16 SEPT

19 SEP 1974

MEMORANDUM FOR: Members of the Curriculum Committee

SUBJECT   :   Curriculum Committee Meeting - AGENDA
                   26 September 1974

     1.   The Curriculum Committee will meet on
26 September 1974 in the DTR conference room at 0930 hours.

     2.   Agenda:

          a.   Briefing on the ████████████████ Paper   STATINTL
               ████ 1 hour.   STATINTL

          b.   Briefing on the TARG Report (████) 1 hour.   STATINTL

                                                              STATINTL

                         ████████████████████
                         Chairman, Curriculum Committee

MEMORANDUM FOR: Members of the Curriculum Committee

SUBJECT   :   Minutes of the 26 September 1974 Meeting
                     of the Curriculum Committee

1. On 26 September 1974 the Curriculum Committee met
in the DTR Conference Room at 0930 hours. Present were

STATINTL   STATINTL

2. The minutes of the previous meeting were approved
without discussion.

STATINTL   3. Briefing on the ▆▆▆▆▆▆▆▆ Proposal   STATINTL

STATINTL   ▆▆▆▆▆▆ briefed the Curriculum Committee on those
aspects of the proposal which dealt with proposed courses.
▆▆▆▆▆▆ first discussed the basic programs, which were
titled Survey of Intelligence Collection and Processing,
Estimative Exercises, Writing Intelligence Estimates, Oral
Briefing Techniques, Use of Graphics, and Writing Better
Reports. He noted that he has already made adjustments in
the present Intelligence Production course by shortening it
to five and a half weeks, and that the Estimative Exercises
course parallels quite closely the present Intelligence
Writing Techniques course. The Writing Better Reports
course is paralleled generally by the present Intelligence
Writing Workshop. The three new programs would be Writing
Intelligence Estimates, Oral Briefing, and the Use of
STATINTL   Graphics. ▆▆▆▆▆▆ next discussed the second level courses
titled, Survey of Analytic Methods and The Seminar on
Intelligence in National Policy. It was noted in the
discussion of these programs that OTR at present does not
teach its analyst clientele to conduct research or analysis
STATINTL   but rather talks about analysis with some practical work.
STATINTL   ▆▆▆▆▆▆ discussed the concept of advanced seminars proposed
by ▆▆▆▆▆▆▆▆▆▆, noting that these were quite
similar to the OTR plan for the Center for the Study of
Intelligence. Because of the shortness of time, the Committee
agreed not to discuss the courses in detail or to make
recommendations to the Director of Training but rather to
hold detail discussion until the November meeting of the
STATINTL   Curriculum Committee. ▆▆▆▆▆▆ is commended for a clear and
comprehensive presentation of these programs and the issues
surrounding them.

4. Briefing on the TARG Report

Some months ago four OTR officers were asked to evaluate training administration procedures in the Office of Training. STATINTL The group consisted of ███████████████████████

STATINTL ████████████████ This group has met a number of times over the course of the past few months and has prepared a comprehensive report, which is being forwarded separately to the Director of Training. The group's report covered six areas to include Training Information, Solicitation of Requirements, Registration Procedures, Student Administration, Reporting on Student Progress and Achievement, and Records on Students STATINTL and Courses. ██████████ noted that one of the principal benefits of the study was the compilation of a good deal of information on how OTR conducts its training administration. The report contains a number of recommendations which should be examined in further detail by either the Curriculum Committee or the Director of Training. ██████████ should be STATINTL commended for a thorough analysis of OTR's administrative procedures.

5. The Chairman recommended that the next meeting of the Curriculum Committee be held on 10 October, and that the agenda consist of a) a further discussion of the recommendations of the TARG, specifically those of interest to the Curriculum Committee, and b) a discussion of what Committee members and Unit Chiefs must do to prepare themselves for the November Curriculum Committee meeting. The Chairman agreed to summarize and highlight those recommendations and other issues of the TARG Report which are of interest to the Curriculum Committee.

6. As a final item of the meeting, ██████████ raised STATINTL the question of the status of an engineering evalution of the sound system in the Chamber of Commerce Building. The Chairman reported that we have approval to go ahead with such a study and also have identified funds to pay for such a study. The intention is to find an engineering firm which will evaluate the system objectively and not be in a position to bid on any required modification or even to recommend other firms. The meeting was adjourned at 1130.

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Chief, Plans & Development Staff

26 September 1974

MEMORANDUM FOR THE RECORD

SUBJECT: Official Written Reactions to Analyst Training Proposals   STATINTL

REFERENCE: Interim Report, "Training for Analysis in CIA," ██████████
and ████████ , dated June 1974

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1. General Reactions from Rest of Agency:

    a. Generally favorable to existing OTR programs and courses

    b. Some hesitation and some firm disagreement with concepts
        and rationale for proposed training and development at
        the Basic and Mid-career levels in particular.

2. DDI Reactions (see ADDI paper for details)

    -reactions vary from "imaginative" and "excellent" to disagreement
     and reservations on "non-starter" programs

    -likes most of Basic courses except the stress on estimative
     exercises. Doesn't feel that estimate writing can be taught
     in formal classroom by OTR

    -mind-expanding programs might be difficult to implement

    -feels that methodologists and analysts are inseparable

    -would be willing to test advanced seminar concept

    -concerned about drain on DDI professional resources for support

    -opposed to "centers" for studying functions

3. DDS&T Component Reactions

    -in general report well-received

    -heavy focus on DDI needs and feel that unique needs of the
     DDS&T might be neglected

    -not much support for "Estimative Exercise" in DDS&T

-DDS&T considerations have been excluded

-mind-expanding programs and seminars seem to enjoy widest support

OEL:

-Basic skills program and mid-career courses plus specialized university/industry programs best for them

-component training approach best for OEL analysts

ORD:

-absence of an "explicit analysis of the courses identifying deficiencies in our ability to establish intelligence analysis priorities and define present and future analytical problems "

-exclusion of interdisciplinary problems

-OTR does not do well at creating or developing analytical methodologies

-it does reasonably well teaching established methodologies to others

-faculty-borrowing and re-structuring OTR are good ideas

NPIC:

-endorses faculty rotation from Directorates

-does not buy course on estimates writing -- could do this within other courses

-endorses mind-expanding and seminar programs

OWI:

-in general, endorses proposals

-concerned about impact of borrowing people

OSI:

-more interdisciplinary interaction desirable but are training
 programs the best approach or is this a management problem?

-DDS&T feels it can generate own new ideas rather than develop
 them in an outside "institute"

-sees little need for estimates courses

OTS:

-not relevant

4. Comments by ███████: STATINTL

-makes case for systematic analysis of analytic needs

-we should re-think the entire problem before suggesting new
 programs

5. Comments by Walt Elder:

-things are not as bad in community and its professionalism
 as H and W picture

-regards estimating as unteachable

-has serious misgivings about OTR's ability to help Agency
 except as catalyst for developing resources.

STATINTL ████████████

AC/ITB

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4 June 1974

Training Administration Review Group - Progress Report

STATINTL

1. This group consisting of Messrs. ████████████ STATINTL
████████████████████████ was appointed in April 1974 to
examine the training administration process in OTR courses
and report recommendations to the DTR by 1 July.

2. Since that time, we have met about once a week
to bring together information obtained from each of our
units, to discuss similarities and differences in generating
ideas for additional data which might be useful.

3. Basically, we are still in the data gathering stage.
With the exception of the Language Learning Center, which
because of the nature of its mission, has developed effective
standardized procedures, we have found little standardization
except that provided by occasional OTR notices.

4. The procedures at the ████will be reviewed next   STATINTL
week when the Group visits there to meet with the senior
course coordinators.

5. ██████████████ has gathered information re the   STATINTL
administrative practices at the FSI and NSA schools.
STATINTL ████████ has been invited by ████████████ to visit the DIS STATINTL
to discuss administrative practices there with appropriate
personnel. These will be studied to determine applicability,
if any, to OTR's program.

6. Problem areas which have been touched upon include:

   a. The requirements problems - how to increase
   their validity and accuracy.

   b. Communications with training officers -
   particularly the component training officers.

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████████████████████████████

d. How we can use information science methodology
in the future to ease the administrative
burden (e.g. computerized course registration)?

e. How the TAP might assist in problems of
course administration. ████████████ is STATINTL
briefing us next week).

f. Should Form 73 be revamped? Does it provide
too much or too little information?

These are only a few of the areas we have discussed.

7. Also, we hope to come up with some positive
recommendations on further centralization of some administrative
practices and decentralization of others. We are not
interested in "change for change's sake," but only in
conductiong a thorough review of present practices, and
presenting some realistic, workable recommendations for
improvement in this sphere of activity.

STATINTL

████████████████████

Chairman, T.A.R.G.

TRAINING ADMINISTRATION REVIEW GROUP

Function:

Examine the training administration process from the viewpoints: (1) of rendering the quickest and most effective service to customers (both students and their supervisors), (2) of performing our administration in the most efficient manner possible (in terms of use of people and money), (3) while satisfying optimally the reporting requirements of all echelons of OTR as well as our record keeping responsibilities. The scope of the inquiry the entire training administration process to include:

    training information
    solicitation of requirements
    registration procedures (customer, OTR/Registrar and
        Units)
    student administration (during course) e.g. attendance
    reporting on student progress and achievement
    records on students and courses

We are not looking for a regimented system of administration, but one which meets the requirements stated under Function while permitting Unit Chiefs and course chiefs to exercise their imagination and managerial talents, yet assuring that certain minimum standards are met.

C/PDS and C/Reg/SRS will have staff cognizance over this effort. It is hoped that the Group will submit preliminary recommendations to C/PDS and C/Reg/SRS by 1 June 1974 with a review to submitting complete recommendations to the DTR by 1 July 1974.