

DD/A Registry  
83-4338

**ROUTING AND RECORD SHEET**

SUBJECT: (Optional)

FROM	EXTENSION	NO.
D/OTE 1026 CofC		OTE 83-1030
		DATE 23 September 1983

TO: (Officer designation, room number, and building)	DATE		OFFICER'S INITIALS	COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)
	RECEIVED	FORWARDED		

NO.	TO	DATE		INITIALS
		RECEIVED	FORWARDED	
1.	DDA A/ES/D24, HQS.	26 SEP 1983	26 SEP 1983	MA
2.				
3.	DDA	26 SEP 1983		J
4.				
5.	c/cms/DDA		27	ES
6.				
7.	Registry			
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14.				
15.				

DD/A REGISTRY  
FILE: 18-7

### ROUTING AND RECORD SHEET

**SUBJECT:** (Optional)  
 Selection Criteria for Attendance at Senior Schools

**FROM:**  
 Harry E. Fitzwater  
 Deputy Director for Administration  
 7D 24 Hqs

EXTENSION

NO. DDA 83-4338/1

DATE 26 September 1983

**TO:** (Officer designation, room number, and building)

DATE

OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

RECEIVED

FORWARDED

1. Executive Director  
 7D 55 Hqs

John,  
 The attached may be of interest to you, however, I doubt that you will be surprised at the data and observations.

2.

3. Deputy Director of  
 Central Intelligence  
 7D 6011 Hqs

4.

5.

Att

6.

7.

8.

9.

10.

11.

12.

13.

14.

15.

DDA:HEFitzwater:kmg (26 Sept 83)  
 Distribution:  
 Orig PRS - DDCI via EXDIR w/att  
 1 - ER w/att  
 1 - DDA Subj w/att  
 1 - DDA Chrono  
 1 - HEF Chrono

Att: Memo dtd 23 Sept 83 to DDA  
 fr D/OTE, same subj  
 (DDA 83-4338)

CONFIDENTIAL

DD/A Registry  
83-4338

OTE 83-1030

23 September 1983

MEMORANDUM FOR: Deputy Director for Administration

FROM:

[Redacted]

Director of Training and Education

25X1

SUBJECT:

Selection Criteria for Attendance at Senior Schools

1. At a recent DDA Staff Meeting, you made mention of the fact that the Deputy Director had expressed some interest in or concern about the selection criteria employed for choosing both students and speakers for senior schools. The Office of Training and Education (OTE) is neither responsible for nor consulted about the selection of Agency speakers to address programs at senior schools, and I do not feel competent to address that part of the DDCI's concern. However, as regards the selection of students to attend senior schools, OTE is involved both in the conduct of the Training Selection Board and subsequent processing and support of selected candidates. In this area, I believe OTE has data and observations which may be of interest to Mr. McMahon.

2. Based upon my two-and-a-half years as Chairman, Training Selection Board, I believe that the Board is an effective instrument and that it consistently selected viable candidates for senior school programs. By saying that the selected candidates are viable, I am avoiding deliberately any statement which would imply that these candidates consistently represent the best the Agency has to offer. The point I want to make is that the Board is selecting the best officers among those nominated to it. For a variety of reasons, the nominations made to the Board by the Career Services often do not represent the best the Agency has to offer nor those officers who would benefit most from such a training experience. I am aware of no case, however, where the Board has selected an individual to attend a senior school where there was any indication that the nominee did not meet reasonable tests of benefit and representation.

3. In the course of the executive development survey that this Office conducted in all of the directorates, the subject of attendance at senior schools was addressed. In the data gathered by the survey, I believe there are at least partial answers to the question of why nominations presented to the Training Selection Board frequently fall

83-4338

[Redacted]

25X1

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SUBJECT: Selection Criteria for Attendance at Senior Schools

below the high standards ideally desired. There is attached hereto a summary of data from our survey relating to senior school attendance. I believe this data is interesting and self-explanatory and that it may be of interest to the DDCI.



25X1

Attachment

DTF

23 September 1983

**SUBJECT: Selection Criteria for Attendance a Senior Schools**

1. The DDCI recently raised the question of selection criteria used for attendance at a senior school. The recent OTE survey of Executive Development provides some insights based on interviews with 87 senior Agency executives. Some of the data derive from the structured portion of the interview, but most relate to personal observation and experience. Our conclusions are necessarily tentative, but appear to be consistent with other sources of information.

2. The following questions come to mind when one considers Agency selection of officers to attend the senior schools:

--How do the component senior managers view the senior schools? Do they think the senior schools are highly valuable? What benefits are expected -- for the individual, the component and the Agency?

--A slight majority (57%) of Agency senior managers finds the senior schools highly valuable, based on survey responses. Benefits to the individual include contacts with counterparts in other government agencies, and the opportunity to take time to reflect on one's career and profession. There exists the notion of senior schools as training plus reward. Benefits for the component or directorate appear to be more elusive.

--Do senior managers think senior schools are essential in the preparation of Agency officers for senior level responsibilities in their own components or directorate?

No, even the strongest supporters of the senior schools do not make them a requirement for executive status.

--Does the view of senior schools differ across directorates?

We found the lowest support for senior schools in the DO. The other services found them more valuable. Executives in two services-- the DI and "E" service-- ranked senior schools as key events in the preparation of their executives. We attribute this to the vital need for officers in these services to develop their external contacts, plus the fact that many of them have attended a senior school .

--Does the view of senior schools differ according to whether component senior managers themselves have attended senior schools?

Yes. Executives who have themselves attended senior schools are more likely to recommend them for their subordinates. This may account for the somewhat lower support in the DO for the

senior schools. Only three out of the 23 DO executives interviewed had attended a senior school.

--Are there significant differences among the senior schools, with some rated more valuable than others? Are there unique opportunities offered by different schools?

Yes, based on the interviews it appears certain schools -- The Royal College of Defense Studies, the National Defense University and the Harvard Executive Program-- are uniformly well received. For other programs there are mixed reviews. Brookings stands out as the least valuable of the lot. ICAF appears to offer a good program for officers in the imagery field. There was also a high attendance rate at the war colleges by DI officers involved in military analysis.

--What criteria are used by the nominating components in choosing candidates for senior schools? Are the "best" officers -judged by either performance or potential- always chosen?

Performance and the potential to move on to higher levels of responsibility in the Agency are factors in the selection of candidates for the senior schools, but not always the only factors. Frequently other factors come into play and good officers, but not the best are made available. One deputy director said we must send only our best because they "represent" the Agency.

--Is releasability a factor? Are the best officers not nominated because they cannot be spared? Is it easier to get officers to attend the shorter programs at Harvard and FEI than the ten-month programs at the war colleges for this reason?

Yes, one executive revealed this to be true from his own personal experience. He had been scheduled to attend a senior school, but was withdrawn at the last moment to fill a more urgently-needed line position. In general, long courses pose problems. Less than half (48%) of the executives interviewed thought long courses were practical for executive development. 43% said they would have difficulty releasing their best officers for programs longer than four weeks.

--What other factors enter into the nomination process? Are officers frequently nominated because of burn out or for other negative reasons?

We surmise that this is the case. Training and rotationals in general have on occasion been used to move senior officers out of the way temporarily.

--Are the individual's own development needs considered? Do individuals request to attend the senior schools? Do individuals sometimes refuse to attend a senior school for personal reasons?

Many times the only way high potential officers can assure

their attendance at a senior school is to publicize well their desire to do so. Otherwise they may not be spared. One executive we interviewed had turned down an opportunity to attend a senior school for personal reasons, and then regretted having lost his "one chance." It is generally understood that there is just one such opportunity during one's career. Officers are expected to take advantage of this opportunity, regardless of the personal or career implications.

--How competitive is the selection process at the component and directorate levels? Are there more candidates than slots available? Are some senior schools more competitive than others?

The selection process is not that competitive. One executive remarked that there was plenty of room for any candidate he wished to recommend. In general training and rotational assignments opportunities identified by career service panels frequently go unused for lack of a suitable candidate. The assignments panel process is considered too complicated. It is often difficult to arrange replacements for those who move on and even more so to find positions for those returning. Bureaucratically, it is easier not to nominate a top candidate for a senior school. This seems to be true even for the more prestigious programs.

--Is attendance at a senior school a factor in the consideration of executive promotions? If so, should the selection process be improved? How? Is it viewed as part of a broader program for executive development in the Agency?

Yes and no. The Agency managers in our interviews mostly were concerned with the development of management skills, such as budgeting and personnel planning. In their view, it would not be cost effective to send someone to a ten-month senior school just for these reasons. The senior schools were not seen as essential. In fact, many said they were not cost effective--too much investment for a limited return. Problems in the selection of the appropriate candidates for the senior schools are similar to those encountered in other aspects of executive development such as assignments outside the parent career service.

UNCLASSIFIED

IS ATTENDANCE AT PRESTIGIOUS SCHOOLS HIGHLY VALUABLE  
 CELL CONTENTS ARE....  
 CELL COUNTS  
 ROW PERCENT  
 COLUMN PERCENT

PRESTIGIOUS

DIREC IOBAIE	YES	NO	UNSURE	ROW TOTALS
DDI	9	1	2	12
	75.0	8.3	16.7	100.0
	20.9	7.7	11.1	16.2
DDO	7	6	8	21
	33.3	28.6	38.1	100.0
	16.3	46.2	44.4	28.4
DDST	9	3	2	14
	64.3	21.4	14.3	100.0
	20.9	23.1	11.1	18.9
DDA	10	2	4	16
	62.5	12.5	25.0	100.0
	23.3	15.4	22.2	21.6
OTHER	8	1	2	11
	72.7	9.1	18.2	100.0
	18.6	7.7	11.1	14.9
TOTAL N	43	13	18	74
ROW PCT	58.1	17.6	24.3	100.0
COL PCT	100.0	100.0	100.0	100.0

MISSING CASES = 13

UNCLASSIFIED



UNCLASSIFIED

IS ATTENDANCE AT PRESTIGIOUS SCHOOLS HIGHLY VALUABLE  
CELL CONTENTS ARE.....

CELL COUNTS  
ROW PERCENT  
COLUMN PERCENT

PRESTIGIOUS

POSITION	YES	NO	UNSURE	ROW TOTALS
DD	3	1		4
	75.0	25.0		100.0
	7.0	7.7		5.4
ADD	3		2	5
	60.0		40.0	100.0
	7.0		11.1	6.8
OFFICE DIRECTOR	17	6	8	31
	54.8	19.4	25.8	100.0
	39.5	46.2	44.4	41.9
DEPUTY OFF DIR	17	6	5	28
	60.7	21.4	17.9	100.0
	39.5	46.2	27.8	37.8
STAFF	2		1	3
	66.7		33.3	100.0
	4.7		5.6	4.1
OTHER	1		2	3
	33.3		66.7	100.0
	2.3		11.1	4.1
TOTAL N	45	13	18	74
ROW PCT	58.1	17.6	24.3	100.0
COL PCT	100.0	100.0	100.0	100.0

MISSING CASES = 13

UNCLASSIFIED

KEY EVENT 12  
 EXTERNAL TRAINING - FULL YEAR  
 CELL CONTENTS ARE.....  
 CELL COUNTS  
 ROW PERCENT  
 COLUMN PERCENT

KEY\_EVENTS\_12

DIREC IDRAIE	YES	NO	ROW TOTALS
DDI	9 81.8 52.9	2 18.2 50.0	11 100.0 52.4
DDO	2 50.0 11.8	2 50.0 50.0	4 100.0 19.0
DDST	1 100.0 5.9		1 100.0 4.8
DDA	1 100.0 5.9		1 100.0 4.8
OTHER	4 100.0 23.5		4 100.0 19.0
TOTAL N	17	4	21
ROW PCT	81.0	19.0	100.0
COL PCT	100.0	100.0	100.0

MISSING CASES = 66

UNCLASSIFIED

KEY EVENT 12  
 EXTERNAL TRAINING - FULL YEAR  
 CELL CONTENTS ARE.....  
 CELL COUNTS  
 ROW PERCENT  
 COLUMN PERCENT

KEY.EVENTS.12

POSITION	YES	NO	ROW TOTALS
DD	2	0	2
	100.0	0.0	100.0
	50.0	0.0	9.5
ADD	1	1	2
	50.0	50.0	100.0
	5.9	25.0	9.5
OFFICE DIRECTOR	6	0	6
	100.0	0.0	100.0
	35.3	0.0	28.6
DEPUTY OFF DIR	7	0	7
	100.0	0.0	100.0
	41.2	0.0	33.3
STAFF	2	1	3
	66.7	33.3	100.0
	11.8	25.0	14.3
OTHER	1	0	1
	100.0	0.0	100.0
	5.9	0.0	4.8
TOTAL N	17	4	21
ROW PCT	81.0	19.0	100.0
COL PCT	100.0	100.0	100.0

MISSING CASES = 66

HARVARD  
FEI

KEY EVENT 13  
EXTERNAL TRAINING - OTHER  
CELL CONTENTS ARE.....  
CELL COUNTS  
ROW PERCENT  
COLUMN PERCENT

KEY.EVENTS.13

POSITION	YES	NO	ROW TOTALS
DD	1	1	2
	50.0	50.0	100.0
	6.7	33.3	11.1
ADD	1	1	2
	50.0	50.0	100.0
	6.7	33.3	11.1
OFFICE DIRECTOR	5		5
	100.0		100.0
	33.3		27.8
DEPUTY OFF DIR	8		8
	100.0		100.0
	53.3		44.4
STAFF		1	1
		100.0	100.0
		33.3	5.6
TOTAL N	15	3	18
ROW PCT	83.3	16.7	100.0
COL PCT	100.0	100.0	100.0

MISSING CASES = 69

UNCLASSIFIED

KEY EVENT 13  
 EXTERNAL TRAINING - OTHER  
 CELL CONTENTS ARE.....  
 CELL COUNTS  
 ROW PERCENT  
 COLUMN PERCENT

KEY.EVENTS.13

DIBEC IQBAIE	YES	NO	ROW TOTALS
DDI	5 83.3 33.3	1 16.7 33.3	6 100.0 33.3
DDO	1 33.3 6.7	2 66.7 66.7	3 100.0 16.7
DDST	4 100.0 26.7		4 100.0 22.2
DDA	3 100.0 20.0		3 100.0 16.7
OTHER	2 100.0 13.3		2 100.0 11.1
TOTAL N	15	3	18
ROW PCT	83.3	16.7	100.0
COL PCT	100.0	100.0	100.0

MISSING CASES = 69

UNCLASSIFIED

LACK SKILLS 3  
 WAR COLLEGE  
 CELL CONTENTS ARE.....  
 CELL COUNTS  
 ROW PERCENT  
 COLUMN PERCENT

LACK SKL 3

DIBEC IOBAIE	YES	NO	ROW TOTALS
DDI	2 50.0 50.0	2 50.0 40.0	4 100.0 44.4
DDO	2 66.7 50.0	1 33.3 20.0	3 100.0 33.3
DDST		1 100.0 20.0	1 100.0 11.1
DDA		1 100.0 20.0	1 100.0 11.1
TOTAL N	4	5	9
ROW PCT	44.4	55.6	100.0
COL PCT	100.0	100.0	100.0

MISSING CASES = 78

LACK SKILLS 3  
 WAR COLLEGE  
~~CELL CONTENTS ARE.....~~  
 CELL COUNTS  
 ROW PERCENT  
 COLUMN PERCENT

LACK SKL 3

POSITION	YES	NO	ROW TOTALS
DD	3		3
	100.0		100.0
	60.0		33.3
ADD	1		1
	100.0		100.0
	20.0		11.1
OFFICE DIRECTOR	2		2
	100.0		100.0
	50.0		22.2
DEPUTY OFF DIR	1	1	2
	50.0	50.0	100.0
	25.0	20.0	22.2
STAFF	1		1
	100.0		100.0
	25.0		11.1
TOTAL N	4	5	9
ROW PCT	44.4	55.6	100.0
COL PCT	100.0	100.0	100.0

MISSING CASES = 78

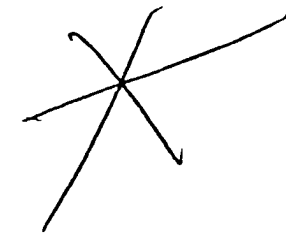
ARE LONGER THAN FOUR WEEK COURSES ALL RIGHT  
 CELL CONTENTS ARE.....

CELL COUNTS  
 ROW PERCENT  
 COLUMN PERCENT

LONGER THAN 4

DIREC IOBAIE	YES	NO	UNSURE	ROW TOTALS
DDI	10 62.5 27.8	5 31.3 15.6	1 6.3 12.5	16 100.0 21.1
DDO	2 8.7 5.6	19 82.6 59.4	2 8.7 25.0	23 100.0 30.3
DDST	6 42.9 16.7	6 42.9 18.8	2 14.3 25.0	14 100.0 18.4
DDA	11 78.6 30.6	1 7.1 3.1	2 14.3 25.0	14 100.0 19.4
OTHER	7 77.8 19.4	1 11.1 3.1	1 11.1 12.5	9 100.0 11.8
TOTAL N	36	32	8	76
ROW PCT	47.4	42.1	10.5	100.0
COL PCT	100.0	100.0	100.0	100.0

MISSING CASES = 11





ARE LONGER THAN FOUR WEEK COURSES ALL RIGHT  
 CELL CONTENTS ARE.....

CELL COUNTS  
 ROW PERCENT  
 COLUMN PERCENT

LONGER THAN 4

POSITION	YES	NO	UNSURE	ROW TOTALS
DD	2 50.0 5.6	2 50.0 6.3		4 100.0 5.3
ADD	2 50.0 5.6	1 25.0 3.1	1 25.0 12.5	4 100.0 5.3
OFFICE DIRECTOR	15 44.1 41.7	16 47.1 50.0	3 8.8 37.5	34 100.0 44.7
DEPUTY OFF DIR	16 55.2 44.4	11 37.9 34.4	2 6.9 25.0	29 100.0 38.2
STAFF	1 33.3 2.8		2 66.7 25.0	3 100.0 3.9
OTHER		2 100.0 6.3		2 100.0 2.6
TOTAL N	36	32	8	76
ROW PCT	47.4	42.1	10.5	100.0
COL PCT	100.0	100.0	100.0	100.0

MISSING CASES = 11

