

**SECRET**

DTR-6382

71-2250

*Training 3*

03 JUN 1971

**MEMORANDUM FOR: Deputy Director for Support**

**SUBJECT : Senior Management Seminar (Planning)**

**REFERENCE : DD/S Memo to DTR, dtd. 14 May 1971  
(DD/S 71-1668)**

1. I agree that the time has come to discontinue the Senior Management Seminar (Planning). With your approval, we will inform [redacted] that the SMS(P) will not figure in our contractual agreements with [redacted] for FY 1972.

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2. The Senior Training Officers have estimated that between 150 and 170 persons can be expected to enroll in the Advanced Management (Planning) Course during FY 1972. The Agency's senior officers will be most welcome in any of the five courses we plan to schedule. Although we have on hand a quantity of material for the AM(P), we will have to contract with [redacted] for whatever additional materials are necessary to accommodate actual enrollments.

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[redacted signature box]

**HUGH T. CUNNINGHAM**  
Director of Training

(signed) John W. Coffey

8 JUN 1971

**TERMINATION OF SMS(P) APPROVED:**

[redacted signature box]

**John W. Coffey**  
Deputy Director for Support

(Date)

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FILE *Training 3*

DD/S 71-1668

14 MAY 1971

MEMORANDUM FOR: Director of Training

SUBJECT : Senior Management Seminar (Planning)

REFERENCE : Your memo to DD/S dtd 26 Apr 71, same subject

*Hugh:*

After reviewing the reference, I am not persuaded that we would be denying the senior managers of the Agency any significant educational opportunity if we do not renew the contract with the consultant. My inclination is to allow the consultant contract to expire at the end of FY 71 and not offer it in FY 72. If you feel strongly that we should offer it once more I am willing to go along with your judgment. I do not agree, however, that we should evaluate the program further and leave the door open for an extension of the contract into FY 73. By that time we should be in a position to restructure the program in whatever way is appropriate to satisfy our known demand using our own resources.

[Redacted Signature Box]

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John W. Coffey  
Deputy Director  
for Support

SOS/DD/S:RH [Redacted] :bbt (12 May 71)

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Distribution:

Orig - Adse

✓ - DD/S Subject w/ref (DD/S 71-1549) & w/background

1 - DD/S Chrono

1 - SOS Chrono

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71-1549

26 APR 1971

MEMORANDUM FOR: Deputy Director for Support

SUBJECT : Senior Management Seminar (Planning)

1. You asked that I review the recommendation to terminate the Senior Management Seminar (Planning) at the end of Fiscal Year 1971. My review has led me to conclude that we should schedule one SMS(P) in FY 72 and discontinue the course only if there is insufficient interest in that particular offering.

2. In June, 1970, Support Directorate Seminar (Problem Solving) #5 recommended termination of the SMS(P) on the grounds that the SMS(P) and Advanced Management (Planning) are virtually identical in content and that we can realize financial savings in the amount of the consultant's fee for conducting the SMS(P). The Chief, Management Training, concurred in this proposal, noting that insufficient registration had forced the cancellation of the SMS(P) scheduled for May, 1970, and that the registration for October of 1969 and June of 1970 were less than satisfactory. The following tabulation shows attendance by grade and by course:

	SMS(P)						TOTAL
	#1 Oct 68	#2 Apr 69	#3 Oct 69	#4 May 70	#5 Jun 70	#6 Oct 70	
GS-18	1	1	0	-	0	-	2
GS-17	4	0	0	-	0	-	4
GS-16	7	5	3	-	2	-	17
GS-15	22	38	26	-	23	-	109
GS-14	0	3	1	-	2	-	6
	34	47	30	*	27	*	138

\* Cancelled because of insufficient registration.

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6. In summary, I believe that we should offer one SMS(P) in FY 72. We would be providing a needed service and maintaining the continuity of management training for senior officers which goes back to 1960. We would be making use of materials already in stock while still achieving savings of about \$5,000. If we do not attract a respectable number of registrants, I propose to terminate the SMS(P) forthwith. On the other hand, if interest seems to warrant it, the course can be scheduled again in FY 1973.

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*for:*   
HUGH T. CUNNINGHAM  
Director of Training

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4 May 1971

NOTE FOR: Mr. Coffey via Mr. Wattles via 

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The attached paper from the Office of Training recommends that the Senior Management Seminar (Planning) (SMS(P)) be offered once in Fiscal Year 72 and that the consultant contract be extended accordingly. The case supporting the recommendation is not very persuasive. On the other hand, grounds for disapproving the recommendation are not very solid.

To refresh your memory, Problem Solving Seminar No. 5 recommended discontinuance of the SMS(P) course and that one course in Advanced Management (Planning) be given for GS-12 and above. The seminar group noted that the content of the AM(P) and SMS(P) are identical and said they saw no need to incur the expense involved in the consultant's presentation at the Senior course. On 17 August 1970 the DD/S asked the Director of Training to consider this recommendation. Ten days later the Director of Training said he did not favor terminating the SMS(P) and wanted to offer the seminar twice in Fiscal Year 1971. He asked for the option of reviewing the proposal again in the late Spring of 1971. Mr. Bannerman approved this request asking that it be reviewed in April with a report to the DD/S. The attached paper is the result of that review.

Since October 1968 the course has been offered six times; cancelled twice; actually run four times; for a total of 138 students, only 23 of whom were super-grades. The figures don't support the contention that we need to make a special effort on behalf of senior managers.

Costs for the SMS(P) are estimated at \$75 90 for two courses. About half of this is for the consultant's fee and the other half for course materials. We have the course materials for the two runnings of the seminar that were cancelled last year. The course could be run once in FY 72 for something less than \$2,000. We would still have course materials for one offering left, and presumably this could become the basis for requesting that the course be offered again in FY 73.

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In short, reasons for continuing to offer the course are:

- a. We need to continue to offer management training for senior officers of the Agency;
- b. We have the materials for two offerings of the course available and can, therefore, offer it at nominal cost; and
- c. Offering the course once during the entire year will probably ensure enough participants to justify it.

The other side of these arguments are:

- a. In six offerings over the past three years there have only been 23 "senior officers in the supergrade category" enrolled;
- b. We wouldn't be saving any money on course materials because we have already spent it; what we are trying to do is avoid wasting it; and
- c. If we only have enough interest for one running a year, it would seem the requirement could be met by the in-house offering of AM(P).

It is my impression that we have much ado about very little. In discussing this yesterday with  I learned that he is inclined to agree. I get the impression that most of the subordinate echelons in the Office of Training have no consuming passion to continue offering this program. My guess is that Mr. Cunningham wants to continue the program while others are wishy-washy about it.

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In my opinion the problem isn't worth the attention it is attracting. Mr. Cunningham apparently feels rather strongly that the program should be offered once during Fiscal Year 1972. Unless you feel strongly to the contrary I would suggest that you allow that to happen but that we not leave the door open for perpetual review. I suggest you approve the one running in FY 72 but close the door on future offerings in FY 73 and beyond.

A memorandum for your signature to the Director of Training to accomplish that purpose is attached.



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*ACRRE*

Att.

*[Handwritten initials]*  
 10 MAY 1971

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