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DD/A Registry
78-2445/1

OTR 78-8772

21 NOV 1978

DD/A Registry
File Training-6

STATINTL MEMORANDUM FOR: [redacted]
Special Assistant to the Deputy Director of Central Intelligence

VIA: Deputy Director for Administration

FROM: Harry E. Fitzwater
Director of Training

SUBJECT: Briefing [redacted] ATINTL

1. You may remember that the Director asked Professor STATINTL [redacted] to spend some time last July examining the Agency's management training program. Professor [redacted] NTL impressions of our training are summarized in the attached letter.

STATINTL

2. We have asked [redacted] to spend additional time with us on 13, 14, and 15 December 1978 to determine ways we might incorporate his suggestions into our curriculum. To assist in that determination, it would be useful if STATINTL [redacted] could meet with you. The work you are doing appears to parallel his suggested approaches to training. A meeting the afternoon of 13 December 1978 would be ideal.

[redacted] TINTL

STATINTL Harry E. Fitzwater

Attachment:
Letter from [redacted]

Distribution:
Orig & 1 - Addressee (w/Att)
1 - ER (w/Att)
2 - DDA (w/Att)

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[redacted]

STATINTL

September 11, 1978

Mr. Harry E. Fitzwater
Director of Training
Central Intelligence Agency
Washington, D. C. 20505

Dear Harry:

I went over the material you sent me. On the basis of what I read and the brief visit with you and your people, I would like to offer some suggestions for your consideration. I must admit, however, that I make these suggestions guardedly, given the very brief exposure that I had to your people and programs. To be more confident in my assessment of your educational activities in the area of management, I will need to analyze not only the details of each syllabus and assignment, but to also sample some of the classroom presentations.

At the outset let me repeat what I said in the Office of the Director, that the variety of your programs is impressive and so is the enthusiasm of those on the teaching staff to whom I was exposed. To complement what you now offer and provide a medium through which the Agency will derive educational value which is greater than the sum total of the bits and pieces of your individual programs, some methodological and discipline-based instruction may be necessary.

Most of your present sessions in management are aimed at the behavior of the manager and are group-exercise oriented. Heavy emphasis is placed on situational exercises and cases. This static approach which may be good for crises management (fire fighting) does not help very much in the case of crises prevention. For the latter, more useful than the clinical approach (case and description) is a methodological or discipline-based approach. More specifically, I would urge that you introduce into your management curriculum some material on:

1. Systems view of management: Emphasis should be placed on the relationship between the objectives of the total system

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and sub-systems; the dynamic interface between the elements of systems; the role of complexity and uncertainty and the role of organization structures. (This is over and above what you offer in Systems Dynamics)

2. Models of Organizational Decision Making: Examination of the underlying assumptions and implications of the various models and the conditions under which these models are useful.

3. Cognitive styles of decision makers and implications for organizations.

4. Organization Structures: The theory of centralization and decentralization; the design of organization structures.

5. Strategic Planning and Control: Theory and Methodology.

6. Management Information and Control Systems.

The amount of time that is needed to cover the above material effectively depends on the background of the "student". To be specific one must look closely into the content of the related packages you are now providing, but I do not believe it should take more than two to three weeks of instruction for people at the upper management levels.

I hope that the above information will be of help to you. If you need any amplification, please do not hesitate to call.

Regards and best wishes to you, Don, and the rest of your colleagues.

Sincerely,

[redacted]INTL

ZSZ/mv

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STATINTL

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DD/A Registry
78-2445/6

OTR 78-8659

12 OCT 1978

DD/A Registry
File Training-6

STATINTL [redacted]

We will be pleased to have you spend time with us December 13, 14, and 15, 1978 if those are still convenient dates. We hope to be able to arrange a discussion on Agency organization and associated management systems which will give you a perspective of where we are and where we are going. Following that, we believe it will be useful to spend time with key people in our Management School discussing our present training program in greater depth. The third day can be spent tying these two elements together with the very interesting issues you raise in your letter of September 11.

STATINTL

Since you visited us in August, [redacted] has
STATINTL replaced [redacted] as Deputy Director for Functional Training. His responsibilities include the Management School
STATINTL headed by [redacted] will be contacting you to make arrangements for your visit.

We are looking forward to your visit with us.

STATINTL [redacted]

Harry E. Fitzwater
Director of Training

Distribution:
Orig - Addressee
2 - DDA

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THIS FILE HAS BEEN CHARGED TO YOU	IF FILE IS TRANSFERRED CALL EXT.
	PLEASE RETURN WITHIN ONE WEEK

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[redacted]

STATINTL

September 11, 1978

Mr. Harry E. Fitzwater
Director of Training
Central Intelligence Agency
Washington, D. C. 20505

Dear Harry:

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Regards and best wishes to you, Don, and the rest of your colleagues.

Sincerely,

STATINTL

ZSZ/mv

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ROUTING AND RECORD SHEET

DD/A Registry 78-2445/5

SUBJECT: (Optional)

DD/A Registry File Personnel

FROM:	EXTENSION	NO.
DTR 1026 C of C	3245	DATE 15 September 1978

TO: (Officer designation, room number, and building)	DATE RECEIVED	DATE FORWARDED	OFFICER'S INITIALS	COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)
1. EO/DDA	9/15			STATINTL Attached is a copy of a letter from Professor [redacted] commenting on our management training and suggesting areas that could receive more training attention. As he mentions in the letter, his brief exposure to our management curriculum did not provide him with a full appreciation of the extent of our program. I do believe, however, that he has suggested areas that need further consideration. Therefore, I propose to arrange for [redacted] to meet with our management training staff to receive a more in-depth understanding of his proposals and to determine if he could assist us in improving our current curriculum.
2. STATINTL				
3. A/DDA	15 SEP 1978	18 SEP 1978	M	
4.				
5. DDA	19 SEP 1978			
6. STATINTL				
7. DCI				
8.				
9.				

STATINTL

[redacted]

Harry E. Fitzwater

'To 7
"I support Harry Fitzwater's approach & trust it is agreeable with you. /s/Jack Blake"

Distribution:
Orig RS - DCI
1 - DDCI
1 - ER
1 - JFB Chrono
1 - Chrono
1 - Subject

Att: Ltr dtd 11 Sep 78 to DTR fr [redacted] re recommendations for CIA management training program (DDA 78-2445/5)

STATINTL

10 7
I support Harry Fitzwater's approach & trust it is agreeable with you.

STATINTL

[redacted]

15.				

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Approved For Release 2001/07/12 : CIA-RDP81-00142R000700090002-7

ROUTING AND RECORD SHEET

DDA Registry 78-2445/5

SUBJECT: (Optional)

DDA Registry File Personnel

FROM:	EXTENSION	NO.
DTR 1026 C of C	3245	DATE 15 September 1978

TO: (Officer designation, room number, and building)	DATE RECEIVED	DATE FORWARDED	OFFICER'S INITIALS	COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)
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2.		STATINTL		
3. A/DDA	15 SEP 1978	18 SEP 1978		
4.				
5. DDA	19 SEP 1978			
6. STATINTL				
7. DCI				
8.				
9.				
15.				

[redacted]

Harry E. Fitzwater

STATINTL

'To 7
"I support Harry Fitzwater's approach & trust it is agreeable with you. /s/Jack Blake"

Distribution:
Orig RS - DCI
1 - DDCI
1 - ER
1 - JFB Chrono
STATINTL 1 - Chrono
1 - Subject

Att: Ltr dtd 11 Sep 78 to DTR fr [redacted] re recommendations for CIA management training program (DDA 78-2445/5)

STATINTL

10 7
I support Harry Fitzwater's approach & trust it is agreeable with you.

STATINTL

[redacted]

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Briefing Schedule

STATINTL [redacted]

1100	Welcome by DCI -- Room 7D5607 Headquarters
1115	Meet With OTR and Management School Representatives DDA Conference Room -- Room 7D32 Headquarters

Participants

Harry E. Fitzwater, Director of Training
[redacted] Deputy Director of Training
Deputy Director for Functional Training
ief, Management School
uctor
, Instructor
uctor

STATINTL

STATINTL [redacted]

1120	Overview Management School Curriculum
1130	Leadership Styles & Behavior
1145	Management Seminar
1200	Program on Creative Management
1215	Lunch with DDA
1315	Meet with DCI
1400	Depart for Chamber of Commerce Building

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Approved For Release 2001/07/12 : CIA-RDP81-00142R000700090002-7

1430 Meet with OTR and Intelligence Directorate Representatives -- DTR Conference Room -- Room 1022 Chamber of Commerce Building

Participants

STATINTL

Harry E. Fitzwater, Director of Training
[redacted] Director of Training
ctor for Intelligence Training
Chief, Information Science Center
elligence School

STATINTL

[redacted]

1435 Intelligence Training Curriculum Overview

1440 Orientation and Seminar Courses

1455 Information Science Training

1515 Depart for National Airport

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Approved For Release 2001/07/12 : CIA-RDP81-00142R000700090002-7

Briefing Schedule
for

STATINTL [redacted]

DTR Conference Room
Chamber of Commerce Building

2 August 1978

Management School
Participants

STATINTL

Harry E. Fitzwater, Director of Training
[redacted] Deputy Director of Training
Deputy Director for Functional Training
Chief, Management School
ructor
se, Instructor
ructor

STATINTL [redacted]

1100	Overview Management School Curriculum
1110	Leadership Styles & Behavior
1125	Management Seminar
1140	Program on Creative Management
1200	Depart for Headquarters with Director of Training
1230-1340	Lunch with DDA
1345-1400	Meet with DCI
1400	Return to Chamber of Commerce Building

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STATINTL

Intelligence Training
Participants

Harry E. Fitzwater, Director of Training
[redacted] Director of Training
ctor for Intelligence Training
Chief, Information Science Center
elligence School

STATINTL

[redacted]

1430	Intelligence Training Curriculum Overview
1440	Orientation and Seminar Courses
1455	Information Science Training
1515	Depart for National Airport

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DISSEM BY:

DATE: 4 JULY

FROM: CABLE SEC
TO: FILE, DDA, C/OED, D/COMMO, (4/W)
SUBJECT: ~~CABLE~~ RECALL

1. AT THE REQUEST OF CABLE SEC , PLEASE RETURN TO THE CABLE SECRETARIAT ALL COPIES OF DIR 268949 DATED 4 AUGUST 1978.

2. COPIES ARE BEING RECALLED BECAUSE OF IMPROPER DISSEM

COPIES WILL NOT BE REISSUED

CHIEF, MESSAGE CENTER
CABLE SECRETARIAT

END OF MESSAGE

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Approved For Release 2001/07/12 : CIA-RDP81-00142R000700090002-7

ROUTING AND RECORD SHEET

SUBJECT: (Optional)

FROM:	EXTENSION	NO.
Deputy Director of Training 1026 C of C	3245	DATE 31 July 1978

TO: (Officer designation, room number, and building)	DATE RECEIVED	DATE FORWARDED	OFFICER'S INITIALS	COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)
1. DDA 7D24 Hqs				Per your request this morning, attached are copies of [redacted] schedule. Either Mr. Fitzwater or I will meet him upon his arrival at the airport.
2.		STATINTL		[redacted]
3.				Donald E. Smith
4.	STATINTL			
5.				[redacted]
6.	STATINTL			
7.				
8.				
9.				
10.				
11.				
12.				
13.				
14.				
15.				

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STATINTL
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[redacted]

July 20, 1978

Admiral Stansfield Turner
Director
Central Intelligence Agency
Washington, D. C. 20505

Dear Stan:

Thank you very much for your letter of June 26, and for the enclosures.

I will be arriving in Washington on August 2, at 10:19 a.m. (American flight 427) and plan to take the 3:55 p.m. (Delta flight 230) back to Boston. If we need more time for discussion, I have flexibility in my schedule for a later flight.

I look forward to seeing you and your people.

Regards and best wishes.

Cordially yours,

STATINTL

[redacted]

ZSZ/jrd

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DD/A Registry
78-2445/2

Executive Registry
78-9303/1

23 JUN 1978

MEMORANDUM FOR: Director of Central Intelligence

FROM: John F. Blake
Acting Deputy Director of
Central Intelligence

SIGNATURE →

STATINTL

SUBJECT: Material for [redacted]

REFERENCE: DCI Memo, 16 June 1978;
Same Subject

STATINTL

1. In anticipation of [redacted] visit in early August, the Office of Training (OTR) has provided some brief descriptions of several OTR courses. As requested in the reference, these are attached with a brief covering note from you to [redacted]TINTL

STATINTL
STATINTL

2. The Office of Training is looking forward to [redacted] arrival. Given his work at the [redacted], he should be particularly helpful in assisting OTR in improving an area of great interest, that of the use of case studies.

[redacted]ATINTL

John F. Blake

Attachment:
Letter w/atts

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SENDER WILL CHECK CLASSIFICATION TOP AND BOTTOM

	UNCLASSIFIED		CONFIDENTIAL		SECRET

OFFICIAL ROUTING SLIP

TO	NAME AND ADDRESS	DATE	INITIALS
1	EO/DDA	7/26	
2			
3	A/DDA	31 JUL 1978	
4			
5	DDA	31 JUL 1978	
6	Reg - subj.		

	ACTION		DIRECT REPLY		PREPARE REPLY
	APPROVAL		DISPATCH		RECOMMENDATION
	COMMENT		FILE		RETURN
	CONCURRENCE		INFORMATION		SIGNATURE

Remarks: Mr. Blake discussed w/DTR who will forward a schedule.
cc: D/OTR.

FOLD HERE TO RETURN TO SENDER

FROM: NAME, ADDRESS AND PHONE NO.	DATE

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FORM NO. 237 Use previous editions (40)

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The Director
Central Intelligence Agency

Washington, D.C. 20505

DD/A Registry
78-2445/3

Executive Registry
78-2363/2

26 June 1978

STATINTL

Dear [redacted]

In anticipation of your ~~work~~ visit with us in early August, I have had our Office of Training pull together brief descriptions of some of their courses. Several of these, summarized in Attachment 1, are regular management training courses which emphasize the administrative tools of management as practiced in CIA or behavioral science aspects of working with and supervising others. Two courses described in Attachment 2 are attended by officers who have high potential for advancement either into senior managerial or senior specialist positions; these courses focus very much on CIA as an organizational entity and on the business of the Intelligence Community. There are two special programs for senior officers which are summarized in Attachment 3. Lastly, the information science courses discussed in Attachment 4 provide training in analytical techniques for managers.

Although these descriptions are quite limited, I hope they will give you a feel for the variety and kinds of training courses which are now being conducted within CIA. Greater detail can be provided for you after your arrival. Our people are looking forward to your visit and in particular are interested in your views as to how to make more effective use of case studies in these programs.

Have a great trip -

[redacted]

STATINTL

STANSFIELD TURNER

STATINTL

Attachments: 4

[redacted]

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Approved For Release 2001/07/12 : CIA-RDP81-00142R000700090002-7

SUBJECT: Material for [redacted]

STATINTL

STATINTL

ORIGINATOR: [redacted]

Harry E. Fitzwater
Director of Training

DATE: 21 JUN 1978

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Attachment 1

The descriptions below outline the basic courses offered by the Agency's Management School. They do not include the supplemental workshops and programs which have been developed to deal with more narrowly focused aspects of management such as the Performance Evaluation Workshop, Counseling, or Finance Management Courses. A logical progression for Agency managers through the basic program of courses would begin with Leadership Styles and Behavior followed by the Fundamentals of Supervision and Management. Selected managers would then proceed through the Management Seminar and the Program on Creative Management.

Leadership Styles and Behavior

Leadership Styles and Behavior is a self-assessment course which provides participants with the opportunity to analyze themselves as managers. Emphasis is placed on developing an understanding of the implications of various management styles, and opportunities are given to try out various styles as students work in problem solving groups. The course is largely a self-directed learning program using Agency-related case studies and an in-basket exercise.

The program leads to an extensive, in-depth feedback session designed so that team members help each other in the assessment of their individual leadership styles. At the conclusion of the course a goal setting exercise allows the participants to focus their self-improvement efforts toward increased effectiveness on the job.

The course is adapted from a module designed at the Federal Executive Institute, Charlottesville, Virginia, and uses structured group and inter-group exercises, brief lectures, films, case studies, and survey instruments to present a variety of leadership theories. Included in the program are such topics as management theory, situational leadership, the contingency model of leadership, and exchange theory.

This one-week course is open to any Agency employee (GS-14 and below) and is recommended for new first-line supervisors. It is offered six times a year for a total of 246 students.

Fundamentals of Supervision and Management

The course concentrates on the administrative functions and responsibilities of the first-line supervisor. The general process of planning, controlling, organizing,

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directing, and staffing are presented in relation to the Agency environment and procedures. Emphasis is placed on a personnel management cycle model as a tool for relating individual employee needs and organizational goals.

Fundamentals of Supervision and Management affords participants the opportunity to learn by doing. Only a small portion of the time is devoted to lectures, films, and staff presentations. Most of the course work involves case studies, role playing, video-taped problem-solving sessions, small group discussions, team reports, and in-basket exercises. In this way participants practice applying Agency administrative tools, policies and procedures to daily office work.

This one-week course is open to any new first-line supervisor without regard to grade. It is offered ten times a year for a total of 380 students.

Management Seminar

The Management Seminar is designed as a participative learning experience. Individuals improve their personal and organizational effectiveness by analyzing situations through case studies within their own offices, by observing individual and group behavior in structured problem-solving experiences and by defining their personal approach to management responsibilities in the Agency. Learning is facilitated through examination of actual problems, exchange of information and opinions among Seminar participants, and the application of contributions from current management research.

During the course of the Seminar, participants become more aware of how they function as managers and develop a framework to analyze the organizational environment in which they function. Time is allocated to practice specific techniques to improve organizational and personal effectiveness and to apply team skills in solving a range of Agency-related problems. Emphasis is placed on those Agency personnel and administrative-management systems which are most applicable to the participants' present and likely future management positions.

In addition to providing participants with a background in management theory, the Seminar explores communication, decisionmaking, motivation, managing time and change, group dynamics, and other aspects of organizational behavior. These concepts are presented through lectures, discussion, case studies, role-playing, situational analyses, films, videotapes and structured exercises.

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This two-week course is offered to mid-level managers, GS-13 through GS-15, who are nominated for participation by the Deputy Directors. The course is offered six times a year for a total of 120 students.

Program on Creative Management

The Program on Creative Management is designed to develop the manager's skills primarily in the area of interpersonal relations. As part of the program participants receive feedback from the staff on their aptitudes, values, and behaviors when dealing with a variety of problem-solving and decisionmaking situations. Opportunities are provided for participants to examine current information and practice skills in the areas of creative management, decisionmaking, situational leadership, the use of group resources, creative problem solving, and the role of feedback in the management process. At the end of the course, considerable time is devoted to goal setting and the development of a support system to insure that plans for change are realistic.

As a result of participating in the program, Agency members should be able to mobilize his/her own and others resources toward accomplishing Agency objectives. The
STATINTL program is adapted from the assessment and training process used by the [redacted] STATINTL
[redacted] Participants engage in role plays, videotaped exercises, structured problem-solving situations, and feedback activities. These experiences are interspersed with films, lectures, and discussions. Emphasis is placed on close interaction between staff and participants.

This one-week course is also for middle-level managers, GS-13 through GS-15, who are nominated for participation by the Deputy Directors. The course is offered six times each year for a total of 72 students.

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Attachment 2

Midcareer Course

The Midcareer Course is for approximately 30 middle-level officers (GS-12 and GS-13) from all Directorates, who have 5 to 15 years of service. The program is designed to broaden their professional horizons. Particular focus is on the Agency and its components, and on issues and problems of current concern to Agency management. Separate blocks are devoted to the DCI's Community role, other members of the Intelligence Community and interagency relations, and to selected international and foreign policy issues of intelligence concern. The program is an intensive five-week activity, and also serves as a forum for the exchange of views between senior managers from many Agency components and the course members.

CIA Senior Seminar

Twenty supergrade officers and promising GS-15s selected by the four Directorates are assembled in two Senior Seminars per year for a nine-week program which provides both an intensive and extensive examination of key issues in Agency management; mission and functions of the Intelligence Community; major intelligence and foreign policy questions; and scientific and domestic phenomena having current or potential impact on the Agency and the intelligence profession.

Two of the three course objectives focus on providing insights into the problems and pressures facing Agency managers and giving senior officers a broadened view of organizational management and human behavior and relations. A one-week field trip is devoted exclusively to the latter objective which is achieved by exposure to management problems and managerial techniques of major U.S. firms in selected areas. The third course objective focuses on foreign policy interests pertinent to intelligence collection and analysis.

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Attachment 3

Perspectives for New Supergrades

Perspectives for New Supergrades is designed for officers recently promoted to supergrade rank, and focuses on three key objectives in an intensive four-day schedule. Small group study of selected priority problems is designed to challenge class members to consider unique responsibilities and concerns that may be related to their new status, and to stimulate non-parochial approaches to Agency problems. The third objective is to expose class members to Agency-wide managerial issues from the perspective of top management.

The Chiefs of Station Seminar

The COS Seminar is a two-week course run three or four times a year and designed for Chiefs of Station, Deputy Chiefs of Station, and Chiefs of Base designees who are assuming their first field command or updating their information prior to another tour abroad. Participants are primarily senior operations personnel, plus selected officers from other Directorates who are bound for overseas posts. In the May 1978 COS course, 24 officers from the Directorate of Operations and one officer from the Directorate of Science and Technology attended. The average grade was 14.6, average age 45, and average experience exceeded 20 years. The course consists of a comprehensive presentation of managerial and operational responsibilities which field station managers will face in forthcoming assignments. Current doctrine is covered, and advice and guidance are provided on administrative requirements of the managerial positions. The course does not deal with operational subjects, but rather is devoted to the practical managerial aspects of running Agency stations abroad.

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Attachment 4

Information Science for Managers I

This course stresses the application of information systems and systematic methods of analysis by systems users to a variety of intelligence, support, and management tasks. The content of the course is readily understood by those with no scientific, technical, or computer training. It is intended for those who need only an introduction and overview of the subject.

Students receive a fundamental knowledge of forecasting, probability, decision trees, correlation and regression analysis, network analysis, linear programming, resource allocation, PERT, decisionmaking, and other systematic methods of analysis and management science.

The course is one-week long and is run twice each year for a total of 60 students.

Information Science for Managers II

Like "Managers I," this course stresses the application of information systems and systematic methods of analysis by systems users to a variety of management, support, and intelligence tasks. In contrast with "Information Science for Managers I," this course develops elementary skills in the application and use of these methods. Two weeks in duration, it makes extensive use of student exercises and is intended for those who need more than a brief introduction and overview of the subject.

Each student learns the elementary use of computer terminals and to apply computer programs to management, support, and intelligence problems. The student receives a fundamental knowledge of forecasting, probability, decision trees, correlation and regression analysis, network analysis, sampling, linear programming, resource allocation, PERT, decisionmaking, and other systematic methods of analysis and management science.

"Managers II" is also run twice a year for a total attendance of 60 students.

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DD/A Registry
78-2445/2

23 JUN 1978

MEMORANDUM FOR: Director of Central Intelligence

FROM: John F. Blake
Acting Deputy Director of
Central Intelligence

SUBJECT: Material for [redacted] STATINTL

REFERENCE: DCI Memo, 16 June 1978;
Same Subject

STATINTL

1. In anticipation of [redacted] visit in early August, the Office of Training (OTR) has provided some brief descriptions of several OTR courses. As requested in the reference, these are attached with a brief covering note from you to [redacted]L

STATINTL
STATINTL

2. The Office of Training is looking forward to [redacted] arrival. Given his work at the [redacted], he should be particularly helpful in assisting OTR in improving an area of great interest, that of the use of case studies.

/s/ John F. Blake

John F. Blake

Attachment:
Letter w/atts

Distribution:
Orig - DCI w/Ltr
1 - DDCI w/Ltr
1 - ER w/Ltr
2 - DDA w/Ltr (chron)
1 - OTR w/Ltr

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DD/A Registry
78-2445/3

26 June 78

STATINTL

Dear [redacted]

In anticipation of your work with us in early August, I have had our Office of Training pull together brief descriptions of some of their courses. Several of these, summarized in Attachment 1, are regular management training courses which emphasize the administrative tools of management as practiced in CIA or behavioral science aspects of working with and supervising others. Two courses described in Attachment 2 are attended by officers who have high potential for advancement either into senior managerial or senior specialist positions; these courses focus very much on CIA as an organizational entity and on the business of the Intelligence Community. There are two special programs for senior officers which are summarized in Attachment 3. Lastly, the information science courses discussed in Attachment 4 provide training in analytical techniques for managers.

Although these descriptions are quite limited, I hope they will give you a feel for the variety and kinds of training courses which are now being conducted within CIA. Greater detail can be provided for you after your arrival. Our people are looking forward to your visit and in particular are interested in your views as to how to make more effective use of case studies in these programs.

Yours,

/s/ Stan

STANSFIELD TURNER

STATINTL

Attachments: 4

[redacted]

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Approved For Release 2001/07/12 : CIA-RDP81-00142R000700090002-7

SUBJECT: Mate[redacted]

STATINTL

ORIGINATOR: _____
Harry E. Fitzwater
Director of Training

DATE: 21 JUN 1978

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OFFICE OF THE DIRECTOR

DD/A Registry
78-2445/1

Approved For Release 2001/07/12 : CIA-RDP81-00142R000700090002-7

Date: 20 June 78

TO: Jack Blake

FROM: [redacted] STATINTL

SUBJECT: Management Course

REMARKS:

Jack -

Here's the syllabus as it was last taught in [redacted] STATINTL

Biography is @ p B-15.

Bruce

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STATINTL

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Next 1 Page(s) In Document Exempt

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DD/A Registry
File Training-6

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OFFICIAL ROUTING SLIP

TO	NAME AND ADDRESS	DATE	INITIALS
1	D/Training		
2	Att: Mr. Fitzpatrick 1026 Coff		
3			
4			
5			
6			

	ACTION		DIRECT REPLY		PREPARE REPLY
	APPROVAL		DISPATCH		RECOMMENDATION
	COMMENT		FILE		RETURN
	CONCURRENCE		INFORMATION		SIGNATURE

Remarks:

Syllabus of course taught at [redacted] by [redacted]

STATINTL

STATINTL

[redacted]

STATINTL

20 JUN 1978

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DDA	20 JUN 1978

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FORM NO. 237 Use previous editions (40)
1-67

DDA:JFBlake:kmg (20 Jun 78)
Distribution:
Orig RS - DTR (by hand-6/21/78) w/Orig of Atts
1 - DDA Subj w/cy of Att
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1 - JFB Chrono

STATINTL

STATINTL

Att: Syllabus of course taught at [redacted] by [redacted] w/h/w note from [redacted] dtd 20 Jun 78 (DDA 78-2445/1).

STATINTL

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Executive Registry
78-9363

DD/A Registry
78-2445

16 JUN 1978

MEMORANDUM FOR: Acting Deputy Director of Central Intelligence

FROM: Director of Central Intelligence

SUBJECT: Material for [redacted]

STATINTL

STATINTL

I agreed that we'll attempt to get some material on [redacted] course in management so that we can review it prior to his arrival here on 2 August. By the same token, perhaps we could get his gastric juices flowing by sending him a precis of the kinds of courses that we have for which this might be applicable. I had in mind the Midcareer Course; another alternative would be the Senior Seminar or perhaps others that you can think of. Could you just give me a little description of each and a brief note to [redacted]

STATINTL

STATINTL

[redacted]

STANSFIELD TURNER

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Att: DDA 78-2445

Remarks:

Harry,

Forwarded per our telephone conversation

[redacted]

STATINTL

JUN 1978

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Deputy Director for Administration	
7D 04 Hqs. x5454	19 Jun

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18	DCI/SS				
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SUSPENSE DATE:

Remarks:

STATINTL

[redacted]

Executive Secretary

Date

237 (4-78)

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3	A/DDA 19	JUN 1978	
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5	DDA		
6			

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	APPROVAL		DISPATCH		RECOMMENDATION
	COMMENT		FILE		RETURN
	CONCURRENCE		INFORMATION		SIGNATURE

Remarks:

CC: D/OTR
Morning Mtg 6/20/78

STATINTL

[redacted] has been added —

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