

C O N F I D E N T I A L

4 AUG 1983

MEMORANDUM FOR: Executive Director

FROM: John H. Stein
Deputy Director for Operations

SUBJECT: OTE Memorandum on Executive Training

REFERENCE: OTE 83-6300, 14 June 1983

1. Pending issuance this fall of the detailed report on the OTE executive development survey, we would reserve final judgment on the several options outlined in Reference. However, the approach recommended by the Director of OTE in paragraph six of Reference appears most appropriate for the DO at this time. Limiting the course for newly promoted SIS Officers to two weeks would make it easier to assure attendance of DO Officers, although this still cannot be absolutely guaranteed. The modular approach, using one to three day seminars tailored to the individual needs of the senior officers, has considerable appeal since it allows for the flexibility in selection of courses and timing necessary to assure attendance by DO senior officers.

2. A major difficulty faced by the Directorate of Operations in participating in an executive training program is the current manpower limitations which make it difficult to project our participation in even the most modest of courses or programs. An example is the one-week [] Seminar where we were forced in the June 1983 running to give up three of our allotted six seats. Nine operations officers, much against their personal preferences, had to drop out as candidates for the seminar. These limitations dictate that we must qualify any suggestions concerning DO participation in Agency-wide programs. Current projections are that we are very likely still several years away from having the necessary manpower to participate broadly in middle and senior level training courses. Consequently, the suggestion that the Executive Short Course be made mandatory for all new SIS Officers, would have to be applied with some flexibility since many of the new DO SIS Officers are assigned overseas when promoted. For example, of the [] DO Officers just promoted to SIS-1, [] are in the field and will be there for at least another year. To offset this, the DO would be willing to include the participation of promising GS-15s in the program if it would be helpful.

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3. An important principle which must be kept in mind as we work towards defining the role of formal training courses in executive development is that this process should not replace the existing promotion system within the DO. The multiplicity of challenges and opportunities for professional and personal growth in the DO, especially in field assignments, may well be unmatched in any other organization. Thus, regardless of the shape, length or format of any formal training courses, we in the DO think it essential that early, formal identification of "comers" be avoided in favor of the system of merit which has been developed with such care the past two decades. In sum, training can and should complement officer development but it is, overall, subsidiary to the work itself as a development tool.



/John H. Stein

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