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DTR-9167

MEMORANDUM FOR THE RECORD

SUBJECT: Management Conference, Office of Training,
4 October 1973

1. Present were Mr. Rodriguez representing OTR, Messrs. Brownman, [redacted] from the Office of the DD/M&S, and [redacted] from O/PPB.

2. Mr. Brownman suggested that the group quickly go through OTR's status report covering all objectives reported on. OTR's first objective calls for providing training support estimated at [redacted] student days with a reduction of 2.34% in staff personnel from FY 73. Mr. Rodriguez said it looks as though OTR will be able to support up to [redacted] student days* in FY 1974 with a reduction of 13.4% in staff personnel over FY 1973 [redacted] Mr. Brownman asked if the new off-campus program counts toward the student days predicted in objective #1. Mr. Brownman suggested they should be since OTR is paying for the program. Mr. Rodriguez said OTR will include the off-campus student day in statistical reports of Agency employee training. But, the student days noted in objective #1 refer to OTR internal sponsored courses. The off-campus program is a form of external training.

3. Objective #2 is being dropped. The functional review due in to DD/M&S on 9 November and the zero base budgeting approach we are moving toward overtakes this former Deputy Director objective. Mr. Brownman noted that a comment on the action plan said, "several of the milestones (from objective #2) will be included in objective #3." There is no objective #3 in the status report.

*There seems to be some inconsistency between this statement and one of the issues raised by OTR in the status report relating to accomplishment of OTR objectives. The issue statement is: "The reduction of the Agency's personnel ceiling may have a significant effect on the percentage of increase in the number of students and student days OTR has projected for itself for FY 1974 and FY 1975. The projection at the time of the Program Call was determined before the actual results were in, showing the sizable 30 June reduction -- and additionally, before OTR reorganized both its components and its curriculum. It is perhaps too early to predict any changes but the slimming down in all Directorates and job-demands within them, could well lead to reduced attendance at OTR's courses."

CONFIDENTIAL

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Mr. Rodriguez said objective #3 was left out in error. It refers to developing a program performance evaluation system for on-going programs. The Curriculum Committee would be the accountable body for carrying out this objective. Objective #3 will be included in the next status report.

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will have to assess in short my later some one else can pick it up.
Regulate Reporting Training
Check

4. Mr. Rodriguez said OTR hasn't done much toward meeting objective #4 (developing a training cost model). He said he has received some help from the [] faculty. He further stated, "We don't know how much our OTR courses cost." This is an important objective. So far no one in OTR has been identified to tackle this objective. Mr. Brownman asked when someone would be identified and Mr. Rodriguez answered that he hoped he would have someone identified soon -- he said he plans to have milestone #2 (test cost model) completed by the 11 November 1973 deadline.

5. Mr. Brownman asked about the missing 5th objective. Mr. Rodriguez said this is one of the OTR objectives that he will be monitoring as an internal objective (i.e., not reporting on to DD/M&S each two months). The objective deals with the NOC program. It calls for an examination of Agency policies and doctrines on NOC while expanding the plans to increase the scope and intensity of training required to support the Agency's NOC activities expected to be operative in FY 1975. Mr. Rodriguez says there hasn't been much input from the DDO re NOCs. Mr. Brownman asked, "Why can't you put pressure on the DDO?" Mr. Rodriguez answered, "We've been pushing, but I've told my people to quit pressuring the DDO." Nobody has been coming in for NOC training yet. Mr. Rodriguez said OTR is going to write a syllabus on NOC training.

No accurate - in groups. We have & have had some on single

6. Mr. Rodriguez said OTR is meeting the milestones for the 6th objective. He said this is not a very challenging objective.

7. Objective #8 deals with developing training profiles and development of a computer based information system to help OTR plan adjustments to curriculum and staffing to meet Agency training needs identified through the training profiles. Mr. Rodriguez said OTR has to work with the Deputies to get the first part of this objective on its way. He said the DD/M&S and the DDO have pretty much defined their training profiles. The DDI and DD/S&T haven't done anything yet. Mr. Brownman asked, "Is the 31 October 1973 milestone not valid?" Mr. Rodriguez said, "No, we'll meet the 31 October 1973 milestone." It is the 30 June 1974 milestone that is real trouble. OTR can't find people in the Directorates who have the expertise needed to identify needs at the individual employee level.

8. Mr. Rodriguez suggested that objectives 10 and 11 should be treated as internal OTR objectives to be monitored by DTR on a regular basis and not reported on to DD/M&S every two months. Mr. Brownman OKed this.

9. The 12th OTR objective deals with determining the impact (i.e., effectiveness, quality, efficiency) of OTR courses on the job performance of employees who have taken various courses. Mr. Brownman asked regarding the Staff and Agent and Liaison Training portion of the objective, why we didn't

CONFIDENTIAL

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pick up the fact that this milestone was going to slip at the last meeting on 9 August. The problem analysis notes that both DDO and OTR reorganizations have caused the setback. OTR asks that milestone #2 be moved back to 31 December 1973 vice 31 July 1973 and milestone #3 to 1 November from 31 July 1973. Mr. Brownman approved the new milestone completion dates but cautioned that problems with milestones need to be surfaced earlier than they were on this occasion. Mr. Brownman asked about the missed milestone #1 on debriefing selected SOG (sic SOD) officers returned from the field re their BOC training. He understands the alternative taken as noted in the problem analysis sheet, but will the SOG officers be debriefed later? The objective dealing with an evaluation of the Fundamentals of Supervision and Management impact on job performance was discussed next. Mr. Brownman asked if the milestone scheduled for completion on 1 October 1973 had been met (pre-course questionnaires sent to supervisors of students)? Mr. Rodriguez answered, "I can't say; it probably has." Mr. Rodriguez expressed his concern about problems that may affect accomplishment of this objective for FSM. The objective as it relates to Training Selection Board sponsored external training courses was discussed. The first two milestones have been missed. Both were scheduled for completion on 30 September. The problem analysis stated that the problem rests with the Board of Visitors (BV). The Chairman, TSB submitted a proposal to the BV on 30 April 1973 and there has been no reply. Mr. Rodriguez suggested that the BV meet more often. If he had a problem, he could ask them to meet. It was suggested that the BV be contacted about Chairman, TSB's proposal or OTR select those TSB sponsored courses to be evaluated in FY 1974. [redacted] asked how objective #12 related to objective #3 -- are they the same? [redacted] observed that objective #12 serves as input to objective #3. Objective #12 concerns a certain evaluation technique trying to ascertain the value of specific courses.

Why didn't we know sooner?
what is answer?

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10. OTR's objective #15 is no longer applicable to OTR. The objective calls for a 20% increase by the end of FY 1975 over the FY 1973 base in the training of officers, GS-13 and above, in the new techniques of Agency records management. OTR's problem analysis noted that in August 1973 discussions were held between OTR and Chief, ISAS, concerning the Records Management training program. The program has been discontinued because the course instructor transferred to National Archives in June 1973. It was agreed in August that ISAS would reinstitute the program in early CY 1974, utilizing ISAS in-house instructors with OTR lending administrative support to the program. It has now been decided that the program would resume during the week of 14 January 1974, with OTR providing space, Bulletin announcements, etc. It will in effect be a component training activity. Mr. Brownman agreed that the objective be dropped as an OTR responsibility and transferred to Chief, ISAS. OTR must furnish Chief, ISAS the FY 1973 base figure for the 20% increase figure to be meaningful.

11. Mr. Rodriguez felt objective #16 should be internal to OTR and this was agreed. Mr. Rodriguez said he is getting a new objective from [redacted] as a substitute for objective #16. His plan is to revise all Operations training. This plan includes: a new short Ops Fam Course; a BOC of only 8-10 weeks vs. 16 weeks at present; a cut [redacted] staff personnel by one half in three years; handling larger groups of students per instructor; more use of case studies; and a new Advanced Ops Course centering on strategic, political and economic intentions of foreign leaderships, and nations.

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-4-

12. Objective #17 would become an internal objective monitored by DTR. Mr. Brownman agreed. Objectives #20 and #21 seem to be progressing well.

13. Mr. Rodriguez discussed his four proposed new objectives. He said he would send the four plus the new one from [] to Mr. Brownman for his review in two weeks. Mr. Brownman said detailed action plans are to accompany the objectives.

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14. Mr. Rodriguez presented Mr. Brownman a chart showing some statistical data on the new off-campus program. There are 247 people enrolled in 280 courses. 180 people are under 35. Grade spread is GS-03 to GS-16. 127 females and 120 males are enrolled. Mr. Brownman said the data would be more meaningful if the percentages of each grade group enrolled was given in relation to percentage of that grade group to the total Agency population.

15. The coordination problems re the [] and headquarters notices in the correspondence courses are kind of a disgrace said Mr. Rodriguez. Mr. Brownman asked if the notices were sent out for coordination serially or in parallel. [] said notices of this type are usually sent out in parallel with a deadline. Mr. Brownman asked [] to set up a tickler file on papers like this sent out for coordination to ensure deadlines are met.

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16. Mr. Rodriguez said the self-study program equipment began to be installed in Headquarters on 25 September. About 20 Offices are in line to receive the John Humble "MBO" film series. Mr. Brownman asked if there is any way provided now to count the number of cassettes run on the equipment. Such a counter would be a means to evaluate usage of the equipment. If it's not being used we can get rid of it. Mr. Rodriguez agreed that a counter mechanism would not be a bad idea.

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17. The subject of training for contract wives was discussed. Mr. Brownman said he has in mind some refresher clerical/secretarial training for wives who accompany their husbands overseas. Mr. Rodriguez said OTR could handle this. He said, "If you would like I can make this known to the DDO." Mr. Brownman suggested letting Division Chiefs and [] know about such a program. [] suggested M&S officers' wives who are going overseas with their husbands should be included in the program.

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18. Orientation for NOC's. Mr. Rodriguez said he would do it when DDO is in better shape to bring NOC officers together. Mr. Rodriguez said he could show films, go into escape and evasion tactics with NOC officers. Mr. Brownman said what he has in mind is bringing a new NOC in for three to five days to let him meet and be with other people who have been overseas as NOC officers. There should be a NOC presentation to officers at the BOC.

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19. Mr. Rodriguez mentioned that DoD was going to hold a conference soon at []. Another group (Sollenburger at FSI) has asked to use [] for a conference. FSI doesn't like [] rules which don't allow short

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term students to go off base. Mr. Brownman said he has Larry Houston looking into the possibility of the Agency requiring outside students from other intelligence community members to sign a Secrecy Agreement when they attend

[redacted]

20. Mr. Brownman asked Mr. Rodriguez if he had established internal objectives with his School Chiefs (i.e., other internal objectives). Mr. Rodriguez said none other than the ones so identified as not worth reporting to the DD/M&S on a bimonthly basis. He went on to say that he has not been meeting with his line managers and staff on objectives. He closed by saying he wants to start meeting with them every two weeks. Mr. Rodriguez suggested that Mr. Brownman visit such a session soon at OTR.

21. Several items on the Agenda were not discussed and are reserved for the next conference.

[redacted]
DD/M&S Plans Staff

cc: Director of Training
OPPBB [redacted]

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Wkys
1 = ACSI
2-9 = SA
10-21 = OTR

1. Provide training support equivalent to at least that provided in FY 1973 (estimated student days) with a reduction of 2.34% in staff personnel from FY 1973.

2. Review during FY 1974 and each year thereafter 20% of OTR's activities to determine whether the reasons and justifications for their original establishment continue to exist; assess their capability to satisfy projected requirements for the future; justify the need for their continued existence at current and projected levels; and evaluate their performance in terms of current requirements. In FY 1974 this review will include the School of Intelligence and World Affairs and the Information Science Center, and with respect to the Information Science Center, will focus on the extent to which its programs should continue to serve the Intelligence Community.

3. Develop a program performance evaluation system to be operative in FY 1975, for the continued evaluation of on-going OTR programs to determine if objectives are being met, and to permit continuing identification of marginal programs and activities which can be curtailed or eliminated.

4. Begin in FY 1974 to develop a training cost-model which permits identification of OTR's costs and their allocation to customer-components as a means of supporting OTR's requirements for personnel and other resources.

5. Examine Agency policies and doctrines on Non-Official Cover while simultaneously expanding plans to increase the scope and intensity of training required to support the Agency's Non-Official Cover activities expected to be operative in FY 1975.

6. In FY 1974, examine the coverage on international economics, world ecology and demography included in training programs in the Office of Training and within other components of the Agency to determine, in coordination with the OTR, Curriculum Council, the types of programs or courses, or specific lectures, or other forms of input needed to support the FY 1975 requirements of the Agency.

7. Determine in FY 1974 the extent to which the content of the present information science training program should be revised to support the intelligence information systems in CIA and the Community in FY 1975.

CONFIDENTIAL

8. Beginning in FY 1974, to be operative by the end of FY 1975, support the Agency's effort toward systematic career development of its employees (a) by assisting heads of the major components in developing prototype training profiles for key categories of their personnel, and (b) by developing an information system, using OTR's computerized training records as a base, from which requirements of the components for training can be projected to permit OTR to adjust curriculum and staffing to meet those requirements. The system anticipates use of the terminal cluster planned for installation in FY 1975 in the Chamber of Commerce Building for the Support Information Processing System.

9. Beginning in FY 1974, introduce and advance the use of newer educational methods, with particular emphasis on proactive learning by the student.

Intensify the use of existing teaching technology, by modifying two classrooms in the Chamber of Commerce Building and by introducing color videocassette instructional programming in classrooms and safesites; the latter will require in FY 1975 the purchase of videotape players, color TV monitors, and a color videotape recorder. In FY 1975 augment this program with the purchase of at least two color TV cameras and related equipment for the production of classified 3/4 inch videotapes.

As an additional dimension of technological advancement, in FY 1974 undertake a study to implement in FY 1975, if determined to be feasible, a secure closed-circuit TV within the Chamber of Commerce Building, with terminals in other Agency buildings in the Headquarters area.

10. To ensure orderly development of the executive cadre in OTR, in FY 1974 to be operative in FY 1975, identify the individuals and prepare specific executive development plans for a minimum of three members of the Training Career Service for each of two staff positions at the GS-15 level and above.

11. Strengthen the Training Career Staff, develop in FY 1974, to be operative in FY 1975, a systematic program for the professional development of each member, with special emphasis on enhancing the qualifications and skills of the instructor corps. The program for career professionals will be directed to:

a. Planned rotational assignments within OTR or in other components in the Agency to broaden experience and to assure that as a general rule, professionals, below the level of School or Staff Chief, or the [] serve no longer than six years continuously in the same OTR School, Staff or the []

b. external training of at least one semester (or its equivalent) every seven years in academic or other programs to enhance substantive specialities;

c. staff planning measures designed to reduce the age of OTR's career professionals from the present (1 January 1973) average of 48.3 to an average no higher than 47.0 by 30 June and 45.0 by 30 June 1975.

12. To ensure the effectiveness, quality, and efficiency of OTR's entire training effort, in FY 1974, School Chiefs and the [redacted] will design and test one or more techniques of acquiring information to determine the impact of training on job-performance. In FY 1974 they will also apply the techniques to three courses or programs conducted within their components and, in FY 1975, to an additional 50% of their total curricula.

*LS, why
what other
schools.*

The Instructional Support Staff in FY 1974 will implement the feedback program for external training to apply to courses under the purview of the Training Selection Board and to foreign language training. In FY 1975, additionally, the effort will be applied to 20% of Agency-sponsored academic training.

13. To respond to the increased number of Midcareerists whose development plans include attendance at the Midcareer Course, during FY 1974, without any addition of staff, conduct the course for an additional 30 employees above the current FY 1973 level of 130 in Grades GS-12-13, and in FY 1975 conduct the course for a total of 200 employees in Grades GS-12-13.

14. Prepare officers at all career levels to assume increased responsibility involving decision-making and execution of policy, in FY 1974, to be operative in FY 1975, develop new or revise current courses on management training for officers at junior, middle, and senior levels.

15. Using the FY 1973 as a base, increase by 20% in FY 1974 and another 20% in FY 1975, the training of officers, GS-13 and above, in the new techniques of management information, including the management of Agency records.

16. To determine and implement in FY 1974 a solution to the present overenrollment of students in the Basic Operations Course, either by redesigning the course to allow greater student capacity relative to the number of instructors available, or by developing in coordination with the Operations School an alternative program in operations familiarization which would divert from the BOC students not really requiring in-depth training as operations officers.



CONFIDENTIAL

18. To increase the value of the Language Qualifications Register as an effective source of information, for Agency managers to use in determining personnel assignments requiring language competencies, by the end of FY 1975, achieve 95% completion of verification of language skills of employees whose claimed (untested) proficiencies (700) were on record as of 31 March 1973.

19. Continuing toward the goal of efficient management of OTR's language laboratories, in the Chamber of Commerce building, by the end of FY 1975 complete the conversion of 8,000-10,000 language tapes currently on reels to cassettes, and purchase 40 cassette record/playback machines to replace the present stock of reel machines.

20. Increase efficiency in conducting language in FY 1974 by relocating in the Headquarters building, part-time courses in two languages and increase the activity in FY 1975 by providing part-time courses in a minimum of two additional languages.

21. To reduce, from ten weeks to four weeks, the time required to achieve a highly useful level of foreign language competence (from Elementary or Elementary Plus to Intermediate), in FY 1974 experiment with a total-immersion program in Russian, and if successful add programs in French and Spanish. In FY 1975 introduce a program in a fourth language.