

January 4, 1988

Judge:

You will be presenting SIS promotion and stipend certificates to Agency employees on January 8, 1988 at 3:00 p.m. in the Headquarters Auditorium. The SIS promotion ceremony is held semiannually (usually January and July each year), and this ceremony will be similar to the one where you presented SIS promotion certificates on 20 July 1987. Attendees will be Agency recipients of SIS promotions and stipends, their invited family members, senior Agency officials, and other employees.

Your draft remarks for this occasion are attached and were prepared after consultations with several members of your staff, including [redacted], Dave Gries, [redacted], and [redacted]

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The purpose of the speech appears at the end of the first paragraph on page one, "Today I want to formally recognize your achievements and to consider what we as an Agency have done and what we hope to do in the months ahead." After commenting on the collective accomplishments of the honorees, and addressing the Iran-contra matter, you might use this occasion to announce new key appointments and the steps you have taken to strengthen the Agency's internal management system. There is room on page four of the prepared remarks for you to insert the names of the new General Counsel and the new Inspector General, as well as any other appointments you might want to announce.

Much of the rest of these remarks refer to the actions you have taken to strengthen the Office of the Inspector General, to provide guidance for contacts with Congress, to strengthen review of covert activities, and to ensure the objectivity of intelligence assessments.

After noting the individual accomplishments of some of the award recipients, you might want to emphasize that you consider it beneficial for Agency employees to serve in more than one directorate. Statistics on those in this group who have served in more than one directorate are provided in footnote 6. This is also an excellent time for you to discuss the improvements you expect in providing more opportunities to women and minorities in the middle and senior levels of management.

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DCI/PAO/WMB

Distribution:

Orig. - DCI
1 - D/PAO

ELB

Bill Baker

STAT

1 - [redacted]
1 - [redacted]
1 - [redacted]
1 - [redacted]
1 - [redacted]
1 - [redacted]

Protocol

1 - Ames (Hold Copy)
1 - ER
1 - PAO

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STAT 1 - D/Ex Staff - [redacted]

1 - [redacted] (Chrono)

PROPOSED REMARKS
FOR
WILLIAM H. WEBSTER
DIRECTOR OF CENTRAL INTELLIGENCE
SIS PROMOTION AND AWARD CEREMONY
HEADQUARTERS AUDITORIUM
8 JANUARY 1988

GOOD AFTERNOON. IN THE SEVEN MONTHS I HAVE SERVED AS YOUR DIRECTOR, I HAVE BEEN IMPRESSED BY THE DEDICATION AND EXTRAORDINARY TALENT I HAVE FOUND HERE AT THE CIA. THOSE IN THIS ROOM ARE PROOF OF OUR TALENT AND OF OUR ACCOMPLISHMENTS. THIS CEREMONY IS ALSO PROOF THAT HARD WORK AND SKILL EVENTUALLY WILL BE RECOGNIZED. TODAY I WANT TO FORMALLY RECOGNIZE YOUR ACHIEVEMENTS AND TO CONSIDER WHAT WE AS AN AGENCY HAVE DONE AND WHAT WE HOPE TO DO IN THE MONTHS AHEAD.

I BELIEVE THE SUCCESS OF ANY ORGANIZATION DEPENDS ON STRONG LEADERSHIP. AND YOU, THE MEMBERS OF THE SENIOR INTELLIGENCE SERVICE, ARE THE LEADERS OF THIS AGENCY. YOUR RESPONSIBILITIES REQUIRE SOUND JUDGMENT, PERSONAL SACRIFICE, AND INTEGRITY. WE HAVE NUMEROUS EXAMPLES OF YOUR INDIVIDUAL ACCOMPLISHMENTS--AND I WILL RETURN TO THEM. BUT FIRST, I WANT TO CONSIDER OUR COLLECTIVE ACCOMPLISHMENTS.

WE HAVE SERVED POLICYMAKERS WELL, PROVIDING INTELLIGENCE THAT ACCURATELY REFLECTS THE OPINIONS OF EXPERTS IN OUR COMMUNITY. WE HAVE AGGRESSIVELY SOUGHT GUIDANCE FROM POLICYMAKERS ON HOW WE CAN BE MORE RESPONSIVE. WE HAVE BEEN AGGRESSIVE IN SEEKING OUT NEW SOURCES OF INFORMATION. AND WE HAVE SEEN TANGIBLE RESULTS FROM OUR COVERT OPERATIONS.

WE DO IMPORTANT WORK HERE AND WE DO IT WELL. AND WE OPERATE UNDER CONSTANT PUBLIC SCRUTINY. THIS PAST YEAR HAS SEEN A MAJOR INVESTIGATION OF OUR ROLE IN THE IRAN-CONTRA MATTER. MUCH HAS BEEN WRITTEN ABOUT OUR ROLE IN THIS AFFAIR, AND NOT MUCH OF IT HAS BEEN COMPLIMENTARY. A NUMBER OF PEOPLE WHO ENGAGED IN ACTIVITIES DETERMINED TO BE IMPROPER HAVE BEEN DISCIPLINED. NO ONE HAS LOST RETIREMENT BENEFITS EARNED THROUGH YEARS OF SERVICE. ~~NO ONE WAS DENIED THE RIGHT TO SPEAK TO THE THE SPECIAL COUNSEL I APPOINTED TO EXAMINE THE AGENCY'S ROLE IN THE MATTER.~~

I AM PROUD TO SAY THAT WE FOUND WHAT WE EXPECTED TO FIND -- THAT THE OVERWHELMING MAJORITY OF OUR EMPLOYEES ACTED IN A PROFESSIONAL MANNER WITHIN THE POLICY AND LEGAL GUIDANCE WITH WHICH THEY WERE PROVIDED. YOU ARE AMONG THEM. 1

OUR WORK IS TOO IMPORTANT TO BE CONTINUALLY SUBJECTED TO ALLEGATIONS OF WRONGDOING AND IMPROPRIETY. WE SHOULD GIVE THE PUBLIC NO REASON TO FOCUS ON HOW WE GO ABOUT MEETING OUR GOALS. WHEN PUBLIC ATTENTION IS FOCUSED ON HOW WE DO OUR JOB, OUR METHODS SEEM MORE IMPORTANT THAN THE WORK ITSELF.

WE MUST WORK TO BUILD PUBLIC TRUST. THE AGENCY CANNOT BE EFFECTIVE IF ITS INTEGRITY IS QUESTIONED. PUBLIC CONFIDENCE IN WHAT WE DO AND HOW WE DO IT AFFECTS MORE THAN PUBLIC PERCEPTION OF OUR WORTH -- IT AFFECTS THE DIGNITY AND SENSE OF PURPOSE OF ALL WHO WORK HERE.

OUR SUCCESS AS AN ORGANIZATION DEPENDS ON A STRONG INTERNAL MANAGEMENT SYSTEM. SUCH A SYSTEM SHOULD NOT BE IMPOSED ON US FROM THE OUTSIDE, AS SOME HAVE SUGGESTED, BUT SHOULD BE AN INTEGRAL PART OF OUR ORGANIZATION. AND THAT SYSTEM NEEDS TOP TALENT.

TWO OFFICERS WHO WILL BE HELPING IN THAT EFFORT ARE _____, WHO I HAVE APPOINTED AS THE NEW GENERAL COUNSEL, AND _____, OUR NEW INSPECTOR GENERAL.

(YOU MIGHT WANT TO INCLUDE RELEVANT BIOGRAPHICAL INFORMATION ABOUT THESE TWO APPOINTEES. YOU MIGHT ALSO WANT TO NOTE YOUR APPOINTMENT OF RICHARD STOLZ AS DEPUTY DIRECTOR FOR OPERATIONS.)

THESE OFFICERS WILL BE WORKING WITH ME AS I STRENGTHEN THE OFFICE OF THE INSPECTOR GENERAL AND DIRECT OUR RELATIONSHIP WITH CONGRESS. THEY WILL JOIN OTHER SENIOR MANAGERS IN HELPING ME REVIEW OUR COVERT ACTION PROGRAMS, AND WILL PROVIDE SUPPORT IN GUARANTEEING THE OBJECTIVITY OF OUR INTELLIGENCE ASSESSMENTS.

I HAVE TAKEN STEPS TO STRENGTHEN THE FUNCTION AND EFFECTIVENESS OF THE OFFICE OF THE INSPECTOR GENERAL. THE INSPECTOR GENERAL WILL REPORT DIRECTLY TO ME. HE WILL OPERATE WITH A LARGER INSPECTION STAFF DRAWN FROM AMONG THE MOST HIGHLY RATED GS-15'S TO SIS-03'S. THOSE WHO SERVE ON THE STAFF WILL COME FROM A CROSS SECTION OF PEOPLE IN THE AGENCY. AND I WILL VIEW SERVING ON THE INSPECTOR GENERAL'S STAFF AS A KEY ASSIGNMENT LEADING TO MORE SENIOR POSITIONS. ²

OTHER CHANGES WILL AFFECT HOW WE OPERATE. I HAVE ASKED FOR MORE GUIDANCE FOR THOSE WHO HAVE CONTACT WITH CONGRESS. TESTIMONY BEFORE CONGRESS SHOULD BE CANDID AND COMPLETE. THE OFFICE OF CONGRESSIONAL AFFAIRS HAS PREPARED A DOCUMENT OUTLINING WHAT IS EXPECTED OF THOSE WHO BRIEF OR TESTIFY BEFORE CONGRESS. IN MEETING OUR OBLIGATION TO FULLY INFORM CONGRESS, WE MUST CONTINUE TO PROTECT OUR SOURCES AND METHODS, BUT NOT MISLEAD OR MISINFORM. ³

I HAVE ALSO STRENGTHENED THE SENIOR MANAGEMENT REVIEW OF COVERT ACTIVITIES. THE AGENCY'S SENIOR MANAGEMENT MUST REVIEW ALL PROPOSED FINDINGS AND RELATED DOCUMENTS THAT ARE TO BE FORWARDED TO THE NATIONAL SECURITY COUNCIL. REGULATIONS TO HELP THEM ARE BEING PREPARED.

AND I HAVE ISSUED GUIDELINES TO HELP ENSURE THAT OUR INTELLIGENCE ASSESSMENTS REMAIN OBJECTIVE AND THAT ANALYSTS DO NOT FEEL THE PRESSURES OF POLITICAL INFLUENCE. ⁴

I BELIEVE THAT THESE MEASURES WILL HELP PROTECT OUR ORGANIZATION. WE WILL GAIN A CLEARER SENSE OF WHAT IS EXPECTED AND WHAT IS UNACCEPTABLE. WE WILL RECOGNIZE OUR MOST TALENTED OFFICERS AND GIVE THEM THE VARIED EXPERIENCES THEY NEED TO SHAPE THE FUTURE OF THE AGENCY.

AND NOW I WOULD LIKE TO RECOGNIZE THOSE OF YOU WHO HAVE MADE SIGNIFICANT CONTRIBUTIONS OVER THE PAST YEAR. I WOULD ALSO LIKE TO THANK THE MEMBERS OF YOUR FAMILIES WHO ARE WITH YOU TODAY. I KNOW THE MEN AND WOMEN BEING HONORED HERE WILL BE THINKING OF YOU WHEN THEY RECEIVE THEIR AWARDS AND PROMOTIONS.

AS I REVIEWED THE ACCOMPLISHMENTS OF THIS GROUP OF SENIOR MANAGERS, I WAS AGAIN IMPRESSED BY THE RANGE AND DIVERSITY OF TALENTS WITHIN OUR ORGANIZATION.

ONE OF THE HONOREES IS RECEIVING A DISTINGUISHED OFFICER STIPEND FOR HIS ROLE IN MODERNIZING THE NATION'S IMAGERY EXPLOITATION CAPABILITIES. HE WAS ASSIGNED TO NPIC IN 1986 DURING A PERIOD WHEN CONTRACTORS WERE UNABLE TO DELIVER CRITICAL PORTIONS OF THE NPIC MODERNIZATION ON TIME. HE TOOK CHARGE, REORGANIZED THE PROGRAM, AND RESCHEDULED DELIVERY MILESTONES.

ANOTHER INDIVIDUAL IS BEING REWARDED FOR BOLSTERING THE AGENCY'S TRAINING PROGRAMS. HE SUPERVISED THE DEVELOPMENT OF TWO NEW MANDATORY COURSES FOR FIRST-LINE SUPERVISORS AND ESTABLISHED A TRAINING PROGRAM FOR INTELLIGENCE COMMUNITY MANAGERS AND ANALYSTS.

ONE HONOREE IS RECEIVING A DISTINGUISHED OFFICER STIPEND FOR HIS SUPERIOR PERFORMANCE IN MANAGING A MAJOR COVERT ACTION PROGRAM. AN INDIVIDUAL IS BEING CITED FOR HIS EXEMPLARY WORK IN THE DIRECTORATE OF INTELLIGENCE, WHILE ANOTHER HELPED REORGANIZE THE INTELLIGENCE COMMUNITY STAFF. ONE OFFICER IS BEING RECOGNIZED FOR SUPERB WORK IN THE AREA OF LOGISTICS, AND SEVERAL OTHERS ARE BEING HONORED FOR THEIR RESPONSIVENESS TO REQUESTS FROM CONGRESS AND THE OFFICE OF INDEPENDENT COUNSEL. ⁵

ABOUT FORTY PERCENT OF THOSE RECEIVING PERFORMANCE AWARDS AND PROMOTIONS TODAY HAVE SPENT SOME TIME WORKING IN A DIRECTORATE OTHER THAN THEIR OWN. ⁶

I THINK THAT EXPERIENCE IN MORE THAN ONE DIRECTORATE BENEFITS THE INDIVIDUAL AND THE AGENCY, AND I ENCOURAGE CROSS DIRECTORATE SERVICE. ~~I HAVE DETERMINED THAT IN THE FUTURE, ONE OF THE THREE CANDIDATES FOR MANAGEMENT POSITIONS OF SIS-04 AND ABOVE MUST COME FROM ANOTHER CAREER SERVICE.~~ 7

OUR AFFIRMATIVE ACTION RECORD OVER THE PAST FEW YEARS SHOWS GAINS IN SOME AREAS, BUT IN OTHERS I WANT TO SEE MORE PROGRESS. PARTICULARLY, I EXPECT TO SEE MORE MINORITIES IN OUR PROFESSIONAL WORK FORCE, AS WELL AS INCREASES OF BOTH WOMEN AND MINORITIES IN THE MIDDLE AND SENIOR LEVELS OF MANAGEMENT. 8

ALL OF YOU BEING RECOGNIZED TODAY, EITHER THROUGH PROMOTION OR AWARD, HAVE DEMONSTRATED AN ABILITY TO GET RESULTS. IT IS BECAUSE OF YOUR PERFORMANCE THAT TODAY WE ARE PROVIDING MORE AND BETTER INTELLIGENCE.

AND IT IS THROUGH YOUR PERSERVERANCE, IMAGINATION, AND SKILL
THAT WE WILL CONTINUE TO SERVE IN THE EXTRAORDINARY MANNER THAT HAS
ALWAYS CHARACTERIZED THIS AGENCY. I AM PLEASED WITH YOUR EFFORTS
AND PROUD OF YOUR SUCCESS.

AND NOW, IF TED PRICE, THE DIRECTOR OF PERSONNEL, AND

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THE CHIEF OF PROTOCOL, WILL JOIN ME, WE WILL PRESENT
THE CERTIFICATES.

FOOTNOTES

1 This statement on the actions of Agency employees during the Iran-contra internal investigation was drawn from Judge Webster's remarks which appeared in the "Summary of Conclusions." The summary was released to the press on 17 December 1987.

STAT 2 These steps recommending changes in the Inspector General's Office were detailed in the Report of the Steering Group on Strengthening the Functions and Role of the Office of the Inspector General. The recommendations of the Steering Group were approved by Judge Webster in a memorandum to Executive Director [redacted] dated 17 December 1987.

3 This information on how Agency employees should brief or testify before Congress was drawn from Judge Webster's press statement on 17 December 1987, as well as the Office of Congressional Affairs document, "Guidelines for Contact With Congress."

4 This material on strengthening senior management review of covert activities and ensuring objectivity of intelligence assessments was drawn from Judge Webster's press statement issued 17 December 1987.

STAT 5 There are eight recipients of the Distinguished Officer Stipend, which is \$20,000. The written nominations for these stipends were compiled by [redacted] of the Office of Personnel.

STAT 6 Statistical information on the cross-directorate service of those receiving promotions or awards was provided by [redacted] of the Office of Personnel.

7 This policy which encourages senior managers to apply for jobs in directorates other than their own was learned during a conversation with David D. Gries, director of the Office of Congressional Affairs.

STAT 8 This statement on the importance of women and minorities in leadership roles was drawn from a "Policy Statement on Affirmative Action," which has been reviewed and approved by [redacted] but has not yet been formally approved by Judge Webster. The background information was from a briefing given to Judge Webster in November, 1987 by Robert Fitzgerald, director of Equal Employment Opportunity. It is interesting to note that in FY 87, about 5 percent of the Agency's SIS slots were held by women, while about 3 percent of the slots were held by minorities.

We asked the Office of Personnel to provide data on the women and minorities in this group of SIS officers. The results: 9 women were promoted (9% of total promotions), 14 received awards (5% of total awardees); 4 minority officers were promoted (4% of total promotions), 6 received awards (2% of total awardees).