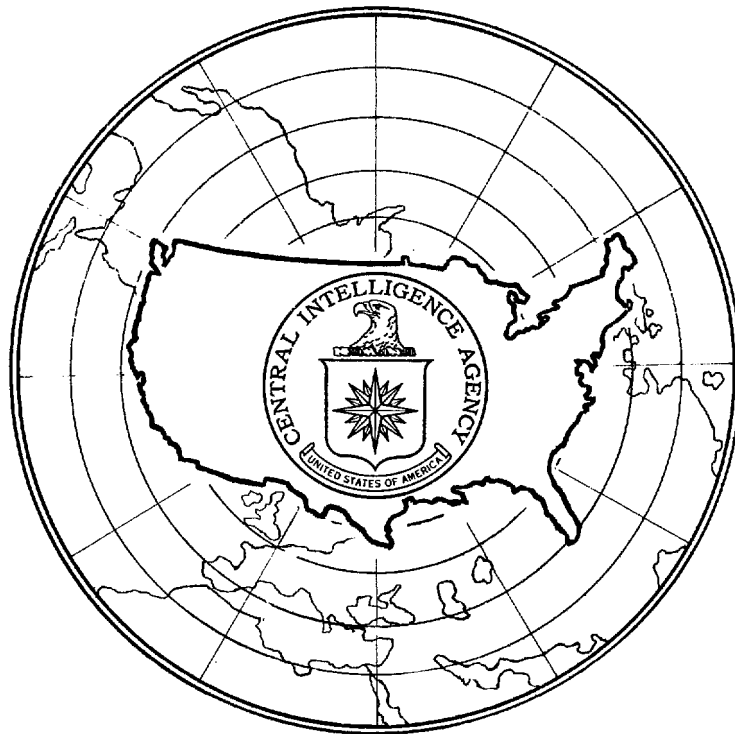


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1

MIDCAREER COURSE



OCTOBER 7 - NOVEMBER 15, 1963

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S E C R E T

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CHAIRMAN

[REDACTED]

25X1A

ASSISTANT CHAIRMEN

[REDACTED]

25X1A

ADMINISTRATIVE SUPPORT

[REDACTED]

25X1A

COURSE ASSISTANT

[REDACTED]

25X1A

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Midcareer Course No. 1

7 October - 15 November

- Part I. A. The Agency
(5 1/2 days)
- B. Management
(6 1/2 days)
- Part II. The Government
(10 days) at the Brookings Institution
- Part III. World Affairs
(9 days) at the Broyhill Building

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Foreword

The Midcareer Course is the product of the determination at the highest levels of the Agency that promising officers be given an opportunity to widen their understanding of the Agency, of the Government, and of international affairs.

The six-week Course is divided into three major segments. During the first two weeks the participants will study the work of the various components of the Agency and the inherent problems of management.

During the third and fourth weeks the scope of the Course will widen to include study and discussion of the Government in its national setting, emphasizing the making of policy, public and legislative pressures on the policy makers, the handling and allocation of the Government's money, and other major aspects, both theoretical and practical, of the development and direction of national power.

In the last two weeks, prominent authorities and public figures will express their views and lead discussions with the participants on such major issues as the formulation of strategy, developments in space technology, conflicts in the Communist Bloc, the movement

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toward European union, and other important trends in world affairs.

The Course has been designed specifically for those selected for Midcareer Training. They may also be enrolled in other courses, internal or external, which will increase their value to their Directorates. The combination of the Midcareer Course and other selected courses will constitute each officer's Midcareer Program.


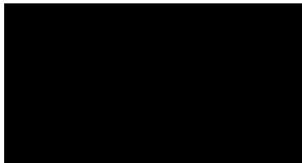
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Midcareer Course No. 1

Introduction to the Course

Thursday, 3 October

In the Headquarters Auditorium

0945	Assembly of Midcareer		
0955	Participants and Guests		
1000	Opening Address	John A. McCone	
1030		Director of Central Intelligence	
1030	The Philosophy of	Matthew Baird	
1050	Midcareer Training	Director of Training	
1100	Introduction		25X1A
1120	to the Course	Chief, Plans and Policy Staff, Office of Training	
1120	Administrative Briefing		25X1A
1230			

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Sunday, 6 October

1445 Convene at Airport



25X1A

1600 Arrive at Quarters --



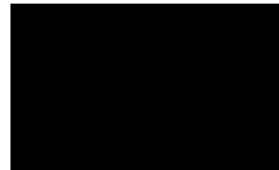
25X1A

1630 Convene at



25X1A

1645 Welcoming Talk
1700



25X1A

1700 Free Hour

1800 Dinner

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Midcareer Course No. 1

Part I. Section A

**The Agency: Organization, Problems,
Relationships, and Developments**

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Monday, 7 October


0830 1000	THE AGENCY, 1964-1969	Lyman Kirkpatrick Executive Director
	A projection of Agency problems and developments over the next five years.	
1015 1130	THE PRODUCTION OF NATIONAL INTELLIGENCE ESTIMATES	Sherman Kent Assistant Director for National Estimates
	What National Intelligence Estimates are; the kinds of problems they deal with; how they are drafted, coordinated, and cleared; their role in policy formulation.	
1215 1315	Lunch	

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1330 1445	THE NATIONAL SECURITY STRUCTURE		25X1A
	Changing methods of the policy makers and the impact of these changes on the Intelli- gence Community.	Special Assistant to Deputy Director (In- telligence)	
1500 1630	THE U. S. INTELLIGENCE COMMUNITY	Lyman Kirkpatrick	
	The components of the Intelligence Community. Cooperation and conflict. The emerging role of DIA and its relations with CIA. The role of the Di- rector of Central Intelli- gence.		
1630 1730	Reception for Mr. Kirkpatrick		
1800 1900	Dinner		
1930 2130	SEMINAR ON THE RELATIONSHIP OF INTELLIGENCE TO POLICY	Lyman Kirkpatrick 	25X1A

Tuesday, 8 October

0830 0945	CIA FIELD STATIONS	 Chief, Far East Division	25X1A
	CIA's overseas organization. The role of the Station Chief: relations with other U.S. Government representatives; relations with liaison contacts; the management of stations; the direction of operations; over-all intelligence and estimative reporting.		
1000 1130	THE CLANDESTINE SERVICES	Richard Helms Deputy Director (Plans)	
	The Clandestine Services as an instrument of U.S. policy. The coordination of major actions and the obtaining of policy decisions from the Department, the Special Group, and the White House.		
1215 1315	Lunch		

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1330 THE RELATION OF
1445 INTELLIGENCE TO
THE FORMUALTION OF
GOVERNMENT POLICY

Ray S. Cline
Deputy Director (In-
telligence)

The function of the Intel-
ligence Directorate. In-
telligence support to policy
making. CIA's contribu-
tion to the Intelligence
Community.

1500 SEMINAR ON
CURRENT PROBLEMS
IN COLLECTION, ACTION,
AND ANALYSIS

Ray S. Cline,
Presiding

25X1A

[REDACTED], Deputy
Chief, Africa Division

25X1A

1630 Free Hour
1730

1800 Dinner
1900

1930 SEMINAR ON COUNTRY
2130 TEAM RELATIONSHIPS

Ray S. Cline,
Presiding

25X1A

Training Staff Officers:

25X1A

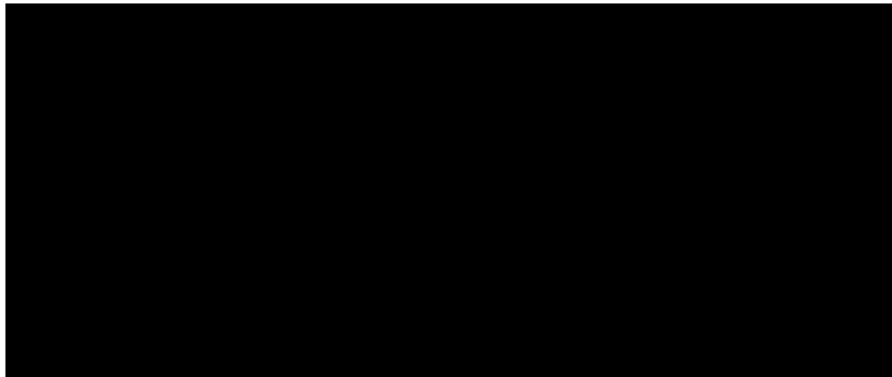
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1330
1500



25X1C

1515
1630

THE DEFENSE
INTELLIGENCE AGENCY

Lt. General Joseph F.
Carroll, Director, DIA

The origin, mission,
and development of DIA.
DIA relationships in the
Intelligence Community.
Overseas organization.
Coordination of clandestine
intelligence collection.

1630
1730

Reception for
General Carroll

1800
1900

Dinner

1930
2130

Film

Thursday , 10 October

0830
1000

MAJOR
COUNTERINTELLIGENCE
PROBLEMS

James Angleton
Chief, Counterintelli-
gence Staff

Internal security from
the Federal interest
standpoint. Protection
of CIA operations. So-
viet intelligence. Coor-
dinated effort within the
Intelligence Community.

1010
1200

THE ROLE OF SCIENCE
AND TECHNOLOGY IN
CIA

Albert D. Wheelon
Deputy Director
(Science and Tech-
nology)

New techniques in intel-
ligence collection. Elec-
tronic Intelligence (ELINT)
and its significance.

1215
1315

Lunch

SECRET

1330 THE ROLE OF SCIENCE
1500 AND TECHNOLOGY IN
CIA (Continued)

Albert D. Wheelon

1515 DEVELOPMENTS IN
1615 PHOTOGRAPHIC
INTELLIGENCE

Arthur Lundahl
Director, National
Photographic Inter-
pretation Center.

The capabilities of
Photographic Intelli-
gence, evaluation of
photo quality, organiza-
tion and functions of
NPIC.

1630 Reception for Mr. Dulles
1730

1800 Dinner
1900

1930 SEMINAR: THE
2130 INTELLIGENCE
OFFICER

Allen W. Dulles
Matthew Baird, Presiding
James Angleton
Albert Wheelon
Arthur Lundahl
Other Officers

SECRET

Friday , 11 October

0900
1015

THE IMPACT OF
AUTOMATIC DATA
PROCESSING ON
AGENCY ACTIVITIES

Joseph Becker
Assistant Director
for Computer Services

Recent automatic data
processing developments
in the Agency and a look
at its future support of
DDS, DDI, DDP, and
DDS&T activities.

1030
1130

CURRENT DEVELOPMENTS
IN INTELLIGENCE
RESEARCH AND
REFERENCE FACILITIES

Paul Borel, Assistant
Director for Central
Reference

The central reference
function in supporting
intelligence and opera-
tional activities of CIA.
OCR relationships with
the Intelligence Com-
munity. New develop-
ments in the processing,
storage, and retrieval
of intelligence.

Executive Assistant
to AD/CR

25X1A

1215 Lunch
1315

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1330	ADMINISTRATIVE	L. K. White
1430	RELATIONS WITH OTHER FEDERAL AGENCIES	Deputy Director (Support)

The roles other agencies perform in support of CIA's mission, other influences they can exert for or against operations, and limitations imposed by cover entities.

ADMINISTERING THE AGENCY'S RESOURCES:
MEN, MONEY, LOGISTICS AND
COMMUNICATIONS


1445	INTRODUCTION	L. K. White
1455		
1455	COMPTROLLER	John A. Bross
1630	Agency funding mechanism. Budget, disbursement, accounting.	Comptroller
1630	Free Time	
1730		
1800	Dinner	
1900		

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1930
2015

THE PERSONNEL
PICTURE IN CIA

- a. Staffing requirements
- b. Benefits and services
- c. The outlook for the future


Chief, Personnel
Operations Division,
Office of Personnel

25X1A

2015
2045


HEALTH CONSIDERATIONS
IN AN UNUSUAL WORK
ENVIRONMENT

Dr. John R. Tietjen
Chief, Medical Staff

2045
2130

LOGISTICAL SUPPORT
OF OPERATIONS



Agency assets and
capability


Chief, Planning Staff,
Office of Logistics

25X1A

SECRET

Saturday, 12 October

0830 0915	SECURITY - A PRIMARY CONSIDERATION IN ACCOMPLISHING THE MISSION OF CIA	Robert L. Bannerman Director of Security	
0915 1000	TECHNICAL COMMUNICATIONS DEVELOPMENTS	 Director of Communi- cations	25X1A
1010 1130	PANEL DISCUSSION OF QUESTIONS SUBMITTED BY STUDENTS		
1130 1200	CRITIQUE OF PART I, SECTION A		25X1A
1215 1315	Lunch		

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Preparatory Reading

PART I. SECTION A

Collection at Small Posts, FI Publication No. 1, 1 August 1960 (SECRET)

Dulles, Allen W.,

"The Craft of Intelligence," reprinted from the 1963 Britannica Book of the Year

25X1A [REDACTED],

"A Fresh Look at Collection Requirements," Studies in Intelligence, Vol. 4, No. 4 (SECRET)

25X1A [REDACTED]

"The Ambassador and the Country Team," Department of State News Letter, July 1963

25X1A [REDACTED]

"Priority National Intelligence Objectives," Studies in Intelligence, Vol. 5, No. 2 (SECRET)

The National Security Act of 1947, Public Law 253

United States Intelligence Board Minutes, 28 August 1963, Attachment A., "Priority National Intelligence Objectives" (SECRET)

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Supplementary Reading

PART I. SECTION A

- De Gramont, Sanche - The Secret War, New York, G. P. Putnam's Sons, 1962
- Dulles, Allen W. - The Craft of Intelligence, New York, Harper and Row, 1963
- Felix, Christopher - A Short Course in the Secret War, New York, E. P. Dutton & Co., 1963
- Hyde, H. Montgomery - Room 3603, New York, Farrar, Straus & Co., 1963
- Ransom, Harry Howe - Central Intelligence and National Security, Cambridge, Mass.,
Harvard University Press, 1958
- Rostow, W. W. - The Stages of Economic Growth, Cambridge, Cambridge University Press,
1960
- Defense Intelligence Agency: Organization and Functions, C-9812/C (CONFIDENTIAL)

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Part I. Section B

Management

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Saturday, 12 October

1330 1500	INTRODUCTION TO MANAGEMENT SECTION	L. K. White	
1515 1630	REVIEW OF BASIC MANAGEMENT CONCEPTS	[REDACTED] Chief, Management Training Faculty, Office of Training	25X1A
1630 1730	Free Hour		
1800 1900	Dinner		
1930 2130	"TWELVE ANGRY MEN" Film showing interac- tion of people in a small group; leadership, group dynamics		

Sunday, 13 October

0900 Church, Sports, or
1200 Reading

1215 Lunch
1315

1330 PERCEPTION
1430

Film followed by discus-
sion to demonstrate how
people will interpret the
same set of facts in dif-
ferent ways.

25X1A

1440 COMMUNICATION
1520

Film and lecture point-
ing up the difficulties of
conveying meaning from
one person to another or
from one group to another.

Instructor, Manage-
ment Training Fac-
ulty, OTR

25X1A

1530 "COMMUNICATION
1630 EXERCISE"

Exercise wherein the stu-
dents, divided into small
groups, attempt to accom-
plish a simple task under
certain communication
restraints.

25X1A

1630 Free Hour
1730

1800 Dinner
1900

1930 "TWELVE O'CLOCK HIGH"
2130

Film in a military setting,
raising many issues re-
garding leadership styles,
command and personal re-
lationships, accomplish-
ment of objectives, moti-
vation, etc.

Monday, 14 October

0830	"STAFF MEETING	[REDACTED]	
0920	AT MAGNA"		25X1A
	Simple Introductory case involving communication, leadership, authority, perception, human relations.		
0930	INFORMAL	[REDACTED]	
1020	ORGANIZATION		25X1A
	Behavior of unofficial groups and cliques within a formal organization.		
1035	"CONFERENCE ON THE 19TH GREEN"	[REDACTED]	25X1A
	A case history raising questions about the chain of command, informal relationships, authority, leadership and communication.		
1215	Lunch		
1315			

SECRET

1330
1430

"PATTERNS"



25X1A

Film dramatizing problems of leadership, human relations at the executive level.

1445
1630

LEADERS
AND LEADERSHIP

Dr. Carroll L. Shartle,
Chief of Behavioral
Science, Office of the
Director of Defense
Research and Engineering,
Department of Defense

The nature of leadership, and its relation to administrative behavior.

1630
1730

Free Hour

1800
1900

Dinner

1930
2030

Individual study of the
"National Development
Agency" Case

Tuesday, 15 October

0830
0930
MANAGERIAL
RESPONSIBILITY
FOR PEOPLE



25X1A

The role of the individual in the training, development and appraisal of subordinates; fitness reports.

0945
1030
"THE DEPARTMENT
MANAGER"



25X1A

Filmed case showing problems of a specialist when promoted to a managerial position.

1040
1130
MANAGERIAL
RESPONSIBILITY
FOR FUNDS

 Office
of the Comptroller

25X1A

The role of the individual in the management of money.

1215
1315
Lunch

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1330 MOTIVATION [REDACTED] 25X1A
1430 OF WORKERS

The various levels of individual needs; work incentives and satisfactions; morale and effectiveness.

1445 "NATIONAL [REDACTED] 25X1A
1630 DEVELOPMENT AGENCY"

Case history involving problems of authority, formal structure, personal power, use of funds, and the role of the brilliant non-conformist.

1630 Free Hour
1730

1800 Dinner
1900

1930 Group study of [REDACTED] Case
2030

25X1A

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Wednesday, 16 October

0830 PEOPLE VS.
0930 ORGANIZATIONS

[REDACTED]

25X1A

Conflicts between individual needs and organizational needs; bureaucracy; specific Agency problems.

25X1A

0945
1130

[REDACTED]

[REDACTED]

25X1A

Case history of conflict among branch chiefs within a division.

1215 Lunch
1315

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1330
1430



25X1A

Case history showing various conflicts; headquarters/field; operations/support; line/staff; formal organization/informal; etc.

1445
1630

AGENCY
MANAGEMENT

Lyman Kirkpatrick

Identification of problems, and prospects of solution; Agency management policy and philosophy; question period.

1630
1730

Free Hour

1800
1900

Dinner

1930
2030

Film or seminar
(to be announced)

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Thursday, 17 October

0830 MANAGEMENT GAME [REDACTED]
1130

25X1A

1215 Lunch
1315

1330 SOME UNIVERSALS
1520 OF ADMINISTRATION

Consideration of funda-
mental issues and solu-
tions.

Dr. Stephen K. Bailey
Dean of Maxwell
Graduate School of
Citizenship and Pub-
lic Affairs, Syracuse
University

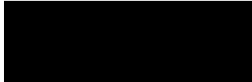
1530 SELECTED SHORT FILMS
1630 ON MANAGEMENT

1630 Free Hour
1730

1800 Dinner
1900

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Friday, 18 October

0830	ANALYSIS OF		25X1A
1130	MANAGEMENT GAME		
1215	Lunch		
1315			
1330	DEVELOPING EXECUTIVE	John W. Macy, Jr. Chairman, U. S. Civil Service Com- mission	
1430	POTENTIAL IN THE THE FEDERAL SERVICE		
	Problems of recruiting, developing and training personnel for manage- rial positions in the Fed- eral Service. Competi- tion with private industry for managerial talent. Ways and means of fos- tering career develop- ment in Government.		
1500	Concluding Remarks		
1530	and Administrative Check-Out		
1630	Depart for Washington		

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Preparatory Reading

PART I. SECTION B

Katz, Robert L.

"Skills of an Effective Administrator," Harvard Business Review, January-February 1955

Uris, Auren

"What you Can Do About Your Problem People," Factory Management and Maintenance,
October 1958

Mayfield, Harold

"In Defense of Performance Appraisal," Harvard Business Review, March-April 1960

Purcell, Theodore V.

"Observing People," Harvard Business Review, March-April 1955

Roethlisberger, F. J.

"The Administrator's Skill: Communication," Harvard Business Review, November-
December 1953

Nichols, Ralph G. and Leonard A. Stevens

"Listening to People," Harvard Business Review, September-October 1957

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Rogers, Carl R., and F. J. Roethlisberger

"Barriers and Gateways to Communication," Harvard Business Review, July-August 1952

Zaleznik, Abraham

"The Human Dilemmas of Leadership," Harvard Business Review, July-August 1963

Tannenbaum, Robert and Warren H. Schmidt

"How to Choose a Leadership Pattern," Harvard Business Review, March-April 1958

Schoen, Donald R.

"Human Relations: Boom or Bogle?," Harvard Business Review, November-December 1957

Lawrence, Paul R.

"How to Deal with Resistance to Change," Harvard Business Review, May-June 1954

McGregor, Douglas M.

"The Human Side of Enterprise," An address before the Fifth Anniversary Convocation of the M. I. T. School of Industrial Management

Katz, Robert L.

"Toward a More Effective Enterprise," Harvard Business Review, September-October 1960

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Supplementary Reading

PART I. SECTION B

1. CLASSICS

Barnard, Chester - The Functions of the Executive Cambridge, Mass., Harvard, 1960

Metcalf, Henry and Urwick, L. - Dynamic Administration New York, Harper, No Date

Roethlisberger, Fritz and Dickson, William - Management and the Worker Cambridge, Mass., Harvard, 1950

2. TEXTBOOKS

Brown, Milon - Effective Work Management New York, MacMillan, 1960

Koontz, Harold and O'Donnell, Cyril - Principles of Management New York, McGraw-Hill, 1955

Terry, George - Principles of Management Homewood, Illinois, Irwin, 1960

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3. PEOPLE VS. ORGANIZATIONS

Argyris, Chris - Personality and Organization New York, Harper, 1957

Dalton, Melville - Men Who Manage New York, Wiley, 1959

March, James and Simon, Herbert - Organizations New York, Wiley, 1958

Packard, Vance - The Pyramid Climbers New York, McGraw-Hill, 1962

Pfiffner, John and Sherwood, Frank - Administrative Organization New York, Prentice-Hall, 1960

Presthus, Robert - The Organizational Society: An Analysis and a Theory New York, Knopf, 1962

Thompson, Victor - Modern Organization New York, Knopf, 1961

4. SUPERVISION

Brown, Milon - Effective Supervision New York, MacMillan, 1956

Heyel, Carl - Management for Modern Supervisors New York, AMA, 1962

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Niles, Mary - Middle Management New York, Harper, 1949

Sherwood, Frank, and Best, Wallace - Supervisory Methods in Municipal Administration
Chicago, The International City Managers Association, 1958

Uris, Auren and Shapin, Betty - Working with People New York, MacMillan, 1955

VanDersal, William - The Successful Supervisor in Government and Business New York,
Harper, 1962

5. LEADERSHIP

Andrews, Richard - Leadership and Supervision Washington, Civil Service Publication, 1955

Bass, Bernard - Leadership, Psychology, and Organizational Behavior New York, Harper, 1960

Gouldner, Alvin (Editor) - Studies in Leadership New York, Harper, 1950

Learned, Edmund; Ulrich, David; and Booz, Donald - Executive Action Cambridge, Mass.,
Harvard, 1951

Likert, Rensis - New Patterns of Management New York, McGraw-Hill, 1961

Likert, Rensis and Hayes, Samuel - Some Applications of Behavioral Research Paris, UNESCO, 1957

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Tannenbaum, Robert; Weschler, Irving; and Massarik, Fred - Leadership and Organization New York, McGraw-Hill, 1961

Uris, Auren - How to Be a Successful Leader New York, McGraw-Hill, 1953

6. HUMAN RELATIONS

Bursk, Edward - Human Relations for Management New York, Harper, 1956

Davis, Keith - Human Relations in Business New York, McGraw-Hill, 1957

Heckmann, L. L. and Huneryager, S. G. - Human Relations in Management Cincinnati, Ohio, Southwestern Publishing Co., 1960

Hoslett, Schuyler (Editor) - Human Factors in Management New York, Harper, 1951

McGregor, Douglas - The Human Side of Enterprise New York, McGraw-Hill, 1960

Scott, William - Human Relations in Management Homewood, Illinois, Irwin, 1962

7. MANAGEMENT PSYCHOLOGY

Gellermen, Saul - People, Problems and Profits New York, McGraw-Hill, 1960

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Haire, Mason - Psychology and Management, New York, McGraw-Hill, 1956

Leavitt, Harold - Managerial Psychology Chicago, Univ. of Chicago, 1958

8. MOTIVATION

Maslow, A. H. - Motivation and Personality New York, Harper, 1954

Zaleznik, A.; Christensen, C. R.; Roethlisberger, F. J. - The Motivation, Productivity, and Satisfaction of Workers Cambridge, Mass., Harvard, 1958

9. SMALL GROUP BEHAVIOR

Cartright, Dorwin and Zander, Alvin - Group Dynamics Evanston, Illinois, Row, Peterson, and Co., 1953

Homans, George - The Human Group New York, Harcourt-Brace, 1950

10. PERSONNEL MANAGEMENT

Pigors, Paul; Myers, Charles; and Malm, F. T. - Readings in Personnel Administration New York, McGraw-Hill, 1959

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Wolf, William - The Management of Personnel Belmont, Calif., Wadsworth, 1961

11. THE MANAGEMENT PROFESSION

Uris, Auren - The Management Makers New York, MacMillan, 1962

12. CASE BOOKS AND CASE METHOD

Andrews, Kenneth (Editor) - The Case Method of Teaching Human Relations and Administration
Cambridge, Mass., Harvard, 1953

Corsini, Raymond; Shaw, Malcom; Blake, Robert - Role Playing in Business and Industry New
York, Free Press of Glencoe, 1961

Lawrence, Paul; Bailey, Joseph and others - Organizational Behavior and Administration
Homewood, Illinois, Irwin, 1961

Maier, Norman - Principles of Human Relations New York, Wiley, 1952

Maier, Norman; Solem, Allen; and Maier, Ayesha - Supervisory and Executive Development
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Pigors, Paul, and Pigors, Faith - Case Method and Human Relations; The Incident Process
New York, McGraw-Hill, 1961

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DR. STEPHEN K. BAILEY

Dean of the Maxwell Graduate School of Citizenship and Public Affairs, Syracuse University, Dr. Bailey was born in 1916 and educated at Hiram College, Oxford, and Harvard. He served with the Board of Economic Warfare during World War II and has taught at Wesleyan, Princeton, and Syracuse universities. Dr. Bailey was appointed to his present position in 1961. He has written several books on the United States Government, including Government in America (1957).

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LT. GENERAL JOSEPH F. CARROLL

Director of the Defense Intelligence Agency, General Carroll was born in 1910 and educated at St. Mary's College and Loyola University. He was admitted to the Illinois Bar in 1940 and served with the FBI until 1948. He was called to active service with the Air Force in 1948 and served in several security and legal positions, including that of Inspector General of the U.S. Air Force from 1960 to 1961. General Carroll became Director of the DIA in October 1961.

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ALLEN W. DULLES

Director of Central Intelligence from 1953 to 1961, Mr. Dulles was born in 1893 and educated at Princeton and George Washington universities. He entered the U. S. Diplomatic Service in 1916 and served at posts in Europe and the Near East. In 1916 he resigned to take up law practice with Sullivan and Cromwell, New York. Mr. Dulles was Chief of the OSS mission in Switzerland during World War II and became Deputy Director of Central Intelligence in 1951. His most recent book, The Craft of Intelligence, is being published this fall by Harper and Row.

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CONFIDENTIAL

MR. JOHN W. MACY, JR.

Chairman of the U. S. Civil Service Commission, Mr. Macy was born in 1917 and educated at Wesleyan University. He served as a captain in the U. S. Army Air Force during World War II and has held positions with the War Department and the AEC dealing with personnel matters. Mr. Macy was Executive Director of the Civil Service Commission from 1953 to 1958 and was named Chairman in 1961.

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CONFIDENTIAL

DR. CARROLL L. SHARTLE

Chief of the Psychology and Social Sciences Division, Office of the Director of Defense Research and Engineering, Dr. Shartle was born in 1903 and educated at Iowa State Teachers College, Columbia and Ohio State universities, Michigan State College, and George Washington University. Since 1935 Dr. Shartle has served in many government positions dealing with psychology and personnel matters. He is a member of several professional societies and has written books on occupational counseling. Dr. Shartle was named to his present position in 1961.

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