5-6 Jun

Agenda for 5-6 June Meeting ▮▮▮▮   STATINTL

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1. Review of the Midcareer, Preparing for Overseas Assignment,
    DD/M&S: Trends and Highlights, and CIA: Today and Tomorrow
    courses.

2. Progress Report by the Chairman of the Training Administra-
    tion Review Group.

3. Briefing on the Sales Analysis Institute course in persuasion
    skills, its potential impact, and plan for including in OTR   STATINTL
    instruction.

4. Discussion of where OTR stands with respect to instructional
    development and how it might proceed with a serious
    program.

5. Discussion of areas of OTR training activity which require
    policy statements and determine in general terms the
    direction the policy statements should take.

6. Discussion of approaches to the standardization of selected
    terminology used in OTR course schedules and in training
    administration.

7. Update review of the Advanced Operations Course. (Thurs. p.m.)

8. Review of the Profile of Courses concept to determine its   STATINTL
    current validity and need for revision or replacement.

9. Review of the concept of minimum enrollments with a view
    toward higher efficiency, that is, not running a course
    unless the minimum is met (at ▮▮▮▮▮▮▮ request).

10. Explore the idea of a 2-3 day "Information Science for
    Senior Managers" course.

11. Academic credit for OTR courses.

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STATINTL

11 June 1974

MEMORANDUM FOR: Members of the Curriculum Committee

SUBJECT   : Minutes of the 5-6 June 1974 Meeting of the
                  Curriculum Committee

STATINTL

STATINTL   1. On 5 and 6 June 1974, the Curriculum Committee met at the ███████
████████ to discuss an extended agenda. (Attachment 1) Committee
members present were Messrs. ████████████████████████████████████ STATINTL
████████████████████████ accompanied the group as recording secretary. STATINTL
STATINTL ██████████████ made special presentations as did ██████ and STATINTL
meeting. The following agenda items were discussed.   STATINTL ████████████ attended portions of the 5 June
meeting. The following agenda items were discussed.   STATINTL

Agenda Item No. 1

STATINTL   Review of Midcareer, Preparing for Overseas Assignment, DDM&S
                Trends and Highlights, and CIA Today and Tomorrow Courses
                ████████████

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            ██████████ briefed the Committee on the above courses in some detail,
describing the evolution of the courses, their objectives, enrollments, and
to some degree, the costs. Although the Committee asked a number of ques-
tions about the programs, no serious problems were raised by the Committee or
STATINTL ████████, as it was thought by the Committee members that in the late fall,
the Curriculum Committee will be developing a set of recommendations for the
Director of Training on all OTR courses.

Agenda Item No. 2

                Progress Report by the Chairman of the Training Administration
                Review Group
STATINTL.   ████████████

                                                                    STATINTL
                The Training Administration Review Group (TARG), consisting of Messrs.
STATINTL ████████████████████████ and ██████████, has been reviewing the training
administrative processes in OTR to see whether OTR is handling its adminis-
tration in the most effective and efficient way. At the present time, the
Training Administration Review Group is gathering information about various
aspects of the training administration processes. (Attachment 2 - TARG
progress report.)

Agenda Item No. 3

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> **Briefing on the Sales Analysis Institute Course in Persuasion Skills, Impact and Plan for Including in OTR Instruction**

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████████ briefed the Committee on the SAI program and how OTR plans to develop it, including the development of an operations oriented annex of examples, the training of five instructors during the summer of 1974, and the institution of a one-week SAI package in the AOC in September on an experimental basis. ████████ also commented that he had received a request from SB Division to put on a special SAI program for SB officers in October 1974. He briefly described the attributes of the program and how it could be used as a recruitment tool for Agency officers.

Agenda Item No. 4

> **Instructional Development**

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Instructional development was not discussed because of the absence of ████████ The subject will be discussed at a later Curriculum Committee meeting.

Agenda Item No. 5

> **Discussion of Areas of OTR Training Activities Which Require Policy Statements and Determine in General Terms the Direction the Policy Statements Should Take**

The Committee members concluded that it would be premature to attempt to define areas requiring policy statements until such time as the Training Administration Review Group had completed its study. It was felt that the TARG study would reveal gaps in policy and procedures.

Agenda Item No. 6

> **Discussion of Approaches to the Standardization of Terminology Used in OTR Course Schedules and in Training Administration**

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The Chairman raised the problem of the inadequacies of terminology in OTR to correctly identify training techniques and training administration. He recommended that the Committee authorize the establishment of a task force to work with ████████ in developing such terminology. The Committee members rejected the notion of the task force and suggested instead that the Plans and Development Staff attempt to develop a list of terms in the training adminis-tration field with appropriate definitions and then expose these definitions to the scrutiny and wisdom of the Committee members. It voted to table discussion on terminology used on OTR course schedules such as "seminar" and "workshop", etc., until it had addressed the question of training administration.

Agenda Item No. 7

STATINTL

Update Review of the Advanced Operations Course
Messrs. ███████████████

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On the afternoon of 6 June, ████████████████████████ briefed
the Committee on the Advanced Operations Course. ████████████ as chief
instructor for the program, did most of the briefing. He described the
background of the AOC, its objectives, and described in detail the present
content. In an effort to meet the DTR's wish that this course be as con-
cise as possible, it has been given for only six weeks during the past two
runnings. ██████████████ noted that in the September running, he plans to
make the Sales Analysis Institute program the first week of the course.
He felt that the addition of this unit would give balance to the course
by providing HUMINT as well as technical instruction. In the process of
shortening the course, the final exercise has been cut back to four days
and ████████████ feels that this is not necessarily detrimental. He noted
that there is a range of backgrounds among the students, some of whom never
have been exposed to the Basic Operations Course or its equivalent in the
past. These students are generally at a disadvantage with better trained,
more experienced peers. ██████████████ gave the Committee the impression
that he was well on top of the administration of this course and aware of
the DTR's attitude about the course.

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Agenda Item No. 8

Review of the Profile of Courses Concept to Determine its
Current Validity and Need for Revision or Replacement

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The Chairman raised the question of the validity of the Profile of
Courses concept. It was the consensus of the Committee that the concept
had served its purpose but has now been overtaken by the Training Profile
concept and the Personnel Development Plan. The Committee favored two
parallel approaches to replace the Profile of Courses. These are:

a. Determination of a set of training ladders or natural progression in
the major substantive training fields, e.g., management, clerical, orientation,
etc. These ladders should be published in the OTR Catalog of Courses.

b. The Committee recommended that the Plans and Development Staff, in
conjunction with OTR's customers, attempt to work out Training Profiles for
about five major career tracks in the Agency and make these profiles a matter
of record. The Committee did recognize that managers have the basic responsi-
bility for preparing Training Profiles in line with the developmental needs of
their personnel. OTR's role is, therefore, advisory and supportive.

Agenda Item No. 9

STATINTL

Review of the Concept of Minimum Enrollments With A View Toward Higher Efficiency

The Chairman raised the question at the request of ████████ as to   STATINTL
whether there should be an OTR policy concerning minimum enrollments, the
principal point being that if the enrollment did not reach the minimum
the course would not be run. The Committee members felt that the unit
chiefs have established minimum enrollment standards and that these are
presently being followed. They felt that unit chiefs should be permitted
to use their standards without reference to a decision by the Director of
Training, mainly because there are a number of judgmental factors which
enter the decision as to whether or not a course should be offered. They
felt that these decisions can better be made at the unit chief level.

Agenda Item No. 10

STATINTL

Explore the Idea of a 2-3 Day Information Science for Senior Managers Course

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████████ explained that a number of students in the Information
Science for Managers Course felt that the supervisors (usually super-grade
officers) needed to know something about information science, so that they
could support information science projects originated by subordinates.
The point was raised that it would be difficult to commit senior officers
to in-house programs if this program were run in the Washington area.
STATINTL ████████ pointed out that portable terminals are available and that
such instruction could be given at distant sites. One of the Committee
members suggested that a brief (perhaps one day) program of orientation to
information science might be an appropriate part of the Executive
Development course which OTR is trying to organize at present.

Agenda Item No. 11

STATINTL

Academic Credit for OTR Courses

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████████ as Registrar, raised in a Memorandum, (Attachment 3)
the question of whether and to what extent OTR should try to see that
students get credit at other schools for OTR sponsored courses. This has
been a perennial problem with the Registrar and OTR has no set policy to
rely on when this question arises, as it does periodically. Committee
members contributed the following points:

a. Most colleges are capable of conducting equivalency examinations either through tests or interviews with faculty which will permit the granting of credit to students, at the initiative of the college.

b. OTR courses are all job related and in most instances have little relevance to the kinds of courses offered at universities and other institutions.

c. To arrange credit for OTR courses at other institutions would require the release of a good deal of information about these courses and would make them potentially available to the media.

d. If a policy of granting credit were to be set for OTR courses, a potential Pandora's Box of an administrative nature might be opened.

In sum, the Committee agreed unanimously that OTR should not provide information about OTR courses to Agency employees or outside institutions for the purpose of gaining academic credit. The case of language training was discussed and it was concluded that language skills are perishable and proficiency equivalency examinations are readily available to most universities. That is, if the student has the skill at any given time, the university can test the proficiency and give him credit at that time at their initiative.

Agenda Item No. 12

Discussion of Requirements

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The Committee reviewed the estimated student input to OTR courses between the period 1 September 1974 through 31 August 1975 as supplied by the Agency Senior Training Officers. The Committee examined the list, course by course, and concluded that generally our course projections for that time period are reasonably accurate. The major underestimates on our part were for the Basic Operations Course, Effective Writing Course, Information Science for Managers, the Intelligence Writing Workshop, and the Office Management Course. The S&T Collection for DO Officers appeared to be the only course seriously undersubscribed. In each case, the appropriate unit chief discussed the implications of the estimate and its ability to respond to the problem. In discussing the case of the Basic Operations Course, it became apparent that the BOC administrators are unable to turn down students who may not be able to successfully complete the course. Students normally do not fail. The Committee discussed the question of establishing a set of standards which students should meet for admission to the BOC. If they do not meet these standards, they should not STATINTL be accepted. It was agreed that the Chief, Plans and Development Staff, DCOS/▮▮▮▮ and DDO/TRO should meet and attempt to see if a suitable set of standards can be developed.

Agenda Item No. 13

Training Support Information

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    The Chairman summarized the data concerning the effectiveness of
OTR training support activity which had been asked for in a survey of
instructors. Deficiencies in service and equipment were commented upon
and noted by the Committee members and certain recommendations made.
One of the recommendations was that Plans and Development Staff should
acquire the services of an engineer to assess the effectiveness of the
public address system in the Chamber of Commerce Building and
Headquarters. Comments about services and some personnel problems were
noted by the Chairman with the understanding that appropriate measures
would be undertaken to improve these problem areas.

███████████████████   STATINTL

            Chairman
      Curriculum Committee

STATINTL

Agenda for 5-6 June Meeting ███████

1. Review of the Midcareer, Preparing for Overseas Assignment, STATINTL
    DD/M&S: Trends and Highlights, and CIA: Today and Tomorrow
    courses.

2. Progress Report by the Chairman of the Training Administra-
    tion Review Group.

3. Briefing on the Sales Analysis Institute course in persuasion
    skills, its potential impact, and plan for including in OTR STATINTL
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4. Discussion of where OTR stands with respect to instructional
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    program.

5. Discussion of areas of OTR training activity which require
    policy statements and determine in general terms the
    direction the policy statements should take.

6. Discussion of approaches to the standardization of selected
    terminology used in OTR course schedules and in training
    administration.

7. Update review of the Advanced Operations Course. (Thurs. p.m.)

8. Review of the Profile of Courses concept to determine its STATINTL
    current validity and need for revision or replacement.

9. Review of the concept of minimum enrollments with a view
    toward higher efficiency, that is, not running a course
    unless the minimum is met (at ███████████ request).

10. Explore the idea of a 2-3 day "Information Science for
    Senior Managers" course.

11. Academic credit for OTR courses.

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Suggested AGENDA FOR 5-6 JUNE MEETING ███ STATINTL

1. Review of the Midcareer Course.

2. Progress Report by the Chairman of the Training Administration Review Group.

3. Update review of the Advanced Operations Course.

4. Briefing on the SAI program, its potential impact, and plan for including in OTR instruction.

5. Discussion of how the Office of Training can develop a serious instructional development program.

6. Determine areas of OTR training activity which require policy statements and determine in general terms the direction of the policy statements.

7. Determine and define terminology unique to the Office of Training.

8. Review of the Profile of Courses idea to determine its current validity and need for revision or replacement.

Estimated Student Input to OTR Courses for
the period 1 September 1974 through 31 August 1975

		OTR Schedule of Courses		
OTR Courses	Estimated # of Students	*mu* Max.	Offerings	Planned Load
Administrative Procedures 4 days -- FT	108	20	7	140
Advanced Intelligence Seminar 3 weeks -- FT	126	25	3	75
Advanced Management Program 3 weeks -- FT 13-15	97	16	3	48
Advanced Operations Course 6 weeks -- FT	67	15	3	45
▬▬▬▬ STATINTL 2 weeks -- FT	4	-	-	-
Anti-Narcotics Operations Course 1 week -- FT	58	35	2	70
Application of Information Science to Intelligence Functions 4 weeks -- FT *xtra cTx*	48	25 *40?*	3	75
Basic Operations Course *requirements* 16 weeks -- FT *shorter course* (175) ?		40	2	80
Chiefs of Station Seminar 2 weeks -- PT	49	18	3	54
China Familiarization 1 week -- FT *look at*	65	9 25	4(3?)	100
▬▬▬▬ STATINTL 1 week -- FT	109	20	4	80
CIA Today and Tomorrow 3 days -- FT	801	*200* 500	4	*800* ~~2000~~

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OTR Courses	Estimated # of Students	Max.	Offerings	Planned Load
COINS 2 weeks -- FT	38			
██████████	194	20	12	240
DDO Operations Orientation for DDS&T 1 week -- FT *Review*	15	25	2	50
Effective Briefing 10 weeks -- PT *ok plus*	64	16	3	48
Effective Writing 4 weeks -- PT	204	12	8	96
Field Administration *? drop of* 3 weeks -- FT	74	15	6	90
Fundamentals of Budgeting 4 days -- FT	93	25	5	125
Fundamentals of Supervision and Management 1 week -- FT	402	38	8	304
Information Science for Financial Management 4 weeks -- FT	21	25	1	25
Information Science for Managers 1 week -- FT	139	25	2	50
Instructor Training Workshop (given on request)	52	12 ? 8	-	
Intelligence in World Affairs 3 weeks -- FT	380	40	7 (6 8/ -6-	2 50 -240-
Intelligence Information, Reports and Requirements 3 weeks -- FT	43	10	5	50
Intelligence Information Reports Familiarization 1 week -- FT	51	10	6	60

OTR Courses	Estimated # of Students	Max.	Offerings	Planned Load
Intelligence Production Course 8 weeks -- FT	37	20	2	40
Intelligence Writing Workshop 4 weeks -- PT	91	10	5	50
Management and Services: Trends and Highlights 1 week -- FT	310	~~54~~ 48	6/4 2 CT's	216
Managerial Grid 1 week -- FT	353	40	6	240
Midcareer Course 5 weeks -- FT	215	30	6	180
Office Management 4 days -- FT	84 ?	14	2	28
Operations Indoctrination for OTS 2 weeks -- FT	24	~~25~~ 12	2	~~50~~ 24
Operations Support* 3 weeks -- FT	15	24		
Operational Records I 2 days -- FT	224	30	7	210
Operational Records II 1 week -- PT	213	30	7	210
Operational Records III 1 week -- PT	132	Open	4	-
Preparing for Overseas Assignment 4 1/2 days -- FT	176	30	6	180
Project Officer in the Contract Cycle 1 week -- FT	136	26	3	78
	622	40	12 24	480

*No statistics from DDO

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OTR Courses	Estimated # of Students	Max.	Offerings	Planned Load
Scientific and Technical Collection for DO Officers 2 weeks -- FT	8	25	1	25
Senior Seminar 2 months -- FT	47	20	2	40
Soviet Bloc Operations 8 days -- FT	167	34	6	204
Systems Dynamics 3 weeks -- FT	43	25	2	50
Survey of Intelligence Information Systems 3 weeks -- FT	22	25	2	50
USSR Country Survey 2 weeks -- FT	79	18	2	36
Vietnam Operations 2 weeks -- FT	76	30	12	360
Vietnam Orientation 2 weeks -- FT	112	30	12	360
Vietnam Wives Orientation 1 day -- FT	63	-	12	

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

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5. ███████████████ has gathered information re the
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   STATINTL
course administration. (███████████ is
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.