Memorandum

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Training Evaluation Report—Participation in Middle Management Institute, Boulder, Colorado, November 13-16, 1967

I participated in the Middle Management Institute conducted by the Denver Regional Training Center of the Civil Service Commission at Boulder, Colorado, during November 13-16, 1967. All sessions of the Institute were conducted at the Harvest House. The objective of my participation in the Middle Management Institute was to gain a broad perspective in selected management areas and to be brought up to date on basic and new management principles. I feel that the objectives of the Institute were accomplished by the various methods of instruction used. The methods of instruction included management problem solving by the Case method of instruction. Problems of leadership, communications, community relations, motivation and productivity were brought out in various Case studies. Lectures were given to stress areas of change in management such as: how managers can effectively use ADP, changing styles of management, and current thinking on basic principles of motivation and productivity.

General Comments

Twenty-four Federal Agencies and 1 city Government were represented by the 121 participants attending the institute from 4 states. One hundred seven were from Colorado, 10 from Wyoming and the remaining 4 from New Mexico, Arizona and Nevada.

The following list shows the breakdown among Federal Agencies:

Bureau of Land Management 18
Bureau of Reclamation* 13
Forest Service 11
Bureau of Mines 8
National Park Service 6

*Ten additional young engineers from the USBR attended all the lectures and participated as coordinators for the Case studies in each of the 10 discussion groups. These men did an excellent job and they were a credit to the Bureau of Reclamation.
The Middle Management Institute was designed to develop greater abilities in middle managers and potential top managers by stimulating interest in using the soundest principles in management practices. The course consisted of practical Case studies for group discussion prepared by the CSC, lectures by prominent authorities from industry, universities and government; and an all-day practical exercise in which each participant acted the part of a field office manager in his particular group. For the practical exercise, decisions had to be made and action taken as if it were in an actual field situation.

Lectures were given on the following topics: "Communication as a Management Tool," "The Impact of ADP on Middle Management," "Employee Utilization," "Creative and Emerging Styles of Management," "Writing," "Motivation and Productivity," and the "Production Planning Budget System." The lecturers were excellent in their special fields. Four were from the Civil Service Commission, two were from universities, two from industry, and one was a personnel manager for a large city government.

The importance of good public relations, ability to delegate authority, proper management structure to fit particular tasks, responsibilities to the public, and importance of a well-informed staff was emphasized. The importance of training in leadership and management was stressed as evidenced by the numerous management positions that are left unfilled for lack of qualified personnel. There are changes taking place in the methods recommended for good management. The idea was emphasized that work is just as natural as play and that motivation is not entirely tied to money, but that recognition, responsibility and personal feelings are very important. The lecture by Dr. David Merrill was good along this line. He stressed the point that managers must learn to satisfy the needs of employees. They must know that almost everyone generates much more energy than they are able to use and the secret is how to put this energy to work productively. I personally benefited greatly from Dr. Merrill's talk on "Motivation and Productivity," which brought out the new ideas of the very great importance of communication between managers and employees, and the greater importance of understanding between them. Concepts and methods of effective management are continually subject to change and it is necessary to keep up by formal and self-training to be continually effective in the professional and management fields.
Participation in this conference has reemphasized to me the problems facing management and the best means known to cope with them. It has given me a better understanding of how to recognize and cope with supervisory problems when they arise. I feel that the Bureau and I have profited greatly from participation in the Middle Management Institute. My feeling is that participation by representatives of the Bureau should be continued.

E. J. Carlson

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