



June 14, 2018

To All –

Today the Department of Justice Office of the Inspector General released a report on the activities of the FBI and DOJ in the run-up to the 2016 election. I held a press conference to discuss the report's findings and recommendations, but I wanted to take this opportunity to share with you directly – as members of our FBI Family – what we think about the report and what we're doing in response to the Inspector General's findings.

First, let me say that I appreciate the work of the Inspector General in conducting this review. We're entrusted with a lot of authority to carry out our mission, and with that power comes close scrutiny. And that's how it should be. That examination – that oversight – makes us stronger as an organization. It makes the public more safe.

Second, along with my new leadership team, let me say that I take the Inspector General's report very seriously, and we accept its findings and recommendations.

It's also important to note what the Inspector General did not find. The report did not find any evidence of political bias or improper consideration actually impacting the investigation under review. But the report does identify errors of judgment, violations of or disregard for policy, and decisions that, at the very least, in hindsight, were not the best choices.

So what are we doing to address these issues?

First, we're holding employees accountable for any potential misconduct. We've already referred conduct highlighted in the IG report to OPR, the FBI's independent Office of Professional Responsibility. We need to hold ourselves accountable for the work we do and the choices we make. We're doing that, fairly but without delay, in the way that people should expect. We're going to adhere to the appropriate disciplinary process for these reviews, and once that process is complete, we won't hesitate to hold people accountable for their actions.

As I've been saying since my confirmation hearing, I'm committed to doing this job, in every respect, "by the book" – and I expect all our employees to do the same. I've emphasized at every opportunity I've had that I'm a big believer in process – that our brand over 110 years is based less on our many successes than on the way we earned them. Following our rules.

Following the law. Following our guidelines. Staying faithful to our core values and best traditions. Trying to make sure we're doing the right thing in the right way. Treating everyone with respect. And pursuing the facts independently and objectively, no matter who likes it. That's the best way – the only way – to maintain trust and credibility with the people we serve.

Second, we're going to make sure that every employee understands the lessons of this report. Because change starts at the top – including right here with me – we're going to start by requiring all of our senior executives, from around the world, to convene for in-depth training on the lessons we should learn from this report. Then we're going to train every single employee – new hires and veterans alike – on what went wrong, so those mistakes will never be repeated. We're going to make sure we have the policies, procedures, and training needed for everyone to understand what's expected of us.

I've also asked Associate Deputy Director Paul Abbate to lead a review on how the FBI handles particularly sensitive investigations, and to make recommendations on how they should be staffed, structured, and supervised, so that every sensitive investigation is conducted to the FBI's highest standards. Part of this review would include making sure that, whenever beneficial, we're including agents from different components and backgrounds to leverage their respective skills sets and experiences – for example, drawing on the experience of public corruption agents when conducting counterintelligence investigations, and including the right kind of participation from out in the field.

The OIG report makes clear that we have some work to do. But I also want to emphasize the scope of this report. It's focused on a specific set of events and on a narrow set of employees connected to those events. Nothing in the report impugns the integrity of our workforce as a whole, or the FBI as an institution.

There's certainly no shortage of opinions about the FBI these days, and this report isn't going to do much to help that. But the opinions that matter most to us are from the people who know us through our work. I'm talking about the opinions of juries, when our agents take the stand. The opinions of judges, when they're deciding whether to approve a search warrant. The opinions of victims and their families, when they decide who to trust. The opinions of U.S. Attorney's offices, when they decide who they want to work with on an investigation. And the opinions of our state and local partners, when they judge what kind of support they're getting from us and how we're helping to get the job done.

You're another group whose opinions matter to us – to me – a lot. Your opinions about the Bureau are substantive and informed. Few others have the insights about the FBI that you have, so when you talk about us, it matters. I know this is a tough time, so thank you for continuing to talk about the FBI that you know whenever you get the opportunity. Our credibility means everything to us, and we need the trust and understanding of the American people to do our jobs. You help us earn that trust and understanding.

Next month will mark the Bureau's 110th anniversary. I want you to rest assured that today's FBI is the same FBI you've always known and loved. Through their sense of duty and commitment to the Bureau, our employees still embody our core values and our motto of "Fidelity, Bravery, and Integrity." These are the finest traditions of the Bureau, and for each and every FBI employee, they're a way of life. Just as they were when you were here. Just as they always will be.

I believed in this great institution long before I ever came on board. I believe in it even more today. Every day, I see the work our employees are doing, and it's work that *matters*. It's work that makes a *difference*. I hope you see this, too. And I hope you're as proud of them as I am.

Chris Wray

Director

Federal Bureau of Investigation