

4 January 1977

MEMORANDUM FOR: Director of Training

25X1A FROM : [REDACTED] Intelligence and Midcareer  
Branch, Intelligence Institute

SUBJECT : Course Report, Administration Directorate  
Review: Trends and Highlights, No. 59,  
14-17 December 1976

1. The four-day Administration Directorate Review: Trends and Highlights was held [REDACTED] 25X1A from 14 to 17 December. No major administrative problems were encountered, and the stated objectives of the course were fully met in the opinion of the course administrator. An annotated course schedule is included as Attachment 1.

2. Student Participation

Students were attentive and enthusiastic throughout the course, and the quality of the questions they asked of speakers was uniformly high. Despite wide disparity in grade, age, and experience, the 43 individuals formed a comfortable and cohesive group. Their cooperation with the course administrator was excellent.

3. Student Evaluations and Suggestions

Most students felt that the course went well, and many claimed that it afforded a valuable opportunity to look at the work of their Directorate outside their own offices. On a scale of 1 to 7, with 7 being "highly satisfactory," the class gave the course an average rating of 5.5 for having achieved its stated objective.

Student comments and suggestions were generally practical in nature (e.g., separate smokers from nonsmokers) and quite useful. Many suggested that we abolish evening classes. Some asked for more movies and more tours (such as a tour of [REDACTED] to break up long periods of sitting. 25X1A

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Faced with a few rather uninspiring speakers, some students suggested that speakers place less emphasis on organization charts and more on the "trends" in their offices as the name of the course promises. Some also criticized speakers for spending too much time on office personnel (names and numbers) rather than discussing what each component actually does.

4. Problems Encountered

No major problems were encountered in this running of the course. We were unable to tour the Records Center because it was undergoing physical reconstruction. We found an excellent speaker to fill the void, but the absence of the tour was keenly felt, and several students voiced their unhappiness, both during the course and in their final evaluations.

There were a great many speaker changes, some at the last minute, and this naturally had a disturbing effect on the students. Some privately asked the course director if the speaker cancellations reflected a lack of interest in this course by the office directors. John Blake, Deputy Director for Administration, was scheduled to speak the first day, but preoccupation with year-end Management by Objective meetings plus work for the transition team for President-elect Carter forced him to cancel. The students were all disappointed that Mr. Blake failed to make it, despite an excellent talk by his substitute, [REDACTED] --who apologized no less than three times for Mr. Blake's absence.

25X1A

Lastly, there was the problem of the Christmas season. Many were anxious to leave early on Friday to return to the Washington area for their office Christmas parties or for other family Christmas obligations. Even with the short afternoon on Friday (because of [REDACTED] appearance earlier in the week), many spent their last hours maneuvering to leave early; attendance and attitude the last afternoon were less than ideal.

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#### 5. Results of Changes and Innovations

The previous running was so successful that the course administrator was persuaded to make few changes. We initially dropped the session on Administration Management Advisory Group (ADMAG) at the suggestion of the previous course chairman. [REDACTED] current Chairman of ADMAG, came to our office to discuss the matter, however, and explained that, although a formal talk was unnecessary and admittedly boring, ADMAG often profited from informal discussions with individuals at social hour. We agreed to give him the last 15 minutes of the afternoon on Wednesday to explain what ADMAG was and to announce that he would be available for informal talks at the social hour and dinner. 25X1A

25X1A [REDACTED] In place of the Records Center tour, [REDACTED] of the Office of General Counsel was asked to speak 25X1A on the issues and problems created by the recent investigations of the Agency and the changing legal climate for CIA. He was unquestionably one of the best speakers of the course, a combination of an interesting and important topic and excellent stage presence. Many students urged that he be included as a regular in all future runnings of this course, and we agree.

#### 6. Future Changes and Innovations

For the next running of this course, we are contemplating schedule adjustments but no major changes. We would like to plan the visit to [REDACTED] for an afternoon in the middle of the course to break up days of classroom sitting. Construction at the Records Center will not be completed until July, so for at least the next two runnings we shall have to find a substitute. [REDACTED] is an obvious choice, provided his schedule permits. Additionally, we intend to preview our film holdings to find some other movies which are pertinent to the course objectives. 25X1A

#### 7. Student Concerns

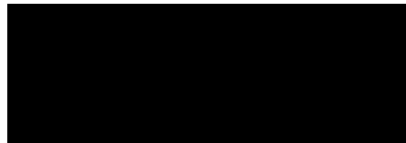
The only concern worthy of note expressed by the students was the general division of employees into

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professional and nonprofessional categories. This topic surfaced the first day, was discussed at length that evening at the EEO session, and continued to be a source of conversation and some good-natured teasing throughout the course. All agreed that the term "nonprofessional" is pejorative, and many felt that artificial groupings of people in this way should stop.

8. A compendium of class statistics is included as Attachment 3.



25X1A

Attachments:

- 1 - Annotated Course Schedule
- 2 - Class Roster
- 3 - End-of-Course Data
- 4 - Student Evaluation

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### ROUTING AND RECORD SHEET

SUBJECT: (Optional)

Course Report, Administration Directorate Review: Trends and Highlights, No. 59, 14-17 December 1976

FROM:

EXTENSION

NO.

25X1A

Intelligence & Midcareer Br.  
Intelligence Institute

2452

DATE 4 January 1977

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.	C/IMB		1/5	RF	
2.	C/II		5 JAN 1977	Am	
3.	C/TSS		7 Jan	TFR	
4.	C/PPG		1/10	MO	
5.	DD/OT		10 JAN 1977		
6.	EO/TR	10 JAN 1977			
7.	DDTR		1/11		
8.	DTR	11 JAN 1977	25 JAN 1977		
9.	C/II	25 Jan 77	1/25/77		
10.	C/IMB				
11.	Course Instructor				
12.					
13.					
14.					
15.					

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ADMINISTRATION DIRECTORATE REVIEW

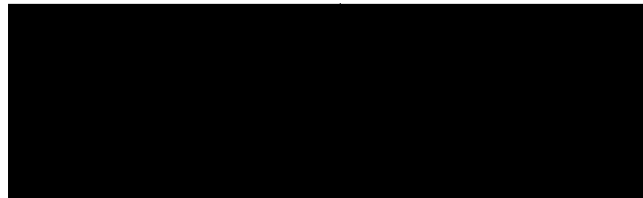
TRENDS AND HIGHLIGHTS

Course Number 1-77

(Fifty-Ninth Running)

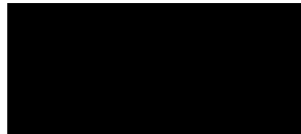
14-17 December 1976

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Course Administrator:

Training Assistant:



25X1A

OFFICE OF TRAINING

Headquarters Office: Room 926 Chamber of Commerce Building  
Extension 2452

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Course Objective

The objective of this course is to update EDA Carecristis' awareness and understanding of current activities, problems, and trends in the Administration Directorate and its components.

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TUESDAY, 14 December

9:00-10:00 Check-in and Administrative Details

10:00-10:20



25X1A

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25X1A

10:20-10:40 Course Objectives

Course Administrator

We will spend a few moments talking about the course objectives and what you can look forward to during the next four days.

25X1A

10:50-12:15 Overview of the Agency

Intelligence Institute  
Office of Training

25X1A

will review major trends in the Agency in past years, bring us up to date on current changes, and give us a glimpse of what we might expect to see in the future.

12:15-1:15 Lunch

1:15-2:00 Readings:

The Organization of CIA  
(Study Guide, August 1976)  
DDA History and Functions  
(December 1975)  
DDA Personnel Management Handbook  
(April 1975)

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TUESDAY, 14 December (Continued)

2:30-3:00 The Present and Future of Support

John F. Blake  
Deputy Director  
for Administration


The Deputy Director for Administration will present an overview of the Directorate's basic structure and primary missions and functions. From his unique perspective, Mr. Blake will point out the current issues or problems that are affecting efforts to serve and support the Agency. He will speculate on how these developments might change DDA activities over the next decade.

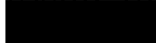
 Executive  
Office, DDA

25X1A

25X1A

3:15-4:15 Training for Tomorrow

  
Deputy Director  
of Training

The Office of Training plays a key role in helping Agency personnel to maintain high performance standards. The training conducted by OTR will be reviewed with special emphasis on the classes that are most useful to DDA careerists. To this end,  encourages your personal questions about specific courses.

25X1A

4:30-6:30 Social Hour and Dinner

25X1A

7:00-8:30 Equal Employment Opportunity

  
EEO Specialist,  
Office of EEO

ions  
fice-

This evening we will discuss CIA's program for assuring equal employment opportunity, and the progress to date toward raising the level of minority employment. Of particular concern is the role of all Agency supervisors in eliminating barriers to equality of opportunity in all aspects of CIA employment. In addition, our panel will explain the complaint system for those who feel they have been discriminated against because of race, color, religion, sex, age, or national origin.

WEDNESDAY, 15 December

8:30-9:30 Financial Operations

[REDACTED]  
Deputy Director  
Office of Finance

25X1A

The job of administering finances is complex; and, given the increasing pressures on the Federal Government to account for every dollar and cent, accurate financial operations are critically important. Our speaker will discuss the new techniques, such as computer automation, used by Finance to accomplish this mission.

9:45-10:45 Logistical Support

[REDACTED]  
Deputy Director  
Office of Logistics

25X1A

Our speaker will describe the variety of services provided by his office, including the motor pool, internal mail and courier systems, real estate procurement and maintenance, as well as printing and photographic support. He will briefly discuss Logistics' role overseas and describe the office's efforts to economize.

11:00-12:00 The Computerization of CIA



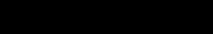
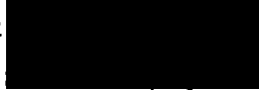
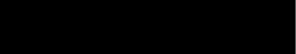


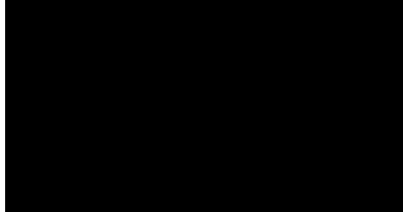
Clifford D. May, Jr.  
Director, Office of  
Data Processing

Mr. May will focus on the computer's far-reaching applications as an information processor, analytical tool, and management aid. He will then describe his office's role vis-a-vis CIA's computer systems and explain how to obtain data processing support.

12:00-1:00 Lunch

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WEDNESDAY, 15 December (Continued)

		25X1A
1:00-2:00	<u>Records Management Programs</u>	 Chief, Information Systems Analysis Staff and panel: 25X1A
25X1A	The Agency-wide records management programs, directed by the Information Systems Analysis Staff, involve a multi-phased process.  will acquaint you with these programs that include the creation, use, maintenance, disposition, disposal or preservation of records.	 Records Administration Branch  Branch Archives and Records Center 25X1A
2:15-2:45	<u>Film: Printing for Intelligence</u>	
	An inside look at CIA's own printing facility, this film shows the process of turning raw copy into finished publications.	
3:00-4:30	CIA in Court <u>Four: Archives and Records Centers</u>	25X1A  Chief, Archives and Records Center Office of General Counsel, Office of the Director of Central Intelligence
25X1A	<del>Members of the Archives and Records Center Staffs will give you a behind-the-scene view of some of the records management programs described by</del>	
4:30-4:45		25X1A
4:30-6:30	<u>Administrative Directorate Management Advisory Group (ADMAG) Social Hour and Dinner</u>	
7:00-8:30	<u>DDA Support to Overseas Operations</u>	
	A panel of Senior DDA and DDO officers will explore the operational and administrative support to overseas stations provided by the Administration Directorate. This support, which ranges from management of overseas installations to communications, will be illustrated through a discussion of actual case studies.	25X1A

THURSDAY, 16 December

SECURITY

The first three presentations today will focus on the challenging effort to maintain personal, physical, and technical security at home and abroad.

9:00-10:30

Security at Home and Abroad

Robert W. Gambino  
Director, Office  
of Security

The Director of the Office of Security will present a broad overview of his Office's extensive responsibilities. Of particular importance is Security's response to international developments, such as the threat of terrorism or assassination, which have had a serious impact on the Agency's working environment.

25X1A

10:45-11:45

Polygraph Operations

[REDACTED]  
Deputy Chief,  
Polygraph Branch,  
Office of Security

25X1C

[REDACTED]  
session we will review the historical research and development of this technology and discuss its Agency applications.

12:00-1:00

Lunch

25X1A

1:00-2:00

Technical Countermeasures

[REDACTED]  
Technical Security  
Division, Office  
of Security

This hour we will see a demonstration of the countermeasures used in the effort to prevent, detect or neutralize the efforts of hostile intelligence services to penetrate U.S. installations.

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THURSDAY, 16 December (Continued)

25X1A

2:15-3:15      Physical and Mental Health

[REDACTED]  
Chief, Professional  
Services, Office of  
Medical Services

The Office of Medical Services operates an extensive network of clinical, psychological, and psychiatric services at home and abroad. [REDACTED] will highlight various facets of this vital support to Agency people.

25X1A

3:30-4:30      Human Resource Management

F. W. H. Janney  
Director of Personnel

Personnel people serve your career needs from the time you enter on duty until your retirement. Mr. Janney will briefly survey his Office's responsibilities and discuss the major policy decisions that have changed personnel management in the past few years.

[REDACTED]  
Chief of Plans Staff  
Office of Personnel

25X1A

4:30-6:30      Social Hour and Dinner

25X1A

7:00-8:30      Freedom of Information and Privacy Acts

[REDACTED]  
Chief, Information  
and Privacy Staff

25X1A

Both the Freedom of Information Act and the Privacy Act have had considerable impact on municipal, state, and federal government operations. Following a brief historical review of why the Acts were legislated, [REDACTED] will discuss the consequences for CIA. He will also explore some of the long-term problems for Agency working methods and procedures.

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FRIDAY, 17 December

COMMUNICATIONS

Through this entire morning, representatives of the Office of Communications will acquaint you with CIA's vast communications network.

- 8:30-8:45 [REDACTED] 25X1A  
School of Communications
- 8:45-9:45 The presentations will begin with an overview of the Office's world-wide mission. Of particular interest are some of the new technologies being employed to meet the rising demand for vital communications during a period of declining resources. [REDACTED] 25X1A  
~~Deputy Chief,~~  
~~Office of Communications~~ 25X1A  
Chief, Operations Division  
Office of Communications
- 10:00-11:45 Following a brief description of the in-depth training in agent and staff communications that is conducted by the School, you will have the opportunity to tour this modern and technically advanced complex. [REDACTED] 25X1A  
Communications School  
Staff  
School of Communications
- 11:45-12:00 [REDACTED] 25X1A
- 12:00-1:00 Lunch
- 1:00-2:00 Managing the DDA [REDACTED] 25X1A  
~~Executive Officer~~  
~~Administration~~  
~~Directorate~~
- Our final speaker will discuss the ways in which the eight separate offices of the DDA work together in the overall support effort. He will describe Management by Objectives as the theory is applied to the Directorate. In addition, [REDACTED] would like to discuss any questions about the DDA which are of particular interest or concern to you. Spoke the first day for Mr. Blake and combined the two topics.  
25X1A
- 2:00-3:00 Final Administration and Course Evaluation

25X1A

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