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29 JUN 1966

**MEMORANDUM FOR: Deputy Director for Support**

**SUBJECT : Evaluation of the Office of Finance Pilot Project -  
Managerial Grid (Phases I and II)**

**1. Background**

In January 1965 the Office of Finance was designated by the Deputy Director for Support to conduct a pilot project to provide management training for supervisors at all levels of management in the Office of Finance in Phases I and II of the Managerial Grid Program. The Office of Training and the Office of Finance developed plans for implementing the project.

**2. Implementation and Cost**

Phase I of the Managerial Grid course has been completed by 131 members of the Office and the Support-Finance Career Service, and 97 supervisors of the Office of Finance have completed Phase II of the Grid Program (See Tab A for details of the seminars conducted). The two Phases consumed an estimated 10,233 man hours of employee time, of which 2,560 were official duty hours and 7,673 hours were donated by the employees (See Tab B). The total cost to the Agency for the seminars, as shown on Tab C for both Phases, aggregated approximately \$31,999, or an average of \$244 per employee for 131 employees. It is pointed out, however, that the estimated cost of this project would have been \$75,275, or an average of \$574 per employee, if official duty time had been used for all phases of the project. The actual cost to the Agency for this management training was, therefore, \$43,276 less than it would have been if all of the program had been conducted on official time.

**3. General Appraisal**

The exposure of 131 employees to more than 10,000 hours of intensive training in management concepts and techniques most certainly has had a beneficial effect.

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a. Some of the positive effects which I believe were derived from the Grid Management training are enumerated below:

- (1) An increased awareness of the value of the "team" approach in problem solving.
- (2) A better appreciation of the need to obtain all of the pertinent facts and to examine and weigh the various alternatives when making decisions.
- (3) A greater "tolerance" for the ideas of others and a willingness to listen, resulting in improved communication and understanding.
- (4) An increased willingness to risk "conflict" if necessary to solve problems, but an increased desire to reduce personal "friction" which interferes with problem solving.
- (5) An increased ability, especially of first and second line supervisors, to identify barriers or blocks which impede problem solving and to act individually or collectively in removing such barriers.
- (6) An increased ability and desire to establish, define, and pursue "goals" and objectives through team effort.

b. The following observations are of a negative or neutral character:

- (1) We have observed in some instances a tendency to "over grid" on problems through holding over-long discussions or by including too many participants in meetings.
- (2) We have always had a high degree of "commitment" on the part of Office of Finance supervisors to "getting the job done" and I have observed no change, either way, in the degree of "commitment" as a result of the Grid training. #7. 4/90+
- (3) Although I believe the Grid training has fostered better management techniques and methods which should result in a better quality of management over the long run, I have not as yet observed any overall quantitative increase in productivity as a result of the Grid training.

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(4) The attempt to train all supervisors in the Management Grid techniques at the same time has, I found, some disadvantages:

(a) It interferes with the normal functioning of the Office and lowers productivity because of the loss of man hours.

(b) In order to prevent serious interference in the conduct of the finance mission, employees were asked to contribute their weekends in taking the Grid course. This they did cheerfully. However, I believe it would be better if the course could be conducted on official time during a work week so that employees may have a weekend of rest following a week of such intense training. This can be the approach with respect to Phase I; but with regard to Phase II, it would mean pulling out all supervisors of particular divisions or staffs for a week or at least several days, and this would be impractical.

(5) In an organizational component such as the Office of Finance where the rate of rotation is high, the members of a work team who have all taken the Management Grid training rotate out of the team.

#### 4. Conclusion

a. I believe that the Office of Finance has benefited and will continue to benefit from the training in management methods and techniques its officers received through participation in Phases I and II of the Management Grid Program. I feel that we received considerably more benefit from Phase I than from Phase II. The views outlined above represent a general consensus of the division and staff chiefs of the Office of Finance as well as those of the undersigned. However, since there was some variation of views on some points, I am attaching for your information as Tab D copies of the comments of the division and staff chiefs made in response to a questionnaire on this subject.

b. I believe that all Agency supervisors and managers, especially those who have not received other formal management training, would benefit from Phase I of the Grid Management Program.

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c. I also believe that Phase II of the Management Grid Program can be beneficial to all supervisors and managers, but I do not believe that Phase II can be fully and beneficially applied at the "Office" level unless or until it is introduced and applied by higher echelons as a part of the Agency Management System.

d. Since one of the features of the Managerial Grid system is to solve problems through "team action," I feel that when the rotation rate in a career service is high, grid training should be given to the desired supervisory level throughout an entire career service if lasting results are to be attained; otherwise, the work teams become eroded.

5. I would like to take this opportunity to commend the Office of Training, and particularly Messrs. [redacted] for the advice, counsel, and assistance rendered the Office of Finance, and to express my appreciation for the many off-duty and weekend hours they devoted to the task of making this training experiment a success. It is hoped that the facts and figures presented in this report, together with the observations and conclusions of the Office of Training, will assist the Agency in determining its future approach and use of the Managerial Grid Course.

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[redacted signature box]

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R. H. FUCHS  
Director of Finance

**Attachments**

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