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(U) DCI Goss Addresses Employees

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DCI Porter Goss hosted his first meeting with employees in the Headquarters Auditorium on September 24. In his introduction, DDCI John McLaughlin said: "Good afternoon. Ladies and gentlemen, when we met here in July, I told you that I'd had the pleasure and honor of serving under 11 of our previous DCIs. I think you see where I'm going here. I can tell you today that starting today, I have the honor and privilege of serving under 12 of those DCIs. So without further ado, please give a warm welcome to our 19th Director of Central Intelligence, The Honorable Porter J. Goss."

DCI Goss told the audience: "Thank you very much. That is an exceedingly warm welcome. It's almost overcoming me a little bit. I will tell you, I'm a bit exhausted by the confirmation process. That just made it all worthwhile. Thank you so much.

There are some very important people here today. My family would be foremost in my mind. In our family of the Intelligence Community, there are others I want to recognize. But before I do, I want to thank John, for an extraordinary job. He's a wonderful man. He's done great work. He has kept me informed. He is guiding me now, and he is doing a superb job on behalf of all of us, and I want to stand up and thank you, John, very much.

I don't propose that we stand up a whole lot more, but there is one person that I do want to stand up so you can get a look at her. I'm very proud of her. She's my wife, Mariel. Sweetie, would you stand?

I also have a lot of other family here, who I will not ask to stand, but as you can tell, I am very proud them.

I am here today a little bit on short notice. I think, as you know, my week started out very differently. And I did not expect it to end up quite this way, this soon. I am so glad that it



has. But we have advised the Community that I really wanted to come here today and say "hello" and let you get a look at me, find out who I am, that kind of thing. We put the word out to the Community, and we got some response on very short notice. I am delighted, and I apologize that it wasn't longer notice. If it could have been, it would have been, but it wasn't possible the way it worked.

We have Peter Teets from NRO, I see. Thank you, sir, for coming. Maureen Baginski from FBI Intel. Good to see you. John Russack of Energy Intel. Yes, sir. Good to see you, thank you. If there are other program managers here that I should recognize, I apologize that my list is not complete. As I say, we're moving on short notice.

There is one other special guest, a friend of mine, who has worked with me side by side for many years on the oversight committee: Congressman Jim Gibbons, who, as you probably know, is a chairman of one of the subcommittees on the oversight in the House. He is a wonderful person who has carried on some hard work for us and I am most grateful for him. I look forward to working with him on the other side of the dais. And gosh, I hope I have a friend on the other side of the dais.

I stand before you today, obviously I am very deeply moved by the President of the United States' confidence in me. He and the Senate are obviously giving me an enormous opportunity to lead what I think is the finest group of American patriots in our country. I say that from the bottom of my heart. As I said to the Senate last week, I never in my wildest dreams expected that I would be back here, addressing you as the DCI. But here I am. I'm enthusiastic, and I want to get on with the work. I appreciate you interrupting your workday to come out and say hello to me in such a warm way.

It is good to be back. And my name is Porter. That's enough to know.

Freedom and liberty. Freedom and liberty is something we talk a lot about. Freedom and liberty, as it was when I was a young--I had {planned to say} DDP case officer in the 1960s; I was told nobody would know what the DDP is; it's the DO. Liberty and freedom again are at grave risk from enemies both foreign and domestic.

These are the enemies we all face today. However, I think they are more insidious in the way they work than when I first walked through, I guess I'd have to say, the back doors of my first CIA office in the Navy tempos on the back of the Mall as a GS-7. It's a lot of years ago, before this building was here.

The enemies are out there. They're harder to find. Their operational methods are more complex by far. It seems the norms of civilization really do not apply to them. It makes it scary, and necessary that we get our job done.

All of you should be proud to serve your country, and I know you are. I am proud of the service you give. All of America should be proud of the risks you take, and obviously they won't know what those risks are. All Americans should be proud of the long hours you

work--I know how long some of those hours are--the great effort you expend, and the trust the nation has placed in you to protect us. I know that many have made lots of sacrifices in many different ways in the service of this nation. I know some of our colleagues have made the ultimate sacrifice. We walked by the Wall, of course, coming over here; we're always reminded of that. By joining the Intelligence Community, though, you and your family know you have chosen something that's far more than just a job in Washington. You have chosen a way of life and a way that matters very much for us.

I know that everything I say, or don't say, today is going to be interpreted in a lot of ways.

'Good afternoon.'

Now, before making any more judgments about me, sit back, relax, and I will tell you briefly who I am, what I believe, and where I plan to take the Intelligence Community and more particularly, the CIA. I will do this very briefly.

I am not necessarily the person you have been reading about or hearing about...unless of course you're reading and hearing good things. I may be that person.

I am a husband. I am a father, a grandfather, a former DDP case officer, a former mayor, a former county commissioner, a former Congressman, a former small businessman. 'Former' would seem to define me. 'Former' does not define me. What really defines me is my family. I am very proud of them. They are here today, in force, minus only one daughter-in-law, and 11 grandchildren who I hope are in school.

What drives me are the opportunities to serve and to help keep the nation safe, especially now. Most of you know that I had other plans. I couldn't be happier or more enthusiastic about having changed those plans for this purpose.

What sustains me at work here is my belief that the Intelligence Community is, in fact, the pointy end of the spear. And, now is the time that we need the pointy end of the spear.

It is the abiding professionalism and the dedication of the Intelligence Community, perhaps more than anything else, that makes me proud of the Community. That I have been given the opportunity to lead now and to try and motivate and inspire further greatness for our country when they're counting on us is heartening.

But, there are so many more things than just the professionalism and dedication.

My plan is very simple. It's for a dedicated focus on Mission, Capabilities, and Success.

I know that sounds a little bit like a military saying, something like that. But every one of those words means something to us. We've been debating this at some length on the oversight committees, and that's the way it's come down. We are a capabilities crowd of people. People count on us to get the capabilities in place, to use them wisely, and deliver

the products that bring us the success.

That's the mission.

And here's how we do this. Here's how we get to where we must be.

First, I believe, we must recapture fundamentals. Perhaps I'm old-fashioned, but I believe that tradecraft is very, very important. I believe that operations, across the board, whether it's analytical, collector, or however you want to express it--the basic lessons of our tradecraft that make us unique and special and the things that give us the edge, we need to keep in mind, to practice, and to employ properly. So I am going to try very hard to make sure that we recapture that fundamental.

The second area I want to go into very definitely, because I've seen this from the perch of the Chairman of the oversight committee is the question of language skills. We have some wonderful language skills in the Community. We just don't have enough of the right ones right now to do the job we're being asked to do. So we are going to put a premium on language skills and try and find ways to motivate those things. We have actually put in the oversight bill that I left behind me when I left the oversight committee a very specific set of provisions to try and stimulate growth in the language expertise area. I hope that the Senate will join the House in making that pass so we have those resources.

The next area of focus is the question of understanding our real expertise. We have some wonderful expertise. Being the jack of all trades and the master of none, is not the right formula. I say that because I believe I have seen so many times people doing such great jobs and having such familiarity with their target. Time on target is part of this and it matters. Time on target on whatever your job is, where you're good at it, you get that experience, and you can bring value-added back to the Community. That, to me, is very, very important. It doesn't mean we sacrifice the other targets. It just means we put the people who are so good on their targets, to work on their targets so that we have that under control and then we work on the other targets as well. So time on target matters to me as well.

Next, we must collapse bureaucratic layers. I say this with fervor. We need to collapse bureaucracy where it has gotten out of control. I honestly believe in more freedom to create the ability to let people loose to go do their job, which they're motivated for, trained for, and anxious to get on with, is the right way to do it.

I also believe more autonomy is very important. Let people do their thing and give them the ability to do it.

Of course, that means more accountability. I quite accept that. I know you all do, too. It comes down to trust--trust that you can and will do your best. That was my experience here in the decade of the 60s when I worked here. That is still my very strong conviction. I have no reason ever to doubt that that trust wouldn't be rewarded.

These are the hallmarks of what I think would be efficient, agile, and effective organizations throughout our Community.

I think we need to rebuild a true, global coverage capability. Now, I understand very well that Job One is counterterrorism. Keeping the nation safe is our number one mission. The President has enunciated it, articulated it, repeated it. There's no doubt about that. And particularly now we know that we have a very critical time, perhaps through the Inauguration. It is suggested that would be the most difficult period. I don't know what the period will be. But we're not going to let our guard down on counterterrorism. We are going to increase it and do our best, obviously.

But that is not the only target out there. It is number one, but it's not the only one. In order to deal with that, of course, we need to go back to what I call our core business. Our core business, in my view, is close in access to the plans and intentions of the mischief-makers. Frankly, not just the mischief-makers, but the leaders of tomorrow in other countries, in emerging areas, in developing areas. Those are the kinds of things that we need to know about, be able to have access to and have influence with. The idea, of course, is getting ahead of the curve with these people, and being able to influence their outcomes in ways that are satisfactory for the United States of America and its interests. When you go back to core access you go back to words I remember like spot, assess, recruit, train. Hard work. Very hard stuff to do in what is now the DO. The message is clear: we have to do it.

Going into the global coverage, of course, requires, for both analyst and collector, not only the language, the understanding of the cultures, and so forth, it requires some other very basic things. The first is Presence. The second is Persistence. And the third is Patience. We need to be able to get our experienced people in areas where they can continue to reap the rewards of their experience on the scene. That means presence on a global basis. It means persistence to be there and not shuffling people around on an artificial schedule. It means the patience--the patience to do the hard work, to spot, assess, recruit--the hardest of all--and train good assets around the world.

These are characteristics of success, certainly, in the human intelligence area. They'll pay off against the terrorists, the proliferators, the narcotraffickers, and the other adversaries particularly as we have more and more emphasis on the transnational threats.

What this business is about today is--put in an easier vernacular--is just simply having more "eyes and ears," everywhere and the ability to understand what is actually going on.

It is about knowing the target and knowing what the target plans to do--that close-in access. The curious thing about this today if you think about it is, our current enemy knows more about us than we know about them. And we're here to reverse that. That's part of our mission. There's a reason why it's so easy to know about us. It's our hallmark. We are a free, democratic, open society. That's not going to change. But we have to have good defense. We have homeland security and a number of elements of the Community

that work very hard and are performing that process for us right now. But it is also true that we need to know what the enemy is doing, preferably, before they do it.

I think it's fair to say that our enemies are not going to be operating in open, free, democratic societies with the concurrence of those free, democratic, open societies. Because other societies have understood the danger and the problem. So we're going to be out there in the denied areas and the shadowy backwaters, and all the places it's hard to go, and in all the places in which it's hard to operate. We're going to need all the technology, all the tools, all the tradecraft, all the daring, all the initiative, all the familiarity with the language, all of those things, on a global basis, that are going to put us in touch with what we need to know, when we need to know it, so we can deliver that product to our customers.

Finally, we're going to encourage and expect calculated risk taking that will be rewarded. I expect it to go right, but I know it won't go right all the time. When it goes wrong, it will be supported. I believe that very wholeheartedly. We need to take risks. Certainly the mood on Capitol Hill among my colleagues when I left there was very much in favor. We understand you won't win every time. But we want you to get out there and take the risks and do the hard work and we will support you.

There is no other option to this. That's what we're expected to do.

The way we're going to define success: Success is delivering better product to our policy makers. This is what they expect from us; actually, it's what they need from us. Our security as a nation depends on it, especially when we need good information to stop bombs from going off and to hit terrorists before they strike. That's such an obvious point. Sometimes it's hard to get across, though. A policy of pre-emption is based on the necessity that we have before us and we can only make it successful if we have the information, as you all very well know.

So I believe we have arrived at that point in our evolution as a free, democratic society of needing information ahead of time to stop the bomb going off. It's great to have the people who can come in and be the first responders and do all of the things--the terrific sweep-up of tragedies that first responders do. But it would be so much better if we could avoid the tragedy and we could let those people go about their days--like the Maytag people--and not be bothered, and we could get on with doing our job of being safe.

Of course, this means we need to be doing better as a community--I'm speaking now of the intelligence family. But not only as an Intelligence Community, but as an agency within this Community, which this Agency clearly is. I have no doubt that we are going to rise to these challenges that I have outlined.

I want to close by saying that in the days and weeks that come there will be many more opportunities to discuss the various details of moving forward and achieving success along the lines I've suggested. I'm looking forward to those days. There's a lot of good

things bubbling away out there and I want to bring them into the area where we get fair examination and have an opportunity to make the right decisions.

But, I have spoken of details. And speaking of details, I want to spend just a minute on intelligence reform. There seems to be a lot of blueprints floating around these days on what intelligence reform is or should be.

Today I was confirmed as the Director of Central Intelligence, actually DCI enhanced by Executive Orders.

So, as of today, my three-cornered hat, which would be as the President's briefer, the head of CIA, and the DCI, the Community leader, has got a fourth corner on it. It's now a four-cornered hat. The Executive Orders I've referred to anticipate the creation of a National Intelligence Director, as you know, and the establishment of a National Counterterrorism Center, under my supervision.

What started all this hat stuff was the stovepipe hat. That hat we have been ordered to throw out. It has been concluded that we will no longer have a stovepipe hat and we will no longer have stovepipes. That is the conclusion of all of the people who have looked at the system and it is the conclusion of the people who have reviewed the system, whether they're on independent boards or oversight committees or from outsiders who are trying to help out. The word of the day is Fusion, Integration, Cooperation, Coordination with the Community network. That's Job One from the architectural point of view.

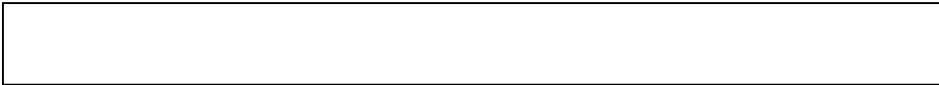
In plain talk, the emphasis is there on the Community, making the 15 elements of the Intelligence Community truly an effective team that works as a team.

So now, what is a National Intelligence Director? A NID as it were. No one has ever seen a NID. No one knows where NIDs live. No one knows exactly what NIDs do. And I'm not waiting for a NID.

I know how much talent resides right here in the Intelligence Community, and in this agency, in particular.

I know how much effort is being given to defeat the enemy and defend our liberties here every day. Our nation is at war. It's a cold fact. I wake up every morning thinking that; of course, the news helps me. I go to bed every night thinking 'what did I do today to help us advance the war?' I hope it's the same kind of thought you have. I think you are performing exceptionally. I have seen it out here. I've had the opportunity of coming out and meeting with many of the people that work here as well as throughout the Community--talking to different program managers and visiting their areas. I know that fabulous stuff is going on.

I also know that there are some impediments out there to achieving more. I need to hear from each of you about what you think works well, why it works, what doesn't work, what



should be changed.

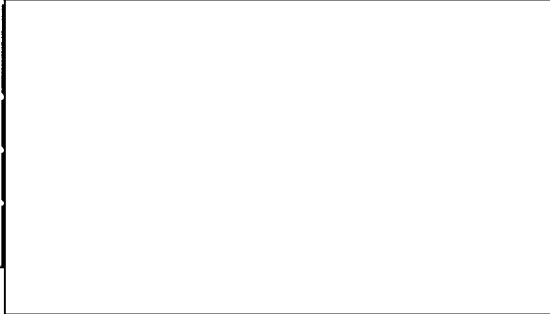
I look forward to working with you, leading you, making sure you have the resources, and, hopefully, moving you to even better work than you're doing for us now. So on behalf of all Americans who are grateful for what you've done, I look forward and I'm honored to be among you as your leader to get on with the challenge.

Thank you. God bless you. Let's go back to work. *(This is UNCLASSIFIED.)*



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