

Executive Registry
78-1140/3

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26 APR 1978

DD/A Registry
File Training-5

MEMORANDUM FOR: Deputy Director of Central Intelligence
Deputy Director for Administration
Director, National Foreign Assessment Center

FROM: Director of Central Intelligence

SUBJECT: External Training on College Campuses

REFERENCE: DDCI's Memorandum Re Placing Our People on
College Campuses, dated 20 April 1978

1. I appreciate your memorandum on training on college campuses, etc., and in particular the problem we're having with the Congress in this area. I'm impressed with two points:

- a. How frequently in any discussion of personnel matters within the Agency people raise the question of inadequate training in management and hence poor managerial practices.
- b. The vital necessity in any research organization such as NFAC in recharging batteries and introducing outside stimulus for the analysts.

2. In short, I am willing to look at several major changes of direction. One would be a very deliberate and considered approach to the Congress to understand these issues. The other would be to divert our training funds from some of the things they are now being used for, such as war colleges, into some really solid academic programs. One type of program would be management courses such as the AMP and DMD at Harvard Business School. Another would be placing our NFAC analysts in a college atmosphere for a year or two to do some specific work toward a masters or doctorate degree.

3. Not having read the S&I report on this. I may be a bit naive. I'd appreciate it if NFAC and DDA could get together to see if there is any way we can meet the majority of the S&I objections where they are valid by reorientation of our program and at the same time meet the objectives I mentioned above.


STANSFIELD TURNER

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78-1140/2

20 April 1978

DD/A Registry
78-1573/1

MEMORANDUM FOR: Director of Central Intelligence

FROM : Deputy Director of Central Intelligence

SUBJECT : Your Note, dated 15 April 1978, Re Placing
Our People on College Campuses

1. The Agency training program consists of internal and external training courses. The Office of Training budgets for certain high priority external training courses. Budgeting for full-time academic training and external language training is done by the sponsoring component.

2. Currently, several offices have enrolled employees in full-time academic training -- some for one or two semesters. Each training request must be justified as job related as defined in Title 5, U.S. Code Chapter 41. Thus, none are sabbaticals according to the traditional definition. There are 29 employees currently enrolled in such full-time training. Some are using the GI Bill while receiving a full Agency salary. All have prepared a memo of justification to their Directorate with a Form 136 (Request for External Training). Office of Training then insures that the request is in compliance with Title 5.

3. The S&I Team has been critical of Agency training. Their 1977 report recommended that the Agency reevaluate its external training program particularly concerning the use of management and executive development programs at non-government facilities. They also raised questions about several full-time external training approvals because they involved travel and/or per diem. Each instance was addressed in your response of 20 April 1977 to the Appropriations Committee.

4. In the FY 1978 training budget, the CIA request for external training for all types was cut by \$1,000,000. CIA chose to apply the entire cut to external training, both to comply with the S&I Staff

report and to minimize the adverse impact across the entire Agency and the Intelligence Community. The analysis of this budget, which was sent to the Committee is quoted below:

An analysis of the FY 1978 external training budget shows a substantial cut in full-time academic training-- 23 full-time students in FY 1977 reduced to 14 in FY 1978. A reduction was made to the after-hours CIA Off-Campus program run under contract by the University of Virginia; the funds allocated and the number of courses offered were cut from \$70,000 and 34 courses to \$40,000 and 22 courses, comparing FY 1977 and FY 1978, respectively. Similarly, the number of individuals who were sponsored for part-time academic training was reduced by 23 percent and training at other Government agencies went down 16 percent. Training at senior military schools, senior Civil Service Commission courses, Brookings Institution programs and State Department high level courses was cut from 82 attendees in FY 1977 to 50 in FY 1978. Attendance for CIA personnel in executive development programs, criticized in the S&I report, was sharply reduced from 14 in FY 1977 to 4 in FY 1978.

Also, the FY 1979 external training request is quoted:

The FY 1979 request of \$2,515,000 for external training-- an increase of \$569,000--reflects the increasing costs of tuition charged by the State Department's Foreign Service Institute, the Civil Service Commission, and by universities. Also, the Department of Defense has begun to charge fees for CIA personnel attending some Defense courses which heretofore were cost-free. Finally, the increase in FY 1979 external training over FY 1978 is to cover training, including attendance in scientific, technical, engineering and international economics courses which had been planned for FY 1978, but deferred because of the cut.

5. There is another aspect of external training which has not been resolved. In E.O. 12036, 2-303 (Restrictions on Contracting), Agency sponsorship must be known. This would affect Agency personnel under cover. OGC is reviewing this problem and will determine the impact on external training. Following their decision, an External Training Regulation (update) will be issued.


Frank C. Carlucci

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*Frank -
Down this way
program to place
and people on college
campuses for a year or so?*

15 APR 1978

15 APR 1978

Executive Registry
78-1140

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MEMORANDUM FOR: Deputy Director for Administration
Director of the National Foreign Assessment Center
Deputy Director for Operations
Deputy Director for Science and Technology
Chairman, Executive Career Service Board

FROM : Deputy Director of Central Intelligence

SUBJECT : Enrollment in Management and Senior Officer Schools

1. Professional development is a prime concern in the personnel management of the Agency. You have identified in your Personnel Development Program (PDP) those officers judged to have the qualifications and potential for eventual assignment to senior management and executive positions. It is in the Agency's interest to insure that the development experiences planned and implemented for these officers, including attendance at specific training courses, are designed to achieve maximum benefits for the officer and the Agency. The Senior Training Officers of the Career Services should be the referent for that part of the PDP planning involved with the formal training courses.

2. I wish to reaffirm that the candidates for the management courses and senior officer schools be individuals who have been PDP identified. The monitoring for PDP status is a responsibility of the Career Service and enrollment in the attached list of courses will require the personal certification of the Career Training Officer that the nominee is on the Career Service's PDP Executive List or Executive Roster List, as appropriate to the grade requirements of the course. Exceptions may be granted by the Director of Training, but must be fully justified. The fulfillment of a quota is not an acceptable reason.

[Redacted Signature]

Frank C. Carlucci

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Attachment

Info: DCI
D/Personnel