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FOI/PA
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Memorandum



To : Mr. Greenleaf

Date 5/8/91

From : D. G. Flanders

EXECUTIVE CONFERENCE

Subject: ~~EXECUTIVES CONFERENCE RETREAT~~
4/11-13/91
FBI ACADEMY, QUANTICO

PURPOSE: To record the documentation received in connection with this retreat.

RECOMMENDATION: For record purposes.

| | | | |
|-------------|---------------------------|-----------------|-----------------|
| APPROVED: | Adm. Serv. | Laboratory | Off. of Liaison |
| Director | Ident. | Legal Coun. | & Int. Affs. |
| Asst. Dir.: | Rec. Mgmt. | Training | Off. of |
| Adm. | Off. Cong. & Public Affs. | Off. of | Public Affs. |
| Inv. | Off. of | Off. of | |
| ADD-Inv. | Intell. | Off. of Ext. O. | |

DETAILS: Attached is a volume which contains "results" of the 4/11-13/91 Executives Conference Retreat. It is being submitted in order that it may be made a matter of record.

61-13084

"ENCLOSURE IN BULKY ROOM"

Enclosure

1 - Mr. Flanders
DGF:amv (2)

file 2

EXECUTIVES CONFERENCE RETREAT
APRIL 11-13, 1991
FBI ACADEMY, QUANTICO

DO NOT
DESTROY
FOIPA# 113722

EXECUTIVES CONFERENCE RETREAT

APRIL 11-13, 1991

FBI ACADEMY, QUANTICO

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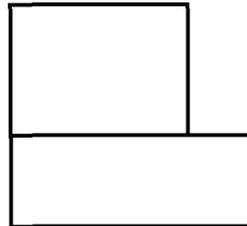
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March 21, 1991

TO EXECUTIVES CONFERENCE MEMBERS/ATTENDEES

MESSRS. DIRECTOR SESSIONS
 CLARKE
 REVELL
 BAKER
 BAYSE
 CHRISTENSEN
 DANIELS
 DAVIS
 GOW
 HICKS
 KENNEDY
 TOOHEY
 YORK
 FOX, NEW YORK

DUFFIN, HOUSTON
DUHADWAY, WMFO
HELD, SAN FRANCISCO
BRIXEY
COLLINGWOOD



MARTINOLICH



STUKEY
✓ FLANDERS

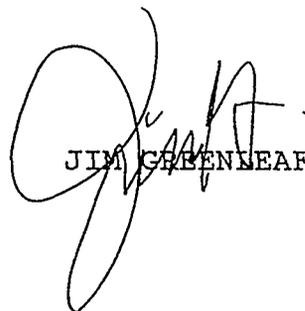
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RE: EXECUTIVES CONFERENCE RETREAT
 4/11-13/91
 FBI ACADEMY, QUANTICO

Attached for your information is a copy of the agenda for this retreat. Also attached is a copy of the January, 1990, FBI Law Enforcement Bulletin (LEB) entitled "Special Futures Issue." The Director has asked that this LEB issue be reviewed in preparation for the retreat.

Please note that the "dress code" will be "business attire" for the two dinner sessions and "casual" for the remainder of the retreat. Meals will be in the Executive Dining Room.

I appreciate all of the efforts that are being made in preparation for this retreat.


JIM GREENLEAF

Enclosures
JWG:amv

AGENDA
EXECUTIVES CONFERENCE RETREAT
4/11-13/91
JEFFERSON BUILDING, THE LYCEUM ROOM
FBI ACADEMY, QUANTICO

THURSDAY, 4/11/91

5:00 P.M. ARRIVAL, CHECK-IN

6:00 P.M. - 6:30 P.M. HOSPITALITY TIME

6:30 P.M. - 7:30 P.M. DINNER

7:30 P.M. SPEAKER, [REDACTED]
[REDACTED]
MEXICAN AMERICAN LEGAL DEFENSE AND
EDUCATIONAL FUND

FRIDAY, 4/12/91

7:00 A.M. - 8:00 A.M. CONTINENTAL BREAKFAST AVAILABLE

8:30 A.M. - 9:30 A.M. JIM GREENLEAF, ET AL. - FOLLOW-UP
FROM LAST EXECUTIVES CONFERENCE RETREAT

9:30 A.M. - 10:30 A.M. [REDACTED] EEO CLIMATE SURVEY
PRESENTATION/DISCUSSION

10:30 A.M. - 11:00 A.M. BREAK

11:00 A.M. - 12:00 NOON [REDACTED] EEO CLIMATE SURVEY (CONT.)

12:00 NOON - 1:30 P.M. LUNCH

1:30 P.M. - 3:30 P.M. AD NORM CHRISTENSEN

PAPER FLOW REDUCTION/E-MAIL ADVISORY
COMMITTEE -- SECTION CHIEF RON MOREY
PRACTICAL APPLICATIONS OF MAIL FLOW
REDUCTION -- SECTION CHIEF RANDY PRILLAMAN

3:30 P.M. - 4:00 P.M. BREAK

4:00 P.M. - 5:30 P.M. AD NORM CHRISTENSEN AND
AD WELDON KENNEDY - TOTAL QUALITY
MANAGEMENT

6:00 P.M. - 6:30 P.M. HOSPITALITY TIME

6:30 P.M. - 7:30 P.M. DINNER

7:30 P.M. SPEAKER, [REDACTED]
[REDACTED], MOTOROLA INC.

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SATURDAY, 4/13/91

7:00 A.M. - 8:00 A.M. CONTINENTAL BREAKFAST AVAILABLE

8:30 A.M. - 9:30 A.M. AD TONY DANIELS,
PSYCHOLOGICAL SERVICES, INC.
2/20/91 FINAL REPORT, "AN EVALUATION
OF THE CAREER DEVELOPMENT PROGRAM FOR
MID-LEVEL MANAGERS"
PRESENTATION/DISCUSSION

9:30 A.M. - 10:30 A.M. SAC DICK HELD,
SAC ADVISORY COMMITTEE ISSUES

10:30 A.M. - 11:00 A.M. BREAK

11:00 A.M. - 11:30 A.M. JIM GREENLEAF
DISCUSSION, FBIHQ RELATIONSHIP WITH
THE FBI AGENTS ASSOCIATION

11:30 A.M. - 12:00 NOON CLOSING REMARKS: DIRECTOR SESSIONS

12:00 NOON - 1:30 P.M. LUNCH

SRPRT5

0001 001 = EXECUTIVE CONFERENCE
04/10/1991 - 04/13/1991

ROOM ROSTER
04/08/1991

| | | | | | |
|-----|------|-----------------------|---|------------------|--------|
| 211 | 4032 | BAKER, WILLIAM M | M | HEADQUARTERS | 668315 |
| 5 | 4078 | BAYSE, WILLIAM A | M | HEADQUARTERS | 668344 |
| 1 | 4081 | BRIKEY, JAY A | M | HEADQUARTERS | 668339 |
| 320 | 4064 | [REDACTED] | M | | 668356 |
| 302 | 4082 | CHRISTENSEN, G NORMAN | M | HEADQUARTERS | 668340 |
| 205 | 4035 | CLARKE, FLOYD I | M | HEADQUARTERS | 668312 |
| 308 | 4076 | COLLINGWOOD, JOHN E | M | HEADQUARTERS | 668346 |
| 219 | 4026 | DANIELS, ANTHONY E | M | HEADQUARTERS | 668320 |
| 307 | 4075 | DAVIS, JOSEPH R | M | HEADQUARTERS | 668345 |
| 317 | 4065 | DUFFIN, ANDY | M | | 668353 |
| 315 | 4067 | DUHADWAY, THOMAS E | M | WASHINGTON METRO | 668351 |
| 319 | 4063 | EVANS, DAVE | M | | 668355 |
| 338 | 1383 | [REDACTED] | M | | 668374 |
| 304 | 4080 | FLANDERS, DAVID G | M | HEADQUARTERS | 668342 |
| 314 | 4070 | FOX, JAMES M | M | NEW YORK CITY | 668350 |
| 303 | 4079 | GOW, W DOUGLAS | M | HEADQUARTERS | 668341 |
| 207 | 1389 | GREENLEAF, JAMES W | M | HEADQUARTERS | 668313 |
| 313 | 4069 | [REDACTED] | M | HEADQUARTERS | 668349 |
| 203 | 4037 | [REDACTED] | M | | 668310 |
| 316 | 4068 | HELD, RICHARD | M | | 668352 |
| 344 | 1387 | [REDACTED] | F | | 0 |
| 305 | 4077 | HICKS, JOHN W | M | HEADQUARTERS | 668343 |
| 202 | 4038 | [REDACTED] | M | HEADQUARTERS | 668309 |
| 318 | 4066 | [REDACTED] | F | | 668354 |
| 309 | 4073 | [REDACTED] | M | HEADQUARTERS | 668347 |
| 213 | 4031 | KENNEDY, WELDON | M | | 668316 |
| 204 | 4036 | MARTINOLICH, JOSEPH | M | | 668311 |
| | 4040 | [REDACTED] | F | HEADQUARTERS | 668307 |
| | 4071 | [REDACTED] | M | HEADQUARTERS | 668348 |
| 209 | 4033 | REVELL, OLIVER B | M | HEADQUARTERS | 668314 |
| 343 | 1388 | SESSIONS, WILLIAM S | M | HEADQUARTERS | 0 |
| 218 | 4028 | STUKEY, DONALD | M | | 668319 |
| 201 | 4039 | [REDACTED] | F | HEADQUARTERS | 668308 |
| 215 | 4030 | TOOHEY, DELBERT C | M | HEADQUARTERS | 668317 |
| 217 | 4029 | [REDACTED] | M | | 668318 |
| 300 | 4083 | YORK, LAWRENCE K | M | HEADQUARTERS | 668338 |

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* = THIS PERSON IS A COUNSELOR; # = THIS PERSON IS AN INSTRUCTOR
TENDEES: 36 TOTAL MALES: 32 FEMALES: 4
OM: LYCEM

Conference Title EXECUTIVE CONFERENCE RETREAT
Conference Begins 04/11/91
Conference Ends 04/13/91
Location QUANTICO
Address QUANTICO, VIRGINIA
Telephone Number 2726

| Attendee | Room Number Confirmation Number | Arriving Via |
|-----------------------|------------------------------------|-----------------|
| *SESSIONS, WILLIAM S. | 343 J | POA |

Telephone Number : (703) 640-1437
Audio/Visual/Special :

| | | |
|-------------------|-------|-----|
| BAKER, WILLIAM M. | 211 J | POA |
|-------------------|-------|-----|

Telephone Number :
Audio/Visual/Special :

| | | |
|-------------------|-------|-----|
| BAYSE, WILLIAM A. | 306 J | POA |
|-------------------|-------|-----|

Telephone Number :
Audio/Visual/Special :

| | | |
|----------------|-------|-----|
| BRIXEY, JAY A. | 301 J | POA |
|----------------|-------|-----|

Telephone Number :
Audio/Visual/Special :

Flight
Number

Arrival Date
Arrival Time

Departing
Via

Flight
Number

Departure Date
Departure Time

04/11/90

POA

04/13/91

04/11/91

POA

04/13/91

04/11/91

POA

04/13/91

04/11/91

POA

04/13/91

| Attendee | Room Number Confirmation Number | Arriving Via | Flight Number | Arrival Date Arrival Time | Departing Via | Flight Number | Departure Date Departure Time |
|------------|------------------------------------|-----------------|------------------|------------------------------|------------------|------------------|----------------------------------|
| [REDACTED] | 337 | POA | | 04/11/91 | POA | | 04/13/91 |

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Telephone Number : SPECIAL DETAIL UNIT NOT INCLUDED IN MEALS
Audio/Visual/Special :

| | | | | | | | |
|------------|-------|-----|--|----------|-----|--|----------|
| [REDACTED] | 320 J | POA | | 04/11/91 | POA | | 04/12/91 |
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Telephone Number :
Audio/Visual/Special :

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|------------------------|-------|-----|--|----------|-----|--|----------|
| CHRISTENSEN, G. NORMAN | 302 J | POA | | 04/11/91 | POA | | 04/13/91 |
|------------------------|-------|-----|--|----------|-----|--|----------|

Telephone Number :
Audio/Visual/Special :

| | | | | | | | |
|------------------|-------|-----|--|----------|-----|--|----------|
| CLARKE, FLOYD I. | 205 J | POA | | 04/11/90 | POA | | 04/13/91 |
|------------------|-------|-----|--|----------|-----|--|----------|

Telephone Number :
Audio/Visual/Special :

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|----------------------|-------|-----|--|----------|-----|--|----------|
| COLLINGWOOD, JOHN E. | 308 J | POA | | 04/11/91 | POA | | 04/13/91 |
|----------------------|-------|-----|--|----------|-----|--|----------|

Telephone Number :
Audio/Visual/Special :

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| DANIELS, ANTHONY E. | 219 J | POA | | 04/11/91 | POA | | 04/13/91 |
|---------------------|-------|-----|--|----------|-----|--|----------|

Telephone Number :
Audio/Visual/Special :

Room Number
Confirmation Number

Arriving
Via

Attendee

DAVIS, JOSEPH R.

307 J

POA

Telephone Number :
Audio/Visual/Special :

DU HADWAY, THOMAS E.

315 J

POA

Telephone Number :
Audio/Visual/Special :

DUFFIN, ANDY

317 J

NATIONAL

Telephone Number :
Audio/Visual/Special :

EVANS, DAVE

319 J

POA

Telephone Number :
Audio/Visual/Special : NEEDS ROOM TO REFRESH

FLANDERS, DAVID G.

304 J

POA

Telephone Number :
Audio/Visual/Special :

FOX, JAMES H.

314 J

POA

Telephone Number :
Audio/Visual/Special :

Flight
Number

Arrival Date
Arrival Time

Departing
Via

Flight
Number

Departure Date
Departure Time

04/11/91

POA

04/13/91

04/11/91

POA

04/13/91

04/11/91
11:50 AM

04/13/91

04/12/91
2:00 PM

POA

04/12/91
10:00 PM

04/11/91

POA

04/13/91

04/11/91

POA

04/13/91

| Attendee | Room Number Confirmation Number | Arriving Via | Flight Number | Arrival Date Arrival Time | Departing Via | Flight Number | Departure Date Departure Time |
|-----------------|------------------------------------|-----------------|------------------|------------------------------|------------------|------------------|----------------------------------|
| GOW, W. DOUGLAS | 303 J | POA | | 04/11/91 | POA | | 04/13/91 |

Telephone Number :
Audio/Visual/Special :

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|---------------------|-------|-----|--|----------|-----|--|----------|
| GREENLEAF, JAMES W. | 207 J | POA | | 04/11/91 | POA | | 04/13/91 |
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Telephone Number :
Audio/Visual/Special :

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| [REDACTED] | 313 J | POA | | 04/11/91 | POA | | 04/13/91 |
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Telephone Number :
Audio/Visual/Special :

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| [REDACTED] | 203 J | POA | | 04/11/90 | POA | | 04/13/91 |
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Telephone Number :
Audio/Visual/Special :

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| HELD, RICHARD | 316 J | NATIONAL | | 04/12/91 3:04 PM | | | 04/13/91 |
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Telephone Number :
Audio/Visual/Special :

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| [REDACTED] | 305 J | POA | | 04/11/91 | POA | | 04/13/91 |
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Telephone Number :
Audio/Visual/Special :

| Attendee | Room Number Confirmation Number | Arriving Via | Flight Number | Arrival Date Arrival Time | Departing Via | Flight Number | Departure Date Departure Time |
|------------|------------------------------------|-----------------|------------------|------------------------------|------------------|------------------|----------------------------------|
| [REDACTED] | 202 J | POA | | 04/11/91 | POA | | 04/12/91 5:00 PM |

Telephone Number :
Audio/Visual/Special :

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| [REDACTED] | 318 J | POA | | 04/11/91 | POA | | 04/13/91 |
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Telephone Number :
Audio/Visual/Special : SPECIAL DETAIL-NOT INCLUDED IN MEALS

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| [REDACTED] | 309 J | POA | | 04/11/91 | POA | | 04/13/91 |
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Telephone Number :
Audio/Visual/Special :

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|--------------------|-------|-----|--|----------|-----|--|----------|
| KENNEDY, WELDON L. | 213 J | POA | | 04/11/91 | POA | | 04/13/91 |
|--------------------|-------|-----|--|----------|-----|--|----------|

Telephone Number :
Audio/Visual/Special :

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|---------------------|-------|-----|--|----------|-----|--|----------|
| MARTINOLICH, JOSEPH | 204 J | POA | | 04/11/90 | POA | | 04/13/91 |
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Telephone Number :
Audio/Visual/Special :

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| [REDACTED] | 200 J | POA | | 04/11/90 | POA | | 04/13/91 |
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Telephone Number :
Audio/Visual/Special :

| Attendee | Room Number Confirmation Number | Arriving Via | Flight Number | Arrival Date Arrival Time | Departing Via | Flight Number | Departure Date Departure Time |
|------------|------------------------------------|-----------------|------------------|------------------------------|------------------|------------------|----------------------------------|
| [REDACTED] | 311 J | POA | | 04/11/91 | POA | | 04/13/91 |

Telephone Number :
Audio/Visual/Special :

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| REVELL, OLIVER B. | 209 J | POA | | 04/11/91 | POA | | 04/13/91 |
|-------------------|-------|-----|--|----------|-----|--|----------|

Telephone Number :
Audio/Visual/Special :

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|----------------|-------|-----|--|----------|-----|--|----------|
| STUKEY, DONALD | 218 J | POA | | 04/11/91 | POA | | 04/13/91 |
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Telephone Number :
Audio/Visual/Special :

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| [REDACTED] | 201 J | POA | | 04/11/90 | POA | | 04/13/91 |
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Telephone Number :
Audio/Visual/Special :

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|--------------------|-------|-----|--|----------|-----|--|----------|
| TOOHEY, DELBERT C. | 215 J | POA | | 04/11/91 | POA | | 04/13/91 |
|--------------------|-------|-----|--|----------|-----|--|----------|

Telephone Number :
Audio/Visual/Special :

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|------------|-------|-----|--|----------|-----|--|----------|
| [REDACTED] | 217 J | POA | | 04/11/90 | POA | | 04/13/91 |
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Telephone Number :
Audio/Visual/Special :

Attendee

Room Number
Confirmation Number

Arriving
Via

YORK, LAWRENCE K.

300 J

POA

Telephone Number :
Audio/Visual/Special :

344 J

POA

Telephone Number : (703) 640-1387;NEEDS SUITE TO REFRESH;NO OVERNIGHT
Audio/Visual/Special : USING CORPORATE JET-NO FLIGHT NUMBERS OR TIME

344 J

UNITED-NATIONAL

Telephone Number : (703) 640-1387
Audio/Visual/Special :

MESSAGE CENTER

Telephone Number : (703) 640-4290/640-3940
Audio/Visual/Special :

Flight
Number

Arrival Date
Arrival Time

Departing
Via

Flight
Number

Departure Date
Departure Time

04/11/91

POA

04/13/91

04/12/91
2:00 PM

POA TO NATIONAL

04/12/91
10:00 PM

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606

04/11/91
11:57 AM

AMERICAN-DULLES

77

04/12/91
8:45 AM

MENU

THURSDAY, 4/11/91

DINNER Shrimp Cocktail
 Peach Waldorf Salad
 Cornish Game Hen
 Wild Rice
 Raspberry Sherbet with Raspberry Sauce

FRIDAY, 4/12/91

BREAKFAST Coffee/Juice/Milk Hash Browns
 Fresh Fruit Salad Home Fries
 Bacon and Sausage Croissants
 Scrambled Eggs Danish Rolls
 French Toast

LUNCH Soup of the Day
 Chef Salad with Turkey, Ham, Cheese
 Garnished with Tomato, Egg Wedges
 Stuffed Olives
 Assorted Rolls and Butter
 Fresh Fruit

DINNER French Onion Soup
 Tossed Salad
 Stuffed Flounder with Crab Meat
 Small Red Bliss Potatoes
 Apple Crunch

SATURDAY, 4/13/91

BREAKFAST Coffee/Juice/Milk Hash Browns
 Fresh Fruit Salad Home Fries
 Bacon and Sausage Croissants
 Scrambled Eggs Danish Rolls
 French Toast

LUNCH Soup of the Day
 Breast of Turkey Club Sandwich
 Fruit Sherbet



U.S. Department of Justice

Federal Bureau of Investigation

Office of the Director

Washington, D.C. 20535

April 15, 1991



Mexican American
Legal Defense and Educational Fund
National Office
634 South Spring Street, 11th Floor
Los Angeles, California 90014

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Dear :

Your presentation to the Executive Conference Friday night at Quantico was flawless and was absolutely perfect for the occasion. The message you carried was candid but sympathetic, tough but fair and was received, with enthusiasm, by all our Executive Conference.

Please accept my thanks and that of the entire Executive Conference for coming across the continent to spend that precious time with us. The benefits which will flow from your presentation cannot be measured because the ideas will flow from these executives, to Special Agents in Charge, to all sorts of people out in the field who will benefit from your ideas.

When you receive the booklet summarizing our Equal Employment Opportunity and Related Initiatives, I hope you will review it carefully and give me any suggestions that you may have for other initiatives which might be of benefit to our FBI family and its programs.

I will look forward to hearing from you.

Sincerely,

William S. Sessions
Director



EXECUTIVES CONFERENCE RETREAT
4/11-13/91

PRESENTATION BY [REDACTED]
[REDACTED] MEXICAN-AMERICAN LEGAL DEFENSE AND EDUCATIONAL FUND
(MALDEF), 634 SOUTH SPRING STREET, 11TH FLOOR, LOS ANGELES,
CALIFORNIA 90014

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b7c

4/11/91

[REDACTED] indicated that she wanted to share some of her impressions about the FBI in hopes that there might be some "improvement" in the Agency. She first wanted to furnish some background information about MALDEF. MALDEF was created in 1968 in San Antonio, Texas. It currently has 73 employees and a budget of over \$4 million. MALDEF seeks out issues and tries to resolve them. Its goal is to use the system's tools to mainstream the Hispanic community.

She described MALDEF and the FBI as being "similar." She stated she has 73 "primadonnas" and must constantly control them. She indicated that we must be a reflection of our community. We are a diverse community. Not all Hispanics are alike. There is a great deal of diversity in our country.

She indicated that the FBI has a "problem" even if it is only a perception - that equals a problem. She expressed her opinion that the FBI does not treat all of its community equally. The FBI must change how it treats the world. If minorities are not treated the same, the FBI will not fulfill its mission. The "complexion" of the country is changing. She said she was pleased with Director Sessions but that changing the FBI has obviously been tough to implement. She indicated that the Bureau can go through the motions of the process of change but that management officials must truly believe that change is warranted. She indicated that she has had various conversations with members of various minority groups in the FBI. She stated that the "women are coming and the Asians aren't happy."

In connection with potential Title 7 litigation, she suggested that the Bureau try to negotiate settlements without litigation. She set forth the hypothetical question "how can you change" and then indicated that "I can't tell you." However the present problems in the FBI from a minority standpoint are not going to go away.

She stated that she expected to see women at the Senior Executive level at the FBI but did not notice any such individuals at the retreat. She noted that the best way women will see they have an opportunity for advancement is to see that there is an opportunity to be part of the Executives Conference.

She personally pointed out that because she is a female, according to rules of the Catholic church (of which she is a member), she cannot become Pope. She used this as background for saying that if employees of the Bureau believe that there is no way that they could ever become Director (because of their race or gender), they will think "why waste my time."

She indicated that her Hispanic community sees the FBI in various ways. She looks at the FBI "in awe." She described the FBI as the ultimate, best agency in Federal government but that some individuals have the perception that "if I can't be part of the best in the FBI then I'll only live up to that expectation." Or the individual will say "why should I even try to get in the FBI if I cannot be the best."

She advised that the FBI should go out and recruit the best in the Hispanic community, but Bureau managers need to do some soul searching in connection with the advancement and leadership potential for those Hispanics in the FBI.

She indicated that any system of hiring or promotion in the FBI must be "fair" with a tolerance for differences. She noted that she only hires the best and brightest for MALDEF and "they happen to be women." She then added that she realizes "she is sexist."

She noted that if these systems are fair and equitable then the FBI will be representative of the American community as a whole.

Director Sessions asked her for her perception of how the Bureau is handling civil rights cases. She responded that people in the Hispanic community do not believe that the FBI treats them as priority matters. She acknowledged that the community does not understand the strictly investigative role of the FBI in civil rights matters.

summarized that there is a present and existing need for the FBI to reach out to the Hispanic community and other minority communities before there is an incident. Constant dialogue and communication with these communities is imperative.

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[REDACTED]
Mexican American
Legal Defense and Educational Fund
National Office
634 South Spring Street, 11th Floor
Los Angeles, California 90014

Dear [REDACTED]

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I was very happy to learn of your acceptance of our invitation to participate in the 1991 FBI Executive Conference Retreat.

As discussed in your telephone conversation with [REDACTED] EEO Officer, the conference will be held at the FBI Training facility in Quantico, Virginia, on April 11-13, 1991.

If your schedule permits we would like you to join the conference on the afternoon of April 11th and have an informal dinner with the group. Your presentation would follow dinner.

Following your prepared remarks we would like the opportunity to have a round-table discussion with you to discuss the issues you raised in your presentation and have an informal exchange of ideas.

We would appreciate hearing from your perspective an analysis of the FBI and its performance with regard to its interaction with the minority community and specifically with regard to the Hispanic community. We are extremely serious about our efforts to attract the best and brightest among minorities in the U.S. to employment with the FBI. We need your input as to how we may best go about this process and what specifically we need to do to make FBI employment more attractive to the minority community. If you have any further questions concerning your remarks, you may contact [REDACTED] Chief of the Personnel Resources Unit telephone number (202) 324-4991. [REDACTED] is in charge of recruitment for the FBI.

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[Redacted]

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The FBI will pay all of your expenses and make travel arrangements for you. Lodging will be provided for you at the FBI Training Academy for the evening of April 11th. [Redacted] will see that all these arrangements are taken care of for you.

Thank you very much for accepting this commitment. I look forward to seeing you again and hearing your remarks.

Sincerely,

William S. Sessions
Director



U.S. Department of Justice

Federal Bureau of Investigation

Office of the Director

Washington, D.C. 20535

April 15, 1991

[Redacted]
Motorola Corporation
1303 E. Algonquin Road
Schaumburg, Illinois 60196

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Dear [Redacted]

It must have been obvious to you that your splendid presentation to the Executive Conference at Quantico on Friday evening was received great appreciation. Your "dynamic duo"--six steps of leadership and six steps to six sigma--were extremely well received and will continue to be the subject of conversation by the Executive Conference.

Please accept my thanks for carving out the time that was of such benefit to our executives. We will look forward to another occasion.

I have forwarded a copy of The Adaptive Corporation which should be along in the next few days.

With warmest regards,

Sincerely,

William S. Sessions
Director



EXECUTIVES CONFERENCE RETREAT

4/11-13/91

[REDACTED]
[REDACTED] MOTOROLA INCORPORATED

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4/12/91

[REDACTED] introduced his presentation by pointing out that the test of quality in any organization is whether you get your job done. He pointed out that Motorola has about 105,000 employees world wide. In 1979 Motorola was not as good as they thought they were. They determined that Americans accepted sloppy performance and that Motorola was itself too tolerant of sloppy performance. He indicated that Motorola needed to extend its expectations. They were still losing 8-10% due to things they were doing wrong. He pointed out that when it really mattered we could "do it." He indicated that to be successful, "we need to expect the first guy to do it right." He noted that an organization's past and present status does not guarantee its future.

He noted "six steps to the sixth SIGMA:"

- (1) As an organization, what is the product you are responsible for and why do you exist?
- (2) Who is your customer?
- (3) Who are the suppliers you need to get the job done?
- (4) What is the process you use to do your job? (Map it out)
- (5) Take a look at areas of waste of money in your organization and get rid of the sources of error.
- (6) Measure the improvements.

He pointed out that the top leadership of an organization must truly become "leaders" in the following ways:

- (1) There must be commitment from the top. Change the way you do things. Quality is imperative. Serve your customers. Get out and meet with your customers.
- (2) Communications are imperative. They are a two-way street. Leaders must listen to the communications "coming back" to them. Listen to what your customers and corporation are telling you.
- (3) Training of leaders is critical. It is always difficult to get a uniform message out throughout a corporation. Training from "the top" is the answer. Those in leadership positions must be able to talk "the same language" as those "on the street."

(4) Recognition and reward (including leaders) is necessary. It need not necessarily be in the form of money but it should be "public" in nature.

(5) Leaders must recognize that there is power in setting unbelievable expectations. A corporation must continuously think of dramatically changing. Leaders must ask and expect a lot to get systematic change.

(6) Environmental factors you set are critical: Leaders must be participative, cooperative across organizational lines, creative, and receptive to new ideas.

[redacted] noted that there is not, one right formula for improving the quality of an organizations product. Those in leadership positions must question everything they do. He pointed out that the only "mistake" a leader can make is not to "think." He concluded by emphasizing that quality of thought is critical in any organization.

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[REDACTED]

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GUEST SPEAKER

EXECUTIVES CONFERENCE RETREAT DINNER

APRIL 12, 1991

INTRODUCTION BY DIRECTOR SESSIONS

I AM DELIGHTED TO INTRODUCE OUR GUEST SPEAKER THIS
EVENING, [REDACTED]

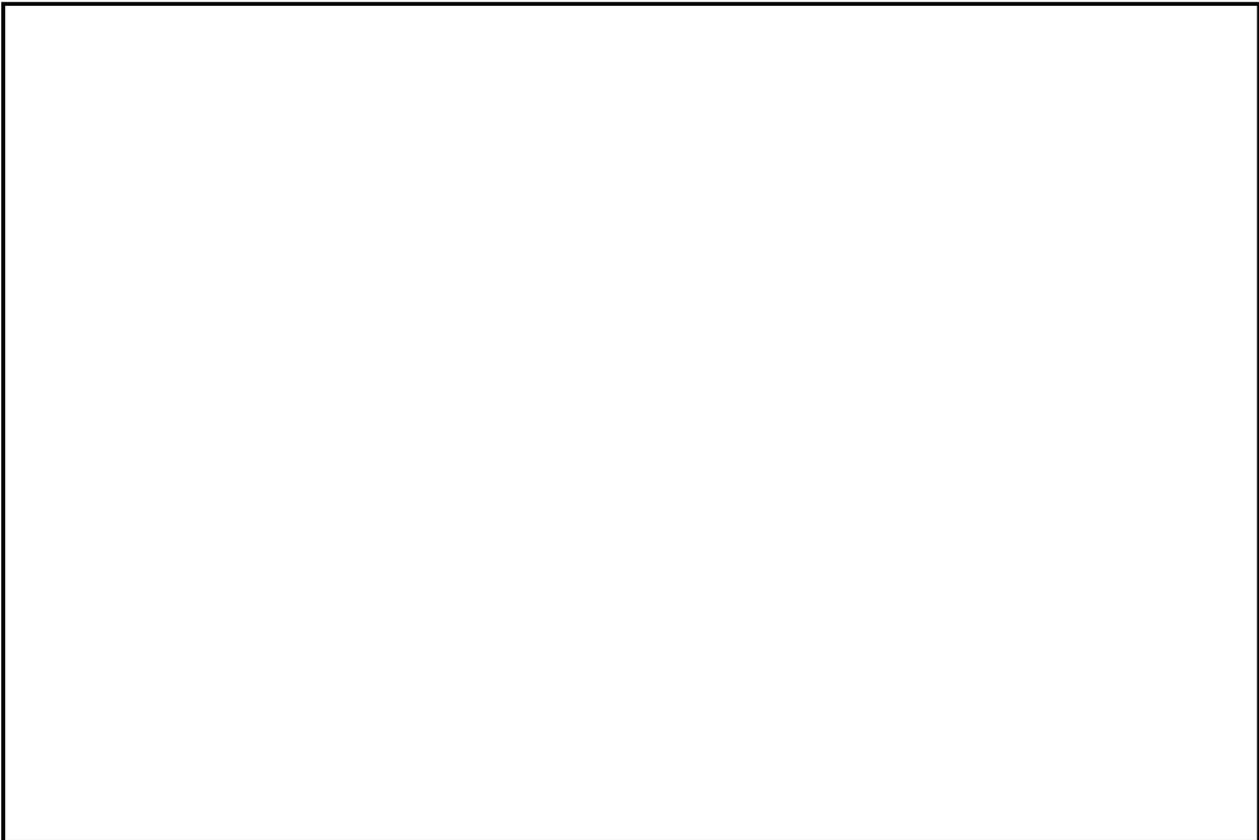
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[REDACTED] OF MOTOROLA, INC. THE MOTOROLA
CORPORATION IS NO STRANGER TO THE FBI. PERHAPS AS YOU WERE
DRIVEN TO THE ACADEMY, [REDACTED] YOU SAW A MOTOROLA RADIO IN
THE BUCAR. OUR RADIO SYSTEM IS THE MOTOROLA DIGITAL VOICE
PRIVACY SYSTEM. WE HAVE INVESTED APPROXIMATELY \$260 MILLION IN
OUR RADIO SYSTEM WHICH NOW GIVES US, FOR THE FIRST TIME, COMPLETE
PRIVACY IN OUR RADIO COMMUNICATIONS. YOU CAN UNDERSTAND HOW
IMPORTANT THIS IS TO US. ALSO, THE FBI USES MANY OF THE MICRO
T-A-C PORTABLE CELLULAR PHONES, AS WELL AS THE SABER HAND-HELD
RADIO.

MOTOROLA IS ONE OF THE GREAT AMERICAN CORPORATIONS. IT
EMPLOYS APPROXIMATELY 100,000 PEOPLE AT 53 MAJOR FACILITIES
WORLDWIDE. THE CORPORATE OFFICES ARE IN SCHAUMBURG, ILLINOIS.
SALES ARE IN THE NEIGHBORHOOD OF 10 BILLION ANNUALLY.
COMMUNICATIONS ARE THE MAINSTAY OF BUSINESS; SEMI CONDUCTORS RANK
SECOND IN THE PRODUCT LINE. MOTOROLA IS UNDERTAKING A
FASCINATING AND CHALLENGING ENDEAVOR TO PROVIDE CELLULAR PHONE
CAPABILITIES WORLDWIDE, KNOWN AS PROJECT IRIDIUM. THIS WILL BE
ACCOMPLISHED THROUGH THE PLACEMENT OF 77 STATIONARY SATELLITES

AROUND THE GLOBE. (IRIDIUM HAS THE ATOMIC NUMBER 77.) I AM RATHER AMUSED WITH THE TV COMMERCIAL WHERE A FISHERMAN IS IN THE MIDDLE OF A SPARKLING STREAM, AWAY FROM IT ALL, IN A BEAUTIFUL MOUNTAIN SETTING AND HE PULLS OUT HIS CELLULAR PHONE TO TALK TO THE "OFFICE." JUST OCCASIONALLY WE WOULD LIKE TO GET AWAY FROM IT ALL. MAYBE "DEAD BATTERIES" WILL BE THE ANSWER, BUT MOTOROLA PROBABLY HAS AN ANSWER FOR THAT ALSO.

[REDACTED] IS DESCRIBED AS A VISIONARY AND AMBITIOUS LEADER. HE HAS [REDACTED]



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PROVIDES SOME REAL CLUES TO MOTOROLA'S SIX SIGMA PROGRAM. SIGMA AS YOU KNOW IS THE MATHEMATICAL SYMBOL FOR STANDARD DEVIATION. THE SIX SIGMA PROGRAM WITHIN MOTOROLA TRANSLATES TO 3.4 DEFECTS PER MILLION OR LITERAL PERFECTION. MOST OF US HERE TODAY, AND POSSIBLY ONLY WITH THE EXCEPTION OF [REDACTED] HAVE BECOME

ACCUSTOMED TO ACCEPTING 99.9 PERCENT PERFECTION VERSUS 99.99966 PERCENT SIX SIGMA PERFECTION.

LET ME ILLUSTRATE THE DIFFERENCE:

AT THE 99.9 PERCENT

THERE ARE AT LEAST 20,000 WRONG DRUG PRESCRIPTIONS PER YEAR

AT SIX SIGMA

THERE IS ONE WRONG DRUG PRESCRIPTION PER YEAR

FOR THOSE OF US WHO FLY FREQUENTLY, THIS MAY BE OF INTEREST:

AT THE 99.9 PERCENT

THERE ARE TWO SHORT OR LONG LANDINGS EACH DAY AT MAJOR AIRPORTS (NEW YORK, LOS ANGELES, ATLANTA, & DULLES)

AT SIX SIGMA

THERE IS ONE SHORT OR LONG LANDING IN TEN YEARS IN ALL AIRPORTS IN THE UNITED STATES

AS A CUSTOMER OF MOTOROLA'S, BUT PROBABLY MORE IMPORTANTLY, AS CITIZENS OF THE UNITED STATES, WE APPLAUD YOUR KEEN INTEREST IN U.S. COMPETITIVENESS. WE APPRECIATE ALL OF THE SENIOR MANAGEMENT IN MOTOROLA BEING OUTSPOKEN CHAMPIONS OF U.S. INDUSTRY. WE RECOGNIZE THE DISTINCTION EARNED BY YOUR COMPANY IN RECEIVING THE MALCOLM BALDRIDGE AWARD IN 1988.

NOW, PLEASE SHARE WITH US SOME OF YOUR PASSION FOR MAKING AMERICAN INDUSTRY STRONGER, HOW MOTOROLA IS REMAINING COMPETITIVE IN A GLOBAL ECONOMY, AND SOMETHING ABOUT THOSE DRIVING FORCES IN MOTOROLA OF "RENEWAL" AND "QUALITY" MANAGEMENT.

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INFORMAL NOTE - NOT FOR RETENTION

April 5, 1991

Director Sessions:

RE: EXECUTIVES CONFERENCE RETREAT
4/11-13/91
FBI ACADEMY, QUANTICO

For your information, attached is the itinerary for [redacted] of Motorola Corporation, for Friday 4/12/91. This itinerary has been coordinated by my Deputy, Dave Evans, with [redacted] Administrative Assistant, [redacted]
[redacted]

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Mr. Evans will meet [redacted] at his hotel, be his host for the afternoon activities, and provide transportation to and from the FBI Academy for [redacted]



G. Norman Christensen

Enclosure

- ① - Mr. Greenleaf
- 1 - Mr. Christensen

VISIT TO FBI ACADEMY
FRIDAY, APRIL 12, 1991

1:00 p.m. Depart Willard Hotel. Will be picked up by
Deputy Assistant Director C. David Evans,
Information Management Division, FBI

2:00 p.m. Arrive FBI Academy, Quantico, Virginia

2:00 - 3:00 p.m. Tour Academy complex

3:00 - 5:00 p.m. Tour FBI Engineering Research Facility,
Quantico

5:00 - 6:00 p.m. Freshen up - room provided

6:00 - 6:30 p.m. Hospitality time

6:30 - 7:30 p.m. Dinner

7:30 - 8:30 p.m. Speech by

8:45 p.m. Depart Quantico

9:45 p.m. Arrive National Airport

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Tuesday Luncheon Speaker
May 21, 1991
11:15 a.m. - 1:30 p.m.

Internationally Known Quality Expert:

Dr. Armand V. Feigenbaum
President and CEO, General Systems Co., Inc.

Dr. Armand V. Feigenbaum, president and chief executive officer of General Systems Company, Inc., is the originator of Total Quality Control (TQC) and was first to define quality costs as those of prevention, appraisal, and internal and external failure.

His book, *Total Quality Control*, has been published in many languages and is the basic text on quality systems and improvement the world over.

Dr. Feigenbaum served as the founding chairman of the International Academy for Quality; twice served as president of ASQC; and is a past chairman of the Council for International Progress in Management. In 1988 he was appointed to the Board of Overseers of the Malcolm Baldrige National Quality Award Program.

The recipient of numerous honors for his contributions to quality, productivity, and management, including ASQC's Edwards Medal and Lancaster Award, Dr. Feigenbaum received the Georges Borel prize, France's highest honor for contribution in the field of quality control.

His company, General Systems, is an international engineering firm that designs, implements, and puts into operation quality-oriented, integrated systems in major manufacturing and service companies throughout the world. Prior to forming the company with his brother Donald in 1968, he was worldwide director of manufacturing and quality control at General Electric for 10 years.

SPECIAL CLOSING PLENARY SESSION

Wednesday, May 22, 1991
11:30 a.m. - 12:30 p.m.

Making Quality a National Priority and a Personal Ethic: The First Annual Report of the American Quality Foundation

Based on the successful experiment at last year's closing plenary session, this year's session will feature an exclusive report on the work of the American Quality Foundation—the independent, executive led, R&D “branch” of ASQC.

Find out how the Foundation's plan for a National Quality/Customer Satisfaction Index may affect your company. See a sneak preview of a TV series on quality featuring Walter Cronkite. Get an advance look at a preliminary model for human resource empowerment based on new research that is uncovering the hidden strengths of American workers.

Panel, including researchers and economists, to be announced.

KEYNOTE ADDRESS



Robert W. Galvin
Chairman of the
Executive Committee
Motorola Inc.
1988 Award Recipient,
Malcolm Baldrige
National Quality Award

Robert Galvin began his career at Motorola in 1940. He held the senior officer position from 1959 until January 11, 1990, when he became chairman of the Executive Committee. Mr. Galvin continues to serve as a full-time officer of the company.

Motorola has always taken keen interest in U.S. competitiveness; senior management is an outspoken champion of U.S. industry. Its decision to participate in the first Baldrige Award competition was designed to help support the award objectives. Through the learning process of competing for the award, Motorola was able to improve quality management initiatives already in place.

In accepting the Baldrige Award, Mr. Galvin said, “Motorola's driving force is renewal.” And so it has been because of the award. Quality was determined as the first order of attention on meeting agendas, reviews, plans, compensation, and rewards.

The highest standard the company has set for itself is called Six Sigma quality, which translates virtually to perfection (about 3.4 defects per million). The goal is to reach Six Sigma by 1992. And the process involves the entire corporation, from the top down.

To ensure that employees have the skills necessary to achieve company objectives, Motorola has established its own training center, spending in excess of \$170 million on worker education in a four-year period. About 40% of worker training in any given year is devoted to quality matters ranging from general principles of quality improvement to designing for manufacturability.

Employing nearly 100,000 people at 53 major facilities worldwide and based in Schaumburg, IL, 63-year old Motorola is an integrated company producing an array of equipment that is distributed through direct sales and service operations. Communication systems—primarily two-way radios and pagers—account for the majority of business, while semiconductors rank second in the product mix. Other revenues come from sales of cellular telephones, sales equipment for defense and aerospace applications, data communications, information processing and automotive and industrial uses. Sales in the last fiscal year were \$10 billion.

Mr. Galvin, who attended the University of Notre Dame and the University of Chicago, holds a number of honorary degrees and has been recognized through industrial, professional, and national awards.



February 27, 1991

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Mr. William S. Sessions
Director
U.S. Department of Justice
Federal Bureau of Investigation
Washington, DC 20535

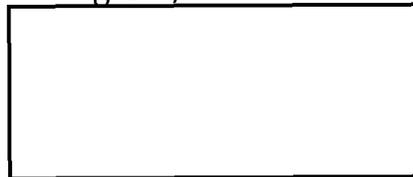
Dear Mr. Sessions:

Thank you so much for your kind note of February 14, 1991, in which you suggested that I might spend some time with the FBI's senior executives discussing some of our Motorola programs and experiences in quality management. I would be most happy and honored to do so on the suggested day of Friday, April 12, 1991, and would hope that this could be a relatively informal two-way interchange, because I am sure that Motorola can learn much from the FBI and your efforts to continually renew what is already a world class organization. I will ask my Administrative Assistant,  to be in touch with your office to work out whatever the necessary details may be.

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Meanwhile, thank you for your kind invitation, and I look forward to being with you and your staff on April 12.

Regards,



GF:paf

Copy to: 
Bob Galvin

MAR 8 1991

February 14, 1991

[Redacted]

Motorola Corporation
1303 E. Algonquin Road
Schaumburg, Illinois 60196

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Dear [Redacted]

The FBI is in the process of taking significant steps to remain at the forefront as the leading investigative agency in the world. We must, I believe, remain competitive in an ever-changing world, identify those we serve (customers), understand supplier/customer relationships, reduce cycle times, and, basically, do the right thing. I know these are terms common in the private world and especially in your organization where you have decided to be "Best in Class." These terms are becoming more common in our Government and especially in the FBI. Although many of these initiatives are relatively new, I fully endorse the Total Quality Management programs that are now in place in the FBI.

Some of my senior executives heard your address to the Conference on Federal Quality and Productivity Improvement in June, 1989, and were most impressed with your presentation. The contents of your presentation would be not only relevant, but most informative for the executive board of the FBI.

I would like to extend an invitation to you to make a similar type of presentation to the FBI's senior executives, a group of approximately 25, on Friday evening, April 12, 1991. At that time I will be hosting an Executive Conference Retreat at the FBI Academy Conference Center and would like very much to hear from you about Motorola's experience with Total Quality Management.

If you are able to accept my invitation, my staff will work out the details with your office regarding the logistics of your visit. I look forward to hearing from you.

Sincerely yours,

William S. Sessions
Director

1 - Mr. Christensen
① - Mr. Greenleaf
1 - Mrs. [Redacted]

Director's Signature
2/14/91
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JWG:cwb
(5)

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EXECUTIVES CONFERENCE RETREAT
4/11-13/91

FOLLOW-UP TO THE EXECUTIVES CONFERENCE RETREAT, 11/15-17/90

4/12/91

Assistant Director Weldon Kennedy presented various items as a follow-up to [redacted] presentation. In connection with the formulation of inter-racial teams for recruiting efforts, there has been an expanded use of minority FBI Agents in this regard. SSA [redacted] has been designated as the National Recruiter. There is, however, quite a bit of turnover in [redacted] unit. In January there was a three day conference in Atlanta targeted at primarily Black Agent applicants and in March there was a Hispanic conference in San Antonio.

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In March, 1991 there was a regional recruiters meeting held in Atlanta, GA to promote minority contacts. It was noted that [redacted] of OPM came to that conference and expressed her opinion that in order to give a person some help you need to develop a "Career Trainee Program." Such a program is being considered by the Bureau where college graduates are hired in the GS-7/9 category and evaluated for two or three years to see if they have the potential to be FBI Agents. No "quotas" were given out at the Atlanta conference. The instructions were however, that the obtaining of qualified minorities is a primary goal of the Bureau. [redacted] just gave out "goals" to recruit minority Agents.

Mr. Kennedy noted that the present test score for minority applicants was lowered by one point in order to obtain a larger group from which to select. Presently the lowest score under the Spanish language program is 29.5. The highest score required for white male modified is 34.0. Mr. Kennedy noted that if for three years the Bureau meets all of its targeted programs e.g. law, accounting, engineers, minority, female, we will hire no one from the white male modified program. He noted that 50% of the last New Agents classes were either women, minorities, lawyers or accountants, etc., all of which are priority areas for the Bureau. He noted that we still need to find qualified minorities so that all test scores can some day be the same. The "trick" is to find out who these qualified minorities are. The FBI now has access to military records of those individuals getting out. OPM has a law enforcement test for the basic entry level. He noted that these individuals don't presently meet our requirements for the most part, but we are going to try to seek them out under the proposed Career Trainee Program.

He noted that our written SA tests have not been validated and that we need to change them. We are working with OPM to do so. He noted that the test really doesn't validate with the success of an individual as an FBI Agent.

In connection with the Honors Intern Program (HIP), AD Kennedy noted that there are 54 individuals being hired under the 1991 HIP. Fifty-six percent women and 37% minority. The HIP has yet to be extended to the field offices.

In connection with the identification of prominent minority religious/community leaders to assist in our recruiting efforts, Mr. Kennedy pointed out that [redacted] is doing many things in this regard. He is conducting extensive "networking" with various individuals from the minority community to include [redacted] both of whom have expressed their willingness to assist the FBI. He has also reached out to various heads of Indian tribes. He noted that [redacted] is becoming "spread very thin" and that we are trying to pass some of the responsibilities onto our field offices.

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EEO officer [redacted] made a presentation relative to the development of a procedure to notify field office or Headquarters management, when possible, about EEO complaints and the status of these complaints (this was previously suggested by SAC DuHadway).

[redacted] furnished an update in this regard. He noted that SACs can be "advised" of an EEO complaint if a complainant says it is alright to do so. At the present time the SAC is normally advised of the complaint when he is told by the OEEOA not to destroy a particular person's personnel file. He pointed out that there is a concern that such notification of the SAC or other management officials about an EEO complaint could have a chilling affect on the complainant. He noted that we are going to develop a formal procedure to notify the division heads as soon as possible. He indicated that it was in the draft stage at the present time.

AD Tony Daniels responded to an issue that the SAC Advisory Committee made that newly appointed SACs be provided a more formalized "guide" or checklist relating to their duties.

Daniels noted that Quantico is handling this matter and is presently contacting SACs in this regard. Quantico will have something out on this in six months. Quantico is also trying to provide more and improved management training for executives, e.g. NEI, and opening up the LEED's program to SACs as well.

Mr. Kennedy responded to an SAC Advisory Committee issue about SES performance appraisals and their perceived inequity between awards to field SES members and FBIHQ SES members. AD Kennedy stated that in a document to all SES members dated 12/3/90, this was explained in detail.

He pointed out specifically that there is one "pot" of money that is split into two separate pots, one for FBIHQ and one for the field. No money "migrates" back and forth. SAC Duffin explained that there was more concern about the performance appraisal process itself than the actual awards.

At this point Deputy Director Floyd Clarke advised that in his opinion, the SAC performance appraisal system is "bankrupt," incomplete and meaningless. He indicated that it is not relevant to the performance of the SAC personally but just evaluates the programs in his office. He noted that all SACs are basically rated the same. He indicated that we need to put together a committee to review and revamp or renew the entire process of performance ratings for SACs.

SAC Duffin stated that the SACs had been looking forward to the "face-to-face" progress reviews which were canceled due to the Persian Gulf war.

Bill Baker noted that the program does need revamping. Buck Revell noted that currently the inspection process is a primary factor in considering the performance of an SAC.

Caroll Toohey advised that in connection with the SACs Conference, one issue that they might like to discuss is "what is it that an SAC does that would cause them to be perceived as the 'cream of the crop.'" He indicated he would like one Bureau executive to tell them that at the SACs Conference.

Floyd Clarke indicated that obviously an SAC would like to know "what is it you expect me to do." We need to give him goals and objectives. We need to review the SAC performance appraisal system and tell them just what they need to do.

Jim Greenleaf indicated that Buck Revell should take some time at the SACs Conference concerning this matter. It was also noted that we can change the SACs critical elements if need be. Jim Greenleaf also noted that he would like to hear from the SAC Advisory Committee concerning this matter.

J

April 15, 1991

[redacted]
Southern Christian Leadership Conference
334 Auburn Avenue, N.E.
Atlanta, Georgia 30312

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Dear [redacted]:

Please allow me to extend sincere thanks to you for addressing our Regional Recruiting Special Agents Conference on March 27, 1991.

Your suggestions and comments regarding your participation in the Civil Rights movement, as well as where to find qualified minority applicants for FBI employment were invaluable and appreciated by the attendees. In order to achieve our objectives, we must enlist the support of respected community leaders, such as yourself.

Please do not hesitate to contact me if I can be of any assistance to you. I look forward to working with you to achieve our mutual goals of minority recruitment.

Again, thank you for sharing your views on minority recruitment with us.

Sincerely yours,

William S. Sessions
Director

① - Mr. Greenleaf
1 - Mr. Kennedy
1 - Mr. Pomerantz
1 - Mr. Verinder
1 - Mr. Carter
1 - Mrs. [redacted]

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JCC:glw (8)

March 20, 1991

Mr. Greenleaf:

RE: CONTACT WITH [REDACTED]
ATLANTA, GEORGIA
JANUARY 17-18, 1991

We are currently evaluating all Special Agent (SA) recruitment programs and initiatives, to ensure that our recruiting efforts towards minorities are maximized. Unit Chief James C. Carter met with [REDACTED] in Atlanta, Georgia on January 17-18, 1991, and discussed the FBI's intention of the further development of minority recruitment initiatives.

As you know, the FBI utilizes 20 full-time SA "Regional Recruiters" throughout the United States. These recruiters have been advised that the recruitment of females and minorities remains a most important goal. These recruiters will participate in a conference in Atlanta, Georgia on March 26-28, 1991, during which further evaluation of the Regional Recruiting Special Agent Program and a further focusing on the recruitment of females and minorities will be directed. [REDACTED] and [REDACTED] will speak at this conference.

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The FBI continues to utilize the Minority Speakers Bureau as a minority recruitment vehicle. A variety of civic, social and professional events are attended each year, by minority SAs affiliated with the Minority Speakers Bureau. We intend to evaluate and improve the program as a recruiting tool.

[REDACTED] suggests the utilization of more minority agents as recruiters. It has been established that role modeling is important especially in Asian American, Hispanic, and Black communities.


Weldon L. Kennedy

March 4, 1991

Mr. Greenleaf:

RE: EXECUTIVES CONFERENCE RETREAT
VIRGINIA BEACH, VIRGINIA
11/15-17/90
FOLLOW-UP REPORTS FOR THE UPCOMING RETREAT

Set forth below is an outline of the various initiatives underway as a result of the November Executives Conference Retreat. I separated the initiatives into several topical areas and have also noted the Executives Conference member who would be in a position to provide appropriate update/re-cap at the upcoming Retreat.

EEO Matters

- I. Follow-up to [] Presentation
- a. Formulation of interracial teams for recruiting efforts and to sensitize the community and the Bureau to each other's concerns.
 - b. Summer interns program for high school students in field offices.
 - c. Expanded Honors Intern Program for minorities at FBIHQ and field.
 - d. Identification of prominent minority religious/community leaders to assist in our recruiting efforts.
 - e. Update on the January meeting between [] and [] and the Personnel Resources Unit's (PRU) new initiatives relative to our national recruiting efforts.

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- Mr. Kennedy can provide appropriate update at the Executives Conference on all of the above initiatives.

II. Development of a procedure to notify field office or Headquarters management, when possible, about EEO complaints and status of these complaints (suggested by SAC DuHadway).

- [] can provide appropriate comment and follow-up to this suggestion.

Operational/Management/Administrative Issues

I. SACs Duffin and Lawler recommended that newly appointed SACs be provided a more formalized "guide" or "checklist" relating to their duties upon reporting to their field offices. Another concept put forth concerned the identification of several well-respected SACs to function as advisors or "mentors" to new SACs.

- Mr. Daniels can provide update as the Institutional Research and Development Unit (IRDU) is working with SAC Advisory Committee to develop a comprehensive training plan for new SACs.

II. The SAC Advisory Committee, through SAC Duffin, expressed concerns about SES performance appraisals and awards (i.e., the perceived inequity between awards to field SES members and HQ SES members).

- Mr. Kennedy has followed up on this and would be in a position to update the Executives Conference on his efforts/findings.

III. SAC Duffin raised the topic of excessive paperwork distribution in the field/HQ and the need to reassess the Bureau's distribution of communications, etc.

- You are chairing a working group on this priority issue, with IMD (AD Christensen) coordinating this in-depth analysis. AD Christensen would probably be the appropriate official to update the Executive Conference members.

In sum, the above are the principal areas in which specific follow-up has been initiated. ADs Kennedy, Daniels, Christensen, and EEO Chief [redacted] can address the issues highlighted in this outline at the upcoming Retreat.

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Joseph D. Martinolich

January 24, 1991

Director:

As you will recall, during the Executives' Retreat, held in Virginia Beach, 11/15-17/90, [redacted] addressed the participants. During his discussion, [redacted] alluded to several documents which he cited as buttressing the contention of some members of the black community that the FBI targets black officials as subjects of public corruption investigations. Copies of three of those documents, "Harassment of Black Elected Officials--Ten Years Later," "The FBI Investigation of Black Elected Officials: Atlanta and Birmingham," and "The Dilemma of Black Politics," were obtained by my office through the Atlanta Division.

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Per your request and in light of [redacted] statements, these documents have been reviewed by the White-Collar Crimes Section of CID and compared with the position paper that my office previously prepared addressing allegations that the FBI targets black officials for investigation. CID advised that the "documents enumerate instances of perceived harassment of black elected officials by the media, the FBI, and other agencies....and the Bureau position paper will help clarify basic misunderstandings...regarding public corruption investigations."

Attached for your review and approval is a slightly revised version of the position paper and talking points which incorporate changes recommended by CID. Also, attached, for comparison, is the original version with changed areas highlighted in yellow.

I believe this position paper is well suited for any outside audience, including the media, the Congressional Black Caucus, and for responding to general public correspondence on this topic. The talking points and anecdotal data will provide you and other Bureau officials with a succinct product that can be used orally to easily state our position in situations, such as media conferences or inquiries.

[redacted]

Enclosures (2)

- 1 - Mr. Clarke - Enclosures (2)
- 1 - Mr. Revelle - Enclosures (2)
- ① - Mr. Greenleaf - Enclosures (2)
- 1 - [redacted] Enclosures (2)
- 1 - [redacted] Enclosures (2)
- 1 - [redacted] Enclosures (2)
- 1 - [redacted] Enclosures (2)

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IRM:wjr (10)



U.S. Department of Justice

Federal Bureau of Investigation

Washington, D. C. 20535

The FBI's Investigations of Public Officials--
Race Not a Factor

It is imperative, under our system of Government, for all public, elected and appointed officials to be above corruption. This is critical, not only to the effective operation of the Government, but to maintaining the vital trust and confidence of our citizens. Therefore, public officials must be held to high standards of integrity and honesty in representing and working for the American people.

Unfortunately, some officials violate the public's trust, and it is the responsibility of the FBI to investigate. These are among the Bureau's most sensitive types of investigations, and FBI Director William S. Sessions has stated, "These are tragedies that are played out on the American scene and I grieve when they occur." The investigation of white-collar crimes is one of the FBI's investigative priorities, and investigating allegations of criminal misconduct by public officials is an important part of the Bureau's White-Collar Crimes Program.

The FBI does not target public officials for investigation based on their race, sex, party affiliation, religion, or any other prejudicial factors. Director Sessions emphasizes that "it is extremely important that the Bureau be recognized as not pursuing any of these investigations with a political or racist agenda." Attorney General Richard Thornburgh has said that "there is only one basis upon which we investigate and prosecute people. That is, if there is legally admissible evidence of their violating a Federal criminal law that we can use in court to prove a case beyond a reasonable doubt before a judge and jury."

The FBI carefully evaluates the credibility of allegations we receive regarding corruption of public officials. These investigations are undertaken with care, being mindful of the potential for damaging the official's reputation. Further, the FBI does not make public or discuss these investigations with the media until or unless an indictment or arrest has occurred. It is important to note, however, that the initiation and mere existence of an investigation is not, and must not be regarded as, an accusation. Even though some allegations have been spurious, others have proven to be quite substantial and correct.

FBI policy does not permit the initiation of public corruption investigations without proper predication. In fact, they are included in a special category of investigations requiring specific standards for initiation which are governed by Attorney General Guidelines and strict FBI policy. Further, the FBI

does not seek out or target people for these investigations. They come to the FBI through allegations made by members of the public, confidential sources and law enforcement or other public officials. Director Sessions has stated, "We take these cases where we find them. We investigate them within rigid guidelines...we go by the book."

The predication of public corruption investigations must be approved by the management of the local FBI office after considering facts and circumstances which reasonably indicate a Federal violation within FBI jurisdiction. This standard takes into account many factors regarding the credibility and motivation of the source of the allegation. Our policy also requires contact with the U.S. Attorney's Office at an early stage in the investigation. Following analysis at FBI Headquarters, a summary of the facts predicating the investigation is provided to the Criminal Division of the Department of Justice for review. These investigations are not general inquiries into the character of the person being investigated, but are conducted to determine the validity of specific allegations. If insufficient or inconclusive evidence is found to support an allegation of criminal misconduct, the investigation is closed. However, if additional allegations are uncovered, they are pursued and presented to the U.S. Attorney for prosecutive consideration.

Public, and particularly elected, officials are vulnerable to allegations of misconduct because they are very visible individuals whose decisions have a dramatic impact on many people, institutions and interests. Unfortunately, the problem of public corruption is a real one, and it is not confined to any particular race, ethnic group or political party. Some African American officials have been investigated by the FBI and some of these investigations have led to indictments and convictions. But, concerning assertions by some that the FBI may have targeted black officials for investigation and prosecution, Director Sessions has responded, "I categorically deny that there is any racist agenda. It is not and will not be so." It is also noteworthy that the FBI does not compile data regarding race, party affiliation or other similar identifiers for public corruption investigations because such factors are not relevant to these investigations or to the FBI's management of these cases.

To ensure that the power and trust of public office are not abused, the FBI will continue to investigate credible allegations of wrongdoing on the part of public officials. Critical scrutiny by the media, by the public and, occasionally, with cause, by appropriate governmental agencies, is the price of all public leadership in our system of Government. The FBI strictly adheres to the Attorney General's Guidelines and established laws and policies in determining whether to initiate, pursue or terminate investigations regarding public corruption. The FBI has a responsibility to seek evidence to ascertain whether specific allegations are factual without regard to such factors as race or party affiliation. The FBI has not and will not target public officials for investigation on the basis of race, ethnic origin, party affiliation, or other similar categories. The Bureau's mandated procedures for conducting investigations into public corruption include numerous safeguards to ensure that the FBI conducts its investigations with professionalism and even-handed integrity on behalf of the American public it is charged to protect and serve.

Talking Points and Anecdotal Data Regarding
Erroneous Assertions that the FBI Targets Black Officials
in Public Corruption Investigations

- o Public officials must be held to high standards, being above corruption, and allegations of criminal misconduct must be investigated to determine the truth and to maintain the public's trust.
- o The investigation of white-collar crimes is one of the FBI's investigative priorities, and investigating allegations of corruption of public officials is an important part of our White-Collar Crimes Program.
- o The FBI does not target public officials for investigation based on their race, party affiliation or any other such factors. Our investigations are based on credible allegations of criminal violations within our jurisdiction.
- o The FBI carefully evaluates the credibility of allegations received regarding the corruption of public officials; being mindful of the potential for damaging the official's reputation.
- o Allegations regarding public corruption come to the FBI through members of the public, confidential sources and law enforcement or other public officials.
- o The FBI's conduct of public corruption investigations is governed by Attorney General Guidelines, Federal laws and strict FBI policy.
- o An FBI investigation is not an accusation or an indicator of guilt.
- o The FBI does not target African American officials and does not compile data regarding race, political affiliation, etc., for public corruption investigations because such factors are not relevant to these investigations or the FBI's management of these cases.
- o It is extremely important that the public understand that the FBI does not pursue any political or racist agenda in our investigations.
- o The FBI's procedures for conducting these investigations include numerous safeguards to ensure the FBI's professional and even-handed integrity on behalf of the American people we protect and serve.

* THIS DOCUMENT NOT APPROPRIATE FOR DISSEMINATION TO THE PUBLIC

November 2, 1990

Suggested Anecdotal Examples of
Well Publicized Public Corruption Investigations

Although the FBI does not maintain statistical data on corruption of public officials investigations by race, party affiliation or other similar identifiers, some of our more recent investigations that have received widespread publicity demonstrate the Bureau's unbiased approach to these investigations. The following investigations contain memorable statistics that are on point:

GREYLORD; OO: Chicago

A long-term investigation regarding corruption of the Cook County, Illinois, Circuit Court System. GREYLORD has resulted in 85 convictions, of which 39 are public officials, including judges, court clerks and police officers. Of these, 35 are caucasian and 4 are African American public officials.

BRISPEC; OO: Sacramento

This investigation concerns corruption within the California State Legislature. To date, eight individuals have been indicted (six caucasian, two black), and the six white individuals have been convicted. Two individuals (black) are currently awaiting trial. One of these individuals is a former Aide to Assemblywoman Gwen Moore and the other is a former lobbyist. It is noteworthy that the investigation determined that Assemblywoman Moore (who is black) was not culpable and, therefore, the investigation concerning her was terminated prior to the indictment.

ILLWIND; OO: WMFO

A major case concerning fraud in the defense procurement industry. Forty individuals have been convicted, to date, of which five were Government employees. All have been white.

LOST TRUST; OO: Columbia

This investigation has sought to address alleged corruption within the South Carolina State Legislature. As of 11/1/90, there were 11 subjects, including 10 elected legislators and one registered lobbyist. Of these, seven are caucasian and four are black.

CORSEK; OO: Louisville

This investigation has addressed alleged corruption of local law enforcement, the county attorney's office and the court system of Perry County, Kentucky. Of 14 individuals indicted, 13 are white, and one is black.

* THIS DOCUMENT NOT APPROPRIATE FOR DISSEMINATION TO THE PUBLIC

January 14, 1991

Mr. Greenleaf:

Reference your note dated 11/30/90.

For your information Unit Chief [redacted] Personnel Resources Unit (PRU), will meet with [redacted] 1/16-17/91. [redacted] will discuss with [redacted] his "Operation Intentionality" Plan and any other ideas he may have to improve the FBI's efforts regarding minority recruitment.

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ASD is redirecting the efforts of our PRU to become more of a National Recruiting Entity and as a result spend less time on adjunct projects. The Regional Recruiting Program will be fully directed toward the recruiting of minorities and women with less emphasis on "planting the seed" on college campuses. This program is also being modified to establish measurement standards for each Regional Recruiter. Sound direction is now being provided the recruiters with an increased emphasis on recruiting minority and female candidates.

This Unit is also actively working on hiring needs, and skills needed by the Bureau. Also this Unit proposes a greater involvement in being the focal point for the creation and implementation of all initiatives dealing with a wide range of recruiting objectives set by the FBI.

This year's Honors Intern Program has been expanded from 40 to 45. The number of minority finalists in this year's Program based on applicants selected for background investigations is expected to increase to 33% from 24% in 1990. Also it is projected that females will constitute 50% of the program this year.

PRU is looking into a summer intern program for high school students in field offices. This evaluation includes developing ways of overcoming the cost of background investigations for employees who may only work for the FBI for approximately three months at the most.



W. L. Kennedy

See SWG mtg
11/20/90

January 11, 1991

[Redacted]

Southern Christian
Leadership Conference
334 Aubon Avenue, NE
Atlanta, GA 30303

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Dear [Redacted]:

Once again, thank you for your participation in the FBI Executive Conference Retreat at Virginia Beach, Virginia. Many thanks for your views and your generous offer to assist the FBI in improving our recruitment efforts in the minority community.

I have been advised that you will meet with Unit Chief [Redacted] in Atlanta, Georgia during the week of January 16-19, 1991 to further discuss your suggestions and observations which you have characterized as "operation intentionality."

At our meeting you voiced concern over the handling of a case involving Officer [Redacted] of the Dekalb County, Georgia, Police Department in which [Redacted] was a victim.

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According to our records, on April 6, 1990, the Civil Rights Division, Department of Justice, requested an investigation in regards to this matter and the Atlanta Division of the FBI was immediately notified. The Atlanta FBI Office thereafter provided a copy of the Dekalb County Police Department Internal Affairs Report to the Civil Rights Division for a preliminary decision as to the merit of further investigation in this matter.

The Civil Rights Division, Department of Justice, subsequently notified the FBI that no further investigation was necessary. Accordingly, the case was closed on July 16, 1990.

In addition you discussed at some length your perception of FBI involvement in public corruption investigations. Let me take this opportunity to provide you with the FBI's policies regarding public corruption investigations.

- ① - Mr. Greenleaf
 - 1 - Mr. Kennedy
 - 1 - Mr. Verinder
 - 1 - Mrs. [Redacted]
 - 1 - Mr. Carter
 - 1 - Mr. [Redacted]
- JCC:glh (6)

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[Redacted]

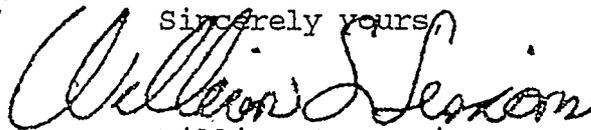
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We regard public corruption matters as a special category of investigations requiring specific standards for initiation which are governed by Attorney General Guidelines and strict FBI policy. We do not seek out or target people for these investigations. I would like to emphasize that the FBI has not and will not target public officials for investigation on the basis of race, ethnic origin, party affiliation, or other similar categories. These investigations come to the FBI through allegations made by members of the public, confidential sources, and law enforcement or other public officials. The predication of public corruption investigations must be approved by the management of the local FBI office after considering facts and circumstances which reasonably indicate a Federal violation within FBI jurisdiction. This standard takes into account many factors regarding the credibility and motivation of the source of the allegation. Our policy also requires contact with the U.S. Attorney's Office at an early stage in investigation. Following analysis at FBI Headquarters, a summary of the facts predicated the investigation is provided to the Criminal Division of the Department of Justice for review. These investigations are not general inquiries into the character of the person being investigated, but are conducted to determine the validity of specific allegations. If insufficient or inconclusive evidence is found to support an allegation of criminal misconduct, the investigation is closed. However, if additional allegations are uncovered, they are pursued and presented to the U.S. Attorney for prosecutive consideration.

Again, I offer you thanks for your ideas. I am extremely pleased that you are sharing these ideas in detail with Unit Chief [Redacted].

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Sincerely yours



William S. Sessions
Director

12/11/90

Mr. Revell:

RE: OFFICER [REDACTED]
DEKALB COUNTY, GEORGIA
POLICE DEPARTMENT;
[REDACTED] - VICTIM;
[REDACTED] - COMPLAINANT;
CIVIL RIGHTS (A);
OO: ATLANTA

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Regarding your note of 11/30/90 (copy attached), in which [REDACTED] in his presentation at the Executive Conference Retreat, voiced his concern at the handling of captioned case, the following is provided for your information.

On 3/23/90, three officers from captioned police department responded to a domestic complaint, wherein an individual was alleged to be armed with a knife. Upon arrival at a residence, the three officers were advised that the victim, a 16 year old juvenile, had locked himself in a bedroom, armed with a butcher knife, after arguing with his mother. The victim's mother then led the three officers down a hallway and opened the bedroom door for them. Once in the room, the officers noticed the victim sitting on the closet floor with a large kitchen knife in his hand. At this point, the subject officer and another officer moved to the left of the closet, guns drawn, to provide cover for the third officer. The third officer holstered his weapon and thereafter asked the victim's mother to leave the room so as to not further agitate him. The third officer began negotiating with the victim, urging him to drop the knife. Throughout the negotiation, both to pry apart the clothes in the closet to see the victim, and to support himself while talking with the victim, the officer used a wooden bed slat.

At some point, completely unprovoked, the victim rose up from the closet floor, threw the slat aside, and came out of the closet. The subject officer, after being struck on the leg by the slat, observed the victim, grasping the knife, moving toward the third officer. Feeling that this officer's life was in danger, the subject officer discharged his weapon several times, striking the victim in the legs. One of the officers heard the victim yell, "I should have dropped the knife."

Enclosure

1 - Mr. Revell
1 - Mr. Baker
1 - Mr. [REDACTED]
1 - Mr. [REDACTED]
1 - Mr. [REDACTED]
1 - Special Assistants, CID
JHE:bb (7)

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Later, during the trip to the hospital in an ambulance, the victim's mother stated to one of the attendants that "he should have dropped the knife." The victim later had his right leg amputated.

On 4/4/90, [redacted] requested Attorney General Thornburg to initiate an investigation. On 4/6/90, the Civil Rights Division (CRD), Department of Justice (DOJ), so requested this investigation and the Atlanta Division was immediately notified. Atlanta thereafter, provided a copy of the De Kalb County Police Department, Internal Affairs Report, to the CRD, DOJ, for a preliminary decision as to the merit of further investigation in this matter.

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Based on the thoroughness of this report, in which the De Kalb County Police Department found that this was a justifiable shooting, the CRD, DOJ, also concurred and the case was closed on 7/16/90. The FBIHQ file notes that this official closing was transmitted to the Atlanta Division on 7/24/90.

NOT APPROPRIATE FOR DISSEMINATION TO THE PUBLIC.

W. M. Baker

November 30, 1990

TO MR. KENNEDY:

RE: EXECUTIVE CONFERENCE RETREAT
VIRGINIA BEACH, VIRGINIA
11/15-17/90 FOLLOW-UP

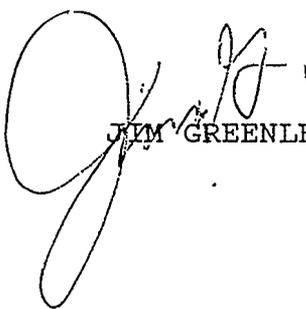
Weldon,

As a follow-up to [redacted] very fine presentation and offer of assistance to the FBI during the Executive Conference Retreat, I would like you and ASD to take the lead in developing a plan on how best [redacted] assistance can be used. During the conference, he used the term, "Operation Intentionality," which covered a broad range of initiatives directed toward recruiting, hiring and training minority applicants.

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Your plan should be broadly based and may include any imaginative initiative you and your staff believe may assist the FBI in a successful effort to identify and hire qualified minority applicants for the Special Agent position. Some of the specific areas that should be considered are: formulation of interracial teams for recruiting efforts and to sensitize the community and FBI to each others needs, summer intern programs for high school students in field offices, an expanded honors intern program for minorities at FBIHQ, and identify prominent religious leaders in the minority community to help identify qualified applicants. I would like your preliminary observations and suggestions by January 14, 1991, with a final set of recommendations by March 4, 1991.

Thank you.


JIM GREENLEAF

1 - Mr. Clarke
1 - Mr. Martinolich
① - Mr. Greenleaf

JWG:rsm

12/12/90

Jim:

In response to your note of 11/30/90, I have had the staff of the Performance, Recognition and Awards Unit do some research into the distribution of SAC ratings. The attached chart reflects their proposal for a way to distribute the information necessary to allow the SACs to determine how their ratings compare to their peers without compromising anyone's privacy. Percentages have been used instead of actual numbers since some rating categories refer to a single individual. For your information, this chart is based on 53 SAC ratings.

With regard to your question regarding the equitable distribution of performance awards between field and headquarters, I am very confident in the process now being used. The available funds are divided based on the percent of population in each category prior to making any awards decisions. The officials and boards involved in finalizing these decisions are kept aware of the necessity to maintain equity of distribution and have achieved an excellent record in this regard. At each stage of processing, the distribution of money is carefully scrutinized for equity and I think the chart in the year-end status report reflects very favorable results.

Although I am satisfied that our existing process meets the requirements for equity and fairness, if you continue to have any questions and concerns on this or any other aspect of our SES, please do not hesitate to contact me.


Weldon

| | |
|---------------------------|-------|
| Gen. Inv. | _____ |
| Adm. Serv. | _____ |
| ACD | _____ |
| Asst. Dir. | _____ |
| Ch. Inv. | _____ |
| Ext. Affs. | _____ |
| Files | _____ |
| Gen. Inv. | _____ |
| Ident. | _____ |
| Int. Affs. | _____ |
| Lab. | _____ |
| Legal Coun. | _____ |
| Rec. Mgmt. | _____ |
| Tech. Servs. | _____ |
| Training | _____ |
| Cong. Affs. Off. | _____ |
| Off. of EEO | _____ |
| Off. of Int. & Int. Affs. | _____ |
| Off. of Public Affs. | _____ |
| Telephone Rm. | _____ |
| Director's Sec'y | _____ |

1990 rating distribution - SACs (non-NYO)

A review of the 1990 final ratings for the Special Agents in Charge (SACs) of all offices except New York, i.e., all those SACs rated by the SAC Rating Board, discloses that 25 percent received a summary rating of Outstanding, with six percent rated Outstanding in all critical elements. The remaining 75 percent of SACs received a summary rating of Excellent, with 19 percent of these being rated Excellent in all critical elements. No SAC was rated Fully Successful in more than one critical element.

An element-by-element breakdown of the SAC ratings follows:

| RATING DISTRIBUTION BY CRITICAL ELEMENT (IN PERCENTAGES) | | | | | |
|--|----------------|-------------------|---------------------------|----------------|------------------------|
| Rating Level | Executive Mgmt | Supv'n of Subords | Liaison & Media Relations | Affirm. Action | Applicant Program Mgmt |
| O | 23% | 13% | 34% | 57% | 45% |
| E | 74% | 85% | 62% | 43% | 53% |
| FS | 4% | 2% | 4% | 0% | 2% |

(Typed November 21, 1990)

PERSONAL ATTENTION

MEMORANDUM TO ALL SENIOR EXECUTIVE SERVICE (SES) MEMBERS:

RE: YEAR-END STATUS REPORT ON THE FBI SES

As we conclude the 1990 SES appraisal cycle, I have decided to issue a status report on the SES system and a timeline for the 1991 rating period. I consider the 1990 rating year to be one of significant accomplishments for the FBI SES, not the least of which was the Attorney General's decision to delegate direct control of the FBI SES to me. While we are still under the authority of the Department of Justice (DOJ), the delegation of authority gives an important degree of autonomy to our SES. The earlier dissemination of performance awards is one consequence of this increased autonomy.

POLICY

We are currently working with staff members of the DOJ to develop a full policy for our SES. When the new policy is approved, all members will be informed. The following information reflects fundamental procedures which are presently in effect, and should continue under the final policy.

I have vested daily operational and policy oversight to the SES Board. This Board is chaired by the Deputy Director; the Associate Deputy Directors (ADDs) for Administration and Investigation and the Assistant Directors (AD) of the Intelligence (INTD), Criminal Investigative (CID), Inspection (INSP) and Administrative Services (ASD) Divisions are the remaining members of this Board.

1 - Mrs.
1 - Mrs.
1 - Manuals Desk

1 - Mr. Lawrence
1 - PRAU, Rm. 6854

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NOTE: 1990 status report prepared at the instruction of Mr. Clarke. No manual changes necessary.

BAM: (175)

Memorandum to All Senior Executive Service (SES) Members
RE: Year-End Status Report

RECOGNITION

Performance Awards

High quality performance, documented in a final rating with a summary rating level above Fully Successful, may be recognized through the issuance of a performance award. There is, however, no automatic link between the summary rating level and receipt of a performance award, as exists in the Performance Management and Recognition System ("merit pay"). Current DOJ guidance is that, in order to retain performance awards as a meaningful form of recognition, awards should be afforded to approximately 40 percent of the members of the SES. The allocation process presently in use requires individuals to be nominated for these awards.

Performance award nominations for executives at Headquarters are made by the appropriate AD, ADD, the Deputy Director or the Director. Field executives are nominated by the SAC Rating Board (SRB)*. All nominations are reviewed by the Performance Review Board (PRB)* at the same time that Board reviews ratings. [*See the section on APPRAISAL, below, for a description of the SRB and PRB.] The PRB has responsibility for ensuring the equitable distribution of the awards and establishes full compliance with relevant DOJ instructions. As with ratings, the PRB's recommendations for awards are sent to the Director for final approval.

SES performance awards are paid from a pool equivalent to three percent of the aggregate salaries of SES members as of the end of the fiscal year preceding the issuance of the awards. To ensure equitable distribution of the awards, the total funding is split into separate pools for field and Headquarters' executives, with the amount allocated to each determined by the ratio of assignment of the executives between the field and HQ. Total funding for the 1990 rating period was \$372,042, with \$148,817 designated for the field executives and \$223,225 available for those assigned to FBIHQ.

The awards may range from five to 20 percent of the awardee's salary. The distribution of awards in each percentage category is based on the guidance provided by the DOJ, which is expressed in terms of percent of population.

Memorandum to All Senior Executive Service (SES) Members
RE: Year-End Status Report

The distribution of 1990 performance awards was as follows:

| 1990 SES PERFORMANCE AWARDS | | | | | | |
|-----------------------------|-------|-----|-------|-----|-------|-----|
| AWARD | FIELD | | FBIHQ | | TOTAL | |
| | # | % | # | % | # | % |
| 5-6% | 17 | 63% | 19 | 49% | 36 | 55% |
| 8-9% | 4 | 15% | 13 | 33% | 17 | 26% |
| 10% | 5 | 19% | 6 | 15% | 11 | 17% |
| 15% | 1 | 4% | 1 | 3% | 2 | 3% |

Presidential Rank Awards

The other recognition available to SES members is the Presidential Rank Award. This award is granted to SES members who have shown sustained exceptional performance over a period of, generally, no less than three years of SES (or equivalent) service. An individual may be selected for the rank of either Distinguished or Meritorious Executive. Each award includes a certificate signed by the President; the Distinguished Rank also includes a \$20,000 award and personal recognition by the President while the Meritorious winners receive a \$10,000 award. Neither award may be given to the same individual more than once in five consecutive fiscal years.

The Rank Award Selection Committee (RASC) reviews all eligible SES members for these prestigious awards, and also solicits nominations from top HQ executives (ADs and above). The RASC is chaired by the Deputy Director, but the remaining membership of this Committee is not fixed. This year's RASC was made up of the ADD for Administration, DADs from ASD, INTD and CID, and an SAC. Future Committees will be composed of those individuals who, due to previously receiving Rank Awards, are ineligible for the awards that year. The recommendations of the RASC are sent through the SES Board to the Director. The Director's selections go to the Attorney General for approval and are then sent to the White House.

Memorandum to All Senior Executive Service (SES) Members
RE: Year-End Status Report

In any year, up to five percent of the total SES population may be considered for the Meritorious Rank while only one percent may receive the Distinguished Rank. This year, William M. Baker and W. Douglas Gow were awarded the Rank of Distinguished Executive. Jay A. Brixey, Floyd I. Clarke, Anthony E. Daniels, Joseph R. Davis, Thomas E. DuHadway, Richard Wallace Held, Weldon L. Kennedy, Lawrence G. Lawler, and Oliver B. Revell were selected for the Meritorious Executive Rank Award.

APPRAISAL

The purpose of the FBI SES performance appraisal system is to communicate and clarify organizational goals and objectives; identify individual accountability for the accomplishment of these goals and objectives through the establishment of written critical elements and performance standards (Performance Plans); evaluate and improve individual and organizational accomplishments through performance monitoring and feedback during the appraisal period and formal appraisal of performance at the end of the period; and, using the results of performance appraisal as a basis for making decisions that relate to performance, such as those involving performance awards and retention in the SES.

To accomplish these objectives, all SES members are placed on notice of their Performance Plans at the beginning of each appraisal cycle, either by the issuance of a new Plan or the renewal of an existing Plan. Each executive must receive a progress review at the midpoint of his/her appraisal period -- generally this will be in January. While not a formal rating, the review session serves to advise the individual of the level of performance attained through that point in the year. Progress review sessions no longer require the preparation of formal documentation, but may be simple, face-to-face discussions between executive and rating official.

During the course of the appraisal period, interim ratings are required when an executive is reassigned or transferred more than 120 days into the period or when a rating official leaves his/her position less than six months prior to the end of the cycle. Interim ratings are informational only, and do not require higher level review.

Memorandum to All Senior Executive Service (SES) Members
RE: Year-End Status Report

At the close of the appraisal period, on 6/30, ratings must be prepared for all SES members who have been on notice of their Plans for 120 days. If this time period is not met by 6/30, the appraisal must be delayed. As prepared by the rating official, the appraisal is referred to as an "initial rating," which is not official until all levels of review are completed. The executive being rated has the opportunity to respond to the initial rating as received from the rating official, and to request a higher level review. (Such review has been, and may remain, mandatory. A final policy decision has not been made on this point.)

The initial ratings, with any responses and reviewing official comments, are processed by the PRB, comprised of the ADs of the INSP and Identification (IDENT) Divisions, the Deputy ADs (DADs) of the INTD, CID, and Technical Services (TSD) Divisions, and one or more Special Agents in Charge (SACs), chaired by the AD of the ASD. The PRB is charged with the review of all SES ratings to ensure equity, consistency and objectivity in performance appraisal. The PRB makes a written recommendation to the Director regarding approval of each appraisal.

The appraisals, with any responses/comments from rated employees, reviewing officials, and/or the PRB, are forwarded to the Director. As appointing authority, the Director (or his designee) gives final approval to each appraisal, either accepting or rejecting the recommendation of the PRB. The appraisal then becomes a "final rating." Under the provisions of the SES, there is no right to appeal or grieve a final rating.

In the absence of a single rating official, SACs and the AD in Charge of New York, are rated by the SRB. This Board is made up of the ADs of INTD and CID, the DADs of ASD and INSP, and is chaired by the ADD for Investigations. The SRB also reviews the appraisals of senior Assistant SACs, and makes all award recommendations for field executives.

The SRB solicits documentation from the SACs and from all Divisions that maintain direct interaction with the SACs; this material provides a foundation for the SRB's consideration. On receipt of evaluations from all concerned Divisions, the SRB members review all material in light of their personal knowledge

Memorandum to All Senior Executive Service (SES) Members
RE: Year-End Status Report

and interaction with the SACs and establish a consensus on each rating. These ratings, in combination with recent pay history and related actions, form the basis for the performance award recommendations made by the SRB.

TIMELINE OF SES ACTIVITIES

July: Beginning of appraisal period. Performance Plans to be renewed.

Mid-November: Reminder issued re scheduling progress reviews. Documentation for SAC progress reviews solicited from Headquarters Divisions.

January: SRB meeting to discuss progress reviews; SES progress reviews to be conducted.

February: Rank award nominations solicited. Deadline: Early March.

Early March: RASC convenes to make Rank Award nominations. Recommendations to Director, then to Attorney General/President.

April: SAC personal documentation requested; deadline: Late May.

Early May: Divisional documentation for SAC evaluations requested; Deadline: Late June.

Early July: SRB meeting to rate SACs.

Late July: Deadline for ratings and award recommendations.

Early August: SRB meeting to review field ratings and make award recommendations.

Early August: PRB to review HQ appraisals, award recommendations.

Early September: SAC ratings to be mailed out for review and comment. Deadline for return: Late September.

Early October: PRB to review field appraisals, any delayed appraisals, and finalize all performance award recommendations.

Memorandum to All Senior Executive Service (SES) Members
RE: Year-End Status Report

Governmentwide ceremony to honor Rank Award recipients generally held in the fall.

After the October PRB meeting, all ratings and award recommendations are sent to the Director. Award checks are distributed upon receipt of the Director's approval.

I want to congratulate all involved on a very successful year, and I look forward to a continuing record of similar accomplishments.

William S. Sessions
Director

EXECUTIVES CONFERENCE RETREAT

4/11-13/91

EEO CLIMATE SURVEY

4/12/91

AD Tony Daniels provided a brief introduction concerning this presentation and pointed out that it involved a nation-wide survey of the Bureau concerning racial and sexual discrimination.

Unit Chief [] Training Division furnished some information concerning the methodology used in connection with the survey. He indicated that it began during April, 1990 and took nine months to complete. Its purpose was to assess Bureau employees' perceptions concerning EEO and job satisfaction. There were 52 questions in 10 categories that were submitted to 4,172 Special Agent and Support personnel. It was estimated that it would take an individual 15-20 minutes to respond to the survey. 3,079 (74%) of these surveys were returned.

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[] noted that this first study now serves as a basis for what we may be able to do in the years ahead and can be used as a basis for future studies. He summarized that there was no wide-spread "discrimination" detected but that there were some areas of "misconduct" which were set forth. A study group was established to evaluate the results of the climate survey.

EEO officer [] then made various observations concerning the study. He noted that of the 4,172 surveys which were sent out, 20% were to Black employees, 20% to Hispanic employees and 20% to Female employees. He noted that there is a "perception" which exists in the FBI that there is discrimination in the FBI. Those who responded to this survey rated the FBI as poor/very poor in this regard. Attached is a brief of [] [] presentation.

He noted that there was a dramatic difference of perceptions of White vs. Black Agents. Approximately 1/3 of the Black Agents responding said that they had observed instances of discrimination in the FBI.

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Both Mr. Greenleaf and Mr. Clarke indicated that they want the climate survey discussed at the upcoming SACs conference.

[] observed that the FBI needs to better prepare its managers in connection with EEO matters. The FBI needs to have a totally fair promotional system. He noted that Special Agents reported that they had greater job satisfaction than support employees. He indicated that the women who responded to the survey indicated that they had less job satisfaction. Job satisfaction was reported as greater for those in FBIHQ jobs than for those in the field. Female Special Agents indicated that they prefer jobs at FBIHQ.

In connection with this presentation, Floyd Clarke noted that the FBI must admit that there are problems in these areas and that we need to do things and get things going to resolve these problems. We need to improve our relationships with our employees and with those minorities on "the outside." He also noted that there is a history in the FBI where we have neglected our overall EEO process from the complaint stage through the investigation and the resolution stage and that this must be improved.

Briefing for Members of the Executive Conference

FBI EMPLOYEE SURVEY

April 12, 1991

I. Introductory Remarks
Mr. Tony Daniels

II. Purpose and Methodology Used in Survey
[redacted] Unit Chief, Operations Resource and
Assessment Unit: Methodology of the FBI Employee Survey

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III. Overview
[redacted]

A. Perhaps the single most compelling issue surfaced in the survey was that a perception exists among a significant number of Black employees, both Agent and Support personnel, that there is discrimination in the FBI.

1. A higher percentage of Black FBI employees rated the Bureau "Poor/Very Poor" in fairness and equality in overall selection and advancement.
2. Almost one-third of the sampled Black Agents reported that they had been discriminated against in work assignments, responsibilities, or promotional opportunities.
3. 73% of the Black employees reported that they are aware of other employees being discriminated against on the job or in the work place.
4. 43% of non-supervisory Black Agents and 55% of non-supervisory Black Professional employees report that Managers and Supervisors are doing "Not Well/Not At All" in terms of including minorities in the workforce.
5. Over 40% of Black Agents believe that management insensitivity to acts of discrimination sometimes exists while nearly 60% of Black Agents and Black Professionals do not believe that management takes appropriate disciplinary action when becoming aware of discriminatory acts by management officials or employees.
6. Over 60% of Black Agents and Black Professionals together rate the Bureau "Poor/Very Poor" when it comes to resolving racial/gender discrimination problems.

- B. Generally speaking, Hispanic personnel were found to report along similar lines, but with somewhat less significant ratings in the above categories.
- C. A substantial number of women also demonstrated, in the survey, a perception of discrimination (44%).
1. Women rated the Bureau very low in fairness and equality in overall employment selection.
 2. Women cited lower job satisfaction.
 3. Women cited many experiences related to sexual harassment (13%), although only 10% of those women reporting harassment claimed to have reported it.
- D. The survey indicated that there is considerably less job satisfaction among the Support staff than with Agents and that a greater percentage of Professional Support personnel across all racial lines believe that their chances for advancement are poor.
1. 23% of the Professional/Technical employees believe that they have been denied better work assignments, responsibilities, or promotional opportunities in the Bureau because of their non-Agent status.
 2. The survey revealed a positive relationship between grade and reports of discrimination due to non-Agent status, with the highest frequency reported at the Grade 14 level.
- E. Almost one-half of all of the respondents do not believe that the Bureau selects the best qualified candidates for entry level positions. A substantial majority (62%) of the White Agents do not believe that the best qualified candidates are selected for entry level positions.
- F. Almost 70% of the Agent personnel sampled do not believe that the best qualified candidates are selected for reassignments and internal promotions.
- G. Employees (26%) report an increased number of incidents in the past year in which they have been personally discriminated against, while on the job. Ninety percent of these individuals declined to make a report of the incident citing as reasons 1) personal preference, 2) fear of reprisal by management, or 3) lack of confidence in the EEO process.

III. Share Observations/ Impressions

- A. Many of the sentiments emerging from the survey come as no surprise. This report simply confirms what we have been hearing from our employees for some time.
- B. It is also important to note that controversial developments - the [] rightful place decisions and the Rochon settlement, occurred during the same period the survey was conducted and it is possible that these : developments have had some effect on the results of the survey.
- C. I am sure that you, like the rest of us, find the results of the survey most disappointing. But I believe that we must keep these findings in perspective. This climate is not unique to the FBI. It is a mirror of what we find in the workforce across the country. A recent report in the Wall Street Journal, describing attitudes regarding affirmative action among corporate workers, very closely parallels our own findings. I am not, of course, minimizing our climate problems in the FBI, but only that we must not view these findings only within the context of our own organization.
- D. While this report makes clear that there is much that needs to be done to respond to these very serious issues among our employees, I want to emphasize that much is already underway as a result of your initiatives that will address many of these problems:
1. The current study of the Career Development Program.
 2. Enhanced training for managers, EEO counselors and all employees.
 3. We will be communicating to every employee through a newsletter many of the positive developments in the EEO area.

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In terms of the depth and range of the issues surfaced in the report, we can not assume that the initiatives currently underway will be enough. Therefore, I would like to make certain recommendations to you - which DD Clarke concurs with, - address the findings in this report.

IV. RECOMMENDATIONS

A. I am proposing that a small committee, comprised of individuals independent of our headquarters management, be established with representatives from all relevant segments of our workforce. It is important that these individuals have considerable credibility with the entire workforce.

1. Specifically, I suggest that this committee be chaired by ASAC Ted Jackson (Mobile)
2. I am recommending that the following individuals be named to the committee:
 - SSA [redacted] in
LOS Angeles)
 - SSA [redacted] Unit Chief,
Intelligence Division
 - SSA [redacted] in Phoenix)
 - SA [redacted] (White Male, GS-13, New Haven
Division, member of the Special Agent Advisory
Committee
 - [redacted] Headquarters Professional
Support, (Information Management Divn), GS-14,
[redacted] Office Service Manager,
Newark Division

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The purpose of the Committee will be to:

- a. Carefully examine the report and its findings,
 - b. Determine what is currently being done in the area of the Career Development Program, the OEEOA, and other HQ entities to address these issues,
 - c. Assess the effectiveness of these efforts,
 - d. Recommend to you modifications of these efforts, and additional initiatives designed to address the survey findings;
4. In advance of their first meeting, the Committee will be provided copies of the report and requested to maintain strict confidence.
 5. The Committee will convene here at headquarters for approximately one week to organize and discuss, gather information from headquarters entities, and task entities with necessary assignments.
 6. A representative of my staff will be assigned to assist the Committee and coordinate their assignments to the various HQ entities.

7. They will convene again as necessary to complete their study and report.

8. I am confident that the work of this committee can be completed in a period of less than three months.

B. I am further recommending that the formation of the committee, its purpose and, ultimately your decisions regarding its recommendations to you, be promptly disseminated to all FBI personnel.

C. I am further recommending that in a period not exceeding two years, that a similar survey be conducted in an effort to measure our progress in this area.

V. Progress Report - Climate Survey Review Committee

Theodore Jackson, Chairman and ASAC, Mobile Division

EXECUTIVES CONFERENCE RETREAT

4/11-13/91

4/12/91

ASSISTANT DIRECTOR NORM CHRISTENSEN'S PRESENTATION CONCERNING
PAPER FLOW REDUCTION AND THE E-MAIL ADVISORY COMMITTEE

Assistant Director Norm Christensen introduced the presentation indicating that representatives of the IMD would be basically discussing five areas: (1) paper flow reduction (2) E-Mail Advisory Committee (3) an integrated information system (4) practical implications of paper flow reduction (5) personnel files.

Section Chief Ron Morey advised that on 2/19/91, Mr. Greenleaf established a committee which met regularly in connection with paper flow reduction. He briefly went over the IMD five point strategy which is set forth in the paper flow reduction committee's last agenda.

Director Sessions noted that IMD should create a document in order to train those supervisors and support employees at FBIHQ who handle documents to know just what to do with them i.e. which to send to file, which to destroy, etc.

Section Chief Morey pointed out that the committee had developed a standard uniform document format to be used in lieu of the present airtels, letters, memoranda, etc. He passed out samples of the proposed format (copy attached).

Director Sessions made the observation in connection with formats utilized that individuals preparing communications should ask themselves "if they got the document would they like it." He pointed out that "common sense" should be used in connection with the length and format of communications and that the use of synopses make the review of communications much easier.

Section Chief Morey pointed out that in connection with information presentation, it should be clear and concise. He noted that the United States Air Force has developed a course titled "Just Plain English." IMD has been in contact with the Air Force in Colorado Springs. They also have the course entitled "Executive Writing." They can provide a two-hour presentation. This was discussed by the Executives Conference and it was determined that such a course would be worthwhile for a presentation before the Executives Conference. It was also noted that the establishment of any format of writing or style of writing would have to come from the "top down" in the FBI in order to be fully implemented.

Section Chief Morey also discussed the importance of timely responses by FBIHQ to requests of the field. He pointed out that in FOIMS, we can now track leads. He suggested that this procedure be used at FBIHQ in order that a field office may track a lead sent in to FBIHQ.

Director Sessions indicated that the IMD should contact the SAC Advisory Committee with a suggestion that they establish a procedure whereby the field would "prioritize" leads sent to FBIHQ and in some way set deadlines for those matters sent from the field.

The use of Electronic Mail was also discussed. E-Mail is the electronic transmission and storage of information. It is IMD's goal to eliminate paper as a means of communication by 1994.

Director Sessions inquired as to what kind of progress outside entities either in the government or the private sector are making in their use of E-Mail.

Director Sessions also asked whether the IMD has gone to other agencies and seen just what type of "paper" they discard so we might be able to learn from them. Section Chief Randy Prilliman indicated that over the years the FBI has probably been too strict in retaining "paper" in its files.

4/12/91

ACTION/INFO MEMORANDUM

CLASSIFICATION LEVEL

Date:

To: (All SACs, OSMs, ISAs, etc. when applicable)

DIVISION (priority designation or blank)
SECTION/UNIT/SQUAD (when known/applicable)
CASE AGENT/ATTN: (when known)

DIVISION (priority designation or blank)
SECTION/UNIT/SQUAD (when known/applicable)
CASE AGENT/ATTN: (when known)

From: DIVISION (case status)
SECTION/UNIT/SQUAD (if approved at this level)

Subject: LAST, First, Middle
(Must be consistent with previous title or show change)
BUDED:

Classification Statement (Mandatory if TS, S, or Conf)

Caution Statement (If needed)

References: (Optional. List previous communications)

Enclosures: (When description of enclosure(s) is
necessary; e.g. evidentiary material.)

POINT OF CONTACT: (Mandatory. List point(s) of contact at sending office)

REQUEST/PURPOSE: (When investigative or administrative action is being requested the paragraph(s) for
the receiving organization should be preceded by "Request." When policy is being established or information
provided the paragraph(s) should be preceded by "Purpose."

SYNOPSIS: Required on communications if details are over 2 pages. This section would contain a concise,
numbered listing of salient points.

(CONTINUED)

CLASSIFIED by: _____
DECLASSIFY on: _____

FILE NUMBER:

Enclosures: 3 (Number only)
1 - File Copy
1 - Working Copy
(author:typist & total copies)

CLASSIFICATION LEVEL

Memorandum from _____ to _____ dated 3/1/91 Re: File #

DETAILS: *If a synopsis were included, this portion would indicate numbers corresponding to the salient points in the synopsis.*

INDEXING: *Names/organizations and respective identifying data would be listed as per the FOIMS format. If indexing were already entered and being provided to receiving offices, a FOIMS printout could be provided.*

RESTRICTED: *To identify undercover Special Agents, cooperating witnesses, or other sensitive information the author does not want disseminated. If necessary, the information can be deleted before the document is disseminated to other organizations or persons without a demonstrated "need-to-know."*

2* ("*" indicates last page)

INFORMATION MEMORANDUM

Date: 3/8/91

To: ALL WHITE COLLAR CRIME (WCC) SUPERVISORS

From: CRIMINAL INVESTIGATIVE DIVISION
WCC SECTION

Subject: WCC MATTERS
NATIONAL STRATEGY/PRIORITY

POINT OF CONTACT: Questions re this communication may be directed to the WCC Assistant Section Chief, Bill Thomas, extension 5504.

PURPOSE: To advise each WCC supervisor of the national strategy and priority for use in formulating their respective long range plans.

SYNOPSIS: The following.....
.....:

- 1.
- 2.
- 3.

DETAILS: On 4/5/91,
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.....
.....

(CONTINUED)

FILE NUMBER: 66F-HQ-1234567

1 - File Copy
1 - Working Copy
BJT:tmc (12)

Memorandum to All WCC Supervisors from WWC Section, dated 3/8/91,
Re 66F-HQ-1234567.

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.....
.....

ACTION MEMORANDUM

Date: 3/8/91

To: ATLANTA IMMEDIATE
SQUAD: WC-1
CASE AGENT: WILSON ROBERT M

CRIMINAL INVESTIGATIVE DIV.
ECONOMIC CRIMES UNIT
ATTN: BURTON THOMAS R

From: BALTIMORE
SQUAD: C-12 (RUC)

Subject: HENDERSON, Robert, William
DBA, GOOD PRODUCTS CO.

Re memo to Baltimore from Atlanta, dated 2/28/91.

Enclosed for Atlanta is FD-302 re interview of Jason Williams.

POINT OF CONTACT: Baltimore case agent, Jimmy Johnson, x 3455.

REQUEST: ATLANTA at STONE MOUNTAIN: Locate and arrest Subject at 2341 Wavcrest Ct., Stone Mountain, GA, telephone 404-254-1233.

DETAILS: Interview of Jason WILLIAMS indicated Subject is currently staying at his sister's residence. He is scheduled to travel to Los Angeles on Saturday, 3/9/91. His sister is Christina Henderson and lives alone.

INDEXING:

NAME: WILLIAMS, JASON
RACE: W SEX: M ID-NO:
DOB: 12/08/55 POB: ENDICOTT, NY
STREET NO: 245 NAME: ELM ST
CITY: BALTIMORE ST: MD COUNTRY: ZIP:
MISC:

FILE NUMBER: 196A-AT-12345

Enclosure (1)
1 - File Copy
1 - Working Copy
TCR:scd (6)

ACTION MEMORANDUM

~~SECRET~~

Date: 3/8/91

To: ALBANY
AUBUQUERQUE
ANCHORAGE
ATLANTA
BALTIMORE
BIRMINGHAM
BOSTON
SQUAD: CI-2
CASE AGENT: WILLIAMS ROGER H
BUFFALO
CHARLOTTE
CHICAGO

From: INTELLIGENCE DIVISION
CI-1, A Unit

Subject: VISIT OF SOVIET
YURCHENKO, Ivan

This document is classified ~~secret~~ in its entirety.

POINT OF CONTACT: Questions re operational issues may be directed to CI-1, A Unit, SSA John Turner. Questions re computer support may be directed to CI-4, D Unit Chief Robert Thomas.

REQUEST: Each receiving office will
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.....
.....

(CONTINUED)

~~CLASSIFIED by: _____
DECLASSIFIED ON _____~~

FILE NUMBER: 105A-HQ-12345

1 - File Copy
1 - Working Copy
BJT:tmc (12)

~~SECRET~~

March 4, 1991

TO: MR. CHRISTENSEN

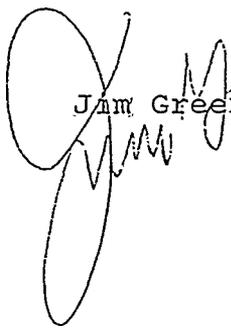
RE: EXECUTIVES CONFERENCE RETREAT
APRIL 11-13, 1991
QUANTICO

Norm,

In connection with the upcoming Executives Conference Retreat, as I have mentioned in the past, I would like for there to be an approximately one and one-half hour presentation in connection with the paper flow reduction project currently being coordinated by Ron Morey of your Division. I would like the presentation to furnish preliminary results of the actions of the working group to include what paper flow reduction activities have been taken to date by the various Divisions, potential action concerning the Director's suggestions, and possible future actions to be taken, etc.

I would suggest that you make appropriate introductory comments in connection with this matter and then introduce Ron Morey who can then make a more detailed presentation of the preliminary results of the findings of the working group which will then be followed by a period of discussion.

Many thanks.


Jim Greenleaf

1 - Mr. Clarke
1 - Mr. Revell
① - Mr. Flanders

JWG:rsm

EXECUTIVES CONFERENCE RETREAT
4/11-13/91

PRESENTATION BY AD NORM CHRISTENSEN
CONCERNING TOTAL QUALITY MANAGEMENT

4/12/91

AD Christensen advised that for too many years the FBI processes were merely serving the processes themselves and not the "customers." He pointed out that since May, 1990 the IMD has been involved in Total Quality Management (TQM). IMD established its "vision" statement. That is IMD "wants to become the best information service organization that it can be." It wants to optimize the use of technology and respect the worth of individuals.

He noted that TQM is an organized structural methodology to create a new culture, to open up communication, and to allow the workers to feel a part of the problem solvers. He indicated that they needed to change some rules to invite innovation and quality as we were somewhat stagnant. He noted that the IMD was dictated more by tradition than efficiency.

AD Christensen noted that now every employee is responsible for quality and for implementing change. TQM involves problem prevention not problem detection. He also pointed out that there are several key questions: (1) What do you need from me? (2) What do you do with what I give you? (3) Are there any gaps in connection with the first two items?

))
March 4, 1991

TO: MR. CHRISTENSEN

RE: EXECUTIVES CONFERENCE RETREAT
APRIL 11-13, 1991
QUANTICO

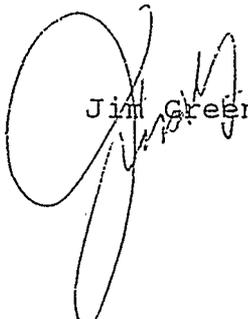
Norm,

As we have previously discussed, I would like you to be prepared to make an approximately one and one-half hour presentation in conjunction with Weldon Kennedy concerning TQM at the upcoming Executives Conference Retreat. Your presentation will be scheduled for late Friday afternoon, 4/12/91, prior to the dinner speaker, [redacted] from Motorola.

I would ask that you bring us up to date on any activities concerning TQM since the last presentation to the Executives Conference. Focus on those items that you feel would be important to the Executives Conference in an effort to get them to know just what TQM is all about. I suggest that you cover just what the TQM process is as hopefully we will utilize a TOM exercise at a subsequent Executives Conference Retreat led by [redacted]

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Many thanks.


Jim Greenleaf

1 - Mr. Clarke
1 - Mr. Revell
1 - Mr. Christensen
1 - Mr. Kennedy
1 - Mr. Flanders

JWG:rsm

EXECUTIVES CONFERENCE RETREAT

4/11-13/91

ASSISTANT DIRECTOR TONY DANIELS,
PRESENTATION CONCERNING THE 2/20/91 FINAL REPORT OF
THE PSYCHOLOGICAL SERVICES, INC. (PSI)
CAPTIONED "AN EVALUATION OF THE CAREER DEVELOPMENT PROGRAM
FOR MID-LEVEL MANAGERS."

4/13/91

Tony Daniels gave a general overview of the recent Career Board retreat and the recommendations that came from it. He pointed out that the overall goal of the Career Development Program is that it be fair and equitable and also be perceived as such. There is a need to fully educate all FBI personnel in this regard. Another objective of the Career Development Program must be that it be legally defensible. He went through some of the findings of the PSI Report and also the recommendations which were addressed at the retreat. The findings are noted in the PSI report and AD Daniels noted that there are 13 memoranda on their way to the Director to implement these recommendations.

Director Sessions noted that he will be anxious to see the recommendations as a result of the Career Board retreat.

March 4, 1991

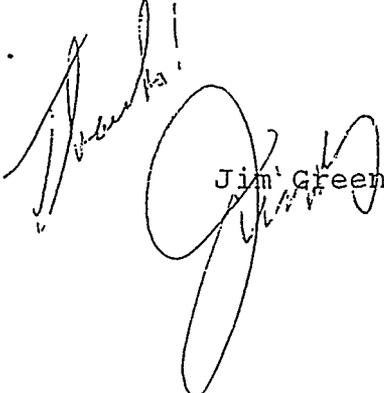
TO: MR. DANIELS

RE: EXECUTIVES CONFERENCE RETREAT
APRIL 11-13, 1991
QUANTICO

Tony,

In connection with the upcoming Executives Conference Retreat, I would like you to be prepared to make a one-hour briefing/discussion to the Executives Conference concerning the 2/20/91 Psychological Services, Inc., final report, "An Evaluation of the Career Development Program for Mid-Level Managers". I understand that this will be an item to be critiqued at the Career Development Retreat and therefore the timing should be just right to bring this matter to the attention of the Executives Conference.

Many thanks.



Jim Greenleaf

- 1 - Mr. Clarke
- 1 - Mr. Revell
- 1 - Mr. Flanders

JWG:rsm

AIRTEL

3/22/91

Director, FBI

All SACs
All LEGATS
El Paso Intelligence Center (EPIC)
Northeast Regional Computer Support Center (NERCSC)
Western Regional Computer Support Center (WRCSC)

PERSONAL ATTENTION

CAREER DEVELOPMENT PROGRAM
REVIEW OF THE CAREER DEVELOPMENT PROGRAM
BY PSYCHOLOGICAL SERVICES, INC.

In May, 1990, the FBI contracted with Psychological Services, Inc. (PSI), Los Angeles, California, to evaluate the Career Development Program (CDP) and make recommendations for improvements to the program. In conducting this review, PSI personnel interviewed hundreds of FBI Special Agents, including members of Headquarters and field office career boards, and members and non-members of the Career Development Program. In addition, PSI conducted a Bureau-wide written survey, eliciting hundreds of suggestions for improvement to the Career Development Program.

On February 20, 1991, I received PSI's final report, entitled "An Evaluation of the Career Development Program for Midlevel Managers." This report provides us with an objective, professional review of the Career Development Program as it currently exists, and strongly recommends an Alternative Mid-Level Management Selection System to replace the current selection system. The recommended Alternative Mid-level Management Selection System takes into account our desire to continue to advertise all vacancies for promotion, and to allow all eligible candidates to be considered for the position.

- 1 - Mr. Clarke
- 1 - Mr. Revell
- 1 - Mr. Greenleaf (last)
- 1 - Each Assistant Director
- 1 - Mr. Brixey
- 1 - Mr. Chase
- 1 - Mr.
- 1 - Mr.
- 1 - Mrs.
- 1 - Mr. Collingwood
- 1 - Mr.
- 1 - Mr.
- 1 - Mrs.
- 1 - Manuals Desk

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Airtel to All SACs, LEGATS, EPIC, NERCSC, and WRCS
RE: Career Development Program
Review of the Career Development Program
by Psychological Services, Inc.

I would like to share some of PSI's findings with you and apprise you of my plans regarding the implementation of the Alternative Mid-Level Management Selection system. A copy of PSI's report will be provided to each Field Office, Legat and Headquarters Division. This report should be made available to any employee interested in the Career Development Program.

In their review, PSI pointed out several areas in the selection process for mid-level managers that, if modified, would provide a more consistent, fair, job-related, acceptable and legally defensible system. Specific recommendations for improvement include: establishing a formal policy or procedure prescribing factors to be considered in selecting a candidate for promotion; establishing standards to evaluate information available on each candidate; providing formal, standardized training for career board members; establishing consistent knowledges, skills, and abilities required for generic management positions; standardizing the type of information available regarding each candidate; and providing guidelines for establishing job requirements. The Alternate Mid-level Management Selection System incorporates all of these recommendations, yet allows for the flexibility necessary in a constantly changing organization.

PSI made recommendations to broaden the membership of the Mid-Level Career Board, to review the administrative and time in grade requirements of mid-level management positions, to identify alternate career paths, and to establish eligibility lists for promotion. I have asked the Chairman of the Career Board to present PSI's recommendations and the Alternate Mid-level Management Selection System at the Mid-level Career Board retreat being held on March 18, 1991, and to subsequently make suggestions to me regarding the recommendations and other current policy issues.

I believe that the Alternative Mid-Level Selection System proposed by PSI has a sound structure and is a process that will improve our selection system for mid-level managers. I have requested that the Department of Justice approve utilizing a management consulting firm to develop and implement this system. I appreciate your continued support in our endeavors to improve the Career Development Program. I believe these changes will enhance the FBI's ability to select the most capable individuals to lead us into the next century. I will keep you advised of the status of this initiative and of policy and procedure changes as they are made.

EXECUTIVES CONFERENCE RETREAT

4/11-13/91

PRESENTATION BY SAC ANDY DUFFIN, HOUSTON DIVISION
CONCERNING SAC ADVISORY COMMITTEE (SACAC) ISSUES

4/13/91

SAC Duffin indicated that the issues of concern to the SACAC are basically the same as those at the last conference. He pointed out that the SACAC plans to meet before the next SAC Conference in May, 1991.

SAC Duffin referred to an airtel to FBIHQ dated 11/19/90, (copy attached) which set out pending issues of the SACAC. He pointed out that for the most part, these issues are already being handled (see Director Sessions letter to SAC Held dated 2/26/91 - copy attached).

SAC Duffin did request that on major issues, the SACAC should be contacted. He noted that the committee was not consulted in connection with recent "goals" which were set for the Regional Recruiters nor concerning the meeting the Director and Deputy Director Clarke had with the Black Agents.

In response to this Deputy Director Clarke stated that the SACAC may bring matters to the Director's attention at any time. He pointed out, however, that the Director could elect to bring in the SACAC to obtain input but does not believe that it needs to be used all the time. In connection with the meeting with the Black Agents, he advised that this was an expedite matter which was discussed with the Director and the meeting was scheduled.

Director Sessions pointed out that the purpose of the SACAC is to advise the Director. He indicated that he respects their counsel and advice whether he acts on it or not. The final decision is his. He does expect, however, that when the SACAC is informed of something by FBIHQ that they support his decisions.

SAC Duffin indicated that there may be a need to evaluate how some things are done in the field; for example, in connection with task forces the question might arise as to just what we allow our Agents to do when dealing with representatives of other agencies who work under a different set of rules.

FBI

TRANSMIT VIA:

- Teletype
- Facsimile
- AIRTEL

PRECEDENCE:

- Immediate
- Priority
- Routine

CLASSIFICATION:

- TOP SECRET
- SECRET
- CONFIDENTIAL
- UNCLAS E F T O
- UNCLAS

Date 11/19/90

1 TO : DIRECTOR, FBI
 (Attn: Mrs. [redacted] Room 7176 - JEH)
 2
 3 FROM : SAC, SAN FRANCISCO (66A-6246)
 4
 5 SUBJECT: SAC ADVISORY COMMITTEE TO THE DIRECTOR

b6
b7c

6 Re SAC Advisory Committee (SACAC) meeting with
7 Director SESSIONS, 10/23/90.

8 Per the referenced meeting, the following matters were
9 presented to the Director on behalf of the SACs:

10 (1) Our Office Services Managers (OSMs) today
 11 are charged with the responsibility of
 12 supporting investigative operations that are ever more
 13 complicated and technical. They must manage substantial numbers
 14 of people, sensitive and classified information, and high
 15 technology in an ever changing environment. It is the unanimous
 16 appeal of the SACs to the Director that he personally advocate a
 17 grade level that is truly consistent with their critical duties
 18 and attractive to our most qualified support personnel who are
 19 being pulled to higher graded speciality positions with no
 20 management responsibility. This action should be a key first
 21 step in modernizing our support organizational structure.

(2) It is the sense of the SACs that ever
 increasing requirements from the various
 Units at FBIHQ are rarely accompanied by new resources. Our
 ability to efficiently and effectively respond is hindered when
 new requirements do not factor in the need for personnel,

- ② - Bureau (Enc.)
- 1 - SAC Andrew J. Duffin - Houston (Enc.)
- 1 - SAC James C. Esposito - Kansas City (Enc.)
- 1 - SAC Lawrence G. Lawler - Los Angeles (Enc.)
- 1 - SAC Don K. Pettus - Little Rock (Enc.)
- 1 - San Francisco (66A-6246)

RWH/jr
(7)

Approved: RWH Transmitted Per
 (Number) (Time)

equipment, training, and knowledgeable supervision. The SACAC again recommends that a "personnel impact statement" be completed to consider personnel, equipment, training, and supervision before FBIHQ places new requirements on the field.

(3) Some issues, generally non-operational, raised to FBIHQ by the field are complicated or have numerous facets which do not always fall within the purview of a single headquarters entity. The result, though no one intended it that way, is that occasionally action is delayed or incomplete. The fact is that there is no single FBIHQ entity that assumes responsibility for such issues. The Justice Department handles this function through the Executive Office of U. S. Attorneys. The SACAC recommends that a single entity be designated as responsible for coordinating non-operational requests from the field. It could be this same entity could oversee the "personnel impact" aspect of new requirements to the field.

(4) It is the opinion of the SACs that field SES members rated by FBIHQ officials have tended to be substantially lower than SES members at FBIHQ. Since most field SES members have come from FBIHQ assignments they find themselves being rated down. These lower field ratings may effect transfers and other incentives to excell. In the past there has been no means for SACs to have the same direct contact with a rater that is afforded everyone else. That hinders communications which cannot be fully effected in only a written fashion. Questions are left unanswered, potential issues unsolved, and subjective considerations may influence a rating where empirical data is not present. The result can be an appraisal system which is procedurally correct but does not communicate the expectations and true opinions of the rater about performance. Much of this may be resolved since the Director has authorized an annual face-to-face review to begin in 1991. It is the opinion of the SACs that for FBIHQ and the public's interests to be served there must be a clear understanding between all parties of expectations and a rating based on fulfillment of those expectations.

(5) The traditional means of communicating concerns of the Director and other items of interest to all employees may not be as effective as alternatives available. The use of teletypes which must be reproduced and routed to

SF 66A-5246
RWH/jr

22,000 employees frequently cannot compete with the speed and timeliness of the media and the FBI's "rumor mill." The Office of Congressional Affairs has an effective practice of periodically sending out a single page of "bullets" that touch on matters of general concern. It is the opinion of the SACAC that the Director and FBIHQ could effectively use similar "bullets" in FOIMS to regularly update all employees of important issues. This could be done in a more timely, effective, and less expensive means than our current system.

(6) More of our "most qualified" Agents, including women and minorities, would entertain entry into and participation in the Career Development Program (CDP) if truly excellent performance was rewarded with fewer transfers instead of more. In today's environment the more frequent the transfers the less likely the unqualified participation. Similarly, for those fully involved already, if success was not associated with more moves there would be greater incentive for all to truly excell. To promote a discussion on the topic of "relocation as an obstacle to organizational excellence," the SACAC offers the enclosed proposal for increasing options in our CDP.

(7) The SACAC repeated the suggestion the Director articulate a strategy for his tenure to communicate his objectives and intentions for all employees. The Director requested the SACAC submit items the SACs believed should be included.

(8) Building a management team is a critical component of any executive's or organization's success. To accomplish this end the SACs again request authority to have the option of traveling to interview prospective supervisory candidates. This would enable the SAC to have more informed input on the decision made on behalf of the Director.

A successful organization must furnish employees incentives to excell. At a minimum the tangible incentives should include a combination of challenging assignments, preference in location, minimize unnecessary relocation, and compensation. Today we would benefit from a program that will encourage excellence and unhesitant participation from more of our "most qualified" Agents as compared to our "most available" Agents.

Today, many of our "most qualified" Agents still see too many disincentives in the Career Development Program (CDP). They see too many transfers and a pay scale that only insures a reduced quality of life with each move. Spouses, who are quite likely to have careers of their own, will be required to leave desirable jobs and children will be expected to start over in high-risk times. If the challenge of supervisory duties becomes attractive, it may be at the time "high three" benefits can be maximized prior to retirement. This is probably especially true with our "most qualified" women. How many of them have spouses who can move with the frequency that the FBI currently expects? Not many, and we are deceiving ourselves if we think otherwise.

Experienced and highly qualified managers may do the same. Some elect to keep a low profile with good performance but not so visible they are considered for relocation and "increased responsibility." At all levels, some of our most admired Agents are those who have good assignments, responsibility, and few moves.

One significant incentive to excell would be a reduction in the number of moves required with promotion. To meet tomorrow's requirements, promotion needs to be more desirable and attractive to more of our "most qualified" Agents, including women and minorities, and jot just those of us who have paid our relocation dues. This could be accomplished by building more flexibility into our CDP, especially on the front end and creating more options based on excellence in performance. Excellence in performance should be rewarded by more incentives like fewer moves rather than more, and average performance should result in predictable reassignment to positions where one had a greater likelihood of success. Fewer moves could still be accompanied by more "looks" at an Agent from both FBIHQ and field viewpoints.

The following needs much refinement and debate, but is intended to promote discussion of a multiple option approach to promote excellence and get more of our "most qualified" Agents fully into the CDP.

As indicated in the chart, which follows, this system is intended to encourage excellence and future assignments would be based on quality of performance. By position, an incumbent manager would have these alternatives:

PERFORMANCE BASED OPTIONS

Qualified Agent:

- (1) FBIHQ SSA
- (2) Term FBIHQ SSA (return to same office and grade after two years unless most qualified for field SSA slot)
- (3) Field SSA

NOTE: Adhocracy = Use HQ and field SSAs on OPE evaluations, investigative specials, program evaluations, etc.

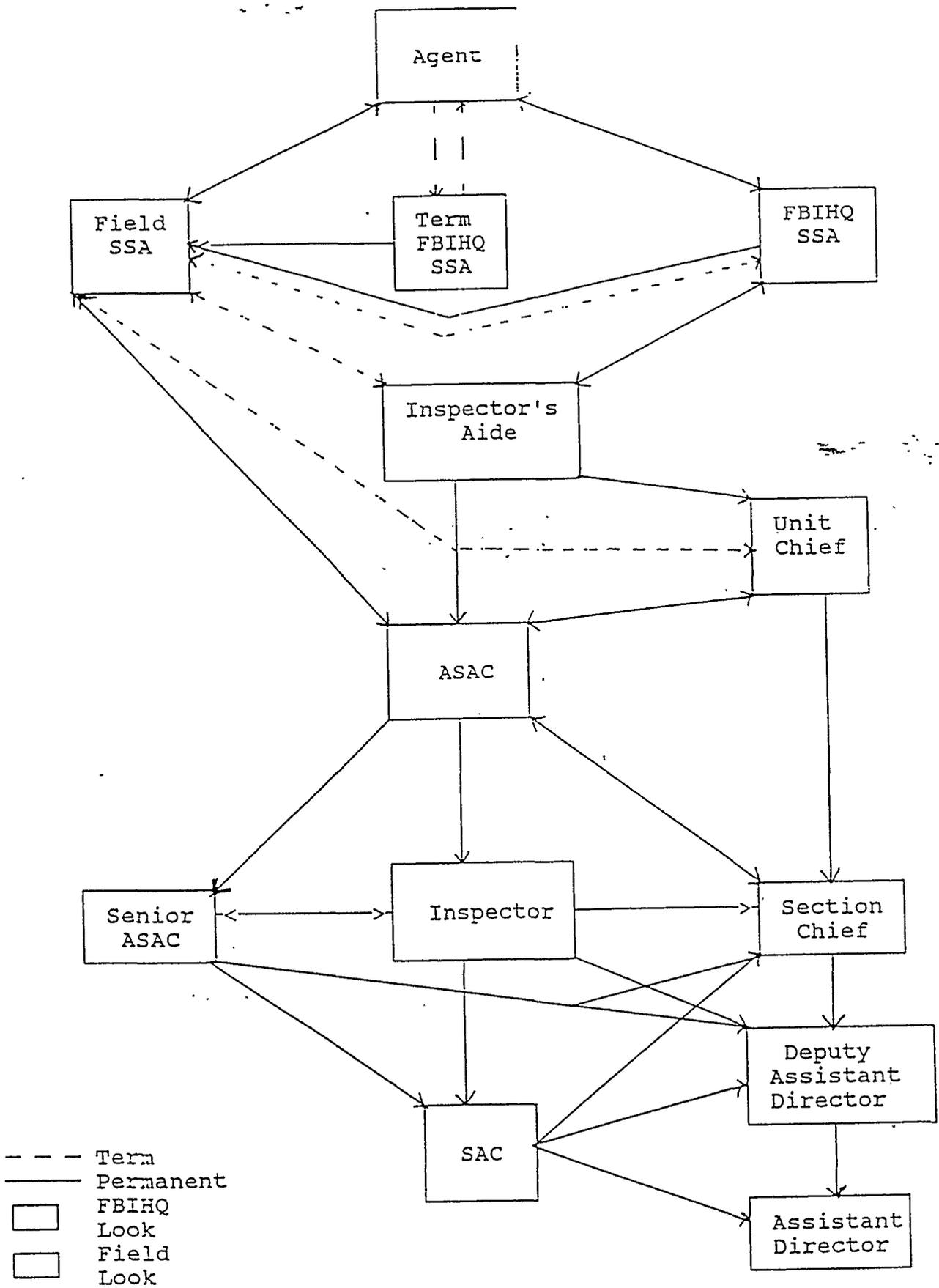
= Use field SSAs on administrative inquiries, inspection reviews, program coordination duties, operational reviews.

Field SSA:

- (1) Term FBIHQ SSA (permanent option)
- (2) In-place Inspector's Aide (use expertise and provide developmental experience)
- (3) Term Unit Chief (return to same office as GM-14 eligible for ASAC consideration) (Permanent option)
- (4) After term Unit Chief, eligible for ASAC
- (5) Return as Agent

Term FBIHQ SSA:

- (1) Field SSA if most qualified
- (2) Same as field SSA



FBIHQ SSA:

- (1) Field SSA
- (2) Inspector's Aide
- (3) Agent

Inspector's Aide:

- (1) Unit Chief
- (2) ASAC
- (3) FBIHQ SSA

Unit Chief:

- (1) ASAC
- (2) Section Chief

ASAC:

- (1) Unit Chief
- (2) Inspector-in-Place (permanent option)
- (3) Section Chief
- (4) Senior ASAC

Inspector (In-Place):

- (1) Section Chief
- (2) Deputy Assistant Director
- (3) SAC
- (4) Senior ASAC

Section Chief:

- (1) ASAC (volunteer)
- (2) SAC, Senior ASAC, or Inspector (having been ASAC)
- (3) Deputy Assistant Director

Senior ASAC:

- (1) SAC
- (2) Section Chief
- (3) Inspector
- (4) Deputy Assistant Director

Deputy Assistant Director:

- (1) SAC (having been ASAC and Inspector)
- (2) Assistant Director

SAC:

- (1) Section Chief
- (2) Deputy Assistant Director
- (3) Assistant Director
- (4) SAC in larger or more complicated assignment

While there are other combinations that could be considered, this approach does some potentially valuable things:

- (1) Creates more options in the earlier years (Unit Chief and below) that could:
 - (a) Give the incentive to excell and compete for management assignments
 - (b) Reduce relocation
 - (c) Entice more of the "most qualified" to take the first steps in the CDP in the expectation we could capture many of them for full participation

- (d) Give FBIHQ access to the expertise and experience of more of the "most qualified" who see indeterminate FBIHQ assignments as a disincentive to full participation
- (e) Broaden the perspective and job knowledge of lower level managers at a time when we are going to be losing large numbers of experienced Agents and managers.
- (f) Create circumstances where the most successful and qualified Agents can compete for ASAC positions having moved only once after entering the program

(2) Formalizes existing practices in later years, but more actively employ lateral transfers for those who are not excelling.

Office of the Director

February 26, 1991

February 26, 1991

Mr. Richard W. Held
Federal Bureau of Investigation
San Francisco, California

Dear Dick:

I appreciate the efforts of the SAC Advisory Committee in the presentations you made at our meeting on October 23, 1990, your airtel of November 19, 1990, and Andy Duffin's remarks at the Executive Conference Retreat in November, 1990.

They are both useful and progressive and the type of matters that assist improvement to our operations and procedures. Considerable effort has been generated in response to many of them, and I wanted to provide you the following update corresponding to the items listed in your airtel of November 19, 1990:

(1) The Committee's recommendation that the grade level structure for Office Service Managers (OSMs) be approved is being implemented. The Justice Department has approved the GS-12 Administrative Officer series which can be considered in 41 of our small and mid-size offices. We are now focusing on upgrading OSMs in the top 15 offices to a level commensurate with their duties. I recognize and appreciate the value of our senior support management staff, and I fully endorse these grades.

- 1 - Mr. Andrew J. Duffin
Federal Bureau of Investigation
Houston, Texas
- 1 - Mr. James C. Esposito
Federal Bureau of Investigation
Kansas City, Missouri
- 1 - Mr. Lawrence G. Lawler
Federal Bureau of Investigation
Los Angeles, California
- 1 - Mr. Don K. Pettus
Federal Bureau of Investigation
Little Rock, Arkansas



Mr. Richard W. Held

(2) The Committee recommended a "personal impact statement" be completed by Headquarters prior to placing new requirements on the field. Historically, the Bureau's strength has been its ability to be flexible and respond to changing requirements. I'm confident we can retain that ability; however, I appreciate the impact that these new requirements have on field resources. I have assigned a group of Headquarters and field executives under Jim Greenleaf to review our budget formulation and resource allocation process to seek improvements in the distribution of resources. I am particularly interested in giving our SACs more management flexibility to address their changing crime problems. This group is addressing the budget formulation process, SAC utilization of resources and establishing target staffing levels, all of which affect an SAC's ability to respond to new requirements. In conjunction with this, the Administrative Services Division is conducting a comprehensive study addressing a procedure to coordinate Special Agent and support staffing.

(3) and (5) The Committee made several suggestions relating to communications, including establishing a single entity for coordinating nonoperational requests from the field and Headquarters use of "bullets" in the Field Office Management Information System (FOIMS) to update employees on important issues. The entire topic of reducing paper flow and improving our system of communication is being addressed by a working group under Jim Greenleaf. Automated Bulletin Boards, Career Board and other postings through FOIMS allowing communications between Headquarters officials (other than the Director) and field offices on certain matters, as well as communications in a format that is a concise, structured, bullet style of writing, are some of the changes being considered. I am confident this project will address your concerns, and I look forward to any additional ideas you may have in this regard.

(4) I approved face-to-face mid-term review of performance appraisal for SES members to begin in early 1991; however, due to the Middle East crisis, it was impractical to have all SACs travel to Headquarters. Therefore, all SACs will have a personal review by telephone with either Floyd Clarke, Buck Revell or Jim Greenleaf. I fully expect face-to-face reviews to take place next year. I believe this will improve our overall SES rating system.

(6) I agree it is critical that the most qualified Agents participate in the Career Development Program (CDP). The consultants' study on the Career Board selection process cited transfers as a concern for Agents entering the CDP. This issue and

Mr. Richard W. Held

the "term" supervisory position mentioned in your letter will be discussed at the Career Board Retreat in March, 1991. SAC Lawler is scheduled to represent the SAC Advisory Committee at the Career Board Retreat.

(7) I requested the Committee to submit recommended goals and objectives to me as part of my overall strategy, and I look forward to hearing from you on this issue.

(8) The issue of travel by SACs to interview supervisory candidates has been resolved and all SACs have been advised. No changes will be made at this time.

Once again, I thank the Committee for its ideas and suggestions, and I look forward to continuing our joint efforts to improve the Bureau. I encourage you not to be bound by the past and go beyond traditional thinking in search of new and unique ideas.

Sincerely,



William S. Sessions
Director

March 4, 1991

TO: SAC RICHARD W. HELD (PERSONAL ATTENTION)

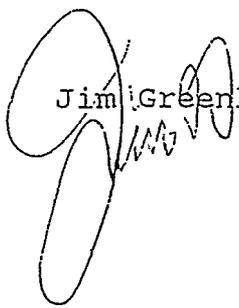
RE: EXECUTIVES CONFERENCE RETREAT
APRIL 11-13, 1991
QUANTICO

Dick,

In connection with the upcoming Executives Conference Retreat, it is my understanding that [redacted] of the Director's Office has already been in touch with you in connection with your attendance at the retreat. In view of your role with the SAC Advisory Committee, I would ask that you be prepared for a one-hour presentation during the morning of Saturday, 4/13/91 and present any items to the Executives Conference on behalf of the Committee which you may desire for discussion.

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Many thanks.


Jim Greenleaf

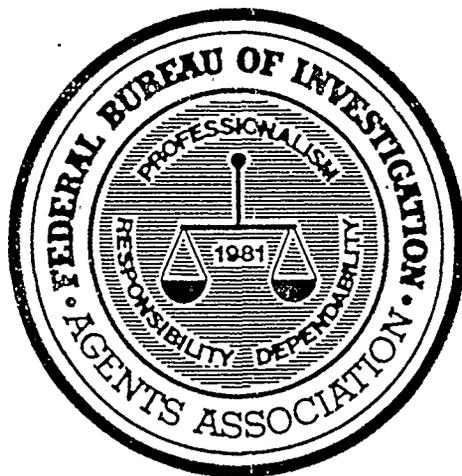
- 1 - Mr. Clarke
- 1 - Mr. Revell
- 1 - SAC Richard W. Held
- 1 - Mrs. [redacted]
- ① - Mr. Flanders

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DCF

**Federal Bureau of Investigation
Agents Association**

FBI AGENTS ASSOCIATION POSITIONS



Presented to Director William S. Sessions
and Executives of the Federal Bureau of Investigation

Presented by the National Executive Board
of the FBI Agents Association

April 8, 1991

POSITION: We continue the strong support for our recommendations to improve the Due Process/Administrative Inquiry System (as presented to the Director on May 17, 1989).

We acknowledge the Bureau's continued rejection of the above recommendations. However, we have seen nothing that articulates specifically, why each recommendation should not be instituted. These recommendations are basic to the principles which are embodied in the very foundations of what our country stands for. These same recommendations are germane to the elements of justice as revered in our country's legal system.

Moreover, our experience has shown a need for a revision of the system.

The linchpin of our recommendations is: **FAIRNESS**. This word, fairness, sums up the rationale behind each recommendation.

A copy of the original recommendations, and accompanying facts is attached. There are seven recommendations and, in summary, they are as follows:

- (1) Provide notice and specificity.
- (2) Eliminate lack of opportunity to confront and ex parte communications.
- (3) Establish a peer review board.
- (4) Provide the right to representation and/or consultation.
- (5) Complete all administrative inquiries and render a resolution within sixty days, unless special mitigating circumstances exist.
- (6) Provide the right to an investigation of allegations by Bureau personnel with no direct involvement with issues or any party to the allegations.
- (7) Notify the agent when the inquiry is over and provide the agent with a written account of the results of the inquiry.

A final note on this issue. The Association is prepared and willing to seek an outside solution to this issue if all options within the Bureau remain closed.

POSITION: We urge the Bureau to adopt a formal policy of recognizing the FBI Agents Association.

Former Acting Director John Otto characterized the Association as "a very constructive and worthwhile entity within the FBI". And although we are a non-governmental organization (which is by design and consistent with our continuing philosophy), we are still part of the FBI family. We are an association of FBI Agents. We are almost 6000 active duty FBI Agents which is approximately 60% of total agent compliment. That makes us special within the FBI and different from other non-governmental groups.

We find that the Bureau gives other associations more attention and privileges. In an SAC letter dated 2/20/91, the Bureau directed that an alumni corner be established in each field division for the Society of Former Special Agents. Yet we cannot present our program to new agents at Quantico. We see representatives of SAMBA and the FBIRA conduct business on Bureau time, yet we must take annual leave to meet with the Director of the FBI. We see the Federal Law Enforcement Foundation in New York openly solicit money under the Bureau seal, yet we are told not to connect the FBI's College Education Loan Fund for Children of Deceased Agents with the FBI.

We bring these situations to the attention of the Bureau not in a negative sense, because we think the items cited are positive for the FBI. Our question is--Why aren't we afforded the same privilege?

We urge the following changes be made in the Bureau's relationship with the Association: Schedule regular meetings of the Association leadership with high Bureau officials including the Director; allot administrative leave time for such meetings and other appropriate activity; give timely written answers to Association recommendations; acknowledge the Association's contributions on certain issues, when appropriate; coordinate and discuss actions on issues of mutual concern; give serious, in-depth, logical consideration of Association proposals, all for the good of the FBI.

POSITION: The Special Agent Advisory Committee (SAAC) and the SAC Advisory Committee are entities established by the Bureau, controlled by the Bureau, and entities within the Bureau. While the Bureau is certainly free to create, staff and meet with any member of such a group, we believe it is inappropriate and counterproductive to interject their views in a dialogue between the FBIAA and the Director.

Our positions always reflect the opinions of large numbers of agents. This is true in the case of our recommendations to improve the Bureau's Administrative Inquiry System. We are told by the Bureau that the SAAC did not support our recommendations, yet individual members of the committee tell us they were not opposed to some of our suggestions. Moreover, they say they did not have the time to consider the recommendations at length. Nor, did they have the benefit of our personal input.

Our Association stands ready to argue each recommendation, point by point, with the Bureau. Rejecting our recommendations by saying the SAAC did not like them, without offering a logical rationale is an unfair disregard for the opinion of thousands of agents.

EXECUTIVES CONFERENCE RETREAT

4/11-13/91

PRESENTATION BY BUCK REVELL CONCERNING THE
"HISTORY" OF THE CAREER DEVELOPMENT PROGRAM

4/13/91

Mr. Revell noted that he was the Secretary of the Career Board during the late 1970's. He pointed out that with the advent of mandatory retirement there came almost a "crisis" to fill many management positions in the FBI. In 1976-1978, one-half of the SACs and one-third of the supervisors all had to be replaced.

He related various "quantifications" of selection standards which were used at that time for determining an individual's eligibility for advancement. There were "points" given for time of Bureau service, years as a relief supervisor, years as a field supervisor, years as a Headquarters supervisor, and level of performance rating. There were also recommendations received from the Inspection Division and the candidate's division head as to the individual's promotability. This all led to the development of a "pool" of individuals from which to select.

He then pointed out the involvement of MAP II, EDI, and the selection recommendation committee in connection with screening of candidates for recommendation to the Career Board.

Director Sessions believes that there should be a "testing" aspect to the EDI.

Mr. Revell furnished his opinion that he believes the quantification of the Career Development Program is critical.

Director Sessions noted that Mr. Revell should put his presentation concerning the history of the Career Development Program and his observations into the form of a memorandum with a recommendation to Tony Daniels to "look it over."

EXECUTIVES CONFERENCE RETREAT
4/11-13/91

PRESENTATION BY DEPUTY DIRECTOR FLOYD CLARKE
CONCERNING RECENT MEETINGS WITH BLACK SPECIAL AGENTS
AND THEIR REPRESENTATIVES

4/13/91

Mr. Clarke furnished the Executives Conference with an overview of recent developments in connection with dealings with Black Agents. He noted that there was a vast backlog of EEO complaints. Some were close to settlement but some were not. He had heard that some Black Agents were close to filing a suit against the FBI. Director Sessions wanted to offer an opportunity to meet with these Agents and hear what their complaints were. He had a desire to avert a suit but noted that if they needed to file a suit, so be it. Director Sessions agreed to meet with the Black Agents and their attorneys.

Mr. Clarke noted that he met with the overall group of Black Agents and there was not one positive comment about the Bureau in the three hours which followed his presentation to them. He then met with some of the Black Agents and their attorneys. They asked us to provide historical and empirical data. Mr. Clarke noted that he indicated that the Bureau would provide such information and that it would be provided as though the Bureau was in litigation/discovery. If the Bureau would be required to furnish the data under such circumstances, the decision was made that we would give it to them now.

Mr. Clarke noted that he will be having a teletype sent to the field the first part of next week relative to the Black Agents' concerns.

He indicated that there were generally eight categories of concerns by the Black Agents: (1) A perceived pattern of squad assignments for Black Agents. (2) That Black Agents were denied assignment of major cases. (3) That assignments to Legat positions were denied because of race. (4) That Black Agents were denied training opportunities (it was noted that there was no Black Agent on the MAP staff). (5) That there was a perception that Black Agents had not received QSI's and performance appraisals which would allow them better promotional opportunities. (6) That there were no Black voting members on Career Boards. (7) That there was a perception that more Black Agents were disciplined. (8) That there was generally a racially hostile environment in the Bureau.

Mr. Clarke noted that our EEO process was "bankrupt." The cases were not investigated right. There was not proper oversight, the process was generally left on its own and there was no real concern by the Bureau about the EEO process. Mr. Clarke noted that many adjustments have been made concerning the EEO process to include the adding of a full-time training officer for the OEEOA, the adding of a full-time lawyer for the OEEOA and the addition of SSA [redacted] to the OEEOA to supervise the investigations.

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At this point Assistant Director Joe Davis noted that the attorneys for the Black Agents have been professional. He pointed out that LCD will deal with the attorneys as though they were involved in informal discovery. He asked that there be no delay in the fact-finding process as "we really can't afford to let it drag out." He pointed out that the Bureau will pursue a negotiation process but that "we really can't take positions that are ridiculous." If there has already been a wide distribution of some information, the Bureau really can't protect it now. Even if we have a technical privilege we may not want to protect it at this point. He noted that the Bureau is not giving up personal information but we have standard data bases which are available. He noted that LCD will keep members of the Executives Conference advised.

Mr. Greenleaf commented that it looks as though the FBI Agents' Association is listening to some White Agents concerning a possible "backlash" in this matter.

Mr. Clarke continued that to be successful in this regard, leadership will have to come from members of the Executives Conference following the Director's tone. History of the FBI will not ensure its future. He noted that "we will have to be in tune with our customers and our people." He pointed out that it is irrelevant what individual members of the Executives Conference might believe because there is a large segment of our community who do believe that there are problems. He noted that the Director wants to establish procedures that ensure equitableness and fairness and that our employees believe it.

He concluded that members of the Executives Conference need to be receptive to these ideas and it is essential to the country that the FBI adapt to what the community expects.

EXECUTIVES CONFERENCE RETREAT
4/11-13/91

COMMENTS BY DIRECTOR SESSIONS

4/13/91

Director Sessions noted that "we are not alone" in the FBI in connection with minority issues and perceptions. He noted that [redacted] had indicated that 85% of the workforce will be minority in years to come and that is a fact of life. "Perceptions do become realities." He indicated that he had talked to each member of the Executives Conference in connection with this matter. Director Sessions stated that we should not be discouraged by all of these matters. He noted that we have got to get the facts and make changes where applicable. He noted that "we haven't seen the change we'll see in the next eight years." He noted that "there is tremendous power in ideas. Our life blood is our own people. We are here to serve the field."

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He pointed out that our problems are not operational. These matters come and go. Our customers are the people of the United States. Understanding our own employees is essential. It is part of a changing world.

He noted that "fairness" for everyone is the watchword. The Bureau cannot ever be perceived as racist. He noted that the FBI needs to "do today what we can do today and tomorrow will take care of itself."

He indicated that "I'm concerned about communication with the field. I fail at this. We need to do it. We lead an organization by communications to the field. Be responsive to the needs of the field. Service is the watchword. Don't be complacent. We must pull the Bureau forward to be more than fully successful. Don't be intimidated by the past. Do what needs to be done to invigorate the Bureau."

Director Sessions noted that "as leaders, don't let problems dampen our spirits." He indicated that he has noted on his calendar as a "day of opportunity" the day that he met with the Black Agents. He indicated "don't let blackness inhibit your desire to succeed."

In summary he noted "don't apologize for difficult decisions. Run and don't be tired."

EXECUTIVES CONFERENCE RETREAT
4/11-13/91
FOLLOW-UP ITEMS

- (1) Per Floyd Clarke, we need to put together a committee to revamp, renew the Performance Appraisal System for the SACs. It's not doing what it should. There needs to be a formalized procedure. Jim Greenleaf indicated that he would like to have input concerning this issue from the SAC Advisory Committee.
- (2) Carroll Toohey was asked to arrange for some time to be set aside at the next SACs conference for Floyd Clarke to discuss the Climate Survey.
- (3) Per Director Sessions, the IMD should create a document to train those supervisors and support employees at FBIHQ who handle documents to know just what to do with them i.e. which to send to file, which to destroy, etc. The Director noted that if some "extraneous" mail/documents are sent back by IMD to the person who sent them for filing, the present practice of sending all items to IMD would stop.
- (4) The IMD is to pursue with the Air Force having a session of the "Executive Writing Course" before the Executives Conference.
- (5) The IMD is to go to the SAC Advisory Committee to have them get a "prioritization" of leads which they sent to FBIHQ.
- (6) Per Jim Greenleaf, he would like to know who (Division) should take the lead at FBIHQ on TQM. The Director added that he agrees with this but that each entity should "do its own thing" in connection with their implementation of TQM.
- (7) Director Sessions advised that Mr. Revell should put his presentation concerning the history of the Career Development Program into the form of a memorandum with a recommendation to Tony Daniels to "look it over."
- (8) Per Jim Greenleaf, Buck Revell at the SACs Conference should tell the SACs just what it is that FBIHQ expects of them to be considered the "cream of the crop." (Also that there is a working group considering the overall performance appraisal of SACs). (See #1 above)
- (9) The Director believes the EDI should have a "testing" aspect.

January 4, 1991

MEMORANDUM TO MEMBERS OF THE EXECUTIVE CONFERENCE

RE: EXECUTIVE CONFERENCE RETREAT
APRIL 11-13, 1991

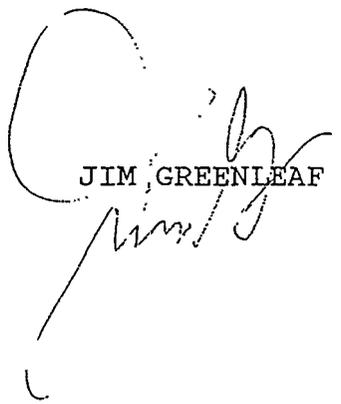
The next Executive Conference Retreat will be held from the evening of Thursday, April 11, 1991, until noon Saturday, April 13, 1991. The location has yet to be determined. You will be advised of further information at a later date.

I would like each of you to give this matter serious consideration. Please furnish me with topics/issues you believe would be relevant and thought provoking for the retreat agenda. Bear in mind that the SAC Conference will follow, May 5-10, 1991, should you have any items you believe might be appropriate for discussion or consideration by the Executive Conference prior to the SAC Conference. I would also like to have any suggestions you have for possible speakers for the retreat.

Attached for your information are copies of agenda suggestions you provided prior to the last Executive Conference Retreat which may be of some assistance to you in the formulation of your recommendations for the next retreat.

Your thoughts and suggestions should be furnished to me no later than close of business, January 31, 1991.

Many thanks.


JIM GREENLEAF

JWG:rsm

Memorandum



Dep. Dir. _____
 ADD Adm. _____
 ADD Inv. _____
 Asst. Dir.:

- Adm. Servs. _____
- Crim. Inv. _____
- Ident. _____
- Insp. _____
- Intell. _____
- Lab. _____
- Legal Coun. _____
- Rec. Mgnt. _____
- Tech. Servs. _____
- Training _____
- Cong. Affs. Off. _____
- Off. of EEO _____
- Off. of Liaison & Int. Affs. _____
- Int. Affs. _____
- Off. of Public Affs. _____
- Telephone Rm. _____
- Director's Sec'y _____

To : Mr. Greenleaf

Date 1/30/91

From : A.E. Daniels *AED/AR*

Subject : TOPICS/ISSUES FOR DISCUSSION AT EXECUTIVE CONFERENCE RETREAT APRIL 11-13, 1991

Rememo to members of the Executives Conference, captioned as above, dated 1/4/91.

PURPOSE: To provide Training Division's response to referenced memorandum.

RECOMMENDATION: That these topics/issues be considered for discussion at the 1991 Executive Conference Retreat.

APPROVED: _____

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DETAILS: Attached are topics/issues which are relevant to the Training Division and are proposed for presentation to the Executive Conference Retreat.

1. The FBI Budget process

The budget process could be more fully integrated into the FBI's management system. One example of this would be to better coordinate strategic planning and operational objectives and link these activities with requests made in the budget process. Efforts to minimize format changes for budget submissions internally, to DOJ, to OMB, and to the Congress would also streamline the process.

The timing for the budget process is fixed; however, timing for other Bureau "events" could be adjusted to more closely coincide with the budget exercise.

- 1 - Mr. Revell
- 1 - Mr. [redacted]
- 1 - Mr. [redacted]
- 1 - Mr. Santimauro
- 1 - Mr. [redacted]

JRP:ppd (8)

(CONTINUED-OVER)

b6
b7c

Memorandum to Mr. Greenleaf from A.E. Daniels
Re: Topics/Issues for Discussion at
Executive Conference Retreat
April 11-13, 1991

2. Counselors for New Agent and National Academy programs

The large number of anticipated new Agent classes will create an additional burden on the field to provide counselors. FBI Executive Management and SACs must be encouraged to fully support these programs to ensure that qualified, experienced Special Agents continue to be available to serve as role models for our new Agents.

3. 10mm semiautomatic pistol

The FBI has adopted the 10mm pistol as the standard issue weapon and will soon begin to distribute these weapons to the field. FBI Executive Management and SACs must fully support the training required to safely and effectively transition the FBI from revolvers to semiautomatic pistols.

4. Hiring/Training Issues

The large number of new Agent hires and resulting demand on FBI Academy space will require in-service training to be prioritized, and most schools not cancelled will be conducted off-site or on a regional basis. Regional training is significantly more expensive than training at the FBI Academy and is directly impacted by available funding.

The Training Division has recently prepared several documents on this issue and could furnish an updated paper prior to the retreat.

5. Comprehensive Bureau Management Training (CBMT) Program

It would be appropriate to initiate discussions on the Bureau's CBMT, contracts to evaluate the FBI Career Development Program, a subordinate evaluation system (proposed by the Special Agent Advisory Committee), and a study of effective leadership in the FBI.

(CONTINUED-OVER)

Memorandum to Mr. Greenleaf from A.E. Daniels
Re: Topics/Issues for Discussion at
Executive Conference Retreat
April 11-13, 1991

6. DEA training to continue at FBI Academy

The Attorney General has decided that the DEA Office of Training will remain at the FBI Academy. DEA will request funding to build a separate drug enforcement training center at a site adjacent to the FBI Academy. Until such a facility is built, DEA will use 20-25% of available FBI Academy student capacity to train DEA Basic Agents. The loss of this bed space and classroom space will have a direct impact on the scheduling of FBI training and force the FBI to prioritize in-services. Most schools which are not cancelled will, of necessity, be held off-site. Options for FBI training include regional in-services or use of facilities at the Xerox Training Center in northern Virginia.

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| Cong. Affs. Off. | _____ |
| Off. of EEO | _____ |
| Off. Liaison & | |
| Int. Affs. | _____ |
| Off. of Public Affs. | _____ |
| Telephone Rm. | _____ |
| Director's Sec'y | _____ |

2/1/91

Mr. Greenleaf:

RE: EXECUTIVE CONFERENCE RETREAT
APRIL 11-13, 1991

With reference to your request for agenda items to be considered for inclusion in the Spring, 1991, Executive Conference Retreat, I again suggest that we include Total Quality Management (TQM) as a major topic during the retreat.

This week I have spoken with Norm Christensen and he and I have compared notes with regard to possible speakers on the TQM topic. Although we agreed that [redacted] [redacted] would be an excellent choice, a preliminary inquiry had established that he was not available for our Spring conference and, in addition, his fee of \$45,000 was too much for our expense account. I will continue to work with Norm on possible alternate speakers.

b6
b7c

I have no further suggestions other than the above.



Weldon Kennedy

INFORMAL NOTE - NOT FOR RETENTION

January 23, 1991

Mr. Greenleaf:

Re: MEMORANDUM TO MEMBERS OF THE EXECUTIVE
CONFERENCE, JANUARY 4, 1990, CAPTIONED
"EXECUTIVE CONFERENCE RETREAT,
APRIL 11-13, 1991

I have submitted the same agenda items for this executive retreat as last time with the exception of Total Quality Management. I think all items are contemporary issues and should be of interest to the Executive Conference. In considering possible outside speakers, I would like to recommend again that [redacted] be given serious consideration. I spent a few days with him at a course and had the opportunity to speak individually with him. I believe he would be receptive to a request from the FBI (within our budget) and I would be happy to make the contact if you so desire.

b6
b7c

I added two additional suggested agenda items captioned "Restructuring OSM Operations" and "An Executive Mandate for Electronic Record Keeping." The first subject has been raised in two consecutive Executive Conference Retreats by the SAC Advisory Board but has never been discussed further. It is also a matter of review in two separate reports which have been sponsored and produced by the San Francisco division. The latest report was completed just a few weeks ago and extensively documents the increase in complexity and magnitude of responsibilities that now reside with the support service side of field offices. It is a timely matter for discussion.

(1) RESTRUCTURING OSM OPERATIONS.

The support services now sustained in field offices are dramatically different than only a few years ago. Numerous specialty positions have been created to include Technical Information Specialist, Intelligence Analyst, Forfeiture Analyst, and Computer Assistant, to name a few. Many of these positions require technical skills generally related to automation. These technical skill requirements have been the basis for increasing the grade level of these positions. In fact, it is not uncommon now for some of the grade levels to be competitive with and, in some instances, exceed the grade level of the OSM and AOSMs. Additionally, these positions seldom fall under the managerial responsibility of the OSM.

1 - Mr. Christensen

GNC:pdh (2)

There is a general consensus of opinion that there is no equity in the managerial responsibilities of the specialized positions versus the OSM position. Specifically, many of the technical positions require technical skills or educational backgrounds but omit the responsibility to manage others. The obvious career path then for support personnel is to move from the "bread and butter" work of field offices, that is, indexing, filing and managing case information to the specialized positions. One of the problems this creates is there is no career path through which we conscientiously develop experienced and capable OSMs, that is those OSMs that would be capable of managing all support services within a field office.

A reasonable proposal for the Bureau to consider is the entire restructuring of the support services of field office operations. It would seem all support services could come under the management responsibility of the OSM. Consequently, an OSM must have the necessary technical experience and/or education to manage such diverse operations. It would require a necessary evaluation of every OSM. The Bureau would then be obligated to either train the OSM to qualify him/her for such a position, or seek qualified candidates from outside the Bureau. Considerable benefits would accrue to such reorganization, including the upgrading of the OSM position. Such a position could likely justify something equivalent to an ASAC, i.e., a GM-15 level. It would consolidate and focus responsibility for all support services. It would create a challenging and exciting career path for employees, knowing that the OSM position could only be achieved through experience in the diversified support service entities. Streamlining would be an automatic fallout of focused supervision since many steps in the specialized information services are repetitive steps; many of which could be eliminated. The segmented service managerial responsibilities that now exist simply perpetuate noncooperation and inefficiencies.

(2) AN EXECUTIVE MANDATE FOR ELECTRONIC RECORD KEEPING

An extreme amount of FBI resources are consumed in the entering of data into numerous information systems. The inability to get information into computer-based information systems is now viewed in the industry as the next major obstacle that must be overcome, especially in view of diminishing personnel resources facing most public and private organizations. The proliferation of specialized information systems within the FBI has been significant. Many if not all of these information systems were placed into operation either without a full recognition of personnel resources required to maintain the system or, at a minimum, there was no ability to provide such resources.

Each specialized information system "feeds" off the investigative file. Therefore, if the main investigative file were electronic, all other specialized systems could receive the electronic data for manipulation according to the architecture of the specialized system. All data entry would be eliminated. It adds sophistication to the employees' job where their duties would truly entail analytical work versus the current situation where the employees' association with analytical work is in job title only.

Significant movement in such direction will only come with an executive mandate or direction. It needs to be the highest priority of all automation initiatives. We need to return - back to the basics.

(3) "THE WORKPLACE MUST BECOME A UNIVERSITY."

This sentence is a quote from the owner of Quadgraphics which is one of the most rapidly growing small enterprises in the United States. He has recognized that he cannot hire people with the proper education and skills and, therefore, sponsors advanced training for all employees. He has created flexibility in the weekly work schedules so that one day each week is devoted to advanced training of the employees. He has adopted the attitude that a better trained employee is a better employee regardless of the area of training. Recent educational literature suggests that 75 percent of training after age 25 will occur "on the job."

The FBI has a limitless opportunity to provide advanced training for its support personnel, either through the FBI Academy or through established programs with the University of Virginia. IMD envisions providing a flexible work schedule for support employees who are interested in advancing their skills and education. Educational opportunities will be provided on a weekly basis. An investment of this nature in the employee will be returned to the FBI in the form of more dedication, greater motivation, and increased interest in quality of work performance.

(4) ORGANIZATIONAL CHANGE AND DYNAMICS.

In this age of rapid change and uncertainty, there are probably no tried and true organizational models or management practices. Technology is becoming the supreme catalyst. It not only allows miniaturization of everything, it can eliminate the building of several layers of organizational hierarchies by eliminating many mid-level managers. Since information is more and more readily available throughout the organization, fewer levels of management are necessary. Today's organizational structure, like nature's dinosaurs before them, are by in large an endangered species. Organizations must be transformed into speedy "gazelles" overseen by a bare bone headquarters superstructure.

[redacted] addresses this subject and also TQM. I have attended a two-day course with him and he occasionally gives public service speeches and/or seminars. I believe he could be approached with the idea of addressing the Executives Conference at no cost or at minimum cost to the Bureau. He stirs the imagination and can be provocative at times. The following quotes are suggestive of his perspectives:

"The problem with large firms is their inability to try new things."

"Anything worth doing is worth doing poorly." (First try is seldom done well -- waiting for chance to do it well will rob organization of chance to introduce new services and processes.)

"Information technology is driving 90 percent of current change."

"Information technology is not an issue of technology -- but one of power. Hoarding of information is power." (Mid-level managers still process information but are largely message switchers.)

"Share all information. Those without information cannot take responsibility. Those with information cannot escape responsibility."

"Left to our own devices, we pay more and more attention to things of less and less importance to the customer."

(5) REVIEW OF OPEA STUDY ON FBI ARTIFICIAL INTELLIGENCE INITIATIVES.

Since the FBI has invested some \$10-20 million on artificial intelligence, it would be of general interest to the Executives Conference to have a review of the current OPEA study regarding artificial intelligence. Of particular interest would be the return on investment to date, i.e., specific examples of investigative successes from artificial intelligence with associated costs. Also, a formulation of an organization position as to the future commitment of resources in this area would be of interest. This could lead to an area of broader discussion which is a strategy for allocating diminishing resources in an environment of increasing demands for resources.

(6) CAREER DEVELOPMENT FOR SPECIAL AGENTS IN SUPPORT DIVISIONS.

It would appear there is disparity between advancement opportunities for Agents assigned support divisions versus Agents

assigned the investigative divisions, Inspection Division and the Administrative Services Division. It is possible that management training experiences are as good, or perhaps even better, in the support divisions as those in the aforementioned divisions. Should management training experience in the support divisions be a stepping stone to further advancement within support divisions or can these Agents be considered equally competitive for field management positions? An overall clearly defined career path for Agent personnel is needed.



G. Norman Christensen

INFORMAL NOTE - NOT FOR RETENTION

January 29, 1991

Mr. Greenleaf:

RE: CONTEMPORARY ISSUES

IMD has focused on a number of information processing issues facing the Bureau. Some were identified and documented as long as three years ago. During the intervening period, a number of independent studies, evaluations, and observations buttress the original issues. I have carefully reviewed the following documents to extract information germane to the responsibilities of IMD:

- (1) Note to Mr. Glover re FY 1989 Budget, 3/25/87;
- (2) The SAC Advisory Committee issues presented to the Executive Conference 11/17/90, by SAC Andy Duffin;
- (3) The Support Services Evaluation, San Francisco Division, dated 12/10/90;
- (4) The Evaluation of the FBI's Artificial Intelligence (AI) Systems, OPEA, Inspection Division, 11/28/90;
- (5) The Federal Bureau of Investigation's Automatic Data Processing General Controls audit report prepared by the DOJ IG, Audit division, September, 1990; and,
- (6) Memorandum from G. Norman Christensen to Messrs. Clarke, Revell, and Greenleaf, 5/4/90, captioned "Long Range Planning Issue 1989-1 (Microcomputer Training)".

Key quotes from each of these documents are attached. Setting them forth does not vouch for the veracity of each finding or statement. I think it is unwise to contest each issue line-by-line, however, there are some common observations and statements that recur in each independent analysis. From all this material, I am suggesting there are three key issues that deserve our collective attention and executive management direction. They are:

Enclosures (2)

- 1 - Mr. Clarke
- 1 - Mr. Revell
- 1 - Mr. Christensen

GNC:pdh (4)

(1) ELIMINATE REDUNDANT DATA ENTRY WORK; AUTOMATE THE INVESTIGATIVE FILES.

The number of specialized information systems has proliferated substantially over the past several years. Each specialized system receives its information from the basic case data, either by data entry of information directly from the documents, or extracting information from the documents which is placed on a data entry form subsequently used for data entry. In most situations the backlogs force the analysts to be diminished to the task of data entry and little analytical work is being accomplished. The current processes are extremely labor intensive and redundant. Automation of the investigative file, i.e., creation and storage of all internally created documents would eliminate the initial data entry in the FOIMS systems and subsequent data entry in any specialized information system. The investigative file could be transferred electronically and manipulated according to the architecture of the specialized system. Outside source documents could be scanned and stored either as images or converted to character strings.

(2) RESTRUCTURE OSM OPERATIONS.

The support services now sustained in field offices are dramatically different than only a few years ago. Numerous specialty positions have been created to include Technical Information Specialist, Intelligence Analyst, Forfeiture Analyst, and Computer Assistant, to name a few. Many of these positions require technical skills generally related to automation. These technical skill requirements have been the basis for increasing the grade level of these positions. In fact, it is not uncommon now for some of the grade levels to be competitive with and, in some instances, exceed the grade level of the OSM and AOSMs. Additionally, these positions seldom fall under the managerial responsibility of the OSM.

There is a general consensus of opinion that there is no equity in the managerial responsibilities of the specialized positions versus the OSM position. Specifically, many of the technical positions require technical skills or educational backgrounds but omit the responsibility to manage others. The obvious career path then for support personnel is to move from the "bread and butter" work of field offices, that is, indexing, filing and managing case information to the specialized positions. One of the problems this creates is there is no career path through which we conscientiously develop experienced and capable OSMs, that is those OSMs that would be capable of managing all support services within a field office.

A reasonable proposal for the Bureau to consider is the entire restructuring of the support services of field office operations. It would seem all support services could come under

the management responsibility of the OSM. Consequently, an OSM must have the necessary technical experience and/or education to manage such diverse operations. It would require a necessary evaluation of every OSM. The Bureau would then be obligated to either train the OSM to qualify him/her for such a position, or seek qualified candidates from outside the Bureau. Considerable benefits would accrue to such reorganization. It would consolidate and focus responsibility for all support services. It would create a challenging and exciting career path for employees, knowing that the OSM position could only be achieved through experience in the diversified support service entities. Streamlining would be an automatic fallout of focused supervision since many steps in the specialized information services are repetitive steps; many of which could be eliminated. The segmented service managerial responsibilities that now exist simply perpetuate noncooperation and inefficiencies.

(3) ESTABLISH EXECUTIVE REVIEW COMMITTEE

Since demands for ADP/T services always exceed the ability of an organization to provide such services, it is necessary for user groups within an organization to have an opportunity to compete openly for limited resources. Members of the Committee, representing all major ADP/T users, have the responsibility to represent their needs and then decide priorities on an organizational basis. The communicating of the Committee's decisions and setting the direction for the coming period are important, so that all users are uniformly informed of their individual status and the collective status of all users. In this environment, expectations are real and well defined. (The Long-Range Planning Issue 1989-1, Microcomputer Training, recommended the creation of a Computer Applications and Training - Steering Committee which serves this same purpose, combined with an added responsibility of insuring there is an appropriate blend of resources to insure adequate training is developed contemporaneously with the development of a new application or system. The adoption of this recommendation is pending. The name of the committee is obviously less important than the creation and the function of the committee.)

I have also attached a list of current initiatives sponsored by IMD. It is our desire to brief you on these initiatives in the near future.

Norm

G. Norman Christensen

1) NOTE TO MR. GLOVER RE FY 1989 BUDGET, 3/25/87

Indexing backlog in top 20 field offices averages 43.6 days; some information dating back multiple years. (Numerous other examples set forth to characterize status of information processing.)

Promotional opportunities within the field offices provide a migration path for support people to obtain positions, such as the IIS analyst and OCIS analyst. Although these positions are necessary and provide opportunities for support personnel, numerous offices are not able to complete the basic rotor and investigative workload. Alternatives are available, such as displacing the IIS and OCIS functions away from the large metropolitan areas. Many offices suggest we have the worst of all worlds: 1) Insufficient resources to maintain the large requirements of OCIS and IIS resulting in inadequate and unreliable systems and 2) the diversion of resources from routine indexing resulting in incomplete and unreliable general indices.

In summary, a perspective and assessment by RMD suggests there must be an organizational return to the completion of the basic information processing steps and this must be a priority ahead of items that can be considered discretionary and/or "leading edge." RMD supports research and the application of futuristic technology as there is a place for such developments in information management. However, the foundation must be firm and there are a sufficient number of signals that suggest that it is not. This is a basic appeal from a hierarchy of needs; that base-level needs must be satisfied before the higher-level needs are addressed.

2) SAC ADVISORY COMMITTEE ISSUES PRESENTED TO THE EXECUTIVE CONFERENCE, 11/17/90

The creation of special support positions was accompanied by a fragmentation of the support management structure in that these new entities reported outside the chain of command of the original model. As a result, many of our most qualified support employees no longer learn our support system so they can qualify to manage it but seek these special support slots as they can receive equal or higher grades than support supervisors, experience none of the personnel problems attendant to supervisory responsibilities and avail themselves of the opportunity to acquire new skills highly marketable outside the FBI. We must organize our support system to reverse this trend.

[T]HE COLLECTION OF INTELLIGENCE AND EVIDENCE IS OUR MOST FUNDAMENTAL RESPONSIBILITY AND DIRECT SUPPORT OF THIS END IS OUR FOREMOST OBLIGATION. A functional analysis should distinguish between those requirements which are mandatory, those that are desirable given sufficient staffing, and those that can be discontinued.

An FBIHQ resource allocation board should regularly review both FBIHQ and field requests for new support requirements to insure a consistent application of this policy. This board would be responsible for certifying the necessity of each new requirement and accounting for related staffing, training, equipping and managing.

Encourage the continued establishment of productivity centers in locations where we are most likely to attract and retain support employees who bring skills to the job.

REORGANIZE OUR SUPPORT SYSTEM BACK TO A SINGLE STRUCTURE WHERE OUR MOST QUALIFIED CANDIDATES ARE MOTIVATED TO LEARN ALL ITS COMPONENTS AND ARE THEN PROPERLY REWARDED FOR EFFECTIVELY MANAGING IT.

Establish a support resource allocation board at FBIHQ with the responsibility for authorizing all new support requirements after certifying the necessity of the function and accounting for related staffing, training, equipping and managing.

3) SUPPORT SERVICES EVALUATION, SAN FRANCISCO DIVISION

Findings summarized in presentation to Executive Conference November, 1990, by SAC Duffin.

4) EVALUATION OF THE FBI'S ARTIFICIAL INTELLIGENCE (AI) SYSTEMS
OPEA, INSPECTION DIVISION, 11/28/90

SACs believe investigative personnel use TIS & OCIS more as general indices rather than analytical tool; that management should address current needs before expending additional funds on AI deployment and requested more basic automation assistance to enhance investigative capabilities, including additional support personnel to assist with data loading functions. Substantial data loading backlogs in the underlying OCIS/TIS data bases have resulted in lack of confidence in systems by field personnel. Until backlogs are relieved, information derived from "expert systems" will have diminished investigative value. Approximately 49 workyears required to bring the systems completely up-to-date. Field office personnel described urgent need for scanning devices to assist with entry of documents, more laptop computers for SAs working in Drug and White Collar Crime Programs. SACs also state little or no user input regarding the development of the expert systems and generally described of little benefit to field investigators at this time. SACs would prefer development of a system that would allow them to query all of the FBI's data bases at one time.

Site visits to CG and DE found most SAs assigned to Counterterrorism Program do not use OBR III as they mistrust the data as displayed by the expert system. Mistrust developed with initial introduction to field when "bugs" not worked out. Mistrust accelerated when system draws on intelligence information which may show incorrect links between subjects. Field personnel confirmed need for additional microcomputers, laptops, commercial software, and more support personnel.

Redesign of OCIS is underway to streamline and speed data entry and enhanced output. IDA requests OCIS be redesigned to require granular entry process, substantially increasing data entry time, making data entry more dependent on analytical involvement, and imposing demands on OCIS beyond those required for normal data manipulation. A redesigned OCIS which may be accompanied by these adverse features may not serve the interests of the FBI's investigative mission and TSD is proceeding with the development of the Big Floyd system even though the redesign of OCIS has not been realized. Also, auditor personnel in TSD have not been authorized by TSD's executive management to review the "expert systems."

Project Manager and IDA have indicated FBI intends to migrate to a centralized host or mainframe by 1992 or 1993 which would be accessed via work stations, eliminating duplicate database problems. Existing or enhanced IWS microcomputers would provide a more cost effective alternative to the current strategy. 30 Sun minicomputers will be required for deployment to the 15 MMOs at cost of \$6 million. FBI currently owns 10. Two in field (1 Chicago, 1 Detroit); one in TSD conference room, five at IDA, and two not deployed.

Task force concluded AI strategy to purchase and deploy additional stand-alone Sun minicomputers is neither cost effective nor an efficient use of resources at the present time. The AI may be of substantial value to the FBI's investigative programs in the future.

FBI management indicated need for additional staff is one area frequently overlooked when developing software applications. OPEA concluded information systems are deployed without adequately considering the number of personnel required to load data and carry out systems maintenance functions.

Review of OIG/DOJ evaluation regarding TSD's AI development noted TSD did not devote sufficient effort to rigorously defining user requirements prior to continuing with system development.

OPEA recommends one central point within the FBI hierarchy be established in order to effectively prioritize and monitor the progress of automation priorities. This central point should not be with TSD as they are the entity within the organization that must respond to the technical aspects of those priorities. Insufficient user input can be eliminated by a cooperative team approach to systems development. Executive management may consider the merits of creating a technical steering committee under the direction of the ADD-Administration, or some similar institutional mechanism, to review, evaluate, prioritize, and decide upon automation initiatives in the FBI.

5) THE FEDERAL BUREAU OF INVESTIGATION'S AUTOMATIC DATA PROCESSING
GENERAL CONTROLS AUDIT REPORT PREPARED BY THE DOJ IG, AUDIT DIVISION,
SEPTEMBER, 1990

The FBI's Information Resources Management (IRM) program is fragmented and ineffective; the FBI has not adequately involved top management in Headquarters or the Field Offices in systems development through an Executive Review Committee (ERC).

The FBI's Artificial Intelligence (AI) initiatives have not been subjected to adequate internal reviews to determine if they fit into the overall objectives of the Bureau and if continued development and funding are warranted.

Total cost for AI from base year 1984 through FY 1990 \$21,000,000.

IRM reorients the focus of information systems management from hardware to the information itself by establishing the importance of information as a resource.

The FBI's TSD is a service organization currently charged with technology management. Since the intent of IRM is to reorient organizations away from the technology itself and towards the value of information as a resource, the [Records] Management Division should assume the leading role for IRM in the FBI.

The FBI has been converting systems to its newer DBMS, ADABAS, however, the process which began in 1982 has not been completed.

The FBI does not effectively use an ERC as an oversight group to guide systems development.

The FBI's internal systems development methodology, SDM/70, requires the establishment of individual ADP Steering Committees (SCs) and an overall ERC. The basic responsibility for the SC is to determine needs and prioritize these contending needs for the operational segment or Division they are serving. The ERC, on the other hand, is responsible for evaluating the individual SCs' competing demands against each other and to make decisions based upon overall organizational objectives.

The FBI does not currently have an ERC, however the FBI does have a variety of other planning groups. None of the groups reviewed resembles an ERC which provides an opportunity for all organization components (e.g., top management, all ten HQ Divisions and the Field Offices and RAs) to get together at the same time, on a periodic basis, and communicate their needs and questions, to decide priorities, and to assess performance.

The FBI should comply with its own internal systems development methodology and set up separate SCs for each organizational user entity with an ERC as the overall organizational planning group. To demonstrate the importance of the ERC, it should be chaired by a representative from the Office of the Deputy Director of the FBI. In addition, decisions involving competing ADP priorities and the allocation of scarce resources within the Bureau should be made by this official with the best interest of the overall organization in mind.

The DBDRB has not reviewed any of the AI Systems because they are not ADABAS systems. The FBI reports expenditures to date on AI of \$21 million.

The FBI's TSD has not delivered to Field Office personnel the types of user-friendly mainframe systems they need for access to timely, accurate, and complete investigative information. TSD programmers and analysts who design the systems do not have an adequate understanding of how the Field Offices collect and disseminate investigative information. The major mainframe investigative systems are too complex for Special Agent "hands on" use. Eighty percent of users interviewed in the Field Offices were critical of the types and timing of mainframe systems being delivered by the FBI's TSD.

ADP priority setting is a problem; systems are labor intensive and require the keying of the same data several times over; field oriented systems are being designed and built primarily by TSD programmers and analysts who do not have sufficient knowledge of overall FBI and Field Office operations; and, systems are complex and non user-friendly.

TSD should not be deciding ADP priorities for the Bureau. Priorities should be decided by the ERC and SCs and systems should be sponsored by users, not TSD.

Another major problem with the applications reviewed is their labor intensive character. The process by which the FBI captures investigative data is redundant. *Currently, the process of inputting investigative data is basically as follows: (1) an agent dictates or handwrites an investigative report; (2) a clerical employee types the investigative report using any one of three different microcomputer based word processing programs; (3) a clerk re-enters pertinent information from the report into FOIMS applications such as indices, serialization, etc.; (4) depending upon the type of investigation, the report may be summarized and re-keyed by an analyst into one or more of the specialized mainframe systems such as OCIS, IIS, TIS, or ISIS; (5) in some cases, an additional step is added where lengthy, handwritten manual coding sheets are used by analysts as an intermediate step between re-keying from the actual investigative document to the specialized mainframe system due to case complexity; and (6) the FBI also receives voluminous amounts of external documents such as lengthy paper copies of court transcripts and is re-keying these instead of scanning them.* The current process where the same data is being captured over and over is extremely labor intensive and has contributed to data input backlogs in the Field Offices for all systems we reviewed.

Interviews with personnel in the field indicate that data input backlogs for FOIMS were as high as 100 days. *This is due in part to the fact that Field Offices are re-keying the same data from Field Office to Field Office within FOIMS.*

The FBI is replicating, in electronic form, the former manual processes of each Field Office preparing separate paper index cards and serialization of case files instead of looking for ways to streamline a redundant, very labor intensive manual process.

Interviews with personnel in the field indicate that there are also data input backlogs for OCIS, IIS, TIS, and ISIS and that they can be as much as a year and a half behind schedule with most offices averaging several months. In addition, due to input backlogs, analysts for these systems become simple data entry personnel since they have little time to analyze data or spot trends, only time to input data.

In our opinion, redundant data capture and system overlap are large, systemic problems in both the investigative and administrative systems.

Field Office personnel we interviewed, with knowledge of the AI program, were critical of the Bureau's AI initiatives because they did not think the Bureau had realized any investigative payback from these systems and questioned whether the funds spent on them could have been better utilized. Big Floyd relies upon the data and relationships contained in OCIS and OBR III relies upon the data and relationships contained in TIS. Due to weaknesses identified in this report with OCIS and TIS (e.g., timeliness of investigative data due to date input backlogs, system complexities, etc.), we question whether OCIS and TIS are currently solid foundations upon which to build costly AI systems.

In our opinion, the AI projects reviewed have been in effect for at least 5 years and that should be enough time for users to see tangible results. While we are generally supportive of AI initiatives in theory, the Bureau has not demonstrated that AI initiatives have been subject to adequate internal review.

6) MEMORANDUM FROM CHRISTENSEN TO MESSRS. CLARKE, REVELL AND GREENLEAF,
5/4/90, LONG-RANGE PLANNING ISSUE 1989-1, (MICROCOMPUTER TRAINING)

The Computer Applications and Training-Steering Committee will meet annually or semi-annually, as demands require, to establish priorities for computer application development. The Committee also will ensure there is an assignment of responsibility and appropriate blend of resources to ensure a training program is developed contemporaneously with the development of a new application or system. The Committee will also ensure that an annual training needs assessment is completed by the organizational entity eventually assigned this responsibility and will review the data from this survey to ensure the requests are reasonable and within overall training policy guidelines of the Bureau.

INFORMATION MANAGEMENT DIVISION
CURRENT INITIATIVES

1) RESIDUAL FILE PROCESSING (RFP)

Name check submissions by magnetic tape; residual names remain "in the system."

Status: *Seventy-five percent name checks (3-4 million received annually) submitted on magnetic tape; 55% returned "no record." Cost avoidance 1985-1990: 175 man years; \$ 2.5 million (per annum).*

Future: *Split screen processing (to eliminate paper); expanded use of "rule-based" decisions; and 90% submissions by magnetic tape.*

2) REMOTE INFORMATION PROCESSING

Shifting workload from large metropolitan areas to remote locations.

Status: *Information technology centers established Butte, Montana; Savannah, Georgia; and, Western Regional Computer Center. Processing includes IIS, file archival/destruction, bill paying, and file reviews.*

Future: *FOI/PA processing, expanded bill paying services, public source data bases (credit, telephone, property, etc.) and word processing.*

3) DOCUMENT/FILE ACCOUNTABILITY AND TRACKING

To track and periodically update location of all HQ files with use of bar code technology.

Status: *All personnel files and newly-created investigative files (since 11/1/88) have bar code labels.*

Future: *Bar code scanners installed at telelift stations; users scan and transmit data on files in their possession weekly.*

4) ELSUR AUTOMATED RECORDS SYSTEM (EARS)

Convert existing ELSUR records and create national "on-line" index.

Status: *Eighty-three percent of index cards converted.*

Future: *Design and implement national "on-line" system in FOIMS; eliminate creation of all indices cards and submissions to HQ; allow controlled searching nationally.*

5) ORIGINAL SERIAL PROCESSING (OSP)
PROGRAM PROCESSING - FBIHQ

Maintain original serial for processing; extra copies considered work copies (no charge out) and destroyed when no longer needed. Processing of mail at HQ by programs (improve customer service/relationship).

Status: *Tested in six field offices - unanimous in support of new procedures with significant reduction in workload.*

Future: *Expand to all field offices and HQ.*

6) EVIDENCE CONTROL SYSTEM

New policy/procedures governing evidence supported by bar code labeling and computer interfacing.

Status: *Testing successfully completed in six offices.*

Future: *Implement in all offices.*

7) UNIVERSAL CASE FILE NUMBER (UCFN) - FBIHQ

Unique identification for each case throughout FBI.

Status: *Implemented all field offices 5/90; unable to implement at HQ due to incompatible data base management system.*

Future: *Convert FBIHQ to ADABAS and institute UCFN - considerable manpower savings anticipated.*

8) FOI/PA OPTICAL IMAGING SYSTEM

Convert file to optical image and process via computer terminal using mouse and icons; original file remains intact; no paper copies until required.

Status: *Pilot system (1/24 of total processing stations) implemented 3/90.*

Future: *Prepare RFP and acquire necessary stations for total image processing. Anticipated 27% gain in productivity.*

9) ELECTRONIC STORAGE AND RETRIEVAL (E-STAR)

Maintain all investigative/administrative information in electronic form.

Status: *Electronic Mail Advisory Board and Implementation Committee being established.*

Future: *Develop policy and procedures governing implementation/use of electronic mail; eliminate redundant data entry; eliminate maintenance of paper files.*

10) AUTOMATED FIVE YEAR UPDATES

Five year update requests are generated for each employee by use of PINS data.

Status: *Sixty percent of FBI employees who have not had five year updates will be done by end of FY 1991. Significant savings of typing and Investigative Assistant (IA) and SA work time.*

Future: *Develop and implement electronic mail for the five year update program.*

11) AUTOMATED ARREST CHECKS

Magnetic tapes generated from PINS used to do arrest checks for five year updates.

Status: *Tape-to-tape arrest checks done on employees in D.C., Virginia, and Maryland, Automated stops placed in Interstate Identification Information (III) System on all employees (Virginia and 20 other states). Significant savings of typing and IA and SA work time.*

Future: *Expand automated arrest checks for Top 12 Office employees and automated stops in III for remaining states.*

12) CENTRALIZED CREDIT CHECKS

Initiated procurement of credit reporting contractor for all credit checks in background investigations.

Status: *Since July 1990, all credit checks done by contractor service at FBIHQ. Leads covered in 24 to 48 hours. Significant savings of typing, IS and SA work time and credit service costs.*

Future: *Use of tape-to-tape credit checks. Expand this concept to an ITC location for such checks in criminal and FCI matters. INTEGRATED INFORMATION MANAGEMENT SYSTEM (CASES, INDICES, AND SERIALS)*

Change indices from "case pointer" system to dossier system, i.e., index record discloses all information pertinent to individual with integration of case management information and serial information.

Status: *Concept fully developed and being submitted for review/approval.*

Future: *Develop technical design; consolidate all identical individual records in FOIMS (all offices) and FBIHQ into one record; provide capability to transition from index record to case management data to serial information.*

13) PAPER FLOW REDUCTION AND STREAMLINING

◆ PERSONNEL FILES

Provide access to most personnel information through present data bases; eliminate printing and filing of redundant or non-essential documents.

Status: *Three phase plan designed; first phase to reduce paper file holding by 93%. Concurrence from ASD obtained; LCD pending.*

Future: *Implement first phase; plan and execute second and third phases. Future phases include progressive steps such as employee access to change withholding; no reporting of T&A unless exception, etc.*

♦ COMMUNICATIONS

Revamp form format and processing steps associated with paper documents.

Status: Preliminary review completed; recommendations forthcoming regarding, for example, changes in addressee and sender designations (send directly to Division, Section, and Unit handling matter), tracking of requests sent to FBIHQ and use of single style document.

Future: Obtain approval and institute initial change; develop details for implementation of additional changes.

January 31, 1990

Mr. Greenleaf:

Re: 1991 EXECUTIVE CONFERENCE RETREAT
APRIL 11 - 13, 1991

I believe the following topics to be of value for discussion during our retreat:

- 1) We must plan for the hiring of unprecedented numbers of Special Agents during the 1990's due to retirements. The recruitment, hiring, and training of the large numbers of Special Agents will severely strain our existing resources. This must be accomplished in a market where the numbers of those available for hire are shrinking due to a steady birthrate decline. Our approach must be streamlined and "marketing" strategies developed if we are to meet our needs.
- 2) By memorandum dated 8/29/90, a copy of the May 1990 GAO report entitled "Law Enforcement Recruitment, Retention and Compensation of Support Staff" was furnished to each member of the Executive Conference. This study found that the resignation rate for FBI non-Agent employees is two and one-half times greater than all other Federal Law Enforcement agencies combined. This is of great concern and should be discussed as these staffing problems have a continuing major impact. We need to identify the cause and devise solutions.
- 3) We will soon be facing a large number of retirements in the management ranks. This is likely to give the FBI a lower management experience level than we currently enjoy. Coupled with this is the recent and continuing phenomena of SSA's deciding to leave the Career Development Program (CDP) if issued orders to FBI Headquarters. This is driven by economic considerations and centers on those top 12 offices where Special Agents are, or will be, receiving a significant COLA payment. While this does not involve all of our offices, there will be a significant impact on the CDP.

W. D. Gow



February 6, 1991

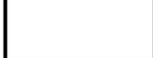
MEMORANDUM TO MR. GREENLEAF ✓

RE: EXECUTIVE CONFERENCE RETREAT
APRIL 11 - 13, 1991

In response to your request by Memorandum to All Members of the Executive Conference, dated January 4, 1991, please find attached for your review copies of agenda suggestions, with topics pertinent to Criminal Investigative Division programs for the above captioned conference.

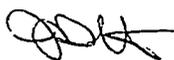

W. M. Baker

Enclosure

- 1 - Mr. Revell
- 1 - Mr. Baker
- 1 - Mr. 
- 1 - Mr. 
- 1 - Mr. 
- 1 - CID Special Assistants
- 1 - Mr. Koletar
- 1 - RMPU File - (EXECUTIVE CONFERENCES)

b6
b7c

REB/ (9)

TOPICAL ISSUES FOR
1991 EXECUTIVES CONFERENCE RETREAT
APRIL 11 - 13, 1991

| <u>ISSUE</u> | <u>TAB</u> |
|---|------------|
| Implementation of the Infrastructure/Vulnerability Key Asset Protection Program..... | 1 |
| FBI initiatives with the Federal Aviation Administration (FAA) in the area of civil aviation security..... | 2 |
| The need to expand the operational role of the FBI overseas in the international war on drugs..... | 3 |
| Incursion of the Department of the Treasury (DOT) on FBI jurisdiction..... | 4 |
| The diminishing influence of the FBI in drug enforcement policy and resource allocations..... | 5 |
| Expanding the case fund expenditure authority of Special Agents In Charge (SAC)..... | 6 |
| SAC authority to permit nontelephonic consensual monitoring, including CCTV..... | 7 |
| In January 1990, the Department of Justice released its Organized Crime National Strategy (OCNS) which names the principle subject groups as the LCN, other Italian organized crime groups, Japanese organized crime groups, and Chinese organized crime groups, criminal faction of certain Tongs and certain other similar groups. However, listed as "Other Criminal Organizations" are the Bloods, the Crips, outlaw motorcycle gangs and Jamaican Posses which are pursued under the FBI's National Drug Strategy..... | 8 |
| Asian Organized Crime appears to be the fastest and most significant emerging threat facing the FBI's Organized Crime Program in the 1990's..... | 9 |
| The inadequate number of Asian-American resources (i.e., Special Agents and contract linguists) to address the emerging Asian Organized Crime problems facing the FBI in the 1990's..... | 10 |

* Items 3, 4, 8, 14, and 20 reflect matters of highest priority after review by the Assistant Director, Criminal Investigative Division. Items 12 and 19 are essentially a different version of the same issue.

TOPICAL ISSUES FOR
1991 EXECUTIVE CONFERENCE RETREAT
APRIL 11 - 13, 1991

ISSUE

TAB

Director Sessions extended an invitation to [redacted]
[redacted], to designate a law enforcement officer for a 90-day temporary duty assignment at FBIHQ, Organized Crime Section (OCS). The purpose of this temporary duty assignment is to provide [redacted] an opportunity to learn FBI investigative methods and management techniques.....11

The encroachment of the FBI's investigative jurisdiction by the Offices of the Inspector General (OIG) is continuing....12

Continual erosion of Violent Crimes and Major Offenders Program (VCMOP) resources through Budget/Target Staffing Level (TSL) process.....13

The Attorney General (AG) has advised that the President has made child exploitation and obscenity a national priority.....14

VANPAC (Murders of Judge Robert S. Vance and Attorney Robert E. Robinson).....15

The Violent Crimes and Major Offenders Program (VCMOP), Violent Crimes Subprogram, utilization of ITAR-Murder-For-Hire investigations to address gang violence in the United States.....16

Congressional efforts in the area of the Physical and Sexual Abuse of Minor Children could place resource demands upon the FBI that will be difficult to meet.....17

Implementation of the Task Force concept to enhance the Fugitive Subprogram.....18

Assertion of authority by the Office of the Inspector General, Department of Justice (OIG/DOJ), to investigate criminal violations handled within the Government Reservation Crimes Subprogram (GRCSP) reiterates the FBI's concerns over their encroachment into investigative areas that are clearly the responsibility of the Bureau.....19

b7D

1/4/91

SAC CONFERENCE
ORLANDO, FLORIDA
MAY 5-10, 1991

DIRECTOR SESSIONS:

Attached is the first draft of the proposed agenda for the 1991 SAC Conference. This agenda was developed based on input from (1) the SACs and (2) your July 12, 1990 meeting attended by Messrs. Clarke, Revell and Greenleaf, and Mrs. [redacted] and myself. b6 b7C

The format of this agenda is considerably different from past agendas and, if you approve, I will take the following action with the intent of facilitating dynamic discussion among conference participants similar to that achieved at the Executive Conference Retreat and enhancing the overall worth of the conference.

1. I will solicit one-page summaries of issues from the Assistant Directors and Inspectors-In-Charge and furnish them to their respective Associate Deputy Directors to consider during their Wednesday morning presentations.
2. I will solicit issues from SACs and provide them to the appropriate Assistant Directors to assist them in preparing for the Thursday morning panel discussions and to supplement issues they wish to address.

This new agenda identifies a theme "Total Quality Management and Strategic Planning For The Future." The reduction in the number of topics addressed and number of speakers will enable us to focus on the theme, yet the panel discussions will provide a forum where other important issues can be addressed and where all SACs and FBIHQ executives can participate in meaningful discussion.

Enc.

1 - Mr. Clarke

1 - Mr. Toohey

1 - Mr. [redacted]

1 - Mrs. [redacted]

DCT:jo

(5)

(CONTINUED - OVER)

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[redacted] has agreed to present "America in the Nineties" before the conference for a \$2500 honorarium, the same amount charged for the Executive Conference appearance. I have confirmed his attendance by separate letter.

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b7c

[redacted] of Organizational Dynamics, Inc. (ODI) has agreed to waive his normal \$12,500 fee and present a segment on Total Quality Management to the conference gratis. He is a well-respected speaker and his company, ODI, is under contract to the Administrative Services Division and Information Management Division to develop a TQM program. I have not yet confirmed his attendance pending your approval.

Please note that the usual Wednesday night dinner/dance has been omitted from the agenda. The majority of the SACs have indicated in response to a questionnaire that they prefer not to have the organized functions thus allowing more time to enjoy the many attractions in the Orlando area. SAC McCreight and I recommend that we dispense with the dinner/dance this year.

Please let me know if you concur with these concepts or provide any direction you see fit to further develop or refine the agenda.

Thanks,

D.C. Toohy

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1/25/91

UNCLAS E F T O

ROUTINE

FM DIRECTOR FBI (1-2)
TO ALL SACS/ROUTINE/
UNCLAS E F T O
CITE: //1000//
PASS: PERSONAL ATTENTION.

SUBJECT: SAC CONFERENCE, MAY 5-10, 1991, ORLANDO, FLORIDA.

TO ASSIST IN PREPARATION FOR CAPTIONED CONFERENCE,
PLEASE PROVIDE BY COB 2/1/91 TO THE ATTENTION OF THE ASSISTANT
DIRECTOR, INSPECTION DIVISION, ANY ISSUES OR TOPICS YOU BELIEVE
SHOULD BE ADDRESSED DURING THE CONFERENCE.

BT

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1 - Mr. Greenleaf
1 - Mr. Tooney

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FM FBI PHILADELPHIA (55-7082)

TO DIRECTOR FBI/ROUTINE/

BT

UNCLAS

CITE: //3627//

CLASS: ASSISTANT DIRECTOR, INSPECTION DIVISION.

SUBJECT: SAC CONFERENCE, MAY 5-10, 1991, ORLANDO, FLORIDA.

RE BUREAU TELETYPE DATED JANUARY 26, 1991.

SAC, PHILADELPHIA SUGGESTS AS A TOPIC FOR REVIEW AND DISCUSSION THE PROCEDURES UTILIZED BY FBIHQ TO SET YEARLY FIELD OFFICE TARGET STAFFING LEVELS. OBVIOUSLY, THIS HEADQUARTERS FUNCTION IMPACTS MOST SIGNIFICANTLY ON FIELD OPERATIONS AND DIRECT SAC DISCUSSION AND INPUT COULD DISPEL IMPRESSIONS THAT CURRENTLY EXIST AS WELL AS IMPROVE UNDERSTANDING OF THE PROCEDURE.

CASE T4L DE FBIPH 0014 UNCLAS

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FM FBI LITTLE ROCK (56F-2423)

TO DIRECTOR FBI/ROUTINE/

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UNCLAS

CITE: //3390//

PASS: ASSISTANT DIRECTOR, INSPECTION DIVISION.

SUBJECT: SAC CONFERENCE, ORLANDO, FLORIDA, MAY 5-10, 1991.

SAC, LITTLE ROCK, BY LETTER DATED AUGUST 10, 1990, PROVIDED SOME INPUT AS TO SUGGESTIONS REGARDING THE 1991 CONFERENCE.

ONE OF THOSE SUGGESTIONS WAS THAT SINCE WE WILL BE HAVING A SMALL NUMBER OF FIRST-TIME SACS AND MOSTLY VETERANS, THAT WE CHANGE THE AGENDA SOMEWHAT EACH YEAR TO MAKE IT MORE CHALLENGING FOR THOSE WHO HAVE BEEN THERE ON A NUMBER OF OCCASIONS. ONE SUGGESTION WAS THAT WE HAVE MORE OUTSIDE SPEAKERS AND, BASED ON PREVIOUS DISCUSSION, I BELIEVE YOU HAVE IMPLEMENTED THAT CHANGE.

PAGE TWO OF FBILA 0012 UNCLAS

THE OTHER SUGGESTION WAS THAT WE SHOULD CONTINUE WITH A PORTION
OF THE PROGRAM DEVOTED TO PENSION BENEFITS SINCE SO MANY OF
THE SACS ARE ELIGIBLE AND THE EXECUTIVE PAY RAISE HAS NOW COME TO
FRUITION.

BT

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FM FBI LAS VEGAS (66-687)

TO DIRECTOR FBI/ROUTINE/

BT

UNCLAS E F T O

CITE: //3380:SQ1//

PASS: BUREAU ATTENTION: ASSISTANT DIRECTOR, INSPECTION DIVISION.

SUBJECT: SAC CONFERENCE, MAY 5-10, 1991, ORLANDO FLORIDA.

REFERENCE BUREAU AIRTEL, DATED JANUARY 28, 1991, CAPTIONED
AS ABOVE.

1) ESTABLISHING THE POSITION OF COMPTROLLER OR CHIEF
FINANCIAL OFFICER IN EACH FIELD DIVISION.

2) THE DEVELOPMENT OF POLICY AND IMPLEMENTATION OF SAME BY
FBTHQ WITH LITTLE OR NO FIELD INPUT, I, E., HANDLING OF CERTAIN
ASPECTS RELATED TO THE UNDERCOVER PROGRAM.

3) THE INORDINATE AMOUNT OF TIME SURROUNDING THE

202

PAGE TWO OF FBILV 0008 UNCLAS E F T O

APPLICATIONS, INVESTIGATION AND ACTUAL HIRING (SOP) FOR FIELD
SUPPORT PERSONNEL. A GREAT AMOUNT OF TIME IN THIS PROCESS COULD
BE ELIMINATED BY DELEGATION TO THE SAC'S.

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P 013523Z FEB 91

FM FBI SPRINGFIELD (1A-964)

TO DIRECTOR FBI/PRIORITY/

BT

UNCLAS

CITE: //3860//

TO: AD TOGHEY, INSPECTION DIVISION.

SUBJECT: SAC CONFERENCE, MAY 5-10, 1991, ORLANDO, FLORIDA.

RE BUTEL, 1/28/91.

ISSUES/BRIEFING BY FBIHQ ENTITIES WHICH MAY HAVE BROAD BASED
INTEREST INCLUDE:

A) ADMINISTRATIVE SUMMARY UNIT, ASD - EXTENDED DELAYS IN
FINAL ACTION REGARDING RELATIVELY MINOR PERSONNEL INFRACTIONS.

B) AGENT SELECTION SYSTEM, ASD - (1) IS SYSTEM EFFICIENT,
ESPECIALLY IN VIEW OF SIGNIFICANT NUMBERS OF NEW SA'S REQUIRED
OVER NEXT FEW YEARS? OFTEN, OTHERWISE QUALIFIED CANDIDATES

PAGE TWO DE FBISI 0010 UNCLAS

WHICH FIELD HAS EXPENDED SIGNIFICANT EFFORT TO RECRUIT, PROCESS, TEST, INTERVIEW, INVESTIGATE, AND RECOMMEND HIGHLY APE NOT SELECTED FOR UNKNOWN REASONS. PERHAPS DISCUSSION OF SPECIFIC QUALITIES VIEWED BY FBIHQ AS FINAL QUALIFIERS WOULD BE HELPFUL IN DIRECTING RECRUITING EFFORTS, ESPECIALLY WITH REGARD TO DIVERSIFIED CANDIDATES. (2) SHOULD REGIONAL RECRUITER BE EXPECTED TO PROVIDE INPUT TO FBIHQ FOR CANDIDATE SELECTION? (3) SHOULD THREE YEARS OF WORK EXPERIENCE FOLLOWING COLLEGE GRADUATION REMAIN A REQUIREMENT FOR DIVERSIFIED, FEMALE, AND MINORITY CANDIDATES?

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FM FBI NORFOLK (60-946)

TO DIRECTOR FBI (1-2)/ROUTINE/

BT

UNCLAS

CITE: //3560:SQUAD 1//

ASS: HQ FOR ASSISTANT DIRECTOR, INSPECTION DIVISION.

SUBJECT: SAC CONFERENCE, MAY 9-10, 1991, ORLANDO, FLORIDA.

RE BUREAU TELETYPE, JANUARY 28, 1991.

THE FOLLOWING TWO TOPICS ARE SUGGESTED FOR DISCUSSION AT CAPTIONED CONFERENCE.

1. LIMITATIONS ON FIELD SUPPORT STAFFING LEVELS: FIELD OFFICES HAVE BEEN REPEATEDLY ASKED TO ASSUME ADDITIONAL SUPPORT DUTIES WITHOUT BEING PROVIDED INCREASES IN THEIR SUPPORT TSLs.

2. COMPETITION FROM OTHER FEDERAL LAW ENFORCEMENT AGENCIES: A NUMBER OF OTHER FEDERAL AGENCIES ARE AGGRESSIVELY TRYING TO

PAGE TWO DE FBINF 0012 UNCLAS

ASSUME INVESTIGATIVE RESPONSIBILITIES IN AREAS TRADITIONALLY
HANDLED BY THE FBI. THE FBI SHOULD DEVELOP A STRATEGY TO DEAL
WITH THIS PROBLEM.

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TELETYPE UNIT

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FEDERAL BUREAU
OF INVESTIGATION

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: 020440Z FEB 91

FM FBI OKLAHOMA CITY (66-1) (P)

TO DIRECTOR FBI (1-21)/PRIORITY/

BT

UNCLAS

CITE: //3580//

TO: ASSISTANT DIRECTOR, INSPECTION DIVISION.

SUBJECT: SAC CONFERENCE, MAY 5 - 10, 1991, ORLANDO, FLORIDA.

RE BUTEL, DATED JANUARY 28, 1991.

THE FOLLOWING ISSUES AND TOPICS ARE OF CONCERN TO THE
OKLAHOMA CITY DIVISION:

ISSUE ONE - TIME UTILIZATION RECORDKEEPING (TURK).

WHILE SUBSTANTIAL PROGRESS HAS BEEN MADE IN REMEDYING
LONGSTANDING SHORTCOMINGS OF THE TURK SYSTEM, THERE PERSISTS A
PERCEPTION THAT THE SYSTEM IS STILL TOO RIGOROUS. THE
FLEXIBILITY OF THE SAC TO MOVE RESOURCES TO ADDRESS CHANGING

PAGE TWO DE FBI DC 0007 UNCLAS

CRIME PROBLEMS IS LIMITED BY THE CURRENT SYSTEM. OFTTIMES IT IS THE FIELD OFFICE'S PERCEPTION THAT AN UNDER UTILIZATION OF RESOURCES IS FOLLOWED IN THE NEXT BUDGET CYCLE BY A CUT IN STAFFING LEVELS. THE HQ EMPHASIS APPEARS TO BE ON STRICTLY ADHERING TO BUDGETED LEVELS OR SUFFER THE CONSEQUENCES OF ~~REDUCED STAFFING.~~ AN EXAMPLE OF THIS CONTINUING PROBLEM CAN BE FOUND IN THE RECENTLY REVISED TURY REPORTS IN THE ADMINISTRATIVE TIME CAPTURE (ATC) SYSTEM. WHILE THE NEW TURY REPORTS WILL BE BENEFICIAL, ONE SUCH REPORT ILLUSTRATES THE PROBLEM. THE BURN RATE ANALYSIS REPORT SPECIFIES THAT THE REPORT "PROJECTS THE NUMBER OF HOURS WHICH MUST BE BURNED (EMPHASIS ADDED) IN EACH OF THE REMAINING PAY PERIODS OF THE FISCAL YEAR TO BURN THE TSL." IT FURTHER SPECIFIES THAT THE REPORT "ALSO PROJECTS THE NUMBER OF AGENTS THAT SHOULD BE ASSIGNED TO THE PROGRAM OR SUBPROGRAM PER DAY TO BURN THE TSL." IT IS MY VIEW THAT THESE TYPES OF REPORTS COULD BE EASILY MISTAKENLY INTERPRETED. ~~THEY DO NOT ADDRESS OUR PRIMARY MISSION WHICH INCLUDES THE IDENTIFICATION OF EVOLVING CRIME PROBLEMS, THE QUICK RESPONSE TO REACTIVE CRIMES AND THE SUCCESSFUL INVESTIGATION OF THEM.~~

PAGE TWO - FBIHQ "MAN" ATFS.

PAGE THREE DE FBIGC 0007 UNCLAS

ANOTHER AREA FOR POTENTIAL DISCUSSION CONCERNS WHAT I PERCEIVE AS A CONTINUING TREND TO MANDATE SAC CONTRACTS. THESE HEADQUARTER MANDATES SEEM TO DEMONSTRATE A LACK OF FAITH IN THE ABILITY OF THE SAC TO MAKE DECISIONS AND TO FOLLOW THROUGH IN THOSE DECISIONS. FOR EXAMPLE, A RECENT TELETYPE MANDATED THAT SACS CONTACT MAYORS OF MAJOR CITIES WITHIN THEIR DIVISIONS TO EXPLAIN OUR ROLE IN TERRORISM MATTERS. THE OFFICE OF MAYOR AND THE RESPONSIBILITIES OF THE MAYOR'S OFFICE DIFFER WIDELY THROUGHOUT THE UNITED STATES. ACCORDINGLY, THE SAC AS THE REPRESENTATIVE MOST LIKELY TO UNDERSTAND THESE VARYING MAYORAL RESPONSIBILITIES, SHOULD HAVE BEEN THE DECISION MAKER ON WHETHER OR NOT IT IS ADVISABLE TO EXPLAIN OUR TERRORISM ROLE. IT IS MY VIEW THAT SOME OF THESE MANDATES SHOULD BE MORE DISCRETIONARY.

ISSUE THREE - DEADLY FORCE POLICY.

IT WOULD BE USEFUL TO UPDATE THE SACS ON THE STATUS ON THE PROPOSED CHANGES TO THE FBI'S POLICY ON USE OF DEADLY FORCE.

ISSUE FOUR - OFFICE OF PROFESSIONAL RESPONSIBILITY NOTIFICATIONS.

PAGE FOUR DE FBICC 0007 UNCLAS

THE INITIATION OF AN OFFICE OF PROFESSIONAL RESPONSIBILITY INQUIRY IS A SENSITIVE MATTER FOR ALL PERSONNEL INVOLVED, UP TO AND INCLUDING THE SAC. IT IS MY VIEW THAT SOME DISCUSSION ON THE FBI'S POLICY OF NOTIFICATION OF OPR INQUIRIES IS NECESSARY. SPECIFICALLY, IT IS MY VIEW THAT THE NOTIFICATION OF AN OPR INQUIRY SHOULD BE MADE BY A BUREAU OFFICIAL WHO IS AT A MINIMUM OF EQUAL GRADE AS THE EMPLOYEE WHOSE CONDUCT IS UNDER REVIEW.

ISSUE FIVE - FIRST AMENDMENT RIGHTS OF MANAGEMENT PERSONNEL.

FREQUENTLY FIELD OFFICE MANAGERS ARE CONTACTED BY THE MEDIA TO EXPRESS BOTH AN OFFICIAL VIEW AND, AT TIMES, THEIR PERSONAL VIEW OF CERTAIN ISSUES. I BELIEVE A DISCUSSION OF THE FIRST AMENDMENT RIGHTS OF MANAGEMENT PERSONNEL WOULD BE ENLIGHTENING. IT SEEMS THAT THERE IS A PERCEPTION THAT MANAGEMENT PERSONNEL INVOLVED IN LITIGATION AGAINST THE FBI HAVE GREATER LATITUDE IN EXPRESSING THEIR PERSONAL BELIEFS. THE ISSUE IS WHETHER OR NOT THE RULES PERTAINING SAC COMMENTS ARE MODIFIED IF A PERSON IS INVOLVED IN LITIGATION AGAINST THE BUREAU. ALSO IF THESE RULES ARE MODIFIED, TO WHAT EXTENT ARE THESE RULES MODIFIED.

PAGE FIVE DE FRIDC 0007 UNCLAS

LASTLY, I WOULD SUGGEST THAT SOME CONSIDERATION BE GIVEN TO ALTERING THE FORMAT OF THE CONFERENCE. THE CURRENT LECTURE STRUCTURE DOES NOT FACILITATE SUBSTANTIAL, MEANINGFUL DISCUSSION. THE SAC INVOLVEMENT IN THE CONFERENCE DIMINISHES WHEN THE LECTURE STRUCTURE IS FOLLOWED. FURTHER BREAK-OUT SESSIONS WOULD REMEDY THIS SITUATION. ACCORDINGLY, I WOULD ENCOURAGE SOME RECONSIDERATION OF THE CONFERENCE STRUCTURE TO ENHANCE COMMUNICATION.

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RECEIVED
TELETYPE UNIT
JAN 23 1991
FEDERAL BUREAU OF INVESTIGATION

0434 MRI 02333

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DE FBISA #0001 0322297

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R 012207Z FEB 91

FM FBI SAN ANTONIO (66F-34113) (P)

TO DIRECTOR FBI/ROUTINE/

BT

UNCLAS

CITE: 11377011

CLASS: ASSISTANT DIRECTOR, INSPECTION DIVISION.

SUBJECT: SAC CONFERENCE, MAY 5 - 10, 1991, ORLANDO, FLORIDA.

PERUTEL, DATED JANUARY 28, 1991.

THE FOLLOWING IS AN IMPORTANT AND CRITICAL ISSUE THAT SHOULD BE ADDRESSED DURING CAPTIONED CONFERENCE:

THE FBI CONTINUES TO EXPERIENCE AN INCREASE IN THE EFFORTS BY OTHER FEDERAL AGENCIES IN THEIR ATTEMPTS TO USURP TRADITIONAL JURISDICTIONAL/INVESTIGATIVE RESPONSIBILITIES OF THE FBI.

RECENTLY, IT WAS BROUGHT TO MY ATTENTION THAT THE DOJ

PAGE TWO DE FBISA 0001 UNCLAS

INSPECTOR GENERAL'S OFFICE WAS NOT ONLY LOCATED IN THE MCALLEN,
TEXAS AREA, BUT WAS INVESTIGATING MATTERS PARTICULAR TO TITLE 18,
USC. UPON INQUIRY, IT WAS LEARNED THAT PERSONNEL OF THIS
ORGANIZATION HAD BEEN DEPUTIZED BY DOJ AND IT WAS THEIR
INTERPRETATION THAT THEIR INVESTIGATIVE AUTHORITY INCLUDED TITLE
18, USC.

THE DOMESTIC CONCERNS INCLUDE COORDINATION, OR THE LACK
THEREOF, RESOURCES, JURISDICTION, AND THE POTENTIAL FOR
ACCIDENTS/INJURIES AS A RESULT OF THIS SUPPOSED JURISDICTION.

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FM FBI WMFD (66-5204)

TO DIRECTOR FBI/ROUTINE/

BT

UNCLAS E F T U

CITE: //3920//

TO: ASSISTANT DIRECTOR, INSPECTION DIVISION, FBIHQ.

SUBJECT: SAC CONFERENCE, MAY 5-10, 1991, ORLANDO, FLORIDA.

RE BUREAU TELETYPE TO ALL FIELD OFFICES DATED 1/26/91,
CAPTIONED AS ABOVE.

SAC, WMFD RECOMMENDS THE FOLLOWING THREE MATTERS FOR
DISCUSSION AT THE FORTHCOMING SAC CONFERENCE:

1. THE IMPLEMENTATION OF THE NEW NATIONAL SECURITY THREAT LIST IN THE FIELD, TAKING INTO CONSIDERATION SUCH ISSUES AS TRAINING, RESOURCE ALLOCATION AND IMPACT ON THE FBI.
2. THE EXPANSION OF SAC RESPONSIBILITIES FOR TRAINING IN HIS

PAGE TWO DE FBIWMFO 0040 UNCLAS E F T, O

OR HER FIELD OFFICE. AT PRESENT, THIS RESPONSIBILITY IS SHARED BY THE FCI ACADEMY AND FBIHQ. HOWEVER, THE SAC IS IN A BETTER POSITION TO ADDRESS HIS TRAINING NEEDS BASED ON HIS IDENTIFICATION OF THE CRIME PROBLEMS AND FCI THREATS IN THEIR PARTICULAR OFFICE.

3A. THE DELEGATION OF MORE AUTHORITY TO THE SAC IN ADMINISTRATIVE MATTERS. THIS INVOLVES THOSE CASES IN WHICH A ADMINISTRATIVE INQUIRY IS BEING CONDUCTED REGARDING AN INFRACTION OF BUREAU POLICY AND REGULATIONS IN WHICH ALL THE EVIDENCE AGAINST THE INDIVIDUAL IS SO OVERWHELMING IT NECESSITATES THE INDIVIDUAL NOT BEING ALLOWED FURTHER ACCESS TO THE FIELD OFFICE RECORDS. IN THESE CASES, THE SAC SHOULD HAVE THE AUTHORITY TO PLACE THE EMPLOYEE ON ADMINISTRATIVE LEAVE WITHOUT OBTAINING FIRST BUREAU AUTHORITY.

3B. ALSO, CONSIDERATION SHOULD BE AFFORDED TO AUTHORIZING THE SAC TO APPROVE OFFICIAL DISCIPLINARY ACTIONS IN THOSE CASES WHICH ARE NOW DEVELOPING AS A RESULT OF THE FIVE YEAR BACKGROUND SECURITY REINVESTIGATIONS OF EMPLOYEES. IN PARTICULAR, THIS WOULD ADDRESS TRAFFIC VIOLATIONS FOR NON-AGGRAVATED OFFENSES SUCH AS SPEEDING WHICH WERE NOT REPORTED BY THE EMPLOYEE. BASED ON CURRENT BUREAU POLICY, IT IS

PAGE THREE DE FBIWMFO 0040 UNCLAS E F T J

NECESSARY FOR THE SAC TO SUBMIT HIS RECOMMENDATIONS FOR ADMINISTRATIVE ACTION TO THE ADMINISTRATIVE SUMMARY UNIT AT FBIHQ. BASED ON THE VOLUME OF THESE CASES AS WELL AS THE NON-AGGRAVATED NATURE OF THEM, IT WOULD SEEM TO BE MORE EFFICIENT AND TIMELY IF THE SAC COULD ADDRESS THESE MATTERS AS AN ADDITIONAL CATEGORY TO THE SAC MEMO DATED 11/90, ENTITLED "DISCIPLINARY MATTERS; DELEGATION OF APPROVAL AUTHORITY TO SACS AND ASSISTANT DIRECTORS".

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REC'D
FEB 28 1991
FEDERAL BUREAU
OF INVESTIGATION

0410 MRI 0219

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FM FBI INDIANAPOLIS (240-3)

TO DIRECTOR FBI/ROUTINE/

BT

UNCLAS E F T O

CITE: //3310//

CLASS: ATTN: ASSISTANT DIRECTOR, INSPECTION DIVISION.

SUBJECT: SAC CONFERENCE, MAY 5-10, 1991, ORLANDO, FLORIDA.

RE FBIHQ TELETYPE TO ALL FIELD OFFICES WITH THE ABOVE
CAPTIONED DATED JANUARY 28, 1991.

REFERENCED TELETYPE REQUESTED SACS TO PROVIDE ANY ISSUES
OR TOPICS WHICH SHOULD BE ADDRESSED DURING SAC CONFERENCE.

SAC, INDIANAPOLIS SUBMITS THE FOLLOWING FOR CONSIDERATION:

1. HAVE ANOTHER SPEAKER COMPARABLE TO H. ROSS PEROT, WHO
WILL GIVE FRESH OUTLOOK ON ISSUES OUTSIDE OF LAW ENFORCEMENT.
2. HAVE REPRESENTATIVE FROM CHAPLAINS' SOCIETY TO

ADDRESS POST CRITICAL INCIDENTS AND HOW SUCH MATTERS SHOULD BE HANDLED WITHIN FIELD DIVISION IMMEDIATELY AFTER TRAGEDY.

3. REVISIT THE SUPPORT NEEDS IN EACH FIELD DIVISION.

ADVOGATE RELIEF IS NOT BEING FURNISHED TO FIELD DIVISIONS AND THIS MATTER IS QUICKLY BECOMING A CRISIS.

4. DISCUSS FUTURE DEA RELATIONSHIP WITH FBI.

5. DISCUSS BUREAU RELATIONSHIP WITH FEDERAL BUREAU OF INVESTIGATION.

6. DISCUSS THEIR RECENT WORK INITIATIVE IN THE BANK FRAUD AND EMPLOYMENT AREA.

7. DISCUSS FUTURE OF THE "HEARTLAND" DRUG POLICE AND ITS IMPACT ON SMALL TO MEDIUM-SIZED FIELD DIVISIONS IN NEED OF DRUG RESOURCES.

8. WITHIN PAST FEW WEEKS MANY FBI AGENTS AND ALL SCS FBI REPRESENTATIVES HAVE RECEIVED SUBSTANTIAL PAY INCREASES.

SHOULD THERE BE A HIGHER EXPECTATION OF SUCCESS FROM OUR EMPLOYEES BECAUSE OF THESE PAY INCREASES AND IF SO, WHAT WOULD BE THE BENCHMARKS AND LEVELS OF ACCOUNTABILITY.

9. DISCUSS POSSIBILITY OF GIVING EACH SAC THE OPTION OF ONE INTRA-DIVISION TRANSFER TO INCREASE OVERALL EFFICIENCY OF THE DIVISION.

10. HAVE REPRESENTATIVE PRESENTATIONERS EVALUATE AND ASSESSMENT

PAGE THREE DE FBIIP 0012 UNCLAS F F T O

CONCERNING THE CONTINUING THREAT OF TERRORISM AFTER DESERT
STORM.

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F.B.I.
COMMUNICATIONS

JAN 31 3 07 PM '91



FBI FACSIMILE COVERSHEET

CLASSIFICATION

PRECEDENCE

- Immediate
- Priority
- Routine

- Top Secret
- Secret
- Confidential
- Sensitive
- Unclassified

Time Transmitted: _____

Sender's Initials: _____

Number of Pages: 2

To: DIRECTOR, FBI
(Name of Office)

Date: 2/1/91

Facsimile number: 202-324-3000

Attn: ASSISTANT DIRECTOR, INSPECTION DIVISION
(Name Room Telephone No.)

From: SAC, ANCHORAGE
(Name of Office)

Subject: SAC CONFERENCE, MAY 5-10, 1991
ORLANDO, FLORIDA

Special Handling Instructions: HAND CARRY TO AD

Originator's Name:

Telephone: 907/275-4444

Originator's Facsimile Number: SAME

Approved: 

FBI/DOJ

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FBI

TRANSMIT VIA:

- Teletype
- Facsimile
- AIRTEL

PRECEDENCE:

- Immediate
- Priority
- Routine

CLASSIFICATION:

- TOP SECRET
- SECRET
- CONFIDENTIAL
- UNCLAS E F T O
- UNCLAS

Date 2/1/91

1 TO : DIRECTOR, FBI (1-2)
 2 (ATTN ASSISTANT DIRECTOR, INSPECTION DIVISION)
 3 FROM : SAC, ANCHORAGE (66-125)
 4 SUBJECT : SAC CONFERENCE, MAY 5-10, 1991;
 5 ORLANDO, FLORIDA

Re Bureau teletype dated 1/28/91.

7 There are a number of developmental courses
 8 available to members of SES, i.e., Harvard, Princeton, Federal
 9 Executive Institute at Charlottesville, Virginia, and possibly
 10 others. It might be helpful to briefly describe, possibly
 11 from those that have attended them, all these courses setting
 12 forth their content.

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 19 ③ - Bureau
 20 1 - Anchorage
 21 JPS/bjc
 (4)

Approved: _____ Transmitted _____ (Number) _____ (Time) Per _____

February 8, 1991

TO MR. GREENLEAF:

RE: EXECUTIVES CONFERENCE RETREAT

Jim,

That which follows is a summary of the suggested items submitted by members of the Executives Conference as a result of your memorandum to them 1/4/91.

You have already advised you desire that two topics be included in the agenda:

1. The relationship between the FBI and the FBI Agents Association.
2. Paper flow reduction.

You also have previously mentioned the following items as possible topics for consideration:

1. EEO Matters.
2. Timeliness of Title IIIs.
3. Communications between the Bureau and Legats.

As a result of my review of the submissions from the Assistant Directors, etc. the following are some other potential topics for agenda items:

1. Jurisdictional disputes ("encroachments") with other agencies and specifically with Inspectors General. This was submitted by the CID and several SACs.
2. Strategic planning. This was submitted by the Inspection Division. Caroll Toohey noted that it is to be discussed at the SACs Conference and that [redacted] is to speak at the SACs Conference about strategic planning.
3. Hiring and training issues concerning both Special Agents and support personnel. This was submitted by the Training Division, Intelligence Division, Legal Counsel, as well as SAC Springfield.
4. Bureau management training. This was submitted by the Training Division. The Inspection Division also noted that OPEA is finishing a report on this subject matter.
5. Total Quality Management. This was submitted by ASD and IMD.
6. Review of OPEA study on FBI Artificial Intelligence initiatives. This was submitted by IMD.
7. DEA training at Quantico. This was submitted by the Training Division.
8. Identification Division Relocation and Revitalization. This was submitted by the Laboratory Division and Special Assistant [redacted]

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The following are other specific items which were submitted and are furnished for your information:

1. The FBI budget process.
2. Counselors for New Agents and National Academy Programs.
3. The 10mm pistol transition and deadly force policy.
4. Restructuring OSM (support services) operations.
5. Executive mandate for electronic record and files keeping.
6. Advanced training for support employees.
7. Organizational change and dynamics.
8. Career development for Special Agents in support divisions.
9. Automation policy.
10. SAC flexibility in the use/assignment of his support TSL.
11. New career path for a Computer Science-Engineer trained Special Agent to develop his background technically and investigatively.
12. Bureau's position on targeting black officials of corruption investigations.

For your information, the CID submitted 20 suggested issues (copy attached) for consideration, most of which appear to be very specifically involved with CID operations and somewhat questionable for consideration by the entire Executives Conference, other than that concerning jurisdictional matters and the Inspectors General and encroachment upon the FBI's investigative jurisdiction.

The following items were submitted by the SACs in connection with possible SAC Conference agenda items and were obtained from those received to date from Carroll Toohey:

1. Establishment of TSL procedures -- SACs Philadelphia, Norfolk and Indianapolis.
2. Retirement matters -- SAC Little Rock.
3. Consideration of a Comptroller for each field office -- SAC Las Vegas.
4. Various aspects of the undercover program -- SAC Las Vegas.
5. Delay in resolving minor personnel infractions -- SAC Springfield.
6. TURK/Use of personnel -- SAC Oklahoma City.
7. FBIHQ "mandates" (leave more discretion to the SAC) -- SAC Oklahoma City.
8. OPR notifications should be made to the field by someone of at least an equal grade as the subject of the inquiry -- SAC Oklahoma City.
9. First amendment rights of management personnel, i.e., how do they apply if a Bureau manager has litigation pending against the FBI -- SAC Oklahoma City.
10. SAC training of personnel in his own office -- SAC WMFO.
11. Implementation of the new National Security Threat List -- SAC WMFO.
12. Delegation to SAC of more authority in administrative matters, especially in placing an employee on administrative leave -- SAC WMFO.

13. Suggestion that a representative from the Chaplains Seminar address the SACs Conference - SAC Indianapolis.
14. FBI/DEA relationship -- SAC Indianapolis.
15. Suggestion that an SAC be allowed to make one intra-Divisional transfer to improve efficiency -- SAC Indianapolis.
16. Assessment of operation Desert Storm -- SAC Indianapolis.

Jim, after you have a chance to review these, I am available to discuss this matter further with you in order that Executives Conference Retreat agenda may be established.


Dave Flanders

TOPICAL ISSUES FOR
1991 EXECUTIVES CONFERENCE RETREAT
APRIL 11 - 13, 1991

ISSUE

TAB

Assertion of authority by the Office of the Inspector General, Department of Justice (OIG/DOJ), to investigate criminal violations handled within the Government Reservation Crimes Subprogram (GRCSP) reiterates the FBI's concerns over their encroachment into investigative areas that are clearly the responsibility of the Bureau.....20

February 12, 1991

TO MR. GREENLEAF:

RE: EXECUTIVES CONFERENCE RETREAT
4/11/-13/91

Jim,

The following is a summary of some of the items discussed at the meeting you had yesterday with Weldon Kennedy and Norm Christensen.

The following "assignments" were made by you:

1. [redacted] was to contact Cruz Reynoso, Professor of Law, UCLA and former California Justice, in connection with his possible appearance as an after dinner speaker on Thursday night 4/11/91.
2. Norm Christensen was to contact [redacted] [redacted] of Federal Express in connection with his possible appearance as an after dinner speaker on Friday evening 4/12/91.
3. Norm Christensen was to contact [redacted] [redacted] Organizational Dynamics, Inc., relative to his possible overall presentation concerning TQM to identify FBI problems, etc.
4. I was designated to contact [redacted] and/or Martinolich to determine if there were any issues still "hanging" from the last retreat. ✓

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1. You reviewed my 2/8/91 note and indicated that the Director wants some kind of a status report on paper flow reduction at the Executives Conference Retreat. You also indicated that you would like to hear what the other ADs have to offer about their relationship between the FBI and the FBI Agents Association.
2. You indicated that the Director is at somewhat of a "crossroads" concerning just what he wants to do in this regard.

3. You noted that EEO matters may be a timely item for discussion at the retreat, especially in view of the recent Training Division study on the field's perception of the EEO climate of the FBI. You indicated that following your briefing on 2/20/91, you might be in a better position to evaluate that possible agenda item. It was also suggested that if that is an item for discussion certain aspects of the UCR Hate Crimes program may be able to be incorporated in that item for discussion.

You also advised that you might like some discussion on the issue of "Agent vs. non-Agent personnel at FBIHQ".

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You noted that the item "timeliness of Title IIIs" was too specific to be considered at the Executives Conference Retreat. You also advised that the question of "communications between the Bureau and Legats" is being handled separately.

In connection with the matter of "strategic planning" it was pointed out that [redacted] is going to be making a presentation concerning that subject matter at the SACs conference. You indicated that a better forum for that with the Executives Conference might be an Executives Conference breakfast where a briefing by [redacted] could be made.

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3. In connection with TQM, some discussion was had in that regard. Norm Christensen offered to have one of his FOIPA teams make an appearance and explain their reactions and involvement in TQM. You indicated that this might be a good idea if the team could make a very "positive" presentation. Norm Christensen indicated that he did not believe that this particular team would be intimidated in any way by the Executives Conference. You then suggested that this Executives Conference Retreat be used to identify just what the FBI's problems are and that [redacted] and his staff be utilized in this regard. You then asked Norm Christensen to reach out to [redacted]

You mentioned a couple of "housekeeping" matters, e.g., that the Executives Conference would be staying at Quantico during the nights of 4/11 and 4/12, that the dress for the two dinner sessions would be a suit and tie in view of the outside speakers involved and that the dress would be more casual during the daytime sessions.

The above is furnished for your information and record purposes.

Dave Flanders

ISSUE: Implementation of the Infrastructure/Vulnerability Key Asset Protection Program.

DISCUSSION: The Infrastructure Vulnerability/Key Asset Protection Subprogram to the Counterterrorism Program involves the identification of vital industrial facilities and appropriate contingency planning against a terrorist or other hostile attack. Recent developments within this subprogram and activities planned for the near future are as follows:

RECENT DEVELOPMENTS

- o During the period 9/26/90 through 12/21/90, FBI field offices conducted a survey of their territories to identify key assets located therein. Responses were received from all FBI field offices.
- o All material submitted by the field in response to the above survey was reviewed by the Counterterrorism Section (CTS). As of 1/15/91, all field offices had been individually advised of those items contained in their reports which were included on the FBI's National Key Asset List.
- o The FBI has been cooperating with Forces Command (FORSCOM), the executive agent for the Department of Defense's (DOD) Key Asset Protection Program (KAPP). In accordance with this cooperation and in light of the Memorandum of Agreement (MOA) between FORSCOM, the Defense Intelligence Agency (DIA), and the FBI concerning Key Asset Protection Planning, each FBI field office was individually notified of those KAPP program key assets located within their respective territories by 1/15/91.
- o The identity and location of items contained in the FBI's Key Asset List, as well as items contained in the DOD's KAPP Program Key Asset List have been computerized in the Terrorist Research and Analytical Center. Additional descriptive information concerning these assets will be entered into the data base on a gradual basis.
- o On 1/15/91, representatives of the CTS travelled to FORSCOM, to discuss the MOA between FORSCOM, DIA, and the FBI in light of the Mid-East situation. CTS representatives received a briefing on Operation "Desert Shield" and the current initiatives within the DOD KAPP Program.
- o In light of the Mid-East situation and the FBI's relationship with FORSCOM in the area of key asset protection, the CTS made arrangements to loan a "GRID" computer to FORSCOM so they could be in immediate contact with the Strategic Information and Operations Center. At present, the computer is in place and operating satisfactorily.

- o On 1/3/91 and 1/7/91, meetings were held with the North American Electric Reliability Council (NERC), an extremely influential organization within the electrical industry. As a result of these meetings, NERC has indicated that it will cooperate with the FBI and will request that all of its member utilities reestablish and maintain contact with the FBI Special Agent in Charge in their area.
- o Concerning telecommunications systems, during the period of 1/16-22/91, representatives of the CTS met with representatives of Bell Communications Research (BELLCORE), MCI, and Sprint. The purpose of these meetings was to elicit cooperation from these companies for the FBI's infrastructure initiatives. These organizations were generally receptive to the FBI's program and indicated their support on a national level.

PLANNED ACTIVITIES

- o During the review of field office submissions from the initial infrastructure survey, certain deficiencies were noted. Those field offices whose submissions were considered to be inadequate in certain areas (i.e. telecommunications systems, electrical systems) will be contacted and instructed to conduct further research in the necessary areas.
- o As a result of the current situation, additional meetings with FORSCOM are anticipated to coordinate efforts in key asset identification and protection.
- o The CTS will conduct meetings with representatives of organizations from the infrastructure networks on a headquarters level. These meetings will strive to elicit support for the FBI's initiatives on a national level and thus enhance cooperation from these organizations' local representatives.
- o The CTS will begin the formulation of a training program for field Agents who are participating in the Infrastructure Subprogram. This training will incorporate the expertise of representatives of private industry, DOD officials, and executive agencies at the national level.

As attempts to obtain personnel resources for this subprogram for fiscal years 1990 through 1992 were unsuccessful, Associate Deputy Director (ADD) Revell discussed with the Office of Management and Budget (OMB) officials the need for additional resources. During these discussions, ADD Revell informed OMB that the FBI would assume lead responsibilities in infrastructure initiatives utilizing existing Domestic Terrorism resources. This position was supported by OMB.

Ms. Janet Hale, Associate Director for Economics and Government, OMB, by letter dated 5/14/90, confirmed this support and indicated that OMB would continue to work with the Department of Justice and the FBI to develop a full understanding of the program and its relationship to national emergency preparedness policy. In light of the above, the FBI will continue to seek resource enhancements to fund this subprogram through the budgetary process.

ISSUE: FBI initiatives with the Federal Aviation Administration (FAA) in the area of civil aviation security.

DISCUSSION: Recently, the FBI has developed a close working relationship with the FAA in the area of civil aviation security. The following is a chronology of events regarding the FBI's involvement with the FAA.

- o On 8/4/89, the "President's Commission on Aviation Security and Terrorism" was established by Executive Order 12686. This Commission was charged with the review and evaluation of policy options in connection with aviation security, with particular reference to the destruction of Pan Am 103.
- o In early 1990, Director Sessions and Admiral James B. Busey IV, Administrator of the FAA, United States Department of Transportation, began meeting on a regular basis to determine ways in which the FBI and FAA can work together to further enhance the safeguarding of U.S. civil aviation.
- o The Commission issued its final report containing 64 recommendations on 5/15/90. Of these, 7 were identified by the Commission staff as appearing to relate either directly or indirectly to the FBI. The FBI provided responses to these recommendations to the White House by letter dated 7/3/90.
- o In August 1990, the FBI conducted a survey of all field offices to obtain any additional information which may augment the FAA's designation of certain airports as "category X" or "high risk."
- o In September 1990, the FAA and FBI met to initially discuss the results of the above FBI August survey.
- o On 10/11-12/90, the FBI and FAA jointly hosted a "Conference on Civil Aviation Security and Terrorism." Attendees included the executive officers of selected U.S. air carriers. The conference consisted of an exchange of views on what we collectively can do to enhance the protection of civil aviation against terrorism.
- o On 11/16/90, the recommendations of the "President's Commission on Aviation Security and Terrorism" were enacted into law as the "Aviation Security Improvement Act of 1990."
- o On 12/12/90, a seminar was held at FBI Headquarters with headquarters and field representatives from both the FBI and FAA. The purpose of this seminar was to discuss issues developed during the FBI's initial airport security survey conducted in August 1990, and to discuss the upcoming joint FBI/FAA airport security assessment teams.

- o Beginning in February 1991, joint FAA/FBI teams will begin conducting security surveys of selected airports. Airports included in this survey will be chosen as a result of a baseline evaluation of the August 1990 survey on high risk airports and the December 1990 seminar.

Concerning the joint FAA/FBI airport surveys, it was proposed that FBI participation be composed of one assessment team which will be alternately chaired by a Supervisory Special Agent (SSA) from the Counterterrorism Planning Unit, Counterterrorism Section, Criminal Investigative Division (CID), and an SSA from the Violent Crimes/Major Offenders Section, CID. These chairs will act as team coordinators and report team findings. In addition to the team leaders, the team will be composed as follows: one SSA from the Bomb Data Center, Laboratory Division, who will provide expertise on bomb detection; one SSA from the Behavioral Science Investigative Support Unit (subsequently changed to the Behavioral Science Instruction/Research Unit), Training Division (TD), who will provide expertise on threat assessments; one SSA from the Special Operations and Research Unit, TD, who will provide expertise on regional and local Special Weapons and Tactics (SWAT) and hostage negotiation capabilities; one Special Agent (SA) from the HRT who will provide a perspective on the special needs of HRT should they be deployed during an incident; and one SA from the field division in whose territory the airport to be surveyed is located, who will represent local field office interests. In addition to the above, the airport manager of the airport being surveyed will be invited to participate and the FAA will provide representation as they deem appropriate. It was further recommended that both team coordinators participate in the initial surveys to develop a first-hand working knowledge of the airport survey process to ensure adequate program management.

As a result of the above, FBI elements of the proposed survey team met for the first time on 1/8/91, to discuss FBI participation in the surveys. During this meeting, the following comments/suggestions were made:

- o That a representative of each unit present participate in the initial inspection.
- o That a meeting be held with the FAA wherein the FAA airport inspection process would be described in detail.
- o That the first airport inspection be done at a local airport i.e., Dulles/BWI.
- o That before any airport inspection is done, the FBI should have the opportunity to review recent FAA Inspection Reports to determine content/format.

- o That during an actual inspection the FBI could:
 - Examine the overall layout of the airport including sterile areas and determine if access to these areas is properly controlled.
 - Test protocol for baggage screeners.
 - Identify vulnerable areas (sites for possible incidents).
 - Examine intelligence mechanisms with local FBI field office.
 - Examine capabilities/training of local SWAT.

As a result of the first meeting of the survey team, a second meeting was conducted on 1/16/91. At this time, representatives of the FAA gave a briefing on the FAA Airport Inspection process. It was emphasized by the FAA that the joint FBI/FAA surveys should be separate from the regular FAA inspection process. The FAA was informed that this was agreeable, however a working knowledge of the FAA inspection process would provide the group with information as to what was covered in an FAA inspection and how to create a joint FBI/FAA survey that would not simply duplicate efforts already in place. At the conclusion of this meeting, it was decided that the group should meet at the FAA to examine copies of FAA Airport Inspection Reports and that the FAA would provide the group with a walk-through of an FAA airport inspection at National Airport. The FAA was agreeable to this and arrangements have been made to accomplish this on 2/1/91.

ISSUE: The need to expand the operational role of the FBI overseas in the international war on drugs.

DISCUSSION: Since the original agreements between the FBI and DEA regarding international drug operations were formalized in 1982, the FBI's international role in drug investigations has expanded considerably. For example, as of January 1991, the FBI has identified over 600 organizations that are directly controlled or staffed by Colombians, 384 Italian controlled organizations, and 175 Mexican drug trafficking organizations. In order to effectively understand the significance of the problems posed by these organizations, it is necessary that adequate source information be generated within the drug source countries.

There have been numerous operations conducted overseas in the past few years, all of which have required meticulous coordination with DEA. For the most part, those investigations that have been successful have been those in which the FBI controlled every facet of the overseas operation. What has become increasingly clear is that when DEA attempts to speak for the FBI in FBI-initiated cases, the results have become less than satisfactory.

In all areas of the world, in drug matters, with the exception of Rome and Ottawa, the current agreement with DEA requires DEA to speak on our behalf with embassy personnel and with foreign drug law enforcement personnel. It is clear that the FBI's drug program has overgrown the strictures placed by the earlier agreements and that a thorough review of our relationship with DEA concerning international operations is needed.

Since the concurrence of the Department of State is a prerequisite to an improved FBI overseas presence, consideration should be given to increasing the FBI's participation in the State Department's Bureau of International Narcotics Matters as a vehicle to enlist support for FBI international counternarcotics initiatives. The FBI has a presence and an ongoing relationship with many foreign police agencies. How do they perceive the FBI which is at once responsible for matters of vital importance such as international terrorism, but precluded from directly handling a multi-kilo drug case?

ISSUE: Incursion of the Department of the Treasury (DOT) on FBI jurisdiction.

DISCUSSION: The enforcement components of the DOT have been aggressively seeking to expand their investigative jurisdiction. Last year U.S. Secret Service obtained significant resources and statutory authority to investigate Savings and Loan/Bank fraud. In 1990, the U.S. Customs Service (USCS) established "anti-corruption" task forces under the auspices of the Drug Czar's High Intensity Drug Trafficking Area initiative to investigate corruption at the Federal, state and local level. In at least one case, the United States Attorney's Office supports this concept and the USCS Regional Director for the Southwest Region plans to expand the number of anti-corruption duty stations. It is anticipated that USCS will seek statutory authority and more than 100 additional positions to investigate public corruption.

It is believed that these incursions have been facilitated by the breadth of unaddressed work in the affected program areas and the limited amount of FBI resources dedicated to those programs which have previously been within the exclusive investigative jurisdiction of the FBI.

Consideration should be given to possible measures to ameliorate the problem including:

- Department of Justice (DOJ) intervention.
- Legislative initiatives.
- Utilization of drug resources to address drug-related corruption.

ISSUE: The diminishing influence of the FBI in drug enforcement policy and resource allocations.

DISCUSSION: Since the resignation of Drug Czar William Bennett, the FBI has had a significantly diminished role in the development of drug enforcement initiatives. The Drug Czar's third National Drug Control Strategy, scheduled for publication in February 1991, (hereinafter referred to as Strategy III), was developed without the FBI's input, misstates the Bureau's drug enforcement mission, and denigrates the FBI's role in the war on drugs. The FBI's objections to Strategy III have, for the most part, been ignored. Consequently, Strategy III will place increased emphasis on the involvement of the military and the DOT in new counternarcotics efforts at the expense of FBI strategies.

The FBI has no direct official contact with the Office of National Drug Control Policy (ONDCP) and is required to route all communications to the Department of Justice for approval and transmittal to ONDCP.

FBI liaison with ONDCP has been changed. [redacted]
[redacted] formerly of the Mexican Traffickers Unit, has
recently been detailed to ONDCP replacing [redacted]

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ISSUE: Expanding the case fund expenditure authority of Special Agents In Charge (SAC).

DISCUSSION: The Manual of Investigative Operations and Guidelines (MIOG), Part I, Section 10-14.1.1 limits the expenditure of case funds under SAC authority to \$5,000. Expenditures in excess of this amount require FBIHQ approval. Case fund approval authority at FBIHQ is based on threshold dollar amounts. Requests of up to \$15,000 may be approved by Unit Chiefs; requests to \$50,000 may be authorized by Section Chiefs.

It seems illogical and anomalous that headquarters personnel of lesser rank possess superior fiscal powers directly affecting operations. Raising the funding limit would also dramatically reduce FBIHQ work load. Furthermore, if we are demanding that the field work the most significant cases under the NDS, why do we place such a low dollar threshold on the SAC's authority? The wholesale cost of one ounce of heroin usually exceeds \$5,000.

ISSUE: SAC authority to permit nontelephonic consensual monitoring, including CCTV.

DISCUSSION: Under guidelines promulgated by the Attorney General in 1983, and FBI procedures implementing those guidelines, non-emergency nontelephonic consensual monitoring requires FBIHQ approval unless seven sensitive circumstances exist. In such cases, Department of Justice (DOJ) approval is needed. When CCTV is the method to be utilized, DOJ regulations also require DOJ approval in certain cases.

The frequency of use of these techniques has increased dramatically since the time when these regulations were drafted. Other Federal law enforcement agencies (e.g. Treasury), and most state and local law enforcement agencies are not burdened by this time consuming process to authorize the use of a lawful investigative technique. Serious consideration should be given to seeking a revision of DOJ guidelines to vest authority to permit nontelephonic consensual monitoring and to expand the authority to approve the use of CCTV with the individual SACs, except in the seven sensitive circumstances referred to above. In both cases, concurrence of the local U.S. Attorney's Office would be required.

ISSUE: In January 1990, the Department of Justice released its Organized Crime National Strategy (OCNS) which names the principal subject groups as the LCN, other Italian organized crime groups (Sicilian Mafia, Camorra and 'Ndrangheta), Japanese organized crime groups (Boryokudan) and Chinese organized crime groups (Triads, criminal factions of certain Tongs and certain other similar groups). However, listed as "Other Criminal Organizations" are the Bloods, the Crips, outlaw motorcycle gangs and Jamaican Posses which are pursued under the FBI's National Drug Strategy (NDS).

DISCUSSION: During the drafting of the Department's OCNS, the FBI and, specifically, the Director opposed the inclusion of the "Other Criminal Organizations." Through a compromise, the final OCNS included a provision that Strike Force Units may use their attorney resources against these groups under the following exceptional circumstances:

- "1 - Strike Force Unit personnel are not needed to work on matters involving the LCN or other Italian or Asian organized crime groups;
- 2 - existing OCDETF and other special prosecutorial resources are not available (or the targets have a close association with traditional or Asian organized crime); and
- 3 - the matter in question requires a long-term complex investigation of the type in which Strike Force Units specialize."

The mandate of the Attorney General's Organized Crime Program has two objectives: one, to eliminate the La Cosa Nostra crime families through effective investigations and prosecutions, and, two, to ensure that no other criminal organization ever achieves a comparable level of power. The FBI's OCNS has a stated mission of the "Elimination of the LCN and other organized crime groups as significant threats to American society through sustained, coordinated investigations that support successful prosecutive action."

In order to better advise the field and provide more effective program management, the Organized Crime and Drug Sections will closely coordinate updating their respective program strategies regarding this issue.

ISSUE: Asian Organized Crime appears to be the fastest and most significant emerging threat facing the FBI's Organized Crime Program in the 1990s.

DISCUSSION: The Organized Crime Section's (OCS) Asian Organized Crime (AOC) Program is a priority program within the Organized Crime National Strategy. The AOC program was established to develop and manage a national investigative effort directed at AOC groups and enterprises. The main focus of the OCS's AOC program is to institutionalize the multidivisional approach and develop investigative plans to address the interaction and conspiratorial activities of AOC organized crime groups, families and enterprises.

The OCS has tasked the field offices that are targeting AOC groups to ensure that the group is organized, multidivisional in operational scope, and of national significance and influence. If this applies to a targeted AOC group, the FBI's Enterprise Approach to Investigations will be utilized to conduct the investigation and attack the entire enterprise versus focusing on singular "targets of opportunity."

The four AOC groups warranting primary investigative attention at this time are the Chinese Triads, criminally-influenced Tongs, Japanese Boryokudan and various Vietnamese criminal groups. These groups bear a striking resemblance to the La Cosa Nostra in origin, evolution, rituals, hierarchical structures and criminal activities. The groups are involved in murder, kidnaping, extortion, drug trafficking, prostitution, gambling, weapons smuggling, insurance fraud, money laundering and the transfer of currency.

During the 1990s, it is anticipated that AOC activity in the United States will continue to increase and expand. The OCS is concerned about the 1997 return of Hong Kong to the control of the People's Republic of China. With approximately 80,000 members of the 60 different Triads residing in Hong Kong, the potential for some of these criminals to relocate to the U.S. is unlimited. These groups are also worked by the Drug Section wherein the primary focus of the organizations is to import heroin and "ice."

ISSUE: Director Sessions extended an invitation to [redacted],
[redacted],
to designate a law enforcement officer for a 90-day temporary
duty assignment at FBIHQ, Organized Crime Section (OCS) and Drug
Section (DS). The purpose of this temporary duty assignment is
to provide [redacted] an opportunity to learn FBI
investigative methods and management techniques.

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DISCUSSION: In 1992, Europe's common market countries will
abolish their internal boundaries. Virtually, the entire western
side of the European continent will be freed of custom's
barriers, passport controls and police roadblocks. Organized
criminal groups, including, but not limited to, Sicilian Mafia
and the La Cosa Nostra will benefit from these economic and
social reforms.

[redacted] have previously
expressed concern relative to the impact that these reforms will
have on their organized crime law enforcement efforts. In this
regard, the OCS has had previous liaison with law enforcement
officials from [redacted]. Pursuant to
this liaison, Director Sessions extended an invitation to [redacted]
to assign an officer to the OCS and the DS for a period of 90-
days temporary duty.

Legat, [redacted] and the OCS have worked out details wherein
an officer will be reporting to FBIHQ on 3/18/91, to begin this
90-day temporary duty.

The OCS and the DS plan to expose [redacted] to
the FBI's structure, providing briefings in all criminal programs
as well as some hands-on experience. The OCS and DS will also
provide [redacted] with an introduction to the Director
during this time period as well as tours of the Training Division
at Quantico, Virginia, which would also include some firearms
training with the new 10-millimeter pistol.

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[redacted] will be exposed in detail to the
national strategies which the FBI utilizes in the OC and Drug
Programs. This will include tours of the field offices.

ISSUE: The encroachment of the FBI's investigative jurisdiction by the Offices of the Inspector General (OIG) is continuing.

DISCUSSION: Recent years have shown an increasing number of OIGs being established by Congress and the Executive Branch. The FBI has entered into Memoranda of Understanding (MOUs) with most of the OIGs. On 10/10/88, former President Reagan signed into a law a bill that established a statutory Inspector General (IG) at the Department of Justice (DOJ). Since the establishment of the OIG/DOJ, attempts have been made to develop a MOU with the OIG/DOJ. To date, no MOU has been entered into with the OIG/DOJ.

In June 1981, the DOJ formulated a policy statement concerning its relationship and coordination with the statutory IGs. Pursuant to this policy statement, the FBI has negotiated or is attempting to negotiate MOUs with the statutory IGs, wherein the FBI has the primary role in investigating bribery, attempted bribery and specific significant allegations of corruption. The policy statement recognized the FBI's expertise in using specialized law enforcement techniques in urgent and sensitive matters, such as bribery investigations.

Various offices throughout the country have encountered conflicts with the IGs, wherein the IGs are attempting to conduct investigations that previously would have been conducted by the FBI. Further, the IGs are attempting to utilize sophisticated investigative techniques, such as Title IIIs and undercover operations. These sensitive techniques are often attacked by Congress, which has resulted in rules and regulations concerning the use of these highly valuable techniques. The use of these sophisticated techniques by the OIGs, where they may or may not have any set policies, could potentially jeopardize the use of these highly valuable techniques.

ISSUE: Continual erosion of Violent Crimes and Major Offenders Program (VCMOP) resources through Budget/Target Staffing Level (TSL) process.

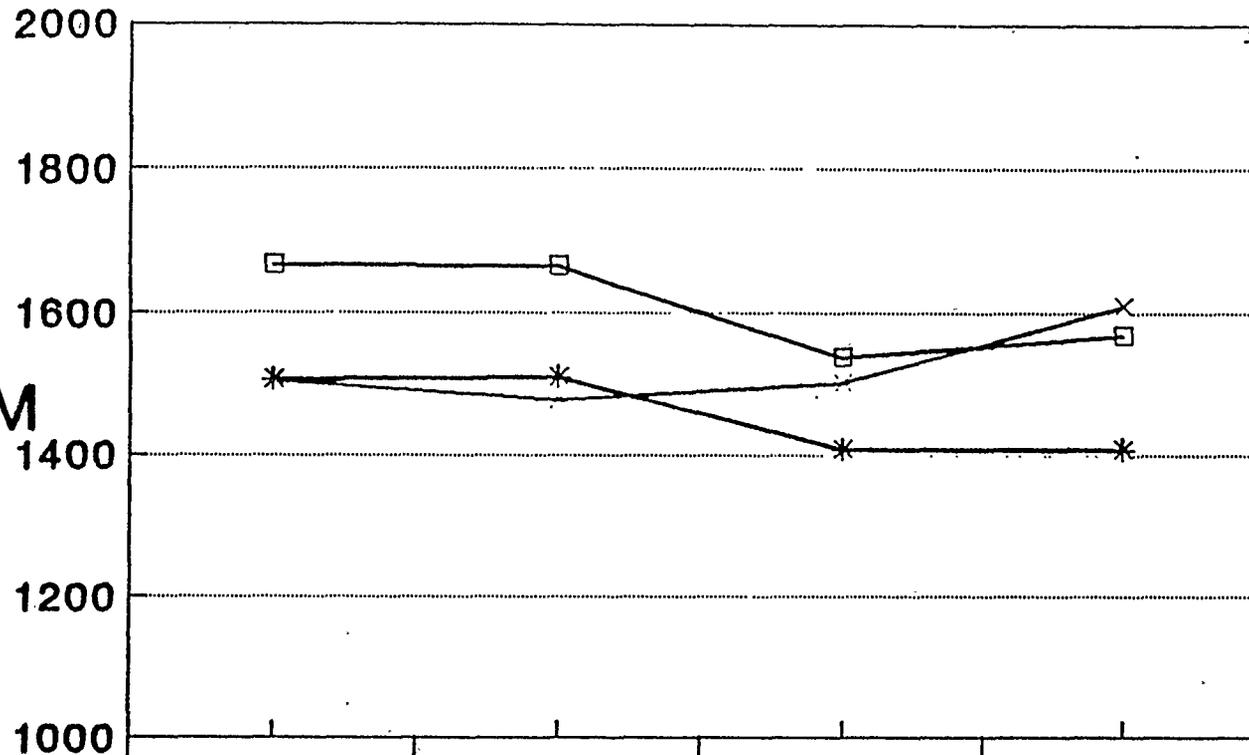
DISCUSSION: Over the last several years, the VCMOP has experienced erosion of personnel resources even though the program is designated a national priority. From 1987 to 1991, the program has lost 174 funded positions. These losses are attributed to reprogramming to other programs, sequestration, budget deficits, and pay raise absorptions. Additionally, as funded positions, which include supervisors, have been reduced, there has been a similar reduction in the TSL, which does not include supervisors, and an increase in the burnrate.

The overall number of investigative matters in the VCMOP has increased and there is a concomitant rise in accomplishments. In short, these figures show we are doing more with less. However, the trend of reducing the TSL jeopardizes investigative techniques such as UCOs and Title IIIs which are extremely effective in addressing VCMO violations but personnel intensive.

In 1989 and 1990, the VCMOP TSL remained constant at 1,407 but the burnrate rose 9.2 percent. For Fiscal Year 1991, the TSL was reduced by one to 1,406. If the present funding level and TSL are not increased, it is unlikely that accomplishments will increase in any significant degree. Also, overall goals of the various subprograms within the VCMOP may remain stagnant and could possibly result in field offices diverting resources to other investigative programs.

MANPOWER

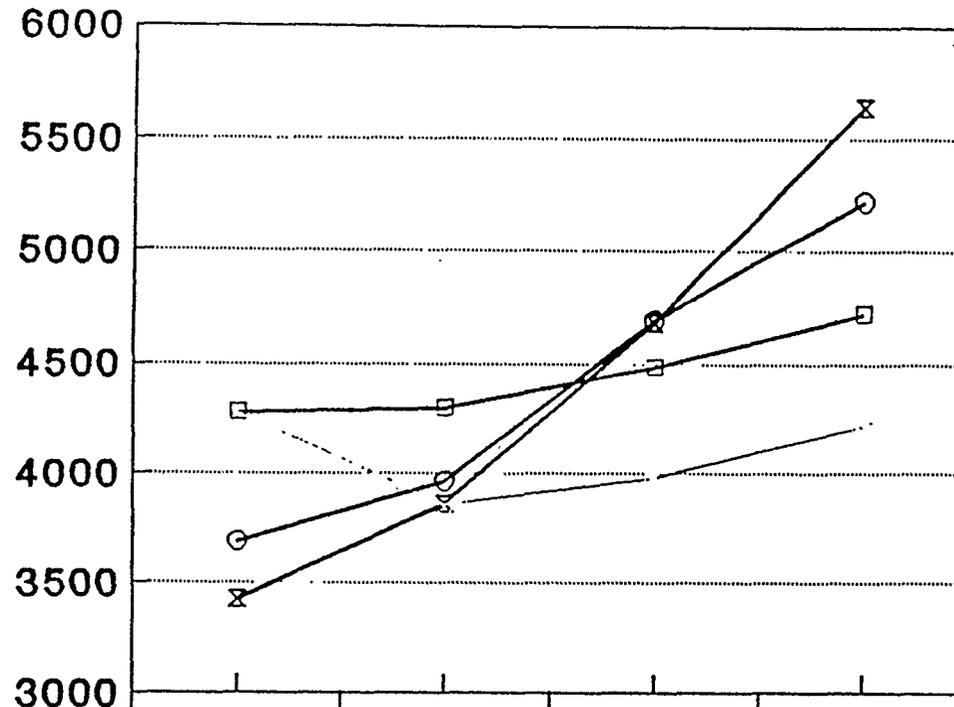
VCMO
PROGRAM



| | | 1987 | 1988 | 1989 | 1990 |
|----------|-----|------|------|------|------|
| FUNDED | —□— | 1665 | 1664 | 1537 | 1569 |
| TSL | —*— | 1506 | 1509 | 1407 | 1407 |
| UTILIZED | —×— | 1504 | 1478 | 1501 | 1609 |

STATISTICAL ACCOMPLISHMENTS

VCMO PROGRAM



| | | 1987 | 1988 | 1989 | 1990 |
|---------------------|-------|------|------|------|------|
| ARRESTS | —x— | 3423 | 3860 | 4682 | 5643 |
| COMPLAINTS | —o— | 3687 | 3961 | 4693 | 5222 |
| INDICTMENTS/INFORMS | —□— | 4280 | 4298 | 4482 | 4725 |
| CONVICTIONS/PTD | — — — | 4276 | 3860 | 3982 | 4219 |

ISSUE: The Attorney General (AG) has advised that the President has made child exploitation and obscenity a national priority.

DISCUSSION: In a letter dated 11/21/90, the AG expressed his concerns regarding the Bureau's commitment to captioned investigations. He stated that the President has made child exploitation and obscenity a national priority. The AG stated that the Department's strategy is to prosecute the major producers and distributors of obscenity and child pornography in those districts into which they distribute their material. According to the AG, several United States Attorneys (USAs) have expressed a desire to see these prosecutions go forward; however, without complete cooperation with the FBI, these investigations and prosecutions will be unsuccessful.

In October 1990, the Criminal Investigative Division (CID), Violent Crimes and Major Offenders Section, conducted a field survey in an effort to ascertain each field office's commitment to captioned investigations as well as determining their USA's guidelines in prosecuting these cases. The results of this survey, which have been provided to the AG, reflects general agreement between field offices and their respective USA's regarding the prioritization of these types of investigations. Furthermore, senior management of the FBI, CID, discussed ITOM/SEOC matters at a 12/12/90 meeting of the Attorney General's Advisory Committee (AGAC), including priorities within this investigative area:

1. Matters involving child exploitation.
2. Investigation of adult pornography - producers/distributors of materials involving nonsimulated sadomasochism, bestiality, coprophilia or other deviant sexual activity.
3. Investigation of all other adult pornography.

The discussion with this panel supported the results of the field-wide survey.

In January 1991, each SAC was requested to contact all USAs in the field office territory regarding ITOM/SEOC matters to insure continued dialogue, concurrence with the prioritization of these types of investigations and to secure a prosecutive commitment commensurate with FBI investigative effort.

The elevation to section level of SEOC with increased staffing has resulted in heightened emphasis on ITOM/SEOC matters. FBI field offices are in general agreement with their USA's offices; however, SEOC representatives have been contacting USAs to influence them to more aggressively pursue these types of cases, specifically adult pornography. Manpower staffing levels insufficient to service any increase in USA requests for investigation in this area.

ISSUE: VANPAC (Murders of Judge Robert S. Vance and Attorney Robert E. Robinson)

DISCUSSION:

On 12/16/89, Judge Robert S. Vance, of the 11th Circuit Court of Appeals, was killed after he opened a package bomb. Two days later, Attorney Robert E. Robinson, Savannah, Georgia, Alderman, died in the same manner. Also, security personnel intercepted a package containing a pipe bomb that was addressed to the Clerk of Court, Atlanta Federal Courthouse, on 12/18/89, and another package containing a pipe bomb was discovered at the NAACP office, Jacksonville, Florida, on 12/19/89.

Following these incidents, the FBI, along with the Bureau of Alcohol, Tobacco and Firearms (BATF), U.S. Postal Inspection Service, and other local and state law enforcement agencies, immediately instituted a major case investigation. Technical and forensic experts were immediately dispatched from the FBI's Laboratory, Identification, Technical Services, and Training Divisions to the crime scenes in direct support of the multi-agency investigative efforts.

Within 30 days, significant positive identifications were made by the FBI Laboratory with respect to typed documents filed with the 11th Circuit Court of Appeals and the address labels placed on the outside of the pipe bomb packages. Following this identification, investigators executed numerous search warrants in and around the Enterprise, Alabama, area. Searches were also executed on a suspect, Walter Leroy Moody, who had a 1972 conviction for possession of an explosive device.

On 11/7/90, a Federal Grand Jury in the Northern District of Georgia returned a 70-count indictment charging Walter Leroy Moody, Jr., a 56-year-old white male, with the mail bomb murders of Judge Vance and Attorney Robinson and numerous other acts emanating from the mailing of bombs to the 11th Circuit Court of Appeals in Atlanta, Georgia, and to the offices of the NAACP in Jacksonville, Florida.

[REDACTED]

[REDACTED]

[REDACTED]. No trial date has been set for the murder trial of Moody; however, on 12/14/90, Walter Leroy Moody was convicted by a jury on all 13 counts in an indictment that charged Obstruction of Justice and other felony charges. This conviction was a direct result of evidence gained during the bombing investigation.

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An Inspector and Inspector's Aide from the Criminal Investigative Division have been in charge of case management for VANPAC since 4/1/90.

The Atlanta Task Force continues to function with the primary participation of BATF and the Postal Inspectors. IRS provides assistance as needed. No representatives from the Georgia Bureau of Investigation or the U.S. Marshals Service remain on the active investigative team; however, close liaison does continue with both. Cooperation among all the agencies is excellent.

All Title III coverage was completed on 10/29/90. Several tapes were sent to the Technical Services Division for enhancement. It is anticipated that several pertinent tapes will be introduced at the murder trial.

Discovery of evidence by Moody's defense attorney commenced 1/18/91.

ISSUE: The Violent Crimes and Major Offenders Program (VCMOP), Violent Crimes Subprogram, utilization of ITAR-Murder-For-Hire investigations to address gang violence in the United States.

DISCUSSION: In June 1989, the Director elevated Violent Crimes to National priority status. In October 1989, the 166C classification (ITAR-Murder-For-Hire-Non-OC) was transferred from the Organized Crime Program to the VCMOP. Since October 1989, several field offices have been addressing the crime problem of gang violence through ITAR-Murder-For-Hire investigations. Consistent with manpower constraints, VCSP resources and manpower will concentrate on the most violent gang crime problems. These investigations will continue to be coordinated at FBIHQ between the VCMO Section and Drug Section.

The Washington Metropolitan Field Office (WMFO) has been very successful in combating violent crime gang violence through an aggressive fugitive apprehension program, the drug program and through ITAR-Murder-For-Hire investigations. The ITAR-Murder-For-Hire investigations have, to date, targeted two gangs responsible for well over 20 and 15 homicides respectively, in addition to other acts of violence including shootings, stabbings, armed robberies and kidnappings. In addition to the ITAR-Murder-For-Hire investigations, several other spin-off investigations including Hobbs Act-Armored Carrier and Extortion have been initiated. WMFO has utilized a task force to make the most effective use of manpower resources. The statistical accomplishments have been significant and with the investigations continuing additional accomplishments are anticipated. Through intelligence, the WMFO has identified several other gangs operating in the Washington, D.C., metropolitan area; however, due to limited manpower resources these matters are currently unaddressed targets.

ISSUE: Congressional efforts in the area of the Physical and Sexual Abuse of Minor Children could place resource demands upon the FBI that will be difficult to meet.

DISCUSSION:

On 11/28/90, the President signed into law a bill Authorizing the Rumsey Indian Rancheria to Convey a Certain Parcel of Land (Public Law 101-630). Title IV is cited as the "Indian Child Protection and Family Violence Prevention Act" and, among other things, requires that all criminal incidents of child abuse in Indian country be reported to the FBI and be immediately investigated. This law will increase our case load substantially.

On 11/29/90, the President signed into law the Crime Control Act of 1990 (Public Law 101-647). Title II mandates that the Attorney General will designate an agency to receive and investigate reported cases of child abuse for all Federal lands and Federal facilities with responsibilities for child care. If the FBI is the "designated agency" for Indian lands, military bases, etc., the impact on our resources will be significant. Title III makes possession of child pornography a Federal offense which could impact manpower significantly because it opens a whole new area of investigation.

ISSUES: Implementation of the Task Force concept to enhance the Fugitive Subprogram.

DISCUSSION:

Through the utilization of the task force concept, the Fugitive Subprogram has realized dramatic success in addressing escalating crimes problems in metropolitan areas. Currently, the Bureau is operating eight Fugitive Task Forces comprised of Federal, state and local law enforcement agencies. The primary mission of Fugitive Task Forces has been to achieve maximum coordination and cooperation in bringing to bear the combined resources to investigate, locate and apprehend fugitives wanted for serious Federal, state or local crimes.

This concept is an extremely effective and efficient means to address staffing needs when manpower resources are at a minimum. Additionally, the cost effectiveness of supporting such operations has been established.

The existing eight Fugitive Task Forces account for 40 percent of the locates and apprehensions within the Fugitive Subprogram for Fiscal Year 1990. One such task force was created in August, 1989, by the Washington Metropolitan Field Office in conjunction with the Washington, D.C. Metropolitan Police Department which has been credited, thus far, with 795 apprehensions. It is noteworthy that 159 of the fugitives were wanted for homicide.

The Violent Crime and Major Offenders Section, Criminal Investigative Division fully supports the utilization of the task force concept in fugitive matters and has directed the Fugitive/Government Reservation Crimes Unit (F/GRCU) to provide assistance to field offices interested in initiating appropriate surveys to identify crime problems where the initiation of such task forces might assist in addressing escalating crime problems within metropolitan areas. Additionally, assistance can be gained through the F/GRCU in developing task force proposals and memorandums of understanding in support of the development and initiation of such task forces.

ISSUE: Assertion of authority by the Office of the Inspector General, Department of Justice (OIG/DOJ), to investigate criminal violations handled within the Government Reservation Crimes Subprogram (GRCSP) reiterates the FBI's concerns over their encroachment into investigative areas that are clearly the responsibility of the Bureau.

DISCUSSION: The OIG/DOJ, since its creation in the Fall of 1988, pursuant to Public Law 100-504, has attempted to expand its authority beyond that, as set forth in the Inspector General (IG) Act of 1978 and amendments. In addition, this expansion of authority appears to be contrary to the official position of the Department of Justice (DOJ), as set forth in a 1981 Policy Statement and, more recently, testified to by representatives of the Attorney General before Congress on 4/25/90.

Due to the OIG/DOJ's interpretation of their authority, the GRCSP has experienced several instances of significant IG incursions into areas of FBI investigative authority. One such incursion is illustrated in OIG/DOJ's contention that they should be the lead agency in an investigation involving the impersonation of Federal officers in New York City by Immigration and Naturalization Service Detention Officers during home invasions. A second conflict in jurisdiction recently surfaced at the Federal Correctional Institution, Atlanta, when OIG/DOJ contended that certain Irregularities in Federal Penal Institutions were within their jurisdictional purview because the alleged violators were DOJ employees.

Those instances, as cited above, have been resolved satisfactorily; however, it is apparent that a continuance of OIG/DOJ's involvement in investigative matters impacting the GRCSP could continue. In efforts to remedy or alleviate future problems, extensive meetings have been held between FBIHQ and OIG/DOJ officials in Washington, D.C. It continues to remain the position of OIG/DOJ that their authority to investigate allegations of criminality or impropriety within the DOJ entities are within their purview, to include violations of Title 18 statutes.

This assertion of jurisdiction by the OIG/DOJ is contrary to the Bureau's interpretation of their jurisdictional responsibilities. Discussions have been entered into between the Criminal Investigative Division, FBIHQ, and the Office of the Attorney General concerning OIG/DOJ's encroachment into Bureau investigative matters. Currently, the matter remains under review by the Office of the Attorney General. Even though the Bureau has previously proffered a Memorandum of Understanding with the OIG/DOJ, this document remains unsigned. Conflicts encountered in future investigations will be addressed on a case-by-case basis until this issue is resolved.

February 4, 1991

Mr. Greenleaf

RE: 1991 EXECUTIVE CONFERENCE RETREAT

At the February, 1990, meeting of the American Academy of Forensic Sciences, the plenary speaker was William P. Butz, Associate Director for Demographic Programs, United States Bureau of the Census. He made an interesting 45 minute presentation on the emerging data from the 1990 census.

Now that the census process is essentially completed, Mr. Butz could provide a comprehensive summary of the demographic trends which would be informative and useful for the Executive Conference. Such information would be helpful in establishing Affirmative Action plans, recruiting emphasis and perhaps even for the forecasting of crime patterns.

If this type of presentation is compatible with the basic theme of the Executive Conference Retreat, I would be pleased to establish contact with Mr. Butz and explore this further. I am sure he could adjust the scope and timeframe of his talk depending on our interest.

Other issues I suggest be raised at the retreat include:

(1) An update on the Identification Division relocation to promote a discussion of organizational realignments which may be appropriate to improve the efficiency and effectiveness of FBI operations.

(2) A discussion of FBI automation policy to identify ways that user divisions can make better use of the computer as a tool. Large centralized systems enhance uniformity and security but, due to competing interests and budgetary constraints, centralized systems have a tendency to constrain the routine use of computers to help individuals do their tasks more efficiently. As individual workers are becoming more sophisticated on computer applications, we need to find ways to make this technology more accessible.

OVER

September 21, 1990

MR. GREENLEAF:

RE: 1990 EXECUTIVES CONFERENCE RETREAT
NOVEMBER 15-17, 1990

Reference is made to your memorandum of August 2, 1990. The following item is submitted for retreat consideration:

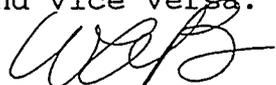
FBI investigations are increasing in complexity and in the number of instances where technology is used as an instrumentality of the illicit activity. This drives the requirement for technical support which is:

- o Technically capable of providing the investigator with evidence/intelligence.
- o Specifically tailored to each case's investigative dimensions (so that the investigative response is facilitated, not constrained, by available technical tools and procedures).

Agents chosen to provide technical support (field or FBIHQ) must possess a blend of current technological knowledge/skills and investigative knowledge/experience to identify exploitable opportunities and capitalize on them.

A new career path must be developed...one which

- o Provides new agents entering under the Engineering/Computer Science Program with a thorough grounding in investigative techniques.
- o Simultaneously keeps their technological skills current.
- o Provides transfer to an FBIHQ technical assignment, but insists upon and provides opportunity for expanding knowledge of investigative activities, methods and procedures.
- o Facilitates and encourages return to a field assignment in a supervisory capacity with opportunities to move from investigative assignments to technical support (field or FBIHQ) ones, and vice versa.


W. A. BAYSE

February 5, 1991

TO: Mr. Greenleaf

RE: EXECUTIVE CONFERENCE RETREAT -
SUGGESTED TOPICS

First, I apologize for the delay in submitting my ideas; I have thought about this a lot and consulted with my managers in LCD.

I suggest that we need to again address what I consider to be the lack of adequate number and quality of support personnel in FBIHQ, and in some areas, lack of computer equipment and software support. Legal Counsel is particularly feeling the pinch at a time when our Agent complement has been reduced -- and I suspect other Divisions are experiencing similar problems.

The constant pressure to do more with the same (or lately, reduced) resources is putting more pressure on all of us to work more efficiently. One way to do this is to have attorneys only perform the higher level legal tasks, and to ensure that purely administrative and clerical functions are done by other personnel. However the constant shortage of competent secretarial and clerical staff often forces SA Attorneys to perform these functions themselves. Further, more and more LCD attorneys are finding that in drafting complex legal documents can most efficiently be accomplished by doing first drafts on word processing equipment (currently the IWS). Unfortunately, we don't have enough of these to satisfy that demand, and we have substantial "down-time" with the ones we do have.

To make it more frustrating, when the review of Special Agent usage at FBIHQ was last done, LCD was cut several SAs on the basis that our Agents were doing some purely "administrative" work (evidently including not only Xeroxing, but also "typing" their own work). In short, to get the job done our SAs are required to do some clerical work because of lack of such personnel, and then we are penalized in TSL for doing so.

With regard to computer support, our problem is two-fold -- (1) simply not enough of them, and (2) not fully competent technical support for our system. The second part is not intended to indicate TSD does not have competent people, but LCD is required to do much of the day-to-day support and even set-up ourselves, and we do not have sufficiently trained and competent support employees to accomplish it.

It appears to me that this cycle is doing great harm to our efficiency, and creating even greater reluctance on the part

of FBIHQ Divisions to voluntarily convert SA positions to "professional staff" jobs. Our experience, put bluntly, is that if we get any staff, they aren't going to be very professional. The difficulty of getting a new position description approved and then finding qualified "in-house" personnel for it has been a regular source of frustration.

I should note that the above is not intended to indicate that LCD is being treated any worse than any other division, or that ASD and TSD aren't being conscientious in trying to deal with these problems -- but our existing support personnel practices and funding priorities seem to work against developing the kind of professional staff assistance we need to work more efficiently.

J.R. Davis

JRD
2/5

January 28, 1991

Mr. Greenleaf:

RE: EXECUTIVE CONFERENCE RETREAT
APRIL 11-13, 1991

Rememorandum to Members of the Executive Conference,
dated January 4, 1991, captioned as above.

I would suggest two topics for consideration for the
Executive Conference Retreat that are currently important FBI
issues: Strategic Planning and Management Training.

Strategic planning has been implemented at FBIHQ and
the Strategic Planning Unit (SPU) is assisting several field
offices to implement strategic planning at the field office
level. The Unit Chief, [redacted] is scheduled to speak on this
topic at the SAC Conference and it may be appropriate for us to
discuss this issue so that we are prepared to be responsive to
any SAC inquiries at the conference.

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OPEA is in the process of completing their report on
management training in the FBI. This is a topic of considerable
interest and since the report will be available before our
retreat it may be a timely topic for placing on our agenda.

Please let me know if you need any amplification on
either of these two topics.

Delbert C. Toohey

1 - Mr. Toohey
1 - Mr. Sonnichsen
1 - Mr. [redacted]
1 - Mr. [redacted]
RCS/imt (5)

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1/30/91

Jim:

TOPICS FOR EXECUTIVE CONFERENCE RETREAT
APRIL 11-13, 1991

In response to your memorandum of January 4 on captioned subject, I have one suggestion: that the FBI take a position on the charge that we have targeted black officials in some of our investigations.

The ideal vehicle for stating the Bureau's stance on this issue is the position paper and talking points that you have previously read. A slightly revised version of that position paper is currently with the Director for his approval.

Once the paper is approved it could, for example, easily be made available to the media and the Congressional Black Caucus, and be used by Bureau executives in responding to inquiries.



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[Handwritten initials]

August 23, 1990

Mr. Greenleaf,

RE: August 2, 1990, Note to Members of
the Executive Conference Retreat

In response to your request of August 2nd, I have the following items which may be of interest to the Executive Conference:

1) Changing the FBI's system of responding to field office inquiries so that Assistant Directors over their own signature and their designated employees can respond directly to inquiries involving managerial functions within their responsibility.

2) Develop a brief program to explain to the Executives the manner in which the FBI currently manages its obligations and expenditures and the direction in which the new financial management system is moving (including a time table for the various component parts).

3) Examination of the FBI's recent performance evaluation results with comparative analysis of other component agencies of the Department of Justice and discussion of ways in which the performance evaluation process could be more meaningful in the FBI.

4) Explanation to all the Executives of the Identification Division move to West Virginia including a time table and how the FBI is going to guarantee employment of all the Identification Division employees.

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5) By the time we attend the Executive Conference Retreat, we should have some preliminary information on the independent study of the FBI's Career Development System. This would be a good topic of discussion for the Executive Conference Retreat with respect to the criteria for selecting individuals to be in the Career Development System and the promotional process and methods used to identify the best candidates.



JJH:aga

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