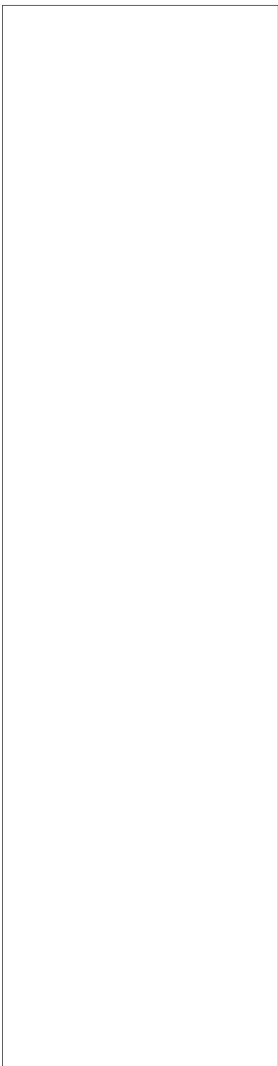


AGENDA

CURRICULUM COMMITTEE MEETING

21 August, 1000 - 1130

STAT

- 1000 - 1015 ANNOUNCEMENTS
- Scrange Case (attached)
 - Training Trainers
 - New Commitments
 - Soviet Course
 - Recruitment
 - EEO Survey
 - Insurance Adjusters Training
 - Budget data due
 - DA Need Surveys
 - Office of Finance
 - Office of Logistics
 - Operations Systems - panel meet
 - OSO Request for Defensive Driving Course - contract (attached)
- 1015 - 1030 MINUTES OF LAST MEETING (attached)
- Course sequencing due 19 August
 - Catalog updates (status report)
 - GIMS II and CBT
- 1030 - 1040 Changes to CY '85 Course Review Schedule (attached)
- 1040 - 1100 Curriculum Committee Functions (attached)
- 1100 - 1115 Curriculum Committee Process and Method
- 1115 - 1130 Priority Curriculum Issues
Remainder of CY 1985
- 

SECRET

OTE 85-1604

12 August 1985

MEMORANDUM FOR: Deputy Director for Administration

FROM:

[Redacted]

25X1

Director of Training and Education

SUBJECT: The Sharon Scranage Case--New Initiatives for Screening of Personnel for Employment and Overseas Duty

REFERENCE: Your Memorandum to Multiple Addressees (DDA 85-2510/2) dtd 2 Aug 85, Same Subject

1. This memorandum responds to your request to provide a status report on the Office of Training and Education's (OTE) effort to utilize in its training programs the experience derived from the Scranage case. In particular, OTE will seek to introduce material from the case to make Agency employees who will be assigned overseas fully aware of the dangers of foreign service exploitation.

2. The Office of Security has advised that OTE should not discuss the case until all issues pertaining to litigation are completed. This dictum was provided by the Department of Justice.

3. Once the issues surrounding litigation are resolved, the Office of Security has agreed to provide a sanitized version of the material pertaining to the Scranage case. OTE will design a series of information pieces which will be introduced into courses where Agency officers are being trained for overseas assignments.

[Redacted]

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ADC/OTE, [Redacted] (12 Aug 85)

25X1

Distribution:

- Orig - Addressee
- 1 - D/OTE
- 1 - ADC/OTE
- 1 - OTE Registry

[Redacted]

25X1

ALL PORTIONS SECRET

SECRET

DDA 85-2510/2

2 AUG
1985

MEMORANDUM FOR: Director of Medical Services
Director of Personnel
Director of Security
Director of Training and Education

FROM: Harry E. Fitzwater
Deputy Director for Administration

SUBJECT: The Sharon Scranage Case - New Initiatives for
Screening of Personnel for Employment and Overseas Duty

REFERENCE: Memo for DDCI fm DDA, dated 26 July 1985, (DDA 85-2510/1),
Same Subject

1. The referenced memorandum advised the DDCI that after full consideration of the Scranage case, it appeared that the screening data was adequate and the proper hiring decision was drawn from that data. Clearly the decision was based on current psychological, medical, and security policies and procedures. This does not mean that there are not some improvements that can be made in the vetting of performance for both employment and overseas duty. Appearing below are new ideas/procedures that will be tried in an attempt to ferret out future problem cases for employment and overseas duty. Although the screening process of this case was properly handled, the pre-processing for overseas duty could benefit from some changes. This memorandum tasks addressee offices with implementing these changes.

2. The Director of Medical Services should take necessary action to sharpen psychiatric and aptitudinal screening procedures:

- a. Administer the California Psychological Inventory (CPI) to all applicants sufficiently early in the hiring process and make the results available prior to psychiatric screening.
- b. Give all Agency employees the Minnesota Multi-phasic Personality Inventory (MMPI) at the three-year probationary review. The MMPI looks at different factors than the CPI and would be most useful after the Agency has had three years of experience and a chance to evaluate the employee. Thus, we would use the MMPI to detect early signs of change associated with stress factors to which the individual has been exposed during the probationary period.

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S E C R E T

- c. Require a supervisor's statement addressing critical performance and behavioral issues for use by OMS as part of the overseas psychiatric evaluation.
 - d. Require a similar statement regarding behavior factors to be provided to OMS after the three-year probationary period.
 - e. Give the DAT or PATB, as appropriate, to all employees during the processing period after EOD. This full day of psychological testing could be scheduled as part of the EOD physical examination. These tests are not specifically designed to detect psychological problems but they are useful in retrospective analysis and could be used to establish a common base line for future review.
 - f. Assess the value of adding a psychiatric interview for every Agency applicant. This would double the Psychiatric Staff workload and require several more clericals, more staff psychiatrists, and a WAE psychiatrist. This option cannot be easily implemented since we have many difficult problems in recruiting psychiatrists.
3. The Director of Security should take necessary action to:
- a. Appropriately sterilize and assemble the Scranage case to permit the Office of Training and Education to use it as a practical exercise in those courses given to employees going overseas. It will give employees a better understanding of foreign service manipulation and exploitation.
 - b. Highlight the Scranage case, as well as additional cases illustrating foreign service exploitation into a separate segment of our Security briefing programs given to all employees going overseas either PCS or TDY.
 - c. Make every effort to achieve our goal of reinvestigating 2500 staff employees in the next 15 months.
 - d. While it is not feasible or practical to assign a Security Officer to each Station and Base overseas, you should continue to expand the coverage we now have at major installations. The presence of professional Security Officers has been a decided improvement to both the physical and personal security of our installations and people and has also improved our CI prospectives of our personnel.

S E C R E T

-2-

4. The Director of Personnel should initiate necessary action in coordination with the Directorate of Operations, the Office of Security, and the Office of Medical Services to enforce [redacted] "Policy Governing Employee Relationship with Foreign Nationals," and in particular to ensure that after the appropriate reviews by Headquarters officials that better guidance and direction are forwarded to the Chiefs of Stations. Although much has been written regarding employee relationships with foreign nationals, there still seems to be a lack of understanding of the policies and regulations relative to this issue.

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5. The Director of Training and Education should work with the Director of Security and the Director of Medical Services and enhance the training for Agency employees being assigned abroad, particularly with reference to the dangers from foreign service exploitation.

6. I would like a status by 30 August concerning your efforts to effect the above changes.

25X1

[Redacted signature box]

Harry E. Fitzwater

cc: C/CI Staff
C/DDO/CMS

[Redacted] /EO/DDA:ja1 (2 Aug85)

25X1

Distribution:

- 1 - Each Addressee *1 - CMS*
- 1 - C/CI *1 - CP*
- 1 - C/CMS/DDO
- 1 - DDA Subject *1 - OS*
- 1 - DDA Chrono *1 - D/OTE*
- 1 - [Redacted] Chrono
- 1 - DDA Suspense

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S E C R E T

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CONFIDENTIAL

2 August 1985

MEMORANDUM FOR: Curriculum Committee Members

FROM:

[Redacted]

25X1

Assistant Director of Training for Curriculum

SUBJECT:

Minutes from 1 August 1985 Curriculum Committee

1. The minutes for the 29 July meeting were approved. Responsible Curriculum Committee members will arrange for curriculum reviews of the programs specified during the 3rd and 4th quarters of CY 1985. IT still has two outstanding course announcements for courses approved during the 25 July meeting. MATD and IT will develop course catalogs for Secretarial and Intelligence Assistants' training.

2. [Redacted] briefed on the status of the Looking Glass Simulation. They plan to offer between 5 and 7 offerings of the simulation during FY 1986. [Redacted] presented several options for funding each running of the simulation. The subsequent discussion centered on whether MATD should purchase the license and certify OTE staff to conduct the program. [Redacted] was advised to move toward developing the in-house capability, and he should pursue purchase of the licensing from the Center for Creative Leadership. Some concern was expressed about overlap of Looking Glass and the program on Creative Management. Generally, MATD has concluded that there is some overlap but not significant enough to negatively impact on either program. In many ways, MATD believes POCM ought to be prerequisite to Looking Glass. MATD will make a recommendation regarding prerequisites to Looking Glass but hold until the DO need survey is completed. Mr. [Redacted] indicated that they intend to do a study of graduates to determine impact of Looking Glass on student behavior. He received strong support for such a study.

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[Redacted]

CONFIDENTIAL

CONFIDENTIAL

SUBJECT: Minutes from 1 August 1985 Curriculum Committee

3. [redacted] C/PDB, briefed on proposed changes to the Advanced Intelligence Seminar (AIS). Her plan to validate the content and objective was approved. She was advised, however, that the "poll" should be confined to Agency training officers. Chief, WOTS, cautioned that the DO need survey was in progress and her poll in the DO might raise some confusion. Hence, [redacted] will closely coordinate her work with DO with Mr. Swasey. There was a consensus that the AIS should not be confined to GS-14 and 15 officers, but be changed to include officers at the GS-12 and 13 level. Once the poll has been completed, ADC will be briefed on the results and will approve a proposed course outline.

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4. [redacted] presented the results of the ISTD evaluation of the GIMS II training course. A thorough and detailed need survey resulted in recommendations by ISTD that the current two day GIMS II course be divided into two courses. One course of a half day duration would serve those GIMS users who need only the skills to access menus, to retrieve data and update files. This course would be offered once a month. A second, one and a half day course, would be offered which would focus on elementary GIM capabilities. This course would meet the need of those who need skills in writing simple queries to GIMS.

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The survey also showed a need for a third course which would provide training in more sophisticated GIM skills. This two and a half day course would include instruction in report writing, formatting output, accessing dictionaries, linking files and writing complicated queries.

Chief/CBTG, indicated that the more basic courses lend themselves to self-study using computer based teaching techniques. There was no consensus reached on whether classroom instructions or CBE techniques were most effective and least costly.

The Curriculum Committee asked [redacted] to work with [redacted] to determine whether or not OTE should develop the training using CBE. [redacted] agreed to provide a cost study and, in concert with C/CBTG, make a recommendation to ADC. Approval of courses in GIMS was suspended pending recommendations to ADC.

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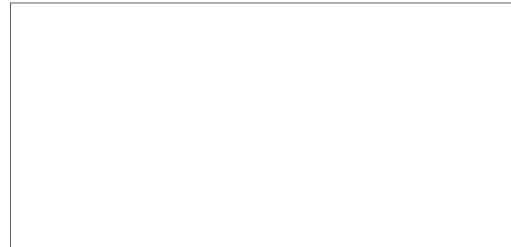
CONFIDENTIAL

SUBJECT: Minutes from 1 August 1985 Curriculum Committee

5. C/TSD and C/RB presented a proposed outline of content for the OTE catalog. The outline was approved. Members were requested to submit their contributions on the sequencing of courses to C/TSB by 19 August. C/RB will provide printouts of the course descriptions which are to be reviewed and edited by OTE units. ADC, C/TSB and C/RB will brief DTE on the proposed catalog within the next week. Several units have outstanding catalog descriptions; these are to be submitted as soon as possible.

6. The next STO meeting is scheduled for 14 August (0900 DTE Conference Room). The only Agenda item at this time is the MATD results of the Secretarial Survey.

7. The next Curriculum Committee meeting is scheduled for 21 August at 10:00 A.M. Members were advised that all Agenda items which call for new course approvals, course evaluations or curriculum evaluations must have accompanying documentation submitted to ADC two weeks prior to Curriculum Committee meetings. Otherwise, these items will be postponed to the next scheduled session. This documentation is essential if the committee hopes to effectively assess new course proposals or course evaluations.



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CONFIDENTIAL

9 August 1985

Memorandum for:

[Redacted]

Assistant Director of
Training for Curriculum

STAT

From:

[Redacted]

Chief, Information Systems
Training Division

STAT

Subject:

Changes to CY '85 Course Review-Schedule

1. The approved course review-schedule for CY 85 indicates that two ISTD courses, Job Control Language (JCL) and Fundamentals of Programming Language I (PLI), would be reviewed in the 3d quarter. As discussed at the 25 July '85 Curriculum Committee meeting, I recommend that both courses be dropped from the review process. There has always been some question whether we should teach them or whether they should be more appropriately taught by the OIT training staff. The users are non-ADP professionals which argues that we should do it; the material is at the computer programmer level which argues that OIT should do it. We have worked out a compromise with OIT whereby we register the students and provide the classroom and they provide the instructor for both courses. I think it is a reasonable solution which is placing a relatively small resource burden on us but still meet the legitimate demand. If the time comes that OIT can no longer provide instructor support, we will either drop the courses completely or come back to the Curriculum Committee with a recommendation that the courses be placed back on the schedule for formal review. We are also looking into commercial CBT possibilities for both courses.

2. An additional change to the review schedule discussed at the 25 July meeting is to move the review of the Introduction to ADP course from the 4th to the 3d quarter. We plan to offer the course in FY 86 in a self-study mode only--no classroom runnings. We will put it on the Agenda for the September meeting of the Curriculum Committee to go over the specifics.

[Redacted]

STAT

CURRICULUM COMMITTEE FUNCTIONS:

- I. Resources for priority curriculum, \$, people, space
 - A. prioritize curriculum
 - B. determine costs, manpower, etc.
 - C. recommend resource allocation
 - D. develop long term goals (5 year)

- II. Review low priority courses--curriculum
 - A. identify low priority courses
 - B. identify courses where questions arise concerning relevancy, content, etc.

 - C. establish quarterly reviews:
Required:
 - validation of need
 - validation of objectives
 - content review (technique)
(see attachment)

- III. Review all new course proposals
 - A. see new course check list
 - B. approve disapprove/recommendations for change
(see attached new course check list)

- IV. Review curriculum programs, e.g. Analyst training
 - A. ensure rigorous review
 - B. approve procedures/methods
 - C. required technique/method

- V. Oversee conduct of need surveys
 - A. approve method
 - B. review results
 - C. approve changes
(see schedule of need survey)

- VI. Review and approve all instructional support programs
 - A. CBT programs (annually)
 - B. MPB
 - C. library support
 - D. catalogs
 - E. others

CURRICULUM COMMITTEE (Continued)

- VII. Review recommendations from operations sub-group
- VIII. Develop "Training Trainers Program"
 - A. establish committee (sub-group)
 - B. develop curriculum
 - C. approve recommendations
- IX. Conceptual Curriculum
 - A. units provide course sequencing (in progress)
 - B. develop category of courses (final approval due)
 - C. develop model for each unit or curriculum program

CURRICULUM COMMITTEE (Continued)

PROCEDURES:

1. Establish a panel chaired by
 - a) two from each division who will review all proposals for curriculum review on issues related to that division. Nominees needed.
 - b) panel make recommendations to curriculum committee.
 - c) prepare staff presentations.
 - d) committee approval

2. Issues for panel
 - a) New Courses
 - list of all courses under development for FY 1986 required
 - b) Quarterly reviews
 - of courses
 - of curriculum
 - c) Need surveys
 - DO
 - DA
 - Recruitment
 - EEO

3. Priorities for panel
 - Management training review
 - Regional Career Studies Program
 - Records management
 - ITCIA (?)

STAT

CURRICULUM COMMITTEE NEW COURSE CHECKLIST

1. Course
Objectives:
 - How fits into OTE categories, and Division or Office curriculum
2. Customer
 - Who asked for it?
 - What kind of needs assessment?
 - Accountability
3. Students
 - Who is course directed at?
 - Grade, experience, directorate
 - Kind of work (e.g. communicator, analyst, budget officer)
4. Course Design
 - Short statement of purpose
 - Course outline
 - Method of instruction
 - Opinion of external reviewer on methodology
5. Course Substance
 - Course outline
 - Opinion of external reviewer
6. Cost
 - How many work years into develop and running?
 - \$ (not counting OTE personal service)
 - Opportunity cost, i.e. what else might be doing
7. Marketing
 - Advertising, training officer network, etc. when and how?
 - Post-course
8. Post-Course Review
 - Evaluation plan. How will students evaluate?
Based on job evaluation? Non-student evaluation?
 - Date for returning to C.C. with evaluation and recommendation re-continuance, changes, etc.

CURRICULUM COMMITTEE (Continued)

NEED SURVEYS CY 1985

DO	- in progress
DA	- January 1986
OP (Recruiters)	- in progress
Office of Finance	- in progress
EEO	- in progress

CURRICULUM COMMITTEE (Continued)

QUARTERLY REVIEW SCHEDULE (CY1985)

Third Quarter 1985

Scientific Weapons Intelligence for Operations
CIA Today and Tomorrow
Introduction to ADP
Advanced Intelligence Seminar (in progress)
GIM II (completed)

Fourth Quarter

Introduction to CIA (?)
Records Management
EEO (in progress)
* Management Training
* Regional Training Program
Analyst Training (in progress--report due)

C. file

ROUTING AND RECORD SHEET

SUBJECT: (Optional)

Curriculum Committee Meeting

FROM:

ADC/OTE
1025 C of C

EXTENSION

NO.

STAT

DATE

9 August 1985

TO: (Officer designation, room number, and building)

DATE

OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

RECEIVED

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STAT

1.	EXO/OTE			
2.	C/LTØ			
3.	C/MATD			
4.	C/ITØ			
5.	C/ISTD			
6.	C/CTD			
7.	C/WOTS			
8.	C/Plans Group			
9.	C/CBTG			
10.	C/MPG Ø			
11.	C/TSD			
12.				
13.				
14.				
15.				

9 August 1985

MEMORANDUM TO: Curriculum Committee Members

FROM:

[Redacted]

STAT

Assistant Director of Training for Curriculum

SUBJECT: Curriculum Committee Meeting

The next Curriculum Committee Meeting is scheduled for Wednesday, August 21 at 1000 hours in the D/OTE Conference Room.

Items for this meeting should be forwarded to me by COB, Tuesday, 13 August.

[Redacted]

STAT

Distribution:

- 1 - EXO/OTE
- 1 - C/LTD
- 1 - C/MATD
- 1 - C/ITD
- 1 - C/ISTD
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- 1 - C/TSD

[Redacted]

STAT

9 August 1985

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STAT