

**EXECUTIVE SECRETARIAT**  
ROUTING SLIP

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TO:

		ACTION	INFO	DATE	INITIAL
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2	DDCI	X w/att	(Adv copy sent)		
3	EXDIR		X w/att		
4	D/ICS				
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7	DDO		X w/att		
8	DDS&T				
9	Chm/NIC				
10	GC				
11	IG				
12	Compt				
13	D/Pers				
14	D/OLL				
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Remarks

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D/ Executive Secretary

19 Apr 84

1 Date

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1193/4

19 April 1984

MEMORANDUM FOR: Deputy Director of Central Intelligence


FROM: ~~Director of Central Intelligence~~

SUBJECT: Goals and Principles

I like your memorandum to the ExDir, Deputies and the Director of Personnel very much. I'd like to get this longer statement of principles and operational standards widely circulated in the organization [redacted]

[redacted] If you have any suggestions for improving it, get them to [redacted] who is in the process of arranging for the wider distribution.

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William J. Casey

Attachment

PURPOSE

- o Protect the United States, through the provision of ample warning, from surprise armed attack (from terrorist bombing to nuclear war).
- o Collect, analyze and appropriately disseminate Foreign Intelligence in support of National interests related to the full range of threats around the world to U. S. interests and to U. S. relations with other governments.
- o ~~Engage in authorized special activities in support of U. S. foreign policy objectives and combat anti-U. S. activities by hostile foreign powers.~~

ORGANIZATION

- o Keep our energy and our resources focused on the Agency's mission.
- o Organize to adapt to fast-moving situations; ensure quick reaction when needed; be able to redirect resources quickly and effectively to respond to crisis conditions.
- o Develop a workforce with multiple skills which can be redeployed quickly as issues or crises arise.
- o Strive to minimize management layering.
- o Keep abreast of state-of-the-art collection, processing, analysis, and production techniques and make them available to do our job.

ETHICS

- o Set high standards of patriotism and respect for the laws and Constitution of the United States. Protect the lives and identities of our sources and assets, most of whom are not protected by U. S. law, and are violating the laws of their nations.
- o Recognize in our corporate affairs the absolute primacy of national loyalty and personal values over personal loyalties and the desire for personal gain.
- o Recognize that loyalty and values are worthless without the courage to act in their light.

- o Strive for fairness and a generosity of spirit in our internal affairs.
- o Continue to stress security, both individually and technologically, even into retirement. Consider the security investment as a proportionate part of the human and technological investments and always make it.
- o Demand prudent use of government funds.
- o Resolve actual and potential conflicts-of-interest.

#### PEOPLE

- o Hire the best, and expect the best in performance, integrity, and commitment to the organization.
- o Recognize that some experimenters, risk takers, free thinkers, and free spirits just might be the kinds of people that a dynamic Organization needs.
- o Make the Agency an attractive place to work for the highly capable people we want.
- o Give individuals responsibility throughout their careers and hold them accountable; people mature best, find career satisfaction, build self confidence, and work hard to advance when they are given real responsibilities.
- o Give individuals freedom to act and take responsible risks, recognizing there will be some failures.
- o Stress cooperation and teamwork as key factors in individual and organizational performance.
- o Continually strive for equity in performance evaluation systems and communicate it to the employees.
- o Pay the staff in accordance with their skills and contributions. Specifically reward exceptional performance appropriately, as it occurs, particularly of those who have accepted major responsibility.
- o Individually and corporately invest in a strong and well-managed, career-long, educational program, and tailor it to each individual.

- o Give those whose skills have been diminished in value by professional and technological advances a chance to find renewed value through an educational investment.
- o Maintain a sense of humor and encourage the same among your people.
- o Use the DCI's special authorities to establish personnel systems responsive to the nature of the Agency. Pursue this course with consistency.

MANAGEMENT

- o Delegate responsibility to the lowest possible level.
- o Set goals, define tasks, establish plans, and monitor and measure progress.
- o Be accountable and demand accountability.
- o Display confidence in people. Take some risks by trusting your people to do their jobs. Minimize second-guessing.
- o Foster participation and a sense of belonging to the Agency family.
- o Devote time to expanding an individual's ability to contribute.
- o Never let a pressure towards mediocrity develop. Do not make, or let others make, people who do more look foolish; - reward the outstanding employee.

MEASURE OF RESULTS

- o Measure the impact of our product on policy decisions.
- o Continually assess our ability to meet customer needs.
- o Be alert to the barometer of demands for more intelligence and the esteem in which CIA is held by consumers and the Community.
- o Analyze failure as well as success. Learn from mistakes.
- o Ask employees and consumers what they think. Communicate.

STANDARDS

- o Produce finished intelligence that is objective and free of political bias. The product must be timely, relevant and accurate.
- o Strive for excellence by staying insatiable in the quest for excellence.
- o Strive to be the best service in a world with other very good intelligence services.

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- o Do not be content to rest on laurels, no matter how well earned.
- o Believe in innovation - be willing to take some failures in stride.
- o Know which pieces of the past to honor and preserve while moving into the future.