

**SECRET**

DD/A Registry  
82-0691

OTE 82-6712

12 MAR 1982

Executive Registry  
82-2655

MEMORANDUM FOR: Director of Central Intelligence

VIA: Deputy Director of Central Intelligence  
Executive Director  
Deputy Director for Administration

FROM:  25X1

SUBJECT: Training in Intelligence Analysis

1. Attached for your examination is a summary of training in intelligence analysis offered and planned by the Office of Training and Education (OTE). The training noted here is specifically in intelligence analysis. Other training offered by OTE, such as information science, is also relevant for the development of the professional intelligence analyst.

2. Attached to the statement on intelligence analysis is a summary of the courses noted and copies of schedules of the most recent offerings of these courses.

25X1

Attachments:  
As Stated

*T-103*

Unclassified when Separated  
from Attachments

**SECRET**

## ANALYSIS TRAINING

The Office of Training and Education (OTE), in cooperation with the Directorate of Intelligence (DDI), currently is conducting six courses in intelligence analysis and also is developing a new course for DDI branch chiefs. There are other OTE courses which focus on specific analytical methodologies or country surveys which augment the program in intelligence analysis. Six DDI analysts are on rotational assignment to the Analysis Training Branch (ATB) to assist in the preparation and conduct of these courses. The DDI has endeavored to assign some of its best and brightest analysts to these positions. They are selected on the basis of broad experience and knowledge of various disciplines and geographic areas. This has helped insure we have high-quality instructors who know what they are talking about. The rotational assignment also gives the analysts an opportunity to reflect upon their profession, develop and teach new techniques or methodologies, and generally catch their breath and reenergize after many years on the line. The DDI assignees plus the OTE staff instructors and training assistants have been formed into a highly effective team.

Although analysis training in OTE is a relatively new effort, results thus far have been excellent. The courses focus on three primary areas:

- 1) Introduction to the analytic process for individuals making the transition from academia or industry into the intelligence profession.
- 2) Training of seasoned analysts who can benefit from a broadening of perspectives and exposure to alternative methodologies.
- 3) Examination of intelligence collection systems and the needs of our principal consumers.

A one-page description of each of the courses offered to DDI analysts is attached. We also provide a one-week course to all Career Trainees and are developing a course for DDI managers.

### New Initiatives

- We plan overtime to increase the number of runnings and otherwise increase DDI awareness of the creative techniques taught in the Seminar on Intelligence Analysis (SIA).
- We will conduct in May 1982 the first session of the new course for DDI branch chiefs. Using largely a case study approach, it will focus on the management of intelligence production and improving the quality of analysis.

- In time, we hope to institute a basic training course in intelligence analysis for all new DDI analysts. Such a course of 8 to 10 weeks in length would accelerate the integration of the new analyst into the production process and insure a uniform understanding of basic analytical processes. We have neither the staff nor the facilities for such a program at present.
  
- The Associate DDI is providing several part-time annuitants to assist in our program in intelligence analysis. We would hope in the near term to convert some of their initiatives into projects to be undertaken by full-time staff members. One of these would be research into the new analytical approaches being developed in academia and industry.

CONFIDENTIAL

INTRODUCTION TO ANALYSIS (IA)

This course is designed for the DDI analyst who has been on the job at least three months but less than a year. Its principal objective is to facilitate the transition from graduate school or industry to the profession of intelligence analyst. The course has a heavy emphasis on writing exercises and work in interdisciplinary groups. Each student presents a briefing on the type of analysis performed in his/her branch. These briefings as well as the group exercises are recorded on video tape and used in evaluation sessions with the students.

25X1  
25X1

STUDENT ENROLLMENT (Since October 1979)

25X1

25X1

CONFIDENTIAL

CONFIDENTIAL

SEMINAR ON INTELLIGENCE ANALYSIS (SIA)

This course is designed for senior analysts and branch chiefs, but journeymen are also accepted. The course objective is to open new vistas for the proven analyst. Highlights of the course are the sessions designed to build awareness of self and how others solve problems; the exposure to new methodologies including creative problem solving; and the emphasis on work in interdisciplinary groups.

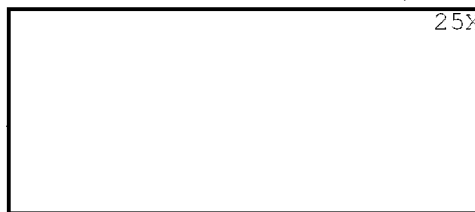
25X1  
25X1



STUDENT ENROLLMENTS (Since November 1979)



25X1



25X1

CONFIDENTIAL

UNCLASSIFIED

SEMINAR ON THE PRODUCER/CONSUMER RELATIONSHIP (P/C)

This course is derived from survey work done on the subject in the Center for the Study of Intelligence. The course seeks to familiarize analysts or supervisors of analysts with the manner in which intelligence analysis is used to support policymakers and what consumers think about the utility of the product.

The two-day seminar features off-the-record discussions with principal consumers of the DDI product. Consumers will include staff officers and policymakers from the National Security Council, Department of State, Department of Defense, plus Department of Treasury or Department of Commerce.

This course is intended for GS-13/15s, with an enrollment of 10 to 14 students.

STUDENT ENROLLMENT (Since July 1980)

STAT

UNCLASSIFIED

SURVEY OF INTELLIGENCE COLLECTION SYSTEMS (IS)

This course provides the DDI analyst with a basic understanding of the capabilities and limitations of the various intelligence collection systems, the major repositories of data derived therefrom, and an orientation to their tasking mechanisms. The Survey features lectures on HUMINT, open source, imagery, SIGINT systems, the intelligence tasking functions of Collection Requirements and Evaluation Staff (CRES), and identifies the major repositories of data. (U)

This course is intended for analysts of all grades with an enrollment of  (U) <sup>25X1-human</sup>

STUDENT ENROLLMENTS (Since October 1979)



STAT

UNCLASSIFIED

CONFIDENTIAL

ANALYSIS TRAINING COURSE (ATC)

The DDI is strongly interested in using the Career Trainee program to train new analysts. It is hoped that up to 60 analysts per year will be recruited for this program. They will take the nine-week Analysis Training Course in lieu of the Operations Course and have three interim assignments (one in DDO, one in DDI, and one in either DDI or DDS&T). (U)

25X1

STUDENT ENROLLMENT

First course to be conducted 1 March - 30 April 1982

25X1

CONFIDENTIAL



SCHEDULE FOR ATB COURSES  
DURING 1982

Introduction to Analysis:

22 February - 5 March  
12-23 April  
7-18 June  
25 October - 5 November

Seminar on Intelligence Analysis:

10-22 January  
7-19 March  
25 April - 7 May  
18-30 July  
19 September - 1 October  
7-19 November

Seminar on the Producer/Consumer Relationship:

16-17 February  
14-15 April  
22-24 June  
6-7 October

Survey of Intelligence Collection Systems:

15-17 March  
12-14 October

Analysis Training Course:

1 March - 23 April  
27 September - 19 November

Supervision of Analysis Seminar:

10-21 May  
21 June - 2 July  
4-15 October

INTRODUCTION TO ANALYSIS

22 February - 5 March 1982

Room 912

CHAMBER OF COMMERCE BUILDING

Extensions

STAT

INTELLIGENCE TRAINING  
OFFICE OF TRAINING AND EDUCATION

COURSE DIRECTOR:

STAT

OTE COURSE INSTRUCTORS:

STAT

COURSE OBJECTIVES

The objectives of Introduction to Analysis are to:

1. enhance the student's analytical and presentational skills;
2. improve the student's understanding and use of intelligence sources and collection systems;
3. introduce the student to new analytical methods and thought processes; and
4. provide him/her with a greater understanding of the diverse nature of intelligence analysis in the DDI and the problems facing the intelligence analyst.

PRE-COURSE

Headquarters, Room 2-E-62

Thursday, 18 February 1982

Administration

The Myers-Briggs Temperament  
Sorter



In this session we will attempt to provide you with an informal barometer to assist you in understanding your basic analytical preferences and to give you a feeling for the diversity of preferences in the class.

The Subjective Probability  
Assessment Test (SPAT)

The SPAT is designed to help you learn more about your ability to make accurate probability assessments on future events. Results will be furnished with other pre-course tests during the first week of the course.

Lunch

Listening



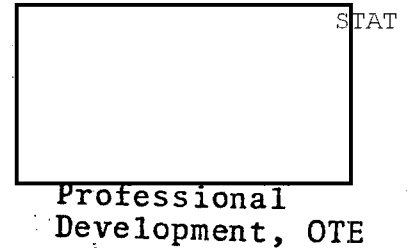
STAT.

This segment emphasizes the communication process. The presentation will identify methods of improving listening habits in daily communication with others. A film will be shown and a team exercise will be conducted.

Monday, 22 February 1982

Student Introductions,  
Course Expectations

CIA Analysis: The  
State of the Art



Professional  
Development, OTE

Intelligence has emerged as a profession only since World War II. Although CIA's analytical successes have been impressive over the years, the record also includes a substantial number of shortcomings. The recently appointed DDI has stated that his primary focus will be on producing "the best quality intelligence analysis available anywhere". Our speaker discusses the professionalization of intelligence, and its implications for the intelligence analyst.

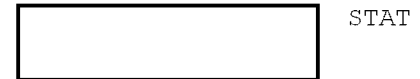
Lunch

Source Familiarization



A review of intelligence sources used by DDI analysts and the analytical approach used to evaluate these sources.

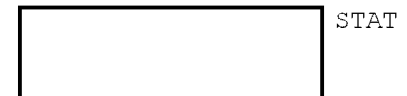
Principles of Effective  
Briefing



DDI analysts increasingly are being called upon to present oral briefings to consumers and policymakers and, during the course, class members will brief the group on their current assignments. To facilitate this responsibility we will discuss the basic techniques of effective briefing.

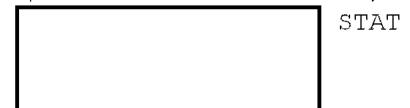
Dinner

Myers-Briggs Feedback Session



We will provide the students with their analytic temperament preferences, array the preferences of the class, and discuss their meaning.

SPAT Feedback Session



We will discuss the results of the SPAT.

Tuesday, 23 February 1982

DDI Publications

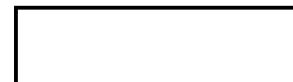


STAT

A review of DDI publication formats and technical handling of sources for publication.

Read-in for Exercise I

Analytic Exercise I



STAT

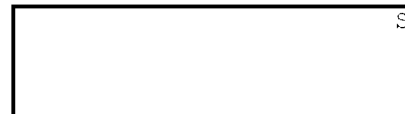
and Staff

This is the first of a series of exercises designed to give the students a "hands-on" feeling for the factors involved in doing analytic work in the DDI.

Lunch

Analytic Exercise I  
(continued)

Pre-Problem Solving



STAT

Do we more often fail to face the right problem than fail to solve the problem we face? We will discuss the entire analytic process, paying particular attention to the pre-problem solving phase. We will return to other phases later in the course.

Dinner

Student Briefings

This is the first of seven sessions designed to provide an opportunity for students to brief and be critiqued. The students and staff will provide feedback on delivery style, the extent to which the message was clearly received, and its substantive content.

Wednesday, 24 February 1982

Student Briefings

Analytical Strategies



STAT

The analytical tasks facing DDI today are becoming increasingly complex. They suggest a need in some cases for adopting different approaches to thought from those we developed while in school or modifying the ones with which we are comfortable. Today we will examine some of the more basic techniques available for coming to grips with visualizing and structuring analytical problems in order to produce the richest and most accurate intelligence analysis.

Lunch

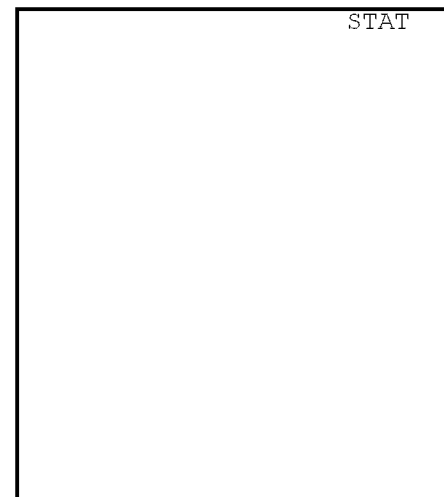
Feedback on Analytical  
Exercise I

What You Have Always  
Wanted to Know About  
the PDB

Analytical Exercise II

Dinner

Films: "WHY MAN CREATES"  
"KOESTLER ON CREATIVITY"



STAT



STAT

These films will provide a springboard for tomorrow's presentation on imagination and creativity.

Thursday, 25 February 1982

Imagination and Creativity  
in the Individual

STAT

The imaginative person has a philosophy of independent thinking and pursues the investigation of unexplained events and objects. This investigation is constant and diligent but must not be haphazard. Our assumption is that no one person is highly original in all areas: i.e., one person may be a fluent originator of ideas, another a good methodologist. The challenge of this presentation, and those that build on it, is for each student to discover the imaginative power he/she possesses and realize its application to the analytical task.

Feedback on Analytical  
Exercise II

Lunch

Read-in for Analytical  
Exercise III

Analytical Exercise III

Dinner

Student Briefing

STAT



Friday, 26 February 1982

Student Briefings

Coordination and Redraft  
of Analytic Exercise III

Staff

Lunch

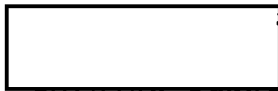
Feedback on Analytic  
Exercise III

Staff

Monday, 1 March 1982


Meet at Headquarters in  
Room 2-E-62 at 0830

Open Source Collection

 STAT  
Foreign Broadcast  
Information Service

This will be the first in a four-part presentation on intelligence collection systems and how to make them responsive to analytic requirements.

Presentational Techniques

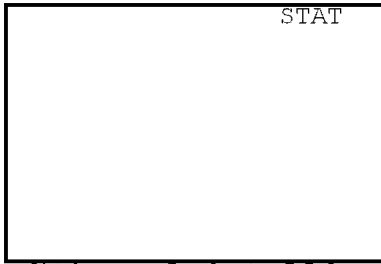
 STAT  
Office of Current  
Operations (OCO)

OCO analysts will discuss some of the innovative presentational techniques that are being introduced in DDI. They also will discuss the new publication formats and presentational techniques and cover some of the new graphics support available to a DDI analyst.

Lunch

A History of the  
Intelligence Estimative  
Function

The Art of Estimative  
Intelligence

 STAT  
National Intelligence  
Council

This presentation will emphasize the challenges and pitfalls involved in writing estimative intelligence, with particular regard to writing National Intelligence Estimates.

Tuesday, 2 March 1982

Student Briefings

PHOTINT Collection

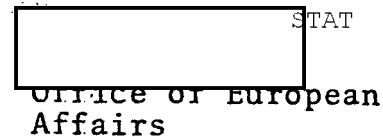
HUMINT Collection

Lunch

Marketing DDI Reports



DO Reports Officer



Office of European  
Affairs

This is often a neglected aspect of our work as DDI analysts. Many times our reports are found to be inappropriate by our consumers. This session will provide some guidelines and address ways to insure the best acceptance of our product.

SIGINT Collection



Collection  
Requirements and  
Evaluation Staff  
(CRES)

Time Management



Effective use of time is one of the most important but least examined aspects of work in DDI. In this session we will discuss some of the ways in which analysts can create more time for analytic work. We will provide the students with an opportunity to reflect on their work environment and explore the factors that affect their handling of this key issue.

Wednesday, 3 March 1982

Student Briefings

Group Process

Staff

Many problems lend themselves to the interdisciplinary approach. This involves much more than several people coming together, joining thoughts with conjunctions, and producing finished intelligence analysis that can be termed interdisciplinary. Today we will explore the interrelationships that develop among people in a group and the behavior of group members that can inhibit or enhance the group's work toward a stated objective or goal.

Lunch

Group Process (continued)

Travel to Headquarters Room 7-E-32

Meeting With the A/DDI

R. E. Hineman

Mr. Hineman will discuss new directions in the DDI, with special emphasis on the opportunities for and responsibilities of new analysts.

Thursday, 4 March 1982

Student Briefings

Estimative Exercise


Staff

Groups will prepare their key judgments for the assigned assessment, to include statements on the degree of probability and level of confidence. If the groups do not achieve consensus, the differences and the basis for the disagreement must be made known.

Friday, 5 March 1982


Estimative Exercise (continued)

Feedback on Estimative Exercise

 STAT  
and Staff

Eat-in Lunch

How to Succeed in the DDI--  
Without Even Trying?

 STAT  
and Staff

Now that we know what it takes to be an effective analyst in the DDI, we will examine the intangibles that contribute to personal success in the organization.

Final Administration,  
Course Critiques

Staff

SEMINAR ON INTELLIGENCE ANALYSIS

PRE-COURSE  
CHAMBER OF COMMERCE  
3 March 1982

SEMINAR  
7 March - 19 March 1982

Presented by

Analysis Training Branch  
Intelligence Training  
Office of Training and Education

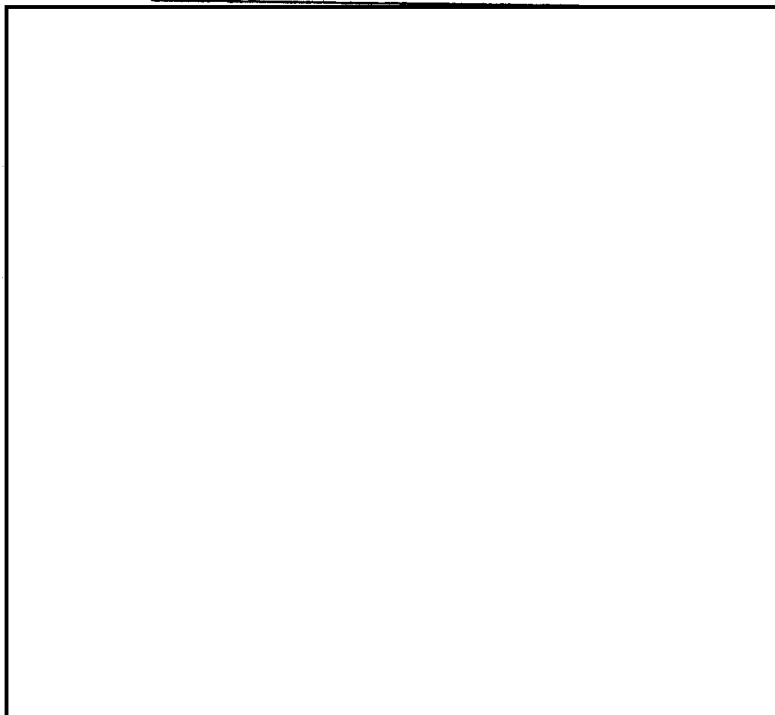
Course Director



Analysis Training Branch

STAT

OTE Course Instructors



STAT

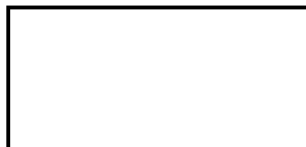
Guest Speakers



STAT

Panels

Different Perspectives on Problem Solving



OMS  
- OTE  
ORD

STAT

Producer/Consumer Panel

Interdisciplinary Analysis

Distinguished Graduates of SIA



### COURSE OBJECTIVES

As a participant in the Seminar on Intelligence Analysis you should:


- a. Have an opportunity to reflect on your analytical experience and set new goals.
- b. Examine diverse analytical processes and become familiar with their application in the new DDI organization.
- c. Plan measures to increase your analytical processes and become familiar with their application in DDI.

Upon completion of the Seminar, you should have had an opportunity to reflect upon the process of intelligence analysis and to share with analysts from other units in DDI your analytical experience and strategies. You will have examined diverse analytical processes and had "hands-on" experience with live intelligence problems, both in the environment of the individual working alone and in interdisciplinary groups. Moreover, you will have become exposed to factors effecting analysis such as mind set and bias and group interaction. As a final project in the course you will have drawn up a plan of implementation of the principles and techniques learned which are applicable to your own analytical environment.

CHAMBER OF COMMERCE BUILDING, ROOM 906

Wednesday, 3 March 1982


8:30-9:00           ADMINISTRATION  
9:00-10:00          INTRODUCTION TO SEMINAR  
10:15-12:00         LISTENING

STAT  
  
Management Admini-  
strative Training

This segment emphasizes the communication process. The presentation will identify methods of improving listening habits in daily communication with others. We will also conduct two team exercises.

LUNCH

1:00-2:30           STRESS: THE HUMAN FACTOR IN  
                    ORGANIZATIONS, OR, HOW NOT TO  
                    BEND, FOLD, STAPLE AND  
                    MUTILATE YOURSELF.

 STAT  
OMS/PSD

Participants will receive information to enable them to identify stress, its most common causes and symptoms, and adaptive versus maladaptive coping strategies. How much stress is productive, and when does it become counter-productive? A broad overview and specific remedies will be offered.

2:45-4:30           PRE-COURSE ASSESSMENT

 STAT

In this session we will attempt to provide you with an informal barometer to assist you in understanding your basic analytical preferences and to give you a feeling for the diversity of preferences in the class.

ii. BEGINNING OF SEMINARSunday, 7 March 1982

4:30-6:30 CARPOOL ARRIVAL AND CHECK-IN

7:00-9:00 INTRODUCTION OF SEMINAR PARTICIPANTS

DISCUSSION: "WHAT IS THE  
PROFESSION"

STAT

This discussion will focus on two key areas: the intelligence analyst in the DDI and the profession of intelligence analysis in the special context of DDI. We will explore the essential factors involved in being an analyst, your analytical experience, and the production of intelligence. We hope to identify generalizations which transcend individual experience and specific office environments. Simply put, we want to discuss: who we are, what we do, and why we do it.

Monday, 8 March 1982

8:30-9:00 OVERVIEW OF THE WEEK

9:00-11:30 "WHO YOU ARE": FEEDBACK  
AND DISCUSSION OF PRE-COURSE  
TESTING

STAT

This will be a feedback of the pre-course assessments. Each student will have his/her own profile; only the class profile will be displayed in an open session. This will give each student the opportunity to make individual comparisons with the class profile and with the scores of other analysts who have taken the same tests. The interpreted results will also help each analyst become aware of his/her analytical strengths and weaknesses for reference throughout the Seminar.

LUNCH

Monday, 8 March 1982 (Continued)

1:00-3:30

DESCRIPTION OF PROBLEM  
SOLVING STYLES



STAT

This introductory session to problem solving will discuss the various ways in which DDI analysts address intelligence analysis. Through class discussions, the uses, strengths, and weaknesses of various analytical strategies, plus an appreciation of their application to specific problems will be developed. Subsequent discussion and class exercises will build upon the material developed in this session. Upon completion of this session, students should have a better appreciation of his own problem solving style and an understanding of approaches used by other analysts in DDI.

DINNER

7:00-9:00

PANEL: DIFFERENT PERSPECTIVES  
ON PROBLEM SOLVING



STAT

and

Panel

A panel of DDI analysts including a physician, an attorney, and a scientist will discuss how they approach their analytical assignments.

Tuesday, 9 March 1982

8:30-10:30 "THE HARVARD PROBLEM"   STAT

This problem engages the participant to apply individual analytical skills in solving a problem which has both simple and complex "school solutions."

10:45-12:00 COGNITIVE PSYCHOLOGY EXPERIMENTS   STAT

The participants will be involved in mini-experiments to assess human abilities to perceive, process, and present information in a data environment.

LUNCH

1:00-2:30 PROCESS RESULTS ON EXPERIMENTS All

The participant will assess the mini experiments of the morning session and determine their implications in analysis.

2:45-4:00 SPECTRUM OF ANALYTIC APPROACHES   STAT

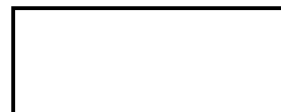
This session will draw together the descriptive view of analysis developed in the first two days of the course.

7:00-9:00 FILMS: "WHY MAN CREATES"  
"KOESTLER ON CREATIVITY"

These films will provide a springboard for tomorrow's presentation on Imagination and Creativity.

Wednesday, 10 March 1982

8:30-12:00

CREATIVE PROBLEM HANDLING  
TECHNIQUESSTAT  
and

This session will consider ways in which groups and individuals can produce imaginative and expansive analysis, even under very tight time constraints. Our aim is to familiarize you with creative techniques which seem relevant to the DDI and then to give you a hand at using them and thereby gain some insight into their possible application.

LUNCH

1:00-4:30

CREATIVE PROBLEM HANDLING  
TECHNIQUES - (Continued)

4:30-7:00

DINNER

7:00-9:00

PROBLEM HANDLING EXERCISE

A11

Thursday, 11 March 1982

8:30-12:00 ANALYTICAL STRUCTURING

STAT

We will examine some analytical structuring techniques that provide a framework for taking a wide range of options and conditions and developing a central theme or plan of action. These techniques are grounded in elements of quantitative analysis that will help the DDI analyst organize and evaluate factors of intelligence problems.

LUNCH

1:00-4:30 ANALYTICAL STRUCTURING MECHANISMS  
(Continued)

STAT

We will discuss how probability can be used to provide better estimates and understanding of unfolding intelligence scenarios.

4:30-7:00 DINNER

7:00-9:00 ANALYTICAL STRUCTURING EXERCISES

STAT

We will explore the use of structure to update estimates of an unfolding scenario.

Friday, 12 March 1982

8:00-11:00 EXERCISE IN ANALYSIS

11:00-12:00 SOVIET AGRICULTURE MODEL

Within OGI is an interdisciplinary analysis team that has constructed and operated a large-scale estimative computer model. This model incorporates both "hard" and "soft" data to predict agricultural harvest yields. Discussion will center on the strengths of the interdisciplinary approach, data sources and analytical methodology.

LUNCH

1:00-2:00 INTERNATIONAL TERRORISM MODELS

This session will examine the use of two different computer-based models which examine issues of international terrorism. We will discuss how the models have supported policy-making and, some of the concerns encountered during their development.

2:00-3:00 REVIEW AND EVALUATION OF WEEK

STAT

STAT



Monday, 15 March 1982

8:30-10:00 RETURN AND CHECK-IN

10:00-10:30 OVERVIEW OF WEEK

10:30-12:00 GROUP PROCESS



STAT

With the reorganization of DDI, analysts will increasingly be called upon to engage in both formal and informal group activities ranging from task forces, and team analysis, to the writing of estimates. This section seeks to familiarize the students with how groups function, how individuals behave in groups, and ways analysts can more effectively influence groups when involved in the production of intelligence.

LUNCH

1:00-5:00 INTERGROUP PROCESS AND  
NEGOTIATIONS



STAT

and

Tuesday, 16 March 1982

8:30-12:00      ANALYTICAL EXERCISE      ALL

This exercise will allow the participants to try out various methods of analysis in a role play.

LUNCH

1:00-4:30      ANALYTICAL EXERCISE (Continued)

DINNER

7:00-      ANALYTICAL EXERCISE (Continued)      All

Wednesday, 17 March 1982

8:30-9:30      PROCESS YESTERDAY'S EXERCISE

9:45-12:00    EXPERIMENT ON WAYS OF PRESENTING  
INTELLIGENCE ANALYSIS

                LUNCH

1:00-2:30     NEW PRESENTATIONAL TECHNIQUES

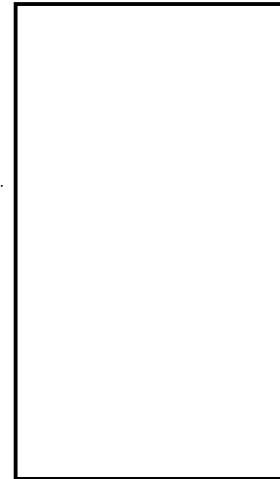
2:45-4:30     SEMINAR ON PRESENTATIONAL METHODS

5:00           SOCIAL HOUR

6:30           DINNER AND DISCUSSION WITH  
PRODUCER-CONSUMER PANEL

All

STAT



and

Panel

The panel will discuss our intelligence product, its use by various consumers, and what types of analysis are found to be most useful by our consumers.

Thursday, 18 March 1982

8:30-11:30

A FINAL LOOK AND ANALYTICAL  
EXERCISE



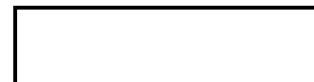
STAT

This morning is designed to amplify the creative problem handling techniques and introduce other skills associated with their successful utilization. The exercise will give you an opportunity to use, adapt, combine or alter the techniques which have been presented in this seminar on an intelligence problem which may have a bearing on the course of future analysis in DDI.

LUNCH

1:00-5:00

PRODUCTION OF VIDEO TAPES



STAT

The groups will produce a video taped presentation of the morning's efforts.

7:00-9:00

MEETING WITH ASSOCIATE DEPUTY  
DIRECTOR FOR INTELLIGENCE

R. Evan Hineman

Mr. Hineman will discuss the course objectives as they relate to intelligence analysis under the new DI structure. Particular emphasis will be given to how the reorganization impacts on the "big picture" of intelligence production.

Friday, 19 March 1982

8:30-10:15 INTERDISCIPLINARY ANALYSIS



STAT

and

DDI Panel

We will examine interdisciplinary analysis as it is practiced in DDI--its beginnings, where and how it is being used, and the benefits and problems of undertaking it. This short overview will be followed by a panel discussion with former SIA students who have been involved in interdisciplinary analysis.

10:30-12:00 SEMINAR ON IMPLEMENTATION OF CHANGE



STAT

LUNCH

1:00-2:00 STUDENT EVALUATIONS

STAFF

SEMINAR ON THE  
PRODUCER/CONSUMER RELATIONSHIP

17-18 February 1982

Room 906  
Chamber of Commerce Building

Intelligence Training  
Office of Training and Education

Staff



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SEMINAR ON THE  
PRODUCER/CONSUMER RELATIONSHIP

Course Objectives

During this Seminar, the student should:

1. Gain an appreciation of how finished intelligence is used by our principal consumers, with special emphasis on the requirements of the new administration.
2. Have an opportunity to discuss the intelligence product with several consumers.
3. Discover what producer/consumer relationships exist within other NFAC offices.

Wednesday 17 February 1982

0900-0915

Course Introduction



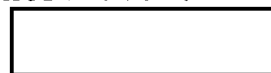
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Intelligence Training

The course objectives and administrative matters will be discussed. The students and staff will be introduced.

0915-1000

What is Intelligence?  
Who are our Consumers?



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Intelligence Training

We will explore the various facets of these questions as they relate to the intelligence consumer. The discussion will focus on identifying the consumers, and determining the utilization of the intelligence product. We will entertain these questions again in our last session to see if any new ideas have come out of the course.


1000-1200

Evaluation of the  
Intelligence Product



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Production Officer  
Office of European  
Affairs

 is the co-author of an extensive study on the producer/consumer relationship. Entitled "The Impact of Intelligence on the Policy Review and Decision Process" the study takes an indepth look at the community mechanism for handling intelligence and evaluates its effectiveness.

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1200-1300

Lunch

1300-1430

The National Security  
Council as a Consumer

Michael Guhin  
National Security  
Council

Mr. Guhin will discuss the functions of the NSC and its responsibilities to the President. He will address how intelligence products are used to formulate White House policy decisions.

1430-1630

Commerce and Treasury

Robert Gallagher  
Office of Intelligence  
Liaison, Department of  
Commerce

Art Long  
National Intelligence  
Adviser, Department of  
the Treasury

Our speakers will address how these two departments use intelligence, their reliance on it, and its value to the policy makers.



Thursday, 18 February 1982

0830-1000

The Department of Defense  
(DoD) as a Consumer

Ronald Stivers  
Office of the  
Secretary of Defense

Our speaker will discuss how DoD uses the intelligence product and some of the problems he has noted, such as accuracy, timeliness, and relevance to defense planning.

1000-1200

Congress as a Consumer

Diane E. La Voy  
House Permanent  
Select Committee  
on Intelligence

Herb Kline  
Senate Select Committee  
on Intelligence

Congress is involved with the oversight of the Agency and is also a consumer of our products. Our speakers will discuss each of these issues and the relationship between Congress and the Agency.

1200-1300

Lunch

1300-1400

The State Department  
as a Consumer

George Rueckert  
Soviet Policy Division  
Bureau of European  
Affairs

Mr. Rueckert will share his insights on how intelligence is used in the Department and how it impacts on policy-level decisions. He will also address the quality of the producer/consumer relationship and how it can be improved.

1400-1500

The National Intelligence  
Council and the Estimates  
Business

[REDACTED] STAT  
National Intelligence  
Council

[REDACTED] will examine the special role of the National Intelligence Council and the current philosophy of national estimates. STAT

Thursday, 18 February 1982 - continued

1500-1615

How Our Principals Want  
Their Intelligence

[Redacted]

STAT

Chief, Current  
Intelligence Group, OCO

[Redacted]

STAT

Managing Editor,  
National Intelligence  
Daily

Our speakers will discuss the current intelligence product  
and how it is being received by the present administration.

1615-1630

Seminar Wrap-Up,  
Closing Remarks,  
and Evaluation

[Redacted]  
and Staff

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OFFICE OF TRAINING AND EDUCATION

INTELLIGENCE TRAINING

SURVEY OF INTELLIGENCE  
COLLECTION SYSTEMS

9-11 September 1981  
Room 912  
Chamber of Commerce Buliding

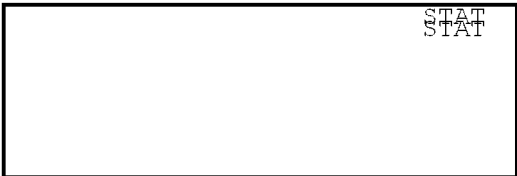
Course Director:  
Training Assistant  
Room 926  
Extension  
Chamber of Commerce



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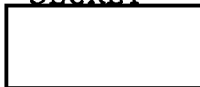
## Survey of Intelligence Collection Systems

### Course Objectives:

A member of the Survey of Intelligence Collection Systems Course should expect to:

1. Gain a familiarization with the various intelligence collection systems and their capabilities and limitations.
2. Acquire an understanding of the tasking process required to activate any of these systems.
3. Develop an awareness of the repositories of the data collected by these systems and how to gain access to this data.

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Wednesday, 9 September 1981

0830-0900

Introduction to Course

Staff  
Intelligence  
School

The course objectives, administrative matters and security procedures will be discussed.

0900-1100

National Collection and Planning

STAT  
National Collection  
Planning Office  
(NCPO)

Our speaker will discuss the mission, functions and responsibilities of the NCPO. Also discussed will be the support offices and the collection planning cycle.

1100-1200

Overview of Data Bases

STAT  
Office of Central  
Reference

We will be briefed on the repositories of various data bases used to store information gathered from intelligence collection systems. Also we will be brought up-to-date on the status of SAFE.

1300-1400

Overt Signal Collection Systems

STAT  
Foreign Broadcast  
Information Service

We will hear about the worldwide collection program of FBIS. The representative will address the capabilities of monitoring foreign media and future plans to expand this mission.

1415-1630

SIGINT-COMINT Collection Systems

STAT  
National Security  
Agency

Our speakers will address the special role and responsibility of Signal intelligence in the Intelligence Community. Also we will describe the capabilities and limitations of various collection systems.

Thursday, 10 September 1981

0830-0900

Directed Readings

Staff

This time will provide an opportunity to review various articles on intelligence collection systems.

STAT

0900-1200

PHOTINT Collection Systems

National Photographic  
Intrepretation  
Center

We will review the various photographic and imagery collection systems and their application to intelligence production. Also covered will be system capabilities and limitations and potential problems in exploitation.

1300-1400

Overt Photographic Collection  
Systems

Office of Geographic  
and Societal Research

STAT

Various overt collection systems, such as LANDSAT imagery, are available for intelligence purposes. Our speaker will review these systems, how the information is collected and its user.

1415-1500

Technical Collection Systems

Office of Technical  
Services

STAT

We will review some non-conventinal systems that gather important intelligence information.

1500-1600

Future Systems

Special Assistant  
for Community  
Interests - O/NFAC

STAT

We will review some of the research projects aimed at technology development which will enhance capabilities in the areas of collection and production. The speaker will present some views on estimating the expected contributions of intelligence production from new collection systems.

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Friday, 11 September 1981

0830-0900

Directed ReadingsStaff

We will discuss the factors and opinions presented in the various articles available for review.

0900-1000

HUMINT Collection Systems

[REDACTED]

STAT

Directorate of  
Operations

Our speakers will address covert collection requirements and the environment in which DO officers attempt to gather information.

1015-1100

Overt HUMINT Collection

[REDACTED]

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We will cover the collection activities of a unique entity of the Agency.

[REDACTED]

[REDACTED]

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1100-1200

Department of State in  
Intelligence Collection

Ted Kattauf  
Department of  
State

Our speaker will give us an overview of the type of intelligence information that can be gathered by State.

1300-1400

Attache Collection Program

[REDACTED]

STAT

Defense Intelligence  
Agency

We will address the requirements of military attaches and the environment in which they attempt to gather intelligence.

1415-1530

System Requirements and Tasking  
Panel

[REDACTED]

STAT

Collection  
Requirements Staff

[REDACTED]

STAT

Photo Liaison  
Officer/Office of  
Economic Research

Panel members will address the role of CRES in handling requirements for the various collection systems and how intelligence officers can properly task the system.

1530-1600

Final AdministrationStaff

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[REDACTED]

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ANALYSIS TRAINING COURSE FOR DDI CTS

1 March - 30 April 1982

Presented by

Analysis Training Branch  
Intelligence School  
Office of Training and Education

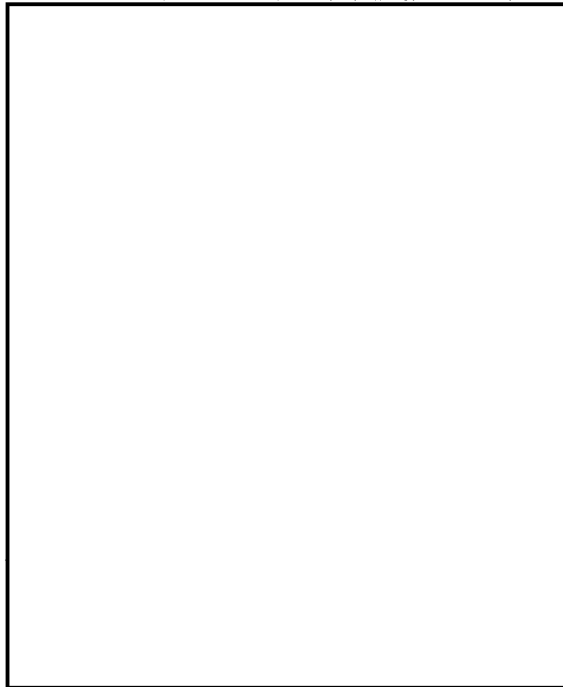
Course Directors



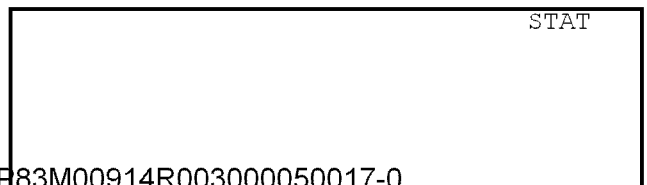
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Analysis Training Branch

OTE Course Instructors



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**SECRET**COURSE OBJECTIVES

At the request of the DDI, the Office of Training and Education has developed a comprehensive curriculum that will introduce DDI-oriented CTs to as many of the Directorate resources, techniques, and systems as possible. The cumulative effect of the exercises, projects, lectures, and "on hands" experience offered in the Analysis Training Course should:

- Give a new career trainee a better appreciation of the intelligence resources available to the DDI
- An understanding of how to utilize those vast resources
- A greater awareness of how better analysis can be produced and
- An opportunity to actually produce finished intelligence products

**SECRET**

**SECRET**DDI/CT ANALYSIS TRAINING COURSE SCHEDULE

## FIRST WEEK

1 March 1982

Room 916 C of C

0830 - 0915

Introduction/Administration/Overview

0915 - 1045

The History and Evolution of the DDI

1100 - 1200

The DDI Today and Tommorrow

1330 - 1430

The DDI Personality

1445 - 1630

DDI Current Publications---The NID and  
the PDB2 March 1982

Room 916 C of C

0830 - 1030

DDI Publishing: Graphics and Text

1045 - 1200

The National Intelligence Council  
& Estimates

1300 - 1400

Review of Theme Projects

1415 - 1630

Draft Statement on Individual Theme  
Projects3 March 1982

Headquarters

0830 - 1200

Students Confer with Theme Project Sponsors

1300 - 1630

Students Begin Familiarization with Theme Sources

4 March 1982

Room 606 C of C

0900 - 1200

Computer Orientation: Storage &amp; Retrieval

1300 - 1600

Interim Project SAFE

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**SECRET**

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FIRST WEEK (Continued)

5 March 1982

Room 606 C of C

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0900 - 1000 Computer Assisted Analysis Case Studies:  
VIP Health Problems

1000 - 1100 International Terrorism

1100 - 1200 Simulated Polling of the Cuban Leadership

1300 - 1630 Word Processing

**SECRET**

**SECRET**SECOND WEEK8 March 1982

Room 2E62 Headquarters

0830 - 0845 Introduction to the Office of Central Reference

0845 - 0915 Evolution of OCR & Relationship to the DDI

0930 - 1015 AEGIS/RECON Retrieval System

1015 - 1045 Map Library

1100 - 1130 Pictorial Services

1130 - 1200 Introduction to Specific OCR Area Analysts

1300 - 1630 Individual Theme Project Research

STAT

9 March 1982

Room 2E62 Headquarters

0830 - Continue Theme Research

1000 - 1100 Document Services: Group One

1100 - 1200 Document Services: Group Two

1300 - 1500 Individual Research

1500 - 1630 Review of OCR Orientation

10 March 1982

Room 916 C of C

0830 - 1630 Research Methodology & Organization

11 March 1982

Room 916 C of C

0900 - 0930 Basic Writing for the DDI - Paragraphing

0930 - 1200 Writing Exercises

1300 - 1630 Writing Exercises

12 March 1982

Room 916 C of C

0900 - 0930 Basic Writing for the DDI - Organization

0930 - 1200 Writing Exercises

1300 - 1630 Writing Exercises

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**SECRET**

## THIRD WEEK

15 March 1982

Room 912 C of C

0830 - 0900 Introduction to Collection Systems

0900 - 1045 Community Collection Systems: Planning and Integration

1100 - 1200 Monitoring Foreign Broadcasts

1300 - 1415 SIGINT Collection--NSA

1430 - 1530 Support for Clandestine Operations

1530 - 1630 SIGINT Collection--CIA

16 March 1982

Room 912 C of C

0900 - 1045 Overhead Imagery

1100 - 1200 Landsat and Weather Satellites

1300 - 1415 Covert Human Collection Systems

1430 - 1530 Overt Human Collection Systems

1530 - 1630 Diplomatic Collection Efforts

17 March 1982

Room 916 C of C

0900 - 1045 Military Attache Collection Program

1100 - 1200 Future Collection Systems

1300 - 1500 Collection Systems Data Bases

1515 - 1615 Requirements and Tasking

1615 - 1630 Summary and Discussion of Collection Systems

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THIRD WEEK (Continued)

18 March 1982

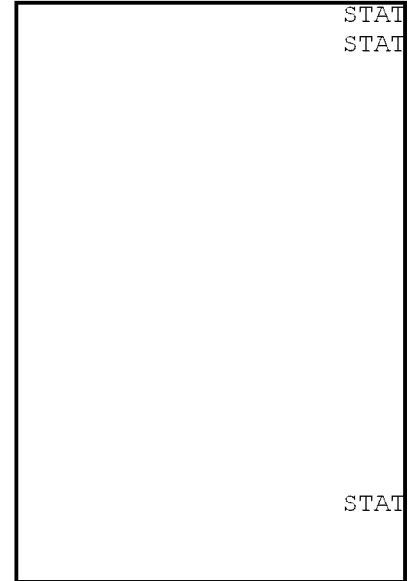
Room 926 C of C

0830 - 0900 Travel to

0900 - 1200 Group One - Light Table Orientation  
 Group Two - Visit NPIC/OIA Analysts

1300 - 1600 Group One - Visit NPIC/OIA Analysts  
 Group Two - Light Table Orientation

1600 - 1630 Return to C of C



19 March 1982

Room 926 C of C

0900 - 0930  Briefing

0930 - 1630 To Headquarters for Individual Research

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FOURTH WEEK

22 March 1982

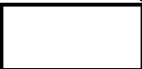


- 0830 - 0900 Introduction
- 0900 - 1000 Political Analysis in the DDI
- 1015 - 1200 Intuitive vs. Analytical Approaches
- 1300 - 1430 Creativity
- 1445 - 1630 Creativity (continued)

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23 March 1982



- 0830 - 1000 Structuring Problems
- 1015 - 1200 Structuring Problems (continued)
- 1300 - 1430 Probability -  Analysis of Poland
- 1445 - 1630 Probability (continued)

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24 March 1982



- 0830 - 1000 Analytical Structuring & Matrices
- 1015 - 1200 Analytical Structuring & Matrices
- 1300 - 1430 Structuring Exercise
- 1445 - 1630 Structuring Exercise (continued)

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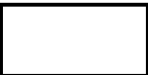
25 March 1982



- 0830 - 1000 Enhancing Group Process
- 1015 - 1200 Group Process (continued)
- 1300 - 1430 Facilitating Group Behavior
- 1445 - 1630 Group Behavior Exercise Feedback

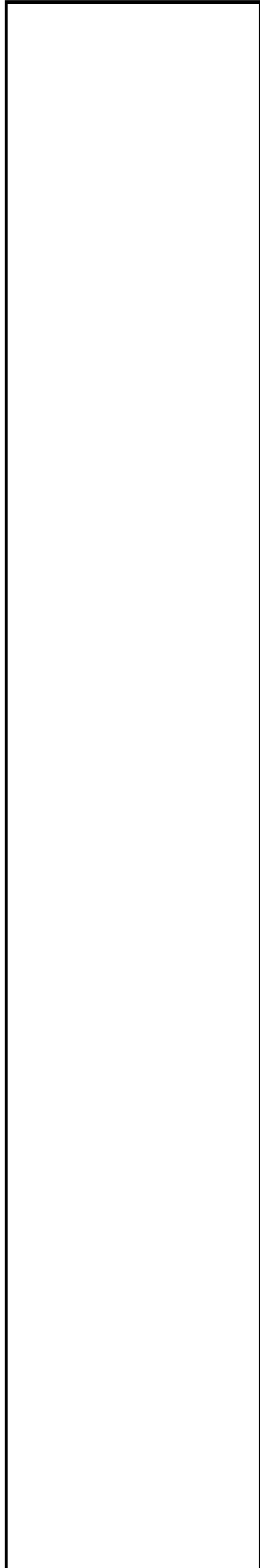
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26 March 1982



- 0830 - 1000 20/20 Exercise
- 1015 - 1200 Continue 20/20 Exercise
- 1300 - 1430 Conclude 20/20 Exercise
- 1430 - 1630 Return to DC Area

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**SECRET**

**FIFTH WEEK**

29 March 1982



STAT

0830 - 1200 Current Analysis Writing Exercise

1400 - 1500 Feedback on Writing Exercise

1500 - 1630 Briefing on NID Drill

25X1

30 March 1982



STAT

0800 - 0930 Read Traffic

0930 - 1000 Area Meeting

1000 - 1030 DDI Production Meeting

1030 - 1400 Draft NID Items

1400 NID Drafts Due to Editor

1400 - 1600 Outside and/or Late Coordination

1600 - 1700 Drafts returned to analysts for revision and updating

1700 Turn in fully coordinated and revised drafts to NID editor

31 March 1982



STAT

0800 - 1700 Same as previous day

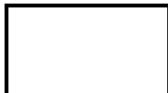
1 April 1982



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0800 - 1700 Same as previous day

2 April 1982



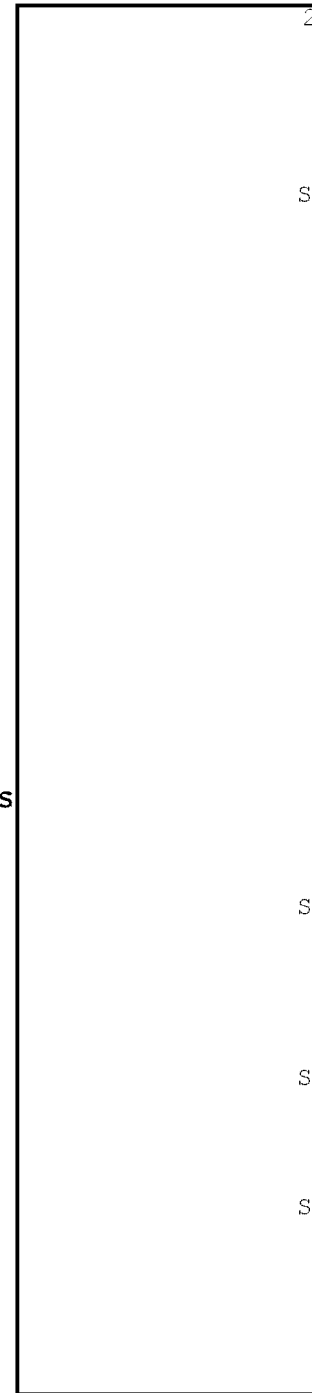
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0900 - 1030 Feedback on all drafts

1030 - 1200 Evaluation of Exercise

1300 - 1400 Your Nickel

1400 - 1630 Return to DC area



Students

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SIXTH WEEK

5 April 1982

Room 906 C of C

- 0830 - 1030 History of the Estimates Process Panel  
Discussion - Matthias, Marengo, & Parmenter
- 1030 - 1200 NIE Case Study
- 1300 - 1500 NIE Case Study
- 1500 - 1630 The Estimates Process Today

25X1

6 April 1982

Room 906 C of C

- 0830 - 0930 Reprise on the Estimates Process
- 0945 - 1000 Introduction to the Red/Green Game
- 1000 - 1045 Red/Green Game
- 1045 - 1100 Discussion of the Red/Green Game
- 1230 - 1330 Feedback on the Red/Green Game
- 1340 - 1500 Negotiating the Product
- 1500 - 1515 Introduction to Estimates Exercise
- 1515 - 1630 Background Reading for Estimates Exercise

7 April 1982

Room 906 C of C

- 0830 - 0930 Continue Reading Material for Estimates Exercise
- 0930 - 1200 Teams Work on Exercise
- 1400 - 1600 Teams Present Findings in Plenum
- 1600 - 1630 Post-mortum/Feedback on Exercise

25X1

8 April 1982

Room 906 C of C

- 0900 - 1015 Public Speaking vs. Briefing
- 1030 - 1200 Analysis Techniques for Determining  
Briefing Content
- 1300 - 1415 Organization of Material for Briefing
- 1430 - 1630 Structure of Information

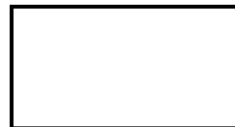
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SIXTH WEEK (Continued)

9 April 1982

Room 906 C of C

0900 - 1015	Briefing Aids
1030 - 1200	Presentation Techniques & Handling Questions
1300 - 1630	Individual Briefing Preparation



25X1

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**SECRET**SEVENTH & EIGHTH WEEK12 April 1982

Room 906 C of C

0830 - 0930 Individual Briefing Preparation

0930 - 1130 Individual Briefings

20 Minutes Per Student

10 Minutes for Feedback



25X1

1300 - 1630 Revise and Refine Preliminary Briefing

13 April 1982

Room 906 C of C

0830 - 0930 Individual Briefing Preparation

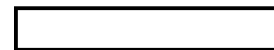
0930 - 1130 Final Individual Briefings

OTE Staffers

1200 - 1630 Free for Theme Project Research

14 April 1982

Room 906 C of C

0900 - 1015 The Producer/Consumer Relationship: How the  
Community Views DDI Products

25X1

1030 - 1200 Commerce and Treasury as Consumers

R. Gallagher, Commerce  
A. Long, Treasury

1300 - 1400 DOD as a Consumer

TBA

1400 - 1500 NSC as a Consumer

TBA

1500 - 1600 State Department as a Consumer

TBA

1600 - 1630 Discussion and Evaluation



25X1

15 April 1982

Room 906 C of C

0830 - 0930 Travel to NSA at Fort Meade

0930 - 1030 Overview and Orientation to NSA

1045 - 1200 Discussion with NSA Analysts

1300 - 1400 Return to Chamber of Commerce Building

1400 - 1630 Free for Theme Project Research

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SEVENTH & EIGHTH WEEK (Continued)

16 April 1982

Report to Headquarters to continue individual research on theme project, research will be done for next seven working days. During this time each CT will stand two watches in OOO (Schedule to be announced).

23 April 1982

Room 926 C of C

1630

Turn in first draft of theme project article to the Analysis Training Branch



25X1

**SECRET****NINTH & FINAL WEEK**26 April 1982

Room 912 C of C

0830 - 1200 Feedback on First Draft of Theme Paper ATB Staff  
 1300 - 1630 Coordinate and/or Revise First Drafts

27 April 1982

Headquarters

0830 - 1630 Continue Revision and/or Coordination

28 April 1982

Headquarters

0830 - 1630 Submit Revised and Coordinated Draft to  
 Sponsoring Office

29 April 1982

Headquarters

0830 - 1630 CT should be working with sponsoring office to  
 produce final version of paper to be handed to  
 area Production Officer at COB. Be sure to make  
 three extra copies; one for DDI, one for ATB, and  
 one for your own file.

30 April 1982

Room 912 C of C

0830 - 0930 CT Feedback on Theme Project: Research, Analysis,  
 Drafting, Editorial Procedure, and Coordination  
 Process Students

0930 - 1030 Review of the Analysis Training Course ATB Staff

1015 - 1145 CT's Evaluation of Analysis Training Course Open Forum

1200 - 1400 Meeting with DDI R. Gates, DDI

1400 Bon Voyage and Best of Luck!! Perhaps a re-  
 union within a year!!

**SECRET**