

SECRET

16 July 1976

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MEMORANDUM FOR: Director of Training
FROM : ██████████
Special Programs Officer
SUBJECT : Course Report for CIA Today and Tomorrow
#3-76

1. CIA Today and Tomorrow #3-76 was held in the Headquarters Auditorium from Tuesday through Thursday, 15-17 June 1976. A fourth day solely for members of the Directorate of Operations and others on rotational assignment to that Directorate followed on Friday, 18 June. Copies of the schedules of the two programs are Attachment A. A roster of participants in the 3-day program is Attachment B. The End-of-Course Data form is Attachment C.

2. This running of the course began in what has become almost a condition of its being--frenzied last-minute adaptation to an unexpected circumstance. In this case the unexpected circumstance was the scheduling of an address to CIA employees in the Auditorium by Secretary of State Henry Kissinger at noon on the day of the planned opening, 15 June. Auditorium preparations for that otherwise welcome event required delaying the start of CIA Today and Tomorrow from 0830 to 1330, when registration began. The formal program began at 1400. The foreshortened time regrettably required cancellation of two scheduled speakers, William Parmenter, Director of Current Intelligence, who was to have discussed "World Issues Facing Intelligence," and ██████████ Deputy to the Assistant to the DCI, whose topic was to have been "CIA and the Press."

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3. The program suffered other mishaps. Dr. Sayre Stevens, newly appointed Deputy Director for Intelligence, was forced by illness to cancel his discussion of "Intelligence Production in Support of Policy," another setback to the opening day. He was ably replaced, however, by Paul Walsh, Associate Deputy Director for Intelligence. The assassination of the U.S. Ambassador and Economic Counselor in Lebanon required

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the cancellation on Thursday of the planned discussion of the Directorate of Operations by Theodore Shackley, Associate Deputy Director. On a few moments' notice [REDACTED] Deputy Chief, Soviet/East European Division, made his scheduled appearance an hour earlier and broadened his planned topic to provide an excellent overview of operations. [REDACTED], Deputy to the Chief, East Asia Division for China, stepped into the vacant hour with an engaging discussion of operations against the China target. Mr. Shackley was kind enough to agree to speak instead on Friday, on the day intended for Directorate of Operations personnel. We invited the entire class to hear his discussion, and a great many remained to hear [REDACTED] Chief of the Domestic Collection Division. 25X1A

4. Despite the frequently shifting sands, CIA Today and Tomorrow went smoothly and apparently successfully. A brief evaluation at the conclusion revealed no criticism except the inadequacy of the audio for the presentation by E. H. Knoche, then Deputy Director of Central Intelligence Designate. Informal comments by the participants were favorable. The class was especially appreciative of the triumvirate of senior officers who spoke on Thursday afternoon: George Bush, the Director of Central Intelligence; [REDACTED] Associate Deputy to the DCI for the Intelligence Community; and, finally, Mr. Knoche. These presentations provided an excellent summing up of the state of the Agency and the Community, and an optimistic look into the future. 25X1A

5. In the initial planning, the course manager had sought to introduce to the employees all of the key leadership of the Agency, especially the "new faces" who in recent weeks had been elevated by Mr. Bush to positions in top management. In addition to Mr. Bush and Mr. Knoche, [REDACTED] Deputy to the DCI for the Intelligence Community, and [REDACTED] Deputy to the DCI for National Intelligence, were invited, but found it necessary to decline. As mentioned, Sayre Stevens, the newly appointed Deputy Director for Intelligence, was forced by illness to cancel at the last minute. William Wells, the newly appointed Director for Operations, had other commitments. John F. Blake, Deputy Director for Administration, who agreed in the early stages of planning to open the program with a discussion of "CIA Today," was forced to decline by an anticipated absence from the city. Our effort to introduce the new faces among Deputy Directors was successful in one respect, at least. Leslie C. Dirks, Deputy Director for Science and Technology, appeared as scheduled, providing a useful overview of the work of his Directorate. 25X1A

6. Although the program followed the pattern of previous runnings, there were a few new features. Harry Fitzwater, Director of Training, in addition to welcoming the class, provided a helpful summary of the Agency's very recent history and showed slide photographs of the leadership and charts of organizational changes. In place of the usual single-speaker discussion of "The Administration of Intelligence," that topic was handled by a panel chaired by Michael Malanick, Associate Deputy Director for Administration, which consisted of: Frederick Janney, Director of Personnel; [REDACTED] Deputy Director of Medical Services; and [REDACTED] Acting Director of Security. The panel format proved an excellent means of covering areas of personal concern to employees. Another successful innovation was the back-to-back scheduling of [REDACTED] Assistant for Information, Directorate of Administration, who discussed the records and other problems presented by the Freedom of Information and Privacy Acts, and [REDACTED] Deputy Chief, Information Systems Analysis Staff, Directorate of Administration, who discussed some of the solutions data processing offers for records management.

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7. Of the 170 registrants in the course, only 139 participated in the running. Although these were fairly evenly balanced among the Directorate of Administration (48), the Directorate of Intelligence (32), and the Directorate of Operations (49), there were only 8 representatives from the Directorate of Science and Technology.* For the first time in our recollection, two participants were from the Intelligence Community Staff. The ages of participants ranged from 19 to 62, and their grades from GS-03 to GS-15. The average age was 36, and the average grade was GS-08. Seventy-eight women and sixty-one men were enrolled. The predominance of women may explain the relatively low average grade compared to the average age.

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8. The course manager was ably assisted during the 3-day program by [REDACTED] of the Office of Training who shared with the course manager the introduction of speakers. [REDACTED] Training Assistant, provided her usual invaluable help in registration and preregistration. Because the Special Programs Officer was involved with the Brookings program on 18 June, [REDACTED] of the Intelligence Institute, Office of Training, undertook the management of the fourth day. From all accounts, the day went very well.

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*The Training officer of DDS&T says this small enrollment was happenstance and that the program is very popular in his Directorate.

9. Our thanks go not only to these always-helpful members of the staff of the Intelligence Institute but to the equally helpful Training Services Staff who made five videotapes of presentations to CIA Today and Tomorrow. They also showed a lunchtime videotape of the talk given on 8 June by Lieutenant General Vernon A. Walters, then retiring Deputy Director of Central Intelligence, in the CIA Guest Speaker Program. His talk, "Reminiscences of a Military Officer's Career in Intelligence," was as enthusiastically received by this class as by the Guest Speaker audience.

10. Recommendations: The purpose of CIA Today and Tomorrow, to update the participants on recent developments and future programs in the Agency and the Intelligence Community, is well met by the standard format and was, we believe, well met by this running. The course seems to have an excellent reputation, and no major changes are required. There is reason for concern, however, about the frequency with which conflicting top-level scheduling disrupts this course. We realize that events such as the visit of Secretary Kissinger will always occur at the guest's convenience and not ours. Nonetheless, it is suggested that the size and significance of the course warrant placing it well in advance on the calendars of the Deputy Director for Administration and the Director of Central Intelligence and his Deputies as a way of minimizing the possibility of conflict.

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Attachments
As Stated

ROUTING AND RECORD SHEET

SUBJECT: (Optional)
 Course Report - CIA: Today and Tomorrow #3-76

FROM: [REDACTED] EXTENSION: 2365 NO. [REDACTED]
 Special Programs Officer
 Intelligence Institute
 DATE: 16 July 1976

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.)

1.	C/II	19 JUL 1976		AM	<p>Sue should get a good deal of credit for running a good course in spite of cancellation.</p> <p>W</p> <p>Coscow! r</p> <p>Yes, Sue, and I agree. your colorful prose is also appreciated, Sue.</p> <p>Sta..</p> <p>Sue deserves much credit for planning and execution of the program. I enjoyed my participation in the final day. I think the program elements I witnessed are relevant and effectively presented.</p> <p>EdK.</p>
2.	C/TSS	26 July		[Signature]	
3.	C/PPC EO/TR	21 July 29 July		W.M.D. S.W.D.	
4.	D/OT/TR	29 29		[Signature]	
5.	DDTR	29 JUL 1976	1/29	[Signature]	
6.	DTR	29 JUL 1976	2 AUG 1976	[Signature]	
7.	C/II	2 AUG 1976		AM	
8.	II/SPO			[Signature]	
	[REDACTED]			[Signature]	
	[REDACTED]	3 Aug		[Signature]	
	[REDACTED]	3 Aug		[Signature]	
12.					
13.	Return to II/SPO				
14.	for file				
15.					

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