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Approved For Release 2000/08/21 : CIA-RDP78-06207A000200110013-0

ROUTING AND RECORD SHEET

SUBJECT: (Optional)

Management Training

FROM:

Acting Director of Training
1026 Chamber of Commerce

EXTENSION

3245

NO.

DTR-7294

DATE

22 MAR 1977

TO: (Officer designation, room number, and building)

DATE

OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

RECEIVED

FORWARDED

1. Deputy Director
for Support
7D-18 Hqs

ILLEGIB

2.

3. Executive Director-
Comptroller
7E-12 Hqs

4.

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8 3 MAR 1972

MEMORANDUM FOR: **Executive Director-Comptroller**

SUBJECT : **Management Training**

REFERENCES : (a) Memo dtd 3 January 1972 to ExDir-
Compt Designee from DTR, subject:
"Management Training"

(b) Memo dtd 14 January 1972 to DTR
from ExDir-Compt, subject:
"Management Training"

1. We are continuing to give considerable thought to the points you raised in your memorandum of 14 January 1972. We believe that the entire subject of management training in the Agency requires additional study. Pending further investigation we offer the following comments on the matters which you have highlighted.

- A. The Managerial Grid and the Fundamentals of Supervision and Management are targeted for integration into our standard track of core courses. The Grid would be best offered within the professional officer's first five years on duty. The FSM would be appropriate at the mid-level of one's career.
- B. Elements of management training now being given in the major core courses (Intelligence and World Affairs, Midcareer, and Senior Seminar) are to be reviewed in depth for current relevance to Agency requirements. Additional blocks of the subject matter of management are to be integrated into IWA to provide the new officer with assistance in daily tasks such as apportioning his time, planning his work, solving problems, meeting deadlines, adhering to procedures, and so on.

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- C. Leadership principles and techniques are to receive renewed emphasis in all core courses and in the FSM. The subject of management controls might be handled most appropriately by a special lecture within the management segments of the core courses.
- D. We will be pleased to continue to send you the data on Agency management problems as perceived by participants in Managerial Grids.
- E. Once OTR begins to manage the Information Science Center we plan to levy on that entity requirements for integrating appropriate subject matter into selected OTR courses so as to achieve among our personnel the desired level of comprehension of this new "language".
- F. We have covered the subject of sanctions in general, from the point of view of OTR's feeling about them, in our paper having to do with training and career development, and can only restate this feeling with respect to the question of sanctions in regard to management training specifically.
- G. It would seem appropriate to provide our most senior officers with a short "refresher" on management concepts and to follow this with a series of conferences conducted by you (or whomever you might designate) and geared to the specifics which you wish to see emphasized in subsequent managerial behavior. The "refresher" probably should be designed and conducted by a prominent consultant so as to endow the subject matter with the necessary ingredient of objective authority.

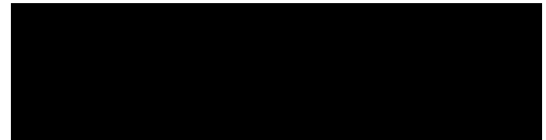
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2. The Curriculum Council of CTR is continuing its review of all management training in the Agency. We will keep you apprised of the course of our deliberations and, at your convenience, will be most pleased to discuss with you all aspects of such training.

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Acting Director of Training

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