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THRU : Director of Personnel
Acting Chief, Research and Planning Staff
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Suggestion Regarding Executive Training

1. It is suggested that the attached curriculum outline concerning executive training be considered for adoption as an official CIA executive training course.
2. The expansion of the past few years experienced by the CIA is not without precedent in the developmental histories of other Federal Agencies and industries. Such organizations have had their "growing pains" and the success they enjoyed was ultimately decided by the caliber of their executive personnel.
3. Recent surveys of industrial executive personnel have disclosed an alarming scarcity of fully qualified true executive ability. Many, who are enrolled in the executive ranks, are actually highly qualified and successful specialists in comparatively narrow functional areas, such as sales, manufacturing, advertising, finance, and controller. Government, as well as industry, has suffered from this over specialization. During an expansion period, this condition is naturally aggravated by the rapid advancement to more responsible assignments of the cadre who formed the original nucleus of the organization. Attempts to satisfactorily deal with this situation have challenged the thinking of foremost executives in the country. Generally speaking, two major plans, described below, have evolved to solve the problem.
 - a. The first plan, which is long range in nature, provides for the development and implementation of an executive career management program developed in terms of the needs of the organization and which provides for controlled assignment in heterogeneous occupational areas, formal training and critical performance evaluation. No immediate dividends can be expected from this type of program, however, since it is aimed at developing well rounded executives who will insure successful operation of the organization ten or fifteen years from now. The CIA, through its Career Service Program, has embarked on an exceedingly important and difficult undertaking designed to accomplish this long range objective. Appraisal of other similar programs points up the need to exercise continual vigilance and attention before the fruits of the labor are evident. Pessimism and myopic participation are its chief enemies and a steady hand and strong spirit are required to nurture and guide the program through its formative years.
 - b. The second plan was conceived in the minds of executive strategists and born out of operational necessity. The question was

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asked, "Assuming the presence of superior knowledge in one specialized phase of operations within an organization, what are the most important minimum additional knowledges that the successful executive should possess?" The universal answer was that the successful executive must be a good manager and that he must be able to apply a variety of management skills to unrelated situations and programs with which he may be only broadly familiar. The precious element of time, however, prohibits the semi-skilled executive from acquiring fully qualified executive stature through the normal long-range career development approach. To bridge this experience gap in a manner sufficient to meet most operational needs, many progressive organizations have adopted this second plan, which provides for intensive training in management engineering, organizational planning and manpower utilization, fashioned in terms of the needs of their organization. The attached curriculum suggestion is concerned primarily with implementing the basic idea expressed in this second plan. It has proved eminently successful under rugged experimental conditions. The Air Force, for example, faced with the problem of having many young tactical officers assume highly responsible positions, has established a mandatory requirement for all Base and Group Commanders to attend a similar course.

4. The CIA executive requires a high degree of skill in steering the organization through its developmental growth. Agency executives deal, for the most part, with complex forces far more powerful than surround routine, internal problems of middle and lower management. Executive needs run much more heavily to translating concepts, forces and trends into practical policy decisions and managerial programs designed to implement such decisions. To expeditiously develop these subtle skills in terms of the peculiar needs of the Agency, is the objective of attached outline. It is therefore suggested that this curriculum or portion thereof, be developed into a two week course, designed to fit the needs of the Agency, and that appropriate personnel attend such training. In addition to immediate benefits, it is believed that such action will greatly expedite the accomplishment of the CIA Career Service Program.



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Attachment:
CIA Executive Management Training Curriculum

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CIA EXECUTIVE MANAGEMENT TRAINING CURRICULUM

The primary purpose of the CIA Executive Management Training is to familiarize executive personnel in management techniques. The curriculum involves training in the principles and functions of management and management engineering techniques, principles of organization and manpower management, and critical and objective analyses.

CURRICULUM OUTLINE

1. Introduction and orientation.

- A. Elements and concepts of manpower utilization and management engineering programs.
 - (1) Executive Order 10072, Hoover Commission Recommendations.
 - (2) Discussion of the responsibilities of the President's Management Council and its recommendations with regard to Management Improvement activities.
 - (3) Discussion of the Bureau of the Budget Circular A-8 and supplementary instructions related thereto.
 - (4) Work of the Department of Defense Management Committee, including the Heller studies.
 - (5) The Lyndon Johnson Preparedness Committee Report, "Watchdog Committee".
- B. Review of Executive Management Programs in prominent Government agencies and industries.
- C. Manpower and National Defense
 - (1) Present Utilization of Manpower in the United States.
 - (2) Manpower Resources of the United States.
 - (3) Civilian Employment Picture, National and Local.
 - (4) Role of the Military in the Employment Picture.
 - (5) Specific Skill Shortages.
 - (6) Specific Geographic Shortages.
 - (7) Plans to cope with shortages.
 - (8) Rosters of Specialized Personnel and their uses.
 - (9) Allocation of manpower among military, defense industries and civilian production.
- D. Management of Personnel in the Federal Service (Optional)
 - (1) Functions of The Civil Service Commission.
 - (a) Commission in relation to Departments and Agencies.
 - (b) Departments and Agencies in relation to Commission.
 - (2) Recruitment and Placement.
 - (3) Organization and functions of a typical government Personnel Office.
 - (4) Job Classification System and Salaries.
 - (5) Rating Systems.

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- (6) Pension, Compensation and Retirement Plans.
- (7) Laws Regulating Government Employment.
- (8) Separation From The Service.

E. Possible Effect of Mobilization and War on Manpower and Organization Functions.

2. Management

A. Administrative Functions of Executives.

- (1) Selection of executives: difference between technical knowledge and executive ability.
- (2) Filling executive and supervisory vacancies.
- (3) Resolving differences between departments (executives and supervisors).
- (4) Securing cooperation between departments.
- (5) Preparing and adjusting for changes in personnel.
- (6) Maintaining discipline.
 - (a) With superiors.
 - (b) With associates.
 - (c) With subordinates.

B. Principles of Organization and Functions of Management.

- (1) Purposes of organization.
- (2) Types of organization.
 - (a) Formal.
 - (b) Informal. "Cross-contacts."
- (3) Unity of command.
- (4) Span of control - - numbers, distance and time.
- (5) Homogenous assignment.
- (6) Delegation of authority.
- (7) Organization charting and organization study techniques.
- (8) The function of planning and scheduling.
- (9) The function of organizing.
- (10) The function of command.
- (11) The function of coordinating.
- (12) The functions of control.
- (13) The utilization of time.
- (14) The utilization of personnel.
- (15) Case problems on application of functions of management.

C. Communication.

- (1) The problem of communicating ideas and information in large organizations.
- (2) Case studies in communication.

D. Training and Methods for Improving Human Relations.

- (1) Leadership.
- (2) Understanding of the psychology of human relations.
 - (a) Security in a job.
 - (b) Individuality.

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- (c) Recognition and advancement.
- (d) Related psychological factors.
- (3) Methods used by progressive companies in improving human relations.
- (4) Case problems on human relations.
- (5) Principles and importance of training and developing personnel.
- (6) Procedures and application of principles of training and personnel development.
- (7) Case problems on training and personnel development.

E. Management Engineering Techniques.

- (1) Importance of management engineering.
- (2) Tools and techniques of analysis.
 - (a) Analysis and presentation techniques.
 - (b) Interpretation techniques.
 - (c) Techniques of preparation and writing of manpower, engineering reports.
 - (d) Statistical tools, including
 - 1-Use of statistical tabulations
 - 2-Use of statistical write-ups
 - 3-Examination of data
 - 4-Assembly, classification and summary of data
 - 5-Statistical analysis techniques.
 - (e) Importance of the attitude of analysts.
 - (f) Doctrine of completed staff work.
 - (g) Common analysis errors.
- (3) Coordination of Information.
- (4) Case studies in management engineering.

3. Manpower

A. Manpower and Management Engineering Control Methods.

- (1) The human element.
- (2) Crystallization of over-all objectives.
- (3) Setting standards.
- (4) Principles of method improvement.
- (5) Methods improvement techniques.
- (6) Case studies on methods improvement.
- (7) Procedural analysis.
- (8) Work measurement.
- (9) Work flow and layout.
- (10) Work simplification.
- (11) System evaluation.
- (12) Standards
 - (a) Development of standards.
 - (b) Verification of accuracy of standards.
 - (c) Keeping standards current.
- (13) Production control techniques.
- (14) Management research and information.

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- (15) Forms control.
- (16) Publications control.
- (17) Records management.
- (18) Correspondence management.
- (19) Facilities analysis.
- (20) Project controls.
- (21) Related management engineering programs.
- (22) Case problems on management engineering techniques and procedures.

B. Manpower Utilization Techniques and Procedures.

- (1) Discussion of the scientific approach to the solution of manpower problems.
- (2) Personnel classification systems in CIA.
- (3) Internal selection and placement.
- (4) CIA Career Service Program.

C. Manpower Allotment Systems and Techniques.

- (1) Discussions on the theory and responsibilities for determining the proper allotment and control of personnel spaces, including purposes, values and limitations of such systems.
- (2) Manpower allotment systems and techniques.
- (3) Manpower instruments.
- (4) Tables of organization.
- (5) Manning yardsticks, their development and use.
- (6) Manpower allotment systems and techniques, including examples of personnel control systems used by industrial concerns.
- (7) Adaptation of systems to actual operations.
- (8) Manpower flexibility.
- (9) Case problems on manning documents, utilization of manpower yardsticks and personnel control systems.

D. Manpower Audits and Surveys.

- (1) Organization of manpower survey teams.
- (2) Pre-survey techniques.
- (3) Manpower survey forms and techniques.
- (4) Methods of recording and certifying data.
- (5) Manpower reporting and analysis required.
- (6) Types of recommendations and action required.
- (7) Case problems on manpower audits and surveys.

4. Integration

- A. Importance of initiating corrective action when required as a result of manpower or management engineering surveys.
- B. Interrelationship of manpower utilization and management engineering functions.

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- C. Relationship of manpower and management engineering activities with:
 - (1) Personnel activities.
 - (2) Comptroller activities, including:
 - (a) -Progress analysis.
 - (b) -Program analysis.
 - (c) -Cost analysis.
 - (d) -Budgeting.
 - (e) -Audit.
 - (f) -Statistical reports and records.
 - (3) Research and development activities.
 - (4) Inspection and other related activities.
- D. Methods and techniques of reviewing, analyzing and reporting manpower and management engineering activities.
- E. Case problems showing the relationship of manpower and management engineering functions.

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