

10 November 1981

OFFICE OF TRAINING AND EDUCATION

FISCAL YEAR 1981

INTRODUCTION

An annual balance sheet provides a useful opportunity to look back and assess and look ahead and prepare. Fiscal Year (FY) 1981 was an interesting and challenging year for the Office. A new Director and Deputy were appointed and the organization was modestly restructured. A new unit, Professional Development, was created and a long-time Office of Training and Education (OTE) component, the Career Training Staff, was shifted to the Office of Personnel. These changes which may appear disconcerting were accomplished with comparatively little disturbance. The lack of apprehension can be attributed to the fact that the Office is very busy with little time left for being concerned about "peripheral" events and also to the fact that Training careerists are a mature, well-informed group.

FY 1981 will be remembered as the year that the dimensions of the Career Training Program impetus took shape. The impact of large Career Trainee (CT) classes on space and programs  and Chamber of Commerce Building have been thoroughly discussed in other settings. Preparing these young officers for productive Agency careers will be a central focus for OTE and affect all of our programs for some years to come.

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The following pages are not an exhaustive review of the Fiscal Year. We have emphasized our successes because we have very few unresolved failures to report. There are difficult problems facing the Office. What the Office has which promises successful solution for the problems we face is a motivated, skilled work force. With that capability and reasonable support for our additional resource requirements, OTE will continue its record of strong support to CIA's mission.

ACCOMPLISHMENTS

FY 1981 for OTE continued the patterns and trends of the previous years. Demand for and participation in training programs reached new highs. There were 98 different courses offered 359 times excluding language training (Tab A). There were 5,500 external training enrollments. Tab B lists requests for "non-scheduled" training and identifies five instances in which the Office was

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unable to respond. [ ] had one of its heaviest years (Tab C). [ ] has seen its capacity to respond stretched to the absolute maximum and perhaps a bit beyond capacity (Tab D). Language Training taught more students, administered 2,225 proficiency tests, and verified the payment of \$134,700 for achievement, \$92,100 for maintenance, and \$1,140,948 for use awards. The \$1,367,748.00 total was approximately \$300,000 greater than in FY 1980. The Agency Training System became operational during the year. The system provides a readily accessible record of internal, external and component training and is proving to be a valuable tool. The system which will grow about 10,000 records a year is one of the largest in the Directorate. We are particularly proud of the growing technical and professional excellence of the work being done in Media Productions.

These accomplishments were achieved with a very modest increase in ceiling (4 more than FY 1976) and with budget increases significantly less than the rate of inflation (Tab E).

Program quality and effectiveness are difficult to measure. We believe, and our efforts at evaluation confirm, that participants place high value on OTE course attendance.

#### PROBLEMS

Classroom space became a critical issue in FY 1981. We lack large rooms, and we juggled constantly to accommodate requirements for larger classes (Tab F).

Instructors are spending nearly 40 percent of their time in the classroom at Chamber of Commerce (CofC). Some CofC instructors are spending nearly 50 percent of the year away from the Headquarters area. [ ] instructors barely have time to recover from one course before another one starts.

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The volume of scheduled training inhibits our ability to prepare for the future. We would prefer to be more aggressive with training in word processing for example, but the people most qualified to develop programs are frequently diverted to the immediate training needs. Thus, the new program development pace is slowed. Tab G lists the changes that did take place during the year.

Training has always been a more complex problem than most people realize. The demands of this period outstrip anything seen in the past. We cannot prove it, but we have the strong sense that OTE has contributed significantly to holding the Organization together during a period of maximum stress. We exist in a complex, stressful society. We have increasingly had to deal with societal stress in the classroom. Instructors are more frequently serving as counselors as well as instructors.

## PROSPECTS

FY 1981 saw the beginnings of what we believe will become strong, mature programs over the coming months. The growth and development of Analysis Training is very encouraging. Strong foundations are being built for Professional Development beyond the Senior Officer Development Course which continues to show promise. Proposals for additional Operations Training are dramatic with substantial resource implications.

### Analysis Training

During the next year, the Analysis Training Branch will continue to offer the Introduction to Analysis and Principles of Analysis courses and the Seminar on Intelligence Analysis--all more frequently than in 1981. We will meet our new requirement to provide intensive analytical training to NFAC Career Trainees through an eight-week course--to be presented twice in 1982--that will comprise expanded elements from all of our courses. We hope to inaugurate a course for new NFAC branch chiefs which will examine the kinds of managerial problems (related primarily to research, analysis, and production) that are unique to NFAC. This new course--tentatively planned for four times in 1982--will explore various proven ways of approaching these supervisory problems, relying heavily on current NFAC branch chiefs as instructors and panelists. Given the burden of these new courses, the existing Producer-Consumer Seminar and the Intelligence Systems Course, which are not analytical courses, may not be cost effective, as these subjects are treated to a limited extent in our integrative analytical courses.

Analysis Training is of increasing interest to various liaison services. The Branch, to the extent possible, will assist the DO in this field.

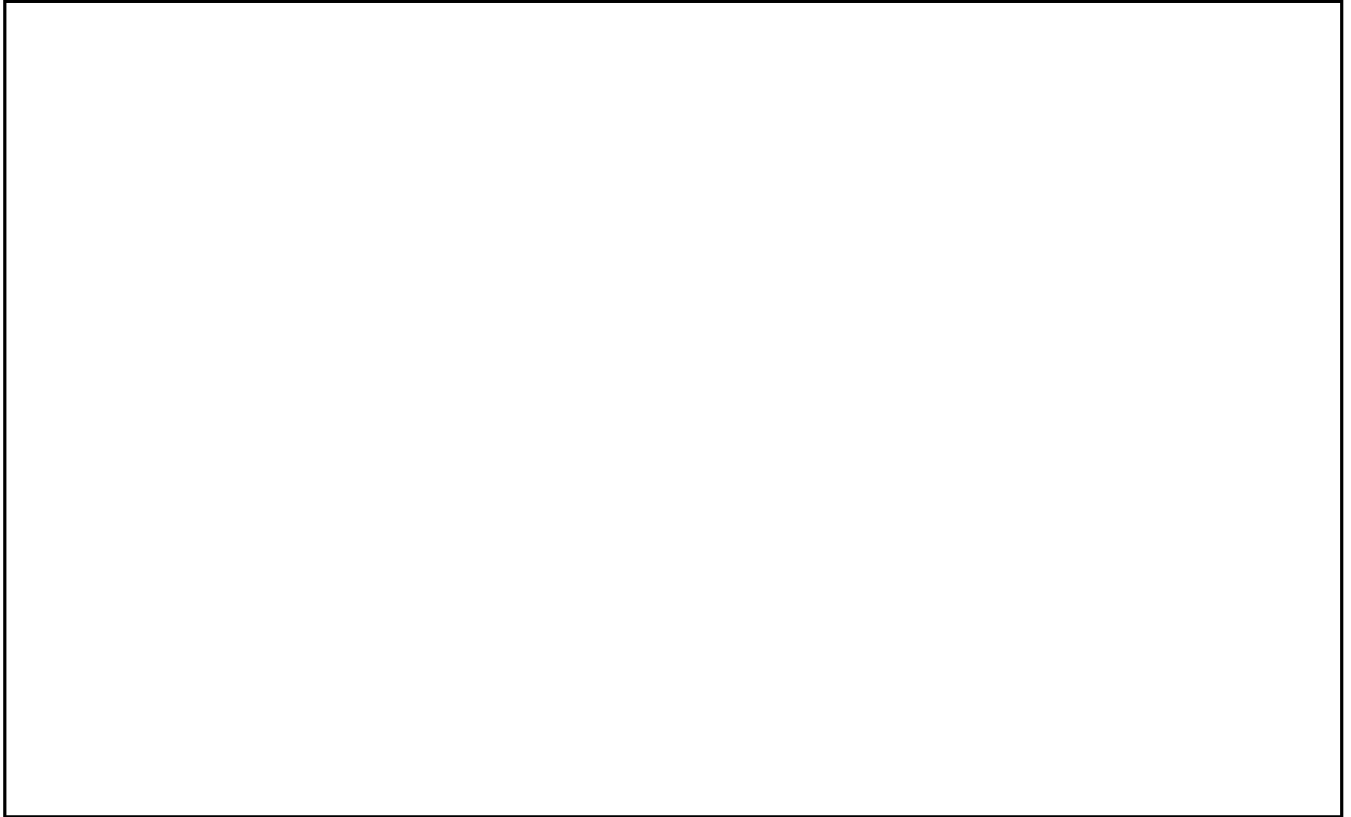
### Professional Development

The variety of occupational and functional specialties found in CIA and the high standards expected, all existing in a complex organization, pose a striking challenge for Professional Development. The Senior Officer Development Course and the Midcareer Course will carry the major professional development burden, but during the coming year, we will examine all of the OTE curriculum to assure a strong relationship between skills acquisition and professional development. We have begun to review programs in other Government agencies and the private sector with special attention to programs within the Intelligence Community. The Professional Development programs are beginning to demonstrate their potential for providing a valuable capstone to our overall training effort.

Operations Training

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Operations Training will have additional and heavy demands on it for at least the next three years. The Agency plans to bring on



The Office cooperated with the Information Systems Architect in an Agency-wide survey of information handling training needs which confirmed a large training requirement for word processing and information handling skills training. We took the initial steps toward increased communications capability and additional classrooms for this training in FY 1981. It is clear that these skills will be essential for an effective work force from now on.

These growth areas suggest that there will be no decline in the overall level of OTE activity. During the first half of the coming five years, we anticipate increased training loads in EOD and orientation training in addition to the areas mentioned above. We expect language training and management and administrative training to level off at levels slightly higher than FY 1981.

Tabs H through L summarize the status of the Career Service at the end of FY 1981.

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FISCAL YEAR 1981

<u>Categories of Training</u>	<u>Number of Courses</u>	<u>Number of Runnings</u>	<u>Number of Students</u>	<u>Number of Students Days</u>
<b>INTELLIGENCE TRAINING</b>				
Analysis Training	4	12	165	1,520
Area Studies	3	5	63	699
Information Science	9	25	457	5,015
Operations Support	5	16	288	1,345
Orientation & General	<u>11</u>	<u>50</u>	<u>1,694</u>	<u>11,058</u>
SUBTOTAL	32	108	2,667	19,637
<b>LANGUAGE TRAINING</b>				
Language Classes*	--	--	682	19,308**
Non-language Classes	<u>5</u>	<u>10</u>	<u>64</u>	<u>285</u>
SUBTOTAL	5	10	746	19,593
<b>MANAGEMENT AND ADMINISTRATIVE TRAINING</b>				
Administrative	10	40	951	5,281
Management	8	51	1,159	5,282
Communications	<u>7</u>	<u>67</u>	<u>685</u>	<u>2,543</u>
25X1 SUBTOTAL	25	158	2,785	13,106
<b>PROFESSIONAL DEVELOPMENT</b>				
Interagency Orientations	20	43	2,804	1,259
Midcareer Course	1	5	156	3,476
Senior Officer Development Course	1	2	40	1,725
Leadership Seminar	<u>1</u>	<u>2</u>	<u>41</u>	<u>225</u>
SUBTOTAL	23	52	3,021	6,685
<b>OIE TOTAL</b>	<b>98</b>	<b>359</b>	<b>10,062</b>	<b>79,784</b>

\*Instruction was given in 25 different languages. FY 1981 enrollments were 188 full-time and 665 part-time students.  
 \*\*Preliminary data for Fourth Quarter.

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REQUESTS FOR NON-SCHEDULED TRAINING  
DURING FY 1981

<u>Description of Training Requested</u>	<u>Dates</u>	<u>Approved</u>	
		<u>Yes</u>	<u>No</u>
OCR Conference/Assertive Communication Presentation	15 Oct 81		X
OS/Special Agents Training Course/Nonverbal Communica- tion Presentation	4 Nov 81	X	
CAMS Language and Functions Course	28 Sep - 9 Oct 81	X	
ODE/Management Related Training	18 Aug 81	X	
DO/Liaison Training in Intelligence Analysis	13 - 15 Oct 81	X	
OCR/On Being Your Own Personnel Officer	15 Oct 81	X	
OED/Condensed Version of Writing for CIA	2 Nov 81	X	
NFAC/Workshop on Matrix Management	24 Sep 81	X	
OCR/Management of Stress Workshop	26 Aug 81	X	
OTS/Instructor Training	14 - 25 Jun 82 or 16 - 30 Jul 82	X	
OS/Performance Appraisal Workshop	26 May 81	X	
DO/Management of Stress Workshop	11 Jun 81	X	
DO/Instructor Training	13 - 17 Jul	X	
DDS&T/China Familiarization	27 Apr - 1 May 81	X	

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<u>Description of Training Requested</u>	<u>Dates</u>	<u>Approved</u>	
		<u>Yes</u>	<u>No</u>
OER/Time Management	May or Jun 81	X	
ODP/Combined Fundamentals of Supervision and Fundamentals of Administration			X
DIA/Decision Analysis/Resource Management	30 - 31 Mar 81	X	
OC/Listening	10, 12, 24, 26 Mar 81	X	
OP/Time Management	12 May 81		X
USAFSS/Intelligence Process Seminar	6 - 10 Apr 81	X	
OTE/Nonverbal Communication and Cross-Cultural Behavior	17 Mar 81	X	
NPIC/Presentation on Feedback	7 Apr 81	X	
OCR/Group Problem Solving and How to Make Decisions	3 or 4 Mar 81	X	
DO/Records	Mar 81	X	
ISC/Systems Dynamics	23 Feb - 6 Mar 81	X	
DDOT/Lecture	21 Jan 81	X	
OL/Reading Improvement	Oct - Dec 81	X	
OL/Proofreading	May - Aug 81		X
DO/Records	26 Jan 81		X
ODE/PAR Workshop	17 Mar 81	X	
DO/Tutorial	29 Dec - 5 Jan 81	X	

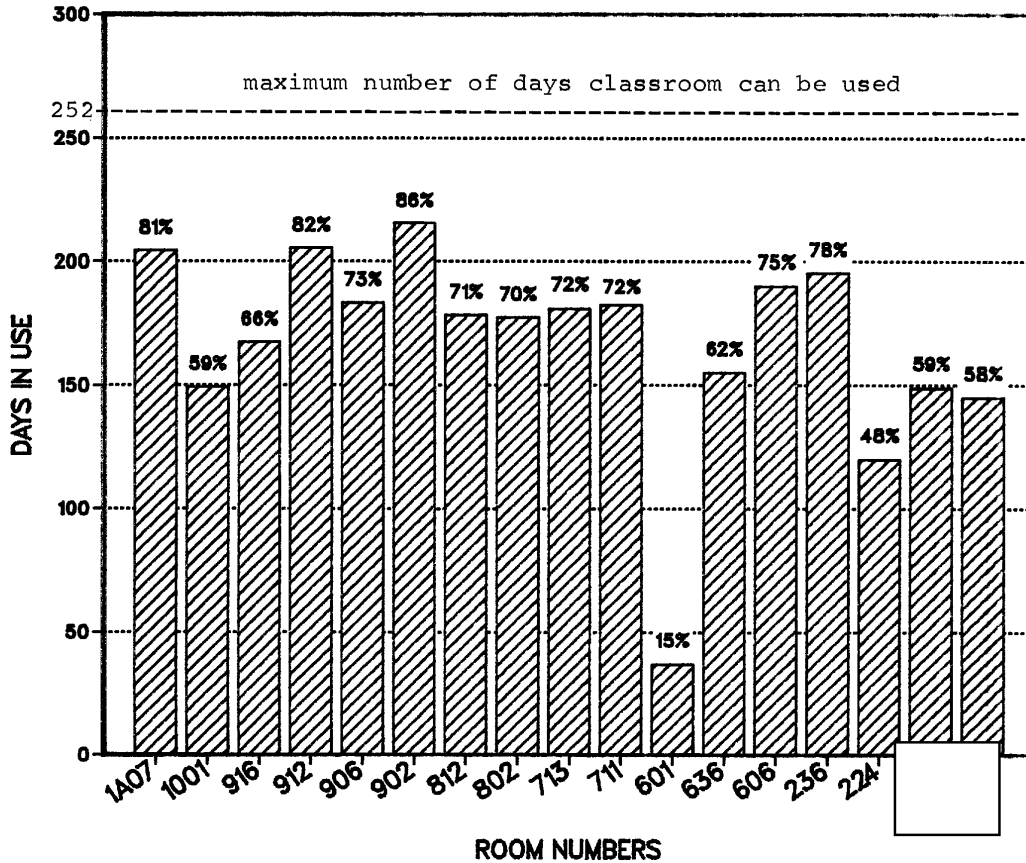
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### OFFICE OF TRAINING AND EDUCATION CLASSROOM UTILIZATION CY 1981



Room Number	Seating Capacity
1A07	60
1001	22
916	35
912	25
906	25
902	60
812	25
802	35
713	30
711	15
601	20
636	30
606	30
236	40
224	20

NOTE: Room 601 is new classroom. Used first time on 26 July 1981.

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CHANGES IN OTE CURRICULUM DURING FY 1981

Basic English Refresher	Cancelled. Not effective and used needed resources to teach it.
Career Trainee Development Program	New 10-week program for CTs. First running in June; second running started on 8 October.
China After Mao	Cancelled.
Clandestine Operations Familiarization Course	New course. Prerequisite for Field Operations Support Course.
Clandestine Operations Course	Replaced by Clandestine Operations Familiarization Course. New version of old COOC being given at Headquarters as part of CT program.
CRAFT	OTE's CRAFT Planning Committee is monitoring CRAFT and its future impact on certain OTE courses, such as Ops Training. For the next few years the impact will be minimal.
Human Relations and Management	Formerly Management for Equality of Opportunity.
Introduction to CIA	Reduced to a one-week course.
Introduction to Word Processing	New course designed to provide easier and faster method of learning and understanding word processing, regardless of system used.
Management Seminar	Newly revamped 10-day course was offered on 19 October.
Orientation to Automated Systems	New course designed to familiarize students with components of computer systems and their applicability to problems of office and records management.
Perspectives for New Supergrades	Cancelled.

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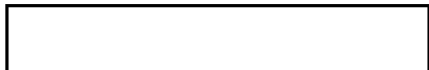
Records for the Manager  
Course

Cancelled due to lack of enrollments.

Records for the Professional  
Course

Cancelled due to lack of enrollments.  
Course contents already available  
elsewhere.

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SAFE

Transferred to Intelligence Training.

ISC is monitoring and planning for  
the implementation of SAFE. One OTE  
instructor is currently assisting with  
the Pilot Mail Operation of SAFE. By  
January 1983, four/five OTE instructors  
will probably be involved with SAFE full  
time.

Senior Seminar

Cancelled. Replaced by SODC.

Senior Officer Development  
Course

New course. Second running started on  
13 September; cut from 17 weeks to  
13 weeks.

Soviet Realities Course

Transferred to Intelligence Training.

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Personnel Management

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In July 1981 a new policy was instituted concerning OTE's internal vacancy notice system. Under the new system, vacancies for GS-11 and below levels are advertised via an internal Job Bulletin. Employees are encouraged to call the Personnel Officer to express interest or non-interest in a particular vacancy. The Panel and/or Board meet following the closing date to identify and nominate the most qualified candidates (generally 3) for the position, taking into consideration the expressions of interest/non-interest. The list of candidates is then submitted to the supervisor who interviews each nominee and then makes a recommendation on the final selection to the DTE. Since all parties concerned have some responsibility in the decisionmaking process, there is general consensus that the new system is a fair and equitable one.

Following are some facts and statistics regarding the Office of Training and Education's personnel.

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MT CAREER PROFESSIONALS: (excluding Language Training)

Average Grade for Males: GS-12.9  
Females: GS-10.1

Average Age for Males: 45.6 Years  
Females: 41.5 Years

Average Time in Position: 21.7 Months

These statistics are compiled from Headquarters area-based MT Professionals with the exclusion of Language Training personnel.

Educational Background

The quality of OTE's career professionals, based on education alone, is quite impressive. In the GS-07 through GS-15 levels, approximately two-thirds of the employees hold bachelors degrees, approximately 50 percent hold masters degrees, and 20 percent hold doctoral degrees.

Other CIA Experience

Of the Professionals in OTE, one-half have had experience in another component within the last five years, coming to us almost equally from each of the Directorates.



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MT CAREER CLERICALS/TECHNICALS:

Average Grade: GS-5.8  
Average Age: 35.9 Years  
Average Time in Position: 15 Months

Education

The clerical work force of OTE is comprised of three major categories: secretaries and clerks, training assistants, and technical employees. Among each of these categories are many bright, motivated employees. Within the Headquarters area-based clericals, 14 percent have college degrees and another 27 percent have one to three years of college credits.

Upward Mobility

During FY 1981, 20 percent of our clerical employees were reassigned into positions of greater responsibility. Half of these were moved into quasi-professional or professional positions, thus not only rewarding the employee, but providing growth incentive to the remaining clericals and technicals. OTE's record of success in such upward advancement assignments has been impressive and consistent. At the same time, the Office has worked at highlighting the critical secretarial role. While it is important to provide opportunities for advancement, employees with strong secretarial skills are encouraged to continue in that career track.

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ROTATIONAL ASSIGNMENTS:

Eighteen Agency employees rotated into OTE during FY 1981 to serve as instructors. These included 12 Operations Instructors, 4 Intelligence Instructors, and 2 Administrative Instructors. Additionally, 18 other Agency employees rotated into OTE to serve in support and managerial capacities. These 36 rotationals, in addition to the 32 others who remain on rotational assignments which commenced prior to FY 1981, comprise a total of 68 employees serving in OTE on rotational assignments.

OTE currently has 19 MT Careerists on rotation to other components within the Agency in each of the Directorates. These individuals hold assignments ranging from specialized positions such as a component Training Officer to Agency-wide responsibilities such as Chief, Information and Privacy Division and Deputy Director, Office of Equal Employment Opportunity.

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PROMOTIONS:

OTE met or exceeded its FY 1981 minimum promotion targets for each grade except the GS-03 to GS-04 level.

Additionally, eight of our employees were awarded Quality Step Increases, six employees received Special Achievement Awards, and four employees were the recipients of Suggestion Awards.

EEO STATISTICS:

25X1 Excluding Language Training, there are 34 women MT professionals in OTE, representing approximately [redacted] of the professional work force. There are nine Black professionals, or approximately [redacted] of OTE's professional ranks. Among the clerical/technical employees, 18 percent are Black. 25X1

Our Language Training department employs [redacted] full-time instructors and 53 intermittent or part-time employees, all of various nationalities. 25X1



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Date **9 FEB 1981**

**ROUTING AND TRANSMITTAL SLIP**

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1. <i>EO/DOA</i>	<i>mfe</i>	9 FEB 1981
2.		
3.		
4. <i>APDA -</i>	<i>H</i>	2-9-81
5.		

Action	File	Note and Return
Approval	For Clearance	Per Conversation
As Requested	For Correction	Prepare Reply
Circulate	For Your Information	See Me
Comment	Investigate	Signature
Coordination	Justify	

**REMARKS**

*the article is interesting.*

*None*

DO NOT use this form as a RECORD of approvals, concurrences, disposals, clearances, and similar actions

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	Phone No.