Approved For Release 2003/02/27 : CIA-RDP86B00269R001400100001-4

THE WHITE HOUSE
WASHINGTON

PLEASE RETURN TO [redacted] 25X1

EX REG

WHEN FINISHED

Approved For Release 2003/02/27 : CIA-RDP86B00269R001400100001-4

Approved For Release 2003/02/27 : CIA-RDP86B00269R001400100001-4

SECRET
NO FOREIGN DISSEMINATION

OTR

DCI/IC INTELLIGENCE TRAINING SURVEY OF THE CENTRAL INTELLIGENCE AGENCY

SECRET
NO FOREIGN DISSEMINATION

Approved For Release 2003/02/27 : CIA-RDP86B00269R001400100001-4

Approved For Release 2003/02/27 : CIA-RDP86B00269R001400100001-4

SECRET

NO FOREIGN DISSEM

OTR
File Copy

OTR Registry
File Copy

ANNEX A

DCI/IC INTELLIGENCE EDUCATION/TRAINING REVIEW

CENTRAL INTELLIGENCE AGENCY

NO FOREIGN DISSEM

SECRET

Approved For Release 2003/02/27 : CIA-RDP86B00269R001400100001-4

Approved For Release 2003/02/27 : CIA-RDP86B00269R001400100001-4

PREFACE

Since this report represents the initial effort of an IRAC sponsored review of Intelligence Community education and training programs and facilities, it can act only as a starting point for the total project. The findings and conclusions contained in the report deal in the main with internal CIA training matters. However, in those cases where the DCI has expressed particular interest in improved utilization of certain CIA training facilities, a review of related Community programs and facilities was initiated. Although several suggested alternatives regarding the use of CIA training sites are included in the report, they must be treated as "First Look" comments only since other options will no doubt develop as the project progresses through the Community.

Approved For Release 2003/02/27 : CIA-RDP86B00269R001400100001-4

Approved For Release 2003/02/27 : CIA-RDP86B00269R001400100001-4

SECRET
NO FOREIGN DISSEM

ANNEX A

TABLE OF CONTENTS

	Page
Preface	i
Introduction	
Findings	
Conclusions	
Annex A-Facilities	
Annex-B-Academic Programs	
Annex C-Personnel	
Annex D-Fiscal	
Annex E-Relocation and Consolidation	
Annex F-Survey Interview Guide	

NO FOREIGN DISSEM
SECRET

Approved For Release 2003/02/27 : CIA-RDP86B00269R001400100001-4

SECRET
NO FOREIGN DISSEM
Approved For Release 2003/02/27 : CIA-RDP86B00269R001400100001-4

INTRODUCTION

A. During the 1974/75 CIA Program Review the DCI suggested that resources utilized in providing training within the U.S. Intelligence Community be reviewed in order to identify measures whereby Community resources could be conserved and training improved. Specific CIA resource related problems which were cited for attention during the review included better utilization of [redacted] the continued need for [redacted] and Community use and joint funding of [redacted]

25X1

25X1

25X1

B. In response to the DCI's call for a review of current Community training resource matters, the DCI/IC initiated a survey of ongoing training programs within the Community in order to identify common resource related problem areas. A two man Task Group from the IC Staff was formed and an initial Terms of Reference paper was created for the project. The team subsequently developed a Survey Interview Guide (Annex F) which was used during the inventory and review of CIA programs and facilities. The contents of the guide were developed from coordinated IC Staff inputs, material taken from an accreditation survey form used by the Southern Association of Colleges and Schools Commission on Colleges and related questionnaire data used by various military training facilities.

NO FOREIGN DISSEM
Approved For Release 2003/02/27 : CIA-RDP86B00269R001400100001-4

Approved For Release 2003/02/27 : CIA-RDP86B00269R001400100001-4

SECRET
NO FOREIGN DISSEM

C. The Terms of Reference for the survey was eventually finalized through community agreement and the project subsequently received IRAC endorsement.

II. SCOPE

A. The scope of the project was to include all U.S. Government intelligence training facilities which support National-level intelligence requirements. Additionally, the survey would consider intelligence training offered by such non-intelligence facilities as the Foreign Service Institute and the Defense Language Institute since such training does impact on the total training requirement.

III. OBJECTIVES

A. The objectives of the project, as agreed upon by principal education and training personnel within the Intelligence Community, were established as follows:

1. To inventory and review via community task group action those resources (men, material, money and facilities) which are dedicated by agencies to the education and training of similar disciplines. (Disciplines selected by the Intelligence Community for initial review included Language, HUMINT and Analytical Methodology.)

2. To identify where the sharing, consolidating and/or relocating of education and/or training programs and/or facilities would prove advantageous to the community.

NO FOREIGN DISSEM
SECRET

Approved For Release 2003/02/27 : CIA-RDP86B00269R001400100001-4

Approved For Release 2003/02/27 : CIA-RDP86B00269R001400100001-4

V. BENEFITS

A. Anticipated benefits which should result from the accomplishment of the above stated objectives are as follows:

1. Bring together, for the first time, principal intelligence community training personnel for multilateral study and resolution of common training problems.

2. Identify via community action the degree of duplication existent in intelligence training programs supporting National-level requirements.

3. Increase efficient utilization of intelligence training personnel/facility assets through shared use, relocation and/or consolidation of such assets.

4. Identify future trends which will bear on training requirements within the community.

V. REPORTS

A. It was established that periodic progress reports would be made to the IRAC as the IC Staff Team together with Community Task Group personnel completed their review of community resources dedicated to the education and/or training of similar disciplines. Upon receipt of each report, and

Approved For Release 2003/02/27 : CIA-RDP86B00269R001400100001-4

Approved For Release 2003/02/27 : CIA-RDP86B00269R001400100001-4

dependent upon the results and recommendations presented, IRAC would consider the feasibility of sharing, consolidating, and/or relocating intelligence programs and/or facilities.

IV. REVIEW

A. The project was initiated on 7 August 1973 when the IC Staff team commenced visits to various CIA training offices and facilities. All Agency training sites were subsequently visited and interviews were conducted with key training personnel. Requested data was expeditiously delivered to team members and without exception all Agency personnel were candid, totally cooperative and most gracious. The A segment of the project was completed on 18 September 1973.

VII. FINDINGS

25X1 A. General

Approved For Release 2003/02/27 : CIA-RDP86B00269R001400100001-4

ANNEX A
APPENDIX II
APPENDIX III
APPENDIX IV

25X1
Approved For Release 2003/02/27 : CIA-RDP86B00269R001400100001-4

Next 1 Page(s) In Document Exempt

Approved For Release 2003/02/27 : CIA-RDP86B00269R001400100001-4

Approved For Release 2003/02/27 : CIA-RDP86B00269R001400100001-4

SECRET
NO FOREIGN DISSEM

A. Grade: GS-11

B. Age: 42.6 years

C. Educational Background: 3 years college

D. Tenure as an Instructor: 6.2 years

E. Years of CIA Service: 14 years

8. A chronic problem found within OTR regarding training requirements is the need for reasonably accurate forecasts so that courses can be planned and scheduled to satisfy the consumer. Traditionally, component training officers have been polled regarding their requirements. [illegible] data together with OTR requirements have not always resulted in satisfactory forecasts. The Agency is currently initiating a Personnel Development Program which includes training forecasts, these should partially solve this problem for OTR. However, OTR is about to embark on a program which will further enhance training requirements forecasting. They will work with components to establish training "profiles" (i.e., standards) for their careerists which can then be matched by the computer against training already completed to identify "gross requirements." OTR can then develop with component Training Officers, plans and schedules for meeting outstanding requirements. (Annex B)

NO FOREIGN DISSEM
SECRET

Approved For Release 2003/02/27 : CIA-RDP86B00269R001400100001-4

Approved For Release 2003/02/27 : CIA-RDP86B00269R001400100001-4

9. Another problem faced by OTR has been the difficulty in obtaining specific guidance and doctrine for key elements of certain OTR courses, principally Operations courses of concern to the DD/O. Present doctrine taught in these courses, has, in the main, evolved through the years as an amalgam of the concepts and experience of the senior officers conducting and managing the courses. Conscious doctrinal decisions reached by the operating components have generally been difficult to obtain because of time lag between acquisition of knowledge and experience and its compilation in authoritative studies and statements. The cycle which began many years ago when knowledge and experience were within has proven difficult to alter. However, since Operations courses are taught mainly by seasoned Operations officers on rotation to OTR, instruction is considered to reflect accurately the current state of the operational art. A number of courses have been created in direct response to customer requirements, and in such instances the obtaining of doctrinal guidance poses few problems. (Annex B)

10. OTR envisions a major challenge in overhauling and redesigning its curriculum to meet new training requirements in light of new interests and emphasis developing within the Intelligence Community. They've made significant strides

Approved For Release 2003/02/27 : CIA-RDP86B00269R001400100001-4

Approved For Release 2003/02/27 : CIA-RDP86B00269R001400100001-4

in fleshing out their new Information Science Program and in designing a new management program for "Branch Chiefs." Their next major task concerns curriculum changes which will be required to meet the full training needs of analysts, particularly the needs stemming from advanced analytical techniques and other concerns in the economic and ecological fields. (Annex B)

25X1

Approved For Release 2003/02/27 : CIA-RDP86B00269R001400100001-4

25X1

Approved For Release 2003/02/27 : CIA-RDP86B00269R001400100001-4

Approved For Release 2003/02/27 : CIA-RDP86B00269R001400100001-4

Approved For Release 2003/02/27 : CIA-RDP86B00269R001400100001-4

ANNEX A

APPENDIX II

APPENDIX III

C. FACILITIES

1. OTR is making a concerted effort to increase internal efficiency via centralization of facilities while adjusting to personnel reductions incurred during recent years. Examples are the recent move of the Information Science Program from the [redacted] and the plan to move clerical training from the Ames building to COC, thus releasing some 10,080 sq. ft. of space for other agency use. (Annex A)

25X1

25X1

[redacted]

Approved For Release 2003/02/27 : CIA-RDP86B00269R001400100001-4

25X1

Approved For Release 2003/02/27 : CIA-RDP86B00269R001400100001-4

Next 2 Page(s) In Document Exempt

Approved For Release 2003/02/27 : CIA-RDP86B00269R001400100001-4

Approved For Release 2003/02/27 : CIA-RDP86B00269R001400100001-4

BEST COPY

Available

Approved For Release 2003/02/27 : CIA-RDP86B00269R001400100001-4

25X1
Approved For Release 2003/02/27 : CIA-RDP86B00269R001400100001-4

Next 2 Page(s) In Document Exempt

Approved For Release 2003/02/27 : CIA-RDP86B00269R001400100001-4

Approved For Release 2003/02/27 : CIA-RDP86B00269R001400100001-4

25X1

[redacted]

14. During a discussion of communications training, representatives stated that in-house scheduling of the aforementioned traffic analysis and cryptographic courses is in some cases critical. CIA personnel who attend the courses are often subject to periodic rotational assignments [redacted] courses must be scheduled to coincide with their rotational patterns. Also, should NSA be in a position to accommodate CIA course scheduling to meet agency requirements, it would have only a minimal effect in the overall Agency communications training program since those courses constitute but 10% of the total training program offered at the communications school. (Agency student throughput for FY 73 in those courses where commonality exists numbered [redacted] of the total student

25X1

25X1

Approved For Release 2003/02/27 : CIA-RDP86B00269R001400100001-4

25X1
Approved For Release 2003/02/27 : CIA-RDP86B00269R001400100001-4

Next 1 Page(s) In Document Exempt

Approved For Release 2003/02/27 : CIA-RDP86B00269R001400100001-4

Approved For Release 2003/02/27 : CIA-RDP86B00269R001400100001-4

organizations indicate just 10% commonality in current training. Thus it is concluded that no appreciable savings in resources could be realized through the sharing of Community communications training programs.

E. Due to the lack of common communications training within the Intelligence Community and the resultant impracticability of sharing in those few programs where there is similar training, it would appear that Agency

25X1
25X1

Approved For Release 2003/02/27 : CIA-RDP86B00269R001400100001-4

Approved For Release 2003/02/27 : CIA-RDP86B00269R001400100001-4

APPENDIX I

APPENDIX II

APPENDIX III

APPENDIX IV

ANNEX A

Approved For Release 2003/02/27 : CIA-RDP86B00269R001400100001-4

Approved For Release 2003/02/27 : CIA-RDP86B00269R001400100001-4

ANNEX A--FACILITIES

This Annex contains background, descriptive and current status data of Agency training sites. Dimensional statistics regarding individual facilities, classrooms and student capacities are included in Appendix I.

Approved For Release 2003/02/27 : CIA-RDP86B00269R001400100001-4

25X1

Approved For Release 2003/02/27 : CIA-RDP86B00269R001400100001-4

Next 25 Page(s) In Document Exempt

Approved For Release 2003/02/27 : CIA-RDP86B00269R001400100001-4

Approved For Release 2003/02/27 : CIA-RDP86B00269R001400100001-4

ANNEX B--ACADEMIC PROGRAMS AND COURSES

This Annex contains descriptives of various educational and training offices and programs within the Agency. It additionally comments on internal problem areas surfaced during the course of the survey. A current listing of formal courses presently offered by the Agency is included in Appendix I. Statistical data regarding the number of formal courses offered and course runnings for fiscal years 71, 72 and 73 can be found in Appendix II. External training program data is contained in Appendix III. Component training is addressed in this Annex, however, statistical data on the subject can be found in Appendix III of Annex C.

Approved For Release 2003/02/27 : CIA-RDP86B00269R001400100001-4

Approved For Release 2003/02/27 : CIA-RDP86B00269R001400100001-4

GENERAL

1. The Central Intelligence Agency presently offers approximately 248 courses of formalized instruction within the Office of Training, Office of Technical Services

25X1

[redacted]

A course listing by office is included in Appendix I.

2. The total number of course offerings and actual course runnings for OTR, OTS and the Communications School during FYs 71, 72 and 73 are shown below:

	FY 71	FY 72	FY 73
Course Offerings:	228	233	252
Course Runnings:	764	901	1022

A breakdown by office is depicted in Appendix II.

OFFICE OF TRAINING

1. The mission of the Office of Training is as follows:

A. Develop, coordinate, and conduct instructional programs for Agency staff and contract personnel and for representatives of foreign intelligence services.

B. Train other personnel as requested by the Deputy Directors and Heads of Independent Offices.

Approved For Release 2003/02/27 : CIA-RDP86B00269R001400100001-4

Approved For Release 2003/02/27 : CIA-RDP86B00269R001400100001-4

C. Review training conducted by other agency components and, as requested, coordinate and support training conducted overseas by other agency components.

D. Approve and arrange employee attendance at authorized non-agency training facilities.

2. During FY 72 and FY 73 OTR offered some 73 courses of formal instruction locally [redacted] Due to personnel reductions, retirements, low enrollment in certain courses and a general streamlining of curriculum, especially in the General and Special Categories, present course offerings number 49, down 23 from last fiscal year.

25X1

25X1

3. OTR publishes a Catalog of Courses. Designed as a "Profile of Courses" the document is offered to all Agency managers and supervisors as an instrument for planning a systematic yet flexible training program for the development of employees. Essentially the Profile consists of five categories of training, namely; a Core Program, General Skills Training, Specials Skills including Component Training, External Training and Foreign Language Training. A Semi-annual OTR Schedule of Courses addendum is published which lists those courses to be offered during that particular period together with class convening dates. OTR bulletins which deal with a wide myriad of training matters are also disseminated.

Approved For Release 2003/02/27 : CIA-RDP86B00269R001400100001-4

Approved For Release 2003/02/27 : CIA-RDP86B00269R001400100001-4

4. The organization of OTR is shown in Appendix IV. It is a new structure which was implemented on 15 August 1973 to streamline the office along more functional lines. The Language Learning Center is discussed in detail later in this Annex. Intelligence Institute programs include such courses as the Senior Seminar, Advanced Intelligence Seminar, Mid-career and CIA: Today and Tomorrow. The latter course was recently attended by the military member of the survey team and he found it to be an excellent offering. Of particular note in the Functional Training Division is the Information Science program. Three courses are presently included in this program, namely, Application of Information Science to Intelligence Functions, Information Science for Management and Survey of Intelligence Information Systems. The program announces course offerings through a handsome brochure which is included as Appendix V. As mentioned in Annex A, Information Sciences recently moved into COC

25X1 from [redacted]

5. The Information Sciences Program was originally established by the Defense Intelligence Agency in 1967. The school was designed as an interagency project to train community intelligence personnel in the use and application of computers, information science, and systems analysis and operations research to the management of intelligence

Approved For Release 2003/02/27 : CIA-RDP86B00269R001400100001-4

Approved For Release 2003/02/27 : CIA-RDP86B00269R001400100001-4

activities. Due to budgetary cutbacks, DIA elected to discontinue the school in February 1972. CIA subsequently assumed control of the project in May 1972 since the DCI considered the program of considerable worth for the development of intelligence community professionals and managers.

6. Since CIA assumed responsibility for the program some 182 students from NSA, DIA, Army, Navy, Air Force, Treasury and CIA have attended six regular courses of instruction while 372 students completed seven one-to-two week segments.

7. The OTR Language Learning Center has a three-fold mission, i.e., to provide language training for Agency personnel; to conduct proficiency testing for the Agency's inventory of language skills; and to support the activities of the Agency's Language Development Committee. The school presently offers full-time, part-time, and before-and-after hours (BAHLT) training in some 23 languages. Courses range in duration from full-time 44 weeks to short part-time familiarization programs. Although most courses teach the three skills of reading, speaking, and understanding (aural comprehension) combined, the school also offers special training in reading and aural comprehension as separate skills. Instruction is offered primarily in the Chamber of Commerce building. Total

25X

Approved For Release 2003/02/27 : CIA-RDP86B00269R001400100001-4

Approved For Release 2003/02/27 : CIA-RDP86B00269R001400100001-4

8. Language laboratories located in COC and the Headquarters building are available for student use on a 24-hour basis. Both laboratories are well equipped and include tapes in about 60 different languages. The school also includes a library which maintains a collection of about 4000 language and linguistic books as well as a tape lending service (cassettes and reel-to-reel). During FY 73 there were over 5,000 instances of students checking out cassettes and reels for study purposes. The school is planning to convert to a total cassette operation.

25X1

25X1

10. During the past fiscal year language training was given in 223 classes (92 full-time and 131 part-time) in 22 languages. This compares with 212 classes (104 full-time and 108 part-time) in 23 languages in FY 72. Eleven BAHLT courses at the first and second year levels were offered in French, German, Spanish and Russian during FY 73. Two of the courses were offered exclusively for the Office of Technical Services (OTS). External language training

Approved For Release 2003/02/27 : CIA-RDP86B00269R001400100001-4

Approved For Release 2003/02/27 : CIA-RDP86B00269R001400100001-4

25X1

was also afforded Agency employees during the past year both locally and abroad. External training is given when the Language Learning Center lacks the capacity to train in a specific language; when students are in excess of the Language Center's capacity; where sensitive cover cases are involved or when a sponsoring office insists on external training. External language training facilities used by

[redacted]

11. The Agency Language Proficiency Testing Program establishes the current language competence of agency employees, giving management a record of language competence to measure against job requirements. The school routinely tests in about 35 languages and can make use of external testing facilities for other languages under special circumstances. The total number of proficiency tests given in FY 73 wa[redacted] compared with [redacted] for FY 72. This increase was thought to have been caused by an effort to clear untested claims and test the additional part-time students at Headquarters. Revised reading tests were prepared in five languages during the year. Additionally, a comparative study was begun of FSI and CIA proficiency testing systems to bring the two systems into greater agreement in terms of both methods and standards.

25X1
25X1

Approved For Release 2003/02/27 : CIA-RDP86B00269R001400100001-4

Approved For Release 2003/02/27 : CIA-RDP86B00269R001400100001-4

12. The Language Center's staff continues to maintain an active role in the Interagency Language Roundtable (ILR) while pushing for greater coordination and cooperation among language training schools within the community. The ILR is an informal governmental group consisting of representatives of departments and agencies concerned with training employees in the use of languages other than English and with related research. Meetings are held once a month and at different locations and are chaired by the host organization.

13. External training is offered to Agency employees a wide variety of programs. The training is offered when, in the judgment of Agency officials, such training is regarded as valuable in terms of both general development and specialized need and is not available within CIA. Among the many full-and part-time opportunities in this category are the senior service schools, Federal Institutes, management schools and programs, academic programs at colleges and universities, and training activities conducted by military, commercial and industrial facilities.

14. Thirty-three Agency personnel attended various universities and colleges during 1972-1973 on a full-time basis. Course subjects included Political Science, Photogrammetry, Computer Science, Economics, etc. The average grade level of personnel participating in the program was GS-11.

Approved For Release 2003/02/27 : CIA-RDP86B00269R001400100001-4

Approved For Release 2003/02/27 : CIA-RDP86B00269R001400100001-4

15. Nineteen Agency personnel attended senior service schools during each of the past three fiscal years. An additional twenty-six people completed executive development management programs during the same time segments. These programs were offered by various universities and colleges. Miscellaneous long-term programs such as Foreign Service Economic Studies, educational programs in Systems Analysis, National Senior Intelligence Course, etc., accounted for 12 students in FY 73, 11 in FY 72, and 12 in FY 71. External conferences and seminars at The Brookings Institution and the Civil Service Commission Executive Centers were attended by 31 Agency people last fiscal year. The largest percentage of these attended the Executive Seminar Center Program offered by the U.S. Civil Service Commission.

16. This fall, OTR initiated a new off-campus education program in cooperation with the Northern Virginia Regional Center of the University of Virginia. Some 17 courses were included in the initial offering of the program. As of 2 October 1973, 242 Agency employees, representing all Directorates, were participating in the program.

25X1 17. Overall some [redacted] Agency employees received external
25X1 training during FY 73. This number represented approximately [redacted] percent of all Agency people receiving internal/external

Approved For Release 2003/02/27 : CIA-RDP86B00269R001400100001-4

Approved For Release 2003/02/27 : CIA-RDP86B00269R001400100001-4

training during the year. A summary of external training for the past several years is contained in Appendix III.

18. In addition to the various OTR programs, component training is offered within each of the Directorates. Both on-the-job training and courses of instruction are given to meet specialized requirements. In FY 73 [redacted] agency personnel underwent component training in 178 courses of instruction. Both the number of courses offered and student enrollment were down from the previous year due to personnel reductions imposed during that period. Breakdown of component training by Directorate for FY 71, FY 72 and FY 73 can be found in Appendix III of Annex C.

25X

19. During FY 73 CIA trained approximately 677 non-agency personnel in various agency training programs. Outside recipients of such training included NSA, DIA, USAID, Dept. of Commerce, FBI, Army, Navy, Air Force, U.S. Postal Service, Treasury, State and Secret Service. The majority of personnel trained received OTR Information Science instruction. Other types of training extended to outside personnel included Defensive Driving, Communications, [redacted] A statistical breakdown of this training is contained in Appendix VI.

25X1

25X

Approved For Release 2003/02/27 : CIA-RDP86B00269R001400100001-4

25X1
Approved For Release 2003/02/27 : CIA-RDP86B00269R001400100001-4

Next 3 Page(s) In Document Exempt

Approved For Release 2003/02/27 : CIA-RDP86B00269R001400100001-4

Approved For Release 2003/02/27 : CIA-RDP86B00269R001400100001-4

tailoring training related questionnaires and forwarding them after a period of 9 months to stations on a selective basis. Comments by the station and trainee are requested.

28. While discussing audio-visual equipment and related techniques used in tutorial training, [redacted] personnel did comment on the lack of good training films.

25X1

29. OTR makes use of computer assist in maintaining training statistics. They presently receive the computerized Agency Training Record (ATR) from OJCS in several formats every six months. OTR maintains most of the formats on Computer Output Microfilm (COM) for internal use. A terminal cluster is planned for installation (FY 75) in COC for the Management Assistance Program. With these terminals on hand, OTR can more readily service requirements from the components on training matters. All external, OTR and component training is now in the computer, however, many statistical reports must still be done manually because the present system does not provide for real-time entry of data. In fact, the information is often six months old before it is recorded.

30. A chronic problem within OTR regarding training requirements is the need for reasonably accurate forecasts so that courses can be planned and scheduled to satisfy the consumer. Traditionally, component training officers

Approved For Release 2003/02/27 : CIA-RDP86B00269R001400100001-4

Approved For Release 2003/02/27 : CIA-RDP86B00269R001400100001-4

have been polled regarding their requirements. Such data together with OTR estimates have not always resulted in satisfactory forecasts. In FY 74 the Agency is initiating a Personnel Development Program which includes training forecasts, these should partially solve this problem for OTR. However, OTR is about to embark on a program which will further enhance training requirement's forecasting. They will work with components to establish training "profiles" (i.e., standards) for their careerists which can then be matched by the computer against training already completed to identify "gross requirements." OTR can then develop with Component Training Officers plans and schedules for meeting outstanding requirements.

31. Another problem faced by OTR has been the difficulty in obtaining specific guidance and doctrine for key elements of certain OTR courses, principally Operations courses of concern to the DD/O. Present doctrine taught in these courses, has, in the main, evolved through the years as an amalgam of the concepts and experience of the senior officers conducting and managing the courses. Conscious doctrinal decisions reached by the operating components have generally been difficult to obtain because of time lag between acquisition of knowledge and experience and its compilation in authoritative studies and statements. The cycle which began many years ago when knowledge and experience were thin has proven

Approved For Release 2003/02/27 : CIA-RDP86B00269R001400100001-4

Approved For Release 2003/02/27 : CIA-RDP86B00269R001400100001-4

difficult to alter. However, since Operations courses are taught mainly by seasoned Operations officers on rotation to OTR, instruction is considered to reflect accurately the current state of the operational art. A number of courses have been created in direct response to customer requirements, and in such instances the obtaining of doctrinal guidance poses few problems.

32. OTR envisions a major challenge in overhauling and redesigning its curriculum to meet new training requirements in light of new interests and emphasis developing within the Intelligence Community. They've made significant strides in fleshing out their new Information Science Program and in designing a new management program for "Branch Chiefs." Their next major task concerns curriculum changes which will be required to meet the full training needs of analysts, particularly the needs stemming from advanced analytical techniques and other concerns in the economic and ecological fields.

OFFICE OF TECHNICAL SERVICES

1. The main objective of OTS training is to train an operations officer to relate the various types of available technical OTS support to his activities in field operations.

2. Emphasis in OTS training in support of clandestine operations is directed toward three goals; namely,

Approved For Release 2003/02/27 : CIA-RDP86B00269R001400100001-4

25X1
Approved For Release 2003/02/27 : CIA-RDP86B00269R001400100001-4

Next 5 Page(s) In Document Exempt

Approved For Release 2003/02/27 : CIA-RDP86B00269R001400100001-4

Approved For Release 2003/02/27 : CIA-RDP86B00269R001400100001-4

SECRET
NO FOREIGN DISSEM

APPENDIX I
APPENDIX II
APPENDIX III
APPENDIX IV
APPENDIX V
APPENDIX VI

CIA FORMAL COURSES OF INSTRUCTION

I. Office of Training

A. Functional Training Division

1. Information Science

Application of Information Science to Intelligence Functions
Information Science for Management
Survey of Intelligence Information Systems
[Large Scale Systems Analysis]

2. Communication Skills and Intelligence Analysis

Intelligence Production Course (revised)
Intelligence Research Techniques Course (revised)
Information Reports Familiarization
Information Reporting, Reports and Requirements
Intelligence Writing Workshop
Intelligence Writing Techniques (for Professional Interns)
Effective Writing
[Technical Writing Workshop]
Effective Briefing
Reading Improvement
Practical Writing (for OC personnel)

3. Management and Administration

Fundamentals of Supervision and Management
Managerial Grid
[Advanced Management]
[Executive Conference]
Fundamentals of Budgeting
Field Administration
Project Officer in the Contract Cycle
[Budgeting for Managers]
Office Management
Administrative Procedures
Clerical Orientation

NO FOREIGN DISSEM
Approved For Release 2003/02/27 : CIA-RDP86B00269R001400100001-4
SECRET

Approved For Release 2003/02/27 : CIA-RDP86B00269R001400100001-4

SECRET
NO FOREIGN DISSEM

4. Operations

25X1

25X1

B. Intelligence Institute Courses

1. Orientation

Senior Seminar
Advanced Intelligence Seminar
Midcareer
Intelligence and World Affairs
CIA: Today and Tomorrow
COS Seminar
Management and Services: Trends and Highlights
(Dependents' Orientation)

2. Area, Cross-cultural and Special Seminars

China Familiarization
(Advanced China Seminar)
Latin America Seminar
Orientation for Overseas
(Other Area Seminars)
Economic Seminar
(Other Special Seminars)
Risk of Capture

25X1

APPENDIX I
APPENDIX II
APPENDIX III
APPENDIX IV
APPENDIX V
APPENDIX VI

NO FOREIGN DISSEM
Approved For Release 2003/02/27 : CIA-RDP86B00269R001400100001-4
SECRET

25X1
Approved For Release 2003/02/27 : CIA-RDP86B00269R001400100001-4

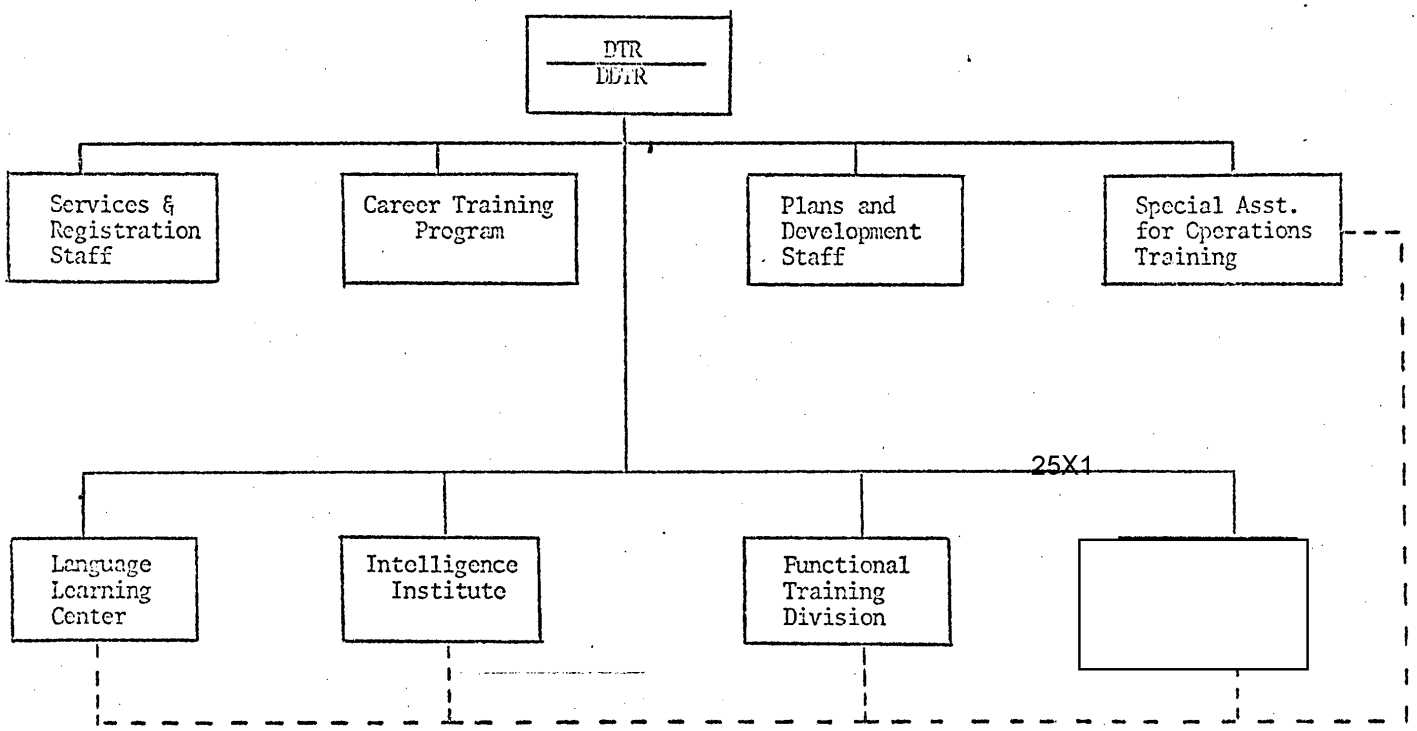
Next 9 Page(s) In Document Exempt

Approved For Release 2003/02/27 : CIA-RDP86B00269R001400100001-4

Approved For Release 2003/02/27 : CIA-RDP86B00269R001400100001-4

NO FOREIGN DISSEM

ORGANIZATION OF THE OFFICE OF TRAINING



NO FOREIGN DISSEM

SECRET

Approved For Release 2003/02/27 : CIA-RDP86B00269R001400100001-4

25X1

Approved For Release 2003/02/27 : CIA-RDP86B00269R001400100001-4

Approved For Release 2003/02/27 : CIA-RDP86B00269R001400100001-4

Approved For Release 2003/02/27 : CIA-RDP86B00269R001400100001-4

COURSE DESCRIPTIONS

INFORMATION SCIENCE FOR INTELLIGENCE FUNCTIONS

Four weeks, 11 Sept. to 6 Oct. 72 - 5 Mar. to 30 Mar. 73

A four week course for professional intelligence personnel GS 09-14 which teaches skills in the use of Information Science, Computer Applications, Systems Analysis and Operations Research Techniques such as storage and retrieval, linear programming, Bayesian analysis, value analysis, etc., and the application of these to intelligence processes (collection, production and support) problems, tasks, and functions.

SURVEY OF INTELLIGENCE INFORMATION SYSTEMS

Three weeks, 15 Jan to 2 Feb. 73 - 21 May to 8 June 73

A three week course for intelligence professionals GS 09-15 to provide an overview of the information and intelligence systems of the intelligence community, with special emphasis on automated and/or computer assisted systems.

MANAGEMENT SCIENCE FOR INTELLIGENCE

One week, 13 Nov. to 17 Nov. 72 - 23 Apr. to 27 Apr. 73

A one week course for managers to emphasize the application of Computers, Information Science, Systems Analysis and Operations Research to the management of intelligence activities.

NEW

courses of study in INFORMATION SCIENCE for Intelligence Officers

MANAGERS, RESEARCH ANALYSTS, SUPPORT OFFICERS, OTHERS

Agency managed programs under the auspices of the United States Intelligence Board designed to foster the optimum application of Information Science to Intelligence.

IS

Approved For Release 2003/02/27 : CIA-RDP86B00269R001400100001-4

APPENDIX I APPENDIX II ANNEX C APPENDIX IV APPENDIX V APPENDIX VI

Approved For Release 2003/02/27 : CIA-RDP86B00269R001400100001-4

WHAT

THE FIRST OFFERING of the new program is 'Information Science for Intelligence Functions.'

WHERE

WHO

Intelligence officers, managers, analysts, functional specialists, support officers and others.

HOW

Apply through your own education and training officers.

PREREQUISITES:

GS 9-14 professional intelligence personnel with intellectual curiosity and open minds. Computer science, mathematics, statistics or other technical background is not required or needed. Final Top Secret security clearance with access to SI/SAO certification is required.

VALUES! BENEFITS! PAYOFFS!

FOR THE MANAGER AND ADMINISTRATOR

New solutions to problem solving and resource utilization through an understanding of the basic tools and language of Information Science.

FOR THE INTELLIGENCE RESEARCH ANALYST

New approaches to improve research and analysis of intelligence.

FOR THE COLLECTOR AND PROCESSOR

New concepts and techniques to improve the collection and processing functions.

FOR THE SUPPORT OFFICER

New solutions and approaches to support problems through understanding of the language and use of the basic tools and techniques of Information Sciences.

FOR ALL

An enhanced value to your organization through application of your new capabilities.

Approved For Release 2003/02/27 : CIA-RDP86B00269R001400100001-4

25X1
Approved For Release 2003/02/27 : CIA-RDP86B00269R001400100001-4

Next 2 Page(s) In Document Exempt

Approved For Release 2003/02/27 : CIA-RDP86B00269R001400100001-4

Approved For Release 2003/02/27 : CIA-RDP86B00269R001400100001-4

ANNEX C--PERSONNEL

This Annex provides statistical data regarding CIA Training Staff manning and student throughput data during FYs 71, 72 and 73. Staff reductions and the resultant impact on training effectiveness are also addressed.

Approved For Release 2003/02/27 : CIA-RDP86B00269R001400100001-4

25X1
Approved For Release 2003/02/27 : CIA-RDP86B00269R001400100001-4

Next 5 Page(s) In Document Exempt

Approved For Release 2003/02/27 : CIA-RDP86B00269R001400100001-4

Approved For Release 2003/02/27 : CIA-RDP86B00269R001400100001-4

8. Because of the proliferation of new systems and equipment, and present training commitments, it has become a difficult task for the communications school to provide the required training using traditional student/instructor methods. The school is presently exploring the feasibility of using self-taught training packages which would involve the use of audio and video tapes, study guides, etc. These training packages would be self-pacing and could be used in Headquarters and the field. To do this requires subject matter specialists, video and audio specialists, and educational specialists. The skills needed by the instructors to provide these packages involve scripting, editing, video and audio techniques in addition to systems and equipment training.

9. Management personnel at the school are kept updated in the latest training methodology through seminar training

Approved For Release 2003/02/27 : CIA-RDP86B00269R001400100001-4

Approved For Release 2003/02/27 : CIA-RDP86B00269R001400100001-4

publications and certain college level educational management programs. The instructors' skills are upgraded through OTR's instructor training, management and writing courses; factory training on new systems; seminars; publications and in-house systems' skills training.

Approved For Release 2003/02/27 : CIA-RDP86B00269R001400100001-4

25X1
Approved For Release 2003/02/27 : CIA-RDP86B00269R001400100001-4

Next 9 Page(s) In Document Exempt

Approved For Release 2003/02/27 : CIA-RDP86B00269R001400100001-4

Approved For Release 2003/02/27 : CIA-RDP86B00269R001400100001-4

APPENDIX I

APPENDIX II

APPENDIX III

ANNEX E

ANNEX F

ANNEX D--FISCAL

This Annex deals with the cost of training in CIA. Total training expenditure estimates, together with a breakdown of cost per student day within various Agency training programs and offices are discussed.

Approved For Release 2003/02/27 : CIA-RDP86B00269R001400100001-4

25X1

Approved For Release 2003/02/27 : CIA-RDP86B00269R001400100001-4

Approved For Release 2003/02/27 : CIA-RDP86B00269R001400100001-4

Approved For Release 2003/02/27 : CIA-RDP86B00269R001400100001-4

2. Total dedicated training capacity is determined by classroom space in non-residential training facilities and student housing capacity in residential facilities. The total capacity is [redacted] student years. Since some friction would exist in scheduling, full utilization of the plant would probably be about 80 percent of this figure. Actual utilization is about 33 percent. (Appendix I)

25X1

25X1

[redacted]

4. Other significant variables affecting cost are the type of training and the size of class. Appendix II summarizes

Approved For Release 2003/02/27 : CIA-RDP86B00269R001400100001-4

APPENDIX I

APPENDIX II

APPENDIX III

ANNEX E

ANNEX F

Approved For Release 2003/02/27 : CIA-RDP86B00269R001400100001-4

data on component training given in FY 1972 according to three types of training--professional (production, personnel, logistics), technical (communications, photo interpretation, data processing, and electronics), and operations (clandestine services and security)--and three sizes of class. The entries in each cell are the average direct cost (instruction and materials) per student hour.

5. The direct costs of instruction increase significantly as class size decreases, an expected relationship. They tend to be highest for technical courses, which have a higher use of equipment and materials, less high for operations type courses, and lowest for professional courses, which tend toward the lecture format and have relatively low material costs.

6. Though it would appear that some savings might be possible as a result of increasing the size of classes, such benefits might be more than offset by work interruption costs if the courses had to be lengthened to counteract reduced instructor time per student day in the larger classes. Such tradeoffs would have to be considered for specific types of training and eductional activities.

Approved For Release 2003/02/27 : CIA-RDP86B00269R001400100001-4

25X1

Approved For Release 2003/02/27 : CIA-RDP86B00269R001400100001-4

Next 6 Page(s) In Document Exempt

Approved For Release 2003/02/27 : CIA-RDP86B00269R001400100001-4

Approved For Release 2003/02/27 : CIA-RDP86B00269R001400100001-4

ANNEX E--RELOCATION AND CONSOLIDATION

Community and internal CIA relocation and/or consolidation of training programs and facilities are discussed in this Annex. Alternative solutions suggested as possible remedies to existing internal CIA problems are offered for consideration only since in some cases these recommendations would have to be reviewed following the completion of subsequent education/training reviews within other intelligence agencies.

Approved For Release 2003/02/27 : CIA-RDP86B00269R001400100001-4

25X1

Approved For Release 2003/02/27 : CIA-RDP86B00269R001400100001-4

Approved For Release 2003/02/27 : CIA-RDP86B00269R001400100001-4

Approved For Release 2003/02/27 : CIA-RDP86B00269R001400100001-4

B. Heavy reliance on DOD intelligence community for guest speaker support. (Makes instruction current and authoritative.)

C. Students must have direct access to classified intelligence libraries.

D. Attache-designate and other students must have direct and continuing access to intelligence and other desk officers.

E. Availability of noted academic and think tank personnel as guest speakers and advisors.

F. Permits continuous liaison of instructors with intelligence desk officers to maintain currentness and accuracy of instruction, and to be responsive to DIA and service intelligence educational requirements.

G. New Master's Degree program utilizes library and academic resources of Washington area (Library of Congress, seven major universities, headquarters of U.S. Government agencies, etc.)

2. A recent DOD study reflecting a Master Plan for its requirements in the National Capitol Region has proposed

Approved For Release 2003/02/27 : CIA-RDP86B00269R001400100001-4

Approved For Release 2003/02/27 : CIA-RDP86B00269R001400100001-4

that several DOD schools, including the Defense Intelligence School, be collocated with the Joint Colleges already at Fort McNair. In order to accomplish this, several existing temporary type buildings would have to demolished and the land acquired by the Department of the Army from the General Services Administration (GSA). A feasibility study geared toward a DOD school complex at Fort McNair, has been subsequently authorized. Pending resolution of the availability of Fort McNair, the school remains a part of the proposed DIA consolidated facility FY 75-76 programs for collocation at Bolling AFB.

25X1

Approved For Release 2003/02/27 : CIA-RDP86B00269R001400100001-4

25X1
Approved For Release 2003/02/27 : CIA-RDP86B00269R001400100001-4

Next 16 Page(s) In Document Exempt

Approved For Release 2003/02/27 : CIA-RDP86B00269R001400100001-4

Approved For Release 2003/02/27 : CIA-RDP86B00269R001400100001-4

ANNEX F

Approved For Release 2003/02/27 : CIA-RDP86B00269R001400100001-4

Approved For Release 2003/02/27 : CIA-RDP86B00269R001400100001-4

(CLASSIFICATION)

DCI/IC INTELLIGENCE TRAINING SURVEY

DATA REQUIREMENTS

ACTIVITY: _____ DATE : _____

ACTIVITY CONTACT POINT: _____ PHONE: _____

(CLASSIFICATION)

Approved For Release 2003/02/27 : CIA-RDP86B00269R001400100001-4

Approved For Release 2003/02/27 : CIA-RDP86B00269R001400100001-4

CONTENTS

		Page
I.	Survey Data Topics	
	A. Facilities	1
	B. Academic Program	4
	C. Staff	5
	D. Students	7
	E. Fiscal	8
	F. External Support	9

Approved For Release 2003/02/27 : CIA-RDP86B00269R001400100001-4

Approved For Release 2003/02/27 : CIA-RDP86B00269R001400100001-4

I. FACILITIES

A. Composition.

1. Total footage/acreage of facility _____.

2. Number of buildings:

		% Utilization (Annual basis)
(a) Admin/Pers.	_____	_____
(b) Classroom	_____	_____
(c) Maintenance	_____	_____
Total	_____	_____

3. Number of classrooms _____

   (a) Student capacity (design) _____

4. Library? _____ yes/ _____ no

   (a) Total book inventory _____

5. Average age of buildings _____

6. New construction planned? _____ yes/ _____ no.
   Describe plan with projected construction completion dates, building composition, etc.

7. Private vehicles parking space requirement _____

Approved For Release 2003/02/27 : CIA-RDP86B00269R001400100001-4

STATINTL

Approved For Release 2003/02/27 : CIA-RDP86B00269R001400100001-4

Approved For Release 2003/02/27 : CIA-RDP86B00269R001400100001-4

Approved For Release 2003/02/27 : CIA-RDP86B00269R001400100001-4

B. Security.

1. Does facility require controlled access?
_____ yes/ _____no

a. Describe external security measures in being.

b. Describe internal security measures in being.

2. Highest level of security compartmentation required: _____

_____

_____

3. Does the facility require cover? _____ If so, what special considerations are involved?

_____

_____

C. Does the facility offer operational training (i.e. field collection exercise/problem para-military operations, etc.)? _____ If not, and such training is required, how far do students have to travel from the facility to meet the requirement? _____ Where? _____

_____

Approved For Release 2003/02/27 : CIA-RDP86B00269R001400100001-4

Approved For Release 2003/02/27 : CIA-RDP86B00269R001400100001-4

II. ACADEMIC PROGRAMS

A. Academic Calendar: _____ quarterly/ _____semester/ _____ other

B. Number of courses offered per:

(1) Quarter _____

(2) Semester _____

(3) Other _____

(4) Annually _____

C. Acquire a list of courses offered by category i.e., general, tradecraft or language with accompanying descriptive of purpose/objective, scheduling and length (course days) of each course

D. Is a degree offered? _____ Type? _____

E. Is the course/program required for career development?

_____

F. Who establishes training requirements? _____

_____

What mechanism is used? _____

_____

Approved For Release 2003/02/27 : CIA-RDP86B00269R001400100001-4

Approved For Release 2003/02/27 : CIA-RDP86B00269R001400100001-4

I. STAFF

A. Composition.

	Military (USA/USN/USAF)	Civilian
1. Administrative/ Personnel	_____	_____
2. Instructors	_____	_____
3. Security	_____	_____
4. Fiscal	_____	_____
5. Maintenance	_____	_____
Total	_____	_____

B. How is Staff composition/size determined? _____

_____

C. What was instructor-student ratio for:

1. 1971 _____
2. 1972 _____
3. 1973 _____

D. Educational Background of Instructors:

	Military	Civilian
1. Undergrad degree	_____	_____
2. Masters	_____	_____
3. Ph.d.	_____	_____

Approved For Release 2003/02/27 : CIA-RDP86B00269R001400100001-4

Approved For Release 2003/02/27 : CIA-RDP86B00269R001400100001-4

E. Instructor Tenure:

	Military	Civilian
1. 1-3 years	_____	_____
2. 3-5 years	_____	_____
3. Over 5 years	_____	_____

F. What is the ratio of permanent staff to instructors on rotational duty? _____

_____

STAT

Approved For Release 2003/02/27 : CIA-RDP86B00269R001400100001-4

Approved For Release 2003/02/27 : CIA-RDP86B00269R001400100001-4

IV. Students

A. Student throughput (as per appropriate scheduling system below):*

	Military (USA/USN/USAF)	Civilian	Foreign	Total
1. Weekly	_____	_____	_____	_____
2. Monthly	_____	_____	_____	_____
3. Quarterly	_____	_____	_____	_____
4. Semester	_____	_____	_____	_____
5. Annually	_____	_____	_____	_____

B. Total military/civilian/foreign throughput equals _____ student days.

C. Total student throughput capacity (instructor-student ratio) is _____.

D. Selection criteria:

1. Quota _____
2. Competitive _____
3. Other _____

E. Complete Appendix III--Planned/Filled student quota for calendar year 1971, 1972, and 1973.

STAT

Approved For Release 2003/02/27 : CIA-RDP86B00269R001400100001-4

Approved For Release 2003/02/27 : CIA-RDP86B00269R001400100001-4

V. FISCAL

A. Total dollar worth of facility _____

B. Allowed budget less costs related to non-training use of facility for:

1. 1971 _____

2. 1972 _____

3. 1973 _____

C. Actual operating cost less costs related to non-training use of facility for:

	Facility Related	Instructional Related
1. 1971	_____	_____
2. 1972	_____	_____
3. 1973	_____	_____

D. Estimated cost per student day for:

1. 1971 _____

2. 1972 _____

3. 1973 _____

E. If cross service/agency training is performed list dollar allocation to the facility by each service/agency during the past three year period.

Approved For Release 2003/02/27 : CIA-RDP86B00269R001400100001-4

Approved For Release 2003/02/27 : CIA-RDP86B00269R001400100001-4

V1. EXTERNAL SUPPORT

EXTERNAL TRAINING PROGRAM/COURSE DATA FOR _____ (YEAR)

Course Title	Activity Offering Course	No. of Classes	No. of Students per Class	Total No. of Students	Where Offered	Length of Course (course days)

Notes:
1. Complete data sheets for calendar years 1971, 1972 and 1973.
2. If a system of evaluating external training programs/courses is in being, obtain written description of system and results obtained ove the past three years.
3. Obtain student profile and selection criteria data for each course.

Approved For Release 2003/02/27 : CIA-RDP86B00269R001400100001-4

Approved For Release 2003/02/27 : CIA-RDP86B00269R001400100001-4

APPENDIX I

NUMBER OF CLASSES VERSUS NUMBER OF STUDENTS (PLANNED/ACTUAL)
AND COST FACTORS

COURSE CATEGORY _____

	PLANNED			ACTUAL			
COURSE	No. Classes	Students per Class	Total Students	No. Classes	Students Per Class	Total Students	Length of Course (days)

Approved For Release 2003/02/27 : CIA-RDP86B00269R001400100001-4

Approved For Release 2003/02/27 : CIA-RDP86B00269R001400100001-4

Appendix II

STAFF UPGRADE TRAINING PROGRAMS/COURSE DATA

Program/Course	No. Staff Attendees	Location	Length of Course (course days)

Approved For Release 2003/02/27 : CIA-RDP86B00269R001400100001-4

Approved For Release 2003/02/27 : CIA-RDP86B00269R001400100001-4

Appendix III

Planned/Filled Student Quota Data

	Planned	Filled	% Filled
Military			
Army			
Navy			
Air Force			
Civilian			
Composite Totals			

STAT

Approved For Release 2003/02/27 : CIA-RDP86B00269R001400100001-4