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MEMORANDUM

TO : Deputy Director of Training (G)
FROM : Chief, Plans and Policy Staff
SUBJECT: Administrative Training Program

1. As a result of consideration of this problem by various members of the Office of Training, and further in the light of the views of the operating offices of the Agency, and particularly those of the Assistant Deputy Director (Administration), it is clear that a firm requirement exists for the establishment of a broad-gauge administrative training program within the Agency.

2. It should be noted, however, that there is unanimity of agreement among the staff members of O/TR that such a program should not be a conventional "classroom textbook" type program, but rather, should consist of a series of administrative conferences conducted by the highest level administrative personnel who operate under the jurisdiction of the DD/A. Specifically, it was concluded that four such conferences should be conducted initially by the Director of Personnel, the Agency Comptroller, the Chief, General Services, and the Chief, Procurement. The objectives of such conferences would be to identify those factors in Administration at the Office level which present problems or difficulties at the Agency Administrative levels. For example, the annual problem of presenting the budget requires an extensive on-the-job training program on the part of the Comptroller in order that integration of the several office budget presentations into the Agency budget submittal can be accomplished with a minimum amount of loss of time, extensive revision, etc. Similarly, the problems of Procurement not only in support of covert operations but also for non-covert activities may present similar problems which

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might possibly be identified and resolved in a series of conferences such as those proposed above.

3. It was further concluded that the Office of Training should initiate the action necessary to set up such conferences and where problems such as those cited above are found to exist, it would be relatively simple to determine the degree to which some of these problems are susceptible of solution through training and, if so, through what kind of training program. In informal conversations along the lines indicated above with the Comptroller, he pointed out that his personnel would and should be made available for the conducting of whatever training programs were necessary in support of the Agency budget and fiscal responsibilities with which he is charged. It is the view of this staff that this principle should be applied with equal force to the other areas of Administration, such as Personnel, Procurement, and Services.

4. The Chief, General Services Division, has participated in further discussions of the entire question with members of this staff and with the Deputy Chief of Organization and Management Staff of the General Services Division.

5. It is, therefore, recommended that the Chief, General Services Division, be given total responsibility for pursuing this problem further and for setting up the conferences indicated above.

6. The audience for such a series of conferences should consist of the senior Administrative officer of each of the operating offices or staffs within the Agency. In addition, the Chief Personnel Officer, the Budget and Fiscal Officer, and the Procurement Officer of these components should attend those conferences in which their particular responsibilities are to be discussed.

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The Office of Training should arrange for the meetings by the principal officers at the Agency Administrative level and should be the "star performer" at each conference. It is strongly recommended that separate sessions be devoted to covert administrative problems. This does not mean, however, that covert office personnel should be excluded from sessions dealing with problems of common concern, but rather that the non-covert offices should be excluded from those meetings of particular concern to the covert offices.