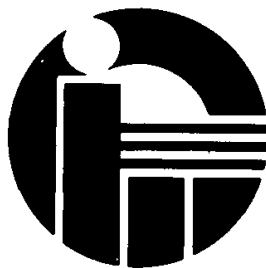


SECOND ANNUAL
**FRED RUFFING
MENTOR AWARD
PRESENTATION**

18 November 1988
2:30 p.m.
Headquarters Auditorium




**OFFICE OF INFORMATION TECHNOLOGY
CENTRAL INTELLIGENCE AGENCY**

PROGRAM

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Introduction


*Chief, Human Resource Program
Office of Information Technology*

Statement by the Director

Edward J. Maloney

Director of Information Technology

Presentation of Awards

R.M. Huffstutler

Deputy Director for Administration

and

Edward J. Maloney

Director of Information Technology

THE FRED RUFFING MENTOR AWARD

- Any person who has completed the three year trial period and is assigned to OIT or is an OIT careerist assigned outside OIT is eligible to receive this award.
- The amount of the award is \$2500 to each recipient.
- Grades of nominees are categorized as follows:
 - Level I: GS-13 – GS-15
 - Level II: GS-10 – GS-12
 - Level III: GS-09 and below

It is anticipated, but not required, that there will be an award at each level.

- The Director of Information Technology appoints a new reviewing panel each year. This panel consists of three members who are representative of each of the Office's three major disciplines and each of the three award levels.
- The award is not, in any way, based on occupational categories. There is no requirement for a minimum Category Ranking or a minimum Performance Appraisal Review rating. The purpose of this award is to focus on the special characteristics of a true mentor, not an individual's work performance.

FRED RUFFING MENTOR AWARD

EVALUATION CRITERIA

- Serves as a role model for others to emulate—innovative, competent, future-oriented, pragmatic, open to advice from all directions, enthusiastic, and committed.
- Personally exemplifies a commitment to excellence in performance of his/her own job (e.g. motivates others by example).
- Recognizes the importance of people and, more importantly, works effectively to increase their value to the Agency.
- Helps his or her co-workers to bring out their full creative and productive capacities.
- Assists colleagues to learn by providing instruction or by facilitating steady growth of responsibilities.
- Demonstrates in measurable ways the ability to recruit and retain quality employees. Expends time and effort to orient new employees.
- Demonstrates the ability to infuse the office with a zeal for finding ways to satisfy customers, increases the readiness of subordinates and peers to accept change, and exemplifies the values of the organization.
- Demonstrates in meaningful ways the ability to listen, share ideas, and create a shared-responsibility environment.
- Encourages people to care about what they are doing and inspires them to do it more effectively.
- Instills a sense of confidence among co-workers in their own abilities.
- Encourages risk taking and supports good tries.
- Fosters a spirit of team play and group excellence.
- Inspires an environment of innovation.

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*Ed Maloney's
speech*

Ruffing Mentor Awards Ceremony 1988

Good afternoon. I would like to add my welcome to all of you who came today. I would like to extend an especially warm welcome to

[redacted]

I am pleased that a number of OIT retirees, former friends and colleagues of Fred, were also able to join us. Among them are three former Office Directors

[redacted]

We also are fortunate that the Deputy Director for Administration, Ray Huffstutler is here to participate in the presentations.

I want to take a moment to express my appreciation to the panel of OIT employees who reviewed the nominations for this award. As you know, this award was designed to reflect the judgment of our employees. Therefore we believe our own employees should be the deciding authority. In this case we feel strongly that a deep understanding of the culture and values of this office should guide the selection process. I might also add that to the best of my knowledge this is the only award in the agency that is based solely on the direct nominees of the employees.

And this panel is highly representative of the office. Panel members range in grade from GS-09 to GS-15 and come from the areas of ADP, Telecommunications, and information management. Their task was not an easy one, but I believe they have done an excellent job.

This is the second year that we have sponsored the Fred Ruffing Mentor Award Program in the Office of Information Technology. In a certain sense, this year is even more important than the first. As all of you know from your daily work experience, It is sometimes easier to launch a new program or initiative than it is to sustain one over time. Sometimes it is hard to keep the enthusiasm that is associated with the beginning of something new. Constant prodding can keep almost anything sputtering along. But only those ideas which have an intrinsic strength will survive over time.

A program that is widely recognized as valuable, as important, and as being the right thing to do will survive easily over time. And I see strong signs that the Ruffing Mentor Award is an example of such a program.

Just the participation levels show that the enthusiasm of last year did not fall off this year. In fact participation was somewhat higher. Another encouraging sign is that the breadth of the participation is greater. Not only do we have more nominees at the lower grade levels this year, but we can take pride in the fact that people representing all of the seven occupational panels took the time to nominate an individual to receive this award.

Turning away from the simple numbers, I think it is fair to say that the overall content of the nominations was highly impressive. I think you will agree when you hear excerpts from the winning nominating statements.

If I may, I'd like to take a minute to share just one or two of the memories I have of Fred Ruffing: in particular Fred's sense of humor. I still smile when I think of how, when we were convinced that senior management was suffering from brain damage, we would go to Fred and he would rock back in his chair, laugh and tell us not to worry about it, they were brain damaged. I remember how he would almost gleefully prepare recommendations for the Office Director's signature (but that he knew wouldn't get staff support) and then wait until he was made Acting Director during an

absence and then approve the recommendation. I remember how at a 9:00 am staff meeting on the day of the Office Christmas party Fred wholeheartedly supported the Office Director's admonition that the party not start before 3:00pm knowing that it had already started because there was two inches of snow on the ground and everyone would be long gone by 3:00pm. I'm sure that each of us here who were fortunate enough to know Fred could easily add their own stories. That we can recall them so clearly is testimony, I think, to the high regard in which he is held. Whether challenging us, helping us laugh or giving us a chance, it was that day-to-day mentoring that today gives us the yardstick by which we measure that characteristic.

As we approach a new year, I like issue a challenge. This is not a challenge to set new highs in the number of nomination statements or the number of people nominated.

I ask that each of you sitting here today think about the meaning of this award over the next year. I ask you to recognize that this award is NOT for someone who performs his or her duties in an exceptional manner; true mentors seek outstanding performance in

others; I ask you to recognize that this award is NOT for someone who is especially friendly and likable; true mentors push others to improve themselves. I ask you to recognize that this award is NOT for someone who solves the problems of others; true mentors help others learn how to solve problems on their own.

**And this is the challenge; as you think about what it means to be a mentor over the coming year, I challenge you NOT to measure you colleagues, but measure yourself.
(PAUSE)**

This office cannot thrive if the people who work here seek only to improve their own abilities. More is required. Each of us must also work to strengthen the abilities of those who work with us. Thank you very much.

INTRODUCE THE DDA....

PROCEDURES IN AUDITORIUM
FRED RUFFING MENTOR AWARDS PRESENTATION
18 November 1988 - 2:30pm

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- o Seating in first row, right side of auditorium, starting at inside aisle will be: [redacted] Ray Huffstutler, Ed Maloney, [redacted]
Second row: [redacted] (by outside aisle) (seats will be marked)

- o [redacted] will start the ceremony by going to the podium
 - welcoming remarks
 - introduces D/OIT
 - returns to seat

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- o Ed goes to podium
 - remarks
 - introduces DDA
 - returns to seat

- o Ray goes to podium
 - remarks
 - indicates he is ready to present awards
 - remains on stage

- o Ed and Dennis go on stage
 - Dennis at podium
 - Ray near center stage to present certificates
 - Ed to Ray's right to present checks

- o [redacted] reads names of 38 nominees, they stand as a group, applause.

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- o [redacted] reads remarks about first winner, asks her to come to stage.

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- o First winner goes on stage
 - receives certificate from DDA
 - receives check from D/OIT
 - picture is taken with winner between D/OIT and DDA.
 - winner crosses stage and returns to seat.

- o Second winner
- o Third winner
- o Fourth winner

- o [redacted] closes ceremony

STAT

IN THE CENTER SECTION:

- o The first two rows will be empty.
- o The Ruffing family will be in the third row with
- o Retirees will be in the rows behind the Ruffing family.