

### ROUTING AND RECORD SHEET

**SUBJECT:** (Optional)

DCI Proposed Remarks to Office of Personnel Employees 13 July 1989

**FROM:**

James W. Greenleaf  
Director, Public Affairs

EXTENSION

NO.

PAO 89-0210

DATE

30 June 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		OFFICER'S INITIALS	COMMENTS
	RECEIVED	FORWARDED		
ER	30 JUN 1989		<i>Jal</i>	
2.				
3. DCI	6/30	7/13	✓	
4.				
5. PAO				
6.				
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B-801-K



DCI/PAO/ [redacted]

Distribution:

Orig. - DCI  
1 - ER

STAT 1 - [redacted]

1 - D/PAO  
1 - PAO Registry

STAT 1 - [redacted]

1 - PAO Ames  
1 - Gwen

PAO 89-0210

STAT 1 - [redacted]

30 June 1989

STAT 1 - [redacted]

1 - [redacted] (Chrono)

RE: Your proposed remarks to  
Office of Personnel employees  
13 July 1989 10:00 a.m.  
HQS Auditorium

STAT You are scheduled to make 10-15 minutes of remarks to about [redacted] employees of the Office of Personnel (DA). You may wish to answer questions afterward.

In the remarks we have prepared, you note that Personnel officers are "the real ambassadors of the Agency." You express appreciation for their work in building and maintaining the CIA as the most professional and effective intelligence organization in the world. After discussing some of the major issues the Office of Personnel is currently dealing with, you note that technologies and collection priorities are changing as we near the year 2000. You then say: "...As an Agency, our only limits will be those we put on our own initiative, imagination, and ability to make it possible for everyone to use their talents in furthering the mission of the Central Intelligence Agency."

In the conclusion, you mention that the Office of Personnel's slogan, "We care enough to make a difference," points to the dedication of the Office and should serve employees well now and into the next century.

The proposed remarks have been coordinated with the Office of Personnel and are attached (see opposite for cards).

STAT [redacted signature box]

Jim Greenleaf

*for*

Attachments:  
As stated

B. 801-11  
DCI  
EXEC  
REG

PROPOSED REMARKS  
BY  
WILLIAM H. WEBSTER  
DIRECTOR OF CENTRAL INTELLIGENCE  
TO THE  
OFFICE OF PERSONNEL  
JULY 13, 1989

GOOD MORNING. I WAS DELIGHTED TO BE ASKED TO SPEAK TO YOU

STAT TODAY. I'VE JUST RETURNED FROM A TRIP [REDACTED] --- AN EXCITING

STAT TIME TO BE THERE -- AND WAS IMPRESSED BY [REDACTED]

STAT [REDACTED] THE SUPPORT THAT CAME FROM OUR COMPONENTS AT HEADQUARTERS.

BUT I KNOW THAT IN SPEAKING TO YOU TODAY, I AM SPEAKING TO THE  
ONES RESPONSIBLE FOR FINDING THE MANY TALENTED PEOPLE WE HAVE.

YOU, IN MANY WAYS, ARE THE REAL AMBASSADORS OF THE AGENCY --

YOU OFTEN REPRESENT US TO THE PUBLIC, AND YOU CREATE AND RUN

THE PROGRAMS THAT KEEP GOOD PEOPLE WITH US. AND SO, YOU ARE

OUR REAL DIPLOMATS.

I WANT YOU TO KNOW THAT I APPRECIATE YOUR WORK IN BUILDING  
AND MAINTAINING THE CENTRAL INTELLIGENCE AGENCY AS THE MOST  
PROFESSIONAL AND EFFECTIVE INTELLIGENCE ORGANIZATION IN THE  
WORLD. SUCH AN ORGANIZATION DOES NOT JUST "HAPPEN" BUT IS THE  
RESULT OF CAREFUL PLANNING, HARD WORK, AND DEDICATION TO OUR  
MISSION.

I'D LIKE TO TAKE A FEW MOMENTS TO CONSIDER SOME OF THE ISSUES THAT YOU, IN PERSONNEL, MUST DEAL WITH, AND THEN TO LOOK AHEAD AT SOME OF THE ISSUES WE WILL ALL NEED TO ADDRESS.

IF THERE IS ONE KEY TO A SUCCESSFUL ORGANIZATION THAT KEY IS ITS PEOPLE. WE NEED TO ATTRACT AND KEEP TALENTED PEOPLE, WE NEED TO HELP THEM DO WHAT WE ASK OF THEM, AND WE NEED TO MAKE SURE THEY ARE WELL TREATED. ALL OF THIS IS THE BUSINESS OF PERSONNEL.

I KNOW THAT YOU ARE DOING A TREMENDOUS JOB IN RECRUITING AND PROCESSING APPLICANTS. THIS IS IMPORTANT WORK -- YOUR SUCCESS IN RECRUITMENT WILL DETERMINE OUR SUCCESS TOMORROW. THE C.I.A. IS ONE OF THE FEW FEDERAL CIVILIAN AGENCIES WHICH ACTIVELY RECRUITS ITS EMPLOYEES. RECRUITMENT IS SUCH A PART OF AGENCY LIFE THAT WE TEND TO TAKE IT FOR GRANTED AND FORGET THAT MOST OTHER CIVILIAN GOVERNMENT AGENCIES DO NOT ACTIVELY RECRUIT. BUT HERE, WE CANNOT WAIT FOR THE MANY SPECIALISTS WE

NEED TO DISCOVER US, AND SO WE ACTIVELY SEEK THEM OUT. AS OUR AMBASSADORS TO THE PUBLIC, MANY OF YOU FACE THE EXTREMES OF PUBLIC OPINION. LIKE YOU, I HAVE FACED THE PUBLIC ON A NUMBER OF OCCASIONS, AND I WANT TO TELL YOU ABOUT ONE SUCH OCCASION, WHICH SHOWS PUBLIC SUPPORT FOR OUR EFFORT. LAST SUMMER, ON THE WEST COAST, I SPOKE TO NEARLY 1500 CHIEF EXECUTIVE OFFICERS AND OTHER LEADERS FROM GOVERNMENT AND ACADEMIA. WHEN I TOLD THEM THAT WE WERE RECEIVING APPLICATIONS AT THE RATE OF ABOUT 1,000 A MONTH, THEY BROKE OUT IN APPLAUSE. THAT'S AN INDICATION OF THE IMPORTANCE THAT THEY PLACE ON OUR WORK, AND A RECOGNITION OF THE IMPORTANCE OF YOUR EFFORT.

ALTHOUGH WE HAVE BEEN RECEIVING APPLICATIONS IN IMPRESSIVE NUMBERS, WE HAVE MORE TO DO TO GET THOSE BEST SUITED FOR OUR WORK ON BOARD. THOSE OF YOU WHO WORK TO KEEP THOSE APPLICANTS WITH US THROUGHOUT THE PROCESS DESERVE SPECIAL THANKS. I KNOW THAT THERE ARE EFFORTS UNDERWAY TO HELP REDUCE THE TIME IT

TAKES TO GET EMPLOYEES ON BOARD, AND I ENCOURAGE THESE  
EFFORTS. BUT NOT ALL OF OUR APPLICANTS WILL BE ABLE TO MEET  
OUR EXACTING  STANDARDS, AND  
WE MUST BE SURE THAT WE BRING ON ONLY THOSE BEST QUALIFIED FOR  
OUR WORK.

STAT

AND ONCE THOSE PEOPLE JOIN US, OUR WORK BEGINS IN EARNEST.  
HOW ARE WE TO PAY, SUPPORT, MANAGE, MOTIVATE, RETAIN THOSE IN  
WHOM WE HAVE ALREADY INVESTED SO MUCH? THIS WORK REQUIRES A  
GREAT DEAL OF CREATIVITY, PATIENCE, AND DEDICATION. WHAT I'VE  
SEEN HAS BEEN IMPRESSIVE. LAST YEAR YOU ASSUMED RESPONSIBILITY  
FOR RUNNING THE AGENCY'S WORKERS COMPENSATION AND THE CIVIL  
SERVICE RETIREMENT PROGRAM FROM THE OFFICE OF PERSONNEL  
MANAGEMENT. YOU ESTABLISHED A CAREER TRANSITION CENTER TO HELP  
THOSE WHO WERE RETIRING AND THOSE WHO WANTED TO BEGIN ANOTHER  
CAREER. YOU'VE CONTINUED THE EXCELLENT INDIVIDUAL STATEMENT OF  
BENEFITS PROGRAM BEGUN IN 1986, A PROGRAM THAT CANNOT BE

MATCHED IN ANY OTHER FEDERAL AGENCY. AND WE'RE ALMOST READY TO GO FORWARD WITH A NUMBER OF OTHER PROGRAMS -- THE CHILDREN'S DAY CARE CENTER WILL SOON OPEN, THE "FLEXIBLE BENEFITS" PACKAGE WHICH WILL LET OUR PEOPLE TAILOR BENEFITS TO THEIR NEEDS IS PROGRESSING.

THESE PROGRAMS ARE THE RESULT OF HARD WORK AND OF KNOWING WHAT THE AGENCY NEEDS TO KEEP IT COMPETITIVE. I BELIEVE THEY ARE ALSO THE RESULT OF WORKING FOR AN ORGANIZATION THAT HAS BECOME MUCH LIKE A FAMILY. THE PEOPLE WHO WORK HERE SHARE THE KNOWLEDGE THAT THEY ARE DOING SOMETHING IMPORTANT. AND ALL OF US BUILD UPON THE WORK OF THOSE WHO HAVE BEEN HERE BEFORE US. I HAVE HAD THE OPPORTUNITY TO SPEAK TO THE CENTRAL INTELLIGENCE RETIREES ASSOCIATION, AND THEY ARE EAGER FOR NEWS OF THE AGENCY AND NEWS OF THE PEOPLE THEY REMEMBER.

THE IMPORTANCE OF CARING FOR OUR PEOPLE IS NOT GOING TO CHANGE, BUT MANY OF THE TECHNOLOGIES WE CAN USE TO ACCOMPLISH



THAT MISSION WILL. I UNDERSTAND THAT WE ARE MAKING PROGRESS ON BUILDING AND INSTALLING A NEW HUMAN RESOURCES MANAGEMENT SYSTEM TO REPLACE OUR CURRENT SYSTEM. THIS NEW SYSTEM WILL BE COMPARABLE TO THOSE USED BY LARGE BUSINESSES AND WILL ENABLE THE AGENCY TO ENTER THE NEXT DECADE AND THE NEXT CENTURY WITH THE CONFIDENCE THAT IT IS CAPABLE OF MANAGING ITS HUMAN RESOURCES TO THE BEST POSSIBLE ADVANTAGE.

OUR PRESENT EMPHASIS ON PROVIDING OPPORTUNITIES FOR ALL OUR EMPLOYEES, AND OF FINDING QUALIFIED MINORITY APPLICANTS TO JOIN US WILL NOT CHANGE EITHER. OUR STRATEGIES AND OUR APPROACH, HOWEVER, SHOULD MAKE US MORE SUCCESSFUL. TO THAT END, THE DIRECTORATE OF ADMINISTRATION ESTABLISHED A TASK FORCE TO RECOMMEND WAYS TO MEET OUR MINORITY RECRUITMENT GOALS. ACTING ON THE RECOMMENDATIONS OF THIS TASK FORCE, THE OFFICE OF PERSONNEL HAS ESTABLISHED A SPECIAL RECRUITMENT STRATEGIES BRANCH TO PLAN, COORDINATE, AND FACILITATE OUR HIRING OF

COMPETITIVE MINORITIES. THIS INITIATIVE, ADDED TO OUR OTHER PROGRAMS IN EEO AND THROUGHOUT THE AGENCY, SHOULD HELP US RECRUIT THE PEOPLE WE NEED. I PLAN TO ANNOUNCE THIS INITIATIVE TOMORROW WHEN I ADDRESS THE MEMBERS OF THE SENIOR INTELLIGENCE SERVICE.

AS MEMBERS OF AN OFFICE THAT SERVES THROUGHOUT THE AGENCY, YOU ALREADY KNOW THE VALUE OF TAKING EXPERTISE AND EXPERIENCE WHEREVER IT'S NEEDED. WE WILL, AS AN AGENCY, NEED TO TAKE ADVANTAGE OF OUR COMBINED EXPERIENCE AND TALENTS IN ADDRESSING A NUMBER OF COMPLEX PROBLEMS. THE COUNTERINTELLIGENCE CENTER AND THE COUNTERTERRORISM CENTER ARE EXAMPLES OF THE SORT OF INTERDIRECTORATE COOPERATION WE NEED. THESE CENTERS ARE STAFFED BY REPRESENTATIVES OF EACH DIRECTORATE, EACH BRINGING TO BEAR ON THE PROBLEMS AT HAND HIS OR HER OWN UNIQUE BACKGROUND, KNOWLEDGE, AND EXPERTISE. I AM PLEASED THAT THIS APPROACH HAS ALREADY PAID DIVIDENDS IN THE FORM OF PRACTICAL

RESULTS -- WE'VE BEEN ABLE TO BETTER COORDINATE OUR COUNTERINTELLIGENCE EFFORTS AND WE'VE BEEN ABLE TO WARN OF A NUMBER OF POTENTIAL TERRORIST INCIDENTS ABROAD. I AM CERTAIN THIS SUCCESS WILL CONTINUE. AND I AM CERTAIN THAT THE NEWLY ESTABLISHED COUNTERNARCOTICS CENTER WILL PROVIDE SIMILAR SERVICE AND ENJOY SIMILAR SUCCESS.

MANY OF YOU HERE TODAY WILL SEE THE AGENCY INTO THE 21ST CENTURY. THE ACTIONS WE TAKE AND THE POLICIES WE PURSUE OVER THE NEXT FEW YEARS WILL DETERMINE HOW WELL THE AGENCY WILL DO WHEN THE YEAR ON THE CALENDAR READS 2,000. YET THEN, AS NOW, OUR TECHNOLOGIES WILL CHANGE, OUR COLLECTION PRIORITIES MAY SHIFT. BUT, AS AN AGENCY, OUR ONLY LIMITS WILL BE THOSE WE PUT ON OUR OWN INITIATIVE, IMAGINATION, AND ABILITY TO MAKE IT POSSIBLE FOR EVERYONE TO USE THEIR TALENTS IN FURTHERING THE MISSION OF THE CENTRAL INTELLIGENCE AGENCY. THE SLOGAN YOU HAVE ADOPTED, "WE CARE ENOUGH TO MAKE A DIFFERENCE" POINTS TO

THE DEDICATION OF THIS OFFICE, AND THAT DEDICATION SHOULD SERVE  
YOU WELL NOW AND INTO THE NEXT CENTURY.