

8 April 1974

MEMORANDUM FOR: Director of Training

SUBJECT : Course Report for Management and Services: Trends and Highlights No. 47 (5-74)

25X1A

1. Management and Services Review: Trends and Highlights Course #5-74 (Forty-seventh running), 25 - 29 March 1974, with 51 students, was run [REDACTED]. The attached schedule gives details of the conduct of the course. Class members' evaluations of the extent to which the objectives were met are attached.

25X1A

2. The consensus of the class members seemed to be that the course objectives were met. A number felt that a 3- or 4-day course would be adequate; they suggested that some of the lectures could be shortened to one-half hour. A question regarding the venue of the course produced 31 responses favoring [REDACTED] 9 favoring Headquarters, 1 favoring CofC Building, 2 favoring other sites and 3 with no expressed opinion.

3. Class members for this course were drawn from every Office of the M&S Directorate and some from each of the other three Directorates. Seventeen were CT's. GS grades and ages from GS-05 to 15 and 23 years to 54. Time on board ranged from 2 months to 26 years. Age differences, particularly in the social context, made it difficult for this class to form a homogeneous group. Although the line is not wire-sharp, the class showed a strong tendency to sort itself out into those under 32 and those over 32.

4. Virtually everything in connection with running the course functioned as it should, with the exception of the audio-visual equipment. The room used as a projection booth is under-equipped with electrical outlets for projectors, amplifiers and audio mixers. Also, the motion-picture and Carousel projectors should both be raised higher above the floor. An Office of Logistics conference, held the week before in the Gymnasium, caused some inconvenience when some of the electronic equipment had not been returned on Monday, but we worked around the problem and this was soon straightened out.

5. Evening movies were run Monday, Tuesday, and Wednesday evenings. Departing from past practice, these were not "entertainment" films; rather, they were carefully selected management films and documentaries. Aside from a little questioning about what happened to the lecture films -- implicit was the suggestion that these were desirable -- the class was well satisfied with what they saw.

6. For the first time, a short written quiz was given at the end of the course, to test the class members' knowledge of DDM&S personnel activities. Questions on which the class did poorly included those relating to the CT Program, and certain activities of the Offices of Logistics, Personnel and Finance. On the test, which consisted of 31 true-false questions and 12 matching questions, the median of incorrect answers was eleven. The median for the CT group was the same as that for the group as a whole. A copy of the test is attached.

7. Speakers were drawn for the most part from our regular stable of M&S officials, who made their usual presentations, which were rated from outstanding to abysmally poor. Tightening up the schedule will no doubt give us the opportunity to weed out some of the least effective and thus to arrive at a qualitative improvement.

25X1A



Course Administrator

Attachments:

Course Schedule  
Student Roster  
Summary of Course Evaluations  
Quiz

A

MANAGEMENT AND SERVICES REVIEW  
TRENDS AND HIGHLIGHTS

Course No. 5-74

(Forty-seventh Running)

25 - 29 March 1974

25X1A

Seminar Room, Administration Building  
[REDACTED]

Intelligence Institute  
OFFICE OF TRAINING

Course Administrator: [REDACTED]

25X1A

Training Assistant : [REDACTED]

OFFICE: Room 926 Chamber of Commerce Building, Ext. 2452

C-O-N-F-I-D-E-N-T-I-A-L

MANAGEMENT AND SERVICES REVIEW  
TRENDS AND HIGHLIGHTS #5-74

25 - 29 March 1974

Monday, 25 March

25X1A

1000 - 1020 Welcome



The course begins with a warm welcome from the Chief of the [redacted] and his staff whose hospitality you will be enjoying this week. The speaker will also take the opportunity to briefly explain the missions,

25X1A

25X1A

25X1A

1020 - 1050

Course Administration and Introduction

[redacted] Course Administrator, Office of Training

25X1A

~~1100 - 1200~~  
<sup>1445 - 1545</sup>

CIA Today

[redacted] Chief, Intelligence and Midcareer Branch, Intelligence Institute, Office of Training

25X1A

This presentation will cover recent changes in the Agency's organization and CIA's external relationships in the Intelligence Community, the National Security Council system, and other areas. Mr. [redacted] will also briefly describe the relationship of the Management and Services Directorate to the task and functions of the Agency as a whole.

25X1A

1200 - 1300

Lunch

1300 - 1345

FILM: "Future Shock"

This film succinctly presents [redacted] analysis and conclusions of the impact of rapid change on U.S. society and culture.

25X1A

Monday, 25 March (continued)

25X1A

1345 - 1445

Agency Resource Management

Chief, Operations Management Group, Office of the Comptroller

25X1A  
Mr. [redacted] will explain what the resource picture is and what tighter resources will likely mean to us in the Management and Services Directorate. He will cover the Agency budgeting cycle in some detail and will discuss current planning and budgetary management practices with particular attention focused on Management by Objectives (MBO) and Zero Base Budgeting.

*1100-1200*  
1445 - 1545

Agency Financial Operations

Thomas B. Yale  
Director of Finance

The Director of Finance will tell about the complex financial operations of the Agency which are the responsibility of his Office. He will describe his Office's objectives and discuss new simplifying and streamlining techniques and the increasing use of computers to perform routines as an alternative to people.

1550 - 1635

Computers in CIA

Harry E. Fitzwater  
Director of Joint Computer Support

The computer is here to stay in the Agency -- as an information processor, as an analytical tool, and as an aid to managers and management. As you have probably already discovered, the computer is increasingly effecting your working lives in CIA. The Director of Joint Computer Support will acquaint you with current Agency uses of computer systems and will describe the role and responsibilities of his Office. Mr. Fitzwater will discuss his views on future computer use in the Agency, and will explain how to get computer support and assistance from OJCS.

SOCIAL HOUR AND DINNER

1900 -

FILM (attendance optional)

~~C O N F I D E N T I A L~~

Tuesday, 26 March

0830 - 0930

Management Assistance  
Programs: A Computer  
Application in the  
Management and Services  
Directorate

25X1A

████████████████████  
Office of Joint  
Computer Support

25X1A The Management and Services Directorate has been a major user of computers since the early 1960's. The effort to upgrade and tie together the various uses, called Management Assistance Programs (MAP), is beginning to pay off in results. Mr. ██████████ will explain, in laymen's terms, what MAP is, how it works, what problems it solves, who it serves, and other details which will help you to appreciate the role this particular program plays in the M&S Directorate.

0940 - 1030

A View from the M&S  
Planning Staff

25X1A

████████████████████  
Chief, Planning  
Staff, Directorate  
of Management and  
Services

25X1A Our speaker will cover the planning function in the M&S Directorate as seen from the Directorate level. He will focus on the processes of resource allocation and the Directorate's use of MBO, and show the close relationship between resource management at the Agency level and at the Directorate level. Mr. ██████████ will also look ahead and give us his views as to where present trends and developments will take the M&S Directorate.

1045 - 1130

Equal Opportunity in CIA

25X1A

████████████████████  
Director of Equal  
Employment Opportunity  
Program

The Director of Central Intelligence is firmly committed to achieve equal employment opportunity (EEO) for all CIA employees. The Director, EEO, will discuss "The Affirmative Action Plan for Equal Employment" and Agency progress toward that goal as outlined in "The Status of the Agency Equal Employment Opportunity Program" (both included in your reading kit). In this discussion, he will emphasize the problems we face, the directives he has received from the DCI, and the role that all Agency supervisors have in fulfilling the Plan. He hopes to elicit the views of the members of the course on each of the action items within the Plan.

~~C O N F I D E N T I A L~~

Tuesday, 26 March (continued)

1130 - 1240 Lunch

1245 - 1330 Personnel Benefits  
and Services

25X1A

██████████  
Chief, Benefits and  
Services Division,  
Office of Personnel

We begin the coverage of the Office of Personnel on a happy note by hearing from Benefits and Services, as these are the people who work to make our lives a little easier and our dollars stretch a little further. They run the "Company Store" and the insurance office, and they also perform other important services for you and the Agency. The speaker will identify the high points of the Division's functions, and will tell about some of the current problems his Division now faces in carrying out its mission.

1335 - 1420 Retiring from CIA

25X1A

██████████  
Chief, Retirement  
Affairs Division,  
Office of Personnel

25X1A  
Although few of us are ready to retire, it is an important event in our lives, and a subject in which we should have an interest personally and professionally. Overwhelming evidence shows that those who make some conscious preparation for retirement enjoy secure and happy retirements. From a professional point of view, we should, as members of the Directorate of Management and Services, have knowledge of what retirement provides for the employees of CIA and what an orderly retirement program has done for the Agency. Mr. ██████████ will cover all aspects of the Agency's program of retirement services and will describe how retirement has been a useful tool in contributing to management goals. Ample time will be allowed for questions and answers.

1430 - 1530 The Agency and Its People  
in the Seventies

25X1A

██████████  
Deputy Director  
of Personnel

In a concluding look at the personnel picture, the Deputy Director of Personnel will offer his views on trends which affect the personnel function and the Agency as a whole.



~~C-O-N-F-I-D-E-N-T-I-A-L~~

Tuesday, 26 March (continued)

1545 - 1645

The Training of  
Agency Officers

Alfonso Rodriguez  
Director of Training

The Director of Training, who recently reorganized his Office in order to better prepare Agency officers for what he believes will be our intelligence tasks in the 70's, will outline these tasks and the changes he has made to meet them. He plans to describe training available from OTR, new training methods, new requirements for training, and the role OTR can play in career development. Mr. Rodriguez will be available during the social hour and dinner for informal discussions with individuals.

SOCIAL HOUR AND DINNER

1900 -

FILM (attendance optional)

C-O-N-F-I-D-E-N-T-I-A-L

Wednesday, 27 March

25X1A

0815 - 0830

[REDACTED]

0845 - 1015

Communications in the  
Seventies

25X1A

[REDACTED]  
Chief, Communica-  
tions Operations,  
Office of Communi-  
cations

25X1A

Your visit to [REDACTED] will begin with an overview of the Office of Commu-  
nications by the Chief, Communications Operations. The Office of Communica-  
tions is the largest Agency component. Major emphasis of Mr. [REDACTED] pre-  
sentation will be on the current activities and problems of the Office, as  
well as its future plans and programs. One problem which will be discussed  
is how Commo hopes to meet the rising demand for vital communications during  
a period of declining resources.

25X1A

1030 - 1200

Training Communicators

25X1A

[REDACTED]  
Management Divi-  
sion, Communica-  
tions Services,  
Office of Communi-  
cations

25X1A

The Chief of the [REDACTED] will briefly describe the  
activities of this modern and technically advanced training complex. The  
class will then split into four groups and tour the training facilities and  
radio station base.

25X1A

1200 - 1245

Lunch [REDACTED]


Wednesday, 27 March (continued)

25X1A

1245 - 1300

Covert Communications:  
In Support of Agency  
Operations

CHIEF  
QUICK  
REACTION  
SECTION

  
Chief, Communications  
Engineering, Covert  
Engineering Division,  
Covert Communications  
Facility, Office of  
Communications

The Office of Communications maintains a facility for system development, storage, test and repair of Covert Communication equipment used in support of Agency operational activities. Following a brief introduction to the Covert Communications facility, you will tour the facility and have an opportunity to see some of the equipment that the Office of Communications uses to support covert operations.

1300 - 1430

Tour: Covert Communications  
Facility

25X1A


1430 - 1445



25X1A

1500 - 1550

Psychological Services  
Staff

  
Chief, Psychologi-  
cal Services Staff,  
Office of Medical  
Services

Psychological Services Staff offers a wide variety of psychological services to management and employees, including testing and assessment programs, counseling, research, and consulting on questions of human potential. Emphasis will be given to recent developments in the use of assessment centers and employee attitude surveys as Agency management tools.

1600 - 1650

Developments in the  
Office of Medical  
Services

John R. Tietjen, M.D.  
Director of  
Medical Services

The Office of Medical Services (OMS) is something more than the conventional U.S. Government medical facility. In addition to providing customary medical services, which it does, there have also been major programs in psychiatry,

Wednesday, 27 March (continued)

psychological services, and operational medical support ongoing for many years. OMS is now developing certain new programs designed to assist Agency management and the individual Agency employee. Dr. Tietjen will describe some of these new activities and how they relate to you.

SOCIAL HOUR AND DINNER

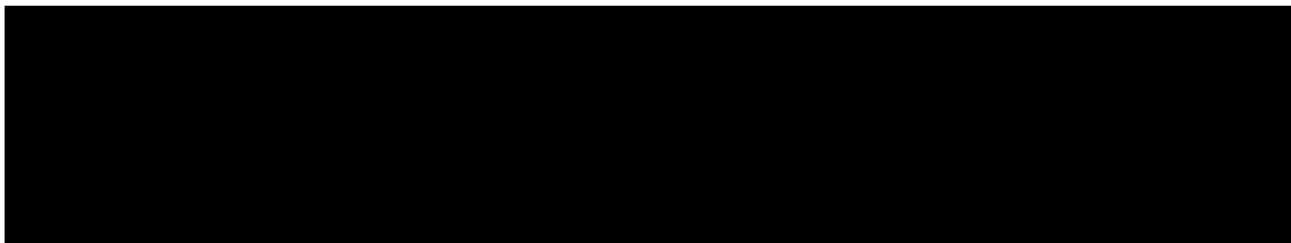
1900 -

FILM (attendance optional)

C O N F I D E N T I A L

Thursday, 28 March

25X1C



25X1A

0935 - 1030

The Office of Security  
Today



Deputy Director of  
Security for Policy &  
MANAGEMENT

The Deputy Director of Security will present a broad overview of the missions and functions of the Office, touching upon new developments and current trends in all branches of security--personnel, technical, and physical. He will examine new challenges and the changing nature of the security threat which faces CIA today, such as leaks of classified information to the press and bomb threats by terrorists. He will describe how Security has responded to these threats.

25X1A

1040 - 1110

Personnel and Physical  
Security



Training Branch,  
Plans, Programs and  
Administration Divi-  
sion, Office of  
Security

25X1A

Messrs. [redacted] will fill you in on many of the details of the role of Security today, with emphasis upon the activities of personnel and physical security.

25X1A

1125 - 1225

Technical Countermeasures  
(IN THE GYMNASIUM)



Briefing and Serv-  
ices Branch, Tech-  
nical Security Di-  
vision, Office of  
Security

C O N F I D E N T I A L

Thursday, 28 March (continued)

The speaker, from the Technical Security Division, will describe the challenges in this area which the Agency faces from an increasingly sophisticated opposition. He will demonstrate techniques the opposition has employed to penetrate U.S. installations overseas, and will show you equipment the security officers use to prevent, detect, and neutralize these penetrations.

1225 - 1300

Lunch

1305 - 1400

Records Management  
in CIA Today

25X1A

████████████████████  
Chief, Information  
Systems Analysis  
Staff

The flow of information sustains the intelligence process, and managing this flow is a function which falls to the Information Systems Analysis Staff. The Chief of this Staff will give you some appreciation of the magnitudes of data flow and provide you with some insight into the meaning of records management in today's environment. Mr. ██████████ will then broaden his discussion to include some of the other functions of his Staff such as responding to the requirements of the Freedom of Information Law. He will also describe word processing and the role his Staff plays in this field.

25X1A

1405 - 1450

Think Small: The  
Agency Micrographics  
Program

25X1A

████████████████████  
Chief, Microfilm  
Programs Branch,  
Information Systems  
Analysis Staff

One method for facilitating the handling and storage of information is to reduce its bulk. The speaker will take you on a fascinating and delightful trip through the tiny world of Micrographics. You will discover the great potential micrographics offers for controlling overburdened, and sometimes inefficient, paperwork systems, and will hopefully come away with a better understanding of how this technology might well serve your own office's information storage needs.

Thursday, 28 March (continued)

1510 - 1600

Tour of the Records Center

25X1A

Chief, Agency Archives and

25X1A

Chief, Agency Record Center

25X1A

The Agency facility for housing the records and archives is [redacted] Following a brief introduction to the Records Center, you will have an opportunity to see at first hand the complexity and enormity of managing Agency records today, and to hear about the Center's existing capabilities and plans for the future.

25X1A

SOCIAL HOUR AND DINNER

1900 -

FILM (attendance optional)

Friday, 29 March

0830 - 0915

25X1A

[REDACTED]  
Deputy Director of  
Logistics

The Deputy Director of Logistics will present an overview of recent develop-  
ments within his Office -- considerably changed now that hostilities in  
Southeast Asia have abated. He will identify significant factors, both in-  
ternal and outside CIA, which will influence the future course of his Office.  
Mr [REDACTED] will be followed by Divisional representatives who will point  
up the important trends in their components and will trace their prospec-  
tive evolution over the next few years. These speakers will be as follows:

25X1A

0915 - 0945

[REDACTED]  
Deputy Chief, Pro-  
curement Division,  
Office of Logistics

25X1A

1000 - 1030

Deputy [REDACTED]  
Chief, Logistics  
Services Division,  
Office of Logistics

25X1A

1030 - 1100

[REDACTED]  
Chief, Plans and  
Programs Staff,  
Office of Logistics

25X1A

1115 - 1200

The Special Support  
Assistant

25X1A

[REDACTED]  
Special Support  
Assistant

Although the Management and Services Directorate is organized to serve the  
entire Agency, the unique requirements of the Directorate of Operations re-  
quire that major portions of the M&S effort be concentrated in support of  
Operations, particularly in the overseas Field Stations. The Special Sup-  
port Assistant will describe his role in assuring adequate and timely sup-  
port to the DDO, and in serving as the focal point for the DDO and the  
DDM&S in the resolution of problems of mutual concern.

1200 - 1300

Lunch



Approved For Release-2000/05/08 : CIA-RDP78-03572A000100030009-3

Friday, 29 March (continued)

1300 - 1350

Quiz on M&S Organization  
and Functions

1400 - 1500

The Deputy Director's  
Perspective on the M&S  
Directorate

Harold L. Brownman  
Deputy Director for  
Management and  
Services

During this week you have devoted considerable time to learning the detailed trends and highlights of the operations of the components of the Directorate. It is also necessary to examine broad trends. The Deputy Director for Management and Services will survey current issues and problems which confront him and his Directorate's operations. He will identify those factors which are likely to influence or change the future course of DDM&S activities.

1500 - 1530

Final Administration

25X1A  


Approved For Release 2000/05/08 : CIA-RDP78-03572A000100030009-3

B

Approved For Release 2000/05/08 : CIA-RDP78-03572A000100030009-3

25X1A

Approved For Release 2000/05/08 : CIA-RDP78-03572A000100030009-3

Next 3 Page(s) In Document Exempt

Approved For Release 2000/05/08 : CIA-RDP78-03572A000100030009-3

UNCLASSIFIED  INTERNAL USE ONLY  CONFIDENTIAL  SECRET

**ROUTING AND RECORD SHEET**

SUBJECT: (Optional)  
 Course Report for Management and Services: Trends and Highlights No. 47  
 (5-74)

FROM: [REDACTED] 25X1A EXTENSION: 2063 NO. NO. DATE: 8 April 1974  
 Course Administrator  
 926 C of C

TO: (Officer designation, room number, and building) DATE RECEIVED FORWARDED OFFICER'S INITIALS COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

TO:	DATE		OFFICER'S INITIALS	COMMENTS
	RECEIVED	FORWARDED		
1. C/IMB	8 Apr 74		VCB	[REDACTED]
2. C/II	4/11		J	
3.				
4. C/PDS/DTG	12 17 April 74		OTR	
5. D/PDS	18 April		Jen	
6. DDTR	4/18	4/19	P	
7. DTR	4/19		n	
8.				
9. C/IMB 926 C of C	4/26		VCB	
10. Course Administrator				
11.				
12. — Can we drop				
13. some of the pool				
14. speakers? (A.N.T.)				
15. help in doing this?				

Is a change of direction... i.e. different audience... still in store for this course??

NOTE  
↓

THIS DOCUMENT SHOULD NOT LEAVE OTR WITH PAGES 28-32 ATTACHED

P  
DDTR

— Can we drop some of the pool speakers? (A.N.T.) help in doing this?

FORM 3-62 610 USE PREVIOUS EDITIONS  SECRET  INTERNAL USE ONLY  UNCLASSIFIED