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FILE *O.M.2-1*

DD/S 68-1864

12 APR 1968

MEMORANDUM FOR: Executive Director-Comptroller

SUBJECT : Inspector General's Survey of the Office of Training

**REFERENCE : (a) Memo dtd 8 Mar 68 to DD/S fr ExecDir-Comp
same subject**

**(b) Memo dtd 5 Feb 68 to ExecDir-Comp fr DD/S
same subject**

1. This memorandum contains a recommendation in paragraph 2 for your approval.

2. We have reviewed our previous comments on Recommendation No. 5 of the Inspector General's Survey consonant with reference (a). We fully agree with the need for periodic reviews of the Agency training effort, and suggest an arrangement to achieve this review and monitoring without involving the already over-burdened Training Selection Board. We propose that the following procedure be established:

a. The Office of Training will immediately conduct a survey to ascertain that it has all appropriate information on all training conducted within the various Directorates.

b. An ad hoc working group of senior OTR representatives, the senior training officer of the Directorate concerned, and the training officer of the component under study will be named to examine each training program for suitability of objectives, substance, training methods employed, the source and qualifications of instructors, and the quality of the instruction.

c. Components will be requested to coordinate the concept and development of new courses of training with the Office of Training and to obtain the approval of the Director of Training before implementation.

d. Each component will be requested to provide the Director of Training, with the approval of the respective Deputy Director, a semi-annual report on its training activities to include:

GROUP 1
Excluded from automatic
downgrading and
declassification
Pages 1 & 2

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-2-

- (1) Change in content or objectives of a given course.
- (2) An evaluation to determine whether the objectives of a course were met.
- (3) The number of course offerings and the number of employees trained during the six-month period.
- (4) The costs of such training activities.

A copy of these approved semi-annual reports will be submitted to the Executive Director-Comptroller for his information.

e. An ad hoc working group of OTR and component personnel, together with the senior training officer of the Directorate concerned, will be named to conduct an annual survey of each component's training effort.

3. We believe that the above procedures would assure a complete examining of the training efforts of Agency components by officers conversant with training objectives, procedures, etc. This would also permit the use of the Office of Training's School and Staff chiefs and chief instructors who have experience in developing new programs, refining objectives, evaluating performance of students, applying instructional techniques and who have been exposed to new training technological developments. Findings of these working groups will provide an umbrella review of the complete training effort.

4. It is recommended that you approve the procedures proposed in paragraph 2 above.

The recommendation in paragraph 2 is
APPROVED: *

(Signed) John W. Coffey

John W. Coffey
Acting Deputy Director
for Support

* LSJ 1 MAY 1968
L. K. White

Executive Director-Comptroller
Distribution:

Orig - Adse (Ret to DD/S)
1 - ER

1 - DD/S Subject w/O of ref (a) (DD/S 68-1203) & w/cy of ref (b) (DD/S 68-0498) ✓
1 - DD/S Chrono

w/ background 68-1723, 68-1224, 68-0182, 67-6227, 67-6308,

SA-DD/S:RBW:dik (11 Apr 68)

*with the understanding that the Director of Training will provide me with an annual report on all Agency training rather than semi-annual reports on each Agency component.

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DTR-0517

DD/S 68-1773
4 APR 1968

MEMORANDUM FOR: Deputy Director for Support

SUBJECT : Inspector General's Survey of the Office
of TrainingREFERENCE : (a) Memo dtd 13 Mar 68 to DTR frm DD/S,
same subj.
(b) Memo dtd 8 Mar 68 to DD/S frm Ex DirComp,
same subj.

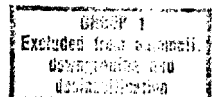
In response to your memorandum of 13 March, and after careful consideration of the Inspector General's recommendations as well as the Executive Director's comments in reference (b), I recommend the following as your response to the Executive Director:

"1. In reviewing the Executive Director's clarifying memorandum of 8 March, I concur in principle with the Inspector General's Recommendation No. 5 concerning the need for periodic reviews of the Agency training effort. In compliance with the intent of the recommendation, and recognizing the responsibilities of an already over-burdened Agency Training Selection Board, I propose the following alternative to ensure that the Agency's total training effort is carefully monitored:

"a. Survey all Directorates to ascertain that the Office of Training has appropriate information on all training conducted within these Directorates. (Substance of an initial survey covering training objectives and specialized training is charted as an attachment.)

"b. Name an ad hoc working group of appropriate OTR personnel, the senior training officer of the Directorate concerned, and the training officer of the component concerned to examine each training program for suitability of objectives, substance, training methods employed, the source and qualifications of instructors, and the quality of the instruction.

"c. Request components to coordinate the concept and development of new courses with OTR and obtain approval of the Director of Training before implementation.

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"d. Name an ad hoc working group of OTR and component personnel, together with the senior training officer of the Directorate concerned, to conduct a yearly survey of each component's training effort.

"e. Require each component concerned to provide the Director of Training, with approval of the respective Deputy Director, a semi-annual report on its training activities to include:

- (1) Change in content or objectives of a given course.
- (2) An evaluation to determine whether the objectives of a course were met.
- (3) Number of course offerings and number of employees trained during the six-month period.
- (4) Costs of training.

"f. Submit a copy of each approved semi-annual report, cited in para 1(e) above, to the Executive Director-Comptroller.

"2. The above procedures have the advantage of a committee composed of officers in similar environments of actions and responsibilities examining the training efforts of the components, thus assuring a more profitable investment of time. The procedures also permit use of OTR's School and Staff chiefs and chief instructors who have experience in developing new programs, refining objectives, evaluating performance of students, applying instructional techniques and who have been exposed to new training technological developments. Findings of the working groups, with approval of the Deputy Directors concerned, thus will provide an umbrella review of the complete training effort.



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Director of Training

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DIRECTORATE - Office of the Director

OFFICE	COURSE TITLE	NUMBER OF COURSES	NUMBER OF STUDENTS	LENGTH OF COURSE	COMMENT
Cable Secretariat	Cable Analysts Training	2 a year	5 a year	16 weeks	For Cable Analysts charged with dissemination of cables to appropriate Agency offices to qualify them to read, interpret, and analyze cables for proper dissemination.

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OFFICE	COURSE TITLE	NUMBER OF SECTIONS	NUMBER OF STUDENTS	LENGTH OF COURSE	COMMENT
Office of Economic Research	Workshop in Quantative Methods for Economic Intelligence			60 hours	20 weekly three-hour sessions, to provide selected analysts with the knowledge and tools required to apply quantative methods to problems of Economic Intelligence -- first class began 20 March 1968 with nine attendees.
National Photographic Interpretation Center	1. Basic Photogrammetry	4	15 - 20	12 weeks 12 hours a week	66 Trainees during past year -- Contract with Raytheon/Autometric Corp. for presentation- to provide a basic foundation in the fundamentals of photogrammetry including an introduction to the optics, mathematics, coordinate systems and orientations involved.
	2. Advanced Photogrammetry	5	same	same	74 Trainees during past year ---Contract with Raytheon/Autometric Corp. for presentation - to provide an understanding of the characteristics of the different types of photography including the equations used in solving orientation, location and projection problems analytically and the least square adjustment of solutions.
	3. Infrared Imagery Interpretation	10	16	80 hours	160 Trainees during past year---Contract with Texas Instruments Corp for presentations- familiarization with the principles, theory, and operation of infrared sensor systems and cameras and the fundamentals of infrared imagery interpretation.
	4. Radar Interpretation	10	12	80 hours	120 Trainees during past year---Contract with Goodyear Aerospace Corp. for presentation-familiarization with the principles, theory, and operation of radar sensor systems and cameras and the fundamentals of radar imagery interpretation.
	5. Photographic Interpretation	4	15	6 weeks full time	60 Trainees during past year--to develop minimum capability in reading, interpreting, and exploiting system photography, and to acquaint the student with the major PI operations and the services and support elements of NPIC.
	6. Reading Improvement	6	15	19-21 Mths of 1 1/2 hrs ea	113 Trainees during past year --a machine oriented course-the program is designed for the average adult reader who needs to improve overall reading proficiency including speed, comprehension and flexibility.

DIRECTORATE - Intelligence (cont)

OFFICE	COURSE TITLE	NUMBER OF SESSONS	NUMBER OF STUDENTS	LENGTH OF COURSE	COMMENT
NPIC (cont)	7. FORTRAN IV	2	15	10 weeks 3½ hrs a day	38 Trainees during past year--to qualify trainees to work FORTRAN computer programs--the course teaches the fundamentals of programming in the FORTRAN compiler language for the UNIVAC 490.
	8. 494 Programming	2	10 - 15	5 weeks-- 8 hours a day	26 Trainees during past year--provides fundamentals of 494 Programming-- ^{25x1}
	9. P.I. Report Writing Workshop	2	15	9-1 hour meetings	30 Trainees during past year--a refresher course covering basic processes, procedures and problems in report writing, production, and publication.
	10. Time Sharing	1	25	3 days	25 Trainees during past year--Contract with CEIR-to familiarize the student with the fast-moving developments in the emerging technology of time sharing, through which a central computer can be utilized simultaneously by many remote users.
	11. Defense Sensor Interpretation and Applications Training Program			12 wks	This is a special course under an Air Force contract. Handled as external training although contracted for by NPIC. The third course will run from 8 April to 21 June 1968. Imagery Analysis Service also participates in this.
Foreign Broadcast Information Service	Editors Course				To prepare editors for headquarters and overseas assignments. This is a four phase program beginning with a study of the FBIS mission, editorial process, on-the-job training, and a four week assignment to the FBIS Wire Service.

DIRECTORATE - Intelligence (cont)

NUMBER OF STUDENTS
NUMBER OF COURSE

OFFICE COURSE TITLE DURATION COMMENTS

	COURSE TITLE	DURATION	NUMBER OF STUDENTS	NUMBER OF COURSE	COMMENTS
Office of Basic and Geographic Intelligence	Special Cartographic Training Course			6 - 8 weeks	This course is designed to prepare incoming personnel in OBGI for assignment to technical or research map and graphic production. Other than this, the training in OBGI can best be described as on-the-job training.

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DIRECTORATE - Science & Technology

OFFICE	COURSE TITLE	NUMBER OF RUNNINGS	NUMBER OF STUDENTS	LENGTH OF COURSE	CONTENT
Office of the Deputy Director of Science & Technology	Career Development Program	1	FY 67-13 FY 68-11	10 months 7 months	Objective: To provide selected DDS&T trainees with a comprehensive view of scientific and technical intelligence activities of the Agency and other elements of Government. OTR, NPIC, and other DDS&T components participate in the program.
Office of Computer Services	Computer Science Course	Not regularly scheduled	59 in 3 class sessions	12 weeks	Was 17 weeks, including DDS, DDI and DDP personnel. Objective: A four-part course designed to provide minimal preparation for an employee to readily assume information processing responsibilities. Presently in its fourth running with 19 students enrolled.
Office of ELINT	Orientation	Monthly - 1 hour Lectures	Varies	Undetermined	To acquaint new professional and technical personnel with the mission, functions and relationships of OEL.
Office of Scientific Intelligence	Orientation	As needed	As Required		A series of tours of related components to acquaint new professional and technical personnel with the mission, functions, and relationships of OSI.
Office of Research & Development	1. LINC-8 Utilization 2. Intro to Tools of Analysis 3. IBM 360/40 4. Processing Aspects of Magnetic Recording			5 Meetings 1 day	To introduce the LINC-8, computer organization, instruction, formats, etc. An orientation for potential users of the Hybrid computer. A contract course to introduce potential users to the IBM 360/40. A review of magnetic tape fundamentals.
FMSAC	Telemetry		3 - 5		A new course being offered for the first time conducted informally and includes classroom work in conjunction with on-the-job training. This is an effort to broaden the working horizons of FMSAC Specialists.

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DIRECTORATE - Support	COURSE TITLE	NUMBER OF SESSIONS	NUMBER OF STUDENTS	LENGTH OF COURSE	COMMENT
Security	1. Physical Security Training Course	1 a year	8 - 16	4 weeks	To enable the trainee to perform the functions of an overseas physical security officer. Upon completion the student will be able to conduct the installation security survey, evaluate security weaknesses or hazards and recommend effectual remedial measures.
	2. Special Agents Training Course	As needed 0 - 3 a year	8 - 16	3-4 wks	To prepare trainees to conduct and report investigations and to provide operations support where needed. This is followed by on-the-job training.
	3. Security Officers Field Course	1 a year	8 - 16	1 week	This course is designed to supplement the Physical Security Training Course and Ops Fam Course to provide the overseas-bound security officer a fundamental understanding of security functions and responsibilities at a foreign installation.
	4. Polygraph Examinations	Unscheduled	No fixed number	5 weeks	To enable trainee to apply and use the polygraph in interrogations.
	5. Audio Countermeasures Fam	2 - 3	8 - 10	3 weeks	To familiarize the student with the equipment and techniques used by Technical Division personnel during a technical inspection.
	6. In-Place Receiver Ops	6 - 10	1 - 15	1 week	To teach the operation of a series of complex radio receivers in order to detect and recognize the presence of clandestinely installed radio transmitters using sophisticated modulation schemes.
Medical Services	1. Resuscitation	6		1 hour	Includes instruction in the pneulator; an instrument for artificial respiration, also mouth-to-mouth resuscitation and external cardiac massage.
	2. First Aid	4		10 hours	Instruction in the care and handling of sick and injured personnel before professional medical attention can be obtained.
	3. Individual Medical Support	As needed		30 hours	No offering in CY 1967 - Provides employees with basic medical and surgical knowledge and skill to handle the sick and injured under isolated conditions.

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OFFICE	COURSE TITLE	NUMBER OF HOURS	NUMBER OF STUDENTS	LENGTH OF COURSE	COMMENT
Communications					The Office of Communications Catalog lists 46 courses covering three general categories of technical training. In FY 1967 the total enrollment in these courses was 758 which included 83 non-OC personnel and 8 non-Agency personnel. The OC Course Catalog contains all pertinent course details.
Logistics		As needed			The Office of Logistics has offered no formal training courses for several years. At one time Log offered a Log Orientation, a Log Support Course and a Printing Services Seminar. These are available as needed.
Personnel	Co-Op Program		See Comment		The Agency Co-Op Program is a plan wherein students combine periods of regular employment with alternate periods of study. Its primary objective is to encourage recruitment in certain areas of professional personnel shortages. Five Agency components representing each of the Directorates are participating in this program which on 1 April 1968 had 56 participants. A Summer Intern Program supplements the Co-Op Program and is designed to attract "a few outstanding graduate students concentrating in area and language studies and certain of the Sciences." Seven Agency components participate in this, although it will be June before Summer Interns will enter on duty.
	Special Retirement Seminars	2	No fixed number	5 2-hr Meetings	To provide constructive information to enable Agency employees to plan an organized retirement and to approach retirement confidently. One session has been held to date.
	Joint Military Reserve Training Program (JMRTF)		200-250	10 months	Military Reservists meet regularly each Monday night, September through June for authoritative presentations on the theme of the year. The theme for 1967-68 was International Organizations; for 1968-69 the proposed theme is National Power. In addition approximately 400 Reservists completed a two-week Active Duty for Training Program. Of these, 125 fulfill this requirement by participating in JMRTF developed programs which in the past included Counterinsurgency (Basic, Advanced, and Intelligence). A new program, Military Psyops, has been developed to present during the up-coming training year.

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