

S E C R E T

X1

I

MIDCAREER COURSE

25X1

NO. 69

INTELLIGENCE SCHOOL
OFFICE OF TRAINING

25X



S E C R E T

25X1

Approved For Release 2004/06/29 : CIA-RDP83-00156R001000060002-9

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S E C R E T

MIDCAREER COURSE

The Midcareer Course was started in 1963 to provide an opportunity for middle-level officers to broaden their professional horizons. The Course has become well-known throughout the Agency as an important aspect of career development as well as a forum for the exchange of views between senior managers from many components of CIA and course participants.

COURSE OBJECTIVES

Upon completion, Midcareer Course participants are expected to have acquired a broadened view and an increased understanding of the intelligence process to enable them to execute their current and prospective responsibilities more effectively. To this end the participants will:

- a. Learn in detail the functions and responsibilities of--as well as the interrelationships among the various components of the Agency;
- b. Obtain an appreciation for current management and organizational theory in order to improve individual effectiveness through an increased understanding of:
(1) how organizations function and (2) the various styles of leadership available to managers.
- c. Gain knowledge of the functions and responsibilities of the agencies of the Intelligence Community, interagency relationships, and the DCI's Community role; and
- d. Become acquainted with international issues and global challenges that impact on US foreign policy and intelligence efforts.

S E C R E T

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OPENING DAY

31 October 1979

Room 916, Chamber of Commerce Building

0930 Registration and
Class Photos

1000 Introduction to the
Course

[Redacted] 25
Midcareer Course
Director

1045 Special Clearance
Briefing

[Redacted] 25
Security Officer/OTR

1100 Leadership Behavior
Survey

This survey is designed to identify different management styles. Later in the course we will interpret your responses to the survey and discuss the implications of the various styles of management.

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S E C R E T

MONDAY, 5 November 1979

[Redacted]

25

0830-0900

Welcome to the

[Redacted]

[Redacted]

Security Briefing

0900-0930

Course Administration

MUTUAL PERCEPTIONS: THE AGENCY AND US

Today we will consider how you as Midcareerists, see yourselves as employees and how you view the Agency. You will have an opportunity to discuss with your classmates issues of concern which you would like to explore further with the senior Agency officers you will be meeting over the next five weeks.

0945-1015

Understanding Group Behavior: A Managerial Skill

[Redacted]

25

We often find ourselves members of small groups organized for many different reasons. This morning we'll take a few minutes to review some of the elements of small group communication, the roles that can be played by group members, and the possible outcomes of these behaviors.

1015-1130

Team Exercise

[Redacted]

25

This team exercise is designed to surface and bring into focus shared individual concerns and concerns about the Agency that we may explore throughout the next five weeks.

LUNCH

1230-1345

Group Reports to Class

Class

1400-1430

Discussion of Group Behavior

[Redacted]

25

This session will provide an opportunity for class members to evaluate how their group functioned, what roles were observed, and how effective the group was in defining issues for later discussion.

S E C R E T

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S E C R E T

MONDAY, 5 November 1979

[Redacted]

25X

1445-1545 Review of Management Process

[Redacted]

25X

Over the next five weeks, we are going to be looking at an organization--the Agency--in some detail. This afternoon we'll start our study of organizational theory by reviewing the elements of the management process: organizing, planning, leading, and controlling.

1800 Reception at [Redacted] for Mr. McMahon

25X

25X1

Dinner - [Redacted]

1930-2130 An Evening with the Deputy Director for Operations-- [Redacted]

John N. McMahon
Deputy Director
for Operations

25X

Mr. McMahon will share with us his thoughts on the Directorate of Operations and comment on anticipated changes that will help the DDO meet today's challenges.

25X1 * This is the first of a series of Evening Discussion Sessions. [Redacted] These sessions offer participants a unique opportunity to discuss and debate issues related to the daily classroom reading and presentations. To allow participants to speak candidly, all sessions are "off the record"; comments and remarks of one speaker are not to be quoted to another.

S E C R E T

17
07
70

TUESDAY, 6 November 1979

25X1



0800-1000

Review of Management Theories



25X

This morning we'll review some of the most important management theories which concern motivating employees toward the accomplishment of organizational goals. You will then participate in an exercise designed to dramatize the effects of several different styles of leadership and to illustrate how different styles of leadership can affect the performance of subordinates.

PHASE I--THE AGENCY

During the next two weeks you will examine the organization, mission, role, and functions of the Central Intelligence Agency. Most of you have spent your careers in one Directorate, some in one office or division, and even a few in one branch; therefore, our objective in this portion of the course is to open up the Agency to your critical inspection, to broaden your perspectives on the operations of other offices and Directorates, and to offer you new insights into how your job relates to the larger picture of the intelligence process.

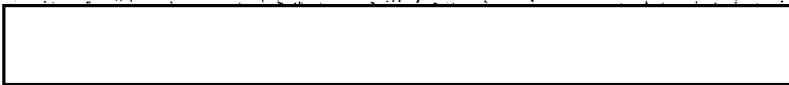
Managing Our Personnel Resources

We begin our study of the Agency by looking at the way our personnel resources are managed in order to ensure the most efficient utilization and proper development of Agency employees.

Reading

Class

Folder: *Office of Personnel Reading Material*



Directorate of Administration: Personnel Management Handbook. ADMINISTRATIVE - INTERNAL USE ONLY

NFAC Personnel Handbook, November 1978. ADMINISTRATIVE - INTERNAL USE ONLY

Directorate of Science and Technology: Personnel Management Employees Handbook. ADMINISTRATIVE - INTERNAL USE ONLY

Directorate of Administration, Organization and Functions, March 1978, pp. 23-25. (Hereafter DDA Functions). CONFIDENTIAL

X1

S E C R E T

TUESDAY, 6 November 1979

1015-1145

The Agency and Its People

Harry E. Fitzwater
Director of Personnel

Mr. Fitzwater will describe and clarify the underlying philosophy of the Agency's personnel management tools--the Annual Personnel Plan (APP) and the Personnel Development Program (PDP). He will describe other matters of personnel management in which the Office of Personnel plays a key role, and tell us about the findings and recommendations of the National Academy of Public Administration. He also will discuss briefly the new Senior Intelligence Service pay system.

LUNCH

1245-1400

An Experience in Discrimination

Instructor, Management School, OTR

Using a cooperative group exercise, participants will gain first-hand impressions of "what it feels like to discriminate and be discriminated against." Participants will also learn the impact of under-utilization of group resources upon successful problem solving. Following the exercise, participants will be asked to share with the group as a whole the knowledge and information they obtained during the exercise.

Reading

Class

CIA Equal Employment Opportunity Plan,
1 October 1978 to 30 September 1979

1415-1515

Equal Employment Opportunity in the Agency

Information and Training Officer, Office of Equal Employment Opportunity

An important element of CIA's human resource management is the program for assuring equal employment opportunity. [redacted] will discuss the progress to date toward raising the level of minority employment. He will also explain the complaint system for those who feel they have been discriminated against because of race, color, religion, sex, age, national origin, or handicap.

S E C R E T

S E C R E T

TUESDAY, 6 November 1979

[Redacted]

Reading

Class

DDA Functions, pp. 31-33

OTR Catalog of Courses, 1977

CIA Employee Bulletin No. [Redacted]
Agency Off Campus Program, July 1979

CIA Employee Bulletin [Redacted] Agency
Sponsorship of Training at Non-CIA Facilities,
11 November 1977

1530-1630

Training--A Management
Tool

Donald E. Smith
Director of Training

Training is an avenue for organizational renewal and for Agency employees to acquire new skills and broaden their horizons. Our speaker will describe the recent growth in training opportunities with particular emphasis on new developments and trends in training. Mr. Smith will also discuss the selection process for training and the relationship of training to personnel development planning.

1630

Issue Selection--
Developing Agency
Managers

Class

25X1 At the end of the day at [Redacted] we will select issues to be discussed during the evening panel session. Tonight the panel will focus the first part of the discussion on the subject of developing Agency managers.

DINNER

1900-2100

Evening Discussion Session:

Harry E. Fitzwater

[Redacted]

Donald E. Smith

S E C R E T

WEDNESDAY, 7 November 1979

0800-0915

Individual Presentations

[redacted]
Office of Security

The Individual Presentation is an opportunity for each class member to present to the class a short talk about his or her job or some aspect of or experience in his or her career in the Agency.

0920-0945

Videotape: Freedom of
Information and Privacy:
A History of Two Laws

Produced by the Instructional Media Division, Office of Training, this videotape demonstrates the complicated evolution of the Freedom of Information and Privacy Acts, two laws that will continue to impact on the missions and functions of all Federal agencies, including intelligence organizations.

THE MANAGEMENT OF INFORMATION

One of the biggest challenges facing the Agency today is to control the tremendous amount of information obtained by the Agency. Our first three speakers represent offices that deal, in part, with the resolution of this problem.

Reading

Class

[redacted] *Freedom of Information Act,
Privacy Act, and Executive Order 11650
Handbook, 23 August 1977*

*Executive Order 12065, National Security
Information, 28 June 1978*

0945-1045

The Information Services
Staff

[redacted]
Chief, Information
Services Staff, DDA

The Information Services Staff has Agency-wide responsibility for directing records management programs; handling Freedom of Information and Privacy Act requests; managing classification review; and monitoring the issuance of Agency regulations. Our speaker will describe further the responsibilities of the Staff and discuss in greater detail the impact the Freedom of Information and Privacy Acts have had on the working methods and procedures of CIA.

S E C R E T

WEDNESDAY, 7 November 1979

Reading

Class

DDA Functions, pp. 5-7

1100-1200

Developments in
Agency Communications

Deputy Director of
Communications

Communications are a vital link in all Agency activities at Headquarters and overseas. Our speaker will describe the various forms of communications handled by his office, the types of equipment employed, and the outlook for the future in terms of advancing technology.

LUNCH

Reading

Class

DDA Functions, pp. 9-11

1300-1400

The Role of Computers
in Support of Agency
Activities

Bruce Johnson
Director of Data
Processing

The computer is here to stay in the Agency--as an information processor, as an analytical tool, and as an aid to managers and management. You will be acquainted with current and projected uses of computer systems in the Agency, with some existing programs, and with how ODP can be helpful to you as a potential user of computers.

Reading

Class

DDA Functions, pp. 16-17

1415-1515

Logistical Support
of Agency Activities

James H. McDonald
Director of Logistics

Responsible for the logistical support of worldwide operations, the Office of Logistics manages uniquely varied activities that range from printing, photography and construction to the operation of two major supply depots- [redacted]. Mr. McDonald will describe these various responsibilities as they relate to the changing operational environment overseas and in the Washington, D.C. area.

S E C R E T

WEDNESDAY, 7 November 1979

Reading

Class

[redacted] "Employee Conduct,"
22 September 1977

DDA Functions, pp. 27-29

1530-1630

Security in the
Agency Today

[redacted]
Deputy Director
of Security for
Physical and
Technical Security

The Office of Security is charged with protecting classified information from unauthorized disclosure. The foreign intelligence threat is still present, using ever more sophisticated methods and equipment. In addition, security-related problems of safeguarding information and installations, both in the U.S. and abroad, have become more numerous and complex. [redacted] will describe the environment within which the Office of Security works and its major current activities.

1630

Issue Selection--
Managing Large and
Dispersed Activities

Class

This evening our panel will concentrate during the first part of the session on the problems involved in managing large and dispersed activities.

DINNER

1900-2100

Evening Discussion Session:

[redacted]
James H. McDonald

S E C R E T

THURSDAY, 8 November 1979

[Redacted]

25X

0800-0845

Reading

Class

Executive Order 12036, United States Intelligence Activities, Federal Register, 14 January 1978

25X1

[Redacted] "Restrictions on Intelligence Activities, 15 September 1978"

0845-1015

Individual Presentations

[Redacted]

Office of Communications

25X

[Redacted]

Office of Data Processing

25X

1030-1100

Film: "Power of Listening"

Most people assume that they are good listeners but tests have shown that few actually are. This film takes a hard look at those things which keep us from listening as well as we should.

Reading

Class

DDA Functions, pp. 12-14

1100-1200

Financial Management in the Agency

[Redacted]

Deputy Director of Finance for Audit and Surveys, Office of Finance

25X

Agency financial operations are complex and require careful control. [Redacted] will describe the objectives of his office and discuss new simplifying and streamlining techniques as well as the increasing use of computers.

LUNCH

S E C R E T

S E C R E T

THURSDAY, 8 November 1979

[Redacted]

25X

1300-1415

Resource Management

Maurice Lipton
Comptroller

An important responsibility of all senior Agency managers is the determination of resource requirements. This involves complex calculations for assessing needs and balancing the demands of one activity against those of others. New requirements for accountability are inherent in internal and legislative constraints on the allocation of resources. Mr. Lipton will address the issue of resource allocation from his perspective as the new Comptroller, offering insights into how effectively we now deal with resource issues. He also will suggest the questions managers should be addressing in computing their needs.

25X

1430-1530

The CIA Executive Committee

[Redacted]
Secretary, Executive Committee

The CIA Executive Advisory Committee was formed by the DCI to provide a forum for the members to address issues involving the Agency as a whole while maintaining the prerogative of expressing the outlook of their individual constituencies.

1545-1630

Individual Presentation

[Redacted]
Office of Finance

25X

1630

Issue Selection--
Allocating the
Agency's Resources

Class

This evening, during the first part of the session, the panel will concentrate on the subject of allocating the Agency's resources.

DINNER

1900-2100

Evening Session -

[Redacted]
Maurice Lipton

[Redacted]

25X

25X

S E C R E T

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S E C R E T

FRIDAY, 9 November 1979

[Redacted]

25X

0800-0915 Individual Presentation

[Redacted]

25X

0915-0945 Discussion and Review

[Redacted]

25X

This morning we'll spend a few minutes reviewing the material presented during the past week's lectures and readings, and solicit your views on these topics.

THE INTELLIGENCE CYCLE

We begin our study of the intelligence cycle with a look at the requirement process--the method for determining intelligence priorities and assigning these objectives to the most effective collection system.

Reading

Class

National Intelligence Topics of Current Interest, July 1979.

[Redacted]

25X
25X

25X1

[Redacted]

1000-1100 Managing the Agency's Collection Activities

[Redacted]
Chief, Requirements and Evaluation Staff, NFAC

25X1

[Redacted] will review the three major categories of intelligence collection, and point out the merits and disadvantages of each. He will then explain the process of levying collection requirements, and of evaluating the usefulness of the information collected.

1115-1215 The National Intelligence Tasking Office

[Redacted]
Deputy Director, NITO

25X

The Director of Central Intelligence (DCI) has been assigned the peacetime responsibility and authority for translating national intelligence requirements into specific intelligence collection objectives and targets, and for assigning these to intelligence collection organizations. The Collection Tasking Staff (CTS), under the direction of the DCI, assigns tasks to all national intelligence collection systems. The CTS is also responsible for ensuring that the flow of intelligence is routed to the relevant organizations. Our speaker will share with us some of the ideas, goals, and objectives in establishing this critical area of intelligence.

LUNCH

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S E C R E T

TUESDAY, 13 November 1979

[Redacted]

25X

TECHNOLOGY AND INTELLIGENCE

Technological advances continue to have an enormous impact on intelligence collection and processing. Moreover, today's requirements for efficient data collection and processing in a complex world environment represent a constant challenge for technological innovation. Today we will hear about how the Agency developed the technology to respond to a unique collection opportunity in the past, and how CIA stays in the forefront of technological research, development, and application.

0830-1045

[Redacted] Movie and Discussion

[Redacted] Deputy Director of Training

25X

This morning we will see a documentary film about the [Redacted] a fascinating technical collection effort which preoccupied the US and international media for weeks. Why the program was initiated, the technological research and development involved, and the intelligence benefits derived from that effort will be covered by our speaker who was intimately involved in the project from its inception.

25X

Reading

Class

DDS&T Orientation Course Pamphlet (Hereafter referred to as DDS&T Pamphlet)

OTR, Center for the Study of Intelligence, Intelligence Monograph: "Communication Between the DDO and DDS&T on Human Source Collection," TR/IM 76-04, October 1976. CONFIDENTIAL

1100-1200

The Office of Research and Development

[Redacted] Acting Deputy Director of Research and Development

25X

The Office of Research and Development takes a "far-out" look at science and technology to see what it can do to keep us ahead of the lead time problem. This small group pushes "the state of the art" to the outer limits for the national benefit. We will hear examples of what already has been done and what is on the drawing boards.

LUNCH

S E C R E T

S E C R E T

TUESDAY, 13 November 1979



25X

1300-1400

The Office of Development and Engineering

Bernard Lubarsky
Director of Development and Engineering

The principal exotic systems now in use will be described to clarify what they do, how they do it, what the product is and how it is used. We will also hear of the technical achievements lying ahead for which we should be getting ready.

1415-1515

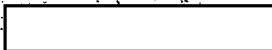
Tradecraft: Technical Support of Operations

David S. Brandwein
Director of Technical Service

The Office of Technical Service primarily provides technical support to operations of the Operations Directorate. You will receive an overview of these activities and learn of the various types of equipment and techniques utilized in the field.

1530-1615

Individual Presentation



ODE

25X

1615

Issue Selection-- Managing Research and Development Programs

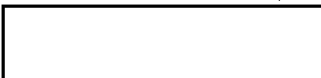
Class

Tonight the panel will focus during the first part of the session on the management of large research and development programs.

DINNER

1900-2100

Evening Session



Bernard Lubarsky
David S. Brandwein

25X

S E C R E T

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S E C R E T

WEDNESDAY, 14 November 1979



25
25

0800-0930

Individual Presentations



OTS

Reading

Class

*Intelligence Monograph, The Clandestine Service,
Center for the Study of Intelligence (CONFIDENTIAL)*

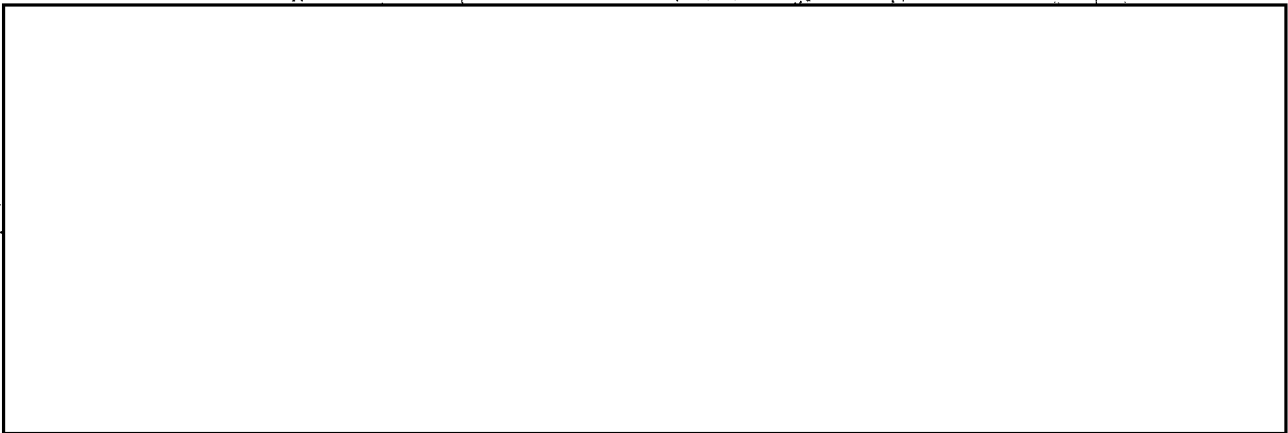
*OTR, Center for the Study of Intelligence Seminar
Report: "Selection of Clandestine Targets in the
DDO," TR/SR 77-01, 3 February 1977. CONFIDENTIAL*

*OTR, Center for the Study of Intelligence, Intelligence
Monograph: "The Structuring of Clandestine Foreign
Intelligence Collection," TR/IM 77-04, July 1977.
SECRET*

*Intelligence Monograph, The Field Station of The
Future, Center for the Study of Intelligence (SECRET)*

HUMINT COLLECTION AND CLANDESTINE OPERATIONS

CIA has the primary responsibility in the Intelligence Community for intelligence collection from human sources. Today we will hear about how we meet this responsibility especially in regard to our prime targets--the USSR and the Peoples Republic of China. We will also hear about how a DDO area division is managed and how the DDO stations operate overseas.



25

S E C R E T

WEDNESDAY, 14 November 1979

[Redacted]

25X

1100-1200

Managing an Area Division

[Redacted]

Deputy Chief, Near East Division

25X

Overall direction and support to the chiefs of stations and bases overseas is provided by the geographic divisions at Headquarters. Our speaker will describe what it is like to manage an area division with a multiplicity of stations, and varying requirements and personnel needs. He will discuss the balancing act that must be performed between fulfilling the Operational Directives for his geographic area and providing support to other Agency components. [Redacted] will also discuss how the division evaluates the reporting and activities of the stations under the division's cognizance.

X1

LUNCH

1300-1400

The DDO Station Overseas

[Redacted]

Chief, Latin American Division

25X

There is no such thing as a "typical" field station. Each is organized to accomplish certain objectives within its geographic area and each responds to Headquarters according to Operational Directives and requirements levied by Headquarters. Our speaker will discuss the management of field activities and the relationships between CIA and other overseas agencies. He will describe briefly the various activities performed by case officers in developing new assets and in running established ones.

Reading

Class

OTR, Center for the Study of Intelligence, Seminar Report: "The 'K' Objective - A Wide or Narrow Application," November 1976

1415-1515

The Soviet Union as an Operational Target

[Redacted]

Acting Chief, Soviet/East European Division, DDO

25X

The Soviet Union is one of the two "hard targets" for the Operations Directorate. Our speaker this afternoon will describe approaches to the Soviet target and the difficulties encountered. He will present several case studies which demonstrate the work of a case officer as well as field station operations.

25X1

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THURSDAY, 15 November 1979

[Redacted]

25X

0830-0930

Videotape and Discussion:
"Spying for Uncle Sam"

Class

NBC Reports, 28 March 1978. Former CIA Case Officer, [Redacted] and his wife discuss the disillusionment and moral qualms about his job which led to his resignation.

25X

INTELLIGENCE PRODUCTION

The final step in the intelligence process is the production of finished intelligence. Today we consider political and economic intelligence; later in the course we will hear about the production of scientific and military intelligence.

Reading

Class

CIA, National Foreign Assessment Center:
Organizational Structure and Functions,
December 1977. (Hereafter NFAC Structure
and Functions.) pp. 4-5 CONFIDENTIAL

OTR, Center for the Study of Intelligence,
Intelligence Monograph: "The Future Market
for Finished Intelligence," TR/IM 76-02,
September 1976. SECRET

25X

0945-1045

The Office of Current
Operations

[Redacted]
Chief of Current
Operations

The Office of Current Operations is responsible for providing the President and policymakers with timely reporting and analysis of current information. This office also manages CIA's 24-hour Operations Center which handles critical events, and is an after-hours contact point for the Intelligence Community and the White House.

Reading

Class

NFAC Structure and Functions, pp. 10-11

X1

1100-1200 The Office of Political Analysis Richard J. Kerr
Deputy Director of
Political Analysis,
NFAC

The Office of Political Analysis (OPA) was established to consolidate and strengthen the Agency's analytical support to policymakers in current intelligence (analysis vs. reporting), on midterm analysis (focus on issues rather than events), and on long-term research. Our speaker will discuss the progress toward realizing these objectives and the changes in the quantity and quality of CIA's production of finished political intelligence.

LUNCH

Reading Class

NFAC Structure and Functions, pp. 6-7

1300-1400 A New Emphasis on Economic Research Maurice Ernst
Director of Economic
Research, NFAC

The deteriorating position of the US in the world economy is a problem which has had a particular impact on the operations of the Office of Economic Research. Our guest will describe how the policymakers' interests in economic intelligence have shifted and how OER has met the new and increasing demands for finished intelligence. He will discuss the Office's organizational changes as well as its changing intelligence collection requirements.

Reading Class

NFAC Structure and Functions, p. 1

1415-1515 The National Intelligence Officers Robert C. Ames
National Intelligence
Officer for the
Middle East

The National Intelligence Officers (NIOs), charged with responsibility for specific geographic or functional areas, are used by the DCI to coordinate the work of the Intelligence Community. Using examples from his own area of expertise, our speaker will explain how an NIO works as a personal representative of the Director to establish informal contacts across Agency and departmental lines in order to provide coordinated responses to the requirements of policymakers. He will also speculate on the future role of the NIO.

THURSDAY, 15 November 1979

Reading

Class

NEAC Structure and Functions, p. 1

1530-1630

Senior Review Panel

Member, Senior Review Panel

The Senior Review Panel was established to assist the Deputy to the DCI for National Intelligence and the DCI to improve the quality of major intelligence products and their usefulness to policymakers. Its functions are to review both Intelligence Community and National Foreign Assessment Center products at various stages in their preparation, to audit finished intelligence, and to advise the Deputy to the DCI for National Intelligence in overall production planning. Our speaker will discuss the functioning of this panel.

1630

Issue Selection--
How Good Is Our
Analysis

Class

Tonight's panel will participate in a discussion of the quality of the Agency's efforts, and speculate on potential changes in any of the phases of finished intelligence production. After the break, we will resume with a general question and answer period.

DINNER

1900-2100

Evening Session

Richard J. Kerr
Maurice Ernst
Robert C. Ames

S E C R E T

FRIDAY, 16 November 1979

[Redacted]

25X

0800-0900

Individual Presentations

[Redacted]

25X

0900-0930

Discussion and Review

We'll take a few minutes this morning to reflect on some of the issues that have been put forward in our lectures and readings of the past week.

DECISION-MAKING

As managers you must make decisions every day. This morning you will hear about a way of formalizing decision-making which adds another dimension to the process.

0945-1230

Decision Analysis--
A Tool for Better
Intelligence Analysis
and Management

[Redacted]

Information Science
Center, Office of
Training

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[Redacted] will describe the decision analysis methodology and discuss how to use it to impose a framework on the decision-making process. Examples will be used to illustrate the methodology.

LUNCH

1330

Estimated departure from [Redacted]

25X

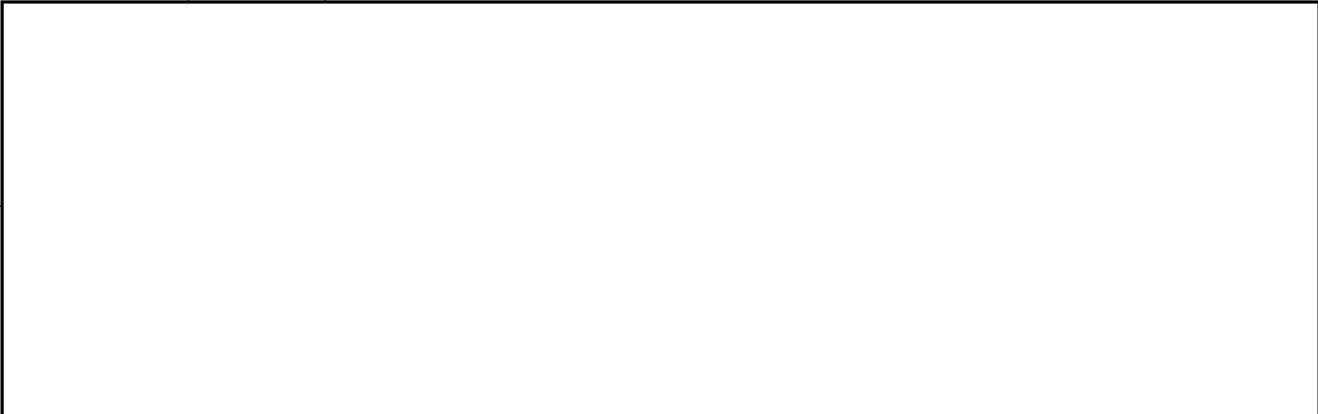
S E C R E T

S E C R E T

MONDAY, 19 November 1979
(Room 1 A 07, Headquarters Building All Day)

TECHNICAL COLLECTION

25X



0945-1045

SIGINT Operations

Barry Kelly
Director of SIGINT
Operations

Our speaker will discuss CIA's special role and responsibilities, vis-a-vis those performed by other SIGINT collectors of the Intelligence Community.

1100-1215

The Role of the
Office of Central
Reference

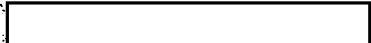
Harry C. Eisenbeiss
Director of Central
Reference

The Office of Central Reference provides a set of utilities in support of intelligence production and operations. It also produces finished biographic intelligence. Our speaker will discuss information flows into the Agency, the change in the flows over time, processing of the information for future retrieval, and efforts to improve the system and service to you. Following the talk, you will have an opportunity to tour some of OCR's facilities.


LUNCH

1315-1415

The Publications
and Presentations
Group


Chief, Publications
and Presentations
Group/NFAC

25X

The Publications and Presentations Group monitors and records all NFAC production activities, processes the Directorate publications, and develops and promotes its presentational resources.  will discuss P&PG and describe its functions and products.

S E C R E T

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MONDAY, 19 November 1979
(Room 1 A 07, Headquarters Building All Day)

1430-1515

The Office of
Geographic and
Cartographic Research

James P. Lynch
Director of
Geographic and
Cartographic Research

Long known primarily as a highly professional map-making organization, the Office of Geographic and Cartographic Research now provides valuable interdisciplinary analysis in the fields of agriculture, food, population, water, energy, and minerals. Our speaker will describe the various activities OGCR is currently involved in.

1530-1630

Student Choice Tours

Three different tours are available and will be limited to 10 students each. A sign up sheet will be posted in the classroom. The tours available are:

OGCR Cartography Division

The Cartography Division provides graphic support for publications and Vugraphs as well as cartographic support in terms of both maps and database.

Signal Analysis Division, OSO

The SAD Lab provides insight to the analysis of complex signal data collected by OSO, NSA and DOD.

Publications and Presentations Group

This tour will consist of a visit to the editorial, design and word processing facilities which are used in the publishing of intelligence reports. You will also see the NFAC television center operated by PPG which is charged with preparation of intelligence production and assessments for policy level officials.

TUESDAY, 20 November 1979
(Room 916, Chamber of Commerce Building)

0830-1045

Individual Presentations

[Redacted] Latin America Division 25X

[Redacted] East Asia Division 25X

[Redacted] Office of Political Analysis 25X

PHASE II--THE INTELLIGENCE COMMUNITY

Now that you have an appreciation for the issues and problems which face CIA today and an understanding of the organization of the Agency, we turn to the Intelligence Community. Speakers representing most of the other members of the Community will provide us with insights into the problems they face in their own agencies and with respect to each other.

Reading

Class

Executive Order 12036, United States Intelligence Activities, Federal Register, 24 January 1978, pp. 3677-3679

25X

1100-1215

The DCI's Role in Managing the Intelligence Community

[Redacted] Special Assistant to the Director of Central Intelligence

Our speaker will set the stage for Phase II by examining and discussing the responsibilities of the DCI, not as an individual, but as a function, i.e., the referent for budgetary, tasking and production responsibilities of the Intelligence Community as provided in E.O. 12036.

LUNCH and Optional Videotape: DCI on "Issues and Answers," 9 February 1979

1315-1345

Film: "The Road to Interdependence"

This State Department film depicts the changes that have occurred in the world from World War II to 1976, and the resulting effects on our foreign policy.

S E C R E T

TUESDAY, 20 November 1979
(Room 916, Chamber of Commerce Building)

Reading

Class

Executive Order 12036, United States Intelligence Activities, Federal Register, 24 January 1978, pp. 3681

OTR, Center for the Study of Intelligence, Intelligence Monograph, "CIA Intelligence Support for Foreign and National Security Policy-Making," January 1976

1400-1515

The Bureau of Intelligence and Research

Robert Martin
Chief, Political-Military Branch,
Bureau of Intelligence and Research,
Department of State

The Bureau of Intelligence and Research is a relatively small unit within the Department of State that responds to the policy-oriented political intelligence needs of the Secretary of State. Our speaker will elaborate on this function and describe the Department's relations to the CIA and to other members of the Intelligence Community. He also will address the issue of how policymakers use finished intelligence.

1530

Evaluations of Phase I

Class

1600

Meeting with the Deputy Director for Science and Technology

Leslie C. Dirks
Deputy Director for Science and Technology

Mr. Dirks will focus on the totality of the Directorate's mission and organization. He will discuss the contribution science and technology has made to intelligence and the probable impact of future technological developments on the Agency's work. He will reflect upon recent organizational changes and the impact of shifting priorities on the collection of intelligence.

1700

Reception for Mr. Dirks

S E C R E T

WEDNESDAY, 21 November 1979
(Room 916, Chamber of Commerce Building)

0830-0945

Individual Presentations

[Redacted]

25X

OSO

1000-1030

Videotape: "More Than Meets the Eye: No Private Lines"

Produced by the National Security Agency, this videotape demonstrates the vulnerability of telephone lines and the importance of maintaining good telephone security.

Reading

Class

Executive Order 12036, United States Intelligence Activities, Federal Register, 24 January 1978, pp. 3682

1045-1215

The National Security Agency

[Redacted]

National Security Agency

25X

X1

[Redacted] will explain the basic missions and functions of the National Security Agency with particular emphasis on the NSA's role in the Intelligence Community. He will discuss the areas in which the NSA and the CIA coordinate their efforts and describe the requirements process.

LUNCH and Optional Videotape: "Intelligence and the Need to Know"

This Thames production provides a broad view of intelligence gathering. Some of the systems discussed in this videotape are classified and should be treated as such in your discussions.

1315-1400

Individual Presentation

[Redacted]

Office of Current Operations

25X

S E C R E T

WEDNESDAY, 21 November 1979
(Room 916, Chamber of Commerce Building)

1415-1530

The Defense
Intelligence
Agency

Dr. Edward Collins
Acting Director for
Foreign Intelligence,
Defense Intelligence
Agency

The speaker will review the missions and functions of the Defense Intelligence Agency. He will focus on the coordination and cooperation between DIA and CIA and suggest how our official relations might be made more efficient and effective. He will then offer his personal thoughts as to his Agency's future role as an intelligence organization.

THURSDAY, 22 November 1979

HAPPY THANKSGIVING !!

S E C R E T

FRIDAY, 23 November 1979

Joint Field Trip--Midcareer Course No. 69
and Orientation for CT's No. 4-79

0830

Bus Departs for [redacted]
(Meet at Woodrow Street
side of Chamber of Commerce
Building)

25X

0915-1015

The National
Photographic
Interpretation
Center

[redacted]
Col., USAF
Deputy Director,
National Photo-
graphic Inter-
pretation Center

25X

Although NPIC is predominantly a processor, it is closely involved with research and development personnel, collectors, and producers. It provides a mass of critical information for use in finished intelligence reports and in the decisionmaking process. Our speaker will discuss the Center's support to the Intelligence Community.

1030-1130

The Office of
Imagery Analysis

Noel E. Firth
Director of Imagery
Analysis

Our speaker will discuss the role of OIA in support of intelligence production. He will focus on the variety of ways that his office provides support to the operational components of the Agency.

LUNCH

1230-1400

Visits with NPIC
and OIA Analysts

Class

1415-1500

Question and Answer
Session

[redacted]
Mr. Firth

25X

[redacted] and Mr. Firth will answer any remaining questions about the work of NPIC and OIA.

1515

Bus Leaves for Chamber
of Commerce Building

1545

RECEPTION--Room 916,
Chamber of Commerce
Building

MONDAY, 26 November 1979
(Room 916, Chamber of Commerce Building)

0830-0915 Individual Presentation [Redacted] 25
Office of Imagery
Analysis

0930-1030 The Role of Counter- [Redacted] 25
intelligence Chief of Operations,
Counterintelligence
Staff

The job of the Directorate of Operations involves not only collecting information for ourselves, but also denying information to our enemies. Our speaker will discuss the role of his staff and how the recent Presidential directives affect that role.

Reading

Class

*Executive Order 12036, United States
Intelligence Activities, Federal Register,
24 January 1978, pp. 3684*

1045-1200 The FBI and Edward J. Appel
Intelligence Special Agent,
Federal Bureau of
Investigation

As Agency employees, we have several questions concerning the FBI and intelligence: Where and how does one draw the line between foreign and domestic intelligence? What are the areas of contact between the Bureau and the Agency? How are the relations between us now, and how does it look for the future? What is the position of the FBI in regard to its Community responsibilities? Our speaker will answer these questions and others pertaining to FBI/CIA and FBI/Community relations.

LUNCH and Optional
Videotape: "Telemetry"

The analysis of telemetry is a major source of technical intelligence. This presentation displays such analysis by example.

S E C R E T

MONDAY, 26 November 1979
(Room 916, Chamber of Commerce Building)

Reading Class

Executive Order 12036, United States Intelligence Activities, Federal Register, 24 January 1978, pp. 3681

1300-1400

Treasury's Role in the Intelligence Community

J. Foster Collins
Special Assistant to the Secretary, Department of the Treasury

The Department of the Treasury joined the National Foreign Intelligence Board several years ago because of the unique contribution intelligence can make to international economic affairs. Mr. Collins will discuss Treasury's functions and point out the type of information that is most useful to the Department's international economic negotiators.

Reading Class

Executive Order 12036, United States Intelligence Activities, Federal Register, 24 January 1978, pp. 3684

1415-1545

The Drug Enforcement Administration

Robert Goe
Deputy Chief, International Intelligence Division, Office of Intelligence, Drug Enforcement Administration

[Redacted]
Chief, Narcotics Intelligence Analysis Center, NFAC

25X

Pursuant to E.O. 12036 the Drug Enforcement Administration shall collect, produce and disseminate intelligence on the foreign and domestic aspects of narcotics production and trafficking in coordination with other agencies with similar responsibilities. Mr. Goe will discuss the responsibilities of DEA while [Redacted] will discuss the relationship of CIA with DEA and other U.S. agencies abroad under the guidance of the new Executive Order.

1600

Evaluations of Phase II

Class

S E C R E T

TUESDAY, 27 November 1979
(Room 916, Chamber of Commerce Building)

PHASE III--WORLD AFFAIRS

The international environment within which the Agency operates has undergone some important changes in recent years. National security as a national objective has required some redefinition; although the Soviet threat remains paramount, new powers and threats are emerging. National welfare in a world of scarce resources and keen economic competition is demanding its share of attention among U.S. international objectives. It is the purpose of Phase III to bring you up-to-date on both the continuing and new concerns affected by world developments, and to suggest the impact of such developments on the Agency's mission.

0830-0930 Film: "Misunderstanding China"

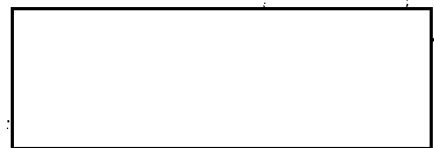
This CBS news special presents a history of our relations with China. Common American perceptions of the Chinese people are examined.

Reading

Class

Solomon, Richard; "Thinking Through the China Problem," Foreign Affairs, January 1978

0945-1145 Coming Out: China in the 1980's



25

[redacted] will discuss the outlook for China in world affairs and how the emerging lines of its foreign policies, strategic aims and regional goals affect the Soviet Union and the United States.

LUNCH and Optional
Film: "The Kremlin"

A beautiful film giving a capsule history of Russia through art and architecture, from the time of the czars to Khrushchev.

S E C R E T

TUESDAY, 27 November 1979
(Room 916, Chamber of Commerce Building)

Reading

Class

*Central Intelligence Agency, Significant
Developments Related to the US Stand on
Human Rights, December 1977* [redacted]

25X

X1
1245-1345

The U.S. Stand on
Human Rights

Patrick Flood
Human Rights Officer
for Latin America,
Bureau of Human
Rights and
Humanitarian Affairs,
Department of State

Human Rights has become a fundamental tenet of U.S. foreign policy. This session will explore the origins and nature of the U.S. stand; the impact of the U.S. stand on international politics; and some of the effects that the human rights issue has on the business of intelligence.

1400-1430

Reading

Class

*Perceptions: Relations Between the
United States and the Soviet Union,
United States Committee on Foreign
Relations*

*William Hyland, "Brezhnev and Beyond,"
Foreign Affairs 58:1, Fall 1979, pp. 51-66*

1430-1600

Planning Session

Class

During this period, you will have the opportunity to discuss and formulate issues you would like to raise with the DDCI in your meeting with him on 7 December.

S E C R E T

WEDNESDAY, 28 November 1979
(Room 916, Chamber of Commerce Building)

0830-1000

Individual Presentations

[Redacted]

AF

25)

25)

25)

[Redacted]

EA

1015-1215

International Economic
Developments

[Redacted]

As our world has become more interdependent, there is increasing interest in and concern about international economic problems and trends. Our speaker, former Deputy Special Representative for Trade Negotiations, will analyze and discuss some of the more serious and immediate economic problems which may have significant impact not only on the international scene, but on the domestic scene as well.

LUNCH and Optional
Videotape: "Non-Verbal
Communications"

This 15-minute videotape features [Redacted] a Foreign Service Officer, who offers a wealth of insight into interpersonal and cross-cultural relations. 25)

1315-1415 Videotape: "The Dawn of
the Solar Age"

Solar energy is already being used as a source of limited home and industrial heating, and technologists are working on the first solar power station in space. But first solar energy must be made economically viable, and we must answer questions such as: Who owns the sun and who should collect and distribute its power? The cost of collecting and storing sunlight is high. Can the sun be efficiently harnessed to power the planet? Ways to harness the sun through wind and water energy are explored in this film.

Reading

Class

Central Intelligence Agency, "The International Energy Situation: Outlook to 1985," Unclassified, April 1977

95th Congress, Committee on Energy and Natural Resources, "President's Energy Program," May 1977

S E C R E T

WEDNESDAY, 28 November 1979
(Room 916, Chamber of Commerce Building)

1430-1630 The Global Energy
Challenge

[REDACTED] 25X
Chief, Petroleum
Supply Analysis
Center, Office of
Economic Research

[REDACTED] 25X

This presentation will focus on the serious problem of the growing worldwide need and competition for energy sources that are increasingly scarce and costly. Our panelists will look at the roles of the government and the private sector in national energy matters and on the country's changing energy policies at home and abroad.

EVENING SESSION - SPOUSES INVITED 25X

1900-2100 Man and the Universe

[REDACTED]

25X1

[REDACTED] will theorize on the origin and structure of the universe, and discuss recent studies of the solar system, the evolution of a star, from its birth to its ultimate possible death phases, and the scientific evidence for the possible existence of extraterrestrial life.

S E C R E T

THURSDAY, 29 November 1979
(Room 916, Chamber of Commerce Building)

0830-0945 Individual Presentations

NPIC

25

1000-1030 Discussion and Review

25

We'll pause again this morning to reflect on some of the issues raised during the past week and discuss our thoughts on these important topics.

1030-1215 Intelligence and
the Media

25

The Watergate period signaled a new era in the relationship between the news media and the U.S. Government wherein the media's role became increasingly aggressive and persistent. With Seymour Hersh's November 1974 New York Times article about the CIA, the U.S. Intelligence Community lost its long-standing position characterized as "off limits in the name of national security." Today, our speaker will discuss the changing attitudes of the publishing and broadcasting world toward the U.S. Government--particularly toward intelligence organizations--examine the adversary relationship which exists between the information media and the Executive Branch of Government, and comment on the media's role in and responsibility for reporting classified information.

LUNCH and Optional
Videotape: "Two Cheers
for the CIA"

This thirty-minute tape is a Ben Wattenberg production for the PBS series, "In Search of America," June 1978. The presentation provides a positive look at the Agency.

1330-1430 CIA Public Affairs

Herbert E. Hetu
Special Assistant
for Public Affairs
to the DCI

The Director of Public Affairs for the CIA will explain the Agency's official policy regarding dealings with the news media and publishers. He will discuss the various factors that must be considered in CIA's official and unofficial communications with reporters, writers and publishers.

S E C R E T

THURSDAY, 29 November 1979
(Room 916, Chamber of Commerce Building)

1445-1630

The Current Political
Scene



25X

25X1

[redacted] a widely-recognized authority on national and international political trends, will discuss the evolving American political scene. The focus of [redacted] presentation will be the 1980 elections. He will describe, in that context, the interrelation between such pressing issues as SALT II, inflation and the energy crisis, and the future of this nation.

25X

S E C R E T

FRIDAY, 30 November 1979
(Room 916, Chamber of Commerce Building)

0830-0915 Individual Presentation [redacted] 25

0915-1015 Film: "Time of the Jackals"

This film opens with a general view of terrorism and then focuses on the raid on the 1976 OPEC ministers conference in Vienna. Through dramatic re-creation plus some actual footage, the viewer follows the terrorist gang headed by "Carlos."

1030-1145 International Terrorism:
Psychiatric Perspectives [redacted] 25

Chief, Center for
Counterterrorism
and Crisis Response,
Office of Medical
Services

25X1

[redacted] will discuss the role of the Behavioral Scientist in antiterrorist activities, the part played by the Central Intelligence Agency in cooperation with other U.S. agencies and foreign governments in countering terrorism, and current U.S. policy implications for the Agency.

LUNCH and Optional
Videotape: "The
Plutonium Connection"

Plutonium is the processed waste product of nuclear reactors. There are several processing plants in the U.S. and with plans to build more, it will become increasingly difficult to keep track of our growing plutonium supply. The plants already operating can only maintain inventory control to within one percent accuracy. In the future that one percent will represent several pounds; enough to build a number of bombs.

1245-1345 Islam in the Modern
World [redacted] 25

Throughout history, Islam has been a religious and political force to be reckoned with on the international scene. In recent days, a resurgence of Islamic fundamentalism and political activism has led to Intelligence Community efforts to achieve a greater understanding of Islam. Using various examples, the speaker today will discuss models for understanding Islam in the modern world.

S E C R E T

FRIDAY, 30 November 1979
(Room 916, Chamber of Commerce Building)

1400-1430 Film: "The Palestinians"

The film, produced by CBS, looks at the orphans of the Arab world. Specifically, the program examines the history of Palestine and the morality of terrorism, and presents interviews with Arafat and Palestinian guerrillas.

25X

1445-1630 Middle East--War or Peace?

X1 [redacted] a distinguished authority on the Middle East, will discuss some of the pertinent events and developments in the Middle East. He will explore such varied topics as the strained and at times broken ties between the nations in this area, the roles and problems presented by area ethnic and religious groups and the impact of the Israeli-Egyptian Peace Treaty. Additionally, X1 [redacted] will point out some of the diverse regional claims and rivalries which complicate American and Soviet interests and actions in this sphere.

S E C R E T


SUNDAY, 2 December 1979



25X

X1

1600-1800

Arrival at 

1800

Reception and Buffet--
The Hideaway

1930-2130

An Evening with the Deputy
Director of the National
Foreign Assessment Center

R. E. Hineman
Deputy Director,
National Foreign
Assessment Center

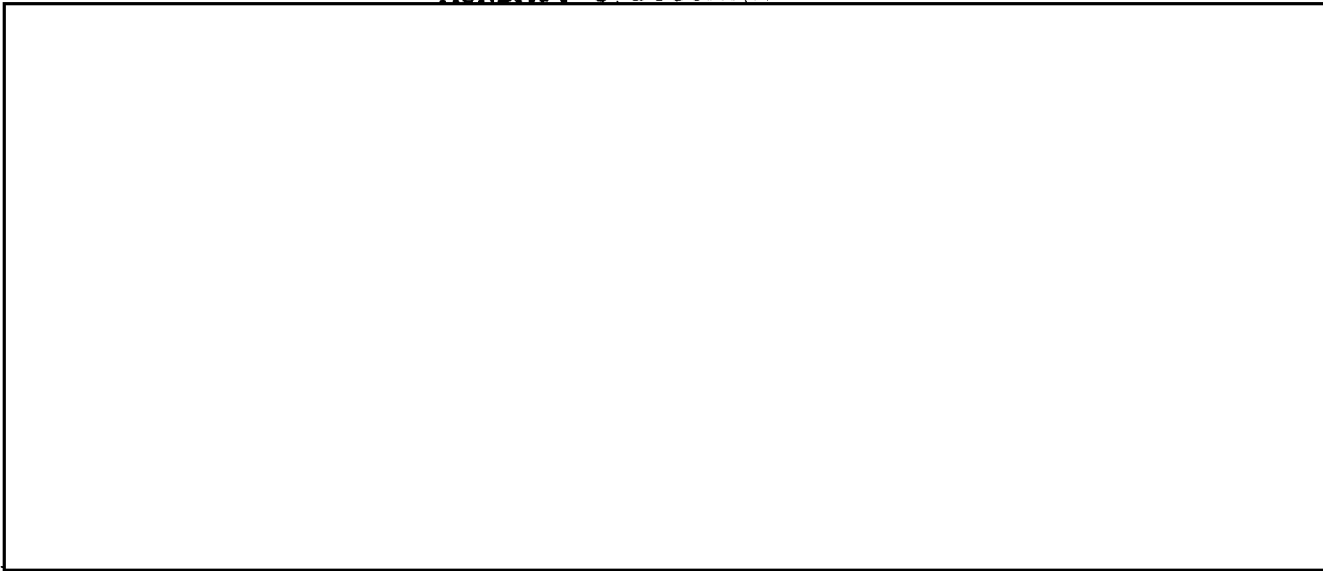
Mr. Hineman will discuss the organization of NFAC and plans for the future with special emphasis on the development of a specialist cadre corps, steps being taken to improve the quality of intelligence analysis, and the implementation of SAFE.

S E C R E T

S E C R E T

MONDAY, 3 December 1979

25X



0915-1000 Videotape: "What You Are Is Where You Were When," Part I

The day-to-day functioning of the Agency is heavily influenced by values that can be generalized to specific age groups. Our own values strongly influence what we "see" and "hear" as well as the degree to which we interact with other people. [redacted]

25X

25X1

[redacted] will discuss this as well as many other subtle examples of how differing "value sets" affect organizational and interpersonal relationships.

Reading

Class

NFAC Structure and Functions, pp. 12-13
CONFIDENTIAL

OTR, Center for the Study of Intelligence, Intelligence Monograph: "The Future Market for Finished Intelligence," IT/IM 76-02, September 1976. SECRET

25X

1015-1115

The Production of Scientific Intelligence

[redacted]
Deputy Director of Scientific Intelligence

The focus of this presentation will be on the function of the Office of Scientific Intelligence as a producer of finished intelligence reports. Our speaker will discuss the functional and geographic areas of concern to this Office, the relationships with other producing components in CIA and in the Intelligence Community, current priorities, and the types of finished intelligence produced by its various components.

S E C R E T

S E C R E T

MONDAY, 3 December 1979

[Redacted]

25X

Reading

Class

NFAC Structure and Functions, pp. 16-17

1130-1230

The Office of
Weapons Intelligence

E. Wayne Boring
Deputy Director of
Weapons Intelligence

The Office of Weapons Intelligence is an important producer of finished intelligence for the NFAC. Mr. Boring will discuss the ways in which OWI uses raw data from telemetry, imagery, radar tracking and other information to build a coherent picture of the capabilities and performance characteristics of a strategic weapons system.

LUNCH

Reading

Class

NFAC Structure and Functions, pp. 14-15

25X1

[Redacted]

25X

C. G. Jacobsen, "Soviet Strategic Objectives for the 1980's," World Today, 35:4, April 1979, pp. 130-137

1330-1430

The Agency's
Responsibility
for Strategic
Research

[Redacted]
Deputy Director of
Strategic Research

25X

25X1

[Redacted] will discuss OSR's role in the production of military intelligence, differentiating its efforts in this field from that of other Agency and non-Agency components. He will trace the history of military intelligence work in the Agency and will describe current research priorities and problems.

S E C R E T

MONDAY, 3 December 1979

Reading

Class

Intelligence Monograph, Espionage and SALT, The Role of the Human Intelligence Source in the SALT Verification System, Center for the Study of Intelligence, OTR, July 1978, TR/IM 78-01, SECRET

Lawrence Freedman, "SALT II and the Strategic Balance," World Today, 35:8, August 1979, pp. 315-323

1445-1545

SALT: Stabilizing the Arms Race

CIA SALT Support Staff

The Strategic Arms Limitation Talks (SALT) represent a major effort by the United States and the Soviet Union to reduce international tensions. Thus far, important milestones have been passed, including the 1972 ABM Treaty and Interim Agreement and the 1974 Vladivostok Agreement. Our speaker will outline the provisions of the SALT II agreement signed 18 June 1979 (but not yet ratified) and their impact on the arms race. He will describe the responsibility of CIA and the Intelligence Community vis-a-vis the agreements, and will comment on the issue of "Verification" vs. Monitoring" of SALT II, and related problems.

1545

Issue Selection

Class

DINNER

1900-2100

Evening Session - The Hideaway

E. Wayne Boring

S E C R E T

TUESDAY, 4 December 1979

[Redacted]

0800-0845

Individual Presentation

[Redacted]

OWI

YOU AS THE MANAGER

We will spend most of the next two days dealing with various aspects of managerial behavior, starting with a review of current leadership styles, working through the handling of a problem employee, and ending with an exercise that illustrates how personal values impact on managerial behavior.

0900-0945

Discussion of Leadership Styles

[Redacted]

Management School,
OTR

This morning we will resume our look at the various styles of leadership, focusing particularly on those that have gained prominence within the past decade.

1000-1200

Dealing with the Problem Employee

[Redacted]

Consultant to the
Office of Medical
Services

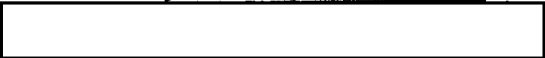
This session will focus on how to handle problem employees with specific emphasis on how to use the services of the Office of Medical Services and/or the Alcohol Program.

LUNCH

S E C R E T

S E C R E T

TUESDAY, 4 December 1979



25)

Reading

Class

Guide to Law of the Central Intelligence Agency, Volumes I and II, Office of the General Counsel, November, 1977

Executive Order 12036, United States Intelligence Activities, Federal Register, 24 January, 1978

"Restrictions on Intelligence Activities," 15 September 1978

Intelligence Monograph, The Central Intelligence Agency's Position and Function in American Society: Issues and Arguments, Center for the Study of Intelligence

1300-1400

The Role of the Inspector General

John Waller
Inspector General

The Inspector General is charged with overseeing Agency activities as directed by the DCI, investigating employee grievances, and with supervising audits of expended funds. In addition, the Inspector General assumed further responsibilities as directed by E.O. 12036. Mr. Waller will discuss the functions of his office and describe the type of problems and situations which have arisen in recent months.

1415-1515

CIA in Court

Daniel K. Silver
General Counsel

One of the major problems confronting the Agency today is the requirement to maintain the secrecy of Agency operations in a free society, which often entails defense against challenges in court. Our speaker will highlight the changing legal climate that affects the Agency's operation and security.

1530-1630

The Agency's Relations with Congress

Frederick Hitz
Legislative Counsel

The Agency occupies a unique position in the endemic contest between the Executive and Legislative branches of Government. Our speaker will review Congressional relations, describing the mechanisms responsible for oversight, and will share his impressions of the attitudes in Congress toward the Agency in this time of change.

S E C R E T

X1

SECRET

TUESDAY, 4 December 1979



X1

1630

Issue Selection

Class

1900-2100

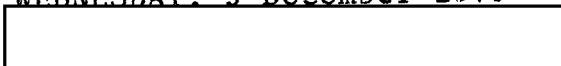
Evening Session
The Hideaway

John Waller
Daniel K. Silver
Frederick Hitz

SECRET

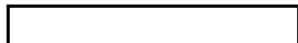
S E C R E T

WEDNESDAY, 5 December 1979



0800-0845

Individual Presentation



OER

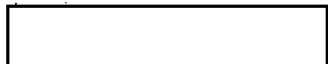
25X

0845-0945

Videotape: "What You Are Is Where You Were When," Part II

1000-1230

Discussion of Personal Values on Managerial Behavior



25X

Each of us as adults comes to have certain values by which we guide our own actions and judge those of others. We explore here the effect of these values on managers and their styles and behaviors on the job.

LUNCH

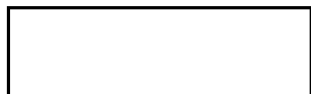
1330-1400

Film: "Effective Uses of Power and Authority"

This film illustrates the variety of shapes and forms power takes, and shows how the misuse of power leads to the alienation of workers and lowers their productivity. It presents a general framework for the use of power in interactions between people and defines the necessary ingredients which can make power an effective management tool.

1400-1630

Managerial Influence Exercise



25X

This afternoon you'll participate in an exercise designed to help you understand and evaluate the various elements that contribute to managerial influence and to see how both power and authority are used in establishing the leadership role.

DINNER

1900-2100

Communications and Cross-Cultural Perceptions



25X

This presentation covers the problems of people communicating. The speaker identifies the general kinds of problems individuals encounter when they try to convey thoughts to others. The problems of communication are compounded when one talks with individuals from other cultures/subcultures. The participants can expect to gain some insight and perspective on how they might better communicate with employees with differing cultural heritages.

S E C R E T

S E C R E T

THURSDAY, 6 December 1979



25X

0815-1030 Individual Presentations



25X

1045-1200 The Office of Management and Budget

CIA Examiner, Office of Management and Budget

25X1

will discuss the general functions of the OMB and will describe how this important part of the Executive Branch impacts on the Agency through the budgetary process. He also will describe the role of OMB in integrating and coordinating the activities of the Intelligence Community.

LUNCH

1300-1430 Congressional Oversight

Thomas K. Latimer
Staff Director,
House Permanent
Select Committee
on Intelligence

The Staff Director of the House Permanent Select Committee on Intelligence will offer his perspective on the role of Congress in overseeing the work performed by CIA and the Intelligence Community. He will describe how Congress has viewed the oversight function in the past and how legislators might carry out the responsibility in the future.

X1

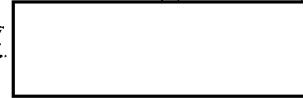
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S E C R E T

S E C R E T

FRIDAY, 7 December 1979
(Room 916, Chamber of Commerce Building)

0830-0900 Discussion and Review



25X

This morning we'll review the events of the past week and hear class views on the lectures and readings.

0900-0945 Phase III Evaluations

Class

1000-1130

Intelligence in the 80's--
A View from the NSC

Donald P. Gregg
National Security
Council Staff

From his vantage point on the National Security Council Staff, Mr. Gregg will describe how the NSC is structured, how it operates, and how the Council uses our intelligence product. He also will discuss some areas of increasing intelligence concern about which we will be asked to do more in the future.

1145

Awarding of Certificates

Donald E. Smith
Director of Training

LUNCH

1400-1500

Meeting with the Deputy
Director of Central
Intelligence

(Please convene in Room
7 D 64, Headquarters)

1730-1930

Midcareer Course Reception

7 D 42, Headquarters

Class members and their spouses and guests will be joined by senior Agency officers for an informal reception in the Executive Dining Room.

S E C R E T