

8 November 1988

MEMORANDUM FOR: Deputy Director for Administration

STAT FROM:
Director of Training and Education

SUBJECT: Weekly Report

* 1. In a first, the Office of Training and Education (OTE) and the Office of Information Technology (OIT) co-sponsored Tom Peters' presentation "Managing Your Company" live via satellite in the Headquarters Auditorium. The 51-plus students in attendance received the program enthusiastically. He used themes from his newest book, Thriving On Chaos, to discuss what organizations must do now to be competitive in the future. (U)

STAT * 2. On 3 November Harvard University's Kennedy School of Government held a faculty seminar on the relationship between the Intelligence Community and Congress. The seminar was part of OTE's contract with the Kennedy School on intelligence assessment and policy; it is one aspect of the school's cautious effort to make its relationship with the Agency more widely known. The topic also reflects the school's growing realization of the importance of the intelligence-congressional link. The seminar panel comprised John Helgerson, Director, Office of Congressional Affairs; and George Tenet of the Senate Select Committee on Intelligence staff; Tom Latimer of the House Permanent Select Committee on Intelligence staff; and Greg Treverton of the Kennedy School and the Council on Foreign Relations as moderator. (U)

STAT 3. OTE's five-week Soviet Realities Course ended on 4 November. This course, presented primarily in Russian, was marked by a significant number of very recent Soviet emigres among the speakers. Many who had left since Gorbachev introduced his perestroika reforms were genuinely hoping he would succeed, but none believed he would. (U)

8 November 1988

MEMORANDUM FOR: Director of Training and Education

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

SUBJECT: LDD Weekly Report [redacted]

MTB Activities

A new version of ^{OPE's} the Electives course, "Managing Change" was conducted for 17 participants representing all directorates. [redacted] the instructor, received a 4.2 for instructor effectiveness, but the overall numerical average for this running, 3.7, was not as high as we want. Judging from the written and verbal comments about this course, students feel that it was a positive experience for them. [redacted]

Eighteen participants from all Agency Directorates attended the 31 Oct. - 4 Nov. running of Program On Creative Management [redacted]. The group responded quietly, introspectively but searchingly to the areas presented. Interest was high and evaluations quite positive. [redacted] co-chaired this running. [redacted] was the outside contractor and [redacted] presented segments. [redacted]

* In a first, ~~MTB~~ ^{OPE} along with OIT, co-sponsored Tom Peters' presentation, "Managing Your Company," live via satellite in the headquarters auditorium. The fifty-plus students in attendance received the program enthusiastically. ~~Tom Peters had a lot to say about organizations and leadership. He used themes from his newest book, Thriving On Chaos, to discuss what organizations must do now to be competitive in the future. His central theme concerning leadership is that organizations are about people, and management is effective only when people are enthused and feel psychological ownership for their work.~~ [redacted]

The Electives for Managers Program ran an MSP workshop on 3 November for sixteen managers. The course received 4.4 on a scale of 5 from students, and 4.75 in instructor effectiveness. However, some students and MTB staff again thought that the workshop could be presented in less than a whole day.

[redacted]

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25X1 SUBJECT: LDD Weekly Report [redacted]

25X1 On 4 November, [redacted] conducted a PAR workshop for the CPAS Cartography, Design and Publishing Group. The workshop was well received with the 16 students rating it an overall 4.4. This is the first OTE conducted PAR workshop for a DI component in at least several years. [redacted]

Working With People Program

25X1 [redacted] attended the NTL Human Interaction Lab in Bethel, Maine from October 22-28, 1988. [redacted] found it a valuable learning experience. He gained insight about himself, his styles of interaction and received feedback on how he is perceived by others. Although the NTL lab is more "touchy-feely" than Leadership Styles and Behavior (LS&B), it does have some relevance to the course. In fact, [redacted] intends to incorporate the model of conflict resolution taught at the lab into segments of LS&B as well as the conflict resolution segment that he teaches for the CTDC. [redacted]

25X1 On 4 November 88, [redacted] visited Security American International (SAI) near Dulles Airport to evaluate their new training facilities as possible sites for future runnings of "Working With People" Program courses. SAI was founded by [redacted] Julian Patterson. [redacted] recommend the facilities--a fully equipped classroom and four small break out rooms--for short one or two day programs. SAI is about a 45 minute drive from the Chamber of Commerce and has plenty of parking. However, students would have to bring their lunch as there is only one hotel within easy access of the site. SAI has no Agency affiliation [redacted]

25X1 On October 19, and November 3, 1988 respectively, [redacted] met with Womens Executive Leadership (WEL) Program coordinators [redacted] (DO), [redacted] (DA), [redacted] (DS&T) to discuss the Agency's continued participation in the OPM sponsored program and to identify issues we want to present to OPM prior to the November 16, 1988 coordinators' meeting. Program coordinators, based on individual feedback sessions with current and past WEL participants, recommend we continue with the OPM program. We are currently in the process of nominating candidates for FY-89. A separate memo on this topic follows. [redacted]

EDS Activities

25X1 [redacted] completed a revision of the Midcareer Course's DI exercise. The revisions were needed to keep the assumptions of the exercise valid in light of recent events in Southwest Asia [redacted]

CONFIDENTIAL

25X1 SUBJECT: LDD Weekly Report [redacted]

25X1 The Intelligence Issues and Challenges Course began 7 November with
a one-day presentation by [redacted] a private contractor with
outstanding credentials in management, training, and writing.
25X1 Participants were asked to identify and discuss major trends and values
in American Society. This approach immediately engaged the group in
interacting with each other and stimulated thinking about issues that
will be addressed more specifically when the course resumes 14-18
25X1 November. [redacted] are the course coordinators.

LDD Activity

25X1 [redacted] met with [redacted]
25X1 the new DO Senior Training Officer. [redacted] said he had made LDD his
first parish call, apparently because of our chiding of the DO to make
25X1 better use of management training. [redacted]

7 November 1988

MEMORANDUM FOR: Director of Training and Education

FROM: [redacted]

Director, Center for the Study of Intelligence

SUBJECT: Weekly Report/CSI

STAT

effort

On 3 November Harvard University's Kennedy School of Government held a faculty seminar on the relationship between the Intelligence Community and Congress. The seminar was part of CIA's contract with the Kennedy School on intelligence assessment and policy; it is one aspect of the school's cautious ~~attempt~~ to make its relationship with the Agency more widely known. The topic also reflects the school's growing realization, ~~derived largely from the input of Community participants at the program's semiannual seminars,~~ of the importance of the intelligence-congressional link.

The seminar panel comprised John Helgerson, Director, Office of Congressional Affairs; Sven Holmes and George Tenet of the Senate Select Committee on Intelligence staff; Tom Latimer of the House Permanent Select Committee on Intelligence staff; and Greg Treverton of the Kennedy School and the Council on Foreign Relations as moderator. A broad spectrum of influential Harvard faculty members attended, along with the CIA contingent at the Kennedy School's current two-week executive course. The Office of Training and Education was represented by the Director of Training and Education, the Director of the Center for the Study of Intelligence, and Jack [redacted] along with Officer-in-Residence, [redacted].

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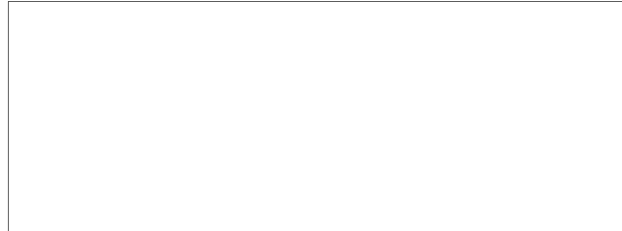
to 10/9

The main point to emerge from the very lively discussion was the degree to which the relationship between the Community and Congress is a cooperative rather than an adversarial process: as Professor Richard Neustadt put it, "CIA is learning what the Agriculture Department has known for years." None of the participants claimed the analogy with Agriculture could be pushed too far (and Tom Latimer in particular doubted that the change was as great as others indicated), but the consensus clearly was that the two entities had to a remarkable degree learned to work with each other.

SUBJECT: Weekly Report - CSI

It was striking (albeit not too surprising) how strongly the faculty perceptions were colored by events in Central America over the past few years. The biggest worry of more than one senior Harvard professor was that the Agency was making its own policy, or unilaterally enunciating the Administration's policy, in congressional hearings on covert action. These critics were largely mollified when they finally realized that the State Department is represented at all such hearings.

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7 November 1988

MEMORANDUM FOR: Director of Training and Education

STAT FROM:

[Redacted]

Chief, Intelligence Training Division

STAT SUBJECT:

ITD Weekly Report [Redacted]

STAT *relevant when*
STAT *program*
STAT *now*
1. On 3 November, ^{two OTE instructors from the} George Martin and Lois Livoske, Science and Technology Institute, met with [Redacted] ISTD, [Redacted] OIR, and [Redacted] OIT to discuss computer viruses. The group agreed that Agency employees needed to increase their awareness of what computer viruses are and how the Agency would respond to a virus. The participants decided to pursue a two-part program, including a guest speaker on viruses and an Agency-led presentation on the threat to our systems, which would be coordinated with the Office of Security's Information Systems Awareness Program. (U)

STAT 2. [Redacted] of the Analysis Training Branch attended a "faculty seminar" on Congress and the CIA, sponsored by Harvard's Kennedy School of Government, under the CIA-funded program on Assessments and Policymaking (3 November, Cambridge, Massachusetts). The guest speakers included Director of Congressional Affairs and the staff chiefs of the oversight committees. Director of Training and Education and Chief, Center for the Study of Intelligence also attended. (U)

STAT 3. [Redacted] of the Analysis Training Branch briefed the DI Management Advisory Group on the types of training available for DI managers. [Redacted], the course director for Managing in CIA, represented LDD and discussed their program. [Redacted] from MPSS addressed the specific issue of surveys that are done to determine levels of analyst job satisfaction and their perceptions of their managers. The briefing was to assist the DI MAG to determine how it should explore the issue of manager-analyst relations. (AIUO)

STAT Also in ATB, [Redacted] began a round of open forums in the DI on the Analysis Training Program with a discussion with 15 OGI analysts and managers. Among the reactions was a very supportive response for the seminar series being developed for DI managers. On the personnel front,

STAT [Redacted] completed his rotation to ATB and returned to OIA. (U)

ADMINISTRATIVE - INTERNAL USE ONLY

SUBJECT: ITD Weekly Report (U)

4. On 4 November the Topical Issues Branch completed Phase I of its four-week Defense Industries Analysis Course (DIAC) with [redacted] serving as course director. The DIAC provides an overview of the weapons systems acquisition process and is offered largely for DI analysts studying the acquisitions cycle in the USSR and elsewhere. Phase I, which is held at the Chamber of Commerce, is a week of intensive briefings by DOD and other officials on the entire acquisition cycle from the generation of requirements through the completion of contracts. The class will spend the next three weeks on the road, visiting U.S. defense contractors [redacted]

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5. The first FY89 running of the National Warning Course, taught by [redacted] of ATB and [redacted] of NWS/NIC, was completed on 7 November. Eight students--from the DI, ODCI, DIA, NSA, and Defense Intelligence College--attended the course. (U)

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6. ^{OTE 12} The five-week Soviet Realities Course ended on 4 November. This course, presented primarily in Russian, was marked by a significant number of very recent Soviet emigres among the speakers. Many who had left since Gorbachev introduced his perestroyka reforms were genuinely hoping he would succeed, but none believed he would. (U)

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7. [redacted] OGI, discussed Soviet active measures in support of foreign policy in the Soviet Foreign Policy Block on 7 November. Among the techniques covered were the funding of political groups and communist parties, use of agents of influence, and disinformation campaigns. He concluded that the scale of the Soviet effort has not diminished since 1985. [redacted] SOVA, followed with an examination of Soviet military and economic aid programs. He noted Moscow's disappointment with the payoff in terms of influence or tangible gains from the extensive investment in aid. (U)

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ADMINISTRATIVE - INTERNAL USE ONLY

7 November 1988

MEMORANDUM FOR: Director of Training and Education

STAT FROM:

[redacted]
Chief, Training Support Division

SUBJECT: Weekly Report

1. The Training Support Division received 250 requests for training at non-Agency facilities during the week of 31 October-4 November 1988. During the same period, TSD sent 437 student "instant confirmation" notes for OTE courses and confirmed 22 courses.

2. The External Training Branch is joining the electronic age. On 31 October, ETB started to give training officers throughout the Agency OTE approval numbers for requested training via AIM. In only those offices where the needed equipment does not exist, the training officers are notified by telephone. So far, it seems to be working and the "telephone tag" that used to take place has been cut considerably.

3. ETB has instituted a monthly listing to TOs to alert them of any training that was completed the previous month. This monthly notification is already beginning to help cut down on delinquent receipt of completion evidence from students.

STAT 4. [redacted] who recently attended DOE's Nuclear Threat Awareness Seminar in Albuquerque briefed the component representatives at the Senior Training Officers Meeting last week on what type of training DOE is conducting through its Office of Threat Awareness. She also presented DOE's offer to run two special courses just for CIA offices. The STO's were given a briefing paper and critiques of the Nuclear Threat Awareness Seminar. The cost of each program is \$50,000 and would have to be shared by the components. The STOs were asked to review the information and let OTE know if they were interested by 18 November. As STAT a follow-on to the course, [redacted] went on a field trip to the Calvert Cliffs Nuclear Power Plant in southern Maryland on 4 November.

STAT 5. On Monday [redacted] briefed DI Training Officers from CPAS, NESAS, SOVA, OEA, EURA, and OIA on the use of certain TEAMS screens. The Training Officers find their new access very useful and, as a group, stated that TEAMS is working.

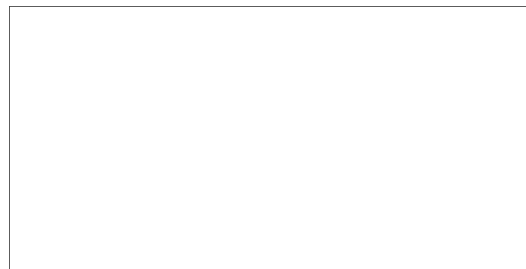
SUBJECT: Weekly Report

6. Secretarial Training Branch and Internal Training Branch are in process of phasing secretarial training registrations to Central Registrations. The following courses are currently being transferred:

Effective Oral Presentation
Electronic and Pouched Communications
Professionalism in the Office
Quickhand
Supervisory and Management Skills for Secretaries.

7. The first fiscal year statistics were reported from TEAMS week. Preliminary numbers were given to OTE instructional units. The actual reports will be disseminated to division representatives on Monday. TSD will work closely with the divisions on this exercise, which is working much more smoothly than last year.

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S E C R E T

7 November 1988

MEMORANDUM FOR: Director of Training and Education

25X1 FROM:

[redacted]
Chief, Language Training Division

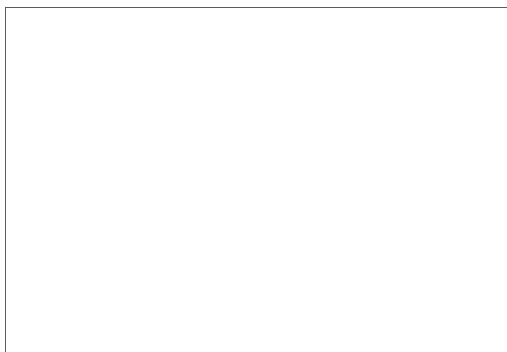
SUBJECT: Language Training Division Weekly Report

25X1 1. Recently, [redacted]
25X1 [redacted] where he worked with other members of the Community to identify sites appropriate for in-country total immersions. A proposal for such an immersion in spring of 1989 will be forthcoming.

25X1 2. As part of ongoing exchanges among members of the Interagency Language Roundtable, [redacted]
25X1 is teaching a second running of Survival Spanish at the Foreign Service Institute (FSI). Since FSI plans to make survival training an integral part of its courses, FSI selected one of its instructors to work with [redacted]
25X1 and learn the instructional techniques needed for the training.

25X1 3. [redacted] Chinese instructor, reports to the Near East Asian Languages Department, on 7 November 1988.

25X1 4. A new Chinese reading comprehension test is now on the shelf. Two individuals have already taken the test.



S E C R E T

CONFIDENTIAL

Administration Division Weekly
31 October - 4 November 1988

Conferencing

Representatives from Security Evaluation Office visited on 1 November to coordinate requirements for their conference 21-23 November. State and NSA representatives will also attend.

25X1 Kitchen hood will be installed [] 11-13 November, and Public
25X1 Works has also reserved [] 19-21 December to work in equipment room.

Space

DC/AD and C/Logs accompanied DD/OTE, EXO, DDC, and others on walk-through of 4X42 South Tower. After some touch-up work, room will be released to OTE on 7 November. The group also visited the other classrooms in New Headquarters Building to check progress of fit-up.

25X1 DC/AD, Doug/Logistics, SACTD, and WOTD representatives attended meeting in
[] Building on 2 November re construction progress and move-in schedules for E Street. Tentative date for OTE move is week of 17 January.

Miscellaneous

25X1 C/AD accompanied D/OTE and EXO [] on 3-4 November for goals and objectives meeting.

25X1 [] reported on 31 October as the Deputy Chief, Personnel Branch.

25X1 [] sent first group of data on goals and objectives to P&PD.

Budget and Finance

25X1 Chief, D/Chief and Payroll Administrator/B&F attended a meeting with
[] personnel and representatives from OP Payroll on 4 November. Great strides were made toward resolving reconciliation problems and redundant work at facility.

Security

25X1 Accompanied ADP Control Officer, C/ISTD, and Security Officer [] to NSA
25X1 on 4 November for briefing and demonstration of NSA Access Control System (badging system) for possible application at [] Headquarters area.

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CONFIDENTIALPersonnelPanel Support

- The GS-11 Language Instructor Panel met on 1-3 November for the annual review.
- Began preparation for the GS-10 LIP Panel scheduled for 29 November.

Check-ins:

25X1

TitleOfficeGradeDate

Instr-LTD	LTD/RLD	GS-09	10/31/88
Instr	LTD	GS-15	10/31/88

Check-outs:

25X1

Instr-Intel	ITD/ATB	GS-13	11/04/88	Rotate Out
Instr-ADP	DDC/CBTG	GS-11	11/04/88	Reassign Out

Logistics

Published and circulated notice on power outage at CofC on 5 November.

New kitchen for 1006 installed.

Cellular phone for new OTE van installed on 3 November.

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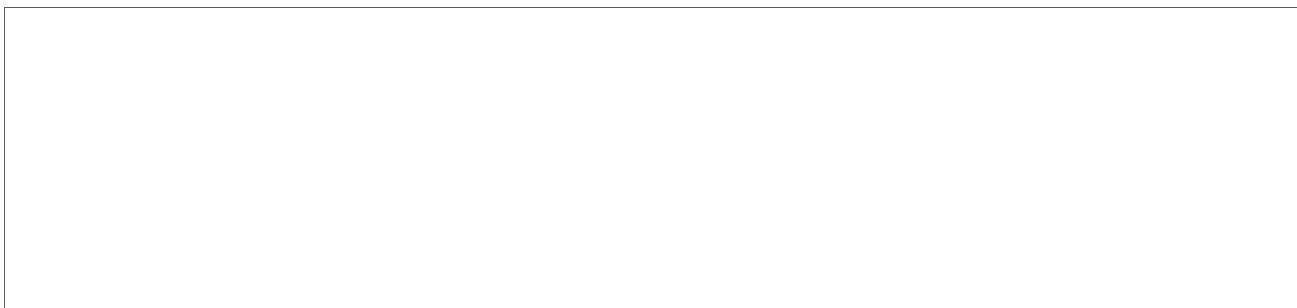


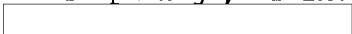
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MEMORANDUM FOR: Director of Training and Education
FROM: Chief, Washington Operations Training Division (WOTD)
SUBJECT: Weekly Report for 31 October - 04 November 1988

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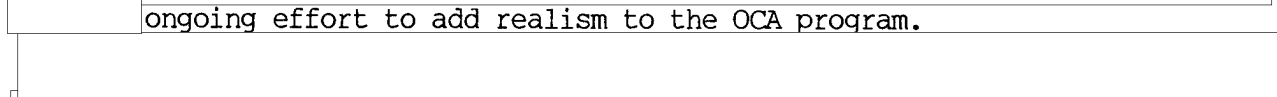


2. Operations Training Division (OTB) Programs:
a. The current OCA class is the first class ever to use a full field version of the CRAFT system. With the CRAFT software package, trainees in the OCA class have automated glossaries for cables, 


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 This is a new use for the printer and a time saver for OCA instructors.

c. Seventeen students took Operational Records II on 2 - 4 November. The second segment of an OTE-produced computer-based training module on DO records was successfully field tested.

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