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13 July 1988

MEMORANDUM FOR: Deputy Director for Administration

25X1 FROM:

[Redacted]

Director of Training and Education

SUBJECT: Weekly Report

\* 1. The Office of Training and Education (OTE) conducted the first running of the Executive Development Program's Critical Issues Seminar on Counterintelligence on 11 July 1988. The 20 attendees included three Office Directors, two National Intelligence Officers, the CIA General Counsel and the Chairman of the NIC. The second running is scheduled for 13 July. [Redacted]

2. On 7 July an OTE officer attended a symposium on management development sponsored by the U.S. Postal Service held at the Post Office Management Academy in Potomac. It was attended by representatives from numerous government agencies (i.e., GAO, NSA, State, USDA, and Secret Service) as well as private business (i.e., IBM, EDS, GTE). The conference was the first in recent years of government agencies. The Department of Labor has agreed to hold a follow-up later this year. [Redacted]

3. Two OTE instructors from the Intelligence Training Division (ITD) completed a month-long training program in French [Redacted]. The training focused largely on analytical training and on how to communicate analytical judgments effectively, both in writing and orally. In addition to a number of ITD personnel who participated in the training, instructors from OTE's Leadership Development Division (LDD), Information Systems Training Division (ISTD), the Career Training Division (CTD), and the Plans, Evaluation and Development Staff (PEDS) also contributed. [Redacted]

*for*

[Redacted]

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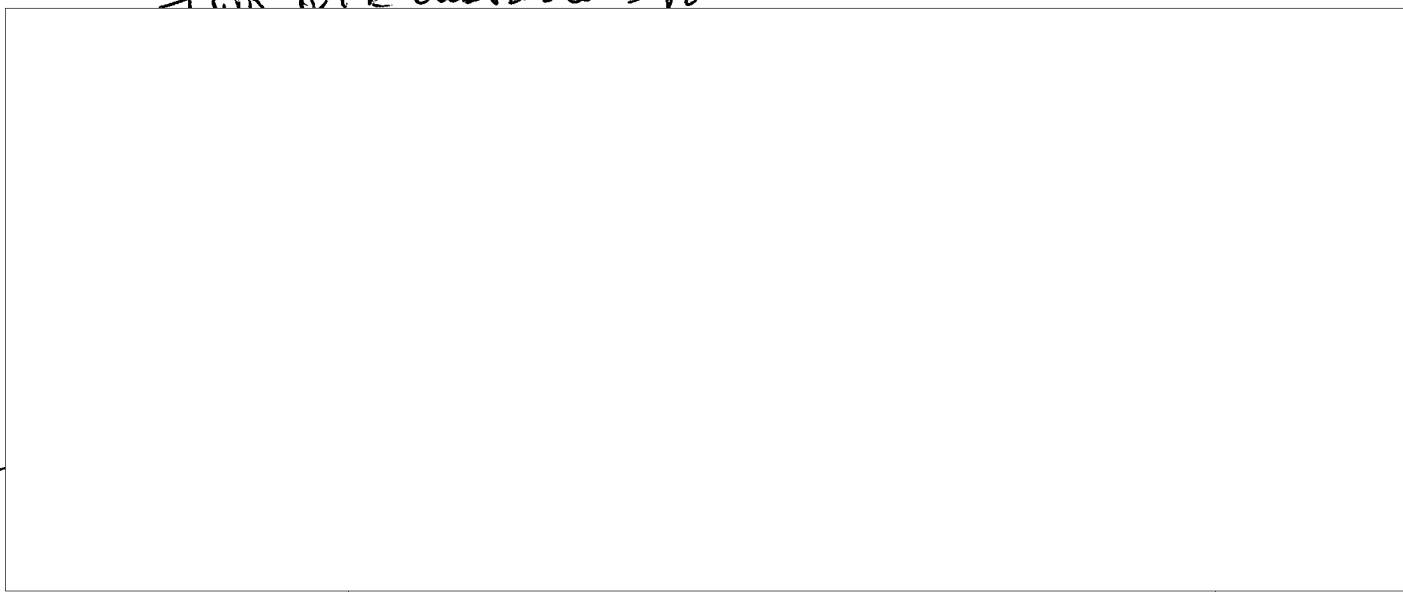
12 July 1988

MEMORANDUM FOR: Director of Training and Education

25X1 FROM: [redacted] Chief, Intelligence Training Division

25X1 SUBJECT: IT Weekly Report [redacted]

25X1 1. On 8 July, [redacted] STI, met with Tom  
25X1 [redacted] Chief of NPIC training, and representatives from four NPIC  
components, to discuss a proposal from Rochester Institute of Technology  
for a three-day Remote Sensing Seminar. NPIC is developing requirements  
25X1 that STI will use to tailor a course as part of the FY89 S&T Seminar  
25X1 Series. [redacted] *Tom OTE instructed for the ITD (as sent)*



*OTE/2*

25X1 3. On 11 July, [redacted]  
25X1 Center for Strategic and International Studies, opened SRI's new Lecture  
Series on Soviet-U.S. Relations with a presentation on "Gorbachev's  
25X1 Diplomacy of Decline." [redacted] argued that "new thinking" is best  
understood as adaptation to failure. He proposed that Gorbachev is  
dealing with the Soviet Union's diminished effectiveness by recasting  
25X1 Soviet goals to make them more modest and therefore more attainable, and



25X1 SECRET [redacted]

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25X1 SUBJECT: IT Weekly Report [redacted]

by carefully reinterpreting the international environment so as to make it appear less threatening. Forty were in attendance, an encouraging turnout for this first of a four-lecture series. Posters advertising the series will be ready Thursday. [redacted]

25X1  
25X1 4. The fourth running of the Soviet Intelligence Services and Their  
25X1 Activities Block began on 5 July with presentations by [redacted]  
25X1 (ADDO/CI) on the threat that Soviet Intelligence Services pose to U.S.  
25X1 intelligence operations and national security, [redacted] (SE) on the  
organization and responsibilities of the KGB, and [redacted] (CI  
Center) on the importance, selection and role of Soviet illegals. The  
demand for this block has prompted us to expand class size, and the  
current running has 40 registrants, including three from the FBI and  
25X1 three from State Diplomatic Security. The second session convened on  
11 July to hear [redacted] (OSWR) provide a comprehensive picture of the  
Soviet intelligence officer in the First Chief Directorate of the KGB  
(the directorate responsible for foreign intelligence collection), and  
25X1 [redacted] (C/SE) discuss the KGB's image of Americans in general and  
25X1 CIA officers in particular.

[redacted]

25X1 SECRET [redacted]

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12 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]

Highlight: New Critical Issues Program

*OTE conducted the*

The first running of the Executive Development Program's Critical Issues Seminar on Counterintelligence took place on 11 July 1988. The 20 attendees included three Office Directors, two National Intelligence Officers, the CIA General Counsel and the Chairman of the NIC. ~~The two-hour session went very well but unfortunately the DCI reclaimed his conference room at the last minute so we were forced to move to 1A07. This room is too large and impersonal to produce the proper rapport between the speakers and the attendees. The second running is scheduled for 13 July in the DA conference room.~~

25X1

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25X1

[Redacted] brought with him two other group chiefs from the CI Center. [Redacted] spent the first hour explaining the evolution of Counterintelligence in CIA: [Redacted]

25X1

[Redacted]

*omit*

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25X1 SUBJECT: LDD Weekly Report [redacted]

Status of Managing in CIA

25X1 An "All DA" run of Managing in CIA took place 27-29 June for GS-10  
 25X1 and under supervisors. The overall ratings for value and clarity were  
 25X1 4.67 and 4.62 out of 5. The managers-in-residence, [redacted] OP,  
 25X1 [redacted] Senior Personnel Officer, DA; and [redacted] OIT,  
 25X1 maintained a high degree of productive interaction with the 22 students  
 25X1 throughout the three days. The instruction team consisted of [redacted]

Three usual characteristics of GS-10 and below supervisors were evident:

- numerous complaints about course hours due to travel and child care considerations;
- lower scores on the task force planning exercise than GS-11 and above managers;
- less written action planning in the in-box exercise.

25X1 As is the norm for GS-10 and below runnings, the students seemed generally more enlightened and excited by their "new" learnings than their more senior graded brethren. Students were surprised at the differing policies and procedures within their Directorate regarding PARs, panels and career services and generally felt they had broadened their knowledge about the DA by exchanging information with personnel from other offices. [redacted]

25X1 A GS-11 and above run of Managing in CIA took place 6-8 July. There were 26 students and each Directorate was represented (DO-2; DA-8; DS&T-13; and DI-3). The overall ratings for value and clarity were 4.38 and 4.50. [redacted] Associate Deputy Director for Recruitment, OP, completed her second running as a manager-in-residence. This class contained more technical/engineering "types" than usual which lent a discernable flavor of "prove it with numbers" and "focus on substance" to the class. It proved very difficult to initiate discussion about the "feelings" generated by the in-box or the process used by the task force exercise groups. Both discussions instead focused heavily on substantive problems and what needed to be done to resolve them expeditiously. This group achieved a new "low" (the lower the score the better) on the task force planning exercise (engineers do it better!). The instruction team consisted of [redacted] chair; [redacted]

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25X1 SUBJECT: LDD Weekly Report [redacted]

Government Management Symposium

25X1 *AC/DA on OTE Affairs*  
[redacted] on 7 July, attended a symposium on management development sponsored by the U.S. Postal Service and held at the Post Office Management Academy in Potomac. It was attended by representatives from numerous government agencies (i.e. GAO, NSA, State, USDA, Secret Service) as well as private business (i.e. IBM, EDS, GTE). [redacted]

25X1 *omit*  
One of the most useful aspects was the networking that took place. It also served to underscore the sophisticated nature of management training in CIA--we are clearly running a more advanced and challenging program than most other government agencies [redacted]

25X1 The conference was the first in recent years of government agencies. The Department of Labor has agreed to hold a follow-up ~~some time~~ *later* this year. [redacted] the new head of FEI, reiterated his intent to organize a separate, more select conference on Executive Development in September). [redacted] *omit*

OTE PAR Workshop

25X1 On 30 June, [redacted] conducted a PAR workshop for OTE [redacted] Some of the twenty one students wrote PARs on wage grade employees, some on operations officers, and some on GS employees. Several students indicated they did not understand why they were taking this workshop after taking the same one last year. However, by the end of the day most students had positive comments and the workshop received an overall 4.4 out of 5. [redacted] (on very little notice due to a last minute cancellation) joined the instructional team and was very helpful in explaining how the PARs fit in with the overall evaluation cycle. John [redacted] also sat in on the career panel question and answer session [redacted]

Other Activities

25X1 [redacted] travelled [redacted] on 8 July to train  
25X1 [redacted] a part time TA based there who has primarily been  
25X1 working for ITD, on scoring test instruments for POCM. Having a resident  
25X1 TA for POCM [redacted] will end the need to fly instruments to Washington for  
25X1 scoring (always a risky bet) and lead to greater efficiency in running  
the complex program. [redacted]

25X1 [redacted] met with [redacted] Chief,  
25X1 Political Psychology Division, Office of Leadership Analysis, and [redacted]  
25X1 [redacted] Chief, Africa Latin America Division, LDA regarding an LDA  
office-wide conference in October. They are looking for ideas and  
25X1 speakers focusing on the theme of group processes as they apply to  
25X1 leadership (i.e. the Soviet Politburo). [redacted] will provide  
25X1 recommendations regarding OTE instructors and contractors who are capable  
of helping. [redacted]

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25X1 SUBJECT: LDD Weekly Report [redacted]

25X1 [redacted] has prepared a preliminary design of a New Inspectors  
25X1 Workshop for new officers on the Inspector General Staff. He and Dick  
25X1 [redacted] will meet with Bill Donnelly on 14 July to discuss it. Helen  
25X1 [redacted] is helping design the interviewing segments. Target for a pilot  
run is mid-August. [redacted]

25X1 On 7 and 8 July, [redacted] attended the "Presidential  
Operations Seminar" offered by the Government Executive Institute, Office  
of Personnel Management. Topics covered included:

- the evolution of the modern presidency
- the organization of the White House staff
- the role of OMB
- presidential decision-making styles
- the presidency and management reform

25X1 Lawrence O'Rourke, White House Correspondent for the St. Louis  
Post-Dispatch, addressed the seminar on "The Presidency and The Media".  
Mr. O'Rourke was candid but friendly, yet the audience of over 40 senior  
officers from throughout the Federal Bureaucracy was somewhat hostile,  
challenging many of his statements. One would have thought it was a CIA  
audience! Richard J. Bishiyian, Boston University's College of  
Communication, spoke on "Presidential Transitions: Lessons Learned". He  
extended an invitation to OTE to attend a one-day session on "Preparing  
For The Transition" to be held at the Mayflower Hotel on 23 August 1988.  
25X1 An announcement is attached. We will coordinate with CSCI on this. [redacted]

25X1



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Boston University

College of Communication  
Institute for Democratic Communication  
1625 Eye Street, N.W., Suite 1011  
Washington, D.C. 20006



## PREPARING FOR THE TRANSITION

August 23, 1988

Mayflower Hotel, Washington D.C.

Continental Breakfast (8:30-9:30)

(9:30-12:00)

Morning Panel Chair: Frank J. Fahrenkopf, Jr.,\* Chairman  
of the Republican National Committee

Topic: **POLICY PLANNING**

Panelists:

1. David Ifshin,\* Cranston/Prescott
2. Kirk O'Donnell,\* Center for National Policy
3. Edwin J. Feulner, Jr.,\* Heritage Foundation
4. Darrell Trent,\* former Deputy Secretary,  
Department of Transportation, Reagan Admin.

Luncheon Address (12:00-1:30)

**The Objectives of a Presidential Transition:**

Martin Anderson,\* The Hoover Institution

(2:30-4:30)

Afternoon Panel Chair: T. Kenneth Cribb, Jr.,\*  
Assistant to the President for Domestic Affairs

Topic: **PEOPLE ARE POLICY**

Panelists:

1. E. Pendleton James,\* former Director, Office of  
Presidential Personnel, Reagan Administration
2. Annelise Anderson,\* Hoover Institution
3. Mark Siegel,\* Mark A. Siegel Associates
4. Donald Devine,\* Citizens for America

\*confirmed



12 July 1988

MEMORANDUM FOR: Director of Training and Education

25X1 FROM: [redacted]

Chief, Secretarial, Administrative, and  
Communications Training Division

SUBJECT: Weekly Report

25X1 1. Three instructors from the Communication Training Branch met on 8  
25X1 July with a representative from the Liaison Branch of the DO's Special  
25X1 Activities Staff to discuss the possibility of offering a writing and briefing  
program [redacted] later this year. Another meeting is scheduled for 15 July  
with the Director of Special Programs. [redacted]

2. [redacted] met with representatives from the  
Office of Personnel's Compensation Division to discuss the development of time  
and attendance training, which will be a prerequisite to the existing ELECTAS  
training. T&A training will focus on the laws and regulations this Agency  
follows to determine pay entitlements (overtime, night differential, shift  
pay, etc.). OP/CD provided the names of several officers who will provide  
content expertise in conjunction with our design effort.

25X1 3. (EMBARGOED until noon 14 July) [redacted] the DCI's secretary,  
was the guest speaker in the 14 July running of the Correspondence Workshop.  
Peggy talked to the group of new secretaries about her experiences as a new  
Agency employee since her arrival from the FBI and about how she learned  
Agency correspondence procedures. Following the session, which was  
videotaped, Peggy and several instructors in the Secretarial Training Branch  
25X1 met for lunch [redacted]

25X1 [redacted]

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12 July 1988

MEMORANDUM FOR: Director of Training and Education  
FROM: Chief, Language Training Division  
SUBJECT: Weekly Highlights for 5-8 July 1988

25X1 1. On 5 and 6 July, Chief, East Asian Languages [redacted] and Chief,  
25X1 Near Eastern Languages [redacted] discussed requirements for FY 1989 and  
beyond with the division chiefs of DO/East Asia and DO/Near East and the chief  
of the DO/Resource Management Staff. The division chiefs expect an increase  
25X1 in demand for training in Chinese, Japanese, Arabic, Indonesian, and  
Vietnamese and support in-country immersions "if the price is right." [redacted]

25X1 2. During 4-8 July, LTD administered 41 reading proficiency tests and 39  
oral proficiency tests. [redacted]

for [redacted]

25X1 [redacted]

SECRET

12 July 1988

MEMORANDUM FOR: Director of Training and Education

STAT FROM:

[Redacted]

Chief, Information Systems Training Division

SUBJECT: ISTD Weekly re 7/6/88-7/12/88

STAT On Friday, 8 July 1988, [Redacted] met with

STAT [Redacted] Chief of ISG/OS to discuss a PC security

videotape. Two small changes will be made to this video, and it should be available in the Learning Center or for classroom use within a month. OS is very pleased with this security training effort.

STAT

[Redacted]

SECRET

8 July 1988

MEMORANDUM FOR: Deputy Director of Training and Education

FROM: [REDACTED]

Deputy Director of Training and Education for Curriculum

SUBJECT: DDC Area Events (5 - 15 July 1988)

Where We Are

## 1. The Television Production Section:

- edited the DA ORIENTATION videotape;
- saw the Laserfilm system demonstrated by a representative from Capital Video;
- is preparing a report on the Grid survey;
- continued editing the TEAMS videotape.

## 2. The Audio-Visual Section:

- helped move equipment for the laying of carpet in the Language Lab;
- videotaped the All Hands Meeting and provided remote broadcast to rooms 912 and 802; and
- implemented a new computer check-out system for audiovisual equipment.

3. [REDACTED] completed the CBT AIM course using a "guest registration" during his brief stay as the DD/OF. [REDACTED] provided him with the necessary guidance and a Student Handbook. She said he had few questions and appeared to like the instruction.

4. [REDACTED] briefed the new Chief of IMS Training, [REDACTED] about the status of the OR 1 course development. He highlighted the effect that CBT could have on the delivery of this training, including taking most of it at the employee's desk, with occasional workshops at Headquarters as follow-up.

5. [REDACTED] an OS/SES Instructor developing surveillance curriculum for that office, spent a morning looking at units 1-4 of the IVD "Surveillance Detection." In a related matter, C/CBTG referred C/SPO Training/OS to a California police officer developing IVD for law enforcement training.

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25X1 6. [redacted] (now on board with PEDS) and [redacted]  
25X1 conducted a day and a half of the OTE Trainers Workshop [redacted]  
25X1 [redacted] It is my understanding of this element of the  
training that it went very well.

25X1 7. Attached is a copy of the new liaison training data base created by  
25X1 [redacted] for FY87 and FY88 to date.

25X1 8. C/PEDS and [redacted] met with a contractor who is experienced in  
training large groups and will assist with the choreography of the all-Agency  
CI Awareness Program. Mike tells me that the contractor had some excellent  
suggestions on how to hold audience interest.

9. I met with the STOs this morning (note to follow). I asked for  
reactions to the TO conference. The basic response was that the TOs were  
touched OTE cared enough to put on such a show for them.

Where We Are Going

10. The DA ORIENTATION project will be completed Monday.

-- The CI portion of the most recent Soviet Realities Institute speakers  
will be taped weekly until mid-September with the intent of  
developing video scripts.

-- TEAMS editing will be completed Monday.

-- Taping for a commercial for WOTD on overseas orientation will begin  
next week.

25X1 11. [redacted] has mailed the walkthru draft of Unit 2 of ELECTAS for  
T&A Clerks to the review team. Walkthru will happen in about two weeks.

25X1 12. [redacted] will conduct the OTE Trainers  
25X1 Workshop, 11-15 July [redacted]

25X1 13. [redacted] transfers from PEDS to SACTD/ATB, Monday, 11 July.  
25X1 [redacted]

25X1 15. The Curriculum Committee has a very full plate for 14 July. We'll  
discuss new features of field admin training, a new DI writing course, and a  
large part of the ISTD curriculum for FY89. [redacted]

Attachment

**CONFIDENTIAL**

Administration Division Weekly  
5-8 July 1988

Conferencing

25X1  
25X1  
FY 89 course scheduling [ ] has been confirmed [ ] Conference confirmations for Fall 1988 will be completed soon.

Space

25X1  
Final interview with LDD for Reston requirements was held on 6 July with [ ] architects. Summaries of division interviews should be available within the next month.

25X1  
DC/AD accompanied EXO and RPO and [ ] architects to NSA on 7 July for a briefing on their proposed National Cryptographic Training Facility.

DC/AD participated in a space briefing at "All Hands" meeting on 7 July.

C/AD, DC/AD, and C/Logistics accompanied OTE management on a tour of South and East Buildings on 5 July.

Miscellaneous

25X1  
[ ] served as Acting Security Officer during Bettie's leave.

Liz accompanied a security escort to Arlington Hospital on 7 July. The escort fell and cut her head; she was taken by ambulance to the hospital where she received a total of 12 stitches.

Budget and Finance

C/B&F and OF Careerists attended meeting on 8 July at Hqs to meet the new D/OF.

Personnel

C/PB attended a DA Personnel Officers meeting on 7 July.

Liz attended an Office of Personnel briefing on 6 July on OP's plans for automation during the next ten months.

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**CONFIDENTIAL**Panel Support

- C/PB served as advisor to the SPB on 6 July.
- DC/PB served as advisor to the GS-10 panel on 6 July.
- Completed preparation for the GS-10 semi-annual review panel.
- Continued preparation for the GS-14 annual review panels.

Check-ins:

25X1

<u>Check-ins:</u>	<u>Title</u>	<u>Office</u>	<u>Grade</u>	<u>Date</u>
	DC/CIB		GS-14	07/07/88
	C/ITD		SIS-02	07/07/88
	Training Asst		IS-01	07/07/88

Check-outs:

25X1

<u>Check-outs:</u>	<u>Title</u>	<u>Office</u>	<u>Grade</u>	<u>Date</u>	
	Training Asst	LDD/EDS	GS-07	07/08/88	LWOP

Logistics

Carpet installed in Language Lab.

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