

13 August 1954

MEMORANDUM FOR: Chief, Management Staff

SUBJECT: Annual Management Improvement Report

1. The following is submitted pursuant to your request of 25 June 1954 for data from this Office of use in preparation of the Agency's annual management improvement report to the Bureau of the Budget.

a. The major management problem beyond the authority of this Office to solve is that of training requirements, both qualitative and quantitative. It is anticipated that with improved planning systems in the major operating components of the Agency and the generally increased appreciation of the importance of staff planning at all levels, solutions to this problem will begin to emerge. Prompt and accurate identification of training requirements by those responsible for planning operational programs and objectives and early communication of such requirements are essential to effective management of this Office since lead-time involved in the planning, preparation and execution of training programs is usually substantial.

Another major management problem not entirely within the authority of this Office to solve is that of obtaining a staff adequate in numbers and competence. This situation results in part from the personnel ceiling placed on the Office. But of no less significance is the length of processing time involved in the recruitment and clearance of new personnel and the difficulty of arranging for the assignment of intelligence officers of mature experience for tours of duty with this Office.

b. The following major areas of potential improvement have been selected for emphasis in fiscal year 1955:

- (1) More effective communication with major components of the Agency with particular regard to program objectives and the early derivation of training requirements related to such objectives.
- (2) Recognition by the various Career Services in the Agency of the desirability of assigning senior personnel for tours of duty with OIR as an integral part of planned career development of individuals.
- (3) More effective utilization of personnel as a result of careful selection and progressive training with the objective of each member of the staff being able to handle at least three different assignments.

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NO CHANGE in Class.

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- (4) Reduction of overtime costs as a result of improved planning and work scheduling.
 - (5) Installation of an improved system of inventory and control of TOP SECRET documents.
 - (6) Installation of a standardized subject-file system.
 - (7) Simplification of the administrative processing of requests for training at non-CIA facilities.
 - (8) Extension of Records Management and Vital Documents programs.
 - (9) Further mechanization of test scoring and statistical processing.
- e. The following are specific actions taken during fiscal year 1954 to improve management and solve operating problems in this Office:
- (1) The number of operating divisions was reduced from ten to eight and one Deputy Director of Training was eliminated. Evolution of the single Deputy Director of Training by elimination of the former concept of Office of Training (General) and Office of Training (Special) - corresponding to the functional distinctions between DD/I and DD/P - also permitted consolidation of the functions and activities formerly performed by the Plans and Policy Staff, TR(G), Plans and Programs Staff, TR(S), and Training Development Staff, TR(S).
 - (2) Elimination of three Agency forms by development and introduction of a new standard form (5L-1, Jan 54) for requesting training of individuals.
 - (3) Decentralization of the administration of psychological tests to candidates for the Junior Officer Trainee Program with resultant savings in travel expenses and expediting of consideration of individual candidates.
 - (4) Important savings in man-power and improvements in service were achieved by mechanization and simplification of procedures and methods of recording and computing statistics regarding test scores and test records of individuals.
 - (5) Initiation of a program of inter-change of instructors with the objective of each individual becoming qualified to perform two or more assignments. This has increased the competence of individuals and the capabilities of the Office.

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2. It should be noted that the Management Training Division is in the business of seeking to improve management practices throughout the Agency in ways that are appropriate for Training. To this end, during fiscal year 1954, the following programs have been conducted: the Human Resources Program (a $4\frac{1}{2}$ hour basic supervisory training program for all levels of supervision) and Management Course A (a 40 hour course in the fundamentals of management, addressed primarily to the Branch Chief level of supervision). In addition, there will be offered during fiscal year 1955, Management Course B, a 40 hour course in the fundamentals of supervision, addressed to the Group, Unit and Section Chief levels of supervision.

MATTHEW BAIRD
Director of Training

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