

OTE 86-1030

30 July 1986

MEMORANDUM FOR: Executive Assistant to the Director of
Central Intelligence

STAT
FROM:Director of Training and Education

SUBJECT: DDO Needs Survey

Resf

1. Thanks for your thoughtful memo on the DO Needs Survey Project. I must say my feelings about the undertaking are, as I guess yours are too, somewhat ambivalent. If I had to do it all over again, I might not do it, given the results, but I think it is a close call. I think there are some advantages to having the data, which will play out over time, but, in truth, I believe having authoritative data on the DO less compelling than say with the DS&T and DI, which generally value data more highly. Incidentally, I am not entirely sure that we or the DDO have been as creative in looking at this data as we might, but maybe I am just being persnickety.

2. As you know, we have moved ahead with the DO to try to fill some of those gaps that have been identified. It's very interesting that while many DO officers clearly say that they have a need for analytical skills and training could help, the Directorate is somewhat reluctant, as I understand it, to pursue analytical training. It must just be that it likes to think of itself as not being in the analytical business. I don't know. Perhaps you understand the cultural origins of this problem.

3. I am delighted that your memo suggests that we have been too aggressive in pushing our products with the Directorate. I do not disagree. But I would much, much rather have OTE in the position of pushing than in the position of being reluctantly reacting. If that, in fact, is where we are postured then I would have thought that we have had some success over here. Finally, I appreciate your kind words on the professionalism and capabilities of the people who conducted the Survey. That makes me feel good. Again, thank you for your memorandum.