

8 December 1988

MEMORANDUM FOR: Deputy Director for Administration

25X1 FROM: [redacted]  
Director of Training and Education

SUBJECT: Weekly Report

25X1 [redacted]

25X1 3. Two OTE representatives from the Science and Technology  
Institute, and a SOVA manager, [redacted] visited Arthur Andersen &  
Company's Professional Education Complex and System Integrated Center in  
25X1 Chicago to further develop the course on Computer Integrated  
Manufacturing (CIM). [redacted]

25X1 4. NSA has expressed interest in replicating OTE's pre-management  
"Working With People" program. NSA's [redacted] Chief/Management  
25X1 Training, contacted OTE to obtain information on the "Working With  
People" Program and the Leadership Styles and Behavior Course in  
particular. [redacted]

25X1 5. An OTE instructor visited the Defense Intelligence College and  
met with James Lucas, Dean - School of Professional Studies. Mr. Lucas  
was interested in learning about the Agency program because the Defense  
Intelligence Agency (DIA) wants to establish a program on Executive  
25X1 Development for its civilian senior officers. [redacted]

25X1 [redacted]

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6 December 1988

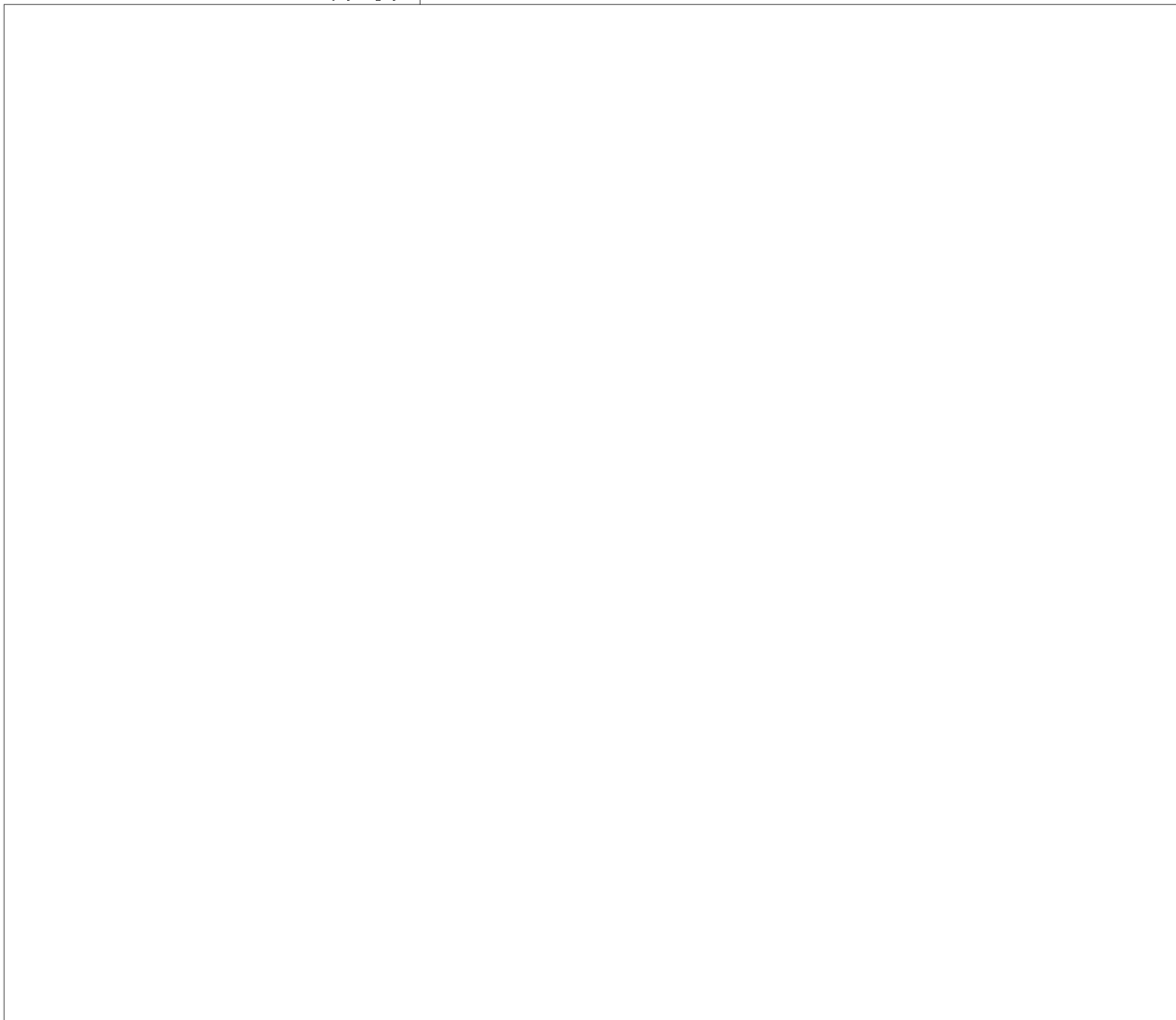
MEMORANDUM FOR: Director of Training and Education

FROM: [redacted]  
Chief, Intelligence Training Division

SUBJECT: ITD Weekly Report [redacted]

*Instructors from OTE's*

1. [redacted] of the Topical Issues Branch met on 5 December with representatives of the DO's Near East Division to finalize arrangements for a Middle East area studies seminar that TIB is developing for NE Division, [redacted] is principal coordinator of the seminar, which will open in the Headquarters Building in late January. The seminar is designed to familiarize students with Arab culture and contemporary Arab issues and has been tailored to meet the needs of NE officers. [redacted]



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*wait until we know it*

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25X1 SUBJECT: ITD Weekly Report



25X1 5. On 2 December,  of the Topical Issues Branch and  
25X1  Chief of the Analysis Training Branch, met with Professor  
Robert Dunn of George Washington University to discuss the Seminar in  
Economic Development and Basic Economics Workshop, which Professor Dunn  
offers for Agency analysts through TIB. The group discussed course  
content, agreed on upcoming dates, and explored economics training that  
25X1 might be offered in the future.

25X1 6.  staff coordinator of the Topical Issues Branch's  
Military Analysis Training Program, has now received replies from members  
of the DI's Military Functional Advisory Panel who were asked to comment  
on 18 proposed military training initiatives. Among those most strongly  
endorsed by the panel were a Seminar on Advanced Military Analysis,  
Conference on Trends in Military Technology, and a Symposium on  
Biological/Chemical Warfare, and TIB hopes to take action on most of  
these over the coming year. Steps already have been taken to implement  
another initiative which received a relatively high ranking--a lecture  
and film series centered around "Jane's Video Series: War and the Soviet  
Union." The program will open in the Headquarters Building in February  
1989 and will bring in a variety of military authorities for monthly  
25X1 lectures and discussions based on the videos.

25X1 7. Two <sup>OTE</sup> representatives from the Science and Technology Institute,  
25X1  and a SOVA manager,  visited  
Arthur Anderson & Company's Professional Education Complex and System  
Integrated Center ~~in an effort to further develop the course on Computer~~  
25X1 ~~Integrated Manufacturing (CIM).  AA's consultant with the~~  
~~Agency, arranged the one-day visit to the Chicago area. The trip was~~  
~~valuable in that the group obtained material from three CIM courses in~~  
~~AA's curriculum and toured an operating, prototype production facility~~  
~~that probably is the most comprehensive example of a CIM integrated~~  
25X1 ~~system in the world.  will work with AA to schedule a visit~~  
25X1 ~~here in the next CIM course, projected for spring of 1989.~~

25X1 8.  Chief, Analysis Training Branch, continued his round  
of meetings on analysis training with DI office managers, meeting with a  
half-dozen ALA division and branch chiefs and administrative officers.  
The ALA managers expressed particular interest in the revitalized  
Producer-Consumer Relations Course--scheduled for a first running  
13-14 February--and an under-development course on DI Hiring Techniques.  
25X1

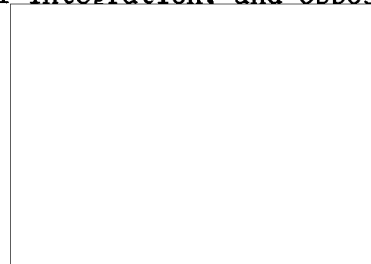
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25X1

SUBJECT: ITD Weekly Report 

9. Dr. Robbin Laird of the Institute of Defense Analyses returned recently from a trip to Europe and used his trip as the basis for his remarks to the Soviet Foreign Policy Block on "The Soviets and the Western Alliance" on 30 November. Dr. Laird stated that the INF crisis was a watershed in Soviet thinking about Europe, and while Moscow lost the battle against Pershing II and cruise missile deployment, it won the war of promoting denuclearization. The Soviets have changed their approach from an obvious effort to divide the NATO alliance to an indirect one of appearing more reasonable by coming to terms with "good" Europeanization--economic and political integration, and opposing "bad" Europeanization--military integration.

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6 December 1988

MEMORANDUM FOR: Director of Training and Education

25X1 FROM:

[Redacted]

Chief, Leadership Development Division  
Office of Training and Education

25X1 SUBJECT:

LDD Weekly Report [Redacted]

*OTE's PM-management*

25X1 NSA has expressed ~~particular~~ interest in replicating our "Working With People" program. When [Redacted] met with

25X1 ~~members of NSA's management training component in September, the NSA's managers expressed interest in what LDD was doing in the area of pre management training. A few days ago~~ Chief/Management

25X1 ✓ Training, ~~NSA~~, contacted Robert to get additional information on the "Working With People" Program and the Leadership Styles and Behavior Course in particular, ~~content, design and cost~~. Robert provided NSA with a copy of the LS&B student workbook, pamphlet and graphic of LDD's curriculum and agreed to discuss the program in greater detail at their convenience. [Redacted]

*obtain*

25X1 [Redacted] C/EDS, and outside contractor [Redacted] presented the 8th running of Positive Power & Influence for Managers, this highly popular, three-day workshop. [Redacted] MTB assisted as a facilitator in several program segments. The twenty participants expressed satisfaction with the intensive workshop. This was Peter's first certification run -- he needs two more to qualify as an instructor. This is part of our effort to bring the course in-house and lower the cost. [Redacted]

*An OTE instructor*

25X1 ✓ [Redacted] visited the Defense Intelligence College and met with James Lucas, Dean - School of Professional Studies. Mr. Lucas was interested in learning about the Agency program because the Defense Intelligence Agency (DIA) wants to establish a program on Executive Development for its civilian senior officers. [Redacted]

[Redacted]

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25X1 SUBJECT: LDD Weekly Report [redacted]

25X1 [redacted] travelled to Charlottesville to help lead an off-site  
25X1 conference of OIR's Consulting Services Division. The 50 participants  
25X1 responded favorably to [redacted] work. The division has just  
25X1 recently been formed, and the conference organizers had asked for help in  
25X1 getting the participants acquainted and working on team-building issues.  
25X1 [redacted] met twice with the planning group ahead of time to help them  
25X1 shape the conference agenda. The conference planners will be giving him  
25X1 formal feedback some time in the next few weeks; based on the reaction of  
25X1 the 50 participants the session went well. [redacted]

25X1 On 30 November 1988, Agency WEL Program coordinators [redacted]  
25X1 [redacted] meet with Ellis Jones from OPM to  
discuss program recommendations for FY-89. There was a good exchange of  
information with Ellis providing background and policy rationale for  
OPM's administration of the program, and the Agency coordinators asking  
questions and making suggestions. It was obvious from Ellis's comments  
that our Agency management gets more involved in the program than most  
other organizations. She seemed surprised that we were interested in how  
OPM assesses the quality of their contract instructors; wanted to know  
the specific content of the Public Managers Workshop and core-training  
programs; and were interested in helping her find ways to fine-tune the  
program. Ellis extended an invitation for us to observe any of the  
training programs at any time, and asked our help in her efforts to  
redefine the role of the program coordinator.

25X1 [redacted]

25X1 On 30 November 1988, several members from LDD attended an  
25X1 orientation session at Georgetown University on the Training Specialists  
25X1 Certification Program. The session was to explain the program to the  
25X1 mentors [redacted]  
25X1 [redacted] of the LDD training assistants participating in the program  
25X1 [redacted]  
25X1 Expectations of both mentors and students were shared and the specific  
25X1 mentoring responsibilities identified. [redacted]

25X1 On 1 December 1988, Robert Duncan, Karin Larsen and Alan Vengel  
(Alan Vengel Associates) met to discuss the design and content of a  
"Customer Service" course. This is a topic for which there is an  
increasing demand both from Agency managers and technical professionals.  
It was suggested that such a course be run on an as needed basis, and be  
tailored to meet the needs of specific components. Alan Vengel has  
agreed to put together an outline for a one-day customer relations course  
and will send a proposal. [redacted]

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run*

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25X1 SUBJECT: LDD Weekly Report [redacted]

25X1 At the request of C/LTD, [redacted] gave a 15 minute briefing on  
the "Working With People" program at the 2 December 1988 LTD all hands  
meeting. LTD on may do some dedicated runnings of specific courses  
because the schedule of many of the language instructors prohibits them  
25X1 from getting into regularly scheduled training. Robert agreed to arrange  
and conduct the additional training if funding could be arranged. [redacted]

25X1 A GS-10 and below Leading People in CIA ran 28-30 November with 19  
students. The instructional team included [redacted] Chair; Karin  
25X1 [redacted]; and TA [redacted]  
25X1 [redacted] served for the fourth time as manager-in-the-classroom and  
was awarded a certificate and book by the DDC in recognition of her  
diligence and dedication. She was obviously moved by the presentation  
and later indicated to the chair that she just might be persuaded to do  
one more running during the month before her scheduled December 1989  
retirement. This group was overwhelming positive about the utility of  
the MSP instrument. Several noted that even more time could have been  
25X1 devoted to its explanation. [redacted]

25X1 [redacted] held a meeting to discuss the content and structure of  
25X1 the Managing Change for managers course. [redacted] the instructor who  
conducted the pilot running in October, and MTB staff members: John  
25X1 [redacted] and  
25X1 [redacted] "walked" through the course together. Ideas on cases and  
content for the course were discussed. We hope to mount a much more  
25X1 effective January running. [redacted]

25X1 [redacted] met with [redacted] on 28 November to  
25X1 discuss their involvement in the 7 December DCI Seminar [redacted]

25X1 Two potential contractors have submitted bids on the Looking Glass,  
Inc. program. COTR [redacted] has sent each of them a letter asking  
for clarification and elaboration on a few key points. The responses are  
due back shortly, and LDD hopes to be in a position to select a  
25X1 contractor by the end of the year. [redacted]

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6 December 1988

MEMORANDUM FOR: Director of Training and Education

STAT FROM:

[Redacted]

Acting Chief, Training Support Division

SUBJECT: Weekly Report

STAT 1. Executive Secretary-Training Selection Board (ES-TSB) requested nominations from the Senior Training Officers for the following:

[Redacted]

Master in Public Administration (MPA) Program at Harvard for AY 1989/90

FSI's Economic and Commercial Studies Program to begin in September 1989

CIA Faculty Representative at the Army War College.

2. ES-TSB sent nomination letter to the Federal Executive Institute with four nominees for FY 1989 Executive Excellence Program.

3. TSD forwarded a draft of the bulletin on the Off-Campus program to DDC for approval. We are currently working on making revisions to draft.

4. External Training processed 249 requests for external training during the week 28 November - 1 December and for the month of December, Internal Training has 69 courses and 88 runnings on the calendar.

5. External Training sent nomination letters to the Department of Energy for the Advanced Nuclear Proliferation Course, 6-10 November 1989, and the Technical Response to Nuclear Terrorism Course, 13-16 January 1989.

STAT [Redacted]

2 December 1988

MEMORANDUM FOR: Director of Training and Education

25X1 FROM: [redacted]

Deputy Director of Training and Education for Curriculum

SUBJECT: DDC Area Events (28 November - 9 December 1988)

Where We Are

1. <sup>OPE's</sup> The Headquarters Learning Center reports that, <sup>in response to requests</sup> since October, it has been mailing out an average of 50 learning center catalogs a week, <sup>mostly in since Oct.</sup> ~~mostly in~~ response to requests. Most <sup>mailings</sup> have gone to outbuildings. In addition, Stafford Learning Center has given <sup>100</sup> one hundred copies of the Headquarters catalog to the EOD orientation coordinator for dissemination.



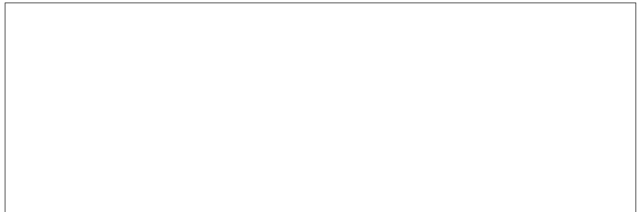
25X1 3. The Visual Aids Section spent the week learning advanced photography from [redacted] In the process they experimented with different lighting, props, film, and cameras. In addition, the staff completed work on a poster for LDD, vu-graphs for ITD, a logo for LTD, and course completion certificates.

25X1 4. The Television Production Section taped most of the B-roll (related video inserts) for the LANGUAGE SCHOOL ORIENTATION. The contractor for this project also discussed the graphics package that will need to be developed. The time-coded tapes for BRIEFING BLUES are now being converted into a <sup>N</sup>edit decision listing. The script for [redacted] is currently being developed from a video presentation transcript.

25X1 5. The Audiovisual Section taped C/SE Division/DO at the request of Bob [redacted] of CSI. One copy went to SE Division and another to CSI.

25X1 6. The satellite dish installation is finished (at long last), but the contractor is available to come back at no cost if we need him.

25X1 7. The DDC and C/PEDS attended a PEB on [redacted] Our conclusion is that the best interests of the individual and the organization were served by the Board's decision.



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8. C/PEDS facilitated one of three discussion groups in an Intelligence Issues Symposium for CTD.

25X1 9. C/PEDS, [redacted] and C/TB/CTD finalized a draft for the DA Orientation Week of the January CTDC.

25X1 10. C/PEDS, [redacted] attended a session at Georgetown University for sponsors of students in the Training Specialist Certificate Program. CIA had more "sponsors" present (including the CMO) than any other organization. With the exception of a sponsor for Anita Wilkerson, who is attending under cover, all OTE sponsors were in attendance.

25X1 11. On behalf of D/TE, I presented a token of OTE's appreciation to Hazel [redacted] (OL) for her superior work as a Resident Manager.

Where We Are Going

25X1 12. Jim Thompson, Interactive Instructional Systems, Inc., will be here on 6 December to install an IVD course on telephone techniques for SACTD. [redacted] will evaluate the course for use in the secretarial training center. Mr. Thompson will also be installing a writing course to be evaluated by [redacted]

25X1 13. On 6 December the Insurance Division will be using the [redacted] Center for a conference and Open House. Also, the [redacted] catalog will be available for dissemination.

25X1 14. The Visual Aids Section will be working on: a brochure, bookcover, and logo for the Sexual Assault Prevention Awareness program of WOTD; an organizational chart for OTE's Admin Division; and the classification manual for SACTD.

25X1 15. Production of the graphics package for LTD ORIENTATION will begin at [redacted] next Tuesday.

25X1 16. [redacted] will brief the DA/STO and DA Training Officers on the Headquarters Language Program Review.

25X1 17. C/PEDS and [redacted] will interview [redacted] one of several contractor candidates to conduct generic runnings of the Train-the-Trainer Program.

18. I will be lecturing to the S&T Career Development Course on OTE on 8 December.

19. I will attend two ceremonies next week: the annual Studies reception and Wayne's medal event.

20. The Curriculum Committee meets on 8 December.

25X1

