

8-27-87

TO: (Name, office symbol, room number, building, Agency/Post)	Initials	Date
1. ODA Reg. (Pls File)		
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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

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

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	Phone No.

5041-102

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OPTIONAL FORM 41 (Rev. 7-76)
 Prescribed by GSA

ROUTING AND RECORD SHEET

SUBJECT: (Optional)

Agency Training Steering Committee Meeting--Wednesday, 15 April 1987

FROM:

Stanley M. Moskowitz
D/OTE
1026 CofC

EXTENSION

NO.

DD/A Registry

87-0738X

DATE

6 April 1987

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

FORWARDED

1. ~~ADDA~~
7D24/Hqs.

7 APR 1987

7 APR 1987

2.

Attachment C to this package will be forwarded separately.

3. ADDI
7E44/Hqs.

4.

5. ADDO
7E26/Hqs.

6.

7. ADDS&T
6E56/Hqs.

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CONFIDENTIAL

DD/A REGISTRY

FILE: 1-6

cc: STO/DA Recd A copy 4/7/87
STO/DI
STO/DO
STO/DS&T
STO/DCI

See Hold for memo

~~CONFIDENTIAL~~

AGENDA

AGENCY TRAINING STEERING COMMITTEE MEETING

WEDNESDAY, 15 APRIL 1987

1530 HOURS, ROOM 7D32/HEADQUARTERS

- 25X1 Writing Program for CIA
(Attachment A) [Redacted]
Communications Training Branch
- 25X1 New Training Cycle for Career Trainees
(Attachment B) [Redacted]
Chief, Career Training Division
- 25X1 Status Report on Training Accomplished
for Secretaries (Attachment C) [Redacted]
Chief, Secretarial Training Branch
- 25X1 OTE Initiative to Establish Learning
Centers [Redacted]
Deputy Director for Curriculum
- 25X1 Demonstration of Interactive Video [Redacted]
Chief, Computer-Based Training Group
- 25X1 [Redacted]

25X1

~~CONFIDENTIAL~~

Form
8-6 163a

REFERENCE

OTE 87-3500

6 APR 1987

MEMORANDUM FOR: Members, Agency Training Steering Committee
FROM: Stanley M. Moskowitz
Director of Training and Education
SUBJECT: OTE Writing Program

1. This memorandum describes OTE's new comprehensive program of writing instruction for CIA employees.

2. Background: In the summer and fall of 1986, an OTE task force conducted a review of OTE's writing programs. It identified the following concerns:

- Our developmental writing courses needed to be more audience-specific.
- We needed to provide alternatives to traditional classroom training.
- We had to play a more active role in monitoring and evaluating component-directed writing training.
- External writing training was haphazard, the programs varied widely in quality, and there was no consistent process of evaluating them.
- We needed to develop diagnostic instruments to help students determine their writing training needs.
- We had to prepare to respond to the increased demand for writing training tailored for specific occupations.

2. To address these concerns, OTE has developed a comprehensive program of writing instruction that will provide greater consistency of method, coordination of resources, and evaluation of programs. Under this program OTE is

- providing both developmental and product-oriented courses for specific audiences,

SUBJECT: OTE Writing Program

- integrating computer-based training into developmental training courses,
- playing a more active role in monitoring component-conducted writing training,
- evaluating and recommending external writing courses,
- developing a series of diagnostic instruments to guide students to appropriate training, and
- providing design teams to develop customized writing instruction for specific occupations or groups.

3. Developmental Curriculum

Courses in the Developmental Curriculum provide instruction in grammar, punctuation, and mechanics. They also help students to understand what is involved in each stage of the writing process, to adopt this process to a variety of writing situations, and to write with confidence and persuasive power. We have already tailored developmental courses for secretaries, and we can do the same for other occupations. Computer-based training and other self-paced programs are being integrated into this curriculum.

4. Product-Oriented Curriculum

The Product-Oriented Curriculum includes instruction in four areas--analytical writing, technical writing, administrative writing, and operations writing. Courses in this curriculum are designed to provide training in writing a document of a specific type or to develop a particular style of writing. Some courses, such as the New Analyst Course and the Analyst Training Course, contain writing instruction segments as part of the total instruction. Other courses, such as the Introduction to Intelligence Reporting, are devoted primarily to writing instruction.

SUBJECT: OTE Writing Program

5. Assessment, Diagnostic, and Design Services

OTE plans to become more active in monitoring and assessing component-directed and other external training. We stand ready to recommend appropriate external courses from those we have identified as meeting the needs of Agency writers. We are also developing a series of diagnostic instruments to help us direct employees to appropriate internal, external, or self-paced training.

6. To meet the varied needs of specific occupations, OTE is providing instructional design teams to design and deliver customized instruction for individual components or groups. These teams will use a writing process model as a diagnostic tool to help identify the particular needs of the requesting offices and to provide consistency in Agency writing instruction.

Stanley M. Moskowitz
Stanley M. Moskowitz

Attachment:

Draft of OTE Writing Program brochure

Draft of OTE Writing Program Brochure

Introduction

The Office of Training and Education is committed to providing training that helps employees better contribute to the Agency's mission and priority objectives. One of the most important skills for an employee in this Agency is the skill of writing clearly and concisely. OTE therefore offers a comprehensive writing program designed to help employees in all occupations and at all levels to acquire this skill. This brochure describes that program. We hope it will assist you in identifying the writing training that will meet your needs. If you want further information about our program, you should call OTE's Communication Training Branch at

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OTE Writing Program

The Office of Training and Education can provide up-to-date training in written communication for all types and levels of Agency employees--secretarial, administrative and support staff as well as substantive experts and managers. Course content ranges from a basic review of grammar and punctuation to specialized instruction in writing and editing particular types of Agency documents.

Our writing program is organized as follows:

- Developmental Curriculum
- Product-Oriented Curriculum
- Customized Training
- Computer-Based Training
- Diagnostic Service
- External Training

To help you better understand our program, we have provided answers to the questions we are most frequently asked, described the special features of our program, and included a description of the courses we offer.

QUESTIONS AND ANSWERS

1. What writing courses are available in the Agency?

We currently offer courses in basic writing, advanced writing, editing, and developing writing confidence. In addition, we teach writing as a part of other courses. All writing courses are described in a later section of this brochure, including those which offer writing as part of the total instruction.

2. Is there any alternative to classroom training?

We are always looking for ways to reduce the time employees have to spend in the classroom. We have computer-based training programs in the Headquarters Learning Center and are developing a program that can be delivered on the main frame computer to employees at their desks. We are also planning to integrate CBT into our classroom courses.

3. Can you deliver training on-site?

Yes. We will send instructors to design and deliver training for specific groups. To provide this training, we ask our instructors to combine their areas of expertise and work with substantive experts in the components. On the occasions we have used this approach, it has proved very successful.

4. How does external training fit into your program?

We view all writing training--both internal and external--as part of our program. We maintain a list of writing courses available externally and can recommend suitable courses. Clearly we cannot handle long-term developmental needs internally; nor can we offer the specialized seminars that some employees need. But we will evaluate and recommend external programs that can meet those needs.

SPECIAL FEATURES OF THE OTE WRITING PROGRAM

Special features of the OTE Writing Program include customized training and diagnostic service.

CUSTOMIZED TRAINING

We can tailor our training programs to meet the unique training and development needs of a particular unit. A design team of OTE training specialists will work closely with a client's substantive experts to design and deliver relevant writing training on site with the assistance of the client. We can also train these substantive experts to continue this tailored instruction on their own.

Among the benefits of this customized writing training are:

- Assurance that training is job relevant
- Opportunity to include substantive experts in the training.
- Training of entire staff all at once at the workplace.
- Ability to apply newly learned methods and techniques immediately.

DIAGNOSTIC SERVICE

We are developing some diagnostic instruments which we will use to help employees identify their individual training needs. These instruments will become very important as self-paced instruction becomes more readily available. This service will be of particular interest to those who manage the training of writers.

OTE WRITING COURSES

DEVELOPMENTAL CURRICULUM

Courses in the Developmental Curriculum provide instruction in grammar, punctuation, and mechanics and help students adapt the writing process -- discovering, focusing, planning, drafting, revising, and editing -- to particular writing situations. We have already tailored developmental courses for secretaries, and we can do the same for other occupations. Computer-based training and other self-paced programs are being integrated into this curriculum. Courses in this curriculum are available to all employees.

Essentials of Writing

Designed for employees who wish to write clearly and concisely. Provides review of basic rules of punctuation, subject-verb agreement, and pronoun usage. Includes daily writing assignments on work-related topics with individualized feedback sessions. Students should have a solid grasp of fundamentals of standard English. One week.

Developing Writing Confidence

Explores ways to achieve writing confidence. Offers instruction on methods of revision, giving and getting feedback, and developing a disciplined approach to writing tasks. Three days.

Advanced Writing

Teaches strategies to produce focused, organized writing that meets readers' needs. Exercises given on pre-writing skills, organizational techniques, and methods of revision. Six days, part time or three days full time.

PRODUCT-ORIENTED CURRICULUM

The Product-Oriented Curriculum includes instruction in four areas--analytical writing, technical writing, administrative writing, and operations writing. Courses in this curriculum are designed to provide training in writing a document of a specific type or to develop a particular style of writing. Courses are listed by product areas.

Analytical Writing

Courses concentrate on topics relevant to the analysis process. Intelligence assistants, analysts, and supervisors in the Directorate of Intelligence are the primary target audience. Writing is taught as a part of the total instruction.

New Analyst Course

Prepares incoming professional employees for assignments in the DI. Includes exercises simulating production of items for DI publications. Gives students a basic understanding of intelligence mission, organization, and responsibilities. Five weeks.

Analysis Training Course

Available for DI Career Trainees only. Students participate in exercises simulating production of items for DI publications and receive an introduction to automated data processing equipment used in the directorate. Three weeks.

DI Intelligence Writing Workshop

Focuses on the production of finished intelligence with emphasis on the mission and philosophy of the DI as it relates to the written product. Includes extensive writing exercises stressing style and form. The workshop is not a substitute for the New Analyst Course. It is designed for new DI analysts who entered their assignment via some route other than direct hire. One week.

Editing Problems and How To Solve Them

Workshop on detecting and correcting the errors that occur most frequently in the preparation of Agency publications. Covers such issues as levels of editing, exercise of judgment, and editorial consistency. Designed for those who edit DI products. Offered by request only. Two days.

Technical Writing

Courses take students through the various steps necessary to produce a technical report.

Writing in the DS&T

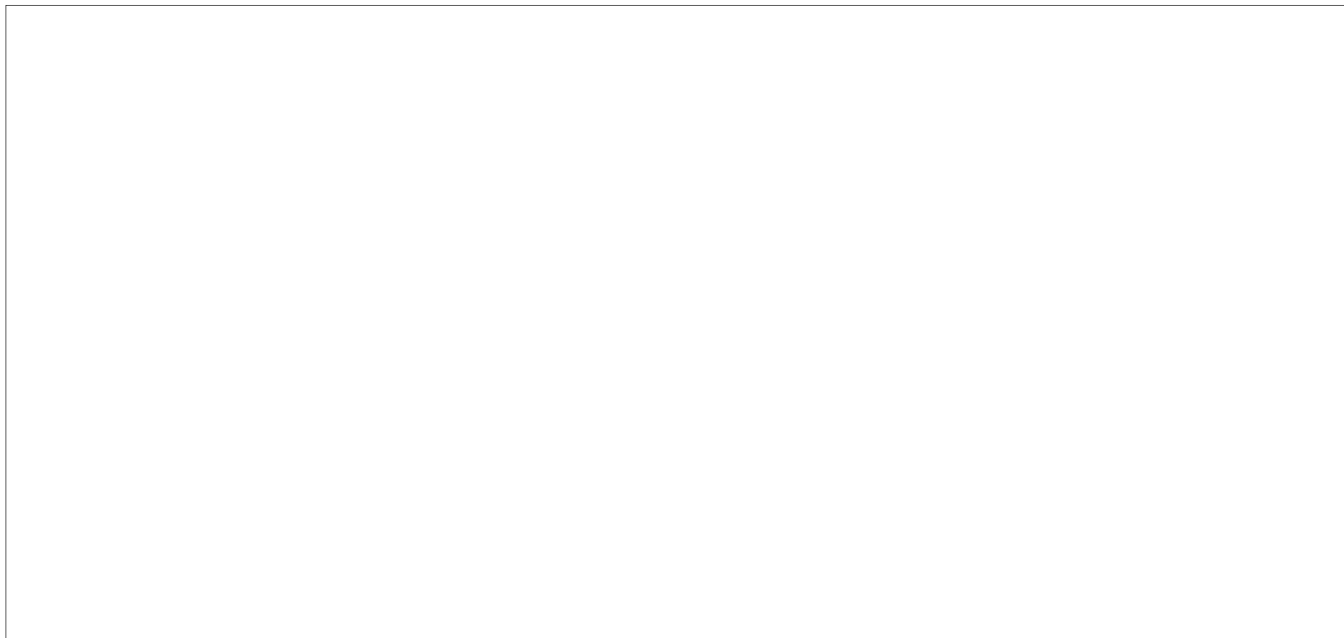
Provides grounding in basic writing principles. Emphasis is on technical formats and documents used in DS&T. Exercises give students the opportunity to demonstrate capability and receive constructive criticism. Although designed for DS&T professionals who prepare documents on technical material, others may attend on a space-available basis. One week.

Technical Writing Workshop

Focuses on structure and wording of technical material. Includes planning, organizing, writing with clarity and economy, and writing to inform. Stresses audience analysis and effective organization. Designed for scientists, engineers, technicians, and others outside the DS&T who must communicate complex technical material to non-technical readers. Offered by request only. Three days.

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Editing Problems and How To Solve Them

Workshop concentrating on detecting and correcting the errors that occur most frequently in the preparation of Agency publications. Covers issues such as levels of editing, exercise of judgment, and editorial consistency. Designed for those who edit DO products. Offered by request only. Two days.

Administrative Writing

We plan to develop a course that will include models of documents such as personnel appraisal reports, budget initiatives, and administrative memorandums.

ATTACHMENT
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