

23 Jan 85

SIS Promotions and Awards Ceremony

23 January 1985

Good afternoon. Today we award promotions and rank stipends to members of the Senior Intelligence Service and welcome those newly promoted into this select group.

Individually and collectively, as SIS officers, you reflect the finest qualities of government service. Your special qualities are the backbone of our intelligence profession. We are pleased to be able to recognize such an outstanding group of men and women.

I also want to say a special word of welcome to the families who are with us today. We understand and appreciate the critical support that our successful officers get from their families.

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It is fitting that we make these awards at this time when our country and our service has new challenges to tackle and new opportunities to grasp.

While it is true that being an SIS officer is recognition of your performance and contribution in the past, attainment of SIS rank is not only recognition and reward for what you have done. It perhaps more importantly is a challenge to make your imprint on the future promise for dealing with the challenges that lie ahead.

In this most active and demanding of all jobs involving the public trust, you are the ones who set the tempo, chart the course and make things happen.

Although each of you have come into the SIS from a particular branch, division, office and directorate, by accepting this position you accept the responsibility to represent the best interests of the Agency. This, in itself, is a major challenge: not to become trapped in bureaucratic dullness--not to fall into the "not invented or written here" syndrome; not to become part of the problem; but to use those qualities that got you here to work with each other to identify and measure what needs to be done, cut the red tape and get at it to find and implement solutions.

We at CIA have a special privilege in being in action virtually all the time, while the rest of the government, for the most part, is planning and preparing. By being in action I include collecting and weighing pieces of evidence, arriving at a conclusion and working out a method of accomplishing something specific as well as recruiting, responding to terrorist attacks, and the other more widely recognized action-type things we do.

As supervisors, its up to us to get a feeling of this activity throughout the organization. This can do wonders to stimulate the initiative, the creativity, the self-starting, can-do attitude and the tempo at which things are done here. I believe we are way ahead of everybody else in these respects, yet I still see people sitting for a couple of weeks on tasks that can be dusted off or moved along quickly.

In London during World War II, Churchill had a sticker which read, "action this day," which he put on his memos to make things move. That spirit should be the bottom line of what we call the excellence program.

We all see, all too often: organizations that do communicate but with two pieces of paper where one will do; a five page memo where one paragraph or a phone call will do; a week to respond to something that should only take a couple of hours.

Of course, it is vital that we do the thinking and staff work necessary at each level in our organization to do quality work. But we count on you, as leaders, to vouch for care and quality in performance and also to keep a sharp eye peeled for situations where we find ourselves in a sort of bureaucratic gridlock, unable to move forward or backward.

I repose trust and confidence in my Deputies and, through them, in you. Time and again, it has been demonstrated that our employees consistently rise above the norm to meet the demands placed on them and the Agency. They are willing and eager to be led to new successes, many of which we alone can know. You are the leaders who are in place to give them the guidance, the example, and what it takes to get results. You have a special trust -- and the talents to discharge it.

We carry on a noble trademark, a dedication, a tempo, a spirit of can do. The dedication and enthusiasm of our senior officers have been a source of continuing inspiration to all who have, and do, work here. The leadership and talent I see before me make it possible for the CIA to continue to provide the high quality intelligence that our nation needs, and on which our President relies in making critical decisions affecting our national security and our future.

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And now, as a reminder that excellence is recognized, let us proceed to honor those before us today:

We are recognizing [] Agency officers with distinguished officer awards, [] Agency and 1 Intelligence Community Staff officer with meritorious officer awards. []

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We also recognize today the excellent efforts of

[] keypersons in the Consolidated Fund Campaign which ran from 22 October through 30 November 1984. These people worked long and hard explaining the campaign story and soliciting donations from their fellow employees while at the same time performing their regular duties. In this years

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campaign, \$359,253 was collected, more than in any previous campaign. It should also be noted that, through our keypersons' fine efforts, it was a banner year for the Educational Aid Fund, which received total donations of \$49,744, an increase of 14% over last year. The public service aid society received a total of \$30,491, an increase of 20%. I am pleased to announce that 36 major components met or exceeded their campaign goals. The keyperson in those organizations will receive a special certificate of appreciation from me. Representing those 36, four keypersons, whose offices exceeded their goals by the highest percentages, will receive certificates today.