

SUBJECT: Speeches

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1. On Wednesday, 9 February 1949, there was presented in the Post Theater, Arlington Hall Station, Arlington, Virginia, a series of talks by Major General Stafford Leroy Irwin, Director of Intelligence, United States Army; Colonel Carter W. Clarke, Chief, Army Security Agency; and Colonel Harold G. Hayes, outgoing Chief, Army Security Agency.

2. The purpose of these talks was to introduce Major General Irwin, the new Director of Intelligence, GSUSA, and Colonel Clarke, the new Chief, Army Security Agency.

3. Attached as Inclosure 1 are the texts of the speeches for your information and dissemination to the cryptographically cleared personnel of your command. Subject matter may be retained for your files.

1 Incl  
Texts of speeches by  
Maj. Gen. Irwin, Col.  
Clarke, & Col. Hayes

GENERAL IRWIN'S SPEECH  
9 February 1949

Colonel Clarke, Colonel Hayes, ladies and gentlemen. It is indeed a pleasure to have an opportunity this afternoon to visit Arlington Hall and to say a few words to you. I welcome this opportunity to impress upon you the fact that we, in the Pentagon, are vitally interested in your activities. I sincerely regret that we cannot visit with you more often, but the truth is, they keep us very busy over there and the complexity of your operation is such that laymen like myself can learn very little unless we take up your time asking for detailed explanations. I am well aware that the senior members of the Military Establishment I have brought over here for a visit are completely overcome by what they see, but I seriously doubt if they understand very much of it. However, I am happy to have them overcome, because we are looking forward to obtaining their support for your activity in the future.

We sincerely believe that your operation is probably one of, if not the most important sources of intelligence we have. This operation is unusual, I would say, in that it is actually more important in peace time than in time of war, for it is you to whom we look for advance warning of trouble, should it come. For that reason it is important that you stay in full time operation. To do this means the maintenance of a tremendously expensive operation. Every time I see the cost of this activity, I am a little terrified. But it is justified, I know, and probably the importance

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of this work warrants even greater expenditure than is being made. Since I am ultimately responsible for this, I want to be sure we get our money's worth out of the operation. It is difficult to reduce all of this to a profit basis I know, but as long as I feel sure and can truthfully say I am assured, that everyone here is putting forth his best effort, and still more, using his own faculties to the best advantage to aid in the big intelligence picture, then I say the cost truly is justified.

To illustrate more clearly just how we in the Intelligence Division feel about all of this, I would like to point out that we have just completely reorganized the Intelligence Group, largely to enable us to make better use of the material with which you furnish us. That was quite a drastic move, predicated almost entirely on the operation here. It is my sincere hope that with this reorganization and with more intensive exploitation of the information you contribute, we will obtain better intelligence, more up to date intelligence, and will supplement our other sources to greater advantage. I think that everyone in the Intelligence Division is in accord with the principles of this reorganization; in fact, it was fought out in a long series of conferences, and I think represents the best judgement of the experienced officers in the Division. I tell you this simply to demonstrate how highly we regard the end products of the Army Security Agency.

I would like to have more people from the Intelligence Division come over here to see the fine work that is being done, for, as Colonel Clarke pointed out, we regard all of you as intelligence operators; that really is your job. Whatever your individual operation may be, it is an integral part of the big intelligence picture and we want you to think and feel as

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intelligence personnel in the hope that it will help you in your work. I would like our people to see what you are doing, not only to gain a full appreciation of the complexity and difficulty of the job, but to see just what a splendid source of material this is. With such an understanding, I am sure they would take more interest and develop more confidence in the end product, and I think this is extremely important. I have already expressed to you what I think of it, and proof of just how I feel lies in the fact that I was largely instrumental in having the Intelligence Group reorganized. I would like you to feel that I am a part of this job, too, and if at any time during one of my visits, any of you have any problems in which I can be of help -- a remote possibility for I think that Colonel Clarke and Colonel Hayes could probably do more, but I like to think that I could do something -- I wish you would speak to me about it. I take a tremendous interest in this entire activity and am anxious that it not only be successful, but operated by a happy group -- that it be a happy shop, as we say.

Before closing, I want to take this opportunity to pay a tribute to Colonel Hayes, the outgoing Commander. He has done a most noteworthy job. He has actually been compelled, I would say, to wear about six hats and double in brass on so many committees and so many operations that frankly, I don't see how he did it. In spite of all that, and with the tremendous number of reports and papers he has had to prepare as well, he has done a remarkably fine job in bringing this organization up to a higher standard of operation and efficiency. I will sincerely regret his departure and I am very happy to have known him. I consider his performance of duty has definitely been outstanding. Thank you very much.

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## Colonel Clarke's Speech

General Irwin, Colonel Hayes, ladies and gentlemen: It is needless for me to try to tell you how much I appreciate the honor that is bestowed upon me in being assigned to this very important command of the Army Security Agency. The old timers here who know me and who have worked with me through the years know full well the great, deep and abiding interest that I have always had in this organization and its welfare. They also know the battles that I have fought and tried to fight for you in the days gone by and they also know how many of them I have lost. It has always been my opinion, and it's my opinion today, that the Army Security Agency is probably the most important single agency in the entire United States Government. If the true story of this past war could ever be written, if security would permit the public to know the facts and to know the truth, I am confident that the highest credit would go to the people of this institution whose contribution to the war effort aided so much in the successful prosecution and conclusion of the war, and I am also confident that without that effort and contribution on your part the end result might have been quite different. It is my sincere hope that each of you of the organization in this audience today, and your subordinates who are not here, will consider yourselves intelligence personnel. You are members of the Intelligence team just as much as the members of the Military Attache System or any other section in the Office of the Director of Intelligence, and

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I also want to ask that each of you consider yourselves leaders in your own field and in your own sphere of activity and conduct yourselves accordingly. Coming new on this job, I am interested primarily, initially at least, in two main factors; first in trying to help you improve morale where it is needed, and second is to maintain and try to improve the high technical standards which this institution has achieved in the past. With your help and your cooperation I hope to make some small contribution to that end. Now on this subject of morale, morale is largely, in my opinion, a question of leadership, and again I want to urge you to remember and to bear in mind always that you are leaders. You and I can preach leadership, we can talk it to ourselves, to our subordinates and even to our superiors, but unless we make our personalities felt on our subordinates, and exert the leadership on them that they have the right to expect of us, and that our superiors have the right to demand, we are not going to gain anything at all in the end. I want to express my appreciation and satisfaction with the work that has been done in all levels so far, in tidying up the place. A great deal has been accomplished, and there is a great deal more, of course, that's got to be done. When we achieve the goal that we have set for ourselves, I feel sure that we will have no difficulty in maintaining those standards. Those outsiders who inspect us and who visit us from time to time and who do not know too much about the interior operations of this institution, judge us largely by our outward appearances. They judge us by our looks, by our police, our cleanliness, good order and general working conditions. If these are satisfactory from their point of view, not

necessarily from ours, but from their point of view, we are almost certain to merit their approval and also we are going to make a great step forward towards improving our own physical and technical efficiency. It is almost axiomatic and a general rule that sloppy appearance and sloppy thinking go hand in hand. I would like to urge that all personnel here on all levels and all echelons in the organization, and this applies particularly to those civilians here who exercise and exert such an important role in the operation and functioning of this Agency, that each of you, yourselves personally and your subordinates, exert yourselves to try to think up new ideas, new ways to doing things and generate new ideas. I am intensely interested in this Suggestion Award Program. As a matter of fact, in most cases the Government usually derives a great deal more benefit from ideas that are brought up by the civilians than the civilian does himself from the small remuneration which he may get. We may have economies forced upon us in the days to come but this is one field in which I hope to see large sums of money spent. In this connection, I would like to read to you an excerpt from a statement made on this subject by General Bradley, and I quote. "Good ideas must not be kept secret, let's share them. Putting our ideas together through the Department of the Army Suggestion Program will be a small effort that can bring great results." That is the end of General Bradley's quotation. Now on another subject, I suppose it is like, to use a trite expression, carrying coals to Newcastle, to bring up the subject of security in an Agency and institution of this kind, but I feel that I would be remiss in my duty to myself, to you and to our superiors, if I failed to mention security in this talk. You all know

just as well as I do that without security we have nothing, and without security we probably, as an institution, and possibly as a nation, may cease to exist. Next week has been proclaimed National Security Week for the country and I hope here that each of us will make a special effort to tighten up, where it needs be, any loose ends in security, and that we resolve to make this place a paragon of security and also to make it penetration proof. Now in closing, I would like once more to voice my pleasure at being assigned here and being with you and I hope that you will give me the same cooperation and support wholeheartedly that you have my predecessors in the past. Now we are very fortunate today in having with us the Director of Intelligence, General Staff, United States Army. He is a soldier with a long and distinguished career in the Army. He was a Division and Corps Commander in Europe in the last war, and before coming to the Intelligence Division, he was in command of the Task Force at Fort Bragg. In the past General Irwin has always been on the receiving end of Intelligence; now he is on the producing end. He has a deep appreciation of our problems here and realizes as I mentioned a moment ago that each of us in our own sphere are Intelligence officers and members of the Intelligence Team. It is a very real pleasure for me to present to you Major General Stafford Leroy Irwin, Director of Intelligence, United States Army.

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## Colonel Hayes' Speech

Principles of good management require that the boss should know the people that are working for him and the people should likewise know the boss. Now knowing doesn't mean simply by name and by sight, it means rather, on the part of the boss or the supervisor, that he have a mental picture of the people who are working for him. He should know their strong points and their weak ones, their technical capabilities, their administrative or executive capabilities in that field, and have a fairly good impression and picture of their personality. Likewise, on the part of members of an organization, they should have a pretty good idea of the boss's personality, ought to know for what policies he stands, how he likes to see a job done, etc. Now in an organization of our size it is sometimes rather difficult. I hope, and I believe I should say I am confident, that at least in the operating units that condition is true, but as we take larger segments of the organization, or the organization as a whole, it is less apt to be true. That is due, of course, mainly to its size and also due to the fact that many of us are called on for many outside contacts which require time which we would otherwise prefer to spend here with you. And so the purpose of our gathering here this afternoon is to give you an opportunity to meet the Director of Intelligence, General Irwin, and your new Chief, whom you all know, Colonel Clarke. But before we proceed to that part of it, I am going to steal just a minute of the show for the purpose of telling you how grateful I am that

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I have had the privilege of serving so long with this organization and I have had the honor to command it for almost three years. I am not going to say goodbye because I expect to be around for a few more weeks. But I would like to say thanks; thanks for doing such a fine job. I certainly appreciate your very loyal cooperation, the way you have done your job, the individual accomplishments, and above all the fine spirit that you have shown. I know that this same fine spirit will continue under Colonel Clarke, and so without any further ado I am going to ask Colonel Clarke to speak for himself. Thank you.