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OTE-1617-87

22 April 1987

MEMORANDUM FOR: Senior Training Officers
OTE Division Chiefs

25X1   FROM: [ ]
Director of Training and Education

SUBJECT: Minutes of STO Meeting, 21 April 1987

25X1   1. [ ] Leadership Development Division (LDD), discussed the selection of GS-15s for participation in the SIS Executive Development Elective Program (Attachment 1). The recommendation to select 12 GS-15s from each Directorate was agreed upon. LDD will be responsible for sending a letter to the individuals selected.

25X1   2. [ ] raised the problems encountered in the POCM (see Attachment 1). One problem issue is the suitability of applicants. LDD distributed a form (Attachment 2) which must be completed prior to acceptance into all OTE management courses.

3. D/OTE reviewed the agenda items presented to the Agency Training Steering Committee on 15 April. D/OTE requested that the STO's become more involved in the formulation of agenda items for upcoming Steering Committee meetings.

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4. [ ] Secretarial Training Branch, presented statistics on the increased secretarial training requirements and how these demands are being met by OTE. C/STB/SACTD will be working with each individual Directorate to develop systems for tracking secretarial training.

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5. [ ] Information Systems Training Division, described the one-day PC to Mainframe Communication Course that will be held in the Headquarter's Learning Center. The new self-study handbook was disseminated to the STOs on Introduction to Computer Basics and Introduction to the Delta Data and their comments were invited.

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6. [ ] Communication Training Branch, briefed on the CIA Writing Program. She reviewed the many writing courses available as well as the customized courses that have been developed. She emphasized the importance of familiarity with the program as a guidance tool for STOs. A brochure will be issued this Summer on available writing courses.

7. A tour and overview of the EXITO Interactive Video Disk Spanish Survival Program was presented by LTD.

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Attachment

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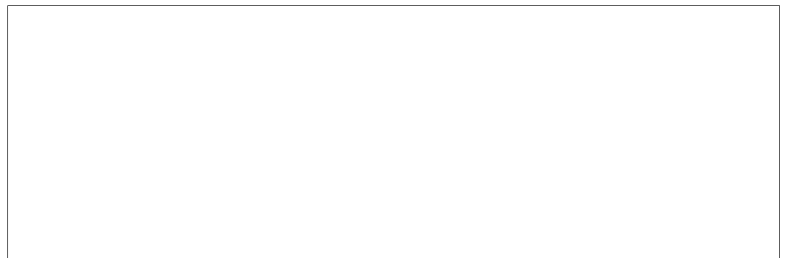
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ATTACHMENT 1

Identification of Selected GS 15s
for Participation in Executive Development Programs

OTE will defer to the components in identifying the GS-15s they wish to nominate for participation in the Executive Development Program of electives. Once OTE/EDS receives lists of selected GS-15s by component with grade and mailing address, EDS will include these individuals in the regular distribution of elective announcements. Nominees for the Executive Development Program must meet the following criteria:

1. Currently serve in an SIS position or
2. Be ranked Category I within their career service

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Selected individuals may enroll in EDP electives by calling EDS on extension [   ] and submitting a form 73 to OTE/Training Support Division, Room 826, Chamber of Commerce.

GS-15s will be included on a space available basis up to maximum registration limits; alternates will be notified by EDS should last minute cancellations take place.

Lists of selected GS 15s will be updated annually. Deadline for submission of lists for FY 87-88 is June 1, 1987.

COMPONENT FUNDED EXECUTIVE ELECTIVES

The 1987 Executive Development SIS Interest Survey indicated significant interest among the components in sponsoring executive electives for intact working groups, e.g. planning staffs, management groups, and task forces. Among the most popular topics for in-house workshops were:

* Managing Organizational Change
* Creative Thinking and Problem Solving
* Overcoming Conflict and Stress
* How Successful Executives Make Important Decisions

In the past OTE has brokered contracts with leading experts in the field of organizational and executive development to provide training for intact work groups in:

* Achieving Sustained High Performance
* Outward Bound

Once OTE/EDS has piloted an elective in its regularly scheduled program, the elective may be sponsored by any SIS for component funded training. Most two day electives run between four and six thousand dollars. Suggested enrollment is at least fourteen to twenty-four voluntary participants. EDS will contact the contractor, arrange introductions, assist in administration of the program and help the component tailor electives to their own needs. When possible, OTE will provide training space, but in a heavily booked classroom schedule, classrooms are not guaranteed. Components are responsible for funding, selecting appropriate participants, insuring enrollment, and providing substantive input in order to tailor the program to their needs.

Interested SIS officers need only notify OTE/EDS of the programs they would like to sponsor. Contact

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20 April 87

POCM Student Enrollment

I. Over the last several runnings of POCM, we have had significant problems with the make-up of the student body. About one-third of each 18 person class has been made up of students who do not fit the desired norms. These have included:

> --officers openly contemplating retirement.
> --non-managers.
> --officers as low as GS-11.
> --new managers.

In view of the resource intensity of POCM--almost $ 1,000 per student plus extensive staff effort--as well as the intent of the program to be a leadership development experience, this is an inappropriate use of the course.

II. Since POCM students are directorate nominees, we expect the Directorate Senior Training Officers to play a major role in ensuring selection of appropriate students. The requirements of the course are:

> --GS 14/15 (GS-13s will be considered on a case by case basis).
> --Category I or II.
> --Two years managerial experience (i.e. writing PARs on three or more).

We believe the course is most effective with experienced first line or second line supervisors who are currently managing a line unit and who are viewed as potential middle and executive level managers by their components. It is this type of officer who can make the most use of the extensive feedback given in the course and who can put it's content to work immediately.

Now that we have two effective, highly regarded courses for new supervisors, Managing in CIA and Leading People in CIA, new managers should go to them!

We have found that the course is not effective with plateaued officers who have serious performance or emotional problems.

III   In an effort to ensure that the most appropriate students get to POCM, OTE will:

--require that form 73s be submitted on nominees.
--require that this be accompanied by some supplemental biographic information(a form for this is currently being produced by TSD).
--actively question STOs about students who do not appear to meet the criteria <u>before</u> admitting them to the course.
--take students into the course who meet the criteria even though this may create some imbalance among the directorates.(i.e. we will favor those directorates who come up with the right kind of student!).
--cancel courses when we do not have the appropriate student make-up.
--schedule six instead of eight POCMs in FY88 with the option of two additional runnings if student demand is there.

ATTACHMENT 2

SUPPLEMENT TO FORM 73

Must be submitted for <u>all</u> management courses including LGI, LPCIA, MCIA, POCM, and the Electives for managers.

1. How many people do you supervise? _____

2. For how many people do you have <u>PAR writing</u> responsibility? _____

3. For how many people do you have <u>PAR reviewing</u> responsibility? _____

4. How long have you been a supervisor? _____ months _____ years

5. How long have you been a supervisor in the Agency? _____ months

_____ years

6. What other management training have you attended--Internal/External?

_____

_____

_____

7. What additional Electives for Managers would be of benefit to you?

_____

_____

_____