

8 February 1984

MEMORANDUM FOR: Director of Security

FROM:

Chief, Polygraph Division

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

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

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

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

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

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

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

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

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

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

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## CIA ORGANIZATIONAL PURPOSE

### GOALS:

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

### OBJECTIVES:

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

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

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

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

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

STANDARDS:

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

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

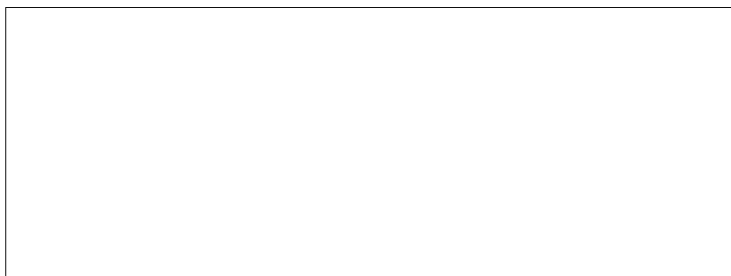
° Demand a maximum standard of ethics, honor, service and patriotism.

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

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

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

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