

31 March 1988

MEMORANDUM FOR: Deputy Director for Administration

FROM: [redacted]
Director of Training and Education

SUBJECT: Weekly Report

* 1. The Office of Training and Education's (OTE) new skills program "Working with People", conducted by the Leadership Development Division, begins this week with seven courses scheduled for pilot runs in April and May 1988. The first course, one day on Effective Meetings, runs on 1 April. This new program will also "reintroduce" the highly sought after Leadership Styles and Behavior. [redacted]

* 3. Mr. Peter F. Gruden, Assistant Administrator for Planning and Inspections of the Drug Enforcement Administration, accompanied by staff assistants, Mr. Calvin G. McFarland and Mr. William Oaks, spent 21 and 22 March [redacted] for briefings and demonstrations. [redacted]

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SUBJECT: Weekly Report

7. From 16 - 19 March OTE's Language Training Development Division (LTD), Chief of Testing, accompanied by an LTD training specialist, conducted an English as a Second Language (ESL) Oral Proficiency Testing and Rating Workshop for the United States Information Agency (USIA). The first of its kind to be held at USIA, the workshop's objective was to train a cadre of overseas English language testing specialists who will screen the English proficiency of foreign nationals planning to study in the United States.

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29 March 1988

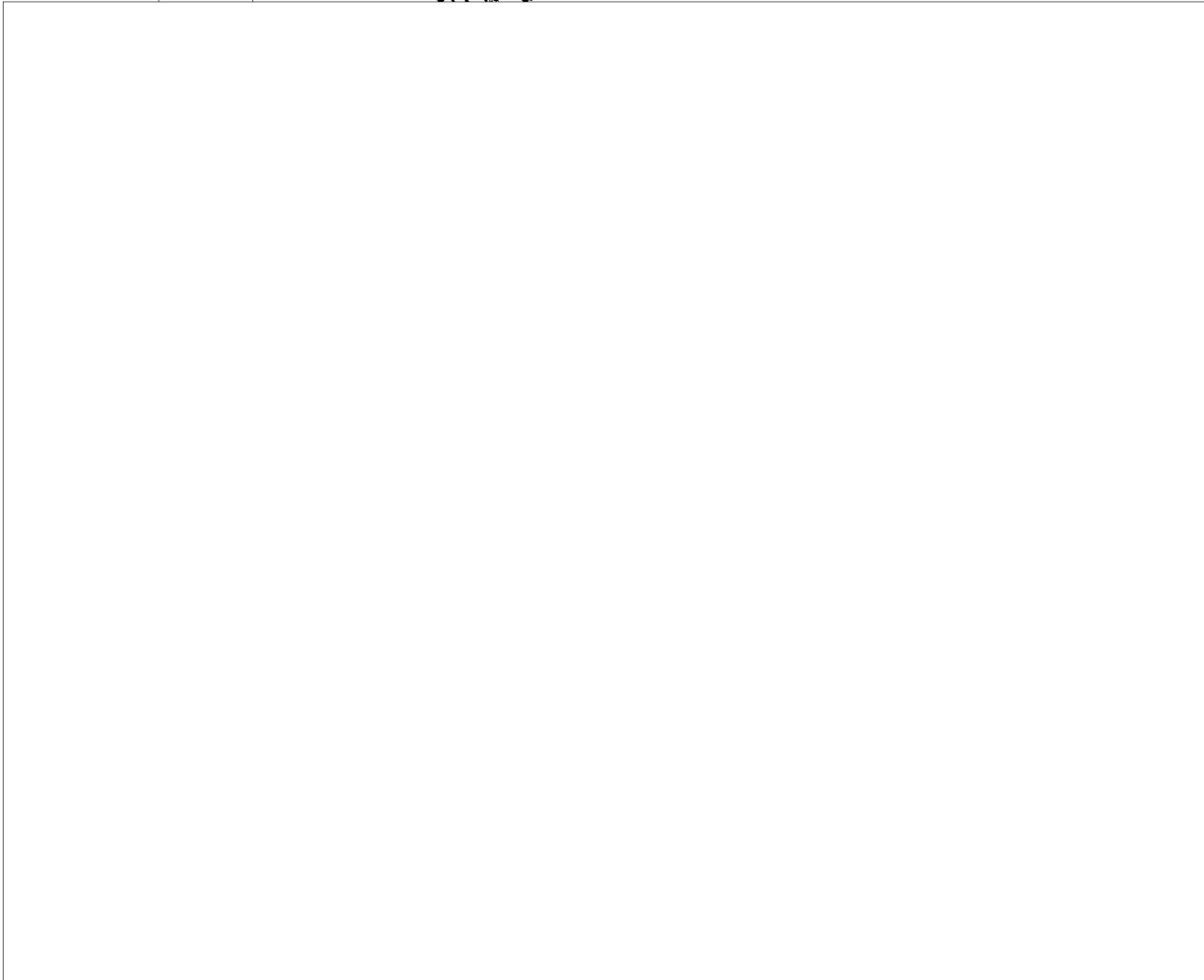
MEMORANDUM FOR: Director of Training and Education

25X1 FROM: [redacted]
Chief, Intelligence Training Division

25X1 SUBJECT: IT Weekly Report [redacted]

1. Henry Schreiber of the Soviet Realities Institute attended the 12th Annual Arden House Conference, co-sponsored by the Russian Research Center of Harvard University and the Harriman Institute of Columbia University. This year's theme was "Detente Revisited?", and speakers included the present U.S. Ambassador to the Soviet Union, Jack Matlock. Henry's "mission" was both to learn and recruit, and he spotted several prospective speakers among the participants. The Conference is heavily subscribed by the business community, and Henry hopes to draw on participants for a session later this year on "Dealing with the Soviet Union." [redacted] AT E'S

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25X1 SUBJECT: IT Weekly Report [redacted]

4. Nineteen students from all four directorates attended the International Narcotics Intelligence Issues course conducted by the Topical Issues Branch on 22-24 March. The course is a broad overview of international narcotics production and trafficking with emphasis on the Intelligence Community's role in monitoring narcotics movements and providing support to policymakers and law enforcement agencies. DO

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5. [redacted] of Analysis Training Branch conducted the three-day Analysis section of the 95th Career Trainee Development Course (CTDC) (14-16 March). The students rated particularly well the visit of young DI analysts and the main DI exercise. In addition, [redacted] facilitated a group of students during the CTDC Seminar on Issues Confronting an Intelligence Organization in a Free Society (23 March).

25X1 [redacted]

7. On 25 March, the National Warning Course graduated 18 students (3 CIA, 4 DIA, 2 INR, and 9 NSA), one of its best groups since the course was founded. All were experienced analysts and contributed much from their personal experiences. Their evaluations were among the highest medians the course has received; nine of the 18 students rated it an overall 7, the maximum. Two students tied for Honor Graduate: Major [redacted] of DIA and [redacted] of CIA's ALA. Charles Allen, the new NIO for Warning, spoke to the class about consumers and warning and was well received.

25X1 [redacted]

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29 March 1988

MEMORANDUM FOR: Director of Training and Education

25X1 FROM:

[redacted]
Chief, Secretarial, Administrative, and
Communication Training Division

SUBJECT: Weekly Report

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[redacted]

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2. [redacted] attended the 39th
Conference on College Composition and Communication, held in
St. Louis 16-19 March 1988. Topics discussed at the conference
included the use of computers in writing instruction, the
evaluation of writing, and the designing of writing programs
for adult learners. Among the notables presenting papers were

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[redacted] Jane and Joe
participated in a post-conference workshop on using word
processors in writing classes. [redacted]

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[redacted]

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28 March 1988

MEMORANDUM FOR: Director of Training and Education

25X1 FROM:

[Redacted]

Chief, Leadership Development Division
Office of Training and Education

25X1 SUBJECT:

LDD Weekly Report [Redacted]

25X1 1. Students in MidCareer Course 104 had an excellent response to the
25X1 case studies drawn up on [Redacted] Thanks for help from
[Redacted] an attorney serving in DO/PCS, we used cases drawn from
actual problems faced by Agency officers (with slight changes to names
and places). At least two of the cases applied to components other than
25X1 the DO. [Redacted]

The class was divided into four groups and each group was given
four cases to solve based on their understanding of the new regulation.
Students presented their solutions in plenum. In dealing with the cases,
students drew upon presentations made by several of the previous speakers
as well as their own Agency experience. There was a good deal of
interaction among the groups and some interesting differences of
opinion. For two of the cases, no cleared-cut "school solution" existed;
problems were not explicitly covered in the regulation. Faced with no
specific guidance, students had to discuss what should be done on the
basis of professionalism, Agency tradition, ethics, impact on others
etc., without the crutch of saying "According to the regs..." They
handled this admirably; it was healthy to see Agency officers at this
level reach excellent decisions in the gray areas as well as readily
25X1 understand the do's and don'ts of the regulation. [Redacted]

25X1 2. [Redacted] briefed an ITCIA course on role of the DCI in the
25X1 Intelligence Community on 28 March. [Redacted] covered briefly the
independent offices serving under the DCI in the Agency and then focused
on the functions and organization of the IC Staff, traced the history of
the IC function from the National Security Act and CIA Act to the present
25X1 and discussed briefly the roles of the NFIB committees. [Redacted]

[Redacted]

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25X1 SUBJECT: LDD Weekly Report [redacted]

25X1 8. By the end of April, MTB will have run 13 Managing and Leading programs so far this year. After that, the pace falls off somewhat--a good thing in view of the MTB staffing situation! [redacted]

25X1 9. [redacted] ran a PAR workshop for 10 instructors in the OTE Language School on 24 March. He was assisted by OTE CMO [redacted] who spoke about the role of PARs in OTE as well as the workings of the panel system. The overall student evaluation was 4.85; there was a particularly strong endorsement for incorporating sample Language School PARs and AWP's in the program as well as the emphasis on the work of the language panel. This type of custom tailoring of the PAR workshop makes it far more effective than a generic workshop teaching only general Agency procedures and regulations. Indeed, there was considerable discussion in the group about revising AWP's to make them more effective. [redacted]

25X1 10. [redacted] attended a CareerTrack Workshop, "Dealing with Difficult People," to look at the utility of running such a program in the Electives for Managers program. This subject is the one topic most frequently mentioned as of interest by managers but not yet treated in the program. Rennie was very positive about the program and the presenter. A formal evaluation and proposal for possible incorporation in the program--which can be presented by one instructor to a 50-60 person audience--will be prepared. [redacted]

25X1 11. "Time Management" continues to be one of the most popular courses in the Electives for Managers program. Twenty eight students attended the running on 22 March, giving the course an overall evaluation of 4.6. The contractor, [redacted] continues to be very well received because of his down-to-earth approach. We will try him out in June in the stress management workshop; in addition to his effectiveness, his costs are lower than those charged by the current contractor. [redacted]

25X1 12. Overbooking the Electives seems to be an effective way to deal with the continuing cancellation/no-show problem. Although 6 students cancelled and 3 did not show, the overall student numbers were right on target. Although short programs can easily be fitted into schedules, the inclination of managers is that they can be skipped more easily than less available quota courses involving pre-course work. [redacted]

25X1 13. PDI contractor [redacted] conducted a "Management Skills Profile workshop" for 15 managers on 24 March. The class was generally well received, with an overall evaluation of 4.5. Student critiques indicated that many found the feedback from subordinates and co-workers to be a surprise. But most were able to accept this and to begin the process of changing behavior patterns. LDD Senior Instructor [redacted] attended to gain more familiarity with the instrument; she was positive about it but had numerous useful observations about how the effectiveness--particularly the pacing--of the workshop could be improved. [redacted]

25X1 SUBJECT: LDD Weekly Report [redacted]

25X1 14. The Program on Creative Management ran [redacted] on March 20-25 with 18
25X1 participants from each of the directorates (DA-5; DI-4; DO-4; DS&T-4;
25X1 DCI-1). This run was chaired by [redacted] with the
25X1 UGR and IPS segments conducted by [redacted]. In addition, [redacted]
25X1 filled in as an assessor for the first time. We had five female students; we
25X1 have seen a considerable increase in the proportion of female students in the
25X1 course. [redacted]

The course got an overall evaluation of 4.47 (1=worthless and 5=very worthwhile). This is a somewhat lower rating than that POCC typically receives. In the opinion of the instructors, this was due to the fact that there were three students that were particularly resistant to the course. Two of the three students were so disruptive that they had to be taken aside and told to "shape-up". Omitting their evaluations, the course would have received an overall evaluation of 4.80, a rating consistent with the norm. A course report will follow outlining the issues in this situation. [redacted]

25X1 The time has come to replace the equipment used in the control room
(behind the one-way mirrors). Since it is highly unreliable (this is not surprising since we procured this "surplused" equipment from the VA ten years ago), [redacted] has an arrangement with [redacted] to repair the equipment each time it is turned on. As last week progressed, the equipment problems became more frequent and pronounced; one of the three amplifiers "died" on Wednesday. With the help of Media and RMB, three new amplifiers will be purchased. [redacted]

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25 March 1988

MEMORANDUM FOR: Deputy Director of Training and Education

FROM:

[Redacted] Deputy Director of Training and Education for Curriculum

SUBJECT: DDC Area Events (21 March - 1 April 1988)

Where We Are

1. CBTG is now installed in new quarters in 835 CoC. They are happy with their situation, which is space-efficient but gives each person a degree of privacy. [Redacted] stays on the second floor in anticipation of her assignment to PEDS beginning 11 April.

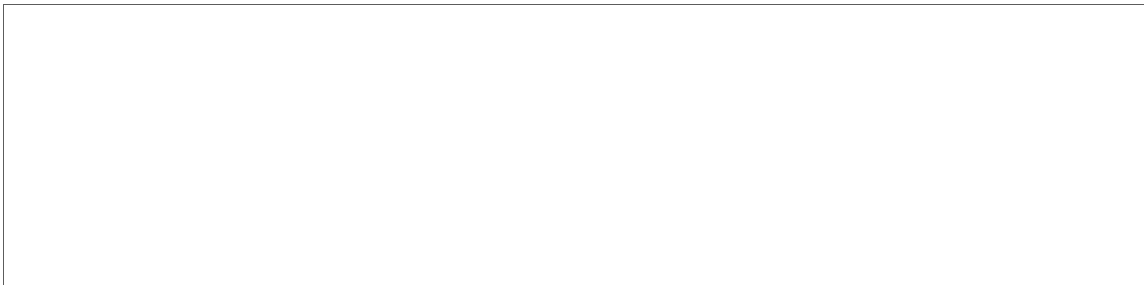


3. The Visual Aids Section stayed busy this week. In addition to regular graphics work, it:

- hosted a demonstration of GRAFTIME, a software package which allows for the transmission of graphic data from IBM PCs to the Genigraphic system;
- began experimenting with a Tektronix Polaroid camera which has the capability of capturing computer screen text and quickly producing an overhead viewgraph; and
- started using a new form that elicits reasons for poster requests through a series of questions.

4. The Audiovisual Section was on the road and on the go this week. It:

- videotaped the last session of lectures in the Soviet Realities series for this season;



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- did a videotaping of INF-related presentations at the Headquarters building on very short notice; and
- participated in a meeting to settle on audiovisual requirements for the [redacted] Learning Center.

5. The Television Production Section put its equipment aside this week and concentrated on planning strategies as it:

- met with [redacted] of the Soviet Realities Institute to clarify requirements for the Headquarters TV grid; and
- developed a number of remote location possibilities for the videotaping of [redacted] on 25 April and a revision to his "How to Talk to a Foreigner" lecture/videotape.

As has been the practice since the beginning, it also maintained the basement TV monitor lists.

6. C/PEDS attended the Program on Creative Management [redacted] this week.

7. The DDC broke into a serious siege of lollygagging to:

- attend a HQs luncheon for FSI's Senior Seminar;
- represent C/PEDS at an enlightening session on the needs of INF inspectors;
- audit "Effective Briefing" and COFC;

[redacted]

- attend a pre-STO meeting; and
- discuss hitherto unheard-of admin courses in payroll regulations and the acquisition process.

8. DDC met with C/ASB/SACTD, C/MTB, and [redacted] to discuss an OL request for help in training on the acquisitions process.

Where We Are Going

9. The Soviet Realities Institute will take a hard look at future lectures and designate those worth videotaping specifically for replay on the Headquarters TV grid.

10. We are starting to do some amazing new things to simplify graphics production and publication. Let's talk.

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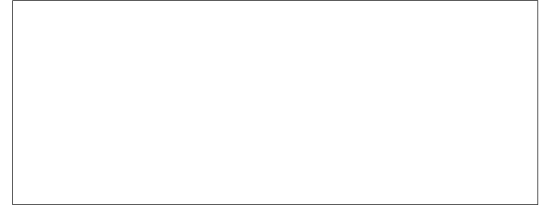
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11. [redacted] has now joined the Television Production Staff as an independent contractor. [redacted] is a video systems engineer who will assess the present OTE system and make recommendations for its improvement.

12. I will be meeting with our CI subcommittee on 28 March.

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Administration Division Weekly
21-25 March 1988

Conferencing

Requirements forwarded for senior-level State/CIA conference being hosted by SSA/DDA on 27-29 March [redacted]

Space

An additional classroom (20' X 30') has been identified on the floor of the North Tower of NHB which will be ready for occupancy in October 1988. Requirements, which are due 1 April, are being collected to set this room up as a Learning Center.

Requirements are also due 1 April for the 4th floor classrooms connected by a projection booth and are presently being worked.

Survey packages were received for the computer classrooms for each device/terminal that will need access to OIT computer facilities.

Preliminary arrangements have been made for 5-6 May for OTE and RPO representatives to visit IBM's corporate technical educational facility in Thornwood, New York.

DC/AD worked with NHBO regarding several technical wiring support questions that arose regarding classroom designs.

Miscellaneous

[redacted]

C/AD attended working lunch with new Chief, [redacted]

[redacted]

C/AD met with [redacted] designate, re her schedule for training and work in OTE/Admin.

DC/PB attended "Time Management for Managers" training on 22 March.

C/LOGS on promotion panel all week.

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C/AD secretary notified the recipients of the OTE Awards Ceremony on 28 March at 1400 hours. 28 people will receive awards. D/OTE will present the awards.

Prepared draft memo to OTE Division Chiefs re updating locator cards.

Security

Met with Lee Alder, Dominion Management, to discuss plans re opening of stairwell during the day. Alder's concern is whether the Arlington County Fire Officials would approve locking dock doors without an automatic fire release mechanism; he will meet with fire officials and get back to us.

25X1 Worked with WOTD/Personal Security Course instructors re dependent spouses and mature teen-agers attending personal security course [redacted] on Saturday, March 26. Special badging and other procedures were worked out with SPOs so

25X1 [redacted]

Training Selection Board

Reserved two more spaces at the Aspen Institute in the Executive Seminar.

Budget and Finance

The Audit Staff started their audit of the Office on 21 March.

Received DDA guidance on the FY 1990 Program New Initiatives. We will include a new initiative on Foreign Language Training for four positions and \$1.7 million and for FY 1991 \$1.5 million for Facility Expansion.

25X1 DC/B&F briefed the S&T ops course [redacted] re preparation of reimbursement claims.

25X1 [redacted]

Personnel

Held biweekly personnel meeting with D/OTE.

Distributed Employee Benefit Statements for OTE.

25X1 [redacted]

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- C/PB acted as advisor to the GS-11/13 panel which met 22 March for its semi-annual review.
- Finalized and sent out secretarial career system SIF's and training sheets in preparation for Secretarial Promotion Panel.
- Continued to work on the GS-07/08 Training Assistant Panel.
- Started preparation for the GS-15 Annual Panel.

<u>Check-ins:</u>	<u>Title</u>	<u>Office</u>	<u>Grade</u>	<u>Date</u>
25X1 	TA	WOTD/CIB	GS-06	03/21/88

Logistics

LOGS moved CBTG from 2nd floor to 8th floor; new furniture also received.

Auditors checked LOGS imprest fund - no problems found.

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29 March 1988

MEMORANDUM FOR: Director of Training and Education

STAT FROM:

[Redacted]

Chief, Information Systems Training Division

SUBJECT: ISTD Weekly - 23-29 March 1988

Computer Skills Training Branch

1. Texas Instruments has completed work on the proof-of-concept phase of the EXPert TRaining Advisor (EXTRA). On 24 March, Texas Instruments representatives briefed DDA, DDI, and DDS&T officials on the results of the nine month research and development effort.

2. The EXTRA project is an ORD-sponsored investigation into the feasibility of applying artificial intelligence technology to assist Agency employees in selecting appropriate computer skills training. EXTRA would mimic the advice a human counselor would give an employee regarding the most appropriate computer skills courses to take, the sequence in which to take them, and whether to take them in instructor-led classes or through self-study.

3. If such a system can be built and made readily available to all employees, ISTD believes that the Agency would realize substantial benefits in two ways. First, employee training time would be better focused, employees would not take a computer course because "it might be helpful." Each employee who uses EXTRA to develop a personalized training plan would know how each course contributes to the development of skills he or she needs. Second, ISTD would be better able to offer training that meets employees needs--TRAINING THAT COUNTS--because EXTRA would be able to aggregate individual needs into a summary of Agency needs. This analysis of Agency needs would always be current, thus shortening the time delay between the events which created a training need and the delivery of that training.

4. During the proof-of-concept phase, ISTD and ORD found that EXTRA could be developed on a stand-alone artificial intelligence work station. In the next research phase, the engineering phase, we will investigate the problems of making EXTRA work on an easier-to-use computer, and making it work in a mainframe computing environment. We will also work on refinement of the logic used to recommend subjects each employee should study (i.e., the REXX language or the AIM model-building language). If the level of the system works sufficiently well, it could be generalized to other OTE courses.

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28 March 1988

MEMORANDUM FOR: Director of Training and Education

STAT FROM:

[redacted]
Acting Director, Center for the Study of
Intelligence

SUBJECT: Weekly Report/CSI

The Executive Director hosted a luncheon for 15 Brookings participants on 25 March 1988. He was assisted by Agency officers representing each directorate.

Director of Public Affairs Bill Baker was the guest of the Interdirectorate Seminar on 22 March 1988. His talk on the Agency and the media was interesting and sparked a lively discussion among the 23 attendees.

OTE's Executive Officer and AD/CSI met with the Deputy Director of Public Affairs and the Academic Affairs and Presentations Coordinator regarding proposed revisions to [redacted] Request for Agency Officials as Guest Speakers. We agreed that the overall responsibility for providing Agency speakers to outside groups should be in the purview of the Public Affairs Office. The Public Affairs Office will initiate the appropriate revisions to the regulations and present them to OTE for coordination before submitting them for publication.

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C O N F I D E N T I A L

29 March 1988

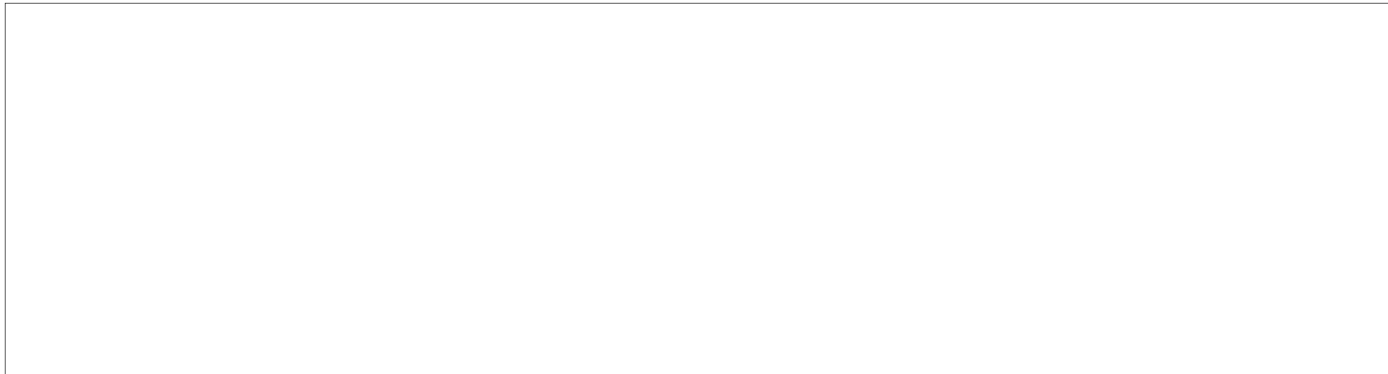
MEMORANDUM FOR: Director of Training and Education

FROM: [redacted]
Chief, Language Training Division

SUBJECT: Language Training Division Weekly Report

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2. On 22 & 23 March 1988, independent contractor [redacted] from the University of Chicago visited the LTD Testing Department. Mr. [redacted] wrote a computer program that allows LTD staff to scan test data directly into a SYSTAT database for use in running MICROSCALE calibration analyses for field test validation purposes. This new program eliminates the need for time-consuming hand-entry of data. The new program will enable LTD to develop testing databases quickly and efficiently and to calibrate the backlog of newly developed reading proficiency tests. [redacted]

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3. From 4-7 March 1988 Acting Chief, Slavic & Germanic Department [redacted] Testing Specialist [redacted] and Chief of Testing [redacted] attended the Tenth Annual Language Testing Research Colloquium at the University of Illinois at Champagne/Urbana. The colloquium brought together the foremost testing specialists in the U.S. and other countries. This year it was devoted to measuring powered statistical models. A significant exchange of experience took place. In conjunction with the meeting, Chief/Testing went on to the University of Chicago where he attended a half-day seminar conducted by Prof. Benjamin Wright. The seminar presentation focused on theory and use of the Rasch Model in carrying out test validation studies and on applications of MICROSCALE, the program LTD now uses to aid in norming Agency foreign language reading proficiency tests. [redacted]

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C O N F I D E N T I A L

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SUBJECT: Language Training Division Weekly Report

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4. From 16-19 March 1988 LTD Chief of Testing [redacted] conducted an English as a Second Language (ESL) Oral Proficiency Testing and Rating Workshop for the United States Information Agency (USIA). Mr. [redacted]

accompanied by an LTD training specialist

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~~was assisted by LTD Swedish Instructor/ESL Specialist, [redacted]~~
The first of its kind to be held at USIA, the workshop's objective was to train a cadre of overseas English language testing specialists who will screen the English proficiency of foreign nationals planning to study in the United States. The ESL oral proficiency tests will be administered in conjunction with the Test of English as a Foreign Language (TOEFL) examination, which has never before contained an oral component. As a result of the CIA/USIA collaboration, the Interagency Language Roundtable (ILR) Testing Committee will be able to use the taped tests as ESL validation tapes in future tester training. [redacted]

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[redacted]

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6. Under the auspices of the Interagency language Roundtable, LTD Chief, Curriculum & Staff Development [redacted] served on a Foreign Service Institute Romance Languages Department open forum panel on 23 March 1988. Panelists discussed and exchanged information on teacher training; teacher supervision, and classroom methodologies in their agencies' language training programs. [redacted]

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7. On 21 March 1988, [redacted] (Russian, Slavic & Germanic Department, LTD) was one of the speakers at the DI and DO Geography Workshop for Secretaries. He responded to questions on Soviet religion and culture. [redacted]

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8. On 22 March 1988, LTD Greek instructor [redacted] met with the Foreign Service Institute's Greek supervisor to obtain specific lesson materials. Turkish instructor [redacted] met with her FSI counterparts for the same purpose. [redacted]

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9. On 23 March 1988, LTD Russian curriculum consultant [redacted] visited the first Russian class to use the newly developed course curriculum. A report on his observations is forthcoming. [redacted]

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10. There were 23 reading and 18 oral proficiency tests during the past week. [redacted]

C O N F I D E N T I A L