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28 DEC 1987

OTE 87-6334

MEMORANDUM FOR: Deputy Director for Intelligence

THROUGH: Deputy Director for Administration  
Director, Office of Soviet Analysis

FROM: Director of Training and Education

SUBJECT: Recommendation for Quality Step Increase--

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1. [ ] is recommended for a Quality Step Increase in recognition of his sustained superior performance during the period 8 July 1986 to 20 November 1987. [ ] an Office of Soviet Analysis careerist on rotation to OTE, is a GS-15, step 7 Instructor-Admin Chief occupying a GS-15 position as Chief, Management Training Branch, Leadership Development Division, OTE.

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2. [ ] performance as Chief, Management Training Branch (MTB) has been exceptional. MTB under his leadership has made a unique contribution to the Central Intelligence Agency by revitalizing the Agency's management training program. In large part due to his effort, we now have a management training effort that has won the endorsement not only of senior Agency management but of our best and brightest new managers.

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3. Under [ ] direction, MTB organized and conducted an extensive assessment of management training needs in the Agency, involving [ ] working level and senior Agency managers. He personally drafted the Managing in CIA program plan which won the endorsement of the DDCI, the Executive Director and the Agency Training Steering Group. For the first time in the history of CIA, our management training program has the full support and backing of senior Agency management.

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4. A key element in the new program has been the introduction of two new courses for first-line Agency supervisors, "Managing in CIA" and "Leading People in CIA." Under [ ] guidance MTB designed, tested, revised and implemented the courses in the winter of 1986-87. Utilizing his experience as an Agency line manager and his service on the Inspector General's staff, [ ] ensured that the courses are characterized by relevance to Agency management concerns and Agency management involvement. They are fast paced, demanding and challenging,

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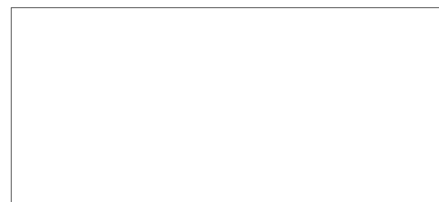
25X1 SUBJECT: Recommendation for Quality Step Increase 

and employ new, innovative instructional approaches. The courses have received the enthusiastic accolades of virtually every student who has attended and have justified fully the decision by the Agency Training Steering Group to make them mandatory for all new Agency supervisors.

25X1 4. Under  direction, MTB has continued to implement new breakthroughs in our management training effort. This has included development and production of a tailored version of Managing and Leading for our junior supervisors and development of a version of the Managing and Leading program for our overseas officers. This latter program has already been run in the US and in December 1987 will be taken overseas; the first time CIA has offered management training for our field personnel. The branch has also developed an Electives for Managers program, featuring a menu of advanced management courses which 25X1 experienced supervisors can take depending on their needs.  has taken the lead in vigorously marketing the Managing in CIA program throughout the Agency. He has done all this while maintaining the quality of existing MTB programs such as the "Program on Creative Management" and "Looking Glass Inc." and responding to numerous ad hoc requests including support to the Human Resources Modernization and Compensation Task Force.

25X1 5.  has worked to ensure that the Agency management training program has focus, relevance and quality. He has transmitted his energy and enthusiasm to members of his branch, which before his arrival was disorganized and confused. He has molded a staff of professional trainers, managers and consultants who are committed and dedicated to the Managing in CIA program and has successfully enlisted the support of Agency managers, who are now actively participating in the 25X1 classroom. Not content to just manage this effort,  leads by example, participating actively in the classroom in order to ensure relevance and quality. His personal dedication and commitment to the program have involved uncounted amounts of uncompensated overtime and the surrender of many hours annual leave. Under his leadership, MTB has turned in a performance that has significantly exceeded the norm and truly produced quality training that counts.

25X1 6. In view of  excellent performance and with the conviction that this level of performance will continue in the future, I recommend that he be granted a Quality Step Increase.



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SUBJECT: Recommendation for Quality Step Increase

Attachments

- A. Biographic Profile
- B. Performance Appraisal Reports

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CONCURRENCE:

Director, Office of Soviet Analysis

5 JAN 1988

Date

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Deputy Director for Administration

11 Jan 88

Date

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API

Deputy Director for Intelligence

14 JAN 1988

Date

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