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MEMORANDUM FOR: Director of Training
FROM : Chief, Plans and Policy Staff
SUBJECT : Professional Administrative Officer Program

1. A survey of Agency offices pertaining to the problem of developing a plan and program for providing additional adequately trained professional level administrative officer personnel has been completed. Several of the Offices indicated there was a need for establishing such a program and would support it by supplying background material and instructors for the course.

Following are some comments by various Agency officials expressing support of the proposed program:

- (1) "I think that there is a definite need for such a program and that we should be primarily interested in sponsoring and supporting it in every way possible."
(L. K. White, ADD/A)
- (2) "...if a special training effort is initiated, the Personnel Office will cooperate with the Office of Training in any way that may be desired, including the detailing of members of the staff to lecture upon subject matter related to their responsibilities, and the preparation of pertinent instructional or informational materials." (F. Trubee Davison, AD (Personnel).)
- (3) "This Office is in position to provide O/TR with information and background material on the financial phases of administration for use in developing an administrative officer training program..... We shall be happy to cooperate with the Training Office to the limit of our resources and facilities in the development of an administrative officer training program." (E. R. Saunders, Comptroller)
- (A) "Unquestionably there is a lack of depth both Agency-wide and Office-wide, of properly trained and qualified administrative personnel.The Management Office would be pleased to render any support of assistance upon request."
[Redacted] Advisor for Management)

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(5) "To date, O/CI has not engaged in any program for providing additional adequately trained professional level administrative officer personnel. However, it is hoped that such a program can be initiated in the near future." [redacted] Chief, Intelligence Staff, O/CI

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(6) "...this Division feels that such a training program is vitally necessary to insure standard administrative procedures, avoidance of the use of superfluous channels, and the maintenance of the minimum of essential records in the respective administrative offices." [redacted] Chief, [redacted]

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(7) [redacted] is keenly interested in the proposal to establish courses for professional level administrative personnel...." [redacted], Admin. Off., [redacted]

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(8) "...it is felt that OSI would benefit from the implementation of an Agency program to increase the efficiency of administrative personnel now on duty and to train new administrative officers." [redacted] OSI/TLO)

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(9) "In theory, an excellent vehicle for establishing a standard modus operandi for the Agency in respect to administration. The initiation of specialized courses concerning the operation of the housekeeping activities of the Agency would promote comprehension and appreciation of these activities." (James A. Garrison, Chief of Procurement)

(10) "...I&S would like to take advantage of whatever specialized training is conceived for administrative officers presently on duty, but is not in a position to offer any support to the program with respect to furnishing of instructors or background material." (Sheffield Edwards, Security Officer/CIA)

2. Specific recommendations for the course content of the proposed administrative program were made by some offices. Following is a summary of the suggested courses:

- a. Elementary fiscal and budget theory.
- b. Elementary phases of management programs affecting all administrative positions in Agency.
- c. Mores of Government administration.
- d. General acquaintanceship with office machines and reproduction facilities.

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- e. Personnel administration.
- f. Introduction to scope of procurement, supplies and services.
- g. Techniques of administrative operations.
- h. Instruction in standard Agency operating procedures as applicable to:
 - (1) Procurement, property and supply functions
 - (2) Fiscal vouchers
 - (3) Personnel
 - (4) Travel
 - (5) Space
 - (6) Mail and files
 - (7) Other administrative services
- i. Case studies of typical management problems.
- j. Problems in work simplification.
- k. Development of procedural writing.
- l. Design and standardization of forms.
- m. Studies in space and office layout.
- n. Procedure charting.
- o. Employee relations.
- p. Studies in organization and methods.
- q. Personnel: Recruiting; interviewing; testing; placement; position control; transfer (intra- and inter-office and Agency); job classification; employee relations; military (active and reserve).
- r. Budget and Finance: Preparation of annual budget estimates; use of vouchered and unvouchered funds; control of allotment accounts; time, leave and pay; functions of the Project Review Committee.
- s. Security: Clearances for new employees; procedures to follow when requesting special clearances for employees on duty (foreign travel, enrollment in schools, marriage to aliens, etc.); implementation of CIA Regulations pertaining to physical security.

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t. Management: Work measurement; procedural studies and surveys; statistical reporting; T/O revisions; forms control; utilization of personnel and equipment; intra- and inter-office staff coordination.

u. Training: Functions and activities of the Office of Training; training requirements at the Office level.

v. Procurement of Supplies and Equipment: Purchase and stock items; Agency obligations under GAO, GPO, and other Government regulations.

w. General Services: Moves; telephone changes; repairs and alterations; PBA requirements and regulations; space planning.

x. Miscellaneous Subjects: Domestic and foreign travel; local transportation (shuttle service, motor pool, taxicabs, and other).

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