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DTR-6222

71-2740

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22 APR 1971

MEMORANDUM FOR: Executive Director-Comptroller

SUBJECT : Component Training: Fiscal Year 1970

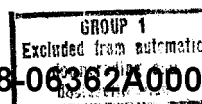
REFERENCE : Memo #68-1864 dtd 12 Apr 68 to Ex Dir-  
Compt frm ADD/S, subj: Inspector  
General's Survey of the Office of Training

1. This report on component training in CIA is for your information. It contains observations made by senior instructors in the Office of Training after their review of courses and other types of instructional programs, exclusive of on-the-job-training, conducted by components within the Directorates and by the Office of the Director during fiscal year 1970.

2. Training conducted by twenty Offices, Divisions, and Staffs, representing all Directorates and the Office of the Director, covered a broad spectrum of this activity. It ranged from an orientation of one day or less for large groups, through a multitude of short, practical courses in specific skills, best exemplified by those of the Office of Communications (40 courses) and the Technical Services Division (20 courses), to a comprehensive, five-month program of professional development (DDS&T Career Development Course). Training objectives and subject matter were as diverse as indoctrination in communications security, application of the computer to economic intelligence, preparation to perform opera-

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3. An improved data base plus more meaningful exchanges between representatives of individual components and the Office of Training make it possible to report with greater assurance on the programs. Many were top-notch. None was without merit. Most were

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in response to demonstrable needs. Understandably, the majority of courses were intended to satisfy internal needs of respective components. A growing number did include students of other components with common interests. Increasingly, attention is being given to cross-fertilization and multi-component courses, attempting to keep in step with changing managerial and problem-solving styles.

4. The conclusion that component training is sound and responsive to requirements is subjective and is not totally confirmed by OTR. It is more reliable in regard to the organization, conduct and quality of the training, per se. It is less valid in terms of effectiveness and ultimate value, i.e., improvement in job performance. In this aspect it reflects, to a very great degree, assessments of the components themselves. It is less firm because, with some notable exceptions, detailed and specific feedback on student application of the training is spotty. The time and effort to produce a more positive, substantial evaluation might cost more than it is worth.

25X1A 5. OTR could take on the responsibility for a number of the courses conducted by the components. However, it could not do so as effectively or as efficiently because it lacks qualified personnel in most of the fields in question or unusual conditions required by the components militates against doing so. On the other hand, OTR can do more to help improve component programs. The full-time assignment of OTR personnel to certain components could be productive. At present, a senior OTR officer is conducting the major programs of the Soviet Bloc Division, another is doing the same in the [REDACTED] and until recently a third was the Training Officer for NPIC. More can also be done to aid in updating instructor quality, lesson plans and training aids by utilizing the Instructor Training Branch in OTR as the Office of Communications and Technical Services Division have done during the year.

6. The components conducted 517 presentations of 145 courses for 4445 students. Total cost, excluding student salaries, was \$1,740,271.

7. The attachments in this report name the specific courses conducted within the Directorates and the Office of the Director. The following paragraphs take note of the quality of the courses and some of the more significant observations about them.

Office of the Director

The Office of Planning, Programming and Budgeting in cooperation with the Office of Finance conducted the third and fourth sessions of the Budget Process course. The course continues to improve. The latest innovation, a mock budget hearing, produced a strong favorable student reaction.

The Clandestine Service

Training by CS components remained at about the same level as FY 69. It accounted for 41% of the total students and 30% of the total cost of all component programs. TSD, [REDACTED] showed a slight decline in student enrollment while RID reported a larger decrease from FY 69 totals. Most significant was the upsurge in the FE program for Vietnam. The original seven-week course was reconfigured as two, Vietnam Orientation and Vietnam Operations, each of four weeks duration. All assignees to Vietnam are required to attend the Orientation, with 25% continuing the Operations course. The Saigon Station actively participated in the development of the courses. This plus maximum use of recent returnees from Vietnam as instructors kept the program up to date with the changing scene in the country. Senior officers of the Saigon Station report a noticeable improvement in the qualifications of newly assigned personnel since the new courses were initiated, a rare case of substantial and dependable feedback. As a result of the program's effectiveness, a similar course [REDACTED] was organized and put on during the year. Its initial success is expected to raise demands for more offerings. In addition, short courses were developed for dependent wives of assignees to the two countries.

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Intelligence Directorate

Component programs of the Intelligence Directorate remained at the modest level. NPIC, responsible for the bulk of the training activity, registered a sharp jump in the number of students but this was due to one orientation course of eight hours or less to introduce a new integrated information system to 470 NPIC employees. There appears to be a possible duplication with OCS in computer-science training, such as, an in-house program for OER, where the

Intelligence (con't)

instructor came from OCS. In the other, NPIC claimed better results because the instructors, experienced programmers, were familiar with project applications, allowing the training to be related directly to the student's actual duties.

Directorate of Science and Technology

Programs of this Directorate reflect a favorable and continuing interest in formal training to improve the qualifications and capabilities of its personnel with attention to advancing technology and changing requirements. During the year two courses were dropped and ten were added. Most of the latter derived from new requirements (or demands). Two one-time programs satisfied needs for the foreseeable future. Students from other components and Directorates were enrolled in at least six courses. One in particular, Intelligence Engineering Systems Analysis, is worthy of note: A pilot program sponsored by the Office of Research & Development, its aim being to equip technical components with common problem-solving tools. The 30 students attend 12 classroom sessions, one per month for a year, complete a variety of studies and homework problems between classes and participate in classroom presentations along with the contractor-instructor. This approach has potential application in other areas.

The quality of training was consistently good, with a majority of the courses rated excellent by component consumers, training officers and by students. Approximately 40% of the training was accomplished by contract with professional firms or individuals. The larger direct costs were judged worthwhile on the basis of unique qualifications and uniform competence of the instructors. The Office of Computer Services was responsible for 60% of the total effort. It conducted a number of courses, exclusively for other components.

Support Directorate

The Support Directorate programs registered a decline of 25% in the total number of students trained. This was due in part to a change in reporting those Office of Security personnel who attended courses at the Inter-Agency Training Center. These students are now included, more appropriately in external training totals.

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The Office of Communications, perennially responsible for most of Support component training showed a slight increase. It continued to be the largest training operation by far of all components, in all categories. Of the total component effort it accounted for 33% of the courses, 25% of student enrollment and 47% of the cost. If the ratio of cost to students appears higher by comparison, it should be noted that OC's costs are true costs. They include facilities, equipment, and instructor salaries unlike many other components. OC's training mechanism is well-organized, maintains properly equipped facilities and a full-time instructional staff of technically qualified personnel with many years of field experience and who are rotated regularly. Most of the courses are designed to develop practical skills in operating and/or repairing and maintaining equipment and systems. Although the major effort was devoted to training OC personnel, ten courses were conducted for members of other components and directorates. The effectiveness of the program is perhaps easiest of all to judge by virtue of the recognition accorded the Agency's communications world-wide.

The Office of Security's program concentrated primarily on preparing its officers for field duty, with emphasis on internal personnel and physical security. Technical training was accomplished at the Inter-Agency Training Center.

The Office of Logistics initiated a management program in the Printing Services Division. The course, designed by the Printing Industry in America for its members, was conducted by PSD personnel using material and work kits prepared by the PIA. The course was well received and will be repeated. Relatively inexpensive, it is a good example of taking advantage of sound and tested programs and adapting them to Agency needs.

The Offices of Finance and Medical Services offered no courses during the year.

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HUGH T. CUNNINGHAM  
Director of Training

Atts as stated

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FY 1970 INVENTORY OF COURSES

OFFICE OF DCI

<u>Office or Division</u>	<u>Name of Course</u>	<u>Length</u>	<u>Ft/Pt</u>	<u>Location</u>	<u>No. of Runnings</u>	<u>Attendance</u>	<u>Remarks</u>
OPPB	Budget Process	20 hrs	Pt	Headquarters	2	66	

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FY 1970 INVENTORY OF COURSES

CLANDESTINE SERVICE

<u>Office or Division</u>	<u>Name of Course</u>	<u>Length</u>	<u>Ft/Pt</u>	<u>Location</u>	<u>No. of Runnings</u>	<u>Attendance</u>	<u>Remarks</u>
	25X1A						
	Vietnam Orientation	160 hrs	Ft	Glebe	6	175	These two new courses evolved from original 7 wk course. Responsive to changes in the field. Orientation is prerequisite for Operations. Most presentations by recent returnees. 1 hr of language each day
	Vietnam Operations	160 hrs	Ft	Glebe	4	40	
	Vietnam Dependents	16 hrs	Ft	Glebe	4	37	For wives of assignees.

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<u>Office or Division</u>	<u>Name of Course</u>	<u>Length</u>	<u>Ft/Pt</u>	<u>Location</u>	<u>Runnings</u>	<u>Attendance</u>	<u>Remarks</u>
RID	RID Familiariza- tion	320 hrs	Ft	Headquarters	7	55	
	RID Orientation	8 hrs	Ft	Headquarters	5	105	
25X1A	Records Training for CS Personnel	13 hrs	Pt	Headquarters	11	29	

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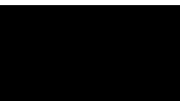
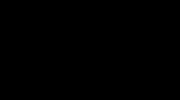
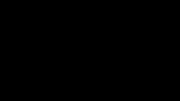
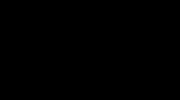
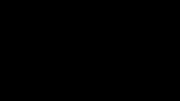
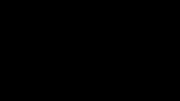
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FY 1970 INVENTORY OF COURSES

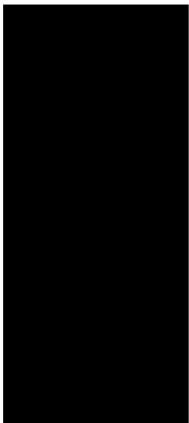
INTELLIGENCE DIRECTORATE

<u>Office or Division</u>	<u>Name of Course</u>	<u>Length</u>	<u>Ft/Pt</u>	<u>Location</u>	<u>No. of Runnings</u>	<u>Attendance</u>	<u>Remarks</u>
DCS	Collectors Course	80 hr	Ft	Key Bldg	1	5	25X1A 
IAS	Real Time Mensuration System	8 hr	Pt		1	2	
NPIC	Basic Analytical Photogrammetry	135 hr	Pt		1	6	Contracted. Due to decreased enrollment and rising per student cost, course may no longer be offered annually.
	Advanced Analytical Photogrammetry	135 hr	Pt		1	6	
	Photogrammetric Statistics and Adjustments of Observations	72 hr	Pt		1	18	Contracted. New course will be lengthened to 90 hr.
	Advanced Strategic Radar Interpretation	104 hr	Ft		1	18	Contracted. Objectives greatly improved by changing contractor.
	FORTTRAN IV	36 hr	Pt		1	13	

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<u>Office or Division</u>	<u>Name of Course</u>	<u>Length</u>	<u>Ft/Pt</u>	<u>Location</u>	<u>No. of Runnings</u>	<u>Attendance</u>	<u>Remarks</u>
NPIC	FORTTRAN IV for (con't) Photogrammerists	24 hr	Pt		1	14	
	Integrated Information System	8 hr	Pt		1	470	To insure effective implementation of ISS a new system. Utilized closed cir- cuit TV.
	Decision Tables	16 hr	Ft		1	20	
	On-Site Program	varies	Ft		18	62	
OEGI	Cartographic Techniques	320 hr	Ft	Headquarters	4	4	
	Compilation	80 hr	Ft	Headquarters	1	3	
OER	Computer Applications to Economic Intelligence	56 hr	Pt	Headquarters	1	17	

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FY 1970 INVENTORY OF COURSES

SCIENCE and TECHNOLOGY DIRECTORATE

<u>Office or Division</u>	<u>Name of Course</u>	<u>Length</u>	<u>Ft/Pt</u>	<u>Location</u>	<u>No. of Runnings</u>	<u>Attendance</u>	<u>Remarks</u>
Office of the Director	DDS&T Career Development	20 wks	Ft	Headquarters	1	14	Fourth annual offering. Open to other components. Well organized. Effective
	Reliability/Main-tainability of Systems/ Cost effectiveness	72 hrs	Ft	Headquarters	1	24	Contracted. New course. All Agency response good.
	Contracting for engineers	20 hrs	Ft	Headquarters	5	121	Contracted. For Agency engineers. Excellent course. Well received. This series was one time program.
FMSAC	Telemetry Analysis	24 hrs	Pt	Headquarters	1	20	Contracted. No Repeat in immediate future.
OCS	ADP Orientation	24 hrs	Ft	Mag Bldg	6	206	Basic introduction to ADP - all Agency
	ALC Macro Writing	40 hrs	Ft	Headquarters	1	8	

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<u>Office or Division</u>	<u>Name of Course</u>	<u>Length</u>	<u>Ft/Pt</u>	<u>Location</u>	<u>Runnings</u>	<u>Attendance</u>	<u>Remarks</u>
OCS (con't)	APL/360		Pt	Headquarters	2	39	Contracted.
25X1A	Brandon Applied System	120 hr	Ft	Headquarters & [REDACTED]	1	31	Contracted. 3rd week added this running. Students favor [REDACTED] for total time.
						25X1A	
	Basic Adept	15 wks	Ft	Headquarters	2	42	Often over-subscribed considered best available foundation for programmers.
	Computer Operators	48 hrs	Pt	Headquarters	1	29	Favorable student reaction. Sessions held Saturday morning.
	FORTTRAN IV	35 hrs	Pt	Headquarters	2	33	Contracted. Staff considering holding full time.
	FORTTRAN IV Special for OER	24 hrs	Pt	Headquarters	1	19	OER has further requirements.
	Interactive EDP	32 hrs	Ft	Headquarters	1	17	
	Linear Programming	24 hrs	Ft	Headquarters	1	17	Contracted.
	Operating System/360	35 hrs	Pt	Headquarters	2	25	

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Approved For Release 2000/06/06 : CIA-RDP78-06362A000200030001-0

<u>Office or Division</u>	<u>Name of Course</u>	<u>Length</u>	<u>Pt/Ft</u>	<u>Location</u>	<u>No. of Runnings</u>	<u>Attendance</u>	<u>Remarks</u>
OCS (con't)	Program Language I	40 hrs	Pt	Headquarters	2	19	
	PL/I Macro Writing	40 hrs	Ft	Headquarters	1	4	
	Systems Analysis I	80 hrs	Ft	Headquarters	2	24	Advanced techniques for Project Leaders. Open to all components.

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ORD	Intel Engineering Systems Analysis	96 hrs	Pt	Headquarters	1	30	Contracted. Open to all components. Pilot course employing novel training method. Interval used for preparation and problem work. Students also participate in class presentations.
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<u>Office or Division</u>	<u>Name of Course</u>	<u>Length</u>	<u>Ft/Pt</u>	<u>Location</u>	<u>Runnings</u>	<u>Attendance</u>	<u>Remarks</u>
	Staff System, Machine (Off-Line)	40 hrs			6	25	
	Staff System, Machine (KW-7, On-Line)	40 hrs			2	3	
	Staff System, Machine (KW-26 On-Line)	40 hrs			1	1	
	Staff System, Machine (Refresher)	40 hrs			2	2	
	Staff System, Machine, (Special Application)	80 hrs			4	4	
	Computer Operator Course	40 hrs			6	69	
OL	Logistics Orientation	16 hrs	Ft	Ames	2	50	
	Management Development for PSD	96 hrs	Pt	Headquarters	1	37	New Course. Designed by GATF-PIA specifically for printing industry.
OS 25X1A	IOS Senior Agents Seminar	40 hrs	Ft	Headquarters [REDACTED]	1	24	

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<u>Office or Division</u>	<u>Name of Course</u>	<u>Length</u>	<u>Ft/Pt</u>	<u>Location</u>	<u>Runnings</u>	<u>Attendance</u>	<u>Remarks</u>
OS (con't)	Physical Security	160 hrs	Ft	Headquarters [REDACTED]	1	8	17th Running
25X1A	Security Officers, Field	40 hrs	Ft	Headquarters	1	16	20th Running
	Special Agents	120 hrs	Ft	Headquarters	1	10	41st Running

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EXPLANATORY NOTES FOR CHART ABOVE

- 25X1A
- A. Total students and Clandestine Service students for FY 69 reduced by [REDACTED] to correct error in reporting.
  - B. FY 69 total costs and Clandestine Service costs increased by amount indicated with dotted lines. [REDACTED] reported costs of \$235,661 in FY 68 25X1A and \$240,640 in FY 70. FY 69 figure represents interpolated estimate.

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DRAFT  
5 May 71

MEMORANDUM FOR: Director of Training

SUBJECT : Answers to DDS Questions on Cost Figures in  
Component Training Report

1. Cost figures were provided by the components. They varied in aggregate and in detail pretty much in direct proportion to the scope and size of the training programs. Components with full-time training staffs, such as OC, TSD, OCS, FE, SB, and NPIC, generally produced more complete and reliable cost information. The Office of Communications listed costs by the following categories: instructor salaries, training aids and supplies, travel and per diem, training administration. TSD, OCS, FE, and NPIC, among others, provided total costs per course but in less detail. IAS, OBGI, and OPPB claimed no training costs because courses were conducted in-house, used no special material, and the instruction was given by qualified component personnel who were spared from their regular duties as needed, or it was covered by guest speakers. A few components showed costs for training materials, equipment or travel, but excluded instructor costs for the same reasons as above. A number declared no training costs initially but provided estimates upon further inquiry.

2. The phrase "true cost" as applied to the Office of Communications was, upon reflection, a poor choice of words. The ~~concepts~~<sup>SENSE IS</sup> conveyed better by "more complete and precise." Highlighting the all inclusive training costs, along with emphasis in a number of places within the report on the type of training conducted by OC (many courses in skills training), was intended to provide the reader with a better understanding and insight, giving him a sounder basis for judging values and making comparisons.


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3. It is safe to assume that a small percentage of costs properly charged to one or another training programs undoubtedly slipped through the net in accumulating the statistics. This is more likely the case in the smaller programs rather than in the major component efforts for reasons stated above. If \$50,000 was unreported, it would amount to 3% of the total. Considering the imprecise and informal character of some programs, it is questionable whether every training dollar can be identified.

*P*  
  
Special Project Officer

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