

5 July 1983

MEMORANDUM FOR: Director of Training and Education
FROM: Deputy Director for Intelligence
SUBJECT: Executive Training Program

I concur with the recommended approach in paragraph 6 of your memorandum to the Executive Director. I would add the following comments:

- The Program should be limited to SIS-01s and 02s. The shotgun approach of trying to choose who among the entire GS-15 population will become supergrades results in the waste of considerable training resources on GS-15s who will always remain GS-15s. By taking new SISers, you cut the candidate population to manageable proportions and make it possible to contemplate providing training for virtually all senior officers-to-be in the Agency.
- By working with a smaller candidate population, you also make it possible to develop a program of seminars and workshops that deal with issues that actually confront senior managers and are very concrete (vice the more abstract or philosophical approach). For example, these officers should be exposed to the Agency-wide budgeting process and the tradeoffs that take place, Congressional affairs, public affairs, how the Agency fits into the NFIP and practical senior management issues.
- I would have found your memorandum more useful had it indicated what the significant differences were in the approaches taken by various components as well as the perceived needs and recommendations for an Executive Training Program. Should there be an EXCOM on this subject, I would recommend a summary of those differences be provided. Moreover, I think it would be especially useful to have summaries of the positions taken by those who will be attending the EXCOM, including explicit identification of those who hold that view to help focus the discussion. Such candor is characteristic of EXCOM meetings and could be useful.

[Redacted Signature]

Robert M. Gates

cc: EXDIR

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