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REMARKS OF WILLIAM J. CASEY
DIRECTOR OF CENTRAL INTELLIGENCE

TO

CIA EMPLOYEES

CIA AUDITORIUM

24 JANUARY 1984

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

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WEEK BEFORE LAST I PREPARED A RATHER DETAILED REPORT ON WHAT WE'VE BEEN ABLE TO ACCOMPLISH OVER THE LAST THREE YEARS AND REVIEWED IT WITH THE PRESIDENT.

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THE AMOUNT OF DATA BEING COLLECTED WILL THREATEN TO INUNDATE US. WE WILL BE ABLE TO STAY ON TOP OF IT AND MEET OUR RESPONSIBILITIES ONLY BY HIGHER QUALITY PERFORMANCE. WE ARE WELL INTO THE PROCESS OF RESTORING OURSELVES QUANTITATIVELY. OUR THRUST FOR THIS YEAR AND BEYOND MUST BE TO IMPROVE THE QUALITY OF OUR SKILLS, OF OUR PERFORMANCE AND OF THE SERVICE WE PROVIDE OUR CUSTOMERS.

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

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

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

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

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

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

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

WE HAVE IN CIA MANY OF THE FEATURES THAT CHARACTERIZE THESE HIGH-POWERED PRIVATE ORGANIZATIONS. WHEN WE AWARDED THE SIS BONUSES HERE LAST WEEK, WE RECOGNIZED INDIVIDUALS WHO CARRY THE PRINCIPAL RESPONSIBILITY IN OUR GOVERNMENT FOR ASSESSING THE SOVIET STRATEGIC THREAT, FOR COPING WITH THE SOVIET-CUBAN SUBVERSIVE THRUST IN THE CARIBBEAN AND CENTRAL AMERICA, FOR MODERNIZING A WORLDWIDE COMMUNICATIONS SYSTEM WHICH HAD BECOME OBSOLETE, FOR WATCHING SOVIET VIOLATIONS OF ARMS CONTROL AGREEMENTS AND OTHER SPLENDID ACHIEVEMENTS. WE ARE MOVING YOUNGER PEOPLE INTO GREATER RESPONSIBILITY WITH SIS-01s AND -02s BEING TAPPED AS OFFICE DIRECTORS AND GS-13s AND -14s RUNNING MAJOR LOGISTICAL AND TRAINING OPERATIONS IN COUNTRIES WHERE OPERATIONS OF WORLDWIDE IMPORTANCE ARE BEING CONDUCTED. WE HAVE HAD GS-10s AND -11s BRIEFING THE PRESIDENT AND WORKING ON TASK FORCES TACKLING HIGH NATIONAL CONCERNS ABOUT INSURGENCIES, ABOUT TERRORISM, ABOUT DECEPTION AND DAMAGE TO OUR INTELLIGENCE CAPABILITIES, ABOUT THE STABILITY OF MAJOR COUNTRIES IN WHICH WE HAVE BIG STAKES. WHERE ELSE CAN YOUNG PEOPLE GET THAT KIND OF A CHALLENGE?

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

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

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

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

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

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

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

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

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

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

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

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

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

THANK YOU!

24 Jan 84

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

STATEMENT OF GOALS, PRINCIPLES AND STANDARDS FOR CIA

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

Organization. The CIA is made up of operating elements that are critically dependent on one another to support their individual and joint activities. Each element's departmental and national responsibilities are respected and, in turn, will undertake to contribute to and make use of the role and performance of other relevant elements.

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

People. CIA's people are the root source of its capabilities. The strength of the organization is dependent on the quality of its people, and its future is related to the opportunities it affords for their professional and personal growth. Skills are recognized and fostered through training, travel and assignments; management personnel are selected for their ability to inspire enthusiasm and promote excellence based on their own performance.

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

Measure of Results. Business organizations measure results in profits, return on investment and capital growth required to deliver the expanded and improved service which further increases profit and capital value. This is achieved by meeting the needs of customers more satisfactorily than alternative sources. As a public service, this organization does not have profitability

and capital value to measure its results. Still, its results are in the satisfaction of its customers in the value, relevance, and timeliness of the intelligence and operational inputs they receive. Those results come from the qualities of its people and their creativity, dedication, and success in utilizing technology and resources to collect, analyze, and apply information and judgment to foster the security and prosperity of the United States. The resources needed to achieve those results come from the way the President and the Congress and the public assess and value these results.

Standards. We seek to exemplify in everything we do:

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

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24 January 1984

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PACKAGE FOR MANAGERS

Tab

A Draft of CIA Objectives

B Samples of Statements of Purpose

- Boeing
- IBM
- Hewlett-Packard
- Norton Company
- Bechtel

C How Star Corporate Performers Do It
(Summarized from In Search of Excellence: Lessons from America's Best Run Companies, by Peters and Waterman which has for months taken first place on best seller lists away from various guides to making love, making money and eating well without getting fat)

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24 Jan 84

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30 JUL 1984

MEMORANDUM FOR:

[Redacted]

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FROM:

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SUBJECT:

Pursuit of Excellence

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1. As you requested, we have conducted a review of [Redacted] [Redacted] efforts keyed to the Director's pursuit of excellence objectives. Attachment A and B present a summary of those efforts, which we believe represent a significant contribution not only to the search for excellence but to the maintenance of excellence as well. Since [Redacted] responsibilities cover a wide and diverse spectrum of activities we have, for the purpose of clarity and ease of reporting, elected to report our efforts as follows:

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Attachment A represents action by [Redacted] to reduce bureaucracy. Primarily, the actions listed have been effected through regulatory change and greater delegation of authority and responsibility.

STAT

Attachment B which you will recognize as information presented at our recent planning conference with you, provides a listing of the many and varied ways through which [Redacted] currently communicates. You will also note that this listing is divided into two major categories and at the end of each category are listed additional planned activities to further improve [Redacted] communications.

STAT

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2. In the other areas of concern to the Director, we continue as always to encourage sensible risktaking, creativity and innovation among all [Redacted] employees, and we appropriately recognize and reward the many outstanding performers and deserving individuals who contribute to the success of [Redacted] and the Agency.

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Attachments

[Redacted]

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| A ATTACHMENT

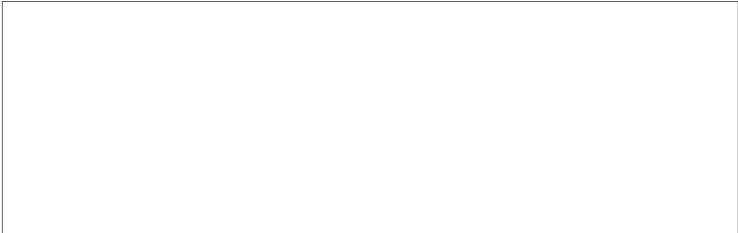
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23 MAR 1934

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MEMORANDUM FOR:



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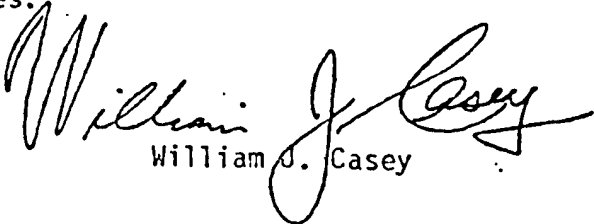
FROM : Director of Central Intelligence

SUBJECT: Pursuit of Excellence

1. As I mentioned in the auditorium on Friday, our pursuit of excellence depends ultimately on the personal commitment of each of you to implement the broad changes in direction that we have agreed to undertake. Recognizing that each manager's style is different, I expect each of you to find ways of doing the following:

- Delegate authority and responsibility to the lowest levels possible.
- Undertake a major effort to increase recognition of outstanding performance -- provide feedback, celebrate successes; encourage greater use of unit citations, cash awards and nonmonetary forms of recognition.
- Foster better communications in all directions -- be visible and accessible.
- Encourage sensible risktaking, creativity and innovation.

2. Responsibility must be accompanied by accountability. I will hold you accountable and expect you to do the same with your subordinate managers. The measure of a manager will include an evaluation of the extent to which he or she communicates the goals, philosophies and standards of this Agency to its employees.


William J. Casey

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30 MAY 1985

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MEMORANDUM FOR:

[Redacted]

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FROM:

SUBJECT: Follow-up on Excellence Suggestions

REFERENCE:

[Redacted]

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1. In January 1985 I requested that your Offices prepare comments to the suggestions on Excellence submitted by [Redacted]

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[Redacted] Once received [Redacted]

[Redacted] a consolidated response was prepared and forwarded to the Executive Director (EXDIR) containing your individual views and comments on the twelve topics noted for reply. Included in those comments were a number of specific taskings, action items, and self-initiated office reviews relative to the administrative topics submitted for consideration.

2. Therefore, I have decided to follow in the spirit of our recent luncheon consultations and provide an update to the EXDIR on our accomplishments in these areas of mutual concern. Consequently, I request that you review the attached material and submit a status report covering all follow-up activities to items originally commented on by your Offices. If you provided no comment to the earlier request, no additional response is now needed. Please forward your responses to me no later than 17 June 1985.

[Redacted]

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MEMORANDUM FOR: Executive Director

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FROM:

[Redacted]

SUBJECT

Excellence Suggestions

1. During the past several months, the employees of [Redacted] have participated enthusiastically in the Agency's campaign in pursuit of excellence. We have implemented many suggestions at the Office and Directorate level. We have also come up with a number of ideas that would have Agency-wide applicability and require consideration at a higher level.

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2. Last week [Redacted] the Office Directors and I went through these ideas and selected those that we believe merit your consideration. They are listed below:

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◦ Senior Secretarial Service: Establish a Senior Secretarial Service with appropriate rescaling of grade levels for those secretaries. This would offer a significant improvement to the current secretarial plight in the Agency.

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◦ Donation of Annual Leave: Make it possible to transfer annual leave from one Agency employee to another, or even to donate the leave to the Public Service Assistance Fund for emergency use by employees who have used all their leave as a result of extended family or medical emergencies, and for whom leave without pay would impose a serious financial hardship. Procedures could be set up whereby the transfers would occur only from individuals at a certain grade level to individuals at the same or lower grade level, so that no additional costs accrue to the government. This arrangement would be highly beneficial to morale.

[Redacted] submitted this idea to the Director of Personnel in November 1981. The Office of General Counsel conducted a legal review and advised that such a program would require legislative action. We should consider seeking such legislative action.

STAT

◦ SIS Benefits: Grant SIS benefits (annual leave carry-over privileges, eligibility for bonuses and sabbaticals) to those GS-15 officers who occupy PMCD-approved SIS positions but who cannot be promoted to SIS-level because of the SIS ceiling.

◦ Revision of Time and Attendance Reporting: Revise time and attendance reporting procedures so that only exceptions to the 8-hour day are reported. We fully expect people to work 8 hours a day and should only report when they do not do so. This would save a good deal of record-keeping time.

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REMARKS OF WILLIAM J. CASEY

DIRECTOR OF CENTRAL INTELLIGENCE

TO

CIA EMPLOYEES

ON

EXCELLENCE

CIA AUDITORIUM

13 JUNE 1985

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Executive Registry

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2770

19 July 1985

MEMORANDUM FOR:

FROM: Executive Secretary

SUBJECT: Inputs for the DCI re Excellence

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1. Recall that the DCI, in his 13 June 1985 address on Excellence in the Auditorium, said "Every three months, or as frequently as it emerges as appropriate, we will make available to you a more comprehensive listing of initiatives taken and outstanding performances turned in than I have been able to give you today. I hope and expect this will stimulate new ideas and practical initiatives, as well as inspire by example."

2. During our 14 June post-mortem we discussed and came to agreement on two separate, but related, issues deriving from our collective experience leading up to the DCI's 13 June speech:

- What it was the Director had in mind for his periodic calls for "examples of excellence."
- Establishing a common data base for maintaining information relating to employee recognition (through cash awards, certificates, etc.)

3. At this meeting, we set 1 October as the date the uniform data base should be able to provide information (if called upon) in a common format for all Directorates (this is taking place under lead). It was also anticipated that we would solicit Directorate "examples" at the same time.

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4. The Director, however, does not want to wait until then; he has asked me to obtain your inputs next month. So, what is wanted? I will leave each Directorate to determine the maximum number of examples sent forward, but would hope to obtain at least five from each of you:

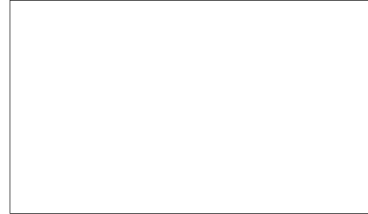
- a. As to the format, one should provide information in a descriptive paragraph noting the name(s) of the individual(s) concerned, what was involved and why the example is worthy of recognition. Included as a separate paragraph should be a statement noting what, if any, recognition was made of this event (realizing that in many cases, such examples do not merit specific cash awards, etc.).

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b. The examples that will be determined by each of your organizations should be along the lines of, and written up like, those used by the DCI in his speech. In many cases, such examples will simply be instances of "someone just doing their job."

5. Please ~~have your inputs to me by Wednesday, 14 August.~~
(Remember, as we discussed, we are not now seeking any data re who got awards, statistical info from the computer, etc.)



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