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**ROUTING AND RECORD SHEET**

SUBJECT: (Optional)

Administration Career Trainee Program (ACT)

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

EXTENSION

NO. DDA 84-0036/1

DATE 15 February 1984

STAT.

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

DATE

RECEIVED      FORWARDED

OFFICER'S INITIALS

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

1. Executive Director  
7D 55 Hqs

Chuck:

Attached is a memorandum from me to the DA Office Directors concerning the Administration CT Program which we are calling ACT. Also attached is a DA CT background paper that might be of interest to you.

As you may be aware, the DA has participated in the CT Program for many years. Some Offices have had greater participation than others. Most of our CT training had to do with operations. On 21 January 1983, I tasked our CMO to study ways to improve our professional employee's career development. A Task Force headed by the CMO provided several ideas and recommendations to improve career development. The Task Force concluded that the best plan was to start with new employees and ensure that they received proper training from entry on duty. Not only should they understand operations but also receive generalist training that would help them with their careers in this Directorate. Actually, what we are proposing to do is increase the participation by more DA Offices than have participated in the past and to formalize training that has existed but in a piecemeal fashion.

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12. DDA:HEFitzwater:kmg (15 Feb 84)  
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Atts

*Harry*

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19 JAN 1984

MEMORANDUM FOR: Director of Communications  
Director of Data Processing  
Director of Finance  
Director of Information Services  
Director of Logistics  
Director of Medical Services  
Director of Personnel  
Director of Security  
Director of Training and Education

FROM: Harry E. Fitzwater  
Deputy Director for Administration

SUBJECT: Administration Career Trainee Program (ACT)

1. During the past year we have given considerable thought and attention to the concept of using the Career Trainee Program as a source of professional employees for DDA Offices. We are now ready to formalize our ideas, develop plans and take necessary action.

2. In order to implement the coordinated use of Career Trainees in the Administration Directorate, I have approved the following program:

TITLE: Administration Career Trainee Program (ACT)

OBJECTIVES: The ACT Program is being established in order to ensure the input of high quality junior professional employees for DDA Offices and the MG Career Subgroup through the Career Trainee Program; broaden the perspectives of future office managers; and to foster the mutual understanding and achievement of Agency goals.

ADMINISTRATION: The DDA Career Management Staff (CMS) will be responsible for overall coordination and implementation of the ACT Program. Initial administrative provisions include the following:

- Office Directors and the MG Subgroup will determine the proportion of new professional employees required to enter their respective organizations annually to meet Program objectives.

- CMS will obtain annual input requirements from DDA Offices, maintain records of participants and prepare periodic reports of Program accomplishments.
- Participants will be selected by DDA Offices and the MG Subgroup from both internal and external candidates who meet appropriate CT standards.
- Pay rates will be established in accordance with CT guidelines.
- Participants will be assigned to a Training Development Complement of the sponsoring Career Subgroup during the first year of CT training and interim assignments.
- Formal training will consist of the Career Trainee Development Course (10 weeks), a new DA Professional Orientation Course (about 4 weeks), and possibly some Field Operations Training (1-2 weeks).
- Interim Assignments (2 or 3) of 12 weeks each will be provided for each participant.
- Participation in ACT will be completed three years after entrance on duty. A brief evaluation will be prepared at that time by both the employee and the Career Subgroup reflecting the relative success of the Program on the individual in meeting overall objectives. Consideration will be given to offering a short review course (possibly one week) as the program is concluded so that participants can exchange views and reinforce the total developmental experience.

3. The positions required for Career Trainees during the one year period of training and interim assignments will be described in an appropriate budget submission and additional ceiling requested for FY 86 or the first available opportunity. In the interim, the sponsoring components will have to absorb the charge to personnel ceiling.

4. Our initial goal was 25 ACT participants for FY 1984. Thus far we have three on duty and several are already committed for the April 1984 CT class. The Office of Personnel will be referring likely ACT candidates to the Chief, CMS who will be

responsible for expediting review by individual DDA Offices as appropriate. It is requested that you notify the Chief, CMS as soon as possible of the number of ACT participants you need for the balance of FY 1984 and of the particular skills, experience and education that you will require.

[Redacted Signature]

Harry E. Fitzwater

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Distribution:

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- 1 - cy each addressee
- 1 - DDA/CMS Chrono

DDA/CMS [Redacted] pas  
(20 January 1984)

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ADMINISTRATION CAREER TRAINEE PROGRAMBACKGROUND

The Career Training Program is virtually the only selection, entry and training program for Operations Directorate junior officers. It also serves as the entry program for some DDA, DDI and DDS&T officers. Its objective is the careful selection, extensive training, and job placement of junior officers to optimize the individual's work performance and job satisfaction.

The use of CT's in DDA Offices and the MG Career Service has involved three basic stages. In January 1965 the first group of 25 entered on duty for the support services. The concept was that the CT's would start as generalists, serve overseas as support officers in small stations and after about six years they would pick a specific career field in one of the DDA Offices. By February 1968 approximately 125 CT's had been hired under the generalist concept. It was necessary to change the policy at that time because ceiling reductions and BALPA sharply reduced the number of general administrative positions overseas. In the second stage the CT's began as members of a functional support career service, acquired the professional skills of that Career Service, and moved up their managerial path.

The second stage of DDA participation in the CT Program did not last very long. There was a need to absorb a large number of the generalists into the functional specialties within the DDA Offices. Then personnel reductions in the ensuing years severely reduced the input of junior officers. The third stage that followed has been relatively unstructured from a directorate standpoint with the DDA Offices and MG Career Service each participating independently and on a very limited scale.

Today there are several very good reasons why the Administration Directorate needs to re-establish the CT Program as a significant source of professional employees. There is an increasing need for promising junior officers in a majority of DDA Offices. Use of the CT Program would establish a uniformly high standard for directorate officers. A perception also persists that many DDA officers spend their careers in rather narrow specialties and that this results in a parochial viewpoint. CT training would provide officers a broader perspective and understanding of the Agency early in their careers. Finally, there is an increasing need for DDA offices to work closely together to achieve common goals. Joint participation in the CT Program would widen acquaintances among officers and foster future cooperation.

RECOMMENDATIONS

In order to implement the coordinated use of Career Trainees in the Administration Directorate, it is recommended that the following program be approved:

1. TITLE: Administration Career Trainee Program (ACT)
2. POLICY: The ACT Program is being established in order to ensure the input of high quality junior professional employees for DDA Offices and the MG Career Subgroup; broaden the perspectives of future office managers and to foster the mutual understanding and achievement of Agency goals and objectives. Office Directors and the MG Subgroup will determine annually the proportion of new professional employees required to enter their respective organization through this system to meet these objectives.
3. ADMINISTRATION: The DDA Career Management Staff will be responsible for overall coordination of the ACT Program, obtaining annual input requirements from DDA Offices and the MG Subgroup, maintaining records of participants and preparing periodic reports of program accomplishments. Participants in ACT will be selected by DDA Offices and the MG Career Subgroup from both internal and external candidates who meet appropriate CT standards. Pay rates will be established in accordance with CT Guidelines. Individuals will be assigned to a Training Development Complement of the sponsoring Career Subgroup during the first year of CT training and interim assignments. They will then be assigned to regular staffing complement positions. The CT positions required for one year of training and interim assignments will be described in the first appropriate budget submission and additional ceiling requested for FY-86 or the first available opportunity. In the interim, the sponsoring components will have to absorb the charge to personnel ceiling.
4. PROGRAM CONTENT: The ACT Program will consist of the following elements:
  - a. CT Development Course - 10 weeks
  - b. Clandestine Operations Familiarization Course - 2 weeks
  - c. Interim I (DDO) - 12 weeks

- d. DDA Development Module - 4 weeks
  - e. Interim II (DDI or DDS&T) - 12 weeks
  - f. Interim III (sponsor's choice) - 12 weeks
- TOTAL - 52 weeks

- g. Initial 2 year assignment
- h. Participants will complete the ACT Program after three years.

5. EVALUATION: An evaluation will be made by the sponsoring component of the relative success of the Program for each participant. The evaluation will include brief narrative comments and the following ratings:

<u>Complete Failure</u>	<u>Below Average</u>	<u>Average</u>	<u>Above Average</u>	<u>Complete Success</u>
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Employee Appears to Have High Potential.

Employee Exhibits a Broad Perspective.

Employee is Conscious of Common Component Goals

COURSE PROPOSAL:

PROFESSIONAL ORIENTATION COURSE / DIRECTORATE OF ADMINISTRATION

(POC/DA)

A. HISTORY AND INTENT

In 1964, the need for specialized training for newly hired, junior Agency support officers was recognized and addressed by the inception of an eight-week training program designed specifically for junior support officers. This program was incorporated as one section of the Junior Officer Trainee (JOT) program. In 1969, with a change in policy reducing the number of Support Generalists, the JOT Support Officer Track was eliminated and responsibility for the training of junior officers was transferred to the individual support offices.

On 21 January 1983 the Deputy Director for Administration requested in a memorandum that the DA/CMO consider as a long range planning item (among others) the following:

- "1. ADD A SUPPORT TRAINING MODULE TO THE CAREER TRAINEE COURSE: In conjunction with the Office of Training and Education and the Office of Personnel, you should explore and report on the need for and the feasibility of adding a segment to the Career Trainee Program which would provide intensive support-related training to those new employees who have a high potential, not only for rapid career advancement, but also for overseas assignment. This course would be to give a professional introduction and familiarization with the full range of all DDA functions and procedures to our new high-potential employees who will be entering the Directorate through the Career Trainee Program."

The intent of this proposal is to describe, in general terms, one possible approach by which the concerns above could be addressed. The proposal as presented below is based on a series of premises which may need to be altered depending on the perceived

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needs of the Directorate and the resources available to be dedicated to the development of this program. These basic premises are as follows:

1. Number of trainees: 30-40 per year.
2. POC/DA to be integrated into the current Career Trainee Program.
3. Having completed the Career Trainee Development Course, at least two interim assignments, some operations training and the POC/DA, any further training of the DA CT will become the responsibility of the office to which the CT is to be permanently assigned.
4. Length of POC/DA: Approximately 20 training days (four weeks).

## B. COURSE OBJECTIVES

1. The student will be able to demonstrate a thorough familiarity with the support functions of each of the Directorate of Administration's (DA) nine offices as well as the functions of the Office of the Deputy Director for Administration (DDA).
2. The student will be able to demonstrate a working knowledge of the DA's planning activities; each student will prepare a presentation in support of a specific DA activity and justify the need to continue the program.
3. The student will be able to demonstrate a working knowledge of the Agency's Budget and Finance functions, responsibilities and procedures.
4. The student will be able to demonstrate a functional knowledge of the Agency's basic computer systems.
5. In connection with one or more "In-Basket" exercises, each student will have prepared formal Staff Notes as produced in the DA.
6. The student will be able to demonstrate a basic understanding of the Agency's personnel management system, and will be able to distinguish between personnel requirements and personnel administration.

C. PROGRAM AND COURSE STRUCTURES

1. The POC/DA would be incorporated into the CTP in such a way that having completed some portion of the normal CTP, the DA participants would be split off onto a separate track. Since a significant part of the work of DA offices is support to DO overseas operations it would be appropriate for DA CT's to participate in the following course modules:
  - a. Career Trainee Development Course (10 weeks, unmodified)
  - b. Some amount of Field Operations Training (such as the one and one-half week Clandestine Operations Familiarization Course)
  - c. 12 week DO Interim Assignment
  - d. Professional Orientation Course/Directorate of Administration (4 weeks)
  - e. 12 week non-DO Interim Assignment
  - f. Assignment of the CT to his/her home DA office for subsequent specialized training and one more Interim Assignment to be determined by that DA office
  
2. The POC/DA itself should be developed in such a way as to maximize the involvement of the students in the functions and operation of the various DA offices. Thus, the course itself will probably be built around a number of exercises and in-basket problems which will demand the greatest possible student involvement and activity. As an initial cut at a course schedule, the following blocking of times (totaling 20 training days) may be considered:
  - 1/2 day - Introductions and Overviews
  - 1/2 day - Functions of the Office of the DDA
  - 2 days - Office of Communications (includes visits to remote sites)
  - 1 day - Office of Data Processing
  - 3 days - Training on Agency Computer Systems (this is in addition to the 20 hours of instruction they have already had on Word-Processing equipment during the CTDC)
  - 3 days - Office of Finance
  - 1/2 day - Office of Information Services
  - 2 days - Office of Logistics
  - 1 day - Office of Medical Services

- 2 days - Office of Security
- 1/2 day - Office of Training and Education
- 2 days - Office of Personnel
- 2 days - Final Exercise

#### D. ADMINISTRATIVE CONSIDERATIONS AND RECOMMENDATIONS

1. It should be recognized at the outset that a program based on exercises and in-basket problems as well as lectures, will take a considerable amount of time and effort to develop.  
Recommendation: If a program such as the one proposed above is to meet its goals and objectives, one additional full-time professional plus a full-time clerical employee need to be allocated, to devote six months solely to organizing the course and preparing the training materials needed.
2. Emphasis in the course is to be placed on providing intensive support-related training to new high-potential employees who may possibly serve the Agency overseas. Also, the course will emphasize the functional training of the students and should not significantly overlap with specialized training the CT's will be given by specific offices after the completion of their second Interim Assignment.  
Recommendation: The course speakers will need to be briefed in-depth about the goals and intents of the course, well in advance of their presentations. Also, there will need to be considerable coordination efforts made between the POC/DA course director(s) and the officers in the specific DA offices responsible for any subsequent specialized training.
3. The optimum class size for a program such as the one described above would probably be in the range of 20 - 25 students.  
Recommendation: Depending on the numbers of CT's recruited to enter this track, the course should run once to twice per year, following the students' first Interim Assignments (with the experience gained from conducting other follow-on training programs, i.e. the Operations Course for DO-bound CT's and the Analysis Training Course for those going to the DI, it appears that the best learning takes place after at least one interim assignment).