

12 November 1973

MEMORANDUM FOR: Director of Training

SUBJECT : Course Report for Management and Services Review:
Trends and Highlights No. 44 (2-74)

The forty-fourth running of the Management and Services Review: The Trends and Highlights was conducted in residence at the [REDACTED] from 29 October through 2 November. "Doing more with less" -- the theme for this running was brought home again and again by guest speakers.

25X1A

THE CLASS

Of the 47 officers participating in the course, the overwhelming majority --41-- were from the Management and Services Directorate. The remaining six were evenly split between the DDI and the DDS&T; this representation added an important perspective to informal discussions. A few participants expressed regret that the DDO was not represented. Almost without exception, each speaker took note of the large number of women present in the class. [REDACTED] Deputy Director of the Agency's Equal Employment Office was particularly pleased and indicated that she would bring this welcome development to the highest levels of management.

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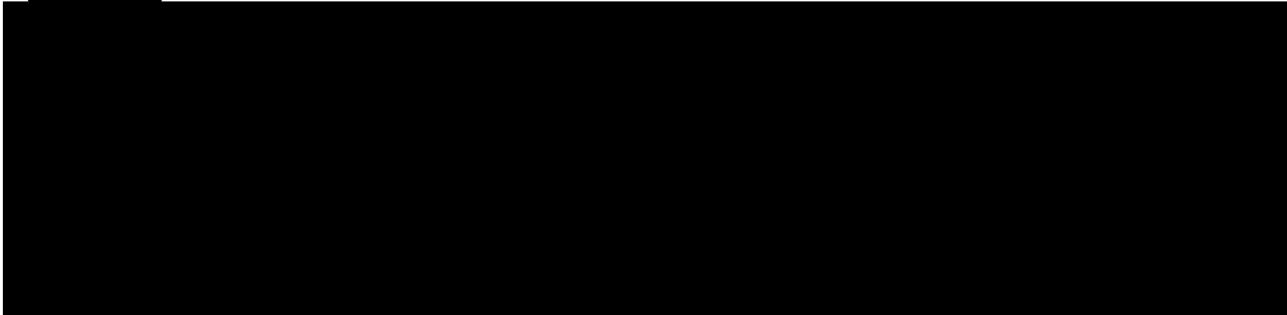
Diversity was the most dominant characteristic of the group. Service with Agency ran the gamut, from a little more than one year to a full 26 years, as did grade level, GS-6 to GS-14, and professional occupations. Another characteristic which affected the running of the course was the general class reticence. Some speakers were disappointed when they received no questions.

COURSE CONTENT

Clearly, the primary course objective of updating the participants on the developments and policies within the Management and Services Directorate was met. In some cases, it was an obvious case of overkill, for example, the Offices of Computer Services and Logistics as well as the records management people were severely criticized for presenting too many details in too lengthy a time period; a judgement in which I concur. The offices subject to this criticism have been notified, and will presumably seek individual and short term remedies.

In my view, however, the presentation of the course material suffers not only from a lack of individual office focus but also an overall lack of cohesion. Each office presents its analysis of the important developments without reference to the Directorate as a whole or without regard to what other offices have presented. This also results in significant amounts of repetition.

SPEAKERS



25X1A

sonnel. Mr. Wattles, who ably concluded the course in place of the Director of Management and Services, touched the group when he announced his retirement in six weeks; he received a long and warm applause when he concluded.

COURSE ADMINISTRATION

There were no administrative difficulties encountered during the entire week, a tribute to the last course administrator. The cooperation and goodwill extended by the staff of the Training Center contributed greatly to the smooth administration. Miss [REDACTED] of OTR and a participant proved to be an invaluable assistant.

25X1A

TRAINING FACILITIES

The classroom used for the course can only be described as barely adequate for accommodating nearly fifty people. The speaker who brings visual aids condemns himself, before uttering a word, to harsh criticism by those 10 to 20 percent who will see nothing and to the additional irritation of 10 to 20 percent of the audience who will only see by peering around pillars and standing to look over chairs and tables. Acoustics in the room are such that questions from the audience go unheard unless interruptive requests to the speaker were made to repeat questions. The atmosphere and temperature of the room was difficult to regulate which proved to be a constant source of aggravation to some of the members of the class.

LENGTH OF THE COURSE

The amount of time needs to meet the course objectives is a question which needs some serious consideration over the next running or two. My view is that some of the office presentations could easily be cut back.

Greater insistence should be made of speakers to focus on current developments and trends and to steer clear of office organization and history. Some presentations could be combined with others while others could be ignored entirely. Better utilization of participants time would result in some savings. The showing of commercial movies in the evening adds little to the course, even to the second course objective of building new working relationships among participants.

Similarly, some reflection needs to be given to whether this course needs to be conducted in residence at all. By Thursday night many of the participants go home. Perhaps a combination of [REDACTED] and Headquarters would be a more sensible approach. 25X1A

RECOMMENDATIONS

Next Running:

1. The writing of scope notes should begin and where possible negotiated with speakers. (Scope notes should go a long way toward fine tuning some presentations as well as developing some cohesion to the course as a whole.)
2. Introduction of some work related films in the after hours sessions.
3. The scheduling on an experimental basis of an evening speaker or panel session.
4. The introduction of a detailed evaluation form designed to elicit maximum student insights into the relevancy of various parts of the material as well as specific suggestions for adding or deleting segments of the course.

Long Term:

1. Reduction of the course content and length.
2. Removal of part of the course from residence.
3. Full utilization of participant's time.
4. Increase member participation in the course through the introduction of case studies.

[REDACTED]
Course Administrator

25X1A

Atts: Student Roster
Course Schedule (2)
Class Profile

MANAGEMENT AND SERVICES REVIEW

TRENDS AND HIGHLIGHTS

Course No. 2-74

(Forty-Fourth Running)

29 Oct - 2 Nov 1973

Seminar Room, Administration Building

25X1A

OFFICE OF TRAINING

Course Administrator: [REDACTED]

25X1A

Training Assistant: [REDACTED]

25X1A

Office: Room 205, Chamber of Commerce Building, Ext. 3567

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Monday, 29 Oct

1000-1040 Welcome, Administration
and Security



25X1A

Course Administrator
Office of Training

1050-1150 CIA and National Security



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Briefing Officer,
Intelligence Institute,
Office of Training

1150-1300 Lunch

1315-1415 The Role of the Special Support
Assistant to the Deputy Director
for Management and Services



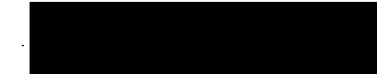
25X1A

Special Support Assistant
to the Deputy Director
for Management and
Services

1430-1545 Office of Finance: Trends and
Highlights

Thomas B. Yale
Director of Finance

1600-1650 Tomorrow Is Infinitely Better



25X1A

Director of Planning,
Programming and
Budgeting

SOCIAL HOUR & DINNER

Tuesday, 30 Oct

0830-0915	Office of Joint Computer Support Overview	[REDACTED] Deputy Director, OJCS	25X1A
0925-1015	Data Handling Concepts in MAP (Management Assistance Programs)	[REDACTED] Office of Joint Computer Services	25X1A
1020-1045	Data Access Centers for MAP	[REDACTED] Office of Joint Computer Services	25X1A
1100-1200	Office of Training: Trends and Highlights	[REDACTED] OTR Career Development Officer	25X1A
1200-1300	Lunch		
1310-1400	Agency Records Management	[REDACTED] Special Assistant for Information Control	25X1A
1415-1515	Microfilm Programs	[REDACTED] Chief, Microfilm Programs Branch	25X1A
1530-1630	Tour of Records Center	[REDACTED] Chief, Agency Archives & [REDACTED] Chief, Agency Records Center	25X1A 25X1A

SOCIAL HOUR & DINNER

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Wednesday, 31 Oct

25X1A	0815-0830	[REDACTED]	
	0845-1015	Office of Communications: Trends & Highlights	25X1A [REDACTED] Director of Communica- tions
	1030-1200	Communications Training	[REDACTED] 25X1A Office of Communications Services/Career Manage- ment Division/[REDACTED] 25X1A Communications School
25X1A	1200-1245	Lunch [REDACTED]	
	1245-1300	Introduction to Covert Engineering	[REDACTED] 25X1A Chief/Office of Communi- cations Engineering Section Covert Engineering Div. / Covert Communications Facility
	1300-1430	TOUR - Covert Communications Facility	
25X1A	1430-1445	[REDACTED]	25X1A
	1500-1550	Operational Medicine	[REDACTED] Psychiatric Staff, Office of Medical Services
	1600-1650	Selection Processing - Activities	[REDACTED] 25X1A Deputy Director, Office of Medical Services

SOCIAL HOUR & DINNER

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

Thursday, 1 Nov

25X1A

0845-1215 Security Trends & Highlights.
An overview of current security missions and functions with emphasis upon new developments in the security field.

Howard Osborn
Dep/Director of Security & Office of Security Representatives

1215-1320 Lunch

1320-1430 Personnel Benefits and Services

[Redacted]
Chief, Benefits and Services Division, Office of Personnel

25X1A

25X1A

1440-1540 The Agency Retirement Program and Retirement Services

[Redacted] Retirement /Operations
Chief, Retirement Affairs Division, Office of Personnel

1550-1650 Office of Personnel: Trends and Highlights



[Redacted]
John D. Blake
Deputy Director of Personnel for Special Programs, Office of Personnel

25X1A

SOCIAL HOUR & DINNER

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

Friday, 2 Nov

0830-1200	Introduction to Logistics. Hqs. Logistics Support Problems, and Support Rendered by Real Estate & Construction Facilities, Supply, Procurement, and Printing Services Division	<u>Francis Van Damm</u> Director of Logistics, & Office of Logistics Representatives	
1200-1315	Lunch		
1315-1410	Equal Employment Opportunity	 Deputy Director of Equal Employment Opportunity Programs	25X1A
1430-1520	Meeting with the Associate Deputy Director for Management and Services	<u>Robert S. Wattles</u>	
1520-1540	Final Administration		25X1A

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UNCLASSIFIED INTERNAL USE ONLY CONFIDENTIAL SECRET

ROUTING AND RECORD SHEET

SUBJECT: (Optional)
Course Report for Management and Services Review: Trends and Highlights No. 44 (2-74)
29 October - 2 November 1973

FROM: [REDACTED] 25X1A
 Course Administrator
 926 C of C

EXTENSION NO. 2063

DATE 14 November 1973

TO: (Officer designation, room number, and building)

	DATE		OFFICER'S INITIALS	COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)
	RECEIVED	FORWARDED		
1. AC/II	14 Nov.	14 Nov.	VCB	<p><i>It is obvious there is room for improvement & change. Why not change the Int. Inst. in consultation with the DD and people, to speed the process?</i></p> <p><i>JSD</i></p> <p><i>Hold for DTR.</i></p> <hr/> <p><i>Hazel:</i></p> <p><i>Let me see</i></p> <div style="background-color: black; width: 100px; height: 20px; margin: 5px 0;"></div> <p><i>on this:</i></p> <p><i>Seen. ✓</i></p>
2. ADTR		14 Nov	See [initials]	
3. C/PDS/DTG				
4. C/PDS		14 Nov	W	
5. DTR			DS	
6. OMR	9 Dec	7	[initials]	
7. C/II		12/18	[initials]	
8. 926 C of C Course Administrator			25X1A	
9.				
10.				
11.				
12.				
13.				
14.				
15.				

FORM 3-62 610 USE PREVIOUS EDITIONS SECRET CONFIDENTIAL INTERNAL USE ONLY UNCLASSIFIED