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ROUTING AND RECORD SHEET

SUBJECT: (Optional)

DCI Address to DO Employees on 23 August 1989

FROM:
 Chairman, DO Women's Advisory Council
 3D30 OHB

EXTENSION

NO.

DATE: 5 September 1989

TO: (Officer designation, room number, and building)

DATE

RECEIVED FORWARDED

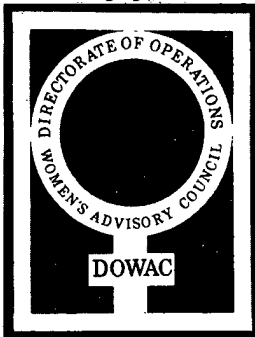
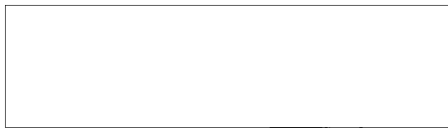
OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1. Deputy Director for Operations 7E26 OHB		7	OB	
2.				
3. Director, Public Affairs Office 7D00 OHB		9/8/89	RT	
4.				
5. Executive Registry 7E12 OHB		SEP 1989	UH	
6.				
7. Director of Central Intelligence 7E12 OHB		11 Sept. 9/11	WHR	
8.				
9.				
10.				
11.				
12.				
13.				
14.				
15.				

~~CONFIDENTIAL~~


STAT



5 September 1989

MEMORANDUM FOR: Director of Central Intelligence

VIA: Director, Public Affairs
Deputy Director for Operations

FROM:  Chairman, DO Women's Advisory Council

STAT

SUBJECT: DCI Address to DO Employees on 23 August 1989

1. On behalf of the DO Women's Advisory Council, I would like to express our thanks and appreciation to you for addressing the 23 August 1989 Council FORUM. Your candid remarks were extremely well received by the audience. Without exception, comments have been most favorable and, more importantly, those who attended came away with a feeling of being part of an important team, led by a Director who is genuinely interested in the plans and programs of the Directorate and the well being of its employees.

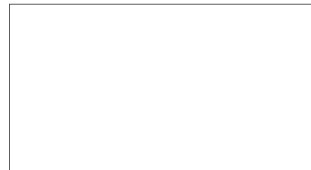
2. Again, a sincere thank you.



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25X1

~~CONFIDENTIAL~~

SECRET

ROUTING AND RECORD SHEET

SUBJECT: (Optional) DCI Proposed Remarks to Directorate of Operations
23 August 1989

FROM: *3* James W. Greenleaf ~~Director of Public Affairs~~
EXTENSION NO. PAO 89-0244
DATE 9 August 1989

STAT

TO: (Officer designation, room number, and building) DATE RECEIVED FORWARDED OFFICER'S INITIALS COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1.	DATE RECEIVED	FORWARDED	OFFICER'S INITIALS	COMMENTS
FR	4 9 AUG 1989		<i>W</i>	
DCI	<i>Wang</i>	<i>23 Aug</i>	<i>✓</i>	
PAO				

FORM 1-79 610 USE PREVIOUS EDITIONS

SECRET

BUILDING AN OPPORTUNITY FULL AGENCY

25X1

WOMEN - HIRING, TRAINING, PERFORMANCE
PERFORMANCE - RATE OF HIRING PROFESSIONAL WOMEN IN DO HAS
DOUBLED OVER 10 YEARS

MINORITIES

25X1

TRAINING - BROADENING

SCIENTIFIC AND TECHNICAL ISSUES

THE WIDER HORIZONS GRANDER VIEW

DO NEEDS SOME OF YOU TO BRANCH OUT

CENTERS

AND BE REWARDED

LEADERSHIP FOR THE AGENCY

FULFILLING MISSION THROUGHOUT THE WORLD

SECRET

SECRET

PUT ON MORE MEN

NEW ADMINISTRATION

PRESIDENT BUSH

OTHERS NEED TO LEARN OUR CAPABILITIES AND LIMITATIONS

SOURCES - METHODS

LEAKS

RELATIONS WITH CONGRESS AND ADMIN (PUBLIC INTEREST)

OUR OBLIGATIONS - SERIOUSLY

WANT US TO DO WELL

- 1,000 CEOs - 1,000/MO APPLAUSE

PROTECTION OF SOURCES AND METHODS

CANDOR

IG ISSUE

RESOURCES AND PRIORITIES - NEW ASSIGNMENTS - SETTING PRIORITIES

- PROTECTION OF PEOPLE

SECRET

DCI
23 Aug 89
DO Speech

D.O. - THE HEART OF OUR MISSION

WE HAVE LEARNED TO USE SATELLITES IN SPACE

WE HAVE LEARNED TO GATHER TELEMTRY, INTERCEPT
COMMUNICATIONS, AND PRODUCE FANTASTIC IMAGERY

AGAIN AND AGAIN WE LEARN THE INDISPENSABLE ROLE OF HUMAN
INTELLIGENCE - INTENTIONS AND CAPABILITIES/OUR ADVERSARIES

T Walters

DICK WALTERS: "Q"

WELL NOW WE FEEL THREATENED

US NEWS & WORLD REPORT - "WHERE SPIES REALLY MATTER"

FAST-BREAKING EVENTS



- CHINA
- CUBA
- LEBANON

THIRST FOR INSTANT INFORMATION

NEW AREAS - C/T

AND CI



NEWER ISSUES - C/N

SECRET

SECRET

PAO 89-0244

9 August 1989

JUDGE:

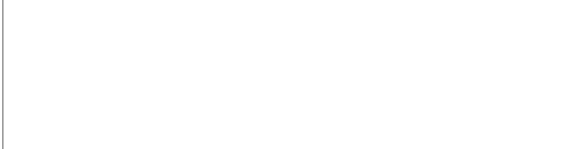
RE: Your remarks to the
Directorate of Operations
23 August 1989 11:00 a.m.
HQS Auditorium

The Deputy Director for Operations and the DO Career Management Staff have worked with us to develop themes for your address to the Directorate of Operations.

In these remarks you comment on the importance of the work of the Directorate and observe, "Today I want to talk about some of the concerns of the Directorate of Operations and the issues you face as you do the work of the Agency." Among those concerns: protecting sources and methods, protecting against leaks, our relationship with Congress and the Administration, maintaining our own independent Inspector General, and the difficulties of determining priorities for our limited resources. You discuss a range of additional issues from providing greater opportunity for those in the Directorate to the role of leadership in the Agency.

These remarks have been fully coordinated within the DO and reflect the DDO's view of those themes he wishes reinforced. The DO is expecting a full house for your address. If you wish to answer questions from the audience, you might make that offer at the end of your remarks. Your proposed remarks are attached.

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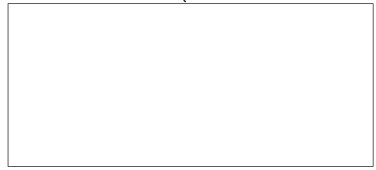
✓ Jim Greenleaf

Attachments:

25X10,

tribution:

- rig. - DCI
- 25X11 - ER
- 25X11 -
- 1 - D/PAO
- 1 - PAO Registry
- 25X11 -
- 1 - PAO Ames
- 25X11 -
- 1 -
- 1 -
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(Chrono)

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PROPOSED REMARKS
BY
WILLIAM H. WEBSTER
DIRECTOR OF CENTRAL INTELLIGENCE
TO
THE DIRECTORATE OF OPERATIONS
AUGUST 23, 1989

SECRET

SECRET

I WAS PLEASED TO BE INVITED TO TALK WITH YOU TODAY. DICK WROTE ME A NOTE AND PASSED ALONG THE INVITATION, AND I'VE LOOKED FORWARD TO THIS OPPORTUNITY TO MEET WITH YOU. I'VE BEEN A NUMBER OF PLACES OVERSEAS AND HAVE ALWAYS COME AWAY IMPRESSED WITH THE JOB WE'RE DOING. THERE'S NO MORE EXCITING NOR MORE IMPORTANT WORK AND IT'S CLEAR TO ME WHY WE HAVE SUCH A STRONG SENSE OF PRIDE AND A STRONG SENSE OF MISSION.

TODAY I WANT TO TALK ABOUT SOME OF THE CONCERNS OF THE DIRECTORATE OF OPERATIONS, AND THE ISSUES YOU FACE AS YOU DO THE WORK OF THE AGENCY.

ONE OF THOSE CONCERNS IS HOW TO HELP THE ADMINISTRATION AND, AT THE SAME TIME, CONTINUE TO PROTECT THE TOOLS OF OUR BUSINESS. WE ARE REALLY QUITE FORTUNATE TO HAVE AS PRESIDENT A FORMER DIRECTOR OF CENTRAL INTELLIGENCE. PRESIDENT BUSH KNOWS WHAT WE DO, HE KNOWS HOW TO USE INTELLIGENCE, AND HE KNOWS WHAT

SECRET

SECRET

TO ASK FOR. THIS GIVES US JUST THE RIGHT SORT OF CHALLENGE. BUT KNOWING THE BUSINESS OF INTELLIGENCE AND HOW BEST TO USE IT IS NOT TRUE OF ALL THE PLAYERS. THIS IS STILL EARLY IN THE ADMINISTRATION AND THERE ARE MANY WHO HAVE TO LEARN NOT ONLY THE SUBSTANCE OF WHAT WE DO, BUT A WHOLE CULTURE OF NOTIONS THAT ARE NOT FAMILIAR TO THEM. PROTECTING SOURCES AND METHODS AND RESPECTING COMPARTMENTATION ARE ALL ESSENTIAL, BUT THOSE WHO ARE NEW MAY NOT FULLY UNDERSTAND THEIR -- OR OUR -- RESPONSIBILITIES. IT IS OUR JOB TO TEACH THEM. AND THAT TAKES TIME.

WE NEED TO TEACH THEM AS WELL ABOUT COVERT ACTION. NEW PLAYERS -- AND WITH COVERT ACTION THERE ARE ALWAYS NEW PLAYERS -- THESE PLAYERS DON'T ALWAYS REALIZE THAT C.A. PROGRAMS CAN'T BE CREATED OVERNIGHT. WE NEED TO MAKE THAT POINT. WE ALSO NEED TO EDUCATE THEM ABOUT LEAKS. UNFORTUNATELY, LEAKS ARE PART OF THE POLITICAL PROCESS -- USED

SECRET

SECRET

FOR BARGAINING, INFLUENCE, WEAKENING ONE'S OPPONENTS. WE CANNOT STOP LEAKS. WE CAN -- STRONGLY, CONSTANTLY, AND CONSISTENTLY -- EDUCATE. WE MUST BETTER PROTECT THOSE THINGS THAT TRULY COUNT. PROTECTING SOURCES AND METHODS IS COMPLEX, AND THE AMOUNT OF INFORMATION WE PROVIDE CONGRESS IS STAGGERING. WE ALL NEED TO FOLLOW ESTABLISHED GUIDELINES CLOSELY.

I HAVE TALKED TO A NUMBER OF GROUPS IN ALL PARTS OF THE COUNTRY, AND PEOPLE ARE CONSISTENTLY INTERESTED -- AND CONCERNED -- ABOUT OUR RELATIONSHIP WITH CONGRESS AND WITH THE ADMINISTRATION. THEY WANT TO KNOW THAT WE ARE BOUND BY AND ARE FOLLOWING THE LAW. WHEN I TALK TO PUBLIC GROUPS, I ASSURE THEM THAT WE TAKE SERIOUSLY OUR OBLIGATIONS TO THE AMERICAN PEOPLE. AND I'VE NOTICED THAT MANY ARE NOW MORE WILLING THAN THEY HAVE BEEN TO EXPRESS PRIDE IN WHAT WE ARE DOING. LAST SUMMER, I SPOKE TO 1,500 CHIEF EXECUTIVE OFFICERS AND BUSINESS LEADERS ON THE WEST COAST. WHEN I MENTIONED THAT OUR APPLICATIONS WERE

COMING IN AT THE RATE OF 1,000 A MONTH, THEY BROKE INTO
APPLAUSE. THAT TOLD ME SOMETHING VERY IMPORTANT ABOUT WHERE
THOSE BUSINESS LEADERS PLACE THIS AGENCY.

WHILE WE HAVE AN OBLIGATION TO THE PUBLIC, WE ALSO HAVE AN
OBLIGATION TO OURSELVES -- TO PRESERVE THE TOOLS OF OUR TRADE

25X1



I WILL PROTECT YOUR

DEFENSE OF INFORMATION THAT MIGHT REVEAL SOURCES AND METHODS,
BUT I DEPEND UPON YOUR CANDOR. AS AN AGENCY, WE MUST BE
TRUTHFUL WITH CONGRESS. AS AN INDIVIDUAL, IF YOU ARE CALLED
UPON TO TESTIFY, YOU MUST REPRESENT THIS AGENCY BY RESPONDING
TRUTHFULLY TO ALL QUESTIONS ASKED OF YOU. I KNOW THAT WHERE WE
DRAW THE LINE MAY VARY DEPENDING ON OUR AUDIENCE -- AN
UNCLASSIFIED BRIEFING IS NOT THE SAME AS TESTIFYING IN A CLOSED
SESSION. AND I ASSURE YOU THAT I, AND MEMBERS OF THE EXECUTIVE
COMMITTEE, MAKE JUDGMENTS EVERY DAY TO PROTECT ESPECIALLY
SENSITIVE INFORMATION.

SECRET

PROTECTION OF INFORMATION GOES BEYOND SOURCES AND METHODS. YOU KNOW THAT I HAVE OPPOSED THE PROPOSAL TO APPOINT AN OUTSIDE INSPECTOR GENERAL TO THIS AGENCY. THE OVERSIGHT COMMITTEES, THE PRESIDENT, AND THE JUSTICE DEPARTMENT MUST BE INFORMED WHEN OUR I.G. UNCOVERS WRONGDOING. THAT IS THE LAW, AND WE OBEY IT.

BUT MUCH OF THE WORK THE INSPECTOR GENERAL DOES IS PART OF THE INTERNAL MANAGEMENT OF THE AGENCY. THE INSPECTION OF COMPONENTS, THE STUDY OF ISSUES, THE HANDLING OF PERSONNEL GRIEVANCES CAN ONLY BE EFFECTIVE IF EVERYONE HERE CAN BELIEVE IN THE PRINCIPLES OF CONFIDENTIALITY AND FAIRNESS. I DO NOT BELIEVE AN OUTSIDER, APPOINTED BY CONGRESS, CAN DO THE JOB THAT NEEDS TO BE DONE. I KNOW THAT THIS ISSUE IS OF PARTICULAR CONCERN TO A DIRECTORATE THAT OPERATES, LARGELY, UNDER COVER. I WILL CONTINUE TO REPRESENT OUR VIEWS ON THIS MATTER AS FORCEFULLY AS I CAN.

SECRET

SECRET

ANOTHER ISSUE THAT CONCERNS ALL OF US IS HOW TO GET EVERYTHING DONE THAT WE'D LIKE TO DO. THE SIMPLE ANSWER IS THAT WE TRY OUR BEST. WE SET PRIORITIES, OFTEN WITH DIFFICULTY, AND THEN SET ABOUT TO FULFILL THEM. IT BECOMES PARTICULARLY FRUSTRATING WHEN RESOURCES ARE CONSTRAINED, AS THEY ARE NOW AND WILL BE FOR THE NEXT SEVERAL YEARS.

DICK STOLZ AND I, WITH THE OTHER MEMBERS OF THE EXECUTIVE COMMITTEE, TRY TO WEIGH THE SUBSTANTIVE MERIT, LEGITIMATE POLITICAL CONSIDERATIONS, AND RESOURCE TRADE-OFFS FOR EVERY NEW REQUIREMENT WE ACCEPT. I KNOW THAT SOME OF YOU GIVE UP RESOURCES YOU CAN'T AFFORD TO LOSE WHEN NEW PROGRAMS AND INITIATIVES ARE DEVELOPED. IT'S ALWAYS GOING TO BE LIKE THAT. I LOOK TO THE DEPUTY DIRECTORS TO DECIDE WHERE TO ROB PETER TO PAY PAUL, BUT I ALSO EXPECT THEM TO MAKE ADJUSTMENTS, IF NECESSARY, IN WHAT IS ASKED OF A PARTICULAR WORKING GROUP --- ESPECIALLY IF THAT GROUP HAS LOST RESOURCES.

SECRET

SECRET

ABOVE ALL, WE NEED TO PROTECT THE RESOURCES WE HAVE -- AND
HERE I'M TALKING ABOUT OUR PEOPLE. I AM ESPECIALLY CONCERNED
ABOUT PROVIDING OPPORTUNITY TO EVERYONE AT THE AGENCY. IT HAS
NOT ESCAPED MY ATTENTION THAT THERE ARE MANY MORE MEN THAN
25X1 WOMEN IN THE EXECUTIVE RANKS. THERE ARE [] S.I.S. WOMEN FROM
25X1 THROUGHOUT THE AGENCY, [] FROM THE DIRECTORATE OF
OPERATIONS. THIS IS CLEARLY NOT AS IT SHOULD BE. WE CAN HELP
CHANGE THIS THROUGH OUR HIRING, OUR TRAINING, AND THROUGH
RECOGNIZING PERFORMANCE. I KNOW THAT THE RATE AT WHICH THE
D.O. HAS BEEN HIRING PROFESSIONAL WOMEN HAS DOUBLED IN A LITTLE
OVER TEN YEARS, AND A PARTICULARLY STRONG GROUP OF WOMEN
OFFICERS WILL BE ELIGIBLE TO JOIN THE SENIOR RANKS IN A FEW
YEARS. DIRECTORATE MANAGERS MUST GIVE THESE OFFICERS THE
OPPORTUNITY TO GET THE TRAINING AND EXPERIENCES THEY NEED TO
CONTINUE TO BE COMPETITIVE.

SECRET

SECRET

NOT LONG AGO, DICK STOLZ APPROVED A NEW PROGRAM THAT WILL
HELP PROVIDE MORE OPPORTUNITY. [] WOMEN, REPRESENTING []

25X1

25X1

[] WERE RECENTLY SELECTED AS PARTICIPANTS

25X1

IN THE PILOT RUNNING OF THE D.O. WOMEN'S EXECUTIVE LEADERSHIP
PROGRAM. THIS PROGRAM IS PATTERNED AFTER AN EXCELLENT O.P.M.
PROGRAM AND WAS DEVELOPED SPECIFICALLY FOR D.O. WOMEN WHO,

25X1

[] COULD NOT PARTICIPATE IN O.P.M.'S

PROGRAM. THIS IS EXACTLY THE SORT OF EFFORT WE NEED AND I
SUPPORT IT.

THE DIRECTORATE OF OPERATIONS IN GENERAL NEEDS TO MAKE
TRAINING ONE OF ITS TOP PRIORITIES. WE STILL NEED OPERATIONS,
LANGUAGE, AND TECHNICAL TRAINING, BUT WE ALSO NEED TRAINING
WHICH DEVELOPS MANAGEMENT SKILLS AND PROVIDES A BROADER,
AGENCY-WIDE PERSPECTIVE. WE NEED TO HELP ALL OF OUR PEOPLE
UNDERSTAND AND RESPOND TO THE INTELLIGENCE NEEDS OF THE
NATIONAL SECURITY COMMUNITY WHICH WE SERVE.

SECRET

THERE MUST BE A GREATER EFFORT, AS WELL, TO INCREASE THE SKILLS WE WILL TAKE INTO THE NEXT DECADE AND THE NEXT CENTURY. WE WILL ALL NEED A GREATER UNDERSTANDING OF SCIENTIFIC AND TECHNICAL ISSUES. NOT ONLY WILL THESE ISSUES AFFECT THE STRATEGIC MILITARY BALANCE, BUT THEY HAVE INCREASING APPLICATION IN THE THIRD WORLD. IN FACT, NEW TECHNOLOGIES WILL AFFECT NEARLY EVERYTHING FROM WEAPONS AND WEAPON SYSTEMS TO ECONOMIC COMPETITION.

AS AN AGENCY, WE WILL BE COMPETING IN ANOTHER AREA -- COMPETING FOR A TALENTED WORKFORCE. ONE OF MY PARTICULAR CONCERNS IS THAT WE MAKE SURE THAT MINORITIES ARE A REPRESENTATIVE PART OF OUR WORKFORCE. I WAS PLEASED TO HEAR THAT THE D.O. HAS MORE MINORITY APPLICANTS NOW IN PROCESS THAN AT ANY OTHER TIME IN THE HISTORY OF THE DIRECTORATE. I UNDERSTAND THAT , AN OPERATIONS OFFICER WHO HAS BEEN WORKING WITH THE CAREER TRAINING DIVISION, IS THE KEY

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SECRET

SECRET

PERSON RESPONSIBLE FOR THIS. I WANT TO HEAR OF MORE INITIATIVES LIKE BILL'S.

I SEE IN THIS ROOM A TREMENDOUSLY DEDICATED GROUP OF PEOPLE. THE AGENCY NEEDS YOU, AND I NEED YOU, TO CONTINUE YOUR WORK IN SPITE OF PROBLEMS OF SPACE, IN SPITE OF LOSING RESOURCES. YOUR WORK IS TOO IMPORTANT TO BE LEFT UNDONE.

AND I ASK ONE MORE THING OF YOU. I ASK THAT SOME OF YOU SEEK ASSIGNMENTS WHERE YOU WILL GAIN EXPERIENCE OF THE WHOLE AGENCY. IT IS CLEAR THAT DICK STOLZ NEEDS SPECIALISTS IN THE BUSINESS OF CLANDESTINE OPERATIONS. YOURS IS A FIELD WHERE CORPORATE AND REGIONAL MEMORY IS IMPORTANT, WHERE SKILLS CANNOT BE EASILY TAUGHT, AND WHERE OUR ADVERSARIES CAN READILY SPOT AMATEURS. AT THE SAME TIME, IN TODAY'S WORLD, THE D.O. NEEDS SOME OF YOU TO BRANCH OUT TO LEARN TO REPRESENT US TO CONGRESS, TO FIGHT FOR THE RESOURCES YOU NEED TO DO YOUR JOB, AND TO WORK

SECRET

SECRET

WITH THE OTHER DIRECTORATES. I KNOW THAT THE D.D.O. IS COMMITTED TO MAKING SURE THAT THOSE WHO ARE SELECTED FOR ASSIGNMENTS OUT OF THE OPERATIONAL MAINSTREAM ARE REWARDED FOR THEIR EFFORTS.

MANY OF THOSE WHO ARE NOW IN SENIOR POSITIONS HAVE HAD BROAD AGENCY EXPERIENCE, AND I RECOMMEND SUCH EXPERIENCE TO YOU. ONE WAY PEOPLE ARE GETTING BROADER EXPERIENCE AND MEETING KEY INTELLIGENCE REQUIREMENTS IS BY SERVING IN ONE OF OUR CENTERS. COUNTERINTELLIGENCE, NARCOTICS, AND TERRORISM ARE THREE ISSUES THAT ARE HIGH ON THE PRIORITIES LIST OF THIS ADMINISTRATION -- WHICH MEANS THEY ARE HIGH ON OUR LIST AS WELL. THE CENTERS WE HAVE ESTABLISHED TO WORK ON THESE PROBLEMS ARE MULTIDISCIPLINARY. YOU CAN LEARN THE MISSION AND FUNCTIONS OF ALL FOUR DIRECTORATES AND HOW RESOURCES ARE ACQUIRED AND MANAGED, AS WELL AS LEARN SOMETHING ABOUT THE ROLE OF THE AGENCY IN THE COMMUNITY. I AM PLEASED WITH THE WAY THESE

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CENTERS ARE WORKING. THE CONSOLIDATED, CONCENTRATED APPROACH TO ADDRESSING THESE ISSUES SHOULD MAKE US MORE EFFECTIVE.

RECENTLY, WE HAVE MADE A NUMBER OF CHANGES IN SENIOR MANAGEMENT POSITIONS. THIS AGENCY'S BUSINESS HAS BECOME SO BROAD AND COMPLEX, WITH FAR GREATER IMPACT FROM OUTSIDE THAN IN THE PAST, THAT WE NEED A DIFFERENT PROFILE OF LEADERSHIP -- A BROADER PROFILE.

LAST OCTOBER I MET WITH THE SENIOR MANAGERS AT AN OFF-SITE CONFERENCE. WE TALKED ABOUT LEADERSHIP AND WHAT WE SEE AS ESSENTIAL IN DEVELOPING FUTURE LEADERS. OUR OWN LEADERSHIP, I BELIEVE, MUST FOCUS PARTICULARLY ON OUR PEOPLE: HOW THEY ARE SELECTED, THEIR TRAINING, THEIR EXPOSURE TO NEW OPPORTUNITIES, AND THE ENCOURAGEMENT WE PROVIDE TO THEM.

I KNOW THAT THE TERM "ONE AGENCY" MEANS A LOT OF THINGS TO A LOT OF PEOPLE. WHAT I'M CONCERNED ABOUT IS DEVELOPING A QUALITY BOTH OF MANAGEMENT AND OF UNDERSTANDING THAT MAKES IT

SECRET

POSSIBLE FOR THE PEOPLE HERE IN THIS ROOM TO FULFILL THE
MISSION OF THE CENTRAL INTELLIGENCE AGENCY THROUGHOUT THE WORLD.

I APPRECIATE THE IMPORTANT WORK YOU ARE DOING AT
HEADQUARTERS AND THE COURAGE AND DEDICATION THAT I HAVE SEEN IN
THE FIELD. I LOOK TO YOU TO CONTINUE THE EXCELLENT WORK OF THE
DIRECTORATE OF OPERATIONS AND TO PREPARE YOURSELVES FOR FUTURE
LEADERSHIP IN THIS AGENCY.