

28 July 1988

MEMORANDUM FOR: Deputy Director for Administration

25X1 FROM: [redacted]

Director of Training and Education

SUBJECT: Weekly Report

25X1 \* 1. The Office of Training and Education's (OTE) Training Support  
25X1 Division reports that [redacted] Agency personnel have enrolled for full-time  
25X1 academic training beginning this fall. Combined with those already  
25X1 enrolled, the Agency will have [redacted] in full-time academic training  
beginning the academic year in September. [redacted]

25X1 2. On 19 July, [redacted] Program Manager External Education  
25X1 Program/IBM Corporate Education, who helped design and then manage IBM's  
25X1 Corporate Technical Institute in Thornwood, N.Y., visited OTE's [redacted]  
25X1 [redacted]. He met with [redacted] Management on the floor plan  
25X1 layout for the new Operations Training Facility and dormitories, and gave  
his advice and guidance on configuration of that facility. [redacted]

25X1 3. The graduation dinner for the Military Attache Training Course  
25X1 (MATCO) was held on 21 July at OTE's [redacted]. The  
25X1 keynote speaker was [redacted] the DIA Director for  
Attache Operations. [redacted]

25X1 4. On 18 July, Dr. Frederic Fleisher--a producer at Swedish  
25X1 Broadcasting Corporation's Educational Television--visited OTE's Language  
25X1 Training Division to review [redacted] the computer-based interactive video  
language training program. He was impressed with the project and said  
that although some computer-assisted instruction exists in the schools  
and in industry in Sweden, no interactive video is used in training. [redacted]

25X1 5. An instructor from OTE's Leadership Development Division  
25X1 conducted the first of five Managing Change workshops for 12 Division and  
Branch chiefs in the Office of Imagery Analysis (OIA). The workshops are  
25X1 designed to help facilitate OIA's relocation to Headquarters. [redacted]

25X1 [redacted]

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SUBJECT: Weekly Report

25X1 6. Two OTE Leadership Development Division (LDD) instructors met with Colonel Tom Meyerchin of the National War College (NWC) to explore expanded cooperation between OTE/LDD and the NWC. [redacted]

25X1 7. On 18 July, OTE's Computer Based Training Group (CBTG) unveiled a new Online Catalog that lists all computer based training courses available on the VM3 CBT system, Phoenix. Eighteen courses are described in the catalog; eight of them grant Agency credit equivalent to that obtained for classroom training. Courses available are mainly in the computer area, e.g. Fundamentals of AIM, NOMAD2 Applications Development. Others cover human resource development, e.g. Effective English, Time Management. [redacted]

25X1 8. OTE's Computer Skills Training Branch, Information Systems Training Division, completed the second of two special runnings of the PC Familiarization course for FBI officers and CIA personnel with whom they interact. The purpose of the training was to provide both skills in the basics of personal computer use and familiarity with PC-related terminology. The training is designed to enable the trainees to understand and communicate better with field sources on computer related issues. [redacted]

25X1

[redacted]

for [redacted]

25X1

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22 July 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 July 1988)

*more info.*

Where We Are

1. The new OTECBT Online Catalog was put on Phoenix as scheduled. It lists 18 CBT courses, including eight for which OTE credit is offered. Let us know if you'd like a demonstration.

25X1 [Redacted]

25X1 3. C/MPB, C/CBTG and [Redacted] met with American University's Career Center staff to inform them of OTE's interest in coop students in media production and computer based training.

4. The Television Production Section has been busily engaged in shooting footage for the "CT Orientation" for the DTE. Final shooting for this project will be completed today in the OTE CT office and various park and rural sections in the metropolitan area.

5. The Audiovisual Section was heavily involved in the videotaping of Soviet Realities sessions at Headquarters and a number of in-class projects of the "Train the Trainers Workshop."

25X1 6. The Visual Aids Section spent the week involved in the production of a poster for ITD/STI, handouts for LDD, a 3-D chart for [Redacted] and a number of requests from the LTD.

25X1 7. Draft of CI Awareness Program developed by [Redacted] is attached. This proposal is being vetted among CI training staff.

25X1 8. [Redacted] met with FBIS staff to develop a process for identifying job specific training requirements.

25X1 [Redacted]

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25X1 9. [ ] conducted a Trainers Workshop for five OTE instructors.

25X1 10. [ ] met with [ ] to identify student characteristics and expectations for the Trainers Workshop he will be conducting in-country in October.

11. The Learning Center group held a productive meeting on goals and objectives for FY89-FY91.

Where We Are Going

12. The Television Section will be editing the the "CT Orientation" program this week.

13. The Visual Aids Section will be doing a number of photographic chores for the CTD over the next few days.

14. PEDS staff have begun working with OTE division to develop: a) useful end-of-course student evaluations; and b) systematic course follow-up procedures. Potential of a data base to track trends in courses is also being explored.



Attachment

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JANE, THIS IS THE TEXT THAT VIN WANTED TO AMPLIFY OUR SHORT NOTICE IN THE DDC AREA NOTES OF 22 JULY.

On 18 July, OTE's Computer Based Training Group (OTE/CBTG) unveiled a new Online Catalog that lists all computer based training courses available on the VM3 CBT system, Phoenix. Eighteen courses are described in the catalog; eight of them grant Agency credit equivalent to that obtained for classroom training. Courses available are mainly in the computer area (e.g., Fundamentals of AIM, NOMAD2 Applications Development); others cover human resource development (e.g., Effective English, Time Management). The Fundamentals of AIM course was created by CBTG two years ago; the rest of the courses on the list have been purchased or leased by OTE. To access the Online Catalog, log onto VM3 and at the R; prompt, type otecbt. When the Welcome Screen appears, follow the directions on the right side of the screen.

26 July 1988

MEMORANDUM FOR: Director of Training and Education

FROM: [redacted]

Chief, Training Support Division

SUBJECT: Weekly Report--18-26 July

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1. DS&T/ORD and TEAMS. On Tuesday, 26 July, TSD [redacted] [redacted] briefed ORD's Executive Officer, Training Officer, and ADP officer on TEAMS and OTE's registration process. After TSD clarified some issues,, ORD expressed enthusiasm about using the online Form 73. They have some concerns about the Form 136 which we will address as that form comes online.

2. Meeting with DI Training Officers. On Monday, 25 July, C/TSD met with DI training officers to discuss the current status of registration on TEAMS. He informed the group that the DI training officers would have access to TEAMS within two week, giving them a capability to look up training records and current enrollment information. The training officers are looking forward to using this capability.

3. Fall Off-Campus Registration. Registration for the Agency Off-Campus Program offered in cooperation with the University of Virginia's Continuing Education Division for the fall 1988 semester is about to begin. Posters have been hand-carried to Headquarters and to outlying buildings for display and "table tents" announcing the program have been placed on cafeteria tables at Headquarters. The Employee Bulletin announcing the courses being offered will be released during the first week in August.

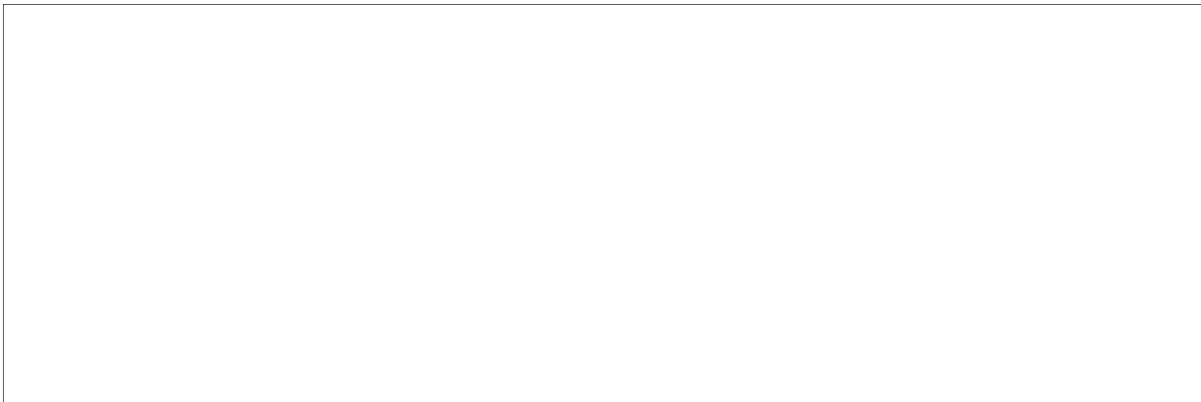
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4. QUICK CONFIRMATIONS. On Monday, [redacted] C/TSD, and [redacted] C/ITB, met with [redacted] DD/OTE, to discuss the "quick turnaround" of course confirmations. The DD/OTE made an announcement to OTE Division Chiefs at this week's D/OTE Staff meeting that each division will determine which courses can not be registered as first-come, first-served and that these courses will be held to a minimum. TSD will plan to begin "quick turnaround" in approximately one month.

SUBJECT: Weekly Report (18-26 July)

5. On Friday morning, C/ITB briefed Language Training Division (LTD) managers on the registration process in TEAMS. Most LTD instructors are only available at certain times of the year to take other training courses. LTD's managers want to ensure that their instructors will be able to get into the training dates of their choice. We discussed some ways to do this. TSD and LTD will work closely with the OTE Training Officer to help LTD instructors get training when they can take it.

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8. C/ITB attended a meeting with LTD managers and registration folks on LTD's registration cycle. This is in followup to "quick" confirmation of students. LTD will take a hard look at its registration procedures. C/LTD looks to streamline the LTD registration process.

9. The OIT reprogramming in order to move training history (back to 1980) has been completed and will be tested in TSD around 1 August with the intention of moving training history around 15 August. C/TSD discussed this at length at the TEAMS/Technical Exchange Meeting this week.

10. Central Registrations confirmed 30-plus courses, sent online confirmation notices on each of these courses, and forwarded 23 student rosters to OTE course directors.

11. The hard-copy FY 1989 Schedule of Courses will be printed by Printing and Photography Group by the end of this week. [redacted] worked very closely with C/LTD to reformat and validate the language training schedule to ensure its inclusion in the schedule.

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SUBJECT: Weekly Report (18-26 July)

*check w/ TSD to see if this is the number of students in full time academic training*

12. During the month of July, 23 students have been briefed by [redacted] (ETB Registrar) on their entitlements and responsibilities as students being sponsored by their components for full-time academic training.

13. The registrar for government Programs [redacted] enrolled five individuals in DOE's Technical Response to Terrorism, scheduled for 29 August-1 September 1988 at EG&G Las Vegas. This is the pilot running of this seminar to familiarize Intelligence Community personnel with how a nuclear threat is determined to be credible,, and subsequently, how DOE and the National community respond to such a threat. [redacted] from WOTD, is enrolled and will evaluate the course content. We are trying to enroll the additional five individuals in the seminar.

14. C/TSD and the registrar for the Off-Campus Program [redacted] [redacted] briefed the Deputy Director for Curriculum on training opportunities available at UVA in addition to Off-Campus Program.



\* OTE's Training Support Division reports that [redacted] Agency personnel have enrolled for full-time academic training beginning this fall. Combined with those already enrolled the Agency will have [redacted] in full-time academic training ~~this~~ beginning the academic year in September.

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26 July 1988

MEMORANDUM FOR: Director of Training and Education  
 FROM: Chief, Language Training Division  
 SUBJECT: Weekly Highlights for 18-22 July 1988

*OTE's Language Training Division  
 to review EXITO the  
 Computer-based interactive  
 video language train program*

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25X1

1. On 21-22 July, Chief/Testing [redacted] Acting Chief/Slavic and Germanic Languages [redacted] and Testing Specialist [redacted] visited Prof. Benjamin Wright at the University of Chicago to learn to apply the Rasch model to problems in validating reading proficiency tests. The model, which extracts significant statistical information from relatively small samples, was used to analyze items in the Chinese, Dutch, Greek, and Swedish reading tests and has brought these tests closer to their final form. [redacted]

25X1

2. On 18 July, Dr. Frederic Fleisher--a producer at Swedish Broadcasting Corporation's Educational Television--visited EXITO. He was impressed with the project and said that although some computer-assisted instruction exists in the schools and in industry in Sweden, no interactive video is used in training. [redacted]

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[redacted]

4. LTD administered 53 reading proficiency tests and 47 oral proficiency tests during 18-22 July. [redacted]

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25X1

[redacted]  
for

25X1

[redacted]

26 July 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]

HIGHLIGHTS

Working with People a Continuing Hit

ADMIN Division Saves POCM

First OTE Scored MSPs Used in Class

Status of Working with People Program

The "Working With People" program completed the second pilot runnings of each of three different courses between 14-22 July:

- Improving Your Work Skills (14 July) received a 4.4 (out of 5) overall student evaluation.
- Communicating Non-Defensively (14-15 July) got a 4.7.
- Effective Meetings (22 July) was rated 4.8.

We are still "fine-tuning" these courses for FY-89 and will make some minor changes based on LDD observer and student recommendations. We have backlogs for most of the programs despite the absence of significant publicity. [Redacted]

The program had its first hearing impaired student in the Effective Meetings course. Two "signers" accompanied the student and took turns translating the material. [Redacted] the course director, was initially concerned that the two non-students might adversely impact the class--and there was some disruption when the "signers" changed over. However, [Redacted] reported that the class quickly adjusted to this practice and it soon became accepted. The student took notes and fully participated in the team exercise discussions--in fact his team had the winning score in the exercise. [Redacted]

[Redacted]

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SUBJECT: LDD Weekly Report [redacted]

Counseling Skills: A Continuing Hit

The fourth Counseling Skills course in the Electives for Managers series in as many months draw more enthusiastic student reactions. The 18 students gave it an overall evaluation rating of 4.82 with numerous kudos for the staff and the utility of the intensive video-taped role play exercises and critiques. Two of the three students who evaluated it as a "4" program commented that the program was too fast paced with too much crammed into three days. The success of this program--which is better received than even POCM--lies in the skills of the instructors and commitment of program TA [redacted], the tight design and the intensive feedback. As part of MTB's efforts to expand its contractor base, Program Chairman [redacted] worked with and evaluated a new contractor during the run.

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First Leading People with All Home Grown MSPs

This week's Leading People in CIA will be the first in which all the Management Skills Profile feedback instruments will be scored and printed on the LDD Santron-PC-Laser Printer Hookup. Thanks to hard work by [redacted] [redacted] ISTD and LDD Training Support personnel [redacted] the first batch of 19 MSPs was produced in OTE with barely a hitch on 22 July. The self-scoring capability means:

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- faster turn around time; we can now prepare an MSP up to class time if necessary rather than the ten day turn around time we had.
- substantially reduced cost. Our liscensing agreement means we will be saving up to \$500 per run of LPCIA.
- greater possibilities for the MSP. We can now begin work on creating an Agency specific MSP data base of managerial strengths and weaknesses, initiate a component program of MSP feedback and use the MSP more widely in other courses.

Admin Division Help Saves POCM

Help from the OTE Admin Staff enabled us to sucessfully complete the fourth running of POCM so far this CY. [redacted]

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[redacted] Quick scheudling adjustments by course co-chair Peter [redacted] minimized student down time. Initial reports from Peter indicate the program went particularly well. [redacted]

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25X1 SUBJECT: LDD Weekly Report [redacted]

Organizational Development Help for OIA

25X1 [redacted] *from OTE's LDD* conducted the first of five Managing Change workshops for 12 Division and Branch chiefs in the Office of Imagery Analysis (OIA). The workshops are designed to help facilitate OIA's relocation to Headquarters. (The entire office of [redacted] will be affected by the move. The program included:

- an overview on recent technological changes and future changes affecting the office.
- Managers were asked to complete the Occupational Stress Inventory (OSI) on a voluntary basis, a one hour brainstorming session to identify current problems and potential solutions. The test will provide a data base for the session which Helen will conduct for OIA senior managers in October. Helen will review progress on the project with the Director and Deputy Director of OIA in the near future. [redacted]

*Print*

Other Activity

25X1 *from OTE LDD instructor met with* [redacted] met with Colonel Tom Meyerchin of the National War College. ~~Meyerchin would like to expand informal cooperation between OTE/LDD and the NWC. He also agreed to see if arrangements can be worked out to let OTE/LDD score one of the instruments used in POCM; Meyerchin is the exclusive government rep for it.~~ [redacted]

*to replace offended*

25X1 [redacted] attended the DST Problem Employees session in the bubble. Closely tracks what we do in Managing in CIA. Separate report forwarded. [redacted]

25X1 --Negotiation Skills in Electives of Managers series got another good reception from students--including [redacted]

25X1 [redacted] attended trainer-of-trainer workshop at PDI in Minneapolis on Management Skills Profile. Returned extremely positive about MSP and PDI capabilities. [redacted]

25X1 --EDS's "Resource Management in CIA" given by [redacted] Comptroller, was held on 20 July. Twenty-seven SIS officers and selected GS-15's enrolled with twenty actually attending. As usual, [redacted] held the attention and active participation of those present for the entire day; all remained forty-five minutes beyond the scheduled time. [redacted]

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SUBJECT: LDD Weekly Report [redacted]

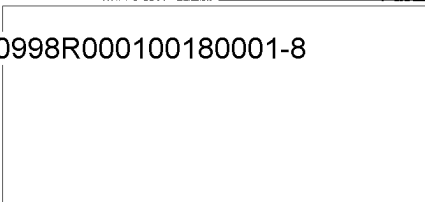
--next Critical Issues Seminar will be on "Narcotics - A National Intelligence Issue" and is scheduled for 15 September. Developed by [redacted] the two-hour seminar will present an examination of the Agency's emerging role in the war on drugs. Bill Katopish, NIO for Counternarcotics, and [redacted] Chief, International Narcotics Division of OGI, will be the seminar leaders. [redacted]

[redacted] met with Dr. Glenn S. Pfau, President of Communication and Management Professionals. Dr. Pfau is respected as a dynamic leader of communication and management training seminars. [redacted] CIA Public Affairs Office, attended Pfau's three-day course on "Effective Executive Speaking" offered by AMA and highly recommended it to EDS as an elective for SIS officers. Dr. Pfau's credentials are impressive and his course is rated tops in the U.S. in this area. EDS is exploring the possibility of offering an elective by Dr. Pfau during FY 89. [redacted]

[redacted] met with [redacted] from the Information Management Staff (IMS) of the DO on doing a case study program for the [redacted] managers in IMS. The plan is to discuss sanitized IMS personnel cases in small group sessions. Recommendations were discussed on the do's and don'ts of using case studies dealing with human factors and the role of the group leader/facilitator. [redacted] Chief of IMS, attended the [redacted] Seminar several years ago; this stimulated his interest in doing something similar for managers [redacted]

[redacted]

TSD WEEKLY



25X1

1. Over the week, members of TSD visited two DS&T offices to give them tailored briefings and hands-on training on TEAMS. C/ITB and [redacted]

25X1

met with 12 FBIS training and ADP officers to discuss TEAMS. On 2 August, [redacted] will follow up with a visit to FBIS to assist in setting up online files and establishing internal office procedures. C/TSD and C/ITD visited the Office of Special Projects on Wednesday. The OSP Training Officer is learning TEAMS with the intention of training OSP employees to use the system.

25X1

2. C/TSD, C/ITB, and [redacted] met with the course directors for "Managing" and "Leading People in CIA" to discuss registrations. While "Managing" has the right numbers of students, we need to find ways to get better mixes. Several options were discussed, all of which involve more participation from the Management Training Branch. MTB and ITB are working closely in solving this problem of mixes.

25X1

3. C/TSD and [redacted] visited the Department of Energy to discuss the selection of students for that organization's new course on Technical Response to Nuclear Terrorism, to be conducted 29 August to 1 September 1988. We were able to get 10 of the 20 applicants into the course (including a member of WOTD who will assess the appropriateness of adding parts of the course to OTE curricula). The course provides an overview of DOE's ~~response team~~ for nuclear threat incidents.

*Nuclear Emergency Search Team (NEST)*

25X1



*From last week - arrived late.*



26 July 1988

MEMORANDUM FOR: Director of Training and Education

FROM:

[Redacted]

Chief, Intelligence Training Division

SUBJECT:

IT Weekly Report [Redacted]

1. Four SE/CI officers discussed the "Soviet Use of Eastern European Services" in the Soviet Intelligence Services and Their Activities Block on 25 July. They agreed that, while these East European services mirrored their Soviet counterparts for many years after the end of World World II, the East Europeans have been increasingly independent since the 1970s, but usually very cooperative. The East Germans are the most professional and successful, next to the KGB and GRU. [Redacted] now an annuitant, spoke on the "KGB Use of the Cuban Services." The Cubans are highly independent and for several years were "professional, but not friendly" with the KGB. Since 1987, there has been some improvement in Cuban-KGB relations. [Redacted] discussed recent Cuban operations against the Agency. [Redacted]

2. [Redacted] SRI, attended a seminar at the Institute for Defense Analysis on 21 July. [Redacted] University of Jerusalem, examined Soviet-Israeli relations. One of his major points was that Israel is important to the Soviet Union largely in the context of its influence on Soviet-U.S. relations [Redacted]

3. On 22 July, [Redacted] attended an all-day seminar on the 19th All-Union CPSU Conference at the Vista International sponsored jointly by LDA and SOVA. About 65 officers from the Agency, the Department of State, DIA, and NSA participated. Several outstanding scholars took part in the seminar, including Michel Tatu of Le Monde Stephen Cohen of Princeton University, Vladimir Shlapentokh of Michigan State University, and Theodore Friedgut of University of Jerusalem. [Redacted]

[Redacted]

**CONFIDENTIAL**

Administration Division Weekly  
18-22 July 1988

Miscellaneous

DC/AD attended "Counseling Skills for Managers" 20-22 July.

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Security

Drafted two notices for OTE publication: one re emergency numbers to summon emergency equipment to CofC and one re safety responsibility of OTE employees.

Talked with OGC re another inquiry from Dave at the snackbar in CofC re selling Va. lottery tickets. OGC advised that David should submit an application and that they will be back in touch with a final resolution.

Worked with reps from US Air Force re two of their employees being assigned to CTF. Sent paper work to Clearance Division to get approval on these two individuals.

Personnel

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Liz accompanied [redacted] to American University on Wednesday, 20 July, to discuss the Agency's Co-op Program. Specifically, OTE is interested in co-ops or graduate fellows who have skills in interactive video or media production.

On 21 July, Katherine spoke with an applicant who is interested in working for LTD as a Spanish Instructor. Depending on the results of her language testing, LTD/RLD would like to hire her as an IC, unclassified/external.

Liz spoke to the Student Training Program about OTE's desire to find co-ops and graduate fellows with language backgrounds. LTD is very interested in the program. All recruiters in the field will be notified of OTE's interest.

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**CONFIDENTIAL**Panel Support:

- Completed preparation for the GS-14 annual review panel.
- C/PB served as advisor to the GS-14 Panel.

Check-ins:TitleOfficeGradeDate

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SACTD/ATB

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Logistics

A roof air conditioning unit is scheduled for replacement on 28-31 July. All green phones, Delta Datas, and Wangs will probably have to be shut down during this period, depending on the weather. A notice will be sent to all OTE, OMS, and EEO informing them of the installation.

The room air conditioners for the 2200 Wing classroom at AHS came in on 19 July. We are waiting for the Base Engineering staff to install the items.

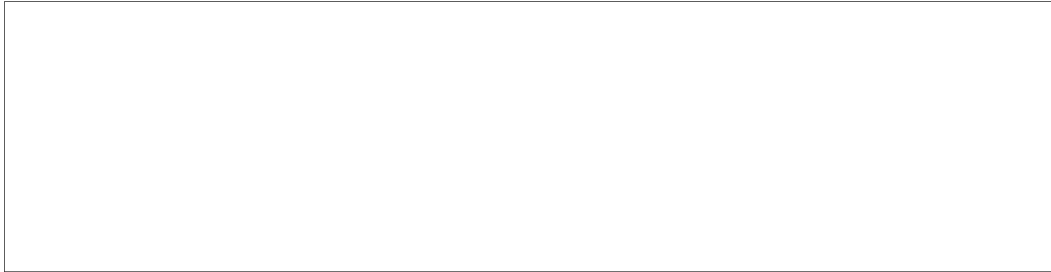
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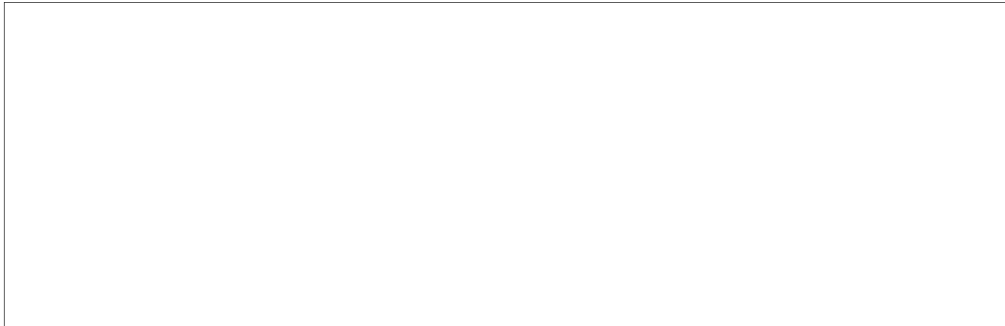
MEMORANDUM FOR: Director of Training and Education  
FROM: Chief, Washington Operations Training Division (WOTD)  
SUBJECT: Weekly Report for 18 - 22 July 1988

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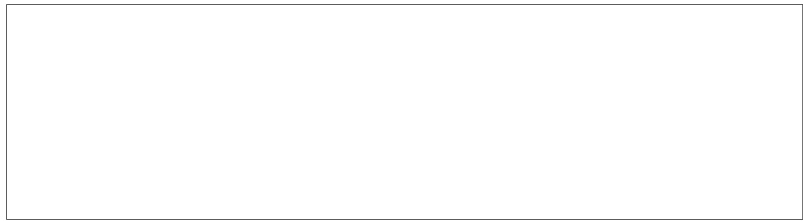


- 2. Personal Security Branch (PSB) activities:
  - a. A five-day running of the Personal Security Course was completed with twenty students attending.
  - b. On Saturday, 23 July, a special running of the Personal Security Course for spouses and dependents was conducted. Fifteen students attended.

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