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MEMORANDUM FOR: Executive Director-Comptroller Designee
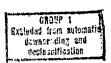
SUBJECT   :   Management Training

1. Introduction

        This paper reviews briefly the history of management training
in the Agency; describes and comments upon current courses, and suggests
three steps calculated to lead to improved managerial effectiveness. Attach-
ment A consists of descriptions of the management courses now conducted by
the Support School, and Attachment B provides statistics concerning attendance
at various internal management courses in recent years.

2. History

        Management training in the Agency began in August 1952 with the
Human Resources Program, a 4 1/2 hour conference conducted office-by-
office and attended by many senior officers and most of the middle-managers
in the Agency.   In January 1954, a forty-hour management course was offered
for the first time.   Conducted half-days for two weeks, it was essentially a
survey of the processes and problems of supervision and middle-management.
In the fall of 1954, a course in supervision was offered for people directly in
charge of personnel at the working level. This course emphasized the tradi-
tional functions of directing, coordinating, planning, and controlling. These
internal courses, Basic Management and Basic Supervision, continued
virtually unchanged as to essential content once they became firmly established.
Teaching methods changed considerably over the years. Much less emphasis
was placed on lecturing and much more on involving the student actively
through case discussion, role-playing, simulation, team exercises, and so on.
Beginning in 1956, both courses in somewhat modified form were given to
various components at their request. The Office of Communications, SR
Division, ORR., and OSI were the main customers.

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GROUP 1
Excluded from automatic
downgrading and
declassification

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As the direct result of Colonel White's interest in
providing training designed specifically for senior officers, Professor

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his responsibility for effective leadership, communication, direction, and
motivation and, perhaps most important, to get across unequivocally the
notion that a manager is, above all, a trainer of the people for whom he is
responsible.

In the spring of 1961 a Seminar in Management Practices,

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to achieve four goals: (a) to make the students understand that they are
managers, (b) to demonstrate certain attitudes that appear to be typical
of good managers, (c) to make it clear that management cannot always
proceed by rigid rules, and (d) to help the students to think and talk openly
25X1A about management problems. ████████████████████ cut short a promising
development.

In the spring of 1964, the Managerial Grid was introduced
in the Agency. More than 2000 officers have participated in Grids conducted
at senior, midcareer, and junior levels. The fall of 1967 saw the first
running of Advanced Management (Planning), a one-week course developed

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to OTR since 1963 when he was hired as the expert on the Managerial Grid,
designed the AM(P) at the express request of Mr. John Clarke and Mr. Robert
Bannerman. The major objective of this effort was to develop positive
attitudes toward planning in general (through study of planning styles and the
decision-making process), and to provide an orientation to the Agency's
PPB system.

- 2 -

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In 1971 the long-lived Management Course and Supervision Course , each a week in length, were replaced by a single, one-week course entitled Fundamentals of Supervision and Management (FSM). Short workshops on specific managerial functions were offered for the first time. And the grade level prerequisites were lowered for both the Grid and the AM(P) -- a step dictated by our conviction that young officers can derive considerable benefit from these two courses. The Grid, formerly for GS-12 and above, is now open to GS-07 and above. The AM(P), formerly for GS-13 and above, is now open to GS-09 and above.

3. Current Courses

The management training conducted at present by the Office of Training deals with three broad categories of subject matter: human behavior (people at work), managerial functions, and Management Science. Our main effort is to improve the ability of our middle-managers to provide effective leadership, although the term "leadership" itself is not given a prominent place in our course descriptions.

On the behavioral side, the Managerial Grid, our Fundamentals of Supervision and Management, and our Workshop on Problem People (under development and scheduled for presentation in 1972) are aimed at examining the practical applications of the most recent research findings, theories, and speculations of well-known managers and of respected academicians in the fields of behavorial science, industrial psychology, public administration, and so forth. Our Advanced Management (Planning) and our two newest endeavors, the Performance Appraisal Workshop and the Workshop on Planning and Control of Work, deal with those managerial functions which, over the years, have emerged as most deserving of special attention in the Agency.

As for Management Science, some of the time in the AM(P) is devoted to quantitative approaches to problem solving, but aside from this we do not now offer training in or familiarization with advanced mathematical

- 3 -

techniques and the computer as tools for helping to solve management problems.

In addition to these efforts, we have included management-oriented training within the framework of two major courses which have objectives of broader scope. The Midcareer Course has had the Managerial Grid as its opening week since 1966. The new Senior Seminar includes presentations and exercises highlighting applications of the behavioral sciences, lectures on the practicalities of management by distinguished administrators such as William Crockett, and lectures and case discussions emphasizing typical Agency problems and the approaches to their solutions. Also, the Executive Director-Comptroller, the four Deputy Directors, and a number of other top managers have contributed their views on Agency management in the Midcareer Course, the Senior Seminar, and the Advanced Intelligence Seminar.

We believe that our coverage of human behavior and its implications for the manager meets standards as high as those characteristic of similar endeavors conducted by organizations such as the American Management Association, the Civil Service Commission, and the Graduate School of the Department of Agriculture. For Agency purposes, we believe we are more effective than these highly regarded institutions because we can relate specifically to the Agency those principles and practices for which almost universal applicability is postulated.

Excepting the Managerial Grid, which has proved to be quite useful, we also believe that little is to be gained from purchasing packaged training courses from professional management training organizations. From both experience and periodic sampling of the wares of various firms, we have concluded that these courses, whatever their intrinsic value, are geared primarily to the peculiarities of the world of business and industry. They thus require considerable revision (adding our own case histories; emphasizing our unique problems and processes, etc.) before achieving optimum utility for our officers. Inasmuch as we know the accepted

- 4 -

generalizations and abstractions concerning management, we think that we are in the best position to put these into an Agency context.

Our FSM and the Managerial Grid emphasize the manager's responsibility for building and maintaining effective communications; for motivating and developing subordinates; for providing counsel and guidance, and so forth. We consider these courses to be both the foundation on which other training necessarily rests and a continuing, valuable source of information about problems and practices in the Agency. As a matter of fact, we regularly forward to the Management Advisory Group the views of participants in the Managerial Grid - views concerning existing barriers to greater organizational effectiveness and what might be done to remove such barriers.

Our workshops cover specific functions (planning, control, performance appraisal, etc.) as these are now carried out in this Agency and as they might be carried out more effectively. We have had the most experience and considerable success with our Performance Appraisal Workshop. Originally designed at the specific request of the Printing Services Division, Office of Logistics, it subsequently has been conducted at the

request of FMSAC, ███████ and OCS. The interest expressed by these components has led us to offer a somewhat modified version of this workshop to all Agency officers.

In the field of Management Science our relative lack of accomplishment stems partly from our inability to ascertain the degree of usefulness to the middle-manager of advanced mathematical techniques; partly from the lack of expertise among members of our staff, and partly from our inability to date to justify having a computer terminal in our classroom merely for experimental purposes. It is also true that we do not wish to duplicate unnecessarily the work being done by the Information Science Center of the Defense Intelligence Agency. As we understand it, ISC services most of the requirements for the training of Agency officers in Management Science.

- 5 -

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The Agency also avails itself of external training in executive management development courses. In 1971, 98 of the Agency's senior officers attended programs geared to administrators handling key management positions or headed in that direction. Among these programs are Harvard's Advanced Management Program (13 weeks); the Federal Executive Institute (6 weeks); Stanford University's Executive Program (8 weeks); Executive Seminar Center Programs (2 weeks) conducted by the Civil Service Commission at Kings Point, Berkeley, and Oak Ridge; and various one-week conferences held by the Brookings Institution for the purpose of sharpening participants' awareness of the ways in which major corporations operate at the executive level and of the responsibilities and motivations of top managers.

4. The Future

In our opinion, the effort to improve managerial effectiveness can be helped in three ways. First, a concerted and continuing effort on the part of the Agency's top managers is needed to focus the attention of the Agency's managerial corps upon the necessity for constant improvement in the handling and development of the Agency's personnel assets and in the marshalling and use of other resources. An important facet of this approach is the re-shaping of attitudes towards this task called "management". The notion held by some of our officers that management is what somebody else does militates, perhaps more than anything else, against the continuing development of effective managerial practices. We suggest that the remedy lies in constantly reminding the Agency's managers that they are managers and in holding them responsible for managing effectively. The "one-shot" training course or the once-a-year exhortation simply will not suffice to impel managers in the proper direction. Second, we need to cover the subject of management in a more systematic fashion in a wider variety of OTR courses. What is being done now is being done well, and we are reaching a respectable number of officers (See Attachment B). Despite this, not all of our managers are being educated to the same extent. Some have been able to take a variety of courses covering different aspects of the job. Others have had only the briefest exposure to formal training in management. We

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must do better than this -- and we must be willing to experiment with the newest ideas and the newest techniques!   In 1972 we plan to expand our workshop concept and, to this end, are designing programs on <u>Creativity</u> and on <u>Management of Conflict.</u>   In addition, we would like to offer some kind of brief familiarization with various tools and techniques in the field of Management Science.   Third, of particular concern to us is the fact that we are now offering no courses designed specifically to provide continuing education in management for our <u>senior</u> officers.   The program initiated by Colonel White in the late 1950's - a succession of offerings beginning

25X1A   with ███████████████   seminar and continuing through the Senior Seminar (Grid) and Senior Seminar (Planning) - is no longer in existence.   Although the reasons for this are in part beyond our control, training for senior officers is a subject which, we believe, deserves the attention of the top managers of the Agency.   It is virtually axiomatic today that no improvement can be expected without the involvement and commitment of top management!

    5.   Clearly, there is much more to the subject of management training than has been covered in this paper.   We would appreciate the opportunity to discuss the matter further with you at your convenience.

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HUGH T. CUNNINGHAM
Director of Training

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ADVANCED MANAGEMENT (PLANNING) COURSE

(AM(P) Course)

Description

This course provides a systematic framework for the study
of managerial planning, planning styles and decision-making.
There are planning, programming and budgeting orientations on
the Agency as a whole and, at the next lower level, on a Directorate.
Group and sub-group exercises prevail supplemented by
films. Emphasis is on student participation and experience sharing.

Designed For

Employees in grades GS-09 and above.

Administrative Data

Conducted By	:	Support School
Length	:	Six days (Sunday evening through Friday noon); classes every evening except Tuesday.
Frequency	:	Five times a year.
STATINTL Place	:	██████████████████████████
Prerequisite	:	The Managerial Grid is recommended but not required.
Class Size	:	Maximum of 45, minimum of 24.
Special Requirement	:	Pre-course work (approximately 20 hours).
Registration Deadline	:	Four weeks prior to start of course to assure distribution and completion of pre-work.

THE MANAGERIAL GRID

(Phase I)

Description

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This is a copyrighted course designed by ████████████
Inc., to identify managerial styles, to promote open communication,
and to convey the concept of on-going critique.

Phase I, the only segment of the six-phased Managerial Grid
we offer, is an intensive learning experience focusing on problem
solving through personal interaction of students in teams.

Designed For

Employees in Grade GS-07 and above. It is recommended
especially for those whose supervisors have attended this course.

Administrative Data

Conducted By   : Support School

Length   : Six days (Sunday evening through Friday
                 noon); classes every evening.

Frequency   : Seven times a year.

STATINTL   Place   : ████████████████████████

Class Size   : Maximum of 48, minimum of 21

Special
Requirement   : Pre-course work (approximately 20 hours)

Registration
Deadline   : Four weeks prior to the start of the course
                 to assure distribution and completion of
                 pre-work.

FUNDAMENTALS OF SUPERVISION AND MANAGEMENT COURSE

Description

This course concentrates on effective managerial behavior, stressing Communications, Motivation, Perception, Leadership, and Problem-Solving/Decision-Making.

Group exercises prevail supplemented by films and lectures. Emphasis is on practical application and experience exchange among the students.

Designed For

Supervisors and prospective supervisors at all levels in the Agency.

Administrative Data

Conducted By : Support School

Length : One week, full-time.

Frequency : Eight times a year.

Place : Chamber of Commerce Building.

Class Size : Maximum of 38, minimum of 18.

Special
Requirement : Pre-course work (6-8 hours)

Registration
Deadline : Three weeks prior to the start of the course
to assure distribution and completion of
pre-work.

PERFORMANCE APPRAISAL

Description

This workshop is intended to stress Performance Appraisal (PA) as a management tool, with particular attention to Fitness Report (FR) ratings and narratives and the FR interview.

It will concentrate on exchange of experience and opinions among participants and examine the merits of various strategies to overcome barriers to effective PA.

Designed For

Supervisors and prospective supervisors at all levels in the Agency.

Administrative Data

Conducted By   :   Support School

Length   :   One day, full-time.

Frequency   :   Five times a year.

Place   :   Chamber of Commerce Building.

Class Size   :   Maximum of 24, minimum of 18.

Prerequisite   :   Supervision or Management or Fundamentals of Supervision and Management course

Special
Requirement   :   Pre-course work of 2-3 hours.

Registration
Deadline   :   Two weeks prior to the start of the course to assure distribution and completion of pre-work.

PLANNING AND CONTROL OF WORK

Description

This is a workshop designed to convey theory and practical approaches which individuals and organizational components may use in planning and controlling their work.

Emphasis is placed on management of time as a critical ingredient of planning; on Agency planning and control instruments; on steps which supervisors themselves may initiate; and, on problems associated with these matters.

Designed For

Supervisors and prospective supervisors at all levels in the Agency.

Administrative Data

Conducted By : Support School

Length : One and one-half days, full-time.

Frequency : Five times a year.

Place : Chamber of Commerce Building.

Class Size : Maximum of 18, minimum of 12.

Prerequisite : <u>Supervision</u> or <u>Management</u> or <u>Fundamentals of Supervision and Management</u> course.

Special
Requirement : Pre-course work of 2-3 hours.

Registration
Deadline : Two weeks prior to the start of the workshop to assure distribution and completion of pre-work.

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Performance Appraisal Workshop *
1971

Component	Total	GS-03	04	05	06	07	08	09	10	11	12	13	14	15	16	17	18	Other
O/DCI	0																	
Plans	5													3	1	1		
Intell	21							1		1		7	9	2	1			
Support	11							3			3	2	2		1			
S&T	9			1						2	1		3	1	1			
Total	46			1				4		3	4	9	14	6	4	1		

New Course. Run twice so far for the Agency as a whole. In addition, this workshop has been conducted for officers of the following components (grade breakdown not immediately available): Logistics - 68 officers; FMSAC - 40 officers; ▇▇▇▇ 27 officers; OCS - 25 officers.

STATSPEC

Fundamentals of Supervision and Management **
1971

Component	Total	GS-03	04	05	06	07	08	09	10	11	12	13	14	15	16	17	18	Other
O/DCI	0																	
Plans	29		1	7	3	3	1	1	3	2	6	2						
Intell	46			1	2	1		3	8	6	16	9						
Support	46			2	1	4	4	6	4	14	10	1						
S&T	11				2	2		2		1	1	1	2					
Total	132		1	10	8	10	5	12	15	23	33	13	2					

Workshop on Planning and Control of Work *
1971

Component	Total	GS-03	04	05	06	07	08	09	10	11	12	13	14	15	16	17	18	Other
O/DCI	0																	
Plans	1													1				
Intell	15					1			2		2	5	4	1				
Support	5								2		2	1						
S&T	9							1			3	2	3					
Total	30					1		1	4		7	8	7	2				

* New Course. Run twice so far.
** New Course. Run four times.

MANAGEMENT TRAINING STATISTICS

Management Course *
1966 - 1971

Component	Total	GS-03	04	05	06	07	08	09	10	11	12	13	14	15	16	17	18	Other **
O/DCI	13										6	4	3					
Plans	135								3	41	43	31	12	1				4
Intell	313								9	107	136	42	18	1				
Support	374							7	7	159	131	54	12					4
S&T	37					1		2	1	10	6	8	7	1				1
Total	872					1		9	20	317	322	139	52	3				9

Supervision Course *
1966 - 1971

Component	Total	GS-03	04	05	06	07	08	09	10	11	12	13	14	15	16	17	18	Other **
O/DCI	31			9	4	7	2	7	2									
Plans	90		3	20	9	20	9	16	4	2	3							4
Intell	246	1		17	36	47	40	58	40	5	2	1						
Support	358		2	25	38	65	50	101	28	16	5			1				26
S&T	45			1	12	6	4	15	5	2								
Total	770	1	5	72	99	145	105	197	79	25	10	1		1				30

* Discontinued at end of ~~Approved For Release 2000/08/21 : CIA-RDP78-06207A000200110014-9~~ management.
** Includes contract and military personnel

Managerial Grid *
1964 - 1971

Component	Total	GS-03	04	05	06	07	08	09	10	11	12	13	14	15	16	17	18	Other **
O/DCI	50										1	10	8	14	9	5	3	
Plans	577					3	23	10	6		32	231	155	76	25	7	5	4
Intell	469					4	13	5	2	2	38	144	130	103	20	6	2	
Support	807			2	3	28	81	63	37	34	88	215	103	65	46	14	9	19
S&T	170						2	1			6	32	66	44	6	12		1
Total	2073			2	3	35	119	79	45	36	165	632	462	302	106	44	19	24

Advanced Management (Planning) ***
1967 - 1971

Component	Total	GS-03	04	05	06	07	08	09	10	11	12	13	14	15	16	17	18	Other **
O/DCI	10											3	2	5				
Plans	239										8	86	93	42	8	2		
Intell	235							3	2	7	19	87	67	40	7	1	2	
Support	350								2	3	32	183	78	39	12	1		
S&T	76									1	5	19	22	24	1	1		3
Total	910							3	4	11	64	378	262	150	28	5	2	3

* Includes Midcareer Grids and Senior Mgt. Seminar (Grid)
** Includes contract and military personnel
*** Includes Senior Mgt. Seminar (Planning)