

27 April 1988

MEMORANDUM FOR: Deputy Director for Administration

25X1 FROM:

[Redacted]

Director of Training and Education

SUBJECT: Weekly Report

* 1. On 18 April 1988, the Office of Training and Education (OTE) officially toasted the OIT project team and OTE personnel who worked on TEAMS--the Training and Education Automated Management System--that is now operating. This on-line system allows students to sign up for OTE courses through VM. Although conceptualization of this OTE/OIT-developed system goes back several years, the actual design and programming took about one year. On a typical day last week, 200 students were automatically enrolled in OTE courses through TEAMS. [Redacted]

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25X1 [Redacted]

3. The initial running of OTE's revised Leadership Styles and Behavior course concluded on 22 April after a two-year stand down. Thirty students representing all four directorates and the DCI area participated in this pilot running. [Redacted]

4. An OTE Leadership Development Division instructor gave a paper on "The Intelligence Community and Low Intensity Conflict" at an academic conference in Chicago from 22 - 23 April. The conference, which was sponsored by National Strategy Information Center and the National Strategy Forum, brought together about 50 university professors who are teaching courses in national security policy. The conference focused on topics such as understanding terrorism, counterinsurgency and covert action. [Redacted]

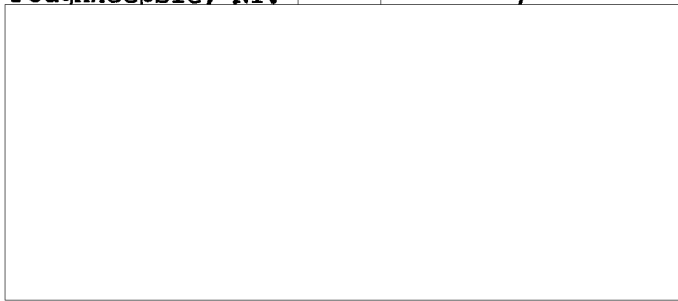
25X1 [Redacted]

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'SUBJECT: Weekly Report

5. Representatives of OTE's Science and Technology Institute and officers from the Directorate of Intelligence met with IBM's Vice President for Corporate Manufacturing and its Director of Executive Resources on 20 April for discussions on developing a course on Computer Integrated Manufacturing (CIM). The IBM representatives proposed a three-day training program incorporating two days of lectures and one day of tours of IBM facilities in Fishkill and Poughkeepsie, NY. }

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26 April 1988

MEMORANDUM FOR: Director of Training and Education

FROM:

[Redacted Name]

Chief, Training Support Division

SUBJECT: Weekly Report

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3. The Office of Personnel has notified TSD that a request for statistics on external and internal training for the last several years is on the way. The statistics will be used by the NAPA Task Force.

4. During the month of April, members of TSD have briefed all of the DI, DA, and DO training officers--collectively and/or individually--on TEAMS. OTS, NPIC, and OSO have been briefed, and we are scheduled to meet with the DS&T Training Officers on 4 May. The Training Officers briefed are excited about the information which is now available to them in TEAMS. Also, during the month, most of OTE's instructional divisions were briefed on TEAMS.

5. In April 1988, OTE ran 54 courses/71 runnings of those courses. In comparison, in April 1987, OTE ran 40 courses/47 runnings.

6. Over 100 hours of overtime were worked in support of Internal Training Branch (ITB) this pay period. Members of ITB and the "overtime" crew continue to work an average of 80 to 100 hours of overtime per pay period.

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[Redacted Signature]

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26 April 1988

MEMORANDUM FOR: Director of Training and Education

25X1 FROM:

[Redacted]

Chief, Language Training Division

SUBJECT: Language Training Division Weekly Report

25X1 1. During the week of 18 -21 April 1988, LTD Chief, Testing [Redacted]

25X1 [Redacted] was a member of the Research Proposal Review Panel of the Center for International Education at the invitation of the Department of Education. The five-member panel represented the USG and academic sectors. The panel's objective was to review seventy-five research proposals in foreign language education and area studies and determine which ones should be funded. The deliberations resulted in fifteen funded proposals or twenty percent of those competing for a total of over one million dollars. Funded proposals involved materials development in several less-commonly taught languages, proficiency test development and validation projects for reading and speaking, and artificial intelligence applications to language teaching. [Redacted]

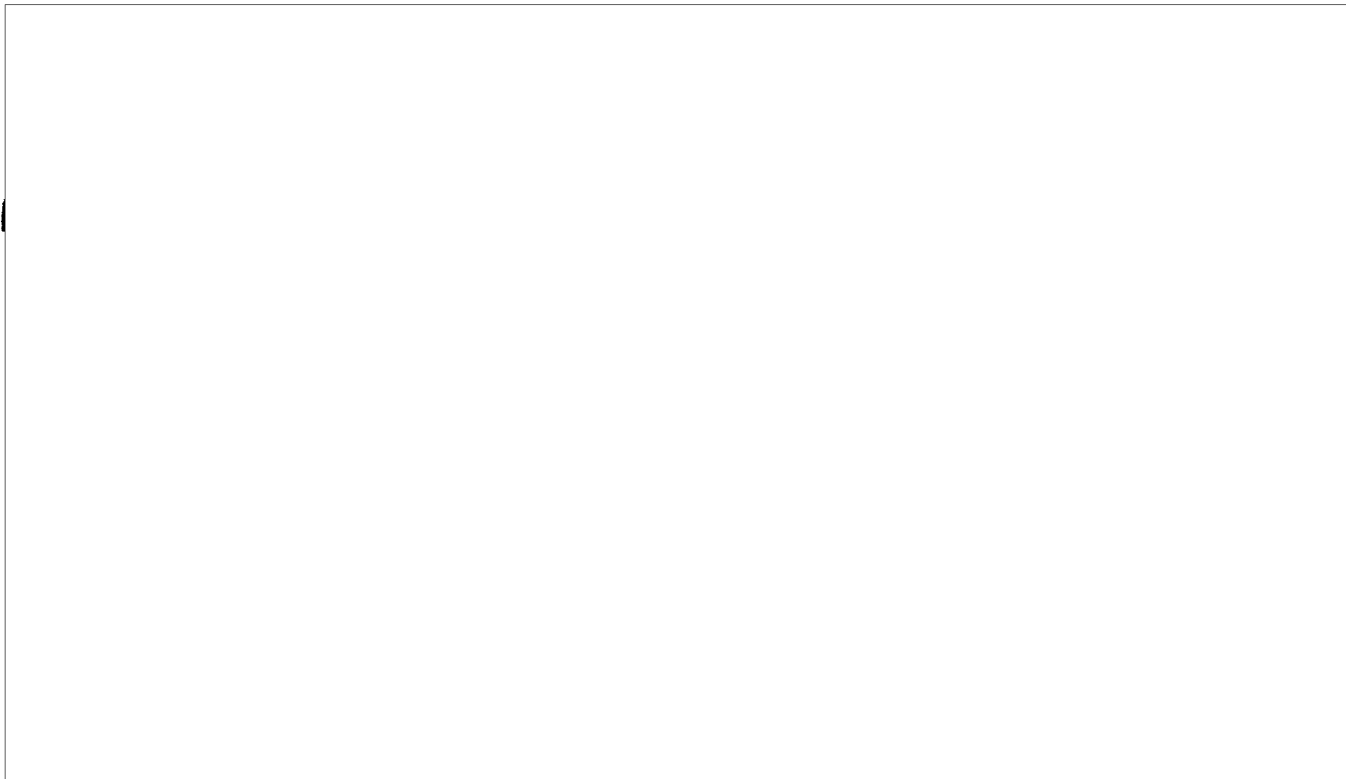
25X1 2. LTD Chinese instructor [Redacted] gave a briefing on Beijing to

25X1 Assistant NIO/EA [Redacted] before his departure to that city

25X1 last week. [Redacted] was also presented with a set of cards containing

25X1 basic Chinese phrases and a cassette tape to help him get around the

25X1 city. [Redacted]



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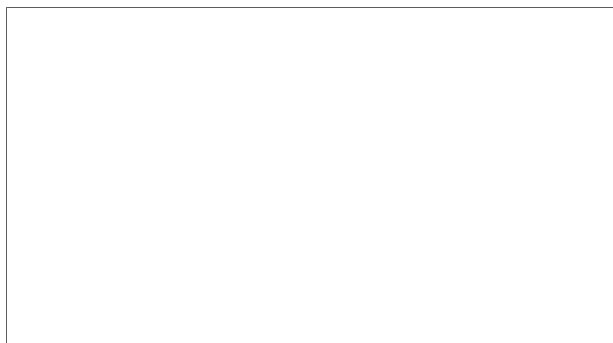
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SUBJECT: Language Training Division Weekly Report

25X1 6. LTD is currently conducting a 2-week Spanish Total Immersion with
25X1 eleven students and five instructors. One of the students, C/CMS/DO
[redacted] commented to C/RLD that he was most impressed by the
professionalism and stamina of the Spanish instructional staff. He also
praised the job relevance of the program exercises for case officers. [redacted]

7. On 22 April 1988, a group of Language Training Division (LTD)
instructors met to share trends/techniques presented at the American C
ouncil on the Teaching of Foreign Languages and the Northeast Conferences
they recently attended. Topics included using radio broadcasts to teach
listening comprehension, use of video to integrate all four language
skills, self and peer evaluation, and the function of grammar in the
communicative approach to teaching. The audience discussed the
applicability of the above topics to the LTD environment.

8. There were 21 reading proficiency and 16 oral proficiency tests
the past week.



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26 April 1988

MEMORANDUM FOR: Director of Training and Education

25X1 FROM: [redacted]

Acting Chief, Leadership Development Division
Office of Training and Education

25X1 SUBJECT: LDD Weekly Report [redacted]

OTE's after a two year stand down.

1. The initial running of the revised Leadership Styles and Behavior course concluded on 22 April 1988. Thirty students, nominated by the directorate Senior Training Officers, and representing all four directorates and the DCI area participated in this pilot running. ~~Although course received a respectable overall rating, (3.7 on a 1 to 5 scale), we intend to make some minor adjustments before the next running on 2-6 May 1988.~~ [redacted]

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This was the first time in almost two years that Leadership Styles and Behavior (LS&B) has been offered. Even after two years, interest in the course remains high judging from the comments we've received from Agency managers. For example, one supervisor said his employee would probably be in a new job upon completion of the course, "...which, I predict he will do better in having had the experience of the course". Some managers are using LS&B to groom potential supervisors, as indicated by the comment that LS&B is "...intended to introduce her to this challenging discipline (supervision)". [redacted]

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omit

2. MTB ran the seventh Managing in CIA in CY 1988 for an audience of 24 GS-11 and above managers. The group was a particularly challenging and demanding one, containing many of the professional level managers who were never impressed by the old Management Development Course. In this case, however, they gave the program an overall evaluation of 4.5 out of 5 with numerous accolades for the staff, program and content. Much credit should go to the instructional team headed by [redacted] along with [redacted]. They teamed up with [redacted] manager-in-the-classroom [redacted] Chief of the Counterintelligence Support Group, Office of Security, with unusual effectiveness. Also noteworthy was the first baptism-by-fire in an MTB course of former Inspector General [redacted] who sat on the panel concerning managerial accountability and responsibility. [redacted]

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25X1 SUBJECT: LDD Weekly Report [redacted]

The running was also noteworthy because it appears that it has broken the back of the queue for Managing in CIA, at least in the DI, DST and DO. This is demonstrated by the testimony of the STOs and the fact that the initial class roster for the next MCIA run in June contained only about 10 students from these directorates. Although this is a notable accomplishment in view of the longstanding inability of OTE to meet the demand for introductory management training, there are still many managers in the DA who are in line for the course. [redacted]

An OTE leadership team led by [redacted] Director [redacted]

3. [redacted] gave a paper on "The Intelligence Community and Low Intensity Conflict" at an academic conference in Chicago 22-23 April. The conference, which was sponsored by National Strategy Information Center and the National Strategy Forum, brought together about 50 university professors who are teaching courses in national security policy. ~~Much of the conference discussion was on factors such as understanding terrorism, counterinsurgency and covert action. Other panelists included Alvin Bernstein from the Naval War College, Richard Shultz from the Fletcher School, Vernon Aspaturian from Penn State, and General Paul Gorman.~~ *focused on topics such as* [redacted]

[redacted] paper was very well received and he had ample opportunity for building networks with the academics who are working in this area. [redacted]

4. [redacted] participated as discussion group leaders in a session on ethics in the current running of the ITCIA course. This was the first group of recent EOD's to be exposed to a basic discussion of ethical issues as part of their EOD training. We used the same discussion format as that employed in the CTDC; and it went quite well. [redacted]

5. From 10 to 23 April, [redacted] visited the headquarters of the Fleet Marine Force in London as part of his Reserve Active Duty for Training. [redacted] who is a Lieutenant Colonel in the Marine Corps Reserve, worked on a project designed to support Marine forces committed to defend NATO against an attack by the Warsaw Pact. During his active duty, [redacted] also traveled to Stuttgart to brief senior US and Allied Officers at the headquarters of the US European Command. [redacted]

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6. Electives for Managers Program Administrator [redacted] met with contractor Marsha Osterer to review the first running of Achieving Sustained High Performance (ASHP) held in March. Although the evaluations of the program were very good, there were numerous suggestions to make the program even better. In the next run, in June, we will try better student introductions, more efficient use of time, and a new segment on utilizing the high performance model with subordinates. Based on the impact on these changes in the next run, we will reexamine the recurrent student comment that they wanted more time for the program. [redacted]

25X1 SUBJECT: LDD Weekly Report [redacted]

25X1 7. Effective Management of Groups ran on 18-19 April as part of the
 25X1 Electives for Managers program. Sixteen students attended with 4 last
 25X1 minute cancellations or no-shows. We will work with TSD to refine the
 overbooking quota in the new TEAMS system. Technically, TEAMS does not
 allow overbooking but we will find a way around this since it is our most
 effective weapon against the cancellation/drop-out problem. The program
 received a solid 4.2 for value with contractor [redacted] getting a 4.6
 for effectiveness. [redacted]

25X1 8. LDD training support personnel under the leadership of Senior
 25X1 Training Assistant [redacted] met on 20 April [redacted] for a discussion of
 25X1 issues including TA functions, instructor TA relations, and OTE TA career
 25X1 management and development issues. [redacted] from MTB served as
 group facilitator. A report is being prepared on the conference and will
 be forwarded; those segments dealing with career issues may be worth
 25X1 tabling at the June OTE TA conference. [redacted]

25X1 9. DDA Ray Huffstutler presented MTB with a Meritorious Unit
 Citation at a ceremony at headquarters on 19 April. [redacted]

25X1 10. The precourse meeting for Midcareer Course #105 was held
 25X1 20 April 1988. Twenty-four of the twenty-seven participants attended as
 well as two of the alternates. At that time, participants were briefed
 on course objectives and received special security clearances. They
 discussed critical organizational issues and intelligence problems facing
 the Agency. A compilation of the issues and problems they generated will
 be sent in advance to course speakers. The first two weeks of the
 course, which will begin on 9 May, two weeks at Chamber of Commerce, and
 the final week is a field trip to Minneapolis to visit several private
 25X1 organizations. [redacted]

25X1 11. [redacted] provided support to an office conference on
 28-29 April for the Supply Division/OL. She is also developing a series
 of seminars on Managing Change in conjunction with the move of OIA to
 HQS. The expected combined audiences for the various conferences include
 25X1 over [redacted] managers and employees. Separate reports will be forwarded. [redacted]

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[redacted]

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26 April 1988

MEMORANDUM FOR: Director of Training and Education

FROM: [Redacted]

Acting Chief, Intelligence Training Division

SUBJECT: IT Weekly Report (U)

1. Professor Karen Brooks from the University of Minnesota spoke on "Land: Soviet Agriculture--The Archilles Heel?" to the Soviet Economy Block on 19 April. Professor Brooks stated that the main difficulties in agriculture are the high costs of production and a slowdown since the early 1970s in the annual growth rate of output. One result is that the government has been subsidizing food costs by as much as 55-60 billions of rubles annually and has been forced to import substantial amounts of grain. Professor Brooks concluded that neither climate nor scientific backwardness are the main causes of agricultural difficulties but rather institutional problems--to a large extent the linkage breakdown between the suppliers (of machinery, fertilizers, etc.) and the farms. Class participation in this session was very high and this was an outstanding afternoon. (U)

Representation of OTE's Scientific and Technology Institute and officers from the Disruption of Intelligence Unit with

2. IBM's Vice President for Corporate Manufacturing and its Director of Executive Resources met with ~~representatives from OSWR, OGI, SOVA, and OTE/STI~~ on 20 April for discussions on developing a course on Computer Integrated Manufacturing (CIM). ~~IBM is probably the world's leader in CIM applications, computer hardware, and software.~~ The IBM representatives offered a three-day training program incorporating two days of lectures and one day of tours of IBM facilities in Fishkill and Poughkeepsie, NY. ~~The Agency representatives are meeting on 27 April to evaluate the IBM proposal and map out a CIM course, including two days of visits to plants using CIM.~~ (U)

proposed

3. [Redacted] attended a conference on Middle East Fundamentalism and Terrorism on 21-22 April held at the Carnegie Endowment for International Peace in Washington. The conference provided a forum for a variety of distinguished anti-terrorism scholars and an opportunity to meet and discuss the issue with them. (U)

4. [Redacted] attended a presentation by Clayton Yeutter, US Trade Representative, on 20 April in Washington. At issue was the status of the trade bill before Congress, which Yeutter believes faces difficult passage and possible Presidential veto because of the plant closing provision. (U)

5. The fourth running of the Introduction to Military Forces course was held on 19-21 April. Twenty-two students attended, including three officers from State INR. (U)

[Redacted]

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DATE: April 25, 1988

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NOTE TO:

SUBJECT: IIAC Course

6. Twelve new intelligence assistants attended the Introduction to Intelligence Assistance Course that ran from 14-22 April. (Eleven students were from the DI and one was from the DS&T.) The students rated the course well in meeting its goals of understanding Directorate of Intelligence reference resources and organization and in affording an opportunity to practice the DI writing style and to give a short oral briefing. The students particularly appreciated instructor Josef instruction in the DI's writing style. For the first time in the running of this course, the students worked on a class project suggested by the DI 's Intelligence Assistants panel. The project the panel suggested was drawing up guidelines for mentors to new IAs. Some in the class, however, felt that the mentoring relationship was too personal to be subjected to general guidelines. (u)

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Administration Division Weekly
18 - 22 April 1988

Conferencing

Preliminary requirements have been received for 10-12 May OGC Intelligence Community Conference for 70 people. The DCI will be a special guest.

Space

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Miscellaneous

C/AD and C/Logs met with D/OTE and architect on 18 April to discuss plans for renovation of ground floor.

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C/AD, DC/AD, and C/B&F held meeting with OTE management re 1988 status of funds.

C/AD attended first meeting of committee working facilities for secure conferencing on 21 April at Hqs.

Executive Secretary, TSB, sent OTE changes for new CIA Telephone Directory scheduled for distribution circa May 1988 to OIT.

Training Selection Board

Gave EXO some bullets on TSB and OIR for paper he is getting together for DDA on OTE activities.

Budget and Finance

Diane audited and forwarded for payment 25 accountings for FOFC.

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C/B&F prepared a briefing paper for meeting with OTE on the status of funds as of 31 March 1988.

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Security

Participated in safety inspection on 21 and 22 April; write-up will be forthcoming in about a month.

Two suspicious boxes in parking area were reported to SPOs. The Arlington County Police were called and the boxes taken away. Later reports indicated no threat.



Domestic Security Branch came by on 18 April to check OTE's classified trash storage area to ensure it conforms to SCI certification. The storage area will need a couple of things done before being certified.

Attended meeting on 20 April with reps from OS/Clearance Division, Central Cover, and OTE/LDD re clearances to companies and areas being visited by OTE courses.

Personnel

Personnel Branch staggered its attendance at the OP Conference held from 18-21 April; all members of PB were able to attend.

Liz provided the Security Officer with seven PHS packages to use in upgrading seven LTD instructor's clearances from Secret to Top Secret. Liz verified that each of these employees is working at an acceptable level.

Liz was informed by members of the Contracts Branch that amendment requests to IC contracts will no longer be sent to Contracts Branch for inclusion in contract, but will be done in the respective office that is the primary holder of the contract. If and when this is implemented, OTE will be receiving a Wang diskette explaining procedure.

Awards:

- Sent Division Chiefs a reminder of January-April 1988 Trimester Award. Nominations are due in OTE/PB by COB 11 May.
- Received a group EA Award recommendation for 17 employees.
- Processed three SSP Award recommendations.
- Processed an Intelligence Medal of Merit recommendation.
- Processed an EA Award recommendation.

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Panel Support:

- C/PB served as Advisor to the GS-15 SCP on 19 April.
- DC/PB served as Advisor to the SPB which met on 20 April.
- Continued preparation for the GS-12 Semi-Annual, GS-11 LIP Semi-Annual, and the GS-11 Semi-Annual Panels.

<u>Check-outs:</u>	<u>Title</u>	<u>Office</u>	<u>Grade</u>	<u>Date</u>

25X1

Logistics

One elevator will be out of service for a week or more while awaiting parts for burned out motor.

GSA is in process of installing new compressor in roof air conditioner. Work expected to be completed 26 April. New air conditioner for roof has been ordered -- expected delivery 6-8 weeks.

OPE/Logs personnel attended OL Quarterly 21 April.

Architect given requirement to proceed with final drawings for replacement of guard counter.

Request for replacement of kitchen in 1006 forwarded to OL.

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22 April 1988

MEMORANDUM FOR: Deputy Director of Training and Education

25X1 FROM:

[Redacted]

Deputy Director of Training and Education for Curriculum

SUBJECT:

DDC Area Events (18 - 29 April 1988)

Where We Are

1. CBTG postponed the 19 April Bain briefing on their interactive video course, "Code of Confidentiality" until 10 May due to hardware and software problems. We'll let you know exactly where and when the briefing will happen. In the meantime, [Redacted] has solved the problems, and the package itself can be seen here at CofC.

25X1 [Redacted]

25X1 3. [Redacted] stood in for [Redacted] and taught a segment of the Contract Process Course.

25X1 4. [Redacted] assumed responsibility for coordinating two contractor-offered courses for instructors: "Training Theory and Practice" and "Positive Power and Influence." Mary discovered that the audience for the "Training Theory and Practice" course is quite small at the present time, so we are not conducting it this Spring as originally scheduled.

- 5. The Television Production Section had a particularly busy week as it:
 - met with representatives of the Office of Logistics regarding their segment of the "DA Orientation" videotape;
 - compiled props, graphics and relevant video for the production of "Soviet Nationalities," a project for the Soviet Realities Institute; and
 - started editing the "PC-Mainframe" videotape at the DI Television Center.

25X1 [Redacted]

Where We Are Going

25X1 6. All CBTG personnel except Training Assistant [redacted] will be attending the CBT Conference and Expo at the Washington Sheraton 24-27 April. CBTG has scheduled several working lunches with vendors currently under contract.

25X1 7. Several CBTG staffers and I will meet briefly with [redacted] on Thursday 28 April to bring him up to date on ELECTAS CBT development and to introduce him to [redacted] who is picking up responsibility for the course. [redacted] will be at CofC that morning for the Personnel Perspectives Course.

25X1 8. The Audiovisual Section will be meeting with members of LTD to determine specific audiovisual requirements for the forthcoming Interagency Language Roundtable to be held at the West Park Hotel in Rosslyn 1-3 June.

25X1 9. The Visual Aids Section will start producing the artwork requirements for the "Domestic Travel" handbook.

25X1 10. The Television Production Section will be videotaping Jim Bostain's presentation, "How to Read a Foreigner," in a private home setting.

