

C-931461



CENTRAL INTELLIGENCE AGENCY

Office of Legislative Liaison
Washington, D. C. 20505

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VIA COURIER

TO: Mr. Thomas K. Latimer, Staff Director
Permanent Select Committee on Intelligence
House of Representatives
Washington, D.C. 20515

Dear Tom:

Enclosed is some background on the SIS Core Course which I hope will be of use to you in preparing your remarks. I would greatly appreciate it if you would return the documents to me once you have finished with them.

Sincerely,

[Redacted Signature]

25X1

Liaison Division
Office of Legislative Liaison

Enclosure

FORM 1533 OBSOLETE PREVIOUS EDITIONS.
3-79

(40)

The Executive Development program is committed to preparing newly promoted SIS-1's to assume executive duties and responsibilities and to offer a continuing education for all senior Agency executives. This program consists currently of two separate and unique segments: the Core Course and the Electives. The Core Course is required of all newly promoted senior intelligence officers. The Electives will be scheduled on a demand basis.

THE CORE COURSE

The Core Course has been structured to introduce the newly promoted senior intelligence officer to the problems and opportunities of executive management in the CIA.

The Course will be conducted after each promotion cycle (2 times per year), will run for approximately two weeks, and will be presented by principal officers of the Agency including the Deputy Director, the Executive Director and the Deputy Directors, and outside speakers.

An off-site location such as the Xerox Training Facility will provide an environment in which the participants will study topics such as , National Security Policy, the Congress, the Law, the Intelligence Community and the Press as they relate to intelligence; as well as the Agency Culture, Resource Management, Leadership, Negotiations, and Strategic Planning. Seminars, exercises, workshops and simulations will be the major vehicles. The primary focus will be on team participation. With emphasis on day to day demands of a CIA executive. The course will also encourage strategic thinking about how CIA and the Intelligence Community will do their business in the 1990s.

Participants will have an opportunity to do some self-appraisal and stock-taking and to set personal career goals for the next five years.

EXECUTIVE DEVELOPMENT CORE COURSE

No. 1

13 - 28 February 1984

EXECUTIVE DEVELOPMENT STAFF
OFFICE OF TRAINING AND EDUCATION

25X1

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EXECUTIVE DEVELOPMENT CORE COURSE

NO. 1

STAFF:

Course Director

25X1

Training Assistant

Extension:

25X1

Executive Development Staff

Office of Training and Education

Chamber of Commerce Building, Room 1001

Course Location

13 - 24 February - XEROX Facility, Leesburg, Virginia

**27 - 28 February - Visits to Capitol Hill, the White House,
the Pentagon, and the Department of State**

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CORE COURSE FOR CIA EXECUTIVES

Course Objectives

1. This course is designed to facilitate the development of a strategic, all-Agency focus for newly promoted SIS-01 officers and to focus on some of the specific competencies required at the executive level. To this end it will:

a. help new SIS officers better understand the Agency's goals, policies, and direction under the current leadership;

b. heighten awareness and acceptance of the participants' roles as executives in the intelligence environment;

c. enhance conceptual skills in the conduct of relations with other Agency components and with external organizations;

d. enhance competencies for managing Agency resources and activities;

e. develop skills in strategic planning and managing change;

f. help individuals hone their skills to lead, motivate and negotiate with others;

g. foster a collaborative, team approach to Agency management issues.

2. Training will be primarily experiential, with emphasis on exercises, simulations, and discussion of case studies.

3. Additional elective courses will provide a more in-depth treatment of many of the core course components.

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MONDAY, 13 FEBRUARY
(XEROX FACILITY)

INTRODUCTION

0900-0915 Welcome to the Executive Development Core Course

[Redacted]

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Director,
Executive Development Core Course,
Office of Training and Education

The Course Director will present an overview and discuss the objectives of the Course.

0915-0945 Introductions

Participants

Participants will introduce themselves, identify their component, their current assignment, and their product.

WELCOME TO SIS RANK

0945-0955 Film - "Brainpower"

1000-1100 Welcome to SIS Rank

Robert W. Magee
Director of Personnel

Mr. Magee will discuss the responsibilities of membership in a directorate career service, the SIS compensation schedule, and stipends and performance awards. He will also talk about the SIS vs. the SES and the bonus--the quiet award.

1110-1155 Team Exercise

Staff and Participants

Participants will provide an oral presentation of their most memorable incident with the Agency, a description of their high point in Agency activity, or one good war story.

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MONDAY, 13 FEBRUARY
(XEROX FACILITY)

INTELLIGENCE AND NATIONAL POLICY

1330-1430	<u>Intelligence and National Policy</u>	Robert M. Gates Deputy Director for Intelli- gence and Chairman, National Intelligence Council
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Dr. Gates will discuss intelligence analysis and production from the point of view of a consumer of intelligence, the changing focus of intelligence analysis in the out years, and current issues in the world today.

1445-1545	<u>The Instant National Intelligence Officer</u>	David Whipple NIO for Terrorism
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This presentation discusses the challenge and difficulties of starting up as a NIO in a critical area that transcends a number of collection and analytical functions in the CIA and the Intelligence Community.

1600-1700	<u>Team Questions</u>	<u>Staff and Participants</u>
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Teams will develop questions for class visits.

DINNER

1930-2030	<u>Evening Session</u>	<div style="border: 1px solid black; width: 150px; height: 20px; margin-bottom: 5px;"></div> Chief, Inter- national Activities Division	25X1
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<div style="border: 1px solid black; width: 100px; height: 20px; margin-bottom: 5px;"></div>	will discuss covert action in today's environment.	25X1
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TUESDAY, 14 FEBRUARY
(XEROX FACILITY)

CIA AND THE CONGRESS

0800-0850 CIA and the Congress

Clair E. George
Director, Office
of Legislative
Liaison

0900-1000 The Congress and CIA

Larry G. Kittlwell
Senate Select
Committee on
Intelligence

What is the proper role of Congressional oversight? What are current Congressional concerns about the CIA? What is the role of the Congress in the review and funding of intelligence activities? What are the current issues? Are we still viewed as a "rogue elephant?", etc.

1010-1100 Temperament Sorter

25X1
Chief, Executive
Development
Staff

Preliminary Feedback on the Keirsey temperament test will be done at this time.

1100-1130 Team Questions

Staff and
Participants

Teams will develop questions for class visits.

LUNCH

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TUESDAY, 14 FEBRUARY
(XEROX FACILITY)

CIA AND THE LAW

1400-1415 Overview of Legal Services [redacted] 25X1
Deputy General
Counsel

[redacted] will give a brief description of the types of legal services OGC can provide and how it can assist senior Agency managers. 25X1

1415-1445 What a Senior Agency Manager Should Know about Executive Order 12333 [redacted] 25X1
Chief, Intelli-
gence Law
Division

This Executive Order regulates intelligence activities and is a key component of intelligence law.

1500-1530 How a Senior Agency Manager Should Deal with the FOIA and Privacy Acts [redacted] 25X1
Chief, Litiga-
tion and
Legislation
Division

1530-1600 Legal Aspects of Administration [redacted] 25X1
Chief, Adminis-
trative Law
Division

Various considerations that regularly face senior Agency managers such as EEO, sexual harassment, conflict of interest, personal liability and suits against Agency employees, termination standards, and the Agency's spending authorities will be addressed.

TUESDAY, 14 FEBRUARY
(XEROX FACILITY)

1600-1630 Law In-Box Exercise Participants

Teams will be given two of the following in-box cases to resolve: a) An FOIA release to the public; b) EEO Discrimination case; c) Conflict of interest; d) Possible conflict between an operational initiative and the Executive Order; e) Questionable use of operational funds; f) Concern over political adjustments to an intelligence product; and g) Sole source procurement directed toward a favored contractor.

DINNER

1930-2100 Law In-Box Exercise (Continued) Participants

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THURSDAY, 16 FEBRUARY
XEROX FACILITY

0800-0830 The Agency Culture

[REDACTED]

25X1

Executive
Director, CIA

Our speaker will reflect on the Agency culture. What would we like to project as role models? Can we expect a new breed of intelligence officers, and if so are we prepared for them?

STRATEGIC THINKING AND AGENCY PLANNING

0845-0945 Strategic Thinking and Agency Planning

[REDACTED]

25X1

Do security, compartmentation, and the reactive nature of our business hamper long range strategic thinking? Does the changing political process in which we must operate preclude good strategic planning? What is the framework of the CIA's strategic planning for the next ten years?

1000-1130 A Management Game: Turnaround[REDACTED] and
Participants

25X1

Equipped with fiscal and personnel data, managers are assigned the task of rescuing a troubled manufacturing plant. This simulation permits individuals to work through the problem first by themselves, then in a group, and, finally, to compare their solutions to an expert's.

LUNCH

PERSONNEL MANAGEMENT

1400-1430 Motivation

Staff and
Participants

The group will discuss subordinate motivation. They will develop a list of ways (informal and formal) to motivate, reward, and recognize employee contributions and performances, plus various means to facilitate their subordinates' career development.

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THURSDAY, 16 FEBRUARY
XEROX FACILITY

1445-1545 Reduction in Force

[REDACTED]
Chief, Special
Activities
Staff, Office
of Personnel

25X1

Our speaker will discuss personnel reduction on a large scale such as the 701, Schlessinger, and Turner exercises vs. the weeding out process at the career service level. He will use case studies and discuss lessons learned.

DINNER

MANAGING THE TECHNOLOGY EXPLOSION

1930-2030 Managing the Technology
Explosion

[REDACTED]
Associate
Deputy Director
for Science and
Technology

25X1

Where is technology expected to take this Agency in five to ten years? How will the cost of technology balance with the costs of people? Do changes in the operational environment, new analytical challenges, and automation lead to new applications of technology? Does this trend impose a greater security risk? Do we have a workforce that can change from shoebox to computer terminal? Are we prepared to offer these new high tech employees a more rewarding career? Are we hiring the right type of people for tomorrow's challenges? Will technology spark new working styles?

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FRIDAY, 17 FEBRUARY
XEROX FACILITY

RESOURCE MANAGEMENT

0800-0845 The Agency Budget System

[Redacted] 25X1
Deputy Comptroller

[Redacted] 25X1
Executive
Officer, Office
of the
Comptroller

Our speakers will provide an overview of the Agency budget system, explaining the base program, ongoing and new initiatives, guidance, and reprogramming.

0900-1015 Budget Exercise

Speakers and
Participants

Teams will conduct a strategic budget planning exercise (Strawman ranking) involving the FY85 budget. There will be a discussion of team rankings with the representatives of the Office of the Comptroller.

1030-1130 The Budget

Daniel A. Childs
Comptroller

Our speaker will present his views on the budget process and Agency long-range planning; how we cope with ceilings, tighter budgets, etc.; will some programs have to go? achieving flexibility.

LUNCH

PERSONNEL MANAGEMENT

1230-1500 Career Panel Exercise

Staff and
Participants

Teams will represent a newly formed career panel. Each team will be required to spell out their ranking criteria, procedures for acquiring information to evaluate personnel, recommendations for aggressive or conservative promotion policies, plus suggestions for a system that will identify and resolve personnel that do not meet the demands of the service.

TUESDAY, 21 FEBRUARY
XEROX FACILITY

DINNER

1930-2030

John H. Stein
Deputy Director
for Operations

Our speaker will present his ideas on leading a group of strong-willed, often independent, managers who vary dramatically in organizational style.

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WEDNESDAY, 22 FEBRUARY
XEROX FACILITY0800-1030 Negotiation

25X1

This presentation will include discussion of negotiation, influence, and conflict resolution.

1045-1130 Mentorship

25X1

Participants

This is a presentation on mentorship as it exists in the Agency, with discussion of the advantages/disadvantages and some of the alternatives. What is the role of management in promoting the process?

25X1

LUNCH

1400-1630 Expanding the Executive

Presentation skills--tasking, organizing, improving, directing, writing, and presenting will be covered by this speaker.

DINNER

1930-2000 Leadership Talent Search
PresentationsStaff and
Participants

Teams will give their presentations from the Leadership Talent Search Exercise yesterday.

2015-2130 Team Time on Strategic PlansStaff and
Participants

Teams organized along directorate lines will develop a 10-year strategic plan for their directorate. These plans will signal major efforts, new initiatives, program cancellations, shifts in resources, and ground work for the mid-1990s. Teams should coordinate their plans and prepare short presentations for the DDCI.

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THURSDAY, 23 FEBRUARY
(XEROX FACILITY)

ORGANIZATIONAL AND PERSONAL DEVELOPMENT

0800-1015 Turnaround (Continued)

[Redacted] Participants

25X1

Team exercise.

1030-1130 The Decision Process

Harry E. Fitzwater
Deputy Director for
Administration

Our speaker will cover the decision process in the Agency; how to make unpopular decisions; when and when not to coordinate; managing risk.

LUNCH

1300-1400 Decisionmaking

Staff and
Participants

Teams will be given an "in-box" of actual decisions made by Agency executives. They will discuss the process and behind-the-scene activity of such decisions and how they were made.

EXECUTIVE ASSESSMENT

1400-1500 Contract Management

[Redacted]
Chief, Procurement Division,
Office of
Logistics

25X1

Our speaker will cover the search for expertise; determining a quality contractor; contract management; sole source vs. competitive bids; the overrun; performance measurement with a contractor; danger signals; when to close out.

1515-1615 Executive Wake

[Redacted] Participants

25X1

This is a group discussion. The participants will describe what they believe happened in their offices during their attendance at this Course.

THURSDAY, 23 FEBRUARY
(XEROX FACILITY)

1630-1715 Temperament Evaluation

[Redacted]

25X1

Participants

Each participant will report on results of his earlier temperament assessment.

DINNER

25X1

1930-2100 In Search of Excellence

[Redacted]

Assistant Director
of Training and
Education for
Curriculum

The DCI has a process underway to establish this organization's goals and beliefs; a short document incorporating them presumably will be promulgated soon. But what happens next? How can we make CIA's professed goals and beliefs have meaning for our people and the way we do business? What are the impediments to making our credo live over time? How might they be overcome? Is it all just another passing bureaucratic fancy?

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MONDAY, 27 FEBRUARY
(CAPITOL HILL)

At the end of the Core Course we will conduct a series of discussions with senior policy officials in the Washington Community.

Participants will meet with these officials in their own offices and are encouraged to discuss those issues which were surfaced during the Course.

0900-1100

The White House

Kenneth de Graffenreid
National Security
Council Staff

LUNCH - U. S. Capitol

1400-1530

The United States Congress

Thomas K. Latimer
Director, House
Permanent Select
Committee on
Intelligence

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TUESDAY, 28 FEBRUARY
(THE PENTAGON)

1015-1200

The Department of Defense

General Richard
Stillwell
Deputy Under-
Secretary of
Defense for
Policy

LUNCH - The Pentagon Executive Dining Room

1400-1530

The Department of State

Ambassador Ronald
I. Spiers
Undersecretary
of State for
Management

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