

11 May 1988

MEMORANDUM FOR: Deputy Director for Administration

FROM: [redacted]  
Director of Training and Education

SUBJECT: Weekly Report

1. An over-flow group of 31 participants attended the Office of Training and Education's (OTE) "Discussion with Author" session with Gregory Treverton, author of Covert Action: The Limits of Intervention in the Postwar World, on Thursday, 5 May. Treverton spoke for twenty minutes and then spent an hour and forty minutes answering questions and "debating" issues related to covert action. [redacted]

3. OTE officers, an Office of Logistics architect, and [redacted] traveled to IBM in Thornwood, New York on 5 - 6 May. The visit included a tour of IBM's Corporate Technical Institute, a training facility designed to support a technology based training program, and a briefing by two IBM officers who were instrumental in the design and construction of the Thornwood facility. [redacted]

4. OTE's Language Training Division and Intelligence Training Division, Topical Issues Branch (TIB), have completed the pilot running of a six-week French total immersion program integrating regional training with language training. [redacted]

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MEMORANDUM FOR: Deputy Director for Administration

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Director of Training and Education

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[redacted]

[redacted] *office of logistics* *included a tour of*

3. OTE officers, ~~and~~ an OL architect, and [redacted]

[redacted] traveled to IBM in Thornwood, New York on 5 - 6 May. The visit ~~to~~ IBM's Corporate Technical Institute, ~~was to look at~~ a training facility designed to support a technology based training program. ~~The briefing was conducted~~ by two IBM officers who were instrumental in the design and construction of the Thornwood facility. [redacted]

4. OTE's ~~Tropical~~ *six-week* Issues Branch and the Language Training Division have completed the pilot running of a French total immersion program integrating regional training with language training. [redacted]

[redacted]

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10 May 1988

MEMORANDUM FOR: Director of Training and Education

FROM: [redacted]  
Chief, Leadership Development Division  
Office of Training and Education

SUBJECT: LDD Weekly Report [redacted]

1. Midcareer Course No. 105 began on Monday, 9 May 1988 [redacted] with 27 students. The Directorates are represented as follows: DA-seven, DI-six, DO-five, DS&T-seven, and the DCI Area-two. There are 13 females in the class. James McCullough, ADDI, is scheduled to meet with the midcareerist for an evening session Thursday, 12 May. [redacted]

2. An over-flow group of 31 participants attended the "Discussion with Author" <sup>session with author of</sup> Gregory Treverton on Thursday, 5 May, ~~from 1700 - 1900 hours at Headquarters.~~ Treverton spoke for 20 minutes and then spent an hour and forty minutes answering questions and "debating" issues related to covert action. ~~It was a lively session which went extremely well.~~ [redacted]

3. Nine SIS officers and selected GS-15s attended the North Carolina Outward Bound Executive Development Course 1 - 7 May 1988. All returned in a healthy condition from the wilderness of North Carolina on Saturday, and gave the program rave reviews. [redacted]

4. On 26 April, [redacted] met with several officers from the Office of Security and the Office of Personnel to discuss the implementation of a new Performance Appraisal and career panel system within OS. There are several changes being considered, including using a factor evaluation worksheet in all career panels and providing specific guidelines to supervisors on addressing the factors. OS is planning to run all their supervisors through a PAR workshop, once the changes have been finalized. MTB is tentatively planning to conduct the first two of these workshops while training OS personnel to conduct the remaining workshops. [redacted]

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25X1 SUBJECT: LDD Weekly Report [redacted]

25X1 [redacted]

25X1 6. LDD managers and training assistants on 9 May met with [redacted]  
25X1 and [redacted] of TSD to discuss issues related to the implementation of  
TEAMS. A number of problems have come up over the past month as TEAMS moves  
ahead including inadequate information for TAs on student telephone numbers  
and addresses, uncertainty about how to handle overbooking, student shortfalls  
in some classes requiring last minute scrambling to fill quotas etc. A number  
of suggestions and specific improvements were discussed; continuing  
25X1 discussions will be held to pursue them. [redacted]

25X1 7. [redacted] of WOTD met with a group of DO officers  
25X1 headed by NE Division [redacted] and the newly  
25X1 designated NE Division organizational development coordinator [redacted]  
In part the discussion was to follow-up the rejuvenated DO Operations  
Management Seminar, which WOTD has been supporting. The DO participants also  
expressed strong unhappiness with Directorate management and leadership  
25X1 development efforts. Peter will prepare a separate memo on this. [redacted]

25X1 8. MTB utilized a break in its schedule on 4 and 5 May to hold a series  
of discussions on branch issues. These included possible future changes in  
Managing in CIA and Looking Glass Inc., instructor-Training Assistant  
relations, branch logistical and administrative support as well as a number of  
other issues. Branch members thought the discussions very valuable in  
focusing attention on a number of problems and numerous suggestions for  
25X1 improvement and change were tabled for future action. [redacted]

25X1 9. On 3 May, [redacted] conducted a PAR workshop for  
the Office of SIGINT Operations. This workshop was part of a larger  
management development program within OSO and was the third in a series of  
four. The eighteen students were very receptive with the workshop receiving  
an overall evaluation of 4.6. There were also several favorable comments made  
concerning the high quality of the presentations. The workshop was kicked off  
25X1 by [redacted] a senior agency officer within OSO. His introduction was  
25X1 well received and helped to start the session off on the right track. [redacted]

25X1 [redacted]

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Administration Division Weekly  
2-6 May 1988

Conferencing

Requirements are being collected for Division Chiefs Conference 12-13 May.

Space

DC/AD and C/Logs along with WOID and SACTD representatives met with architects on two occasions re the assignment of space at South and East Buildings. The group also briefly visited the site after the meeting. The allocation of the space for OTE components is still in a preliminary planning stage based on classroom and office usage.

DC/AD organized a trip to the IBM training facility in Thornwood, NY, on May 5-6 for DD/OTE, EXO, herself, other OTE representatives, and RPO and [redacted] architects.

*all want*

Miscellaneous

[redacted]

DC/AD attended Panel Meeting [redacted] on 2 May.

[redacted] attended OL Training Course 3-6 May.

Training Selection Board

Called current Officers-in-Residence and those designated to become OIRs to invite them to a conference on 16 and 17 June [redacted] so far everyone has accepted.

Prepared letter for Chairman, TSB's signature nominating [redacted] OTE, and [redacted] OC, to the Naval War College.

Prepared list of Congressional Fellows that the Agency has had since September 1980 for [redacted]

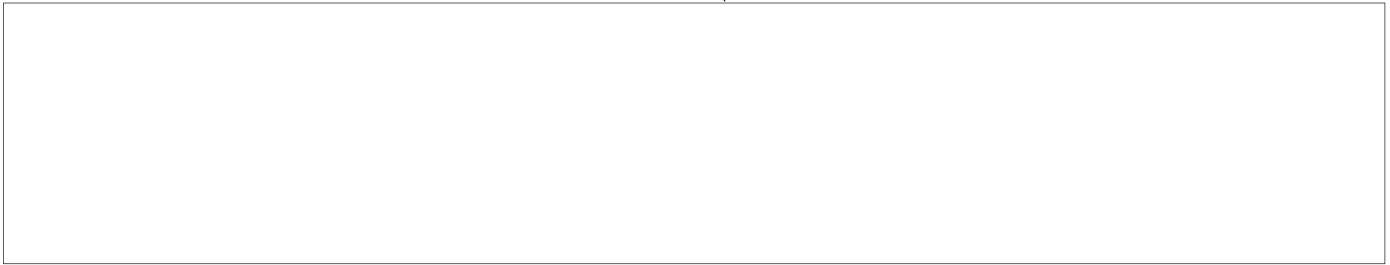
Budget and Finance

DC/B&F attended an Office of Finance forum with guest speakers from OGC. The forum gave an overview of [redacted] and EO 12333 (Funds received from other Government Agencies) and the new financial systems.

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25X1

Personnel

25X1

DC/PB attended bi-weekly DA Personnel Officers meeting on 2 May. [redacted] briefed the participants on the status of the Human Resources Task Force proposals.

DC/PB met with DC/SAS on 2 May to discuss OTE SAS cases.

Liz briefed the supervisors in LTD on some Independent Contractor issues.

25X1

25X1

Liz forwarded the AWP and the name of the assigned mentor for Rosa [redacted] the MUPPIE (Minority Undergraduate Program) who will be assigned to LDD, to [redacted] EEO. [redacted] will then forward the AWP to the DDA for his review.

Panel Support:

-- Continued preparation for the GS-12 Semi-Annual, GS-11 LIP Semi-Annual, and the GS-11 Semi-Annual Panels.

-- Requested the SIFs for the GS-10 LIP Semi-Annual review.

25X1

Check-ins:TitleOfficeGradeDate

Secretary  
Summer-Only

O/C/LTD  
ADM

IS-02  
GS-3

05/02/88  
05/05/88

25X1

Check-outs:TitleOfficeGradeDate

Finance Off.  
Admin Ass't

AD/B&F  
WOID/PSB

GS-13  
GS-07

05/02/88  
05/02/88

Retire  
Reassign Out

Logistics

D/OTE's conference table delivered; it will be assembled week of 9 May.

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25X1

SUBJECT: IT Weekly Report [redacted]

25X1

[redacted]

4. Professor Morris Bornstein of the University of Michigan spoke on "The Price System and Problems of Economic Reform" in the Soviet Economy Block on 3 May. Professor Bornstein discussed Industrial Wholesale Prices, Agricultural Prices, and State Retail Prices and concentrated on some of the pitfalls of Soviet price determination: failure to calculate critical elements of rent, ignoring of opportunity costs, the arbitrary nature of Soviet price setting. Some of the proposals which have been put forward by economic reformers were also analyzed.

25X1

[redacted]

25X1

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[redacted]

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6 May 1988

MEMORANDUM FOR: Deputy Director of Training and Education

FROM: [redacted] Deputy Director of Training and Education for Curriculum

SUBJECT: DDC Area Events (2-13 May 1988)

Where We Are

1. [redacted] survived her maiden voyage with the OTE Trainers Workshop -- from all indications, the course went quite well.

2. C/PEDS attended a meeting for the DDC of the DI Working Group discussing problems of recruiting and retaining minorities.

3. More than 8,000 audio tapes were made by [redacted] last month.

4. [redacted] met with WOTD this week to discuss implementation of the CBT material for the OR1 course. Experience with the Badge Table Orientation has taught us that students do learn the DORIC material through CBT. We have recommended, therefore, that the final implementation of the CBT be self-study at the student's work place, with the CBT being delivered from the DO computer. This can be followed up with a 1 or 2-day classroom session that tests the students in a controlled environment and covers material not appropriate for CBT delivery. The client is concerned that students will cheat as they use the CBT at their desks. Our experience with the AIM course has demonstrated, however, that students using CBT do at least as well as students taking classroom instruction on the same proficiency test.

[redacted]

6. [redacted] conducted her first walkthrough session with the ELECTAS working group. Material reviewed was the review unit of the ELECTAS T&A course, which was written by [redacted]

[redacted]

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8. The Audiovisual Section

- 25X1 -- operated it's video duplication system all day and into the evenings to handle the increase of VHS copy requests;
- 25X1 -- sent duplication requests to P&PD to satisfy quick turn around requests, but found it necessary to personally deliver and pick up the tapes at the [ ] facility;
- made frequent trips to [ ] to satisfy an increasing amount of audiovisual equipment requests; and
- participated in the 4 May running of the "Train the Trainers" course by videotaping student presentations and holding equipment operation workshops.

9. The Visual Aids Section

- 25X1 -- worked on the design for the booklet "Domestic Travel";
- satisfied requests for the [ ] Learning Center for designs for signs and promotional items; and
- completed layout and design phases for the next issue of the OTE TV GUIDE.

10. The Television Production Section folk

- 25X1 -- journeyed to the DI TV Center to edit the PC-MAINFRAME videotape;
- spent time at [ ] TV Facility completing the editing of the SOVIET NATIONALITIES PROBLEM;
- worked the DA ORIENTATION videotape script through it's final draft before sending it to the DDC; and
- participated in the "Media Workshop" section of the "Train the Trainers" course.

25X1 11. With my approval, C/PEDS agreed with DO/SAS to provide Instructor Training Workshops [ ]

25X1 12. I attended a fascinating -- and convincing -- session on strategic planning with the DDA, [ ] and the DDs on 6 May. (More to follow.)

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Where We Are Going

25X1 13. A majority of the audio and video self-study materials for the  
25X1 [redacted] Learning Center will be shipped on or about 13 May.

25X1 14. [redacted] will be [redacted] to prepare for their Instructor  
25X1 Training Workshop.

[redacted]

25X1 16. The President of Performax, John Barwick, will demonstrate the  
25X1 interactive video seen recently by the DTE at the 11 May Curriculum Committee Meeting.

25X1 17. [redacted] CBTG contractor for VM CBT, will be with us Wednesday  
25X1 through Friday of next week to help [redacted] with the ELECTAS course, and to provide technical assistance in how to extract Phoenix data for manipulation using SAS. Once we have the SAS capability, we will be able to keep historical data on CBT usage much more efficiently and comprehensively than we do now.

25X1 18. The postponed Bain & Co. "Code of Confidentiality" interactive video  
25X1 briefing and demo will take place at the [redacted] Learning Center, 2N17, on  
25X1 10 May at 1400 hours. About 20 people have said they would attend, including  
25X1 [redacted]

[redacted]

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10 May 1988

MEMORANDUM FOR: Director of Training and Education

25X1 FROM: Director, Center for the Study of  
Intelligence

SUBJECT: Weekly Report/CSI

25X1 The Harvard Program is producing an interesting side-benefit. The DDI's office asked us last week if our Kennedy School contacts could facilitate a discussion with Dukakis people at the school about how best we might serve a Dukakis administration. CSI and the DDI's office will be exploring the issue further when the Kennedy School contingent is in town next week for two sessions related to the program.

25X1 CSI held an Ambassadorial Seminar for the Directorate of Operations on 5 May 1988 in Headquarters. , the Associate DDO for Counterintelligence, hosted the presentation for nine State Department ambassador-designates which was followed by cocktails and dinner in the Executive Dining Room. This was a very  
25X1 loose and inquisitive group and the discussion was very lively.

25X1 We are exploring with OIT the possibility of making articles from Studies in Intelligence available on AIM/CONFER. The basic notion would be to put an abstract of the article into CONFER and offer the option of having the article itself printed at the user's printer. It is early days yet--among other things, we have no idea how easy it will be to link the articles with AIM, and we obviously will have to wrestle with the question of who does the abstracts. But the basic idea seems like a winner, and our OIT contacts are enthusiastic.

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10 May 1988

MEMORANDUM FOR: Director of Training and Education

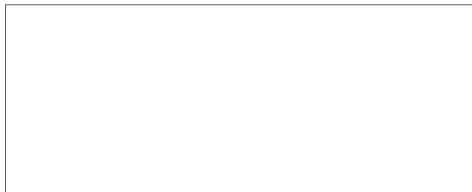
STAT FROM:

[redacted]  
Chief, Information Systems Training Division

SUBJECT: ISTD Weekly - 5/4/88 - 5/10/88

STAT 1. [redacted] C/ISTD, OTE ADP Control Officer, [redacted], and  
STAT [redacted] along with various [redacted] project architects, visited the  
IBM training facility on 6 May. We were shown a number of standard and  
TV classrooms, office areas, and student bedrooms, all of which contain  
significant technology to enhance IBM training. These facilities  
STAT provided us with a number of ideas that may be incorporated into the new  
[redacted] training building.

STAT 2. The Office of Security (OS) has asked ISTD to participate in a  
STAT training program to provide instruction on laptop personal computers to  
STAT [redacted] this week to  
STAT observe one of these training sessions. We will be working with OS to  
STAT develop and refine this training program to present to approximately [redacted]  
STAT [redacted] over the next six months to a year. This training  
will be specifically tailored to the use of these laptop PCs. The OS has  
offered to pay all costs associated with our involvement and training.



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10 May 1988

MEMORANDUM FOR: Director of Training and Education

25X1 FROM: [REDACTED]

Chief, Language Training Division

SUBJECT: Language Training Division Weekly Report

25X1 1. On Saturday, 30 April 1988, AC/S&G and Testing Specialist [REDACTED] held an oral interview training session at the Center for Applied Linguistics (CAL) in Washington, DC. The purpose of the session was to train interviewers and raters who through the administration and scoring of face-to-face interviews will concurrently validate CAL's new indirect test of spoken Portuguese. If this tape-mediated test of spoken Portuguese proves reliable and valid it may have utility for LTD's testing program thus easing the burden on LTD instructors who have increasingly heavy teaching and testing schedules. [REDACTED]

25X1 2. On 3 May 1988, LTD German-Scandinavian Section Chief [REDACTED] and German instructor [REDACTED] met with German language specialists at the Foreign Service Institute (FSI) to discuss options for a new textbook to replace the current FSI German text being used at both FSI and LTD. It was also agreed that video and other instructional materials would be exchanged. [REDACTED]

25X1 3. On 6 May 1988, FBIS Intelligence Officer [REDACTED] met with LTD German instructors to discuss plans for a two-day German culture and history workshop. The workshop will address many topics not normally handled in German language courses such as Nazism and its aftermath, the political division of Germany and the period of Soviet Occupation of East Germany. The workshop is slated to take place for all LTD German students at Chamber of Commerce on 18 and 19 May. [REDACTED]

25X1 4. From May 4 to 6 1988, LTD Bulgarian instructor [REDACTED] conducted a mini-immersion in Bulgarian at the [REDACTED] facility. This was the first such exercise in Bulgarian held in recent LTD history. [REDACTED]


25X1  
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Language Training Division Weekly Report - 10 May 1988

25X1



6. The French six week Extended Total Immersion concluded on 6 May 1988. The program was successful as expressed by student and instructor comments and evaluations. Sustained listening comprehension and communication skills were the major focus of the program, together with presentations and discussions on relevant social, political, cultural and economic issues. Guest speakers from various directorates shared their expertise and added to the job relevance of the program. 

25X1

7. There were 30 reading proficiency tests and 33 oral proficiency tests during the past week. 

25X1

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