength and information is essential to knowledge.

Purpose -- CIA exists to collect information worldwide, to manipulate this information into useful intelligence, to disseminate the derived intelligence properly, and to act quickly and responsibly when required.

Objectives

1. Environment

To establish and maintain a complete collection network in cooperation with other agencies, using the latest innovations to gather information, analyse it, distribute it, and carry out directed actions.

2. Performance

To keep the effort overall at a level that meets every levied requirement

3. Attitude

To maintain an objective approach to problems and tasks, avoiding untoward influences or bias that might impinge on the total effort
To welcome innovative suggestions from whatever corner to strive constantly for improvement, accuracy, and economy of action

4. Organization

To support a structure that provides true leadership at all senior levels in guiding activity and in establishing policy and planning; to streamline the management tree to provide this leadership in the most expeditious manner possible without needless duplication of effort or loss of time in inefficient discussion.

5. Personnel

To be constantly aware that people make the system work, that individuals give impetus to the total movement
To provide a rational work environment with tangible rewards for performance



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CIA Goals

Beliefs

- Develop a creed devoted to being the best intelligence service in the world.
- Never compromise ourselves for the sake of politics.
- Never resting on our accomplishments but always striving to do better.

Selling Ourselves

- Nationwide publicity on who we are, what we do, and who we are up against.
- Using our great personnel resources to promote public concern and recruitment
- Publicize our accomplishments
- Take the offensive

Our People

- Seek to attract and retain the best
- Emphasize job security
- Willingness to support failure in an effort to foster innovation. Brainstorming
- Continued emphasis on training opportunities
- Emphasize and support physical and mental well-being

Our Product

- Bold new approaches to making it more attractive
- Constant seeking to making it meet the needs of the customer
- Adoption of new technologies in making the product
- Search for ways to offer the product to more people--especially those who need it
- Dissmination/^{list}of products published, in works, and planned for future to customers.

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DDI- 01103/84

15 February 1984

MEMORANDUM FOR: Deputy Director for Intelligence

FROM:

[Redacted]

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SUBJECT: Statement of Agency Goals, Principles
and Standards

[Redacted] followed the procedure you outlined in critiquing the DCI's draft statement and in reaching a consensus on the ideal content of such a statement. In general, none of our components found any fault per se with either the DCI's draft or those of the excellent companies. But our general consensus was that the DCI's draft was a little too descriptive on the one hand, and, on the other, did not fully communicate a sense of the uniqueness of the intelligence profession and the demanding/special requirements placed on the intelligence professional. Nor did we feel that it adequately conveyed a sense of pride in being able to meet successfully those requirements. I was pleasantly surprised at the creativeness of our components' submissions. I think all of them are worth skimming through. I tried to synthesize their most compelling points in the draft that follows. It is based rather heavily on the [Redacted] Division proposal, which I felt was the best overall submission.

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Statement of Goals, Principles and
Standards of CIA

1. The Mission

To ensure that US foreign policy decisions rest on a sound understanding of the facts and the implications of all options.

To make ourselves indispensable in closely supporting the policymaking process while maintaining the self-discipline required to avoid being co-opted by that process.

To merit recognition as the best and most responsive

intelligence service in the world and to earn a reputation for integrity, catering to neither partisan politics nor vested bureaucratic interests.

2. People

To attract the best people for each of our areas of activity and to retain a staff whose excellence and dedication is founded on commitment, pride, and patriotism.

[Redacted]

S E C R E T

25X1

S E C R E T

To promote and encourage flexibility, innovation, hard work, and continually improving skills.

To provide for advancement based solely on clear standards of performance.

3. Organization and Management

To ensure a streamlined organizational structure in which the Agency's several operating elements work closely together as a single team.

To maintain an atmosphere in which all problems are constantly readdressed, established patterns are challenged, alternative solutions are tested, new technologies are pushed to support our unique range of activities, and risk tasking is encouraged.

4. Ethics

To ensure that our time-tested responsiveness in no way jeopardizes our reputation for maintaining the highest standards of performance and professional integrity.

To recognize that although we report to the President, our performance ultimately will be judged by the people of the United States through their perception of our contribution to their security and well being.

5. Security

To recognize that, as the focal point for all US intelligence activities, our access to sensitive national security information is sweeping and our responsibility to protect it is great.



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Attachment:
as stated.

-2-
S E C R E T

[REDACTED]
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All available members of the [REDACTED] have read and discussed in a series of meetings the Director's speech, his draft statement of CIA goals, and the similar statements from several private corporations. As a group, we could find no fault with the goals and values expressed in each of these documents, although there was some feeling that many of the declarations were self-evident. As a result, a consensus developed during our meetings to try to prepare a draft statement that was short and simply worded, and that focussed on the uniqueness of our agency, its employees, and its capabilities.

Our discussions, which were frank and free-flowing, also uncovered considerable debate over the need for a formal statement of objectives. As one officer put it: the biblical quotation "And Ye shall seek the truth, and the truth shall make ye free" etched in marble at our front entrance is an eloquent credo which cannot be improved. Others expressed the view that the leadership's most important roles are to set high standards for itself as well as its employees, and to encourage the free flow of ideas and innovation. In drafting our own statement, we have attempted to incorporate these thoughts.

CIA'S PURPOSE

To sustain the Agency's reputation as the world's best intelligence organization by providing policymakers with a broad range of accurate, timely intelligence support on global developments, in the process ensuring that we remain in the forefront in acquiring and retaining the best people and pioneering the development of new technologies.

OBJECTIVES

1. The Mission

To ensure that foreign policy decisions rest on a sound understanding of the facts and the implications of all options, and that we have the means to carry out our assignments.

To undertake intelligence activities that promote the Agency's reputation for integrity, catering to neither partisan politics nor vested bureaucratic interests.

To maintain our leadership in attracting the best people and in developing the most advanced technologies for our unique range of activities.

2. Personnel

To maintain the Agency's reputation for attracting and retaining a professional staff whose excellence and dedication is founded on commitment, pride and patriotism.

To promote an environment that encourages flexibility, innovation, hard work, and improved skills through training, travel, the opportunity to become involved in several aspects of intelligence activity, and frequent dialogue with experts outside the Agency.

To make certain our employees' skills are fully utilized and to encourage their professional growth.

To provide rewards and advancement based solely on clear performance standards.

3. Organization and Management

To ensure an environment in which the Agency's several operating elements work closely together to meet the needs of our consumers in the most timely, effective manner possible.

To achieve a streamlined organizational structure that is clear to all employees, while

maintaining the flexibility necessary to meet new challenges and take advantage of new opportunities with minimum disruption.

To make our managers responsible for translating our beliefs into reality, fostering initiative, promoting creativity.

To stimulate an atmosphere in which old problems are constantly readdressed, established patterns are challenged, alternative solutions are tested, and risk-taking is encouraged.

4. Ethics

To ensure that our time-tested responsiveness in no way jeopardizes our reputation for maintaining the highest standards of personal and professional integrity.

To recognize that, while we report to the President, our performance inevitably will be judged by the American people through their perception of our contribution to their continued security and well-being.

5. Security

To recognize that, as the focal point for all US intelligence activity, our access to sensitive national security information is sweeping and our responsibility to protect it is great.

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Statement of CIA's Mission, Goals, Principles, and Standards

The Central Intelligence Agency's mission is to provide accurate, timely intelligence support to US policymakers on global developments. We will fulfill this goal by collecting, analyzing, and disseminating intelligence under the laws and Constitution of the United States.

Organization

The CIA consists of several operating elements that are mutually dependent upon each other to accomplish their individual and joint tasks. While each element has its own tasks and responsibilities, none shall be more important than working together to ensure that CIA's primary mission is accomplished.

People

CIA's strength lies in the skills, expertise, and quality of its people, and the Agency's future success depends on their growth and development. The CIA should:

-- Actively recruit and nurture a cadre of highly trained and talented people.

-- Foster self-improvement efforts and provide opportunities for training, travel, and assignments to enhance their skills and develop their potential.

-- Provide rewards and advancement based solely on performance.

Principles

The CIA should provide the most objective analyses possible irrespective of its political implications or consequences, while ensuring that it is responsive to the interests and needs of its consumers.

In all of its activities CIA personnel must maintain the highest standards of personal and professional behavior and integrity.

Management Objectives

CIA management must foster initiative and creativity by allowing individuals:

-- Greater freedom of action in attaining well-defined objectives.

-- To propose new solutions to old problems, challenge established patterns of analysis, and develop options that may be contrary to the weight of available evidence.

CIA leadership must allow for an equal and balanced growth between analysts and management to utilize effectively the strengths and talents of all individuals.

CIA must respond to changing requirements by taking advantage of technological breakthroughs and opportunities to improve its collection and processing of information.

Standards

CIA should strive to be the best in every intelligence operation, activity, and analysis that it is called upon to accomplish.

-- It should respond to consumer needs by producing high quality analyses that is timely and policy-relevant.

-- It should enhance its reputation as the best intelligence organization in the world.

-- It should serve as a focal point for all US intelligence activities and organizations.

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Members of the [redacted] Branch have read and discussed the Director's speech, the excerpts from "In Search of Excellence", and the draft statement of CIA objectives. The consensus in the Branch appears to be that any statement of principles of operation, or "creed" for the Agency should:

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- Be short and simply written.
- Use personal rather than impersonal pronouns wherever possible.
- Be general enough to cover the differing functions of each Directorate.
- Clearly indicate that our customers and, hence, the judges of our performance are the President (executive branch), the Congress, and the population general--in that order.

A suggested draft is attached as are written comments from members of the branch.

Statement of Principles for the CIA

Goal We provide accurate and timely intelligence support and services to officials responsible for the conduct of the foreign affairs of the United States.

Ethics We are aware of and conform to the letter and spirit of the Constitution and laws of the United States and must maintain the highest degree of integrity in our performance and conduct.

People The strength of the Agency is dependent upon the quality of our people and its future will be determined by the opportunities it provides for professional and personal growth through training, travel, and assignments. We particularly encourage individual creativity and thoroughness in ongoing tasks and imagination and flexibility in addressing new problems.

Results Our performance is judged by the satisfaction of the President and other members of the executive branch with the cogency and timeliness of the analysis and services we provide. We are also judged by the Congress as to the effectiveness with which we use the resources provided us. Lastly, our work is assessed by the people of the United States through their perception of our contribution to their continued security and well-being.

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A Statement of Goals and Principles of the CIA

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Beliefs

That in an increasingly complex and violent, yet inter-dependent world, decisions made by the US government must be well-advised and coherent, and must be buttressed by the means to carry them out. That under these conditions, a comprehensive and efficient intelligence service is crucial to the successful planning and implementation of US foreign policy, and that the promotion of excellence within that intelligence service should be a paramount concern.

Objectives

Products: CIA provides accurate, high quality information relevant to policymakers--raw data and objective analysis--in a concise, timely fashion. This information should be tailored to suit the needs of the policymaking consumers, but is to be as free of policy bias as is possible. Although satisfaction of the consumers' needs is our primary task, we must be willing to risk the consumers' dissatisfaction to maintain our reputation for objectivity. We maintain close contact with our policymaking consumers to insure our awareness of their intelligence requirements. We seek to develop the capability to respond quickly and flexibly to such requirements as are levied upon the organization.

Unique Assets: We must develop and maintain the best means possible for fulfilling our missions, and most importantly, we must protect our unique sources and methods. We are committed to developing and utilizing the best technology available to enhance our products and processes.

Human Resources: We recognize people as the main source of our reputation for excellence, and as the key to the continued capability to fulfill future missions. We maintain the highest possible standards of expertise, reliability and integrity in our search for new employees. We recognize that the excellence and dedication of our professional staff is founded on commitment, pride and patriotism, and we seek to enhance and maintain that spirit, as well as reward meritorious performance. We seek to promote employees' personal satisfaction and improve skills through training, travel and involvement in different aspects of intelligence work.

Organization

We recognize that our mandated bureaucratic structure and need for security entail certain limitations, but we strive to avoid mediocrity and stratification by constant evaluation of performance and by encouraging employees to find new ways to do our work better. Despite necessary compartmentation, our different components and offices are dependent upon each other for successful completion of their tasks, and we recognize the need to maintain effective communication. We recognize our responsibility to provide the best possible working conditions

for our employees, to help them realize their personal goals, and to reward and promote them based upon clear standards of performance. We believe that our quest for excellence is well-served by promoting from within.

Management: Management is dedicated to assuring that our human resources are developed, challenged and channeled into meaningful work in pursuit of our objectives. Managers foster initiative and promote creativity in a flexible manner, recognizing those situations in which risk-taking is appropriate. Managers are responsible for translating our beliefs into reality, for maintaining standards of efficiency, timeliness and accuracy, and for enhancing the career development of our employees.

Ethics

Given the nature of our business and its operational methods, it is essential that we conduct our activities in strict accordance with the Constitution and laws of the United States, and that all employees be regularly made aware of our responsibilities in this regard. We also are dedicated to maintaining the highest standards of honesty and objectivity in our reporting and analysis -- our effectiveness is dependent upon our credibility and reliability.

Critique of DCI Statement:

In general, the statement was a bit too general, particularly in sections on organization, ethics and management. We felt it did not sufficiently recognize the uniqueness of intelligence work, and the degree to which our "business" differs from corporate business. We felt the section on ethics was rather vague, and should note the fact that the ethics of this business present problems that we should address forthrightly. The section on standards was rather redundant of material that had been discussed in other sections.

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Subject: An Agency Credo

Members of the branch believe that any statement of purpose, or standards, should be brief, to the point, and include the following:

Over the years the CIA has provided unique and indispensable services in support of American foreign policy objectives. It has maintained a reputation for integrity by producing national intelligence that caters to neither partisan political, nor vested bureaucratic interests. In addition, the agency has rededicated itself to working within the constitution and laws of the United States--a commitment that is essential for an intelligence service operating within a free society governed by the rule of law.

The CIA should strive to:

- Produce the most objective, accurate, and timely intelligence possible for policymakers.
- Fulfill its responsibilities under its charter to counter the efforts of the Soviet Union and others to undermine American security interests abroad.
- Maintain its integrity and credibility as a producer of high quality intelligence.
- Promote innovation both in the collection and analysis of raw intelligence.
- Ensure that management:
 - a. leads by example, not just exhortation
 - b. enlists employee participation in the setting of standards and goals in order to combat bureaucratic rigidity.
 - c. creates a climate in which intellectual agnosticism and rigorous analysis can flourish.
 - d. selects, develops, and rewards people on the basis of superior performance.
 - e. promotes cooperation across disciplinary and bureaucratic lines.

In reviewing the samples from private corporations, as well as the director's own statement of goals, we could find no fault

with the goals and values expressed. The need for a commitment to quality, to innovation, to meeting consumer needs, to integrity, and a recognition that people are the principal asset of any organization seem to us unexceptional and even self-evident. It seems equally self-evident that the drive to excel comes from within and not as a result of producing or having a credo. The most critical thing in fact an organization can do is provide the kind of leadership that insists on high standards for itself as well as its employees, and encourages the free flow of ideas and innovation.

Agency employees and especially analysts are prone--in our judgment--to think of themselves in the first place as a special elite engaged in an important mission. What we believe is missing from the director's statement and necessary are words that emphasize the agency's uniqueness and that stress in particular its commitment to producing intelligence that is not subject to partisan political or vested bureaucratic interests that have a particular policy axe to grind.

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9 February 1984

MEMORANDUM FOR:

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FROM:

SUBJECT: CIA Statement of Goals, Principles,
and Standards

Our Mission: Our goal is knowledge, our product is information that the freedoms we inherited might be safeguarded from those who would take them from us.

Specifically, the Central Intelligence Agency:

- Collects accurate, timely, and relevant information on matters of concern to US government officials;
- Analyzes that information to assist them in making critical decisions and to warn them of developments that could adversely affect vital US interests;
- Provides the President with a means of influencing international affairs when formal diplomatic or military action is unsuitable;
- Protects intelligence sources and methods from penetration by foreign intelligence services.

The Nature of Our Work: Our charter is unique; no one else can perform our mission. Our officers labor in anonymity and often at risk, and the value of their effort can only be measured in subjective terms. By their very nature our successes can never be trumpeted; our failures alone are public knowledge. Our mission demands an organization that places a premium on flexibility, dedication, initiative, imagination, and above all objectivity, without which our product is worthless.

Our Officers and Standards: As our mission is unique, so are our officers. We must attract and retain the highest caliber people, encourage them to develop their skills, and allow them the freedom to apply them. Because we operate in gray areas abroad and on the most sensitive policy issues at home, we must hold ourselves to the highest ethical standards. Discretion, integrity, and judgment must characterize all our dealings, and the Constitution and laws of the United States govern our actions.

UNCLASSIFIED

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9 February 1984

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MEMORANDUM FOR:

FROM:

SUBJECT: CIA Statement of Goals, Principles,
and Standards

Main Objectives: To produce the highest quality intelligence on foreign developments relevant to US national interests and provide other policy support at the direction of national-level US decisionmakers.

Specific Tasks: In order to pursue these objectives, the Agency carries out the following specific tasks:

- Collect intelligence with a top priority on the acquisition by clandestine means of vital information from overseas that would otherwise be denied to US policymakers.
- Produces all-source intelligence analysis; this effort should include both the timely detection of threats to US interests and the identification of opportunities for policymakers to advance such interests.
- Conducts covert operations overseas at the direction of the Executive Branch.
- Supports the DCI in his role as coordinator of the intelligence community.

Unique Characteristics: The Agency's most distinctive and valuable functions thus are to fill critical gaps in our information on foreign developments and to provide the most objective assessments possible of such developments, including at times the consequences of US policy options. In pursuing these functions, the Agency must conduct its work with independence from the policymaking process and report directly to the most senior national leadership, including the President.

Principles: Our mission requires that we pursue the highest standards of integrity and act within the authority delegated by the Executive Branch under the Constitution.

Personnel: The Agency's people are its most valuable asset and the initiative, creativity, and well-being of this resource should be fostered in order to promote Agency's objectives.

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[REDACTED] Critique of DCI Statement

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We generally concur with the DCI draft. It includes many of the same points in our Branch formulation. We believe, nonetheless, that the following points should be added or given greater emphasis:

Measure of Results: The Branch believes that this section of the DCI draft does not exactly hit the mark. We agree that the satisfaction of our key consumers must be an important consideration guiding our efforts. Even so, we believe that there will be occasions when the value of our work will not be immediately recognized nor be a source of satisfaction to some policymakers. It is important that our intelligence be evaluated over the longer run in terms of its accuracy and objectivity.

Organization: We believe that a statement should be added underscoring the independence of the Agency and its unique role in policy support rather than policy formulation. And there should be additional emphasis, in our view, on the need for the various parts of the Agency to cooperate in pursuit of common goals.

Purpose: We believe it would be appropriate to identify the US decisionmakers who are our principal consumers more specifically.

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7 February 1984

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MEMORANDUM FOR:

FROM:

SUBJECT: CIA Statement of Goals, Principles, and Standards

1. Our discussion focused on overall goals for the Agency, on principles for personnel management, and on standards for the intelligence product. General goals for the CIA include:

- To collect accurate and comprehensive information on foreign affairs.
- To select and analyze the information most significant and relevant to national interests, and present it in a concise form that policymakers can use.
- To warn appropriate levels of government of foreign developments that could adversely affect the vital interests of the United States.
- To provide the President with a means of influencing international affairs of vital concern to the United States when formal diplomatic or military action is unsuitable.
- To safeguard US interests from penetration by foreign intelligence organizations.

2. To meet these goals the CIA must attract people of the highest caliber who have outstanding knowledge in their fields and the ability to apply that knowledge to rapidly changing events. The Agency will view its people at all levels as its most vital resource. The CIA will work to retain superior employees by giving them opportunities to broaden their experience, continue research, maintain professional contacts outside the Agency, receive training, and work with an adequate supply of state-of-the-art equipment. Equally important, CIA employees will receive remuneration commensurate with the high degree of commitment required of them.

3. The working environment will be designed to encourage achievement of the Agency's goals.

- Innovation and risk taking will be encouraged. Mistakes will be met with an effort to learn how to avoid similar errors in the future, rather than with extensive assignment of blame and subsequent damage to careers.

- Frequent exchanges of ideas among Agency personnel and outside experts will be encouraged--unless we entertain diverse ideas, we have little chance of anticipating the unexpected.
- The Agency will avoid focusing on form over content, recognizing that fitting ideas into a set format may standardize thinking.
- The Agency will provide feedback that demonstrates how each directorate contributes to a specific effort in order to develop a sense of common purpose and mission.

4. The intelligence product prepared by personnel working in such an environment should be timely, accurate, comprehensive, and objective. It will show sensitivity to what the policymaker believes he needs but will also demonstrate integrity and judgment in determining what he should hear beyond information requested. The CIA will demonstrate a willingness and ability to collect and write the bad news, as well as the good.

Critique of Draft

5. The CIA statement should begin with a ringing declaration of purpose--and one that does not leave out the CI and CA tasks of the Agency. The section on organization places too much emphasis on the individual elements in the Agency. We are one organization, and this statement should build an in-group mystique, not remind us of our separateness. It should emphasize that managers, analysts, case officers, and support personnel are all part of a cohesive team. In addition, it should emphasize the uniqueness of the Agency in its willingness to operate across bureaucratic (directorate) lines to get the job done.

6. Perhaps the section on ethics should consider the broader standard of what is acceptable in our culture; the question of ethics goes beyond the law. The section on people makes no mention of benefits and payment for skills. By separating managers from others in the final sentence, this section violates the spirit of one Agency. The section should specifically recognize the personal sacrifice required because of security demands at CIA and emphasize that, in return, the Agency is committed to building long-term careers for its employees. CIA people are required to demonstrate unparalleled expertise and commitment, and the Agency will use all its resources to maximize the skills of each employee. A point on sequence--if we are serious about the first sentence under people in the draft, then people--as well as ethics--should immediately follow purpose in our statement: the Agency demands the highest degree of integrity and performance and will reward employees for both.

7. The management section implies that the objectives are set at senior levels. Emphasis should be on encouraging initiative from employees both in setting and meeting the objectives. Encouragement of risk taking should be mentioned here. How often policymakers come back for more should be listed as one measure of our success.

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3 February 1984

MEMORANDUM FOR THE RECORD

SUBJECT: Response to DCI's Statement
of Purpose for CIA

1. The branch members believed strongly that a statement of purpose should be short, concise, punchy, and--most importantly--inspiring. Pointing out that a long memorandum would be quickly forgotten, the branch wanted to emphasize only two basic themes: the importance of our work, and the importance of our employees.

2. The branch members thus believed that the DCI's first cut at a statement of purpose fell short in several areas. First, we thought that the statement focused on what we are rather than what we strive to be, and the language appeared to us to be defensive. As a result, did not have the inspirational quality of some of the company examples. Secondly, the draft did not pay enough attention to the employees or recognize those factors essential to maintaining and raising morale. Finally, the branch noted that the CIA should be portrayed as part of a US Government team rather than an isolated support group.

3. The branch was enthusiastic about the final "standards" section of the DCI's draft because of both its style and its content. The short phrases, breezy style, and the use of superlatives provided an upbeat presentation. And the emphasis on technology reminded us that there is more to CIA than intelligence analysis.

4. Our draft statement of purpose, which is attached, emphasizes what we believe to be the most important aspects of our work here, and says those things we believe would make all employees proud to be part of the CIA.

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Attachment:
As stated above

ADMINISTRATIVE-INTERNAL USE ONLY

ADMINISTRATIVE-INTERNAL USE ONLY

Statement of Purpose for CIA

Purpose

To provide the highest quality intelligence to policymakers on a timely basis.

Beliefs

The CIA performs a mission essential to the preservation of American freedom.

The CIA sets the standard for intelligence collection and analysis, and continually strives to raise that standard.

The CIA's employees are highly capable, innovative people, committed to achieving excellence in their respective fields.

Goals

To expand the dialogue with the policy community to ensure that we address its intelligence needs.

To establish open lines of communication within the Agency and within the Intelligence Community to make the most efficient use of the unique contribution that each unit brings to the intelligence process.

To achieve a responsive and responsible management that:

- o Establishes clear objectives for all employees.
- o Realistically evaluates performance and regularly communicates that evaluation to the employee.

To develop and motivate individuals through:

- o Encouraging a creative, innovative, and productive environment, and accepting the mistakes that such an approach may bring.
- o Valuing each individual's contribution.
- o Establishing an equitable reward structure.
- o Actively promoting opportunities for equal employment and advancement.
- o Developing programs for training and education.

ADMINISTRATIVE-INTERNAL USE ONLY

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Statement of Mission Exercise

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3 February 1984

The Branch consensus is:

Overall Mission

To provide high quality, timely guidance and support to US policymakers. To anticipate issues which may become policy-relevant and to provide a warning function.

Goals

- Retain intellectual independence and objectivity.
- Tolerate dissenting views.
- Maintain quality of personnel.
- Foster creative environment.
- Expect, encourage, and reward maximum development of employees

In support of mission

- Renew commitment periodically.
- Maintain institutional flexibility to respond to the changing international environment.
- Foster an environment which attracts and keeps talented people.
- Be innovative and resourceful in all aspects (collection, analysis, production, technology development).
- Strengthen mutual sense of purpose between components.
- Protect sources while maximizing information.
- Uphold the Constitution.
- Improve and foster relations with academic community and society-at-large.
- Maintain dialogue with intelligence community/academia/private sector to test ideas and maintain quality of product.
- Ensure uniform adherence to agency code of conduct at all levels.
- Involve Employees in decisionmaking.
- Appreciate the inherent worth of people and fight the notion of the "indifferent bureaucracy."

ADMINISTRATIVE--INTERNAL USE ONLY

ADMINISTRATIVE--INTERNAL USE ONLY

Branch views on the DCI's draft Statement of Mission:

The overall draft seems on-the-mark. Specific suggestions are as follows:

- Incorporate the Standards section into the rest of the text.
- Ethics section: First sentence should read, "Our activities are conducted under the Constitution and laws of the United States, and should not be subject to political or institutional pressures from outside the Agency."
- People and Management sections should be combined under heading Personnel, and should read, "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; personnel are promoted based on their own performance. CIA managers should foster initiative and creativity by allowing the individual freedom of action in attaining well-defined objectives, while requiring efficiency, accountability, and results at all levels."
- Measure of results: The first line should read, "As a public service, this organization's results are in the satisfaction of its customers in the value, relevance, and timeliness of the intelligence support they receive."

ADMINISTRATIVE--INTERNAL USE ONLY

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9 February 1984

MEMORANDUM FOR:

FROM:

SUBJECT:

Critique of the Draft Statement of
CIA Objectives

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General

The final statement should be printed on one page. Great detail is not needed and length weakens impact.

Order of items important: Purpose, People, Ethics, Organization, Management, Results, Standards. Different organization and management styles can produce results, but the quality of our people and our ethical standards are vital.

Specific

Purpose

Provide not only what is requested, but also what we believe policy makers should know.

Provide support for a broad range of consumers.

Be capable of responding to unusual or emergency situations.

No mention of operational aspects of CIA's activities.

Ethics

Must earn the trust of those we support through a record of strong personal integrity.

People

Strength depends on quality and hard work.

Management

Frequently called on to work under conditions when objectives cannot be well defined because of uncertainty about conditions elsewhere.

We need a balance of trust. Management should expect unusual loyalty from Agency employees but in return needs to have a strong loyalty to them. Management must earn the loyalty of Agency employees.

Measure of Results

No need to apologize for not being able to measure results precisely.

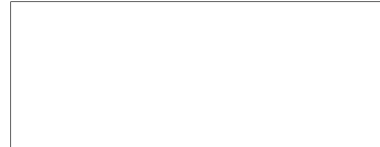
Too long.

Might drop altogether.

Standards

Recognition as the best is not a standard but an aspiration. Should start out "We must strive to be the best intelligence service in the world and must seek to exemplify in everything we do:".

We both develop and use new technologies.



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[Redacted]

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8 February 1984

MEMORANDUM TO:

[Redacted]

STAT

FROM:

SUBJECT: Statement of Agency Goals, Principles, and standards

1. The Personnel of [Redacted] held three discussion periods concerning the drafting of an Agency-wide Statement of Goals.

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2. The first, on January 27 was to broadly define the topic and the job to be accomplished. Two articles were distributed: samples of Statements of Purpose from various firms and the short summary from "In Search of Excellence".

3. The second, the morning of February 7 was to discuss the readings and scope out ideas for inclusion in an Agency Statement. Two main points were presented, discussed and seemingly agreed to by all participants.

A. The existing [Redacted] clearly defines the "authority, mission, responsibilities, and organization of the Central Intelligence Agency".

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B. The Agency, as a body of civil servants, who will transcend any elected administration, should go to any length to avoid becoming "politicized". One suggested method of attempting to ensure this goal was to select the DCI and DDCI only from among "career Intelligence Officers".

4. After discussions, the draft Statement of Goals, Principles and Standards for CIA was given to each person to be read and then discussed that afternoon.

5. The third meeting was very brief. The few comments that were made concerning the proposed "statement" were favorable, particularly as to completeness, and specifically as to Ethics, People and Management.

[Redacted]

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2/9/84

ADMINISTRATIVE - INTERNAL USE ONLY

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8 February 1984

MEMORANDUM FOR:

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FROM:

SUBJECT: CIA Principles

1. We do not take objection to any of the particular items in the DCI's proposal, but find the presentation to be bland. If a major purpose of the Statement is to inculcate in new employees the philosophy, attitudes, and atmosphere of the CIA that have evolved over the years, then we favor a shorter, crisper, and more upbeat presentation. Putting our well known professional cynicism aside, we believe such a statement should reflect some beating of the drums. Our proposed version is at Tab A.

2. Given the brevity and philosophic nature of our proposed statement, we would also like to comment on some of the materials handed out--specifically the excerpts from "In Search of Excellence" at Tab B:

- Points 1 and 8: in our view, these reflect the Intelligence Directorate's greatest failure over the years--and one that continues. Specifically, we refer to the DI's inability to operate laterally across office, division and even branch lines. Issues constantly arise that could be dealt with effectively by ad-hoc groups of 2-3 analysts from two or more offices working together for 3-4 weeks. But this almost never happens. Only a war or some other obvious critical international issue, e.g., Third World debt, produces a change in normal procedure. We are better organized than before 1981, but the vertical nature of our structure is as deeply ingrained as ever.
- Point 2: We are doing much better.
- Point 3: This strikes us as more relevant to a company in a fast moving, high tech field. May be more useful for DDS&T.
- Point 4: All too true.
- Point 5: We agree; hopefully our proposed statement points in this direction.

ADMINISTRATIVE - INTERNAL USE ONLY

- Point 6: A curious counterpoint to the emphasis in change.
- Point 7: We would like to know what CIA's tooth to tail ratio really is!

TAB A

The Central Intelligence Agency: A Statement of Principles

"Ye shall seek the truth, and the truth shall
make ye free."

Our motto is our mission: to provide intelligence that supports the security and interests of the United States.

Belief in this purpose motivates the professional intelligence officer. If we are to succeed, all of us must share this basic sense of professionalism.

The enduring challenge we face is two-fold: to perceive the world as best we can, and to convey our views to the government we serve.

The changing global scene provides a constant test of our professional skills. A special blend of teamwork and individual innovation is needed to cope with its many complex dimensions.

Presenting our findings involves the age-old problem of speaking truth to power. Our integrity must be equal to this task.

The position of the CIA within the American system places additional demands on our profession. Most importantly, the public trust we have been given requires from each of us a sense of personal responsibility that transcends normal codes of conduct.

Our successes are noticed less than our failures, and ultimate judgments of our work must be left to history. A few of us may sacrifice our lives; none of us can expect public recognition for our achievements. Our reward is a belief in the importance of what we do.

DCI
23 Jan 84

Tab B

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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SubmissionStatement of Goals, Principles, and Standards for CIAMission

The mission of the CIA is to collect, analyze, and disseminate timely intelligence about world affairs, gearing it to the needs and interests of the President and the policymaking community. The CIA also carries out activities, as directed by the President and in consultation with the Congress, designed to influence foreign affairs in accordance with US policy.

Principals and Standards

In carrying out this mission, as employees of CIA we:

- Follow the letter and spirit of the Constitution and the laws of the United States, endorsing as an Agency and as individuals the ethical values of the American people.
- Demand of ourselves the highest degree of loyalty and integrity.
- Strive to produce the best possible finished intelligence that is accurate, timely, objective, and forward-looking. We want to foster a can-do attitude, and to be recognized as the most responsive intelligence agency in the US Government, with the greatest base of comprehensive knowledge and expertise on matters within our purview.
- Maintain close contacts with the policymaking community to determine its interests and needs, while at the same time retaining our reputation for objectivity, avoiding political, personal, and bureaucratic bias, and delivering "bad news" when necessary.
- Observe strict security practices to protect sensitive sources and methods.

People and Organization

CIA's people are its most important asset. As a group we are unique in our variety of duties, skills, and backgrounds, and we appreciate that we all contribute to the Agency's work and reputation. The Agency is no more than the sum of us all. Therefore, as CIA employees, we:

- Strive for excellence in our own work, the better to encourage it in others.
- Challenge ourselves, and accept challenge, to be creative, to take risks, and to be forward-looking. We recognize that the corollary is that sometimes we are wrong.
- Derive our job satisfactions, given the nature of the intelligence profession, in uncommon ways -- from knowing we are right about events, from the approbation of our colleagues, and from the acknowledgments of intelligence consumers -- as well as from promotions and advancement to greater responsibilities.

To fulfill our mission, observing our principles and standards and meeting our concerns about our people, CIA as an organization:

- Fosters an open management style, insofar as is consistent with the needs of compartmentation, that leads to easy communication between all levels.
- Promotes autonomy, creativity, and the improvement of skills on the part of employees, under the guidance of managers selected for their knowledge, experience, and ability to motivate people.
- Rewards employees with promotions and advancement based on merit, and with non-monetary acknowledgments of jobs well done. Performance standards rely heavily on the quality of work done.

Critique of the DCI's Draft Statement

The consensus in [] was that the statement was pretty solid, but that it was too general, some sections too wordy, and overall too "apple pie" to be inspirational. More specific comments mentioned in several submissions were:

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- Not enough stress was placed on our need for objectivity in policy support and for recognizing that we sometimes serve the policymakers best when they like our message least.
- The statement needs to be tailored more toward a national security agency than toward a corporate entity.
- More stress should be put on a) the uniqueness of the skills and motivation of CIA people, and b) the need for individual integrity and objectivity.

Statement of Mission, Principles, and
Standards of the CIA

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Summary of Branch Submissions in the



Mission

The mission of the CIA is to alert the President and the policymaking community to foreign developments with implications for US national security. It does this by:

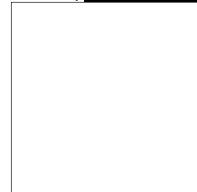
- Collecting information from all sources.
- Analyzing, producing, and disseminating the information collected.
- Performing other duties as authorized by the President and Congress.

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Principles and Standards

In carrying out its mission, the CIA will:

- Operate under the Constitution and laws of the United States, particularly those laws governing intelligence activities.
- Strive for the highest standards of professional and personal conduct.
- Produce the best possible finished intelligence: accurate, objective, timely, and forward-looking.
- Pursue a dialogue with consumers of intelligence that is close enough to permit an understanding of their needs, but not so close as to color intelligence judgments.
- Encourage individual excellence. The CIA's people are its most important asset, and they should be challenged to be creative, to take risks, to improve their skills, and to strive for superior performance.
- Foster an open management style that leads to easy communication at all levels.
- Encourage understanding of, and a positive attitude toward, the need for strict security practices.



**Statement of Mission and
Standards of the CIA**



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Mission

Provide intelligence support for US national security and foreign policy interests by:

- o Developing, exploiting, and supporting collection of information from all sources,
- o Analyzing, producing, and disseminating the information collected, and
- o Performing other duties as authorized by the President to advance and defend US interests.

Standards

- o Operate under the Constitution of the United States and its laws.
- o Strive for the highest standards of professional and personal conduct.
- o Produce a high quality, objective, and timely product.
- o Nurture individual skills, initiative, and creativity.
- o Promote an environment to challenge and motivate the individual.
- o Protect sensitive sources and methods.

**Comments on DCI's Statement of Goals,
Principles, and Standards for CIA**



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In general, we believe the DCI's statement represents a good first draft, but should be emended to be more concise and more specific -- a number of the present statements are too broad in scope to be meaningful.

- Purpose
- Statement lacks specificity -- what is meant by intelligence support?
 - References to product quality, such as "timely manner" and "greatest utility" belong in standards section; they do not describe the mission of the organization.
- Organization
- Too wordy.
 - Simply emphasize the interdependence of the four directorates.
- Ethics
- Okay as is; any statement on ethics or morals has to be vague.
- People
- Drop reference to "root source," it tends to have a pejorative connotation. Suggest replace sentence with, "CIA's people are its capital stock."
 - Move phrase referring to management to next section, or strike entirely -- it's very similar to ideas already in management section.
- Management
- Okay as is.
- Measure of Result
- Eliminate references to business, they are unnecessary and seem out of place.
 - References to quality of people, utilization of technology, etc. are not measures of results.

Standards

- Entire section should be replaced with, "Our measure of success comes from the satisfaction of our customers and the degree of their reliance on our support."
- The introductory phrase "we seek to exemplify" seems inappropriate. Replace with "we strive for".
- Strike last phrase on leadership and recognition, it seems redundant given previous standards. Perhaps introductory phrase could be reworded to say, "We strive to be the best intelligence service by:".

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Coments on
Draft Statement of Goals, Principles and Standards

1. General Comment. Although the statement of purpose can and should be broad and general, statements of principles should be sufficiently explicit to provide clear guidance to Agency management and employees. A number of the principles, while substantively adequate, are too generally stated to provide useful guidance.

2. Organization. Either in this discussion, or that on "management," the "vertical" dimension of the organizational/management structure should be addressed: particularly the question of access and interface between various levels along the management chain.

3. People. Recommend restatement below for the following reasons:

- Training, travel and assignments should not be used as rewards for good performance: training and travel especially should be used to foster professional growth and enhance expertise rather than as a reward mechanism.
- Needs a clearer statement of key criteria that senior leadership applies in selection of managers.

"CIA's people are the root source of its capabilities. The strength of the organization is dependent on the quality of its people and their professionalism, creativity, dedication, and its future is related to the opportunities it affords for their professional and personal growth. Skills are fostered through training, travel and assignments; management personnel are selected for . . . (explicit criteria deemed most important by the DCI)."


4. Management. Additional concepts that should be highlighted include emphasis on the importance of "macro-" as opposed to "micro-" management in fostering individual initiative, creativity and excellence; and the importance of decentralized management in an organization as large and diverse as the CIA.

5. Measure of Results. The comparison with private industry is felt to be irrelevant. Recommend restating as follows:

As a public service, this organization measures results in terms of the value, relevance and timeliness of the intelligence and operational inputs consumers receive. These results come from our ability to utilize technology and resources and to foster individual excellence in the collection, analysis and application of information and judgment to maintain the security and prosperity of the United States. The resources needed. . . .

6. Standards. Recommend deletion of the 4th and 6th ticks: the 4th is a principle already incorporated under "Measure of Results," and the 6th is more a goal that, at best, is somewhat self-serving.

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Statement of CIA Goals, Principles and StandardsGOALS

The purpose of the Central Intelligence Agency is to support the President and his national security policy community through the collection, analysis and dissemination of foreign intelligence information that is accurate, unbiased, objective, clear and timely.

PRINCIPLES

Management Access and Interface: the management structure and style should foster a free exchange of ideas up and down the management chain. CIA management should not only have an open door policy but should actively seek dialogue at all levels. Such dialogue is best fostered by a management process that is informal and collegial in nature; that to the degree possible emphasizes decentralized review and decision-making; and that focuses on macro-as opposed to micro-management.

Creativity: in supporting intelligence analysis, the management and review process and structure should strike a balance between quality control and creativity, should be supportive of risk taking, and should reflect a willingness to support the consequences of risk taking.

Product and Performance Review: success is measured in both quantitative and qualitative terms. Our yardstick involves not only how well we are received by our customers but also how well we define problems for policy makers, the accuracy of our judgments, and how well we develop our people--our chief asset.

Career Development: should be the product of an active partnership between management and the individual.

Recognition: in the closed environment of the intelligence service, with the requisite restrictions on public recognition and reward, strong emphasis should be placed on acknowledgment and appropriate compensation of personal excellence and outstanding performance in order to retain and nurture individual talent.

Relationship with Consumers: should be sufficiently close to engender a clear understanding of consumer needs and to foster the expression of requirements, yet sufficiently independent that policy makers do not define intelligence problems or cloud judgments.

Public Relations: to the degree possible, consistent with the requirements of security, the Agency should foster through its relations with the public an objective and constructive impression and appreciation of the art and practitioners of intelligence and the contributions of the Agency to the national security.

Security: the Agency should foster through policy and actions a positive attitude toward personal and corporate security.

STANDARDS

In seeking to achieve its goals and principles, employees of the Agency should be guided by the highest standards of:

- o honesty, integrity, discretion and quality of performance;
- o responsiveness and timeliness;
- o professionalism and objectivity; and
- o loyalty.

Views on CIA's Mission

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Mission. In accordance with the National Security Act of 1947 and subsequent laws governing intelligence activities, the CIA'S mission is to collect information on foreign affairs that affect US interests and provide sophisticated, timely, politically-unbiased and forward-looking analysis to policymakers in a variety of forms. In addition, the Agency performs other tasks as requested by the appropriate authorities in the Executive and Legislative branches.

Ethics. The Agency strives to be politically neutral in selecting and analyzing material and conveys its views without regard for their popularity. It is responsive to policymakers' concerns and requests for support, but it also endeavors to identify issues that merit the attention of policymakers.

The Agency adheres strictly to the letter and spirit of the enabling legislation of 1947 and later refinements. It pursues a strict interpretation of that legislation and enters gray areas only hesitantly and with due regard for American traditions and the will of the American people as expressed through their elected representatives.

People. The people who work for the CIA are its most valuable asset. They are given responsibilities commensurate with their demonstrated abilities. They are encouraged to be creative, to take risks, to take pride in their work, and to be ethical. Their individual accomplishments are recognized, and good performance is rewarded by means of interesting and challenging assignments, promotions and other monetary awards, and opportunities for professional development.

Management. The Agency's managerial style aims to foster an atmosphere of professionalism at all levels. Individual initiative is encouraged, decision-making is participatory wherever feasible, and there is an emphasis on positive incentives to motivate people. Two-way communication between management and staff is encouraged and the judgments of individuals in their areas of expertise are respected.

 Comments on DCI's Draft Statement of CIA's Mission

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Purpose. Believe statement should include reference to non-political nature of Agency and its commitment to objectivity regardless of the popularity of its views. Suggest you include "politically unbiased and" after "accurate" in the first sentence and then insert the following sentence: "The Agency conveys its views without regard for their popularity."

Organization. Acceptable as stated.

Ethics. Believe comment on legal parameters is inadequate guidance for "gray areas" Agency sometimes must enter. Suggest following sentence be added to end of paragraph: "The Agency pursues a strict interpretation of the laws governing its operations and enters gray areas only hesitantly and with due regard for American values and the will of the American people as expressed through their elected representatives."

People. In lieu of first sentence, suggest "The people who work for the CIA are its most valuable asset." Believe second half of final sentence fits better in "Management" section.

Management. Believe this section should refer to need for positive reinforcement, better communications, and participatory decisionmaking. Suggest the following sentence at end of paragraph: "Decisionmaking is participatory wherever feasible, there is an emphasis on positive incentives to motivate people, two-way communication is encouraged, and the judgments of individuals in their areas of expertise are respected."

Measure of Results. Believe this gives too much emphasis to the need to satisfy our customers since the Agency must not hesitate to be the bearer of bad tidings when necessary. Suggest that reference in the fourth sentence to the need to satisfy Agency customers be deleted and that the sentence read: "The Agency's results are measured by the value, relevance, and timeliness of the intelligence and operational services it provides." Suggest first two sentences and possibly the last two also be deleted.

Standards. Believe the thoughts in this section already appear elsewhere in statement. Suggest it be deleted.

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Next 1 Page(s) In Document Denied

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10 February 1984

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MEMORANDUM FOR:

[Redacted]

FROM :

SUBJECT : Summary of Discussion on Agency Goals, Principles, and Standards in the [Redacted] Division

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[Redacted]

1. The issues that emerged in Division discussions appeared to be primarily three.

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-- The role of the Agency in defense of the nation's security and its people's sense of patriotism. One gathers that the people of the [Redacted] Division see the Agency as superior to most organizations because of the higher purposes it serves. Accordingly, they see themselves as motivated by more than personal rewards or hope of bureaucratic success, and they believe they serve the institution more than a particular administration.

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-- Personal integrity and objectivity of view. The people of the [Redacted] Division obviously take seriously their role of keeping the rest of the foreign affairs establishment honest. To do so, they believe they need to shed subjective views and be prepared to tell it like it is, no matter what the likely reception for unwelcome analyses.

-- The uniqueness of the people working here. The people of the [Redacted] Division consider themselves specialists and apparently are concerned that their skills be recognized as of equal worth to those more general skills required for the bulk of Agency tasks. They, therefore, see a need for the Agency to create an environment for success, both in the sense of helping them to become more productive in their specialty and by providing them with the facilities and equipment to exercise their skills efficiently. They further see a need for the Agency to foster an environment where specialists can have a sense of self-worth. These

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preoccupations no doubt reflect the small number of [] economic, political, and political-military analysts in the Agency, as well as the unfortunate conditions in the quarters where they work.

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

The People of the [] Division by and large responded positively to the Director's proposed statement. The vast majority, nonetheless, believe they could improve it (see attached memoranda), particularly by making it more tailored to a national security agency than a corporate entity. To focus on the more important suggestions:

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- They would broaden the state of Purpose to encompass the Agency's roles in support of national security.
- They would include in the statement of Ethics the requirement for individual integrity and objectivity.
- In the statement on People they would add a recognition of the uniqueness of the skills employed by the Agency.
- In the statement of Measure of Results they would prefer a concept that embodies supplying intelligence to policymakers rather than satisfying them.

[]

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7 February 1984

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MEMORANDUM FOR:



STAT

FROM :

SUBJECT :

CIA Credo

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1. [redacted] joined by Division Secretary [redacted] devised its own version of a CIA credo by revising and editing a rough draft prepared by branch member [redacted]. Our draft credo is presented in para 2. The branch also made several comments--presented in para 3--on the DCI's draft.

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2. [redacted] Draft Credo for the Central Intelligence Agency

The Agency's Purpose

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To provide objective information and analysis needed by the makers of American foreign policy.

The Agency's Tasks

To provide integrated, comprehensive intelligence regarding the capabilities and intentions of foreign nations and the implications of global issues, especially as they affect U.S. national interests.

To alert policymakers to fast-breaking international developments and their consequences.

To take primary responsibility within the U.S. government for clandestine collection of foreign intelligence, for conducting counterintelligence abroad, and for the research and development of technical collection systems.

To coordinate the national intelligence effort.

The Agency's Standards

To perform these tasks in an independent and unbiased manner and at the highest professional level.

To maintain flexibility of operation in order to meet the changing requirements of our diverse activities.

To carry out our responsibilities ethically and in a secure and cost conscious manner.

The Agency's People

To recognize that people are our most important resource.

To hire the most skilled and capable people available.

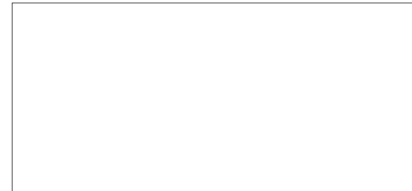
To foster an environment in which initiative, hard work, and professional development are rewarded.

3a. Critique of DCI Draft Credo. The branch had one general comment and several specific ones. The general comment is that the language is too general and does not focus on CIA objectives, goals and activities. For example, in the Organization section the language "the CIA is made up of operating elements that are critically dependent on one another" is true for the vast majority of organizations. The same comment applies to the sections on People, Management and Standards.

3b. Several specific comments:

- do not begin the Measure of Results section with a long discussion of what we do not do. Focus on what we do.
- in the Purpose section, substitute "policymakers" for "a broad range of consumers" for the people we serve.
- add "unbiased" to the description of the type of intelligence support we provide. Sentiment on this issue was sufficiently strong to suggest changing "satisfy our customers" to "supply our customers" in the Measure of Results section because our job is to provide policymakers with accurate information and judgments regardless of whether the information makes them happy.

STAT



7 February 1984

MEMORANDUM FOR:
FROM :
SUBJECT : The CIA Credo

STAT

1. Our branch met twice as a group, first to discuss in general terms what the credo should include, and again after studying the model or proposed statement. At the second session, we began drafting our own version based on our earlier meeting and on our reaction to the model. Each member then drafted a revised section and turned it in to me. After my editing and a few minor substantive changes, the draft was reviewed one final time by the members of the branch. The result is our own Statement, which is a revision of the model suggested to us.

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7 FEB 1984

Proposed

STAT

Statements of Goals, Principles and Standards for CIA

Purpose. All of CIA's efforts are directed toward providing timely, accurate, and comprehensive foreign intelligence support to a broad range of consumers. We employ the best people and technologies to collect and analyze information which will help the US leadership make decisions to enhance the security and prosperity of the United States.

Organization. CIA is composed of operating elements that are critically dependent on each other to successfully fulfill our purpose. Each element respects the responsibilities and assignments of other parts of the organization and strives to contribute to and make use of the role of other elements.

Ethics. Each employee is expected to act in the best interests of the United States and abide by its laws. The nature of our work requires the highest degree of integrity in performance and conduct.

People. CIA's capabilities and success are critically dependent upon attracting, developing, and retaining talented people, and its future is related to the opportunities it affords for their professional and personal growth. The Agency's people are uniquely talented and dedicated and must meet exceptional standards of performance and personal conduct. Skills are

fostered through training, travel, and assignments. Personal achievements are recognized by rewards commensurate with individual performance.

Management. CIA management at all levels demands excellence from all personnel. Managers achieve results by creating an environment that encourages professionalism, enthusiasm, creativity, and efficiency.

Measure of Results. Our degree of success is measured by the satisfaction of our customers with the timeliness and quality of the intelligence we deliver. This satisfaction often is not expressed directly and is necessarily less tangible than the profit indicator for a business enterprise.

Standards. We seek to exemplify in everything we do:

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

Our Critique of the Model Credo

We consider the proposed credo a decent statement of what the Agency should be and how it should work. Our chief complaints are that it is somewhat flat and that it is overly wordy. The credo that we wrote, which is much like the original but shorter, reflects our lack of serious disagreements with it.

More specifically, we had the following comments on the version distributed to us:

Purpose. This section in particular seemed flat and overly modest, omitting as it does any reference to the higher purpose of intelligence.

Organization. A bit wordy, but essentially correct.

Ethics. The statement that we should "be aware of and sensitive to" the US Constitution and laws seem strange. Why not "obey?"

People. This does not get across the idea that our people are in many ways special and unique, nor does it recognize the dedication and sacrifices required of those who work for the Agency.

Management. The sentence should be reversed, so that it first says what we want and then says how we get it.

Measure of Results. This was especially wordy, with nearly all of the first half of the statement expendable. It never does get to a good statement of our

criteria for success, except for the intangible "satisfaction of consumers," which should be explored in more depth. The last sentence, which evidently considers the size of the budget as a measure of results, is a bad idea. A big and growing budget can as easily reflect an effort to overcome deficiencies.

Standards. These were somewhat redundant but we felt that was fine, and that only the order should be changed to give primacy to the last tick.

3 February 1984

MEMORANDUM FOR: STAT

FROM :

SUBJECT : Branch Discussion of "Statement of Goals, Principles, and Standards for CIA"

On 27 January 1984, members of the branch met for two hours to discuss the possible contents of a short "Statement of Goals, Principles and Standards for CIA" and to critique the draft statement provided by the DCI. Although most of the branch was initially skeptical of the utility of such a statement and some resented being involved in the drafting, the discussion became intense and some of the participants got more caught up in the issues than they probably anticipated. We spent much of our time trying to develop a statement of principles that, while general, would reflect the unique nature of the Agency, its range of activities, and the special demands on Agency managers and other employees rising out of the need for secrecy. STAT

The following comments are keyed to the DCI's draft statement even though many of the ideas came out during a discussion before the participants had read the statement:

Purpose. The majority believes that a statement of mission could usefully be preceded by a more general, patriotic statement. (Suggested language: "The purpose of the CIA is to help ensure the survival and well-being of the United States.") Moreover, everybody agreed that a lengthier mission statement is necessary to account for the Agency's diverse responsibilities and to highlight the Agency's warning function. ("To provide policymakers reliable and timely information and analysis on international events, to warn of possible foreign developments vital to US interests, and to carry out in accordance with legal guidelines other assigned activities in support of US foreign policy.")

Organization. There was little enthusiasm for retaining this paragraph, as written, but no suggestions on how to improve it.

Ethics. We believe there should be more stress on the importance of personal and intellectual integrity. ("There is a particular demand on employees to display the highest degree of

intellectual and personal integrity because of the high degree of secrecy surrounding Agency work.")

People. Most participants considered the first two sentences too general and the last sentence part of management's duties.

Management. Many supported a statement obliging management to ensure successful careers for both specialists and generalists, an issue that has periodically gripped the DI. ("To seek an appropriate mix of specialists and generalists to ensure the Agency can perform its mission with flexibility and a high degree of excellence.") We also agreed that the confidentiality of Agency work places a special burden on management to recognize good performance. ("The Agency makes special effort to foster a sense of self-worth and psychological satisfaction among its employees out of a realization that excellent work will gain them no public recognition.")

Measure of Results. There was strong sentiment for deleting the first two sentences on how businesses measure results. While everybody agreed generally on the importance of satisfying consumers, many participants were concerned about the possibility that this could be interpreted very narrowly and lead to politicization, "trendiness," or concentration on issues identified solely by consumers.

Standards. A majority believed this material should be put into the other appropriate sections.



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2 February 1984

MEMORANDUM FOR:

FROM :

SUBJECT : CIA Credo

1. Attached is our Branch response to the Director's request for a statement of the working analysts' appreciation of the Agency's mission and goals. Our Branch spent about four hours in discussions on these issues and the memorandum is a distilled rendering of the views we hold in common.

2. Our Branch chose not to address the Director's draft in detail but to allow our own concepts to speak for themselves.

STAT

Mission

Collect, analyze, and disseminate accurate and timely foreign intelligence to those who formulate and implement US policy, allowing them to make decisions in the interest of national security.

Beliefs

We believe that we contribute a unique and vital service to the President, the executive branch, and the elected representatives of the American people in their efforts to protect and promote US interests abroad.

We believe our work must be compatible with the values embodied in the Constitution and in the high ethical standards that constitute the legal and moral foundations of the United States.

We believe this also places a responsibility on us to serve with integrity and follow the highest standards of professional conduct. These standards can only be achieved if they are upheld by all CIA employees at every level, at all times.

Standards

From our American heritage, we have learned that the strength and legitimacy of our form of government derive from reliance placed on individual initiative and responsibility. So too, we believe that our effectiveness reflects the confidence placed on the individual employee to hold himself/herself to the following standards:

- 1. Our work is produced to satisfy specific consumer needs and to alert policymakers to trends we consider important.
- 2. Our work is honest and objective because it is free from political influence and institutional bias.
- 3. The high quality of our work is the result of an atmosphere that encourages creative approaches to problems and reflects respect for employee professionalism and expertise.

Measuring and Maintaining Quality

- 1. To sustain excellence, we must attract, train and maintain a highly motivated and qualified corps of career

intelligence officers who share a common commitment to the Agency's mission.

- 2. Employees should be consulted--not merely informed--about assignments.
- 3. Promotions and financial bonuses should accrue to those who do the work.

ADMINISTRATIVE - INTERNAL USE ONLY

9 February 1984 STAT

MEMORANDUM FOR:

STAT

FROM :

SUBJECT : Statement of Goals, Principles and Standards for CIA

Draft statements from [redacted] were largely from the point of view of the Directorate of Intelligence. Our recommendations for other areas of the Agency would have to be general and thus of little utility.

GOALS, PRINCIPLES, AND STANDARDS FOR CIA

STAT

Mission

The Agency's mission is to:

- Collect, analyze, and disseminate timely, useful, and objective intelligence, gearing it as closely as possible to the specific needs and interests of policymakers.
- Protect sensitive information.
- Carry out activities designed to influence foreign affairs in accordance with US policy, as directed by the President and in consultation with Congress.

Principles and Standards

The Agency, acting to the extent possible as a single organization, must:

- Follow the letter and spirit of the Constitution and laws of the United States, endorsing as an Agency and as individuals the principles and moral values of our nation.
- Protect its reputation for fearless objectivity. While maintaining close contact with policy consumers, we must avoid political, personal, or bureaucratic constraints on our analyses and judgments and, in particular, be willing to deliver "bad news" when necessary.
- At all times subordinate bureaucratic goals, of a component or of the Agency as a whole, to national security needs.

ADMINISTRATIVE - INTERNAL USE ONLY

People and Organization

In our effort to produce high quality, timely intelligence, we will be guided by the following philosophy:

- Managers facilitate the production of national intelligence, guiding the process based on their knowledge and experience. At the same time, they must promote the maximum possible level of autonomy and creativity among employees, relying on employee maturity and professionalism.
- "Forward-leaning" must be encouraged; because of the high quality of our employees, even "best guesses" are valued. The corollary is that on occasion we will be wrong.
- Advancement and promotion will be on merit. Our business is timely intelligence production, but performance standards will be based heavily on the quality of the information or analysis produced.

Comment on the DCI Draft Statement

Analysts in Division agreed in general with the goals and principles as outlined, but a common reaction was that the statement was a little too general and "apple pie" to be of much specific or inspirational use. The Branches also were unanimous in their judgment that the current management structure does not promote the flexibility, creativity, or freedom lauded in the DCI's statement. The Branches' draft statements also put heavy stress on objectivity in our policy support, a principle receiving only passing reference in Mr. Casey's statement.

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ADMINISTRATIVE INTERNAL USE ONLY

MEMORANDUM FOR:

STAT

FROM :

SUBJECT :

Statement by [redacted] Branch of Goals,
Principles, and Standards for the CIA

STAT

Goals

- Collect foreign intelligence in a timely, thorough fashion.
- Produce high quality intelligence analysis as free as possible from personal and political bias. Communicate this analysis to the policymakers in a timely manner and in a format that is both accessible and useable.
- Provide R&D support for the other agencies in the Intelligence Community.
- As directed by the President and the Congress, carry out activities designed to influence foreign affairs in accordance with US policy.

Principles and Standards

- Provide maximum autonomy for working-level experts. Rely as heavily as possible on the professionalism of the employees.
- Act within the letter of the laws that set out the Agency's form and functions.
- Where the law is vague, the Agency should set its own standards. These should include: resisting political constraints on our analysis and being responsive to our consumers -- albeit not at the expense of objectivity.
- Strive for timeliness, but where a choice is necessary between perfection and having an impact, opt for timeliness and 90 percent of perfection.

Thoughts on Mr. Casey's Draft

- Purpose. The DCI says nothing here about the non-intelligence activities carried out by the DO or the huge R&D effort in the DS&T.
- Organization. The Director's comments here could apply to almost any organization. Lacking is any reference to how to reconcile the "need to know" principle with the goal being set.

ADMINISTRATIVE INTERNAL USE ONLY

- People. We find this good as a goal, but we wonder if whether the statement reflects current policies.
- Management. There is a sense in the branch that individuals are not uniformly allowed the kind of freedom referred to. We think that meeting the Director's goal can best be achieved by giving as much authority as possible to the experts at or near the working level. We believe the Director's statement could be strengthened by an explicit acknowledgement that mistakes need to be tolerated in the pursuit of excellence.
- Measurement of Results. We wonder if consumers are always the best judges of our results. What we write and say can often be judged by another standard, namely, what happens. The reference to business at the beginning of this paragraph seemed out of place.
- Standards. We wonder who could ever be the final arbiter of which is the best intelligence service. In general this paragraph struck us as a compilation of things that had already been covered or should have been covered in previous sections.



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ADMINISTRATIVE INTERNAL USE ONLY

7 February 1984

MEMORANDUM FOR:

FROM :

SUBJECT :

[Redacted]

Statement of Goals, Principles and Standards for CIA

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Mission:

To collect, analyze, disseminate to policymakers, and protect foreign intelligence important to the vital interests of the United States.

Goals:

To ascertain the intelligence needs of policymakers.

To produce intelligence which meets the specific needs of the policymakers/consumers.

To eliminate hierarchical and organizational barriers to the internal dissemination of information important to the accomplishment of our mission.

To minimize the layers of bureaucratic and managerial review which hinder the timely accomplishment of our mission.

People:

To do everything necessary to hire and retain the people most qualified to accomplish our mission.

To move towards the goal of one Agency by doing everything possible to eliminate the distinctions of title and category which divide us, such as the distinction between clerical and professional, restricted dining areas, parking privileges and other marks of status.

To abolish as far as possible all barriers to advancement and mobility within the Agency.

To encourage initiative, innovation and imagination even at the risk of being wrong.

Standards:

To perform our duties in a manner fully consistent with the laws and principles of our country.

To place the national interest and intellectual honesty and objectivity over all considerations of personal, bureaucratic, or political interest.

To judge the value of our efforts on qualitative rather than quantitative standards.

ADMINISTRATIVE - INTERNAL USE ONLY

ADMINISTRATIVE INTERNAL USE ONLY

Comments on Mr. Casey's Draft:

There is general agreement that this draft represents an appropriate statement of goals and standards for the Agency. There is also agreement, however, that in a statement intended to serve as a source of inspiration great care should be taken to avoid language which could foster complacency rather than striving for improvement. We believe it would be preferable to use words such as "must be" or "should be" rather than "is" or "are" in describing the Agency's standards and goals.



STAT

9 February 1984

MEMORANDUM FOR:

25X1

FROM :

25X1

SUBJECT :

Recommendations for Statement of Goals,
Standards and Principles for CIA

In accordance with the DCI's directive, the members of the [redacted] Branch of the DI's [redacted] reviewed the materials summarized from In Search of Excellence as well as the DCI's draft of CIA objectives. Attached are the findings and recommendations of the [redacted] Branch which are the result of a lengthy and intensive discussion of the issues.

25X1

25X1

In general, the members of the branch are in full concurrence with any effort which strives to set excellence as an ultimate Agency goal even if some were skeptical that this effort would move us toward that end. All were agreed that a final statement of purpose or standards, as with any creed, must be specific enough to address the particular problems that we as Agency employees face; once written, must be held as a sacred measure against which individual and corporate efforts can be evaluated; and must only be a first step in creating an environment in which one can strive for one's best.

25X1

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[redacted] Branch Recommendations
for Statement of Agency Principles

25X1

I. Reactions to DCI Draft of CIA Objectives:

Branch members were unanimous in their reaction to the DCI's draft statement: although the draft touches on many important aspects of our work, it is too general and bureaucratic in tone to serve as a positive statement of conduct. The statement on Purpose was acceptable but not inspirational. Branch members thought the DCI's statement addressed important issues in the sections on Organization, Ethics, People and Management but recommended specific changes to each.

II. [redacted] Branch Proposals for Statement of Agency Principles

25X1

Purpose. To collect, analyze, and disseminate timely, useful and objective intelligence and to perform other intelligence support activities in the best manner possible in order to promote the National Security interests of the United States within the guidelines set forth by the President of the United States and other constitutionally delegated authorities.

Strategic Goal. To be recognized at all levels of the US government as the singular, most responsive intelligence support agency with the greatest base of comprehensive knowledge and expertise on all matters within our purview.

Production. The output of the Agency and that of each component will be primarily responsive to consumer needs as well as to the long-term security interests of the United States. At the same time, the output of the Agency must meet a high criteria of objectivity and not be debased by supporting internal bureaucratic or parochial interests.

Organization. The organizational structure must primarily ensure that the Agency can meet its goals and purpose by promoting flexibility to achieve priority tasks as well as internal and external communication to the fullest extent possible.

People. CIA's people are the root source of its capability and are fundamental to the production of a superlative product. Their freedom and creativity must be ensured by positive reinforcement, promotions based on merit, job security, and performance targets based more on qualitative rather than quantitative factors. Moreover, recognition must be equally given to those who excel in a substantive area as well as those who show management potential.

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Management. Managers must help employees meet defined and achievable targets, maintain open doors, and marshall the whole organization, when necessary, to produce a superlative product.

Ethics. The Agency as a whole and each individual member must conform to the letter and spirit of our Constitution and laws. The Agency must promote individual ethics and integrity of the highest order and allow individuals to follow those ethics without repercussions.

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; and
- leadership and recognition as the best intelligence service in the world.

6 February 1984

MEMORANDUM FOR:

STAT

FROM :

SUBJECT : Statement of Goals and Principles for CIA

Following is a draft statement that was prepared by the branch chief on behalf of all members of the branch and essentially reflects our ideas and opinions. Similarly, we are providing comments on the DCI's draft statement that were arrived at by the whole group.

STAT

Statement of Goals and Principles for CIA

Purpose. We exist to support the foreign policy of the United States as articulated by government leaders on behalf of the people of the country. To this end, we provide timely information, judgments that are as free from bias as humanly possible, and other assistance necessary to protect, preserve and promote the legitimate interests of the Republic.

Ethics. Our organization is subject to the Constitution and laws of the United States, and we also endorse the principles and moral values of our nation. Our personal integrity and the integrity of our work must be beyond reproach and we are obligated to judge at every stage whether our actions meet the high standards of our citizenry.

Organization. Although the CIA has many different goals and responsibilities, all of its individuals must view the organization as a single entity. To quote an old Tory nostrum, "a banana that leaves the bunch is usually skinned."

People. It is only by hiring and keeping the most talented people that we can begin to do our job. Each individual should be given as much latitude and responsibility as possible along with extensive opportunities for professional and personal growth. Advancement should be based on merit alone and there should be other tangible evidence that superior performance is valued.

Management. CIA management's primary responsibility is to ensure that the needs of its consumers are met. A very close second, is its obligation to foster and develop the most creative and effective personnel. Some failures must be expected and tolerated so as to encourage creativity -- and establish conditions for success.

Judging Our Performance. There is no absolute standard for ascertaining the quality of our performance. We should be confident that we are providing the very best support that we can to our consumer and solicit their views whenever possible. People in CIA should be aware of whom the consumers turn to when they need a problem solved -- and if it's not us -- strive to make this organization the first choice of policy makers.

Comments on DCI Draft Statement

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Purpose. We believe that there should be more stress on the non political nature of our support to policymakers. It also appears that this statement is directed more to the DI than to the CIA as a whole and should be better focused.

Organization. There should be emphasis on the notion that at no time should the interests of any component come before those of the US.

Ethics. Section appears to be directed to the individual's responsibilities to the organization rather than to CIA's obligation to the nation. It should go beyond just legal requirements and speak to morality and ethical standards. As formulated, the paragraph seems to be an admonition not to reveal classified information rather than a clear statement of overall ethical obligations.

People. We would replace "root source" with "fount." More to the point, section implies that people are only good after they are trained at CIA. Our opinion is that we start with the best -- and they keep getting better. Should also note that people need to be given latitude and a feeling that they are well regarded to do the best job.

Management. The term "well defined objectives" should be a subset of a general statement on the philosophy of management. Our overall objective -- to collect relevant information and to understand what is going on in the world -- is far from well defined. The section seems to place a limit on creativity. Phrases such as "efficiency, accountability and results" also are useful second echelon objectives, but they seem less suited to establishing a climate for people to predict, and perhaps avert, World War III.

Measure of Results

The section has too much explanation. There is only one operative sentence which begins, "Still its results are in . . . , . We think that the list of standards are an unnecessary restatement of the material in the preceding paragraphs.

CONFIDENTIAL

10 February 1984

25X1

MEMORANDUM FOR: Mr. William J. Casey, DCI

THROUGH:

FROM:

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

25X1

During the course of our branch meeting, a strong consensus developed around the DCI's proposed goal statement dated 24 January 1984. While no significant improvements were suggested, several branch members discussed variances between the ideals expressed in this goals statement and the day-to-day organizational realities experienced on the job. Therefore we wish to make the following points:

1. We are concerned about the inherent difficulty in understanding the "purposes" of the CIA. The need for compartmentation in an Intelligence service reduces the flow of information and ideas which could foster a greater understanding of each component's mission, thereby strengthening the concept of a unified corporate purpose.

RECOMMENDATION: Each Directorate should frequently share with a crosssection of Agency personnel its own goals and objectives. This effort could be accomplished through "Trends and Highlights" seminars.

2. The utilization of our most valuable resource - people - must be improved.

RECOMMENDATIONS: Initiate studies to determine if the use of IAs in the DDI should be expanded. -- SAFE should be brought on-line as soon as possible - let's bring the DDI into the 20th century before time runs out! -- Eliminate unnecessary reporting at the Office and Directorate levels. -- Expand the rotational assignment opportunities available to lower graded professional and technical personnel.

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STATEMENT OF GOALS, PRINCIPLES, AND STANDARDS FOR THE CIA

Purpose. The purpose of the CIA is to support US foreign policy by providing timely foreign intelligence support-- including collection, analysis, and warning--for the President and other US officials on a wide range of foreign security issues and by conducting legally authorized covert activities when necessary. All of our independent and collective efforts are directed toward being the best intelligence service possible in a free society.

Organization. The CIA is a single organization with a single purpose. Our ability to achieve this purpose depends upon the collective and cooperative efforts of all operating elements. Without this cooperation, the ability of each element to perform its function is diminished.

Ethics. Agency activities are carried out under the Constitution and laws of the United States. Every member of the Agency must be personally aware of, and sensitive to, the letter and the spirit of this legal and moral obligation. CIA employees seek to maintain the highest standards of conduct, integrity, and commitment.

People. The Agency cannot afford to have less than the best and most dedicated people. Our future depends upon the recruitment, recognition, and retention of the most qualified individuals, their development, and the wise utilization of their skills, knowledge, and insights.

Management. The Agency's operating style is to foster risk-taking, initiative, and creativity, while maintaining accountability for results at all levels. We encourage open communication, delegation and responsibility, and independent judgment in an atmosphere free of unnecessary bureaucratic burdens. We seek to develop and utilize the most effective technologies and methodologies, to create the capability and flexibility to foresee and meet sudden and difficult challenges. Advancement and reward are based solely on merit.

Measure of Results. The results of the Agency's endeavors are measured by their soundness, relevance, and timeliness. Intelligence contributions must be objective and not biased by partisan interests. The ultimate measure of the success of Agency activities is the continued security of the United States.

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13 February 1984

MEMORANDUM FOR:

FROM:

25X1

SUBJECT: Agency Principles and Goals Statement

Attached are comments I prepared based on a discussion with the three Branch Chiefs. did not participate in the group discussion because he was in training but I did discuss the draft statement with him.

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25X1

Attachment:
As stated

25X1

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Discussion in the [redacted] Division focused on the proposed statement of goals and on alternate formulations more than on the generic question of the Agency's goals and objectives. Key points raised in the discussion among the Branch Chiefs included:

- There was a considerable initial degree of cynicism among analysts that disappeared as the Branch discussions progressed. Some analysts later expressed satisfaction at having participated in the group meetings. Some expressed doubts about the extent to which the final statement would be implemented.
- The need to reflect unambiguously in the "statement of purpose" and "measures of results" the paramount importance of independence and objectivity in the Agency's work.
- Concern over the significant gulf that still exists between the DI and the DO. Many analysts feel that DO counterparts do not want to work closely with DI and that DO officers are too willing to go directly to policy consumers without reference to the DI analytical contribution.
- Willingness to take risks at the individual level is much lower than at the institutional level. Directorates are willing to reorganize, Offices will create new centers, but analysts and branch chiefs feel constrained from independent action.
- Much inconclusive discussion on the proper substantive issues for Agency consideration. Some analysts were concerned that we have gone into areas where there is no real role for intelligence simply because we can deliver. Others reacted favorably to the broader mandate as reflecting Agency adaptation to changing times. Some feelings that statement of goals should not seek to recapture the past but should reach out to the future.
- The role of personal ethics in our collective behavior was also discussed. Most felt making ethical behavior of the organization a personal requirement was important. Some believed this should not lead, however, to placing personal ethics over and above our professional responsibilities when the latter remain within the legitimate functions of the Agency.
- All agreed on the need to make sure the vital importance of people was spelled out more strongly than in the draft.

SECRET

- Measure of results. All felt a discussion of business results was inappropriate for an Agency credo. Strong feelings also that results should not be measured only in "satisfaction" of consumers. Some may not want to hear what we have to say. That does not mean we are not fulfilling our purpose.
- Use of "standards" was felt to be redundant and confusing. A statement of goals and principles is sufficient.

Alternate language for the Agency statement was provided by each of the Branches, as reflected in the attached reports. At the Division level an attempt was made to redraft the statement not so much including all of the specific new language but trying to capture the sense of the discussion.

SECRET

Statement of CIA Goals and Principles

Purpose

To provide accurate, independent, comprehensive and timely intelligence support--including collection, analysis, and special activities--to US foreign policy and military officials on issues affecting US national security. All of our independent and collective efforts are directed toward this purpose.

Organization

Our ability to achieve our purpose depends on the collective and cooperative efforts of all of the Agency's operating elements. In carrying out our mission each element will undertake to support and make use of all the functions of other relevant elements.

Ethics

Our activities are carried out under the Constitution and laws of the United States. Every member of the Agency must be personally aware of, and sensitive to, the letter and spirit of this legal obligation, and manifest the highest degree of personal integrity in performance and conduct.

People

The Agency's employees are the fundamental source of its capabilities. The Agency's future vitally depends on the development and growth of all of its employees through challenging assignments, and appropriate training and travel opportunities.

Management

The Agency can best achieve its purpose if it fosters individual initiative and creativity while requiring effectiveness, efficiency, and accountability at all levels. Management personnel are selected for their ability to lead and promote excellence by clearly formulating and stating objectives, encouraging innovative and effective approaches to our work, and providing clear guidance and forthright feedback to their subordinates and superiors.

Measure of Results

The results of CIA's endeavors are measured by the operational and analytical soundness, completeness, relevance, timeliness, and independence of the intelligence it provides its consumers. To be of value CIA's intelligence support must be objective and avoid responding to partisan interests. Ultimately, our success will be measured in our contributions to fostering the security and prosperity of the United States.

SECRET

STAT

2 February 1984

MEMORANDUM FOR:

FROM:

SUBJECT:

Branch Comments on DCI Proposed Statement of Objectives and Principles for CIA

In general, our discussions on the DCI's proposal were lively and constructive. After reviewing the handouts, we considered the purpose and mission of the Agency, the importance of people to achieving our mission, the management of resources, the ethical considerations associated with Agency activities and the assessment of our performance. Attached are our comments on the DCI's proposed statement and highlights from our discussions.

Attachment:
As stated

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[] Comments on DCI's Proposed
STATEMENT OF GOALS, PRINCIPLES AND STANDARDS FOR CIA

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

We had no significant disagreements with the thrust of this statement. We interpreted "intelligence support" to mean intelligence assessments with the purpose of providing strategic warning.

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. STAT

Although [] agrees with the intent and purpose of the first sentence we feel that ideal cooperation is negatively affected by the decentralized functions of Agency components. We felt that the second sentence should be recast to reflect the constraints imposed on our organization because of security considerations--"need to know".

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.

While [] agrees with the Agency's present statement of ethics, we feel greater care should be taken to ensure that the code is a visible guide to all Agency operations. In addition, the Agency should make every effort to provide the opportunity for individual employees to function within his/her own moral code without fear of retribution. STAT

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.

While agrees fully with the statement that people are the root source of the Agency's capabilities and strength, CIA should encourage, reward, and foster employee initiative and creativity at all grades and levels in order to produce the best possible effort. In this respect, greater attention to individual career development could be shown by the creation of a more flexible system to clearly identify future career paths as well as parallel tracks for all employees. Some thought the last sentence adds little to this statement and could be deleted.

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

Like private industry the Agency should recognize that no one management style/philosophy can be universally applied to all elements of the organization. Agency management must maintain the flexibility to meet changing responsibilities and priorities. We favor a continued use of working groups or task forces not only for crisis management but also to address special and time sensitive problems.

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.

While we agree that unlike business organizations, our results cannot be measured in monetary terms, we nevertheless feel that the Agency needs to continually search for effective means to accurately and objectively evaluate its intelligence function and product. Our discussion focused on measurement of results in terms of the purpose and mission of the Agency--the provision of timely and accurate intelligence assessments to the senior policy makers of the US government. We noted that strategic warning--however loosely defined--is still the main point by which our efforts should be measured.

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.

We thought this section could be trimmed to a brief sentence that indicates that we seek excellence in our performance as the best intelligence service in the world.

Highlights of [] Branch Discussion

STAT

1. Purpose

- To collect, produce, and disseminate quality and timely intelligence in support of the Executive Branch of the US Government in matters of National Security.
- To make efficient and effective use of its technical and material resources.

2. Organization:

- Agency officers should be assigned to positions that best use their talents and skills.
- Expanded use of working groups and task forces to handle critical and/or time sensitive situations.
- Allowances should be made for individual management styles.
- More inter-agency and inter-directorate rotational assignments should be encouraged at all levels.

3. Ethics:

- A clearly defined code of ethics should be published to guide the Agency's overall operations.
- The code should allow for each individual employee to act within his/her own moral and ethical strictures without penalty

4. People:

- To treat its employees with respect and in a professional manner.
- Allow for more opportunity for employee creativity.
- Encourage risk takers.
- Promote avenues for more independent assessments.
- Create medium for trying out ideas.
- Provide mechanism for constructive feedback.
- Parallel career tracks should be established for managers and analysts. Officers should not be penalized for wanting to remain in analytical positions.

5. Management:

- Improved collection strategies at all levels.
- Foster development of in-house expertise
- Streamline management; fewer layers of editorial and bureaucratic review.
- More effective recruitment programs.
- Use rotational assignments to enhance officers' skills and promote inter-office cooperation and understanding.

6. Measure of Results:

- More consumer feedback is needed.
- Informal briefings and conversations with consumers should be fostered.
- Consumers should be encouraged to call authors directly to convey comments.

31 January 1984

Branch Discussion of Goals and Objectives for CIA

STAT

We believe that CIA is a group of professionals with an individual and corporate responsibility to provide accurate, independent, comprehensive and relevant intelligence. Support to the policymaker should not be interpreted as telling him what he wants to hear. CIA's purpose is to provide independent intelligence on matters of vital national security interest to the United States, whether or not this information accords with the assumptions underlying current policy or with prevailing views. We are responsible to this ideal; this is why CIA was established as an independent agency, and not just an intelligence support arm of one of the policy agencies.

We feel that we do our job fairly well--that is, in providing information that has been collected, analyzed, evaluated, interpreted and communicated in a timely manner to a wide range of policy consumers. While we certainly recognize that there are areas in need of improvement, we strongly feel that the CIA does search for excellence in its day-to-day intelligence activities. As a group of professional intelligence officers, we are not groping for a mission or sense of purpose. We already have it, and it is this sense of purpose that brings most of us to work each day.

We agree with the DCI that codifying a set of goals and objectives is important to the mission and morale of any organization, but we would like him to recognize that we have already an esprit de corps and sense of purpose. It is not the same spirit that unified and motivated people during the Cold War. The CIA was a young and small organization then, and a sense of high morale was easy to identify. The world has changed since then. We work on a host of non-traditional intelligence topics--subjects so new to the intelligence community that even a decade ago, they would not have been considered legitimate intelligence issues. This has resulted in new hiring patterns, bringing together a group of people with different skills and competencies than those possessed by employees in the 1950s and 1960s. The intelligence officer of 20 years ago, in many cases, would not necessarily have appropriate skills to be hired today.

The purpose of the Agency has not changed, even though its mandate and areas of concern have broadened. We disagree with Mr. Casey's assertions in his speech (pp.7-8) that the only way we are competently performing our mission is by hiring a large number of annuitants.

Other points brought out in our discussions include:

1. It is through the coordination process that an individual's work is transformed into the CIA's position. This is the way we assure unbiased, accurate intelligence.
2. The focus on East/West problems may have been appropriate in the early days of the Agency, but CIA's concerns must now be broader if we are to fulfill our mission in the contemporary world. The unique complexities surrounding collection and analysis of non-traditional intelligence topics need to be recognized at the highest level of this Agency. They present our toughest challenges.
3. Risk-taking is an integral part of intelligence activities in non-traditional areas. Managers must be willing to experiment in new fields of research and support failure. This is an inevitable cost of innovation.
4. A statement of organizational ideals will not improve performance unless efforts are made to realize them. CIA has to undergo some changes in current organization if the ideal operating principles described by the DCI are to be put into practice. We are one agency, and greater intra-organization coordination needs to be implemented. All parts of the Agency do not necessarily recognize their fundamental dependence on other parts. This, we note from direct experience, is particularly a shortcoming on the DDO's part. The independent mission of the CIA cannot be conducted if the collectors of information are also its analysts.

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Branch's Statement of Goals, Principles and Standards for CIA

Title: Amend title to read "Statements of Goals and Principles for CIA". Goals and principles set our standards. It is redundant to discuss "standards" apart from goals and principles.

Purpose: Revise to read "To provide accurate, independent, comprehensive, and relevant intelligence--that is, information that has been collected, analyzed, evaluated, interpreted and communicated in a timely manner--to a broad range of consumers. No matter what job we have or the nature of our immediate tasks, our individual and collective efforts are all directed toward this purpose."

Rationale for Changes: Definition of intelligence needs to be included; expression "in a form to be of greatest utility" is eliminated as too wordy and assumed in other parts of definition.

Organization: No changes in definition, but we would like to note that we have a long way to go to meet this laudable goal. Not all parts of the Agency are willing to examine or acknowledge "their critical dependence" on other parts of the

Agency. It is critical also that this Agency act as one organization--not a series of agencies. The DDO cannot be the analysts of the information it collects and must share more of its take.

Ethics: We propose to add the word "personal" in the last clause--"and manifest the highest degree of personal integrity in performance and conduct." The draft definition as formulated is a legal definition of the mission's ethics. It lacks a statement of individual professional ethics, which includes personal integrity and honesty. It is our belief that every member of this organization has an responsibility, and indeed obligation, to do his job with the highest degree of personal integrity and honesty.

People: In sentence two, we propose to change the phrase "its future is related to the opportunities it affords...." to "its future vitally depends".... This change strengthens the sentiment of the definition--that people are the CIA's source of capabilities. We also propose to eliminate the last part of the last sentence (beginning with "management personel") because this more appropriately belongs in the next section entitled "Management".

Management: We suggest that the first sentence end with "well-defined objectives", and a second sentence be added to read "Management personnel are selected for their ability to lead people, to promote excellence based on their own performance, and to be responsible for their decisions." We would like to emphasize the importance we attach to the lesson of America's best companies--that management personnel inspire enthusiasm by their capabilities as leaders, their willingness to risk and support failure, and their willingness to pursue innovative solutions.

Measure of Results: We propose a redefinition of the draft objective because a discussion of the way businesses measure results, while interesting, is not appropriate in a short, public, and inspirational statement of CIA's principles. The CIA is not a business; its mission is unique.

Therefore, we propose: "The CIA will provide relevant and timely intelligence to consumers. It will foster the security and prosperity of the United States and will be evaluated by its performance in these areas." We stongly believe that the results of the CIA should not be evaluated in terms of customer satisfication. Our responsibility is to satisfy our personal and legal obligations under the 1947 National Security Act; whether or not this makes the customer (consumer) happy is irrelevant.

Standards: We suggest eliminating this section in its entirety because: (1)Most of the points are assumed, or explicitly included, in the other statements of goals and

objectives. The only new points are the fourth and sixth, and neither of them are so central as to warrant a mention at the level of a short, public statement of goals and principles. (2)"Standards" are derived from successful implementation of goals and objectives. By the same reasoning that prompted us to suggest eliminating the word "standards" from the title, we believe that its inclusion here also is redundant.

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31 January 1984

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MEMORANDUM FOR:

FROM:

SUBJECT:

Comments on DCI Statement of Goals,
Principles, and Standards for CIA

Discussion Highlights

In general, our discussions on the goals, principles, and standards for CIA went very well. Topics ranged from the goals/purpose of CIA to the agency's organization, ethics, management, employee policy, standards, and measurement of results. We used the DCI's speech, the handed-out selections from the book In Search of Excellence by Peters and Waterman, and the book itself as starting points and guidance for our own survey of the mission of CIA. Since our group is somewhat unique in the DDI in that nearly all have more than 10, and in some cases close to 20, years of service and have worked together for a number of years, we were able to offer longer term perspectives and provide historical insights into the topics at hand. Specific highlights and ideas generated by our discussions are listed in the attachment.

Attachment:
As stated

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[SECRET]Comments on the Draft DCI Statement

While our group had no serious disagreements with the general thrust of the draft DCI statement of goals, principles, and standards for CIA, we felt some areas needed to be more clearly focused and expanded to make the overall mission statement a more clearly understood, viable document. Specific comments on the draft are:

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.

Our group came up with essentially the same general thoughts, except our discussion focused on the collection, analysis, and dissemination of intelligence to policymakers and the Intelligence Community. We felt the purpose statement should include a more complete definition of intelligence support to reflect our high analytical standards, our reliance on viable collection, especially HUMINT, and proper dissemination. In addition, we felt that the statement "No matter what jobs we have..." is misleading since it implies CIA will do anything even if it is not in our charter or could properly be done better by another government agency. Accordingly, we felt that the purpose statement should have a clearer focus and reflect the unique capabilities of the Agency.

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.

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Our group felt this statement needed considerable work. The first sentence is true but the second sentence is unclear. In addition, the diverse nature of the different components in the Agency and how the linkages between them--especially the DDO and the rest of the Agency--are to operate are not addressed. We felt this was absolutely essential in an organization statement on the CIA since there is a great deal of confusion in the Agency over the working relationship among Directorates. Finally, since the Agency is part of the Intelligence Community, the organization statement should include a statement on the role of the CIA in the community.

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.

Our group had no problem with this statement.

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.

This statement is fairly complete as it stands. We would suggest changing "inspire enthusiasm" to motivate and "performance" to continuing example in the last sentence. Also, we would add another sentence on open communications among people at all levels to encourage the free flow of creative analytical ideas.

Management. CIA's operating style is to foster initiatives and creativity by allowing the individual great freedom of action

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in attaining well-defined objectives, while requiring efficiency, accountability, and results at all levels.

Our group felt this statement needed some qualifiers. We thought that allowing freedom of action is desired, but that certain parameters need to be established to avoid potential chaos. Also, one of the key tasks of management is to define and carry through Agency objectives, which is not part of the statement. Finally, there should be a sentence on the communications responsibilities of all managers, to include giving positive and negative feedback, establishing consistent standards, providing career guidance, and establishing the purpose/requirements of management 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.

Our group had a lot of problems with this statement. We felt the first three sentences were not required since they were dealing with concepts that have nothing to do with measuring results in the Agency. We suggest the following alternative:

"CIA results are measured by the analytical soundness, value, relevance, and timeliness--especially warnings of impending crises--of the intelligence and

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operational inputs provided to our customers. It is imperative that our policy support be unbiased, reflect our objective criteria, and not be tailored to support politically expedient courses of action. Those results come from the qualities of its people and their creativity, dedication, and success in utilizing technology, sound analysis, and resources to collect, analyze, and apply information and judgment to foster the security of the United States. The resources needed to achieve those results come from the way the President, the Congress, and our consumers 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 the our people;
- utilization of the most effective technologies;
- capability and flexibility to meet tough and sudden challenges;
- leadership and recognition as the best intelligence service in the world.

While our group agreed that the standards listed were all laudable, there was some confusion over the difference between these standards and some of the goals listed in each category. For example, the ethics statement belongs in the ethics section as a goal, the capability and flexibility to meet tough and

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sudden challenges should be in the purpose section, as does the recognition as the best intelligence service in the world. We recommend dropping the section and incorporating its ideas as goals in the other sections.

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Attachment

Branch Comments to DCI Request
for Assessing/Improving CIA Charter

25X1

I. Goals and Purpose

- o Collect, analyze, and disseminate focused intelligence to policymakers and Intelligence Community.
 - 1. Analysis: best, leaning forward in those areas where CIA has a unique capability
 - 2. Collection: well-focused, driven by analyst needs, not by technology
 - 3. Dissemination: Targeted to those policymakers who need the product.
 - a. clear definition of requirements
 - b. timely in new areas
 - c. more emphasis on HUMINT

II. Organization

- o If it works, don't change.
- o NIOs:
 - 1. another layer of bureaucracy from analysts' standpoint
 - 2. a window into CIA from outsiders' standpoint
- o Achieve a better analytical balance between functional and regional divisions and offices.
- o Achieve a better working arrangement between DDI and DDO.
- o More symmetry between DDI offices, especially for production of current intelligence.
- o Require an annual report on the Agency by the IG and make it available to all personnel.
- o Clearer definition of responsibilities between DDI offices.
- o Use of more cross-cutting task forces to overcome component barriers.

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- o Bigger is not necessarily better; need clearer definitions of which each is to do.
- o Greater recognition that DDI and DDO goals are not always compatible.

III. People

- o Attract best and brightest, with expertise in some cases.
- o Offer challenges.
- o Establish an atmosphere conducive to increased pride in CIA.
- o Commitment to training at office level, in addition to DDI level.
- o Objectivity in job security. Demand honest fitness reports. Analyze raters at all levels.
- o Encourage creativity.
- o Provide rewards and/or recognition to all levels, not just SIS.
- o More area familiarization trips.
- o Improve communication at all levels.
- o Strict adherence to EEO standards.
- o Match skills and jobs.
- o Hire, train, and retain the best available people and recognize worth of experience of older hands.
- o Provide an atmosphere that encourages research and offers challenging jobs.

IV. Management

- o What is purpose/requirements of management, at all levels?
- o Management should be evaluated from both top and bottom.
- o Provide guidance and atmosphere for creativity--pleasant working conditions.

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- o Help gain a sense of satisfaction and accomplishment from work.
- o More communications, especially positive and negative feedback.
- o Lean staffing; clearer definition between staff and line.
- o Guidance in training.
- o Weekly conferences with employees--formal and two-way.
- o Establish clear standards and be consistent.
- o Encourage ideas, not format--especially in review process.
- o More informality.

V. Measuring Results

- o Establish a mechanism for consumer feedback, especially if Office Director gets word back.
- o Stay close to consumer.
- o Attach a comment sheet to each finished report for consumer feedback.
- o Quality, not quantity.
- o More PES evaluations.
- o More consumer/producer seminars.
- o Less waffling in products, more use of footnotes if one analyst or agency disagrees with conclusions.

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MEMORANDUM FOR:

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FROM:

SUBJECT:

Synthesis of CIA Mission and Goals
Statement

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1. Forwarded is a statement of Agency mission, goals and principles prepared by the [redacted] based on drafts of similar statements prepared by our individual branches. Copies of the individual branch statements are also attached.

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2. Major differences between our mission and goals statements and the draft statement prepared by the DCI are as follows:

- o We have clearly stated the role of the Agency in performing certain special operations (covert activity, counter intelligence operations, etc.)
- o We have emphasized the product of the Agency, specifically the value of intelligence analysis.
- o We have not singled out the area of ethics but instead have woven it throughout our statement.

Overall, I believe our statement is more explicit and calls for stronger, more specific actions. Many of our people felt the DCI's draft reflected a somewhat detached view of the Agency, expressed in the words of a businessman rather than someone more familiar with the Agency's activities.


Attachments:
As stated

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CENTRAL INTELLIGENCE AGENCYStatement of Mission, Goals, and PrinciplesMission

Provide timely, accurate, and comprehensive intelligence analysis and reporting to senior US policymakers on matters affecting the US national security. Within bounds of Constitutional, executive order, and other legal constraints, the Agency should also undertake select operations that seek to further US national security interests.

Principles

Strive to become the best intelligence service in the world. Be action oriented with performance of the highest quality. Be flexible and willing to adapt to new challenges. Foster honesty, integrity, and responsibility. Strive for an Agency reputation for integrity with the US public.

Organization

Provide a professional working environment which encourages excellence in all activities. Promote a climate of cooperation at all levels to fulfill Agency mission. Develop a flexible organizational structure to make the best use of diverse resources. Foster a creative intellectual environment that encourages open discussion of alternative views. Create a physical environment -- plant, equipment, and materials -- that is conducive to productive work and high morale.

People

Recognize that our people doing analysis, developing new collection systems, and engaged in collection are the heart of the Agency. Attract, develop, and retain dedicated and talented people. Develop personnel programs and benefits packages that are second to none in the Government. Encourage people to behave in a professional manner, in appearance and conduct, and with esprit de corps. Recognize and reward excellence and respect experience. Promote from within and compensate by merit, where merit is based on quality of performance, not seniority or politics. Provide opportunities for advancement and development through training and assignments, including parallel career paths for specialists and managers.

Management

Foster organizational goals by encouraging and rewarding creative thinking, initiative, and high quality performance while maintaining accountability for results at all levels of the Agency. Promote achievement of well-defined goals by minimizing administrative and bureaucratic burdens. Encourage action, flexibility and risk taking. Provide for continuity and depth of

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capability in addressing important Agency responsibilities.
Encourage open communication between management and staff.

Product

Provide the best possible intelligence support for US policymakers, never compromising quality of product or service. Ensure that the analysis is integrated, comprehensive, timely, and objective, allowing for differing viewpoints. Recognize that substance is more important than form. Recognize that policymakers are our major customers and we must respond to their intelligence needs in a timely fashion. Provide for internal review of our products and services to ensure quality and comprehensiveness.

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Directorate of Intelligence

Central Intelligence Agency

GOALS AND PRINCIPLES

I. Objectives

- o Evaluate and disseminate all source intelligence which affects the national security.
- o Provide timely, accurate, and high-quality intelligence assessments for US policymakers. Reporting responsibilities should include:
 - Integrated and comprehensive analysis.
 - Worldwide coverage relevant to current and future policy issues.
 - Continuing communication with customers.

II. Organizational Environment

- o Promote a climate of cooperation between directorates to fulfill Agency objectives.
- o Foster a creative intellectual environment that allows for an open discussion of alternative views.
- o To maintain a standard of excellence the Agency should.
 - Provide the physical plant, equipment, and material necessary to maintain morale, foster production, and complete objectives of the Agency.
- o A special focus should be on information collection:
 - modernize our communication network, develop advanced computer systems, target worldwide sources of information and maintain support systems for production.

III. Personnel

- o The organization should work to attract and retain dedicated and talented people. Focus should:
 - encourage action
 - recognize excellence
 - Provide salary and non-financial incentives
 - encourage flexibility and risk taking

o Management should aim at fostering organizational goals which spur creativity and objectivity while maintaining accountability for results at all levels of the Agency.

IV. Assessing Results

- o Measure customer satisfaction by following up on the relevance, value, and timeliness of finished intelligence reports.
- o Provide for internal review of how intelligence is produced, as well as the accuracy and comprehensiveness of Agency finished intelligence production.

V. Foster a Positive Public Image

- o Profile legitimate government needs for intelligence.
- o Strive for an Agency reputation for integrity with the US public.
- o Highlight the importance of CIA's role on the international scene.
- o Be responsive to the environmental concerns of the local governments.

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ADDENDUM

- o The format of the [] Branch write-up of Agency Goals and Principles is very similar in tone and substance with the DCI's work.
 - The major difference is one of style rather than substance; the branch draft is in outline form, while the DCI's draft is closer to paragraph form.
- o We grouped DCI reference on people and management under Personnel, but the overall thrust of both proposals is very similar.
- o Some of the people principles in the DCI proposal are also contained in our Organizational Environment.
- o We included considerations of Ethics in the broader context of Foster a Positive Public Image.

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Central Intelligence Agency

Goals

Raison d'Etire

- o The Agency provides timely, relevant and objective intelligence and analysis to the policy community on any matters having in the broadest sense national security concerns.

- o The Agency should undertake select operations that seek to further US national security interests within the bounds of constitutional, executive order, and traditional Agency constraints.*

General Principles for Action

- o Act.
- o Do a job right or don't do it at all.
- o Retain objectivity.
- o Demonstrate outstanding ethics and high integrity and responsibility.
- o Improve our reputation.
- o Encourage risk taking.
- o Listen to the grass roots.

* There was a division of opinion concerning inclusion of this goal. Some believe the Agency loses its objectivity when this principle is freely applied. These individuals are not questioning whether the President should undertake the operations but whether or not they should be included in the Agency's charter. Others believe this goal should be included.

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Improvements for Analysis and Collection

- o Provide more continuity and back-up in coverages.
- o Think; don't recite.
- o Be concerned with substance first, then form.
- o Allow for differing opinions when warranted. |
- o Be flexible.
- o Increase communication with policymakers.

Getting the Job Done

- o Cut management/support staff.
- o Realize that analysts and collectors are the heart of the Agency.
- o Cooperate.
- o Provide flexible management to suit the job.
- o Respect experience.
- o Get, retain, and nurture talented people.
- o Provide a professional working environment in all respects.

Rewards

- o Move beyond civil service benefits--the Agency demands the best--pay for it.
- o Provide truly parallel tracks for specialists and managers.
- o Provide exposure at all levels to see the results of our work.

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Addendum

Differences with DCI

	<u>DCI</u>	<u>TAB</u>
Covert Action	No explicit mention	Explicit mention
Accountability	Explicitly mentioned, for all levels	No explicit mention, should have included
Rewards	Mission oriented, public service	Practically oriented
Orientation of Goals	Could almost be used for any firm/agency	More specific for our organization
Approach	Statement derived from original charter	Statement derived from current situation
Tone	Philosophical	Pragmatic
Customer Relations	Stresses satisfac- tion of customer	Stresses objectivity for customer
Judgment of Worth	Done at organiza- tional level	Done at individual level

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Directorate of Intelligence

Central Intelligence Agency

GOALS AND PRINCIPLES

MISSION:

- o Provide timely and comprehensive intelligence reporting to policymakers.

ETHICS:

- o Create an environment which fosters honesty and integrity.

PRODUCT:

- o Foster an environment which strives for excellence.
- o Never compromise quality of product.
- o Identify customers and respond in a timely fashion to their policy needs.

PEOPLE:

- o Attract, develop and retain talented people.
- o Encourage open communications between management and staff.
- o Promote from within, and compensate by merit, where merit is based on excellence in product or output, not time-in-service or politics.
- o Provide opportunities for advancement and development through training and assignments.
- o Encourage and reward creative thinking and new ideas.
- o Promote and expect people to behave in a professional manner, in appearance and conduct, and with esprit de corps.
- o Promote achievement of well-defined goals by minimizing administrative and bureaucratic burdens.
- o Develop personnel and programs to be able to respond to long-term as well as short-term questions and challenges.

ADMINISTRATIVE INTERNAL USE ONLY

ORGANIZATION:

- o Develop a flexible organizational structure to make the best use of diverse capabilities.
- o Create a physical environment that is comfortable and conducive to productive work.

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8 February 1984

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In response to the DCI's request for employee thoughts and inputs to the crafting of a statement of objectives and principles for CIA, [redacted] Division personnel have deliberated at several branch and division level meetings and produced the following draft statement.

Our most significant views have been blended into a listing of goals and principles which are similar in structure to those of the original furnished draft. The opportunity to discuss organizational issues also elicited a number of other basic concerns which could not be aired through the goals and principles statement. These are presented separately for your consideration.

STATEMENT OF GOALS AND PRINCIPLES

PURPOSE

The central purpose of CIA is to develop knowledge of foreign areas that is objective, accurate and relevant to current and potential policy concerns, and to disseminate that knowledge to government officials who make and monitor US foreign policy.

The Agency has a special responsibility to the President for warning of threats to the national security of the US, and undertakes other missions as directed by the President.

ORGANIZATIONAL PRINCIPLES

We structure our organization to best meet the needs of our consumers and to address most efficiently the current generation of policy issues. We use task forces and working groups to deal with crisis or temporary situations and shift assets into new areas when events and trends dictate their priority over existing lines of inquiry.

Confidence in the competency and dedication of our personnel and their judgement and expertise in decision-making and planning shape the design of the organizational and procedural framework within which we work. Work is delegated to the lowest level in the hierarchy at which the function can be performed. Managers and supporting staffs are limited to the least possible number of levels consistent with effective use of resources.

ADMINISTRATIVE - INTERNAL USE ONLY

ADMINISTRATIVE - INTERNAL USE ONLY

PEOPLE

The nature of intelligence activities, while calling for a high degree of discipline, accountability and quality control, also requires an approach to people which imparts to every individual a sense of the value of his or her special contribution to the mission. This is essential not only for the diversity and quality of our products but also for the security, productivity and efficiency of the organization.

Supervisors have a responsibility to search out and cultivate the special talents in each individual, and to capitalize on them in the production process. Our success depends on the interaction and interdependency of individuals, rather than on personal competitiveness or conformity.

CIA subjects potential employees to one of the most rigorous screening processes in the world, demanding demonstrated accomplishment and potential in their fields, and the highest standards of personal motivation and maturity. It rewards those who qualify with challenging responsibilities and an opportunity for a progressive career with a rich and wide range of experiences. It provides a wealth of training and educational opportunities to support the individual's development and career progress, and a physical environment that is conducive to high quality production.

MANAGEMENT

Managers are selected for leadership ability in addition to technical competence. They are rewarded for their ability to get things done and and delegate responsibility.

Demonstrated productivity and a capacity for growth are the essentials for advancement, and management deals fairly and swiftly with people placed in positions either above or below their performance and capability. The Agency has an organizational commitment to providing equal opportunity for all employees and to eliminating discriminatory attitudes and practices.

Open lines of communication within the organization are essential to its effectiveness. Secrecy and the need-to-know principle are legitimate exceptions to this policy, but will not be used to mask bureaucratic passivity or parochialism. Each individual within the organization, and especially management, cultivates an environment in which informality, trust and enthusiasm for the work at hand overcome bureaucratic barriers to the full utilization of all our assets.

ADMINISTRATIVE - INTERNAL USE ONLY

ADMINISTRATIVE - INTERNAL USE ONLY

ETHICS

The nature of the intelligence business and the demands of security pose powerful ethical conflicts for Agency employees-- whose hiring attests to their high ethical standards. Three principals guide Agency personnel in the conduct of their business. First, if a course of action presents significant ethical questions, the broader objective is reviewed to determine if another course of action is available. Second, no person is pressed to engage in a course of behavior that is ethically repugnant to him or her. Lastly, every member of the Agency must be aware of and sensitive to the letter and spirit of the Constitution of the United States and manifest the highest degree of personal integrity in performance and conduct.

OTHER ORGANIZATIONAL CONCERNS WHICH ARE NOT INCLUDED IN THE GOALS AND PRINCIPLES STATEMENT

- That too much decision-making and responsibility has accumulated at the top of the hierarchy, and that a more decentralized organizational structure would achieve higher morale and creativity.
- That Security has become negative in its approach to individuals, and that a program of education and expression of confidence in employees would be more appropriate than the investigatory, "guilty till proven innocent" approach.
- That the personnel evaluation system has become cumbersome, complicated, and too far removed from the everyday work of the individual, with too much emphasis on conformity, and too little on individual talents, styles and performance.

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ADMINISTRATIVE INTERNAL USE ONLY

2 February 1984

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GOALS, PRINCIPALS AND STANDARDS FOR CIA

Members of Branch met on 30 January 1984 to discuss some of the principles and objectives that they believed should be brought to the attention of the DCI for inclusion in an Agency charter. Following is a summary of the ideas that were presented in the general discussion:

Agency's Purpose (goals)

- provide the Executive and Congress with timely, effective information on issues related to foreign policy concerns
- operate as a central collection agency for national intelligence information
- provide other support, as directed, to implement national policy

Personnel

- quality of Agency performance depends first of all on recruitment and retention of superior people
- individuals at all levels are provided with maximum opportunity for personal growth and advancement by continuing training and challenging assignments
- job security and advancement are based on performance
- work stimulates creativity and provides a sense of satisfaction and accomplishment
- employee benefits are commensurate with high level of employee skills and achievements
- people feel full commitment to, and responsibility for, their work
- people display highest standards of integrity in professional and personal behavior
- employees are provided a pleasant, efficient and safe work environment

ADMINISTRATIVE INTERNAL USE ONLY

ADMINISTRATIVE INTERNAL USE ONLY

Organization

- clear, efficient lines of responsibility and communication
- lean and efficient management at all levels to minimize paper work and confusion
- structure and philosophy are flexible and action-oriented
- mutual respect and cooperation between organizational components and hierarchy levels to achieve common goals

Management

- managers are selected on basis of leadership capabilities
- managers lead by example and stimulate enthusiasm
- managers are willing to delegate responsibility and show trust in subordinates
- managers are given frequent training and urged to practice what they learn
- ideas flow freely up and down organizational channels
- managers know their people and visit workplaces
- promotions are based primarily on evaluations by immediate supervisor, rather than impersonal ranking system that compares people in different jobs (ranking should be at Division level)

Following the unstructured discussion, branch members read and discussed the draft charter that had been provided. The general consensus was that it contained what could be expected in such a brief document. A number of comments, however, were raised:

- Organization--it was noted that communications between the DO and DI still require further improvement.
- People--should add that satisfaction and sense of achievement are important part of reward system.

ADMINISTRATIVE INTERNAL USE ONLY

- Measure of Results--several participants felt that too much attention was given to comparing the Agency with private industry and to noting what the Agency is not. Further, it was noted that not all customers evaluate the results by the same standards or want the same results, and that many accomplishments cannot receive wide recognition.

Standards

- all believed that the last point should be revised. The Agency cannot exercise leadership over all other intelligence services. Suggest "Recognition by our customers as the best intelligence service possible within a free society".

3 February 1984
GOALS, PRINCIPLES AND STANDARDS FOR CIA

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Methodology

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Reference materials were distributed to all [redacted] members on 24 January with instructions to review the materials and prepare individual statements of goals, principles and standards for CIA. The Branch met again on 2 February to discuss their individual perceptions; the results of that meeting were synthesized and forwarded to [redacted] Division on 3 February.

The discussion approach followed the Office guidelines generally, with the single exception that both I and the individual members of the Branch believed it would be useful to have some structural framework for the proposed "code;" hence I suggested they group their thoughts under the general headings suggested in the DCI statement provided to Branch Chiefs only.

The 2 February meeting consisted of an open discussion period on what such a code should contain. As that meeting after 15 minutes appeared to be headed in no useful direction, I handed out the DCI sample statement and we proceeded to work out what we believed each such section should contain, in the process evaluating the utility of each section. The comments each section provoked are summarized below:

Purpose

--A single purpose for CIA is difficult to address because its many functions (collection, evaluation, production and dissemination of intelligence, as opposed to espionage activities, administrative support, etc.) are so diverse. One analyst suggested listing different purposes for overt and clandestine activities to overcome this problem.

--Another suggested the purpose should be to utilize funds and resources Congress makes available for that purpose as effectively as possible in collecting and evaluating intelligence data and in producing finished intelligence on topics that the White House and Executive department agencies need to know more about in decision-making and policy formulation. The feeling here was that more emphasis should be placed on our Executive Branch consumers.

--The problems our Branch had with the sample definition were:

--It ignores the need to establish and maintain a pool of expertise that you have to have to be able to provide such support.

--The term "intelligence support" is an umbrella term, but a disturbing one in that it doesn't really describe what the DDI does.

--The word "foreign" should be inserted in front of the word "intelligence" to avoid many of the troubles that have plagued us in the past.

--There should be some emphasis on anticipating consumer needs and providing early warning of crucial problems that may come their way.

Organization

- There was some consensus that the Bechtel version might serve as a good example for such a statement in view of the tremendous diversity present in CIA (Para. 4).
- One analyst suggested organizations are there simply to provide the most efficient structure possible so that the job gets done quickly and well.
- Another felt there were two types of organization here: those targeted on specific regions or topics, and those targeted on broad issues that cut across regional and topical lines (e.g., Law of the Sea)
- Another suggested the Agency should be organized and managed in a manner that insures continuous monitoring, data accumulation and analysis on both topics of great current importance and topics that experience has shown could become important overnight, with the ability to produce finished intelligence on any of these subjects on short notice.
- The problems our Branch had with the sample definition were:
 - It was too general & fluffy, doesn't say much, and was not up to the quality of organizational statements in the corporate samples.
 - It looked like it applied to only what the DDI does.
 - There needs to be an emphasis on being part of a team even though we have widely diverse functions.
 - The operating elements should perhaps be more clearly specified.
 - The functional/regional expertise dichotomy should be addressed in it.
 - There was a consensus that such a statement needed to address the requirement for organizational flexibility, like the Bechtel statement, particularly in view of the fact that flexibility is such an important feature of any intelligence organization.

Ethics

- This topic generated the most debate of any. Honesty, truth and integrity were the most often-heard terms. There was genuine concern that the ethics of one Directorate might not necessarily be the ethics of another, and that perhaps anything other than very general statements would be difficult for some to live with. No real consensus was achieved as to what such a statement should contain.
- One analyst thought people should seek to exert a positive influence on the Executive Branch by actions that demonstrated our search for truth, our honesty in approach, and our willingness to spell out all policy options in our work.
- Another emphasized objectivity: "Officials in the executive and legislative branches that oversee Agency activities and personnel should constantly remember the importance of maintaining an atmosphere within the Agency conducive to the maintenance of high standards of objectivity and scholarship in the reporting and interpretation of facts."

Ethics (Continued)

- Another suggested that to maintain the freedom of our institutions, we must work within the existing framework to carry out broader policy goals.
- We should always avoid "stacking the cards!"
- We should comply with US laws.
- In response to the sample code, the following comments were generated:
 - Legal is not necessarily ethical. Cover is not unethical, nor illegal here.
 - CIA's people should have the courage to not undertake unethical acts ordered by any person or authority.
 - There may be a conflict between security standards and ethics, and that conflict should be addressed.
 - The basis of any ethics code is the development of socially-accepted levels of behavior, and we need to think about and define what those are for an intelligence agency, then put them in the context of legal constraints.
 - Perhaps we can only carry out the spirit of the law here, rather than its letter in all cases; and abroad, we cannot feel bound by other societies' laws if we are to accomplish our jobs effectively.

People

- This issue also attracted a good share of attention. Such a statement should deal with who we want to attract, the need for a wide spectrum of experience, employee development, the need for independent thought, the need for positive reinforcement, the need to acquire a variety of skills and superior intellects, the need for integrity, the importance of offering room for career growth.
- In recruiting, the Agency should make clear to all candidates the importance of its mission, the ethical standards employees must live up to, the motivations for employment that are acceptable, and our hiring standards.
- With regard to the sample statement, there was little negative response. Comments:
 - We are after "hard drivers," people who can quickly become resident experts in their topics. We screen applicants carefully.
 - We always hired people who had considerably greater potential than the job we hired them for, and told them that in the past, in order to allow room for career growth and keep morale high.
 - We hire people who are a cut above in all respects, including security concerns.
 - We should offer superior growth opportunities.
 - The Hewlett-Packard statement on pleasant work environment, satisfaction, etc. should apply.

Management

- There was a general consensus that it is difficult to separate management and organization. Most observed that the kinds of management espoused in the corporate samples presented to us are either different or diametrically opposed to the kind of management style that seems to get the job done now in the DDI, though there are some areas in the Agency where creativity and personal freedom are highly valued by managers; and sometimes style changes are necessary to get the job done.
- In response to the statement, there was a general feeling the sample was not clear and that it was seemingly contradictory, in that it is difficult to reconcile accountability with great freedom of action.
- The idea of teamwork was seen as missing in this statement. (cross-directorate)
- There are some areas where both types of behavior are required. Perhaps this statement should focus on management fostering creativity in approach, but ensuring through coordination and other processes that the rest of the organization became involved in applying that creativity, obtaining balanced views, and applying quality control measures so that the creativity was effectively implemented.
- A chain of command is necessary and should be used.
- The idea of flexibility in building problem-oriented teams vis-a-vis the corporate samples should be included.

Measure of results

- No concrete agreement on measure of results criteria could be obtained. A lot of discussion on what constitutes feedback was generated. The only seemingly good measure is the frequency with which our products are used and the reputation they have for giving advance notice of problems for policymakers and accurate interpretations of the available evidence. Reputation is a long-term thing and quite difficult to measure. Production quantity has little to do with quality unless most products are viewed as quality items.
- There was concern over how we deal with mistakes, which are not exactly encouraged in the DDI. There was some thought that in the short term things may look very good and draw kudos, yet prove in the long term to be quite wrong.
- The sample statement had a lot of unnecessary stuff in it--especially the first three sentences--that was inappropriate for this Agency.
- Results are not only customer satisfaction; they must be put in terms of internal satisfaction that this is a good place to work--in morale and retention terms, individual satisfaction.
- One person suggested using consumer surveys to measure success, though that resulted in many groans around the room.
- The budget we get is a measure of results, but not a direct measure.

Standards

- Everyone had difficulty with the inclusion of a standards section. Standards were thought to be a part of each of the other sections rather than a standalone item in a code. If anything we ought to start with standards, not end with them.
- One person noted that standards were not contained in any of the corporate samples, and that we would be better off to integrate them in the other sections.
- One person felt we should move this section up front or lose it entirely.
- Standards are how you accomplish your purpose.
- In the corporate statements, goals are emphasized, not standards.
- Standards are more a part of ethics than anything else.

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3 February 1984

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GOALS, PRINCIPLES, AND STANDARDS FOR CIA

In attempting to formulate a statement of objectives and principles for CIA, [redacted] Branch members studied the background material provided for about two days, after which they exchanged their thoughts and ideas in an open, largely unstructured branch discussion. During the discussion they identified the following three separate, albeit complementary, purposes or objectives of CIA as well as several methods or practices by which they believe each can be achieved and maintained.

Objective 1: To provide consumers at all levels with unbiased and comprehensive intelligence information that is sound, insightful, and timely.

- We are anticipatory rather than reactive; we develop and maintain expertise such that we can reasonably predict what may happen, not merely accurately analyze what has happened.
- We are attuned to the needs of our consumers and make every effort to ensure that our products are tailored to satisfy them.
- We are team players rather than isolated or competing units or individuals; information is shared with and solicited from our counterparts.
- We treat each individual task and responsibility, no matter how small or seemingly insignificant, as equally essential to our role as intelligence producers.
- We seek to develop and utilize the most efficient and effective intelligence collection and exploitation technologies and methodologies.

Objective 2: To protect the integrity of the national security information with which we are uniquely entrusted as well as that of the methods and sources from which it is derived.

- Through meticulous screening and selection processes, we hire only those applicants who have demonstrated adherence to the principles of honesty, loyalty, trustworthiness, and patriotism.
- We are each prepared to individually accept responsibility for the protection of national security information through a program of continuing education as to the laws and code of ethical conduct governing its acquisition, handling, and dissemination.

- We exercise the utmost discretion and judgment in exchanging classified information with others, not out of fear of possible punitive action for our improprieties but in realization of their potential deleterious consequences for national security, foreign policy, and human life.

Objective 3: To maintain a working environment that fosters professionalism, pride, and job satisfaction among Agency employees and promotes the Agency's reputation for integrity and excellence.

- We hire only the highest-caliber applicants whose training and skills uniquely qualify them for Agency employment.
- We provide training, travel, and assignment opportunities that provide for personal and professional development as well as career enhancement.
- We discourage and penalize passivity and complacency and encourage and reward initiative, innovation, and independent action; we recognize well-intentioned failures alongside successes as attempts to get the job done.
- We are confident in the competence and dedication of our personnel and rely on their judgment and expertise in decision-making and planning processes.
- We maintain an open channel of communication along the entire chain of command and encourage a free exchange of information, ideas, and opinions.

Branch Critique of the Draft Statement of Objectives and Principles for CIA

Following the discussion of their ideas concerning a statement of objectives and principles for CIA, branch members read and critiqued the draft statement provided. They were unanimous in their general agreement with the substance of the draft statement -- seeing it as differing from their own more in terms of presentation than content. They did, however, identify two areas in which they believe the draft statement could be improved. The first concerned the lack of any mention of CIA employees' somewhat unique responsibility for the protection of highly sensitive national security information. Branch members believe that this responsibility is so great and so pervasive in its effects on their lives and actions that it warrants inclusion in any statement of CIA principles and objectives. The second was a general observation that while the draft accurately sets forth CIA's goals, principles, and standards, it does not address in adequately specific terms how these are to be achieved and maintained -- something they attempted to do in their own statement.

[REDACTED]
3 February 1984

Results of Statement of Organizational Objectives Meeting STAT

[REDACTED] Branch, by use of a brainstorming session, generated 101 ideas for consideration as organizational objectives. Of these ideas, about 90 were chosen for grouping under four major categories: Product, Consumer, Personnel, and Management. These compilations were then compared with the draft Statement of Goals, Principals and Standards for CIA. It was the consensus of the group that the draft statement could be improved by 1) deleting some of the sections in the draft, 2) rearranging and combining certain other sections, and 3) incorporating some of the Branch's ideas that were not included or sufficiently stressed in the draft.

Among the ideas that Branch members felt strongly about were:

- Maintaining open, honest, straight-forward communications -- from, to, and within management, and between all personnel in the Agency (within the necessary constraints of security).
- Encouragement of new ideas and innovative approaches at all levels.
- A strong but open-minded management style that inspires personnel to put forward their best efforts.

- 1° Providing a physical environment that is conducive to high quality production.
- ° Careful attention to equal opportunity concerns.

Of the four categories (Product, Consumer, Personnel, and Management) the Branch generated by far the greatest number of ideas on Personnel and Management. In addition to the above, some of the thoughts expressed for these categories that were not emphasized in the draft statement of goals included: recognizing employees as individuals and helping them to develop and fully utilize their particular talents; the special responsibility of senior analysts and other experienced employees to help newcomers; the need to foster a spirit of cooperation and teamwork between components and individuals; recognizing the value of exploring a wide range of opinions and options; willingness of management to delegate responsibility and avoid micro-management; keeping abreast of and using the most advanced technology; advocacy of a supportive management attuned to the needs and feelings of the employees; involving all members of production units in production planning; strengthening esprit de corps; and maintaining institutional memory.

In regard to products -- finished intelligence reports, briefings, and other forms of intelligence support -- the group noted that they should be timely; provide effective warning of attack or other threats; be produced promptly against reasonable deadlines; address a wide range of issues, many global in scope; advance or protect United States interests.

Finally, in regard to the consumer, the Branch believes

that: prompt feedback should be encouraged; intelligence support should fully meet the policy makers needs; and that every effort should be made to create and maintain user confidence in the Agency. STAT

With the exception of the Branch secretary, who was unable to attend because of illness, all members of the [] Branch participated in the brainstorming session -- [] analysts and the Branch Chief. Contributions were made by every member of the group and a general consensus was reached that the exercise had been successful. The Branch has a positive feeling about the process of brainstorming and looks forward to participating in similar sessions on other topics in the future. STAT

Attached is an outline of the Statement of Organizational Objectives Meeting and [] Branch's revision of the draft Statement of Goals, Principals, and Standards for CIA.

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Statement of Organizational Objectives Meeting

[Redacted]

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TIME: 1400 Tuesday 31 January 1984

PLACE: [Redacted] office

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1. First 15 minutes -- Introductory remarks by Branch Chief, purpose of meeting, explanation of ground rules, format -- not fixed, but not to exceed two pages. Volunteers for various roles -- facilitator, recorder, timekeeper, etc.
2. Next 30 minutes -- Brainstorming session for generation of brief statements to be considered for the "Statement of Organizational Objectives".
3. Next 15 minutes -- Selection of statements for further consideration.
4. 10 minute break
5. Next 15 minutes -- Grouping of statements, formulation of headings or other ideas for presentation.
6. Next 20 minutes -- Comparison with draft statement of objectives and consensus on Branch version.
7. Last 15 minutes Review of process, writing and typing assignments.

GOALS, PRINCIPALS, AND STANDARDS OF THE
CENTRAL INTELLIGENCE AGENCY

Purpose. To provide accurate, comprehensive, high quality intelligence support to the President and a broad range of other consumers in a timely manner and in a form that is of the greatest utility. No matter what job we have or the nature of our immediate task, our independent and collective efforts are all directed towards this purpose.

Organization and People. 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, each contributes to and benefits from the performance of other relevant elements. Effective communications are encouraged both within and between elements. Our people are our greatest resource. The strength of our organization is dependent on their quality and its future is related to the opportunities they are afforded for their professional and personal growth. Skills are recognized and fostered through training, travel, and assignments; management personnel are selected for their ability to inspire enthusiasm and promote excellence based on their own performance. We are keenly attentive to equal opportunity concerns. Our 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. Attention is given to providing a physical environment that is conducive to high quality production.

Standards and Measure of Performance. We seek to exemplify in everything we do: performance of the highest quality; ethics and integrity of the highest order; a continuing concern for the development of outstanding skills, confidence, and resourcefulness in our people; utilization of the most effective technologies; leadership as the best intelligence service in the world. The success of our efforts is measured by the degree of satisfaction that the President and other users derive from the relevance and timeliness of our intelligence and operational inputs. The assessment by the President, the Congress, and the American public of how well we have performed is reflected in the resources they provide us to carry out our duties.

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Page Denied

7 February 1984

MEMORANDUM FOR:

STAT

FROM :

SUBJECT : The Casey Exercise

1. Here is material on the Casey exercise. As requested, we have sent not only the final Division product and comparative statement but also original Branch inputs.

STAT

2. While many were initially skeptical about the exercise, almost everyone got actively involved once the process began.

3. On the lighter side, pushed hard for one change in the Division submission. He said if his Branch was any guide the second tick under "We Seek" should say "to ponder the apparent and analyze the obvious."

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Attachments:
As stated

The CIA

We Exist --

To serve the President -- as his eyes and ears around the world.

To promote the national security working within the Constitution and laws of the United States.

We Seek --

To be the best at what we do.

To ponder the impossible, investigate the improbable, and tackle the critical.

To work unbound by conventional thought, be willing to take risks, and remain open to opposing viewpoints.

To hire the best and make them better.

To develop new technologies and make them work for us.

To earn the trust and confidence of the people of the United States.

We Stand For --

The highest level of integrity in both our professional and personal lives.

Objectivity even when our views are unpopular.

Excellence -- in both people and product.

We Strive For --

A working environment that encourages initiative, creativity, enthusiasm, and risk taking.

Fair treatment and compensation, and the maximum possible protection in carrying out our duties.

Satisfaction from doing a job well, knowing that public acclaim is not possible.

Recognition as unique individuals -- talented and skilled, diverse in our backgrounds, yet united by our purpose and commitment.

7 Feb 84

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Major Difference with the
DCI Draft Statement

The fundamental difference between the and strawman statement is one of style and length.

We opted for a short and more free flowing document that blends together purpose, goals, and expectations. We took this approach because we found that from a substantive standpoint all the branches' drafts focused on the same issues. Moreover we suspect this will be true Agency wide, mainly because we already share the same objectives and beliefs. Given a common set of values, if we are to make an impact it must be through style and presentation. We believe, therefore, the final document should be short, punchy and to the point. It should avoid long statements, jargon, and "bureaucratise" at all costs. In other words it should capture the spirit of the Agency's own operative style.

A review of the corporate examples underscores this viewpoint. The statement of companies with short, hard hitting presentations -- like Boeing and IBM -- made a strong mental impact. The longer statements by HP and Bechtel quickly faded from the mind.

7 Feb 84

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[Redacted Box]

Proposed Beliefs and Goals
for the CIA

Beliefs

- o That CIA serves a crucial role in furthering United States national security.
- o That we have outstanding ethics and integrity.
- o That talented and dedicated people are our most valuable asset.
- o That our products and services are of very high quality.

Goals

- o To maintain and enhance the quality of CIA's products and services.
To this end we
 - encourage a bias for action, risk taking, and good tries.
 - are alert to changes in the needs of CIA's customers.
 - foster close and enthusiastic cooperation among Agency components.
- o To encourage innovation in all facets of CIA activity including
 - nurturing creativity, such as divergent analytical views.
 - being open to the potential of new technologies.
 - finding ways to increase efficiency.
- o To achieve excellent quality of management.
- o To recruit, retain, and develop talented and dedicated individuals.

A CIA CREDO Our Purpose

- o To predict world events and, if necessary, change them.
- o To be the best damned early-warning service in the world.

What We Strive For

- o To analyze the apparent, investigate the improbable, and ponder the impossible.
- o To be in the forefront of intelligence collection and methods.
- o To extend the frontiers of technology and make it work for us.
- o To hire the best and make them better.

Our Standards

- o To provide unbiased analysis even when those views are unpopular.
- o To seek challenges others shy from.
- o To act swiftly and effectively wherever needed.

Who We Serve

- o The President--as his eyes and ears around the world.
- o The public interest--by making the best use of our resources.
- o Our allies--knowing that their strength enhances our own.

Who We Are

- o We are analytical trail blazers.
- o We are risk-takers, because to play it safe is to fail our purpose.
- o We are unique individuals--talented and skilled, diverse in our backgrounds, yet united by our purpose and commitment.

Our Expectations

- o To take satisfaction from doing a job well, knowing that public acclaim is not possible.
- o To have an opportunity to make the most of our God-given talents.
- o To receive fair treatment and compensation, a secure retirement, and recognition for special accomplishments.

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Comparative Comment

The most striking difference between [] Credo and the strawman document is in style and impact. Our statement is punchy, brief, and to the point. It uses simple words to communicate complex ideas, action verbs, and active voice. Use of jargon and "bureaucratise" are held to a minimum. It's designed to stir the reader, not put him to sleep.

We feel that on matters of substance, every draft submitted throughout the Agency will be virtually identical long before they wind their way to the seventh floor. If we are to make an impression, we feel it must be in style and presentation.

STAT

Proposed Mission and Goals for the CIA

Mission

To provide high quality intelligence that promotes the security of the United States and is relevant to US policymaker concerns.

ObjectivesProduct

The Agency should strive to produce reporting and analysis that is unique both within and outside the government, of sustained high quality, timely and relevant to US policymakers' interests, and comprehensive in outlining alternative scenarios, options, and events.

People

Agency personnel should strive to be the best in carrying out the organization's mission and in performing their specific task. To be most effective, they should have a clear understanding of how their job relates to the overall mission. Personnel should have a strong commitment to protect intelligence methods, sources, and finished analysis. They should maintain the highest level of integrity in both their professional and personal lives.

Management

Management should recognize that people are the Agency's most important asset and to this end they should strive to provide a working environment that is physically appealing, mentally challenging, and provides a high level of morale. This is fostered through:

- o Feedback, both positive and negative, to the individual on how his work is being received by US policymakers and how it has been used.
- o Transmission of office and division goals clearly.
- o Open communication which accepts differing viewpoints.
- o Attraction, development, and retention of high quality employees whose skills are enhanced by training, travel, and challenging assignments.

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[REDACTED]
Proposed Mission and Goals for the CIA - page 2 -

- o Accountability of intelligence errors or misjudgments without dampening creativity or initiative so that chances of repeating past mistakes are lessened.
- o An efficient and lean bureaucracy that can ensure timeliness and relevance of the product.
- o Communication within the Agency among employees of all directorates concerning their tasks and accomplishments.
- o Assurance of maximum protection possible of personnel in carrying out their duties.

Public Affairs/Citizenry

Education of the public on the importance of the entire intelligence community's role in US policymaking would be beneficial to promoting a positive public image of the Agency.

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Mission and Functions Project
Comparison of [] Branch
and Baseline Proposals

The Baseline Proposal and that of []
Branch were quite similar.

- o Both stated the Mission/Purpose as "providing intelligence." STAT
- o Both presented a similar set of Goals/Objectives, and elaborated in a similar manner on these Goals/Objectives.
- o Both were quite specific in their elaboration on the goals and objectives.
- o Both, in terms of words used to convey the ideas, were lengthy.

Statement of Goals, Principles and Standards for CIA.
(Based on Discussion with analysts in)

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Mission: To provide timely, accurate, and unbiased intelligence information to US policymakers.

- o Agency should be able to analyze and predict world events and provide alternatives for dealing with them.
- o Focus of our effort should be on the national security of the United States.

To Accomplish our Mission

Collection:

- o Make best possible use of existing resources and continually develop new resources.
- o Ensure that those individuals charged with the collection effort fully understand the needs of the Agency.
- o Continually protect and retain the Agency's valuable sources and methods.
- o Ensure a high level of cooperation between the Operations and Intelligence Directorates.

Analysis:

- o Continually stay in close contact with policymakers in order to be responsive to their needs.
- o Committed to objective analysis and protect analytical process from bias, political pressure, and expectations of consumers.
- o Be forward leaning--be willing to predict and anticipate.
- o Avoid duplicating what other agencies are doing, unless our analysis of some facts and issues might shed new light.

People: The key to excellence in any organization are the people who comprise it.

- o Continually strive to attract and retain talented, qualified people.
- o Instill a realization in our employees that their work is important--that what we do can influence key US policymakers.

- o Encourage people to take pride in their work.
- o Provide adequate training, travel and advancement opportunities for our employees.
- o Instill the attitude that each new assignment will broaden people's knowledge and understanding of the intelligence effort.
- o Emphasize the need for self-improvement and growth.
- o Stress the need for adaptability and flexibility.

Management: Without good management to provide direction we will never fully accomplish our mission.

- o Managers should promote a good working environment--one which encourages initiative, creativity, enthusiasm, and risk taking.
- o Managers should set the standard for their subordinates.
- o Managers should be truly interested in the work and career advancement of their people
- o Managers should provide individuals with a proper understanding of what is expected of them so they can better contribute to the success of our mission.
- o Managers should avoid excessive review that stifles individual achievement and creativity.

Technology:

- o Continually exploit latest advances in technology to enhance our collection and analytical capability.
- o Develop the inhouse skills to utilize the latest technology.

Standards:

- o Maintain the highest standards in recruiting and retaining people.
- o Ensure that the final intelligence product is of the highest quality.
- o Carry out mission in a cost effective manner.
- o Remain objective and open to opposing view points.

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Major Differences With Director's
Draft Statement

[redacted]

- o We have no direct statement on ethics as in the Director's draft. However, we do provide a statement on bias and politicization of our intelligence analysis.
- o No reference to the cost effectiveness of our effort is included in the Director's draft but is incorporated into ours.
- o The director's draft refers to the dependence of different operating units within the Agency while we have specifically focused on cooperation between the DO and DI.
- o The Director's draft makes reference to the Agency's effort fostering the prosperity of the United States. Analysts in [redacted] wanted the focus to be on only National Security. STAT
- o We make no reference to the CIA's leadership and recognition as the best intelligence service in the world as in the Director's draft.
- o The Director's draft makes no reference to retaining talented, qualified people while ours does.
- o We spell out in somewhat greater detail the responsibilities of Agency management.

BRANCH

25X1

We recommend a different organizational structure for the statement. The structure should include four parts:

1. Statement of purpose of the organization.
2. Responsibilities and goals of employees.
3. Responsibilities and goals of management.
4. Relationship of the Agency to the public.

We note that the statement as drafted reads as if the Agency actually met the standards stated in it (eg. "management personnel are selected for their ability to inspire....) rather than as goals to be achieved.

We also believe that the statement should be inspirational rather than its current turgid prose. A shorter more succinct version would help.

The principal differences between the draft and the DCI draft are:

25X1

1. draft includes reference to both provision of information and covert action (ie. implementation of policy). 25X1
2. includes no statement concerning the Organization analogous to para 2 in the DCI statement. 25X1
3. The "People" section emphasizes individual commitment, pride, and responsibility for fulfilling assignment. 25X1
4. The "Management" section emphasizes two basic management responsibilities: establishing missions and priorities and, most important, facilitating the work of Agency personnel by specific means. 25X1
5. The statement includes reference to maintaining the trust of the people for whom we work, an item omitted from the DCI draft. 25X1

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Statement of Purpose and Goals for the CIA

Its Personnel, and Management

The Agency

We are an Agency of action and accomplishment working within the Constitution and laws of the United States.

We secure and provide information on which the President and Officers of the United States Government make decisions. Our information is timely and complete.

We provide analysis concerning the significance and meaning of that information for the President and other Officers of the United States Government. Our information and analyses are unbiased.

We implement national security and foreign policy decisions as directed by the President within the framework of the Constitution and laws of the United States.

Personnel

As individual employees we are committed to excellence in each assignment. We take pride in our work and in the fulfillment of each assignment.

Our commitment requires the full utilization of our talent, our training and our knowledge to identify the elements of each assignment and the most appropriate means of achieving its fulfillment. We seek to expand our knowledge and to work unbound by conventional thought and explanation.

We accept the special responsibilities required by our employment in this Agency and pledge to meet that trust with the highest standards of personal integrity and discretion.

Management

Management of the Agency is responsible for identifying our missions and the priority assigned to each.

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The principal goal of management is to facilitate the accomplishment of our missions by:

- o selecting personnel to work in this Agency who meet the high standards demanded by its missions.
- o clear direction concerning each assignment to the personnel of the Agency combined with a commitment to solicit advice from Agency personnel concerning all aspects of the Agency, its missions and individual assignments.
- o providing personnel with a full assessment of the quality of Agency and individual performance.
- o providing a work environment conducive to accomplishing our mission and to meeting human needs for security, space and privacy.

The Public

This Agency and its employees have a special responsibility to earn the trust and confidence of the people of the United States that we are meeting our obligation to them to accomplish each mission assigned by the President.

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**Ideas on Goals, Principles, and
Standards for CIA**

Purpose: To provide the most timely, relevant and objective analysis and reporting in a manner of greatest utility to US Government policymakers and legislators; to provide the most comprehensive intelligence support at the directive of the President and other senior government officials in the interest of our national security.

Organization: The CIA's organization is designed to best fulfill its intelligence functions consistent with requirements for efficiency and security. Each element's responsibilities are respected and, in turn, each must work as a team within organizational limits to accomplish the Agency's purpose.

Ethics: Each CIA employee must manifest the highest degree of loyalty and personal and professional integrity in performance and conduct. Each individual must be knowledgeable and sensitive to the constitutional, legal, regulatory and security context within which he or she must function.

People: We recognize that CIA's people are its most important asset. It is the Agency's position to hire, train, retain and appropriately reward the most highly qualified personnel. Knowledge and skills are recognized and fostered through relevant training, travel, and job assignments; management personnel are selected for their ability to foster communication, growth in skills and innovation, and promote excellence in the performance of subordinates.

Management: CIA will develop and promote managers based on their ability to maintain an atmosphere of communication, creativity, efficiency, and accountability at all levels.

Measure of Results: The success of the Agency is measured by the accuracy of our analysis and reporting, the number of demands placed on our time and our ability to respond effectively, our ability to retain our quality personnel, and the esteem with which we are held both in private and public circles.

Standards: We will exemplify our leadership and recognition as the best intelligence service in the world through:

- performance of the highest quality;
- objectivity in all endeavors;
- ethics and integrity of the highest order;
- development of outstanding skills, confidence, and personal resources in our people;
- cost-efficient utilization of our personnel, other resources, and technologies; and
- capability and flexibility to meet new and demanding challenges.

6 February 1984

MEMORANDUM FOR:

STAT

FROM:

SUBJECT:

Branch Contribution on Agency Statement of Goals and Principles

1. The branch's first substantive meeting on an Agency statement of goals and principles focused on identifying ideas or themes we felt should be emphasized in such a statement. The following are some of the major points that came out of that discussion:

- o The Agency's goals should emphasize the active--"the bias for action"--nature of its activity, including analysis. Analysts should be out finding the intelligence issues policymakers should be addressing rather than waiting to be tasked.
- o The Agency's goals should include the importance of innovation, especially in research methodologies.
- o The statement should focus on what the Agency and its personnel ought to do, not what they should be constrained from doing; the statement should be positive in tone.
- o The statement should call for extensive open communications among all levels of employees--top to bottom, including personal contact.
- o Work results--good and bad--should be a matter of individual responsibility. (Note: An underlying theme in this discussion was that management takes the credit when things go right, but individual takes the blame when they go wrong.)
- o An important Agency goal should be a commitment to career development for its employees. The Agency must be more responsive to individual needs.
- o Agency goals must include a strong statement distinguishing the Agency from other federal agencies. (Comment: Despite the words of praise for Agency employees on the performance and dedication, there was essentially universal agreement that no significant effort has been made to set the Agency apart from other government bureaucracies. CIARDS notwithstanding, there are virtually no distinctions between the Agency's personnel structure and policies and all other government agencies. If we are different and better, why aren't we treated different and better--like the military, Foreign Service, and other selected government professional groups?)

SUBJECT: Branch Contribution on Agency Statement of Goals and Principles

2. In our second substantive meeting, we reviewed the DCI's proposed statement of goals and principles. We looked at it to see if it incorporated our earlier thoughts, to see if it included all the ideas we thought should be included, and whether anything in it ought to be deleted. A general comment was that the proposed statement was rather dry and legalistically--not a document to inspire or guide. Also, the statement generally did not distinguish the Agency from most federal bureaucracies aside from its reference to intelligence in the statement of purpose. We found, moreover, that many sections needed to be amended substantively in our view. The following is basically a re-write of the DCI's proposal along with our comments on why most of the changes were made:

- o Purpose: To provide valuable, accurate, comprehensive foreign intelligence support to a broad range of consumers in a timely manner.

Comment: Minor editing of first sentence. Second sentence of the DCI's proposal was largely gratuitous.

- o Organization: The CIA's organization is designed to best fulfill its intelligence support purpose consistent with requirements for efficiency and security. Each element is responsible for respecting and working with other elements in manner that best achieves the Agency's purpose.

Comment: The DCI's draft statement was largely descriptive and somewhat inaccurate. Our proposed statement is designed to be normative and inclusive.

- o Ethics: Each CIA employee manifests the highest degree of personal and professional integrity in performance and conduct. The special nature of the Agency's work requires that each individual be particularly knowledgeable and sensitive to the constitutional, legal, regulatory, and security context within which he or she must function.

Comment: Ethics come from the individual, not the organization; hence, a statement on ethics should focus on the individual. The first sentence of the DCI's proposal could apply to Agriculture and the Postal Service as well as the Agency.

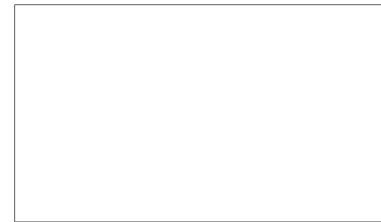
- o People: CIA's strength depends on the quality of its people, and its future is related to the opportunities it affords for their professional and personal growth. Knowledge and skills are recognized and fostered through relevant and challenging training, travel, and assignments.

SUBJECT: Branch Contribution on Agency Statement of Goals and Principles

Comment: Considering the importance of this point, we considered the DCI's proposal weak--and we are not much more pleased with our own. Neither seems to capture the critical role of people in making this Agency different and "the best." This statement must, moreover, include a commitment that CIA will have the best people and reward them accordingly. We felt the specification of criteria for the selection of managers in this statement was inappropriate.

- o Management: No changes--although there was skepticism that CIA management universally fosters initiative and creativity.
- o Measure of Results: The results of CIA's efforts are measured by the accuracy, value, relevance, and timeliness of its intelligence and operational inputs to its customers.

Comment: The comparisons with business and profit are irrelevant. Sometimes our customers are not "satisfied" with our analysis because it does not substantively tell them what they want to hear--even if it is accurate; hence, our focus on accuracy vice satisfaction. The last two sentences of the DCI's proposal talk about resources, not results, and seem inappropriate under this topic.



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Comments on Agency Guidelines

STAT

Purpose. The Agency should strive for superior intelligence collection and analysis.

- Reporting and analysis should be objective and independent from bias and internal and external pressures intended merely to make the product saleable.
- Intelligence must above all be timely
- Emphasis should also be on clarity, relevance, and efficiency in providing a superior product and service in tune with the needs of customers.
- Quality should be stressed over quantity.
- Analysis should be "forward-leaning" to identify threats and issues that will be future concerns to policymakers.

Organization. Agency components should interact as a team to accomplish its mission.

Ethics. Professional ethics and integrity of Agency employees should be beyond reproach.

- Employees should be loyal to the Agency and the country.
- Employees should take pride in their work and perform unselfishly and cooperatively to enhance the overall effectiveness of the organization.

People. People are the Agency's most important asset.

- The Agency should be sensitive to personal needs, aspirations, and problems.
- Creativity, innovation, and risk-taking should be actively encouraged and supported with more than lip-service.
- The Agency should recruit good people and place a high priority on developing and utilizing them to their fullest potential.
- The Agency's goals are best served when its employees are rewarded with relevant assignments, job security, opportunities for personal and career enhancement and the flexibility to move between jobs.
- Superior performance should be recognized.

Management. Managers should motivate employee and direct Agency resources efficiently to meet Agency goals.

- Managerial skills should be developed early and managers should be selected for their aptitude rather than achievements as analysts or officers.
- Managers should foster cooperation and work to breakdown institutional impediments to achieve greater teamwork.
- Managers should encourage and foster communication and effective feedback.

Measure of Results. The Agency should be evaluated by those it serves, including the general public.

- More unclassified publications would better acquaint the public with the Agency's role.
- Agency customers should be appraised of threats and security issues in timely and objective analysis.

Standards. The Agency should provide a product and service of the highest quality.

- The Agency should employ its unique capabilities to make a strong contribution to the welfare and security of the country while preserving the freedoms it defends.

3 Feb 1984

STAT

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.

CRITIQUE OF DCI'S STATEMENT OF GOALS, PRINCIPLES, AND STANDARDS

The attached statements reflect the Branches emanations to the DCI's draft proposal.

Purpose. To provide the best, most relevant and objective intelligence analysis and the most comprehensive intelligence support to a broad range of consumers in a timely manner and in a form to be of greatest utility. To provide early warning of impending problems for the US Government.

Organization. The CIA is made up of operating elements that are frequently dependent on one another to support their individual and joint activities. Each element's departmental and national responsibilities are respected and, in turn, each organizational element within its limits should work as a team toward meeting the Agency's purpose.

Ethics. Our activities are conducted under the Constitution and laws of the United States. Every member of the Agency should abide by the letter and spirit of this legal context, and manifest the highest degree of personal integrity and loyalty in performance and conduct.

People. We recognize that CIA's people are its most important asset. It is the Agency's position to hire, train, and retain the most highly qualified personnel. 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 will develop and promote managers based on their ability to maintain an atmosphere of communication, creativity, efficiency, and accountability at all levels.

Measure of Results. The success of the Agency is measured by the accuracy of our analysis and reporting, the number of demands placed on our time and our ability to respond, the ability to retain our qualified personnel, and the esteem with which we are held both in private and public circles.

Standards. We will exemplify our leadership and recognition as the best intelligence service in the world through:

- performance of the highest quality;
- objectivity;
- ethics and integrity of the highest order;
- development of outstanding skills, confidence, and personal resources in our people;
- efficient utilization of the most effective technologies; and
- capability and flexibility to meet tough and sudden challenges.

3 Feb 1984

Ideas on Goals, Principles and Standards for CIA

STAT

Purpose:

- o To provide high quality and timely intelligence and to undertake other activities as directed by the President of the United States so that policymakers in the US Government are able to effectively assess and respond to matters related to national security.

Beliefs:

- o Agency personnel are highly dedicated and strive to be honest and ethical in all their activities.
- o The Agency provides unbiased and objective analyses of intelligence problems.
- o The Agency and its employees conduct all intelligence activities in conformance with the law.
- o Talented and creative personnel are the Agency's best asset.

Objectives:

- o To develop highly effective systems and sources for the collection of intelligence information.
- o To collect the best possible information on topics of intelligence importance.
- o To process and collate information accurately and in a manner which allows timely analysis.
- o To provide consumers with the highest quality analytical products in a timely fashion.
- o To conduct all intelligence activities in a cost-effective manner.
- o To seek a better understanding of the Agency's mandate.
- o To develop a deeper dedication to our individual vocations.
- o To persevere until our responsibilities have been met.
- o To demand unflinching dedication and integrity of ourselves and our colleagues.

- o To develop a clearer understanding of consumer needs by communicating regularly with users of Agency products.
- o Through our actions and analytical accomplishments maintain the respect and trust of all Americans.
- o To continue the training of personnel to promote personal and professional growth.
- o To create an atmosphere which is conducive to personal and professional growth.
- o To support the Director of the Central Intelligence Agency in his role as Director of Central Intelligence.

Organization & Management:

- o Resources must be managed to provide cost-effective as well as high-quality intelligence support.
- o Management and organizational structure should maintain an atmosphere that fosters creativity and rewards success.
- o The Agency must be organized to produce the best possible product - form must follow function.
- o The Agency functions as a team with responsibilities and authority delegated to the lowest appropriate level.

3 Feb 1984

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CRITIQUE

DCI's STATEMENT OF GOALS, PRINCIPLES AND STANDARDS FOR CIA

Purpose (original). 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.

Purpose (critiqued). 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; our independent and collective efforts are all directed towards this purpose.

Organization (original). 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.

Organization (critiqued). 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 objectives are respected, but our duty is to function as a team with responsibilities and authority delegated to the lowest appropriate level.

Ethics (original unchanged). 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 (original). 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.

People (critiqued). Talented and creative personnel are the Agency's best asset. The strength of the organization and its future depend on 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 (original). CIA's operating style is to foster initiatives and creativity by allowing the individual great freedom of action in attaining well-defined objectives, while requiring efficiency, accountability, and results at all levels.

Management (critiqued). CIA's operating style requires and encourages initiative, creativity and individual freedom of action to attain well-defined objectives. It demands efficiency, accountability, and results at all levels.

Measure of Results (original). 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 (original). 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 of 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.

Measure of Results (critiqued). As an Agency serving the nation, the value of our work is ultimately measured by its usefulness to the policymaker.

Standards (add the following statement):

- employment of the most cost-effective approaches to all intelligence activities.

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8 February 1984

MEMORANDUM FOR:

FROM:

SUBJECT: Views on Agency's Search for Excellence

STAT

Attached is a distillation of the Center's views on the Agency's goals, principles and standards, along with the three branch inputs.

There was a remarkable unanimity within the Center on the purpose and guiding principles of the Agency, and they were in large measure consistent with the original DCI draft. I think the comments contain some amplification that makes food for thought, particularly:

- o the acknowledgement of a covert mission as part of the purpose;
- o the need to squarely face the DI/DO "two agency" feelings;
- o the need to develop a strategy to make the large majority of employees feel good about themselves if indeed we hire and want to keep the best people (the pressure to lower PARs being mentioned here);
- o the need to encourage risk taking in analysis; and
- o the more explicit measures to evaluate the value of our work.

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Attachments:
As stated

8 February 1984

STAT

Proposed Statement of Goals, Principles and Standards for CIA

Purpose. To collect and evaluate all-source information about foreign countries and related US interests, to use this information in the production of reliable intelligence and analysis, and to disseminate this intelligence and analysis on a timely basis to policymakers and other consumers as requested or needed.

Comments: Further elaboration of purpose included the following:

- o To provide an institutional memory for foreign policy decisions.
- o To provide indications and warning intelligence, both strategic and tactical, including negative warnings.
- o To strive for quality by emphasizing forward-looking intelligence, resisting politicization, and encouraging innovative approaches to the collection and analysis of intelligence.
- o To provide intelligence both on those questions asked by consumers and on those we know they should be asking.
- o To encourage cooperation among Agency components and within the Intelligence Community.
- o To implement foreign policy as directed by the President or his lawful representative through covert action and related activity.

Organization. The CIA is made up of interdependent operating elements, which have both individual and joint responsibilities. Each component respects the responsibilities of the others, and all pull together toward a common goal.

Comments: The DI/DO relationship and overly rigid organization were the main areas of concern.

- o A widening chasm of distrust and disdain separates the DI and the DO; esprit de corps in the Agency is fading.
- o Inappropriate or overly rigid organization stifles creativity and interferes with production.

- o The Agency should have more of an international ethos--more emphasis on foreign language, culture, training, and travel.

Ethics. Agency activities should be conducted in accord with the US constitution and laws. Each employee must be diligent in this regard and exemplify the highest degree of integrity.

People. The Agency seeks the most highly qualified and motivated people, develops them through training and travel, and promotes them on the basis of merit.

Comments: Successful companies, such as those cited in In Search of Excellence, have developed strategies to make employees feel good about themselves and their performance on the job. The Agency badly needs to develop such a strategy. Other comments:

- o Agency employees should mirror the population diversity of this country.
- o The Agency should constantly seek to identify long-range skill needs to remain on the cutting edge of tomorrow's issues and technologies.
- o The Agency's personnel system should be particularly sensitive to the unique qualities of its people and the demands placed upon them.

Management. Agency managers must foremost be leaders; they must operate in such a way as to foster creativity and freedom of action while demanding accountability and a product of the highest quality.

Comments: Feelings ran high that Agency management had become excessively rigid and bureaucratized, stifling creativity and watering down intelligence analysis.

- o There should be rewards for good tries that fail and for innovation in general, as well as for more traditional successes; risk taking should be encouraged by example.
- o Management should emphasize qualitative as well as quantitative measures of success.
- o Agency management should stress the intrinsic reward structure. Positive reinforcement should be frequent; negative comments, when warranted, should be honestly conveyed.
- o Agency management should be lean at all levels.

Measure of Results. The Agency's product shall be judged by

its validity, its impact on decisionmaking in the policy community, and the respect it commands from its consumers.

Standards. CIA employees seek to maintain the highest standards of conduct, competence, and commitment.

Comments: Employees must be committed to uphold these standards year in and year out, regardless of who is the DCI or the President and regardless of what their policies may be.

Comparison With DCI's Draft

Our proposed statement of goals, principles, and standards for the CIA is quite similar to the DCI's on all major points. We differ slightly--a matter of degree of emphasis--on the following:

- o We would note that CIA is but one of the organizations in the US Government involved in collecting and producing intelligence. We would accent the role we play in cooperating with the drawing on other organizations.
- o Results should be measured not only in terms of consumer satisfaction but also by validity of product. Many believe that results should be measured against a standard of excellence established within the Agency, which standard might sometimes be higher than that of its consumers.

SECRET NOFORN

3 February 1984

MEMORANDUM FOR:

FROM: :

SUBJECT : Branch Views of CIA Mission and Standards

25X1

RESULTS OF OUR DISCUSSION

1. Our branch met for two hours on 1 February to discuss this subject, the members having previously been given the reference material and asked to ruminate upon it. After the discussion, the branch members concurred that a brief description of the CIA mission and standards would consist of something like the following:

- The primary mission of the CIA is to collect and evaluate all-source information about foreign countries and related US interests, to use this information in the production of reliable intelligence and analysis, and to disseminate this intelligence and analysis on a timely basis to policymakers as requested or needed.
- A secondary mission of the CIA may be to perform covert activities of a limited and nonlethal sort in support of US policies as directed by competent authority.
- CIA employees are to maintain the highest feasible standards of conduct, competence, and commitment.
- Accomplishing the missions of the Agency should take precedence over any organizational, structural, or theoretical considerations.
- Management should deploy and supervise employees so as to permit them to contribute according to their full capabilities and maximize their job satisfaction.

2. The meeting began with a brief explanation of its purpose. Then one analyst offered the following skeletal definition of the CIA mission for use as a discussion framework:

- The CIA's mission is to collect and analyze intelligence and provide it to policymakers on a timely basis.

SECRET NOFORN

3. A number of comments and adjustments were offered. The following achieved consensus support:

- It is information, not intelligence, that is collected, and it is collected from all sources. Only after evaluation and analysis does it become intelligence. The information pertains to foreign countries and related US interests only.
- One part of our mission is to respond to questions and requests for information from our customers, who are from both the executive and legislative branches of the federal government. But answering questions and requests does not keep us fully occupied, leaving us with the capability to perform self-initiated work, which is an equally important part of our mission. Often, we in the CIA are in the best position to know what information and analysis the policymakers need, and we should try to give them what (we think) they need even if they don't ask for it.
- Indications and warning intelligence is the most important category of intelligence we provide. That breaks down into strategic warnings (looking down the road, identifying trends, indicating what is likely to happen over the middle and long term) and tactical warnings (what is likely to happen soon, what must be guarded against now). Negative warnings (what is not going to happen) are as important as positive ones.
- There is a general concern that over the past few years the CIA has become increasingly politicized (or at least is so regarded) bringing into question its objectivity and reliability as a source of intelligence. It would be wrong to use the CIA to support or promote particular political viewpoints. That would cause assured long-term damage for the sake of doubtful short-term gains.

4. The following comments and suggestions received less than consensus support, in some cases only minority support:

- Our mission is to provide intelligence, that is, evaluated information and analysis, but our people are often misused as mere sources of factual and reference material rather than expert analysis. (Majority view: we have to do both, as needed or requested.)
- We should distinguish precisely between "policy support" and "policymaker support." The latter is our job, not the former; the CIA should not be involved in making policy. (Alternative view: there is no real difference between the meanings of these terms. The DCI wears several hats; if and when he engages in policymaking, he is not wearing his head-of-the-CIA hat.)

SECRET NOFORN

- We have a total warning mission: we have to be able to warn our customers of all dangers from every quarter at any time. We should strive to be able to respond with facts and expert analysis to all properly authorized requests for foreign intelligence of any sort on any subject. (Alternative view: resource constraints prevent us from having such an all-encompassing capability; we have to deploy our limited resources against the most likely threats and problems and hope we guessed right.)
- Agency personnel have the responsibility not only of providing policymakers the information and analysis they request but also that which they need--even when they don't think they need it, even when the information or analysis is unwelcome because it conflicts with their preconceptions. (Alternative view: If you tell customers things they don't agree with, they'll ignore your information; if you persist, you'll just annoy them and get yourself in trouble. Our job is to make available the best information and analysis we can, but not to push it on unwilling recipients.)

5. An animated discussion then took place on the subject of covert action and the degree to which covert action should be part of the CIA mission. The debaters split into two camps that might roughly be described as idealists versus pragmatists. Consensus was difficult to achieve on the subject, because the two camps could not agree on the terms of reference.

6. Various persons in what we have termed the idealist camp made the following points:

- The CIA is an intelligence organization. Covert action is not intelligence work; therefore, the CIA should not engage in it.
- Covert action is intrinsically immoral.
- Engaging in covert action causes the CIA to be identified with particular policies, thereby destroying its apparent neutrality, objectivity, and reliability.
- The CIA's involvement in covert action gives it a bad reputation which interferes with its ability to perform its other, primary missions of collecting information and providing intelligence to policymakers. For example, some potential sources won't work with us because of our involvement in covert activity they oppose.

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7. Various pramatists made the following points:

- The President needs a capability between diplomacy and war. Not to have such a capability would be as bad as having it and misusing it. The trick is to have it but not misuse it.
- The DDO contains a pool of competent, reliable, and honorable government employees who are able to work under cover and accomplish official tasks without revealing the USG hand. Given the need for at least certain kinds of covert action, it is inevitable that these employees will be used in that capacity.
- In many operations it is impossible to tell where collection stops and covert action begins. If we receive warning of an impending coup in a foreign country, we may choose to pass it on to the threatened regime, which would be a covert action in support of that regime; or we may conceal the information from the threatened government, which is tantamount to supporting the coup plotters.
- Not all covert action is immoral. Helping democracies withstand KGB subversion, for example, is not immoral.
- Our customers are sophisticated enough to recognize that certain of our components can provide objective and reliable analysis even while clandestine elements of other components are engaged in covert action.

8. If (against the wishes or better judgment of some) the mission of the CIA were expanded to include a covert action function, there was a consensus that this function must be subject to ironclad limits. In particular:

- The CIA should never engage in assassination either directly or indirectly. Most objected on moral grounds; some also pointed out that if any US Government employees (from CIA or other agencies) were ever identified as assassins, revenge seekers would focus on US officials, especially diplomats and most particularly those diplomats identified as or believed to be CIA personnel.
- Most agreed also that the CIA's covert activities should be truly covert. The justification for having the CIA involved was because its clandestine apparatus could conceal the USG hand; therefore, once the operation was identified as USG sponsored, the CIA should bow out.

9. A major portion of the discussion centered on how the CIA should be staffed, organized, and managed so as to best accomplish these missions. As regards employees, there was general agreement that their standards should be as high as

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practicable, and that the level of performance (allegedly) acceptable in the government as a whole was not good enough for the CIA. Argument erupted, however, over the concept of eliteness--whether the Agency is or should be an elite organization, whether its employees are or should strive to be or consider themselves to be members of an elite. Consensus was elusive, because many in the branch found the concept of elitism offensive, undemocratic, and redolent of snobbery. Finally, most members of the branch found they could agree to substitute the concept of excellence for the concept of elitism. Excellence among employees was considered to entail:

- The hiring by the CIA of the most highly qualified and motivated personnel available.
- The establishment in the CIA of the highest feasible standards of personal conduct and professional work.
- A commitment by the employees of the CIA to uphold these standards year in and year out, no matter who is DCI or President, and no matter what their policies are.

10. A few members of the branch continued the discussion after the formal program ended. They were preoccupied with people and organizational issues. It was observed that no matter how high the standards of the employees, whether in the aggregate or as individuals, inappropriate or overly rigid organization could interfere with their output, and ineffective, overly cautious, or unimaginative management could stifle any creativity and innovation that they might have to offer. In this regard, several members observed to general agreement that the CIA seems to be becoming more and more bureaucratized, while authority is becoming more and more centralized, and that these developments are undesirable both theoretically and practically. Among the results of these developments the following were mentioned:

- There is a widening chasm of distrust and disdain between the DDO and the DDI, with employees of each directorate tending to misunderstand and look down on those of the other, to the detriment of the work of both directorates. The fact that many in the DDO appear to regard the DDI as "a third agency" like State or Treasury is an example of this problem. Esprit de corps and pride in the Agency as a whole is fading.
- The current increased stress on coordination and the promulgation of an institutional viewpoint has reduced the opportunity for employees to attain job satisfaction through individual creativity, innovation, or pride of authorship. At the same time, the punctilious observation of organizational boundaries and functions prevents employees from really feeling that they are part of a single institution devoted to common goals. More and more, the system is encouraging employees to develop an unhealthy preoccupation with their own rank,

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pay, perquisites, turf, and status, and an obsession with getting promoted, since factors such as these nowadays seem to be the only remaining measures of employee worth and success.

- The preoccupation of senior managers with the minutiae of day-to-day operations prevents them from addressing and perhaps alleviating if not solving some of the bigger management problems confronting the agency. At the same time, first and second line managers have little flexibility with regard to how they deploy their people so as to best motivate them and get the most out of them. The managers who succeed in such a system are not likely to recognize and remedy its flaws.

11. In recognition of these problems, the remaining branch members believed that if the CIA were properly organized and managed, accomplishment of the mission would take precedence over organizational or turf considerations. Furthermore, they believed that if employees were more imbued with a sense of making significant contributions to the accomplishment of the Agency mission (as opposed to that of the branch, division, or office), and that if there were significant ways to reward employees besides promoting them, the employees in turn would be able to maintain higher levels of motivation, job satisfaction, and performance. (I should emphasize that these comments apply mainly to factors and circumstances external to

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COMPARISON WITH DCI'S VERSION

12. There are no major conflicts between the two versions. Excluding format considerations, the following appear to be the main areas of difference:

- **Purpose.** No disagreement with DCI's statement. Our branch went farther, however, explicitly mentioning covert action.
- **Organization.** We agree essentially with DCI's sentiments. Some branch members believe the current organization has deficiencies that interfere with accomplishing the mission.
- **Ethics.** The DCI's version concentrates on obeying the law in letter and spirit. No one in our branch would object; most would go farther, applying moral principles as well.
- **People.** No disagreement here. Some members of our branch believe the Agency needs to improve its treatment of people.

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- **Management.** Again, no disagreement with the sentiments expressed in the DCI's version. Some in the branch feel strongly, however, that some of these sentiments are honored less in the observation than in the breach.
- **Measure of Results.** Our branch did not address this issue directly. From comments made about tangential issues, however, it appears that many members of the branch believe that CIA's results should be measured not only in terms of how well they are accepted by the customers but also against an arbitrary standard of excellence established within the CIA internally, which standard might in some cases be higher than that of its customers.
- **Standards.** Absolute agreement down the line.



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3 February 1984

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I. Statement of Goals, Principles and Standards for CIA

Purpose

- o To provide real time intelligence to policymakers by collecting, analyzing and disseminating in an appropriate format the information necessary for the Executive Branch to be effective in foreign policy creation and implementation.
- o To provide an institutional memory or context for government foreign policy decisions.
- o To implement foreign policy as directed by the President or his lawful representatives. This may involve serving as an alternative action arm--a third option--for implementing foreign policy.
- o To educate appropriate individuals concerning key foreign policy issues.
- o To maintain an appropriate balance between consumers telling us what they want and our giving them what we believe they need. The latter will require us to anticipate the policymaker's needs.

Organization

- h
- o The current split between DI and DO discourages smooth integration of intelligence collection and analysis and it isolates two important views--the historical and overall view from Headquarters and the current and detailed view from the field. The analyzers and the collectors should be integrated and report to the same area chief. The success of the recent DI reorganization demonstrates that such a large scale organizational restructuring can work. The DA and the DDS&T should remain as they are.

ADMINISTRATIVE INTERNAL USE ONLY

- o Frequently, information sharing is discouraged by the fear of leaks. This should be rectified through a policy of tougher punishment for the deliberate leaking of information.
- o CIA should have more of an international ethos; e.g., more emphasis on foreign language, training, travel, culture and ambiance in Headquarters.

Ethics

- o Agency activities should be conducted in accord with the US Constitution and laws. Each agency employee should be diligent in this regard and exemplify the highest degree of integrity.

People

- o The agency should aggressively seek the brightest most trustworthy people it can find. Hiring the best, we should treat them as the best.
- o Agency employees should mirror the population diversity of this country.
- o The Agency should constantly seek to identify long range skill needs to remain on the cutting edge of tomorrow's issues and technological sophistication.
- o The Agency's personnel system should be particularly sensitive to the unique quality of its people and the demands placed upon them.
- o Agency employees should receive maximum professional development.

Management

- o Agency managers should be leaders not bureaucrats.
- o Agency management should not be wedded to a rigid hierarchy of success. There should be rewards for good tries that fail and for innovative efforts in general, as well as for more traditional successes. Risk taking should be encouraged by example.
- o Agency management should emphasize qualitative as well as quantitative measures of success.
- o Agency management should adopt a philosophy that all people have good ideas.

- o Agency management should stress the intrinsic reward structure. Positive reinforcement should be frequent. Negative comments should, however, be honestly conveyed when warranted.
- o Agency managers should remain in close touch with day-to-day substantive operations. Managers who are removed from substance are limited in their ability to evaluate the daily product and in their capacity to champion it effectively.
- o Agency management should be lean at all levels. Each major operating unit--division in DO and office in DI--should have a minimum number of management levels (probably no more than three).
- o Managers should be held accountable at all levels of the organization. Responsibility should not be diffused along the chain of command or among coordinating committees. People who have accountability for a task should also have the power and the authority to undertake the job.

Measurement of Results

- o Impact on decisionmaking
- o Validity of final product
- o Customer respect

Standards

Agency activity should consistently exemplify:

- o The pursuit of truth
- o Objectivity
- o Integrity
- o Independence of thought
- o Independence of strictly bureaucratic considerations
- o Service to country

II. Comparison with DCI's draft

A careful comparison of the draft DCI statement of goals, principles, and standards for CIA with the draft prepared by this branch reveals substantial agreement on all major points. The only substantive difference between drafts lies in the measurement of results. Our draft places as much stress on the validity of our product and on customer respect as it does on customer satisfaction. Accuracy of product is covered in the DCI's statement of purpose.

2 February 1984

The CIA

The CIA is our democracy's frontline of defense against foreign enemies who would do the nation harm; the adage "forewarned is forearmed" is clearly applicable. More specifically, the CIA's purpose is to provide policymakers at all levels in the U.S. government with the highest quality of timely finished intelligence. To do this, the CIA must turn to a wide variety of sources.

The Agency must keep in mind policy considerations, but at the same time must be free to provide alternative analyses when the facts warrant. The CIA also should call the policymaker's attention to problems looming on the horizon or information concerning upcoming events about which they should be aware.

In our democracy, however, this Agency must accept the fact that its methods and modus operandi will often stand at odds with the norms of behavior generally practiced within the United States. Our approaches are controversial and will remain so. Thus, the search for excellence is a more difficult task for CIA management than it is for the captains of private industry.

With the above in mind, we believe the following ought to stand as the Agency's goals:

Quality Goals

- To maintain and improve the utility and meaningfulness of finished intelligence;
- to put great emphasis on forward looking intelligence;
- to avoid pressures to distort or politicize the intelligence product;
- to encourage innovative approaches to the acquisition and analysis of intelligence;
- to efficiently collect and produce intelligence; and
- to produce case officers who combine operational skills with area specialist knowledge, and analysts having strong substantive and writing skills.

Consumer Goals

- To emphasize timeliness and tailor products to consumer needs;
- to alert consumers to upcoming events and issues; and,
- to encourage cooperation among agency components and within the intelligence community.

Personnel Goals

- To hire the best qualified people and provide them challenging jobs and the space to work in;
- to pursue a program of personnel development through outside courses, attendance at conferences and TDYs;
- to give all employees the opportunity to grow in the job;
- to insure that managers and senior branch personnel work closely with, and train new officers;
- to promote on the basis of merit;
- to encourage individuality, including talented, eccentric employees;
- to reward those willing to put in extra effort to do what is necessary to get the job done; and,
- to insure that all employees at all levels feel they are equal and part of a team.

Ethical Goals

- To instill a sense of purpose in Agency employees; and,
- to encourage a sense of public service and duty.

NOTE: As part of the discussion in our branch, people were asked to comment on why they came to work for the CIA. The following is a list of some of those reasons:

1. CIA is the only government agency that allows me to keep my analysis free from pressures for distortion in order to fit policy;
2. An analyst can say what he wants to honestly.
3. An individual can make a contribution; his or her analysis can make a difference.
4. The CIA is an all-source collector and therefore offers the analyst a unique opportunity to produce a useful product.
5. It is more personally rewarding to work for the CIA than in other government agencies or private business.
6. There are less constraints and bureaucratic obstacles at CIA.

Where We Agree, Where We Differ

1. Purpose. Our statement of purpose is, in general, in agreement with that of the DCI. The branch, however, would underscore the independent role of the CIA in calling events or situations to the policymaker's attention. The branch expressed concern that so much effort and emphasis is being put on format and style that content is suffering and therefore our purpose is being undermined.

2. Organization. On the organizational question, our branch would also note that the CIA is but one organization in the U.S. government involved in collecting and producing intelligence. We would also accent the role we play in

cooperating with and drawing on other organizations.

3. Ethics. The question of ethics is extremely important to the CIA. Our branch would note that while we operate under the Constitution and laws of the United States at home, an important part of the collection effort runs counter to local laws and constitutions abroad. If we appeal to higher goals and ethics we all have to recognize that our modus operandi outside the U.S. at times runs counter to these ethics.

4. People. We are in overwhelming agreement with the paragraph on "People".

5. Management. We believe that management has become too much a stifling bureaucracy which often undermines the work of the individual. Management must be more flexible and open to alternative views and formats. Furthermore, analysts believe they must "dare to be wrong", that is they must give their best judgement free from fear that if they are wrong it will be held against them. Branch members feel the bureaucracy often waters down the analytical product, thus damaging the search for excellence.

6. Measure of Results and Standards. In both the sections on "Measure of Results" and "Standards", the branch discussion was in general agreement with the DCI's statement.

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7 February 1984

MEMORANDUM FOR:

FROM:

SUBJECT:

Statement of Goals for CIA by

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1. The mission of the CIA is to collect foreign raw intelligence, to analyze it, and to prepare finished intelligence for the guidance of the policymakers of the United States. In addition, the CIA has certain counterintelligence tasks and also engages in covert activities only as directed by the President of the United States with the approval of Congress. The CIA is the only Government Agency authorized to collect foreign national intelligence by clandestine human means. The CIA serves as a central clearing house for the analysis of foreign intelligence from all sources including intelligence gathered and prepared by other Government departments and agencies.

2. Only foreign intelligence is considered by the CIA; the FBI is the responsible Agency for domestic targets of intelligence. The CIA has no police powers. Foreign national intelligence must be distinguished from foreign departmental intelligence which is of concern only to and may be collected by specific individual departments or Agencies of the U.S. Government. The CIA has the authority to select targets for the collection of foreign national intelligence and to direct its counterintelligence tasks. The CIA does not have authority to engage independently in covert activities; it must be directed to do so by the President of the United States with the approval of Congress.

3. To carry out its mission successfully the CIA must have the highest quality personnel and management must delegate to each person the authority commensurate with the responsibilities of that person to make the decisions and to carry out the duties assigned to him. Individuals incapable of assuming this responsibility and exercising their authority should be dismissed. Higher management must be kept informed of all decisions made by personnel. CIA activities are conducted under the constitution and laws of the United States.

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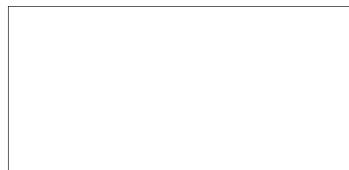
ADMINISTRATIVE - IUO

6 Februry 1984

MEMORANDUM FOR:

FROM:

SUBJECT:



Critique and Improvements of Draft Statement of Objectives

STAT

The basic goals, principles and standards for CIA as presented in the draft are in agreement with our understanding of the Agency and its functions. However, more emphasis needs to be placed on the people in CIA. As is the importance of the quality of the people, so is the importance of fostering more job expertise, less job duplication, and more teamwork. As the Agency grows and becomes increasingly complex and specialized, it seems we lost sight of the wisdom and knowledge of the people we had in the past that are the backbone of the Agency.

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[] Thoughts On The Agency's
Goals, Principles and Standards

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Comments on the DCI's Draft

While [] believes that most of the DCI's draft statement is unexceptionable, his remarks seem to deal insufficiently with the unique aspects of producing excellence in an intelligence organization. We find the comparison to private sector organizations in terms of measurement of performance results not very illuminating and we do not believe such a comparison belongs in the statement of purpose; we doubt that "customer satisfaction" is all this organization should be about. Moreover, we believe that not enough stress has been placed on the elements of the intelligence business that distinguish us from other government organizations as well. Without attempting to provide a comprehensive statement, the language below hopes to address these concerns.

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[] Proposed Language

Purpose. To provide timely, accurate, and comprehensive foreign intelligence support to US government consumers on matters concerning US national security that are responsive to their expressed and perceived needs.

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Relationship With Agency Consumers. In dealing with intelligence consumers, the following guidelines should prevail:

- o Credibility is our most important product. The Agency's reputation for integrity and political independence should be preserved at all costs. The Agency should not engage in policy advocacy.
- o The Agency should help our consumers to focus appropriately on long- as well as short-range problems to prepare the United States to deal with the future.
- o While the Agency must strive to be responsive to the expressed and perceived needs of consumers in terms of the value, relevance, and timeliness of our products, it is recognized as inevitable that, if we are doing our job well, we will sometimes make them unhappy with what we do or say.

Agency Operating Philosophy. The intelligence enterprise is inevitably a risk-taking activity. While risks have to be carefully weighed, the organizational climate should be openly supportive of risk-taking and innovation, and highly critical of the application of "standard operating procedures" to deal with problems. This risk-taking orientation should be manifest as follows:

- o An aggressive, forward-leaning intelligence organization will inevitably make some mistakes. An organization which avoids mistakes is a mediocre organization which inhibits creativity.

ADMINISTRATIVE INTERNAL USE ONLY
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- o Organizational flexibility, individual creativity, contact with non-Agency expertise, and real teamwork within the Agency are critical in a rapidly changing intelligence environment, and it is essential to establish an appropriate balance between the requirements of security and maintaining a creative environment.
- o The managerial philosophy of the Agency should be to expect excellence of its employees and accordingly to assign the greatest amount of responsibility possible at all levels.
- o The Agency should foster an environment in which a diversity of viewpoints is allowed to flourish--even at the cost of having the Agency seem on occasion to speak with more than one voice.

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13 February 1984

MEMORANDUM FOR:

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FROM :

SUBJECT :

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Comments on "In Search of Excellence"

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1. The efforts by the to produce a CIA code or credo was generally greeted with apathy at the working level. Discussion tended to degenerate into a gripe session about specific faults of the organization. Our discussions indicate that people working in a support capacity believe that CIA/DDI management focuses more on the substantive output, pays little attention to support activities, and undervalues the contributions of those working in these areas.

2. mostly on his own initiative, sought to produce a thoughtful organizational statement geared specifically to the CIA mission. I think the result (attached) is most useful and is a statement to which I could enthusiastically subscribe.



Attachment:
As stated

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CIA

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STATEMENT OF PURPOSE

The overriding concern of CIA is to provide US policymakers with accurate, timely, and incisive judgments--the essential ingredients in the formulation of foreign policy. The Agency is dedicated to identifying, analyzing, and when called upon preempting potential threats to US security, political, and economic interests worldwide.

These goals can best be achieved by:

- o Enhancing the Agency's wide-reaching and unique information-gathering capabilities.
- o Encouraging high analytic standards and responsiveness to consumer needs.
- o Promoting the optimum use of resources.

GUIDELINES FOR ACTIONTo Enhance Information-Gathering Capability:

- o Seek to ensure a consistent, clear-cut, and long-term mandate for covert efforts.
- o Exploit technological innovation and encourage development of state-of-the-art collection methods.
- o Ensure the availability of sufficient resources over the long term to cultivate highly placed and responsive sources of information.
- o Promote the development of covert intelligence skills followed by career opportunities and rewards for demonstrated high performance.

To Encourage High Analytic Standards and Responsiveness to Consumer Needs:

- o Maintain close contact between policymakers and producers of intelligence.
- o Place a premium on expertise and quality of effort.
- o Strive for rigorous analysis through an open exchange of ideas, alternative viewpoints, and the use of outside expertise.



- o Provide opportunities for continued professional growth. STAT

To Promote Optimum Use of Resources:

- o Recruit and retain the most qualified employees through attractive financial and nonmonetary incentives.
- o Provide long-term career paths with the flexibility to allow for changes along the way.
- o Recognize the importance of and adequately compensate individuals involved in support functions.
- o Employ professional managerial skills in evaluating and allocating resources.

CODE OF CONDUCT

The CIA operates most effectively out of the glare of the public eye, but it remains accountable, through the Executive Branch and Congress, for its actions. Because of the high degree of public trust in CIA, all actions--collective or individual--that do not meet the highest ethical standards and do not conform to the spirit, let alone the letter of US law, are unacceptable.



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Critique of Draft DCI Statement

The draft outlines standards and goals with which no one can disagree. The problem with the statement, however, is that almost all organizations--and any group's name could be substituted for that of CIA's--would claim that these goals and objectives reflect the standards by which they conduct their operations. To be of real use, guidelines need to be specific enough to provide clues as to how the organization should be structured to carry out its broad goals--more of an action guide describing which way to go and the tools required rather than merely a description of a desirable environment in which to work.

During our discussions, the point was raised that the draft statement does not directly address the crucial issue of recruiting and retaining the best possible employees. It was suggested that the Agency needs to establish its own pay scale (as it is legally empowered to do) to escape civil service disincentives to working for the Agency.