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# Intelligence Community Officer Training



## CURRICULUM GUIDE

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## The Intelligence Community Officer Training Curriculum Guide



The Intelligence Community Officer (ICO) programs are building a cadre of intelligence professionals with a broad Intelligence Community perspective. There is a triad of requirements which employees must complete: 1) Intelligence Community Officer Training, 2) Intelligence Community Assignment Program (ICAP), and 3) Organizations' Career Development Programs. Completion of the triad of requirements will achieve ICO designation. An Intelligence Community Officer is an intelligence professional with Intelligence Community experience, demonstrated Intelligence Community perspective, and expertise in at least one intelligence discipline. IC organizations shall implement policies in a manner consistent with making the ICO designation a required factor for consideration for promotion eligibility into senior executive ranks beginning in FY2002. Subject to DCI review in FY2003, beginning in FY2005, the ICO designation shall be mandatory for promotion eligibility into SIS or DISES.

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This Curriculum Guide outlines the requirements for the Intelligence Community Officer Training and provides a robust list of representative courses for consideration. The training courses listed within this guide are only representative of available training throughout the Intelligence Community and are not to be considered all encompassing. The procedures for obtaining credit for completed training, substitute training, and substantive work experience are contained within. ICO Training is meant to augment the parent organizations' career development efforts. The intent is to build breadth across the Community versus depth in an existing area of expertise.

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## Curriculum Guidance

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This document is intended to provide guidance to prospective Intelligence Community Officers (ICOs) in meeting the Intelligence Community Officer training requirements. (This Guide replaces the Interim Curriculum Guide.) The training requirement for ICO is ten weeks across seven categories. The ICO training plan described herein can be measured in two ways -- by weeks of training completed or by competency standards. The measure of weeks of training will be used until an organization adopts competency-based measurements to replace it.

The Joint Military Intelligence College's Master of Science Degree program in Strategic Intelligence (MSSI) will count for all of the ICOT certification when courses in this MSSI degree are modified to include the training objectives contained herein.

## Procedures for Training Credit

1. Request your official training record and validate against your personal records. \*
2. For questions about any course, compare your training record to the representative courses and the Top Level Training Objectives listed in the guide. Complete the ICO Training Standard Reporting Request. (Credit will be given for all training submitted under the Interim Guide.)
3.
  - a) If you have completed a course or a program you believe is a valid equivalent for a representative course, copy its description, learning objectives, and certificate of completion into the ICO Training Equivalent Reporting Request.
  - b) or, complete competency standard certification by your organization.
4.
  - a) If you have extensive and substantively rich experience that you believe is a valid equivalent for a course, document the length of experience, your responsibilities, and a point of contact name and phone number who can substantiate the experience. Complete the ICO Training Equivalent Reporting Request with your component manager. Include in your proposed request for equivalency credit an explanation of how you see this experience meeting the Top Level Training Objectives listed at the beginning of the category for which you are requesting credit. The requested equivalent experience must be at the journeyman level as defined by your organization and must meet the Top Level Training Objectives. Your Point of Contact for ICOT will respond to your request and offer a decision or advise you of the status of the request.
  - b) Or, complete competency standard certification by your organization.

\*If there is no official training record, compile any supporting documentation from personnel training files.

**ICO Training Plan Curriculum**

5. Assemble your training package (to include the official training record and any equivalency documentation) and submit it to your ICO Point of Contact (POC) for review and organizational approval. In cases where there is a question over applicable ICOT certification, ICO POCs will forward a recommendation along with documentation to the Director, Intelligence Community Officer programs for discussion with the Chair, Training Directors' Consortium for resolution.
6. Some courses may qualify for duplicative credit in more than one category.

ICO Training <b>Standard</b> Reporting Request					
Student Name	Service/Agency	Student Phone	Category	Course Title/ Course Dates	Comments

ICO Training <b>Equivalent</b> Reporting Request					
Student Name	Service/Agency	Student Phone	Category	Proposed Equivalency/Dates	Explanation/ Suggested Equivalent Credit

**Procedure for Enrolling in Courses**

Complete the ICO Training Standard and Equivalent Reporting Requests with your component training manager. Work with your supervisor and your component training manager to develop a plan and schedule for your ICO Training certification.

Based on identified curriculum needs and your manager's agreement to send you to a specific course, contact the POC for that course in accordance with your organization's procedures. The ICO web page on Intelink should help you identify course dates and POCs through links to training home pages for each IC organization. The link is: <http://icap.cms.ic.gov>. This link also includes a supplement to this Guide that contains a few classified course descriptions. In addition, the Training Directors Consortium Home Page on Intelink (<http://cms.ic.gov/tdc/>) should be helpful in finding course offerings across the IC.

Submit course enrollment with your management's approval through appropriate agency channels to your POC. After course completion, follow the procedure on the previous page to receive credit.

In the future, some of the courses in this guide will be offered on-line.

## Categories Overview

### National Security and Intelligence Issues

The intent of this category is to give the employee an overview of the topics concerning the Intelligence Community (IC) including the missions and functions of the IC, the customers, stakeholders and major functional processes.

- National Security Policy Issues
- Congressional Oversight
- National Customers of the IC
- IC Budget and Processes
- National Intelligence Issues
- IC Requirements
- Intelligence Discipline Expertise

### Leadership and Management

This category gives future leaders and managers an overview of the most important competencies, characteristics, and attributes of IC Officers.

- Integrity and Honesty
- Creativity and Innovation
- Calculated Risk Taking
- Strategic Thinking
- Accountability
- External Awareness
- Communications
- Team Building
- Decisiveness
- Vision
- Partnering
- Problem Solving
- Influence and Negotiate
- Customer Service
- Interpersonal Skills
- Organizational and Cultural Awareness

### Counter-intelligence, Security, Information Assurance and Denial and Deception

This category causes the IC Officer to think seriously about protection of information in all forms and the maintenance of national security. In addition, we must thoughtfully and consistently consider the validity of our collected intelligence, our opponents' ability to disrupt our collection and analysis, and we must develop aggressive programs for thwarting their collection efforts against us.

- Counter-Intelligence (CI) Issues
- Security Issues
- Information Assurance (IA) Issues
- Denial and Deception Issues

## **Production and Analysis of Intelligence**

This category provides the IC officer with information on the need for providing the most timely, comprehensive intelligence analysis possible to the policy makers. Included is information on hard targets, as well consideration of the intersection of customer needs and collection capabilities, and the procedures for providing intelligence to our customers.

- Production of All-Source Intelligence
- Analysis of All-Source Intelligence

## **Collection, Sources and Processing of Intelligence**

The intent of this category is to provide information regarding the need for a unified, integrated collection management system based on customer and intelligence requirements and priorities. It also provides information on linking production to collection and on ensuring that intelligence is focused on long-term threats, strategic priorities, and information gaps. Further, it describes the processes and policies for collection of intelligence.

- IC Collection Management
- Signal Intelligence (SIGINT), Imagery and Geospatial Information, Measure and Signature Intelligence (MASINT), Human Intelligence (HUMINT) and Open Source
- Tasking, Processing, Exploitation, and Dissemination (TPED)

## **Impact of Technology across the IC**

This category involves how to put technology to work for the IC. It covers issues such as managing programs and projects in the IC, and employing technological advances toward more precise and comprehensive collection and analytic systems. It also covers balancing demands for greater information sharing with protecting sensitive methods and sources.

- Systems/Program Management
- Information Technology as a Tool for the IC
- Information Technology as a Threat to the IC



## **Overview Course**

### **Intelligence Community Officer Course**

This course (under development for Fall 2001) ensures an investment in IC officers well versed in the IC. Our senior leaders need to know the key issues associated with the breadth of intelligence activities. Working as partners across the IC is a key goal of this course.

- A single course available to help build trust across IC organizations when working a common problem
- Course contains material from each of the six preceding categories
- An opportunity to demonstrate an understanding of community-wide issues

Equivalency for this IC Officer Course does exist.

## Category: National Security and Intelligence Issues

The intent of this category is to give the employee an overview of the topics concerning the Intelligence Community (IC) including the missions and functions of the IC, the customers, stakeholders and major functional processes. Components of this category include:

- National Security Policy Issues
- Congressional Oversight
- National Customers of the IC
- IC Budget and Processes
- National Intelligence Issues
- IC Requirements
- Intelligence Discipline Expertise

### Top Level Training Objectives:

- explain the role of the Intelligence Community in supporting national security policy
- explain the key IC-related Congressional issues
- discuss major consumers of IC products and services
- understand the process for addressing requirements placed on the IC
- articulate the multiple-year budget process, including the POM, IPOM, CBJB, and IPRG and roles of the DCI and SecDef
- understand the objectives of the DCI Strategic Intent and PDD-35
- discuss their discipline in the context of IC processes

## ICO Training Plan Curriculum

### Representative Courses:

(Examples Only)

- National Security Policy	OPM	2 weeks
- Intelligence and Foreign Policy	State FSI	3 days
- Foreign Affairs Interdepartmental Seminar	State FSI	2 weeks
- National Senior Intelligence Course	DIA	2 weeks
- National Intelligence Course	DIA	1 week
- Executives on Legislative Operations	Gov't Affairs Institute Georgetown	1 week
- Working with Congress	CIA	2 days
- Briefing Congress	CIA	1 day
- Congress and NSA Working Together	NSA	1 day
- Intelligence Community and Customer Support	NSA	4 days
- Whys and Hows of SIGINT Reporting	NSA	2 ½ days
- The Mechanics of SIGINT Reporting	NSA	1 week
- Federal Budgetary Policy and Processes	OPM	2 weeks
- Financial Management of Intelligence	DIA	1 week
- Executive Forum on Current Issues	OPM	2 weeks
- Protocol and US Representatives Abroad	State FSI	1 day
- Introduction to Working in an Embassy	State FSI	2 days
- Political Military Affairs	State FSI	3 days
- Intelligence Support to Combined Operations	DIA	1 week

### Recommended Curriculum:

Total of 1 week from the topics included in this category.

## National Security Policy

OPM—2 weeks

### Course Description:

Provides a strategic overview of the complex problems surrounding the creation and administration of national security policy. Participants explore the most compelling national security issues of our time and their interrelationships with US, foreign, military, economic, and domestic policy.

### Learning Objectives:

- Learn the formal/informal structure of the national security establishment and the processes involved in national security policy.
  - Explore the processes involved in national security policy.
  - Understand the changing nature of external threats in a multi-polar work environment.
  - Identify US defense policy issues for the remainder of this century and into the next.
  - Gain an awareness of the US position in the international economic community and the effects of the global economic situation on US national security.
  - Learn about the emerging new roles and organizations within the Intelligence Community.
  - Examine the effects of transnational threat such as terrorism, proliferation of weapons of mass destruction and the international drug trade on US national interests.
  - Review the current political and economic situation in theaters of interest to the US.
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## Intelligence and Foreign Policy

State FSI—3 days

### Course Description:

Explores the role of intelligence in the formulation of U.S. foreign policy, and focuses on current policy issues affecting the Intelligence Community and the policy process.

### Learning Objectives:

- The differing perspectives of Intelligence Community institutions.
  - How information is collected, analyzed, and processed for policy makers.
  - Congressional oversight of intelligence activities.
  - The relationship between intelligence and the policy process at senior levels.
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## Foreign Affairs Interdepartmental Seminar

State FSI—2 weeks

### Course Description:

A spectrum of views on major foreign policy issues of the day, presented by experts from government and the private sector.

### Learning Objectives:

- Current perspectives on critical international issues (e.g., arms control, debt, terrorism, and peace operations).
  - Domestic factors affecting foreign policy.
  - The Washington foreign policy process.
  - Congressional perspectives on contemporary foreign affairs.
- 

## National Senior Intelligence Course

DIA—2 weeks

### Course Description:

This course analyzes current and future global trends, issues, and developments affecting national security and national level intelligence. The course intent is to prepare selected military officers and key civilian personnel for command, staff, or policy-making positions in the national and joint intelligence communities. This seminar-style course focuses on global changes affecting the future strategic interests of the US and its allies and implications of world change for National, Joint and Combined Intelligence efforts. This course includes extensive dialogue with dynamic guest speakers. It is open to US, UK, Canadian, and Australian intelligence officers with appropriate TS clearances.

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## National Intelligence Course

DIA—1 week

### Course Description:

This course is designed for students who have no experience or have limited previous experience in intelligence at the joint, combined, or national levels. This course covers the intelligence cycles overview of intelligence disciplines, fundamentals of strategic intelligence, National Foreign Intelligence Community, and appraisal of current threats to the United States.

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## Executives on Legislative Operations

Govt Affairs Institute at Georgetown—1 week

### Course Description:

This course is for employees who are likely to interact directly with the Legislative Branch and provides a detailed knowledge of the functions, organization, and multiple activities of the Legislative Branch.

### Learning Objectives:

- Identify and understand congressional party, leadership, and committee structure.
  - Understand and analyze the purpose and practices of congressional committee actions, including the hearing process.
  - Appreciate the legislative guidelines governing the current authorization, appropriation, and budget processes.
  - Understand the rules and practices governing House and Senate floor procedure.
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## Working With Congress

CIA—2 days

### Course Description:

This seminar examines the Agency's relations with Congress and the differences in perspective among the executive, legislative, and judicial branches of the Federal Government. Activities include visits to the Hill for briefings by members or staff of the Intelligence Committees.

### Learning Objectives:

- Recognize the importance of creating and maintaining a positive and professional image in all relationships with Congress.
  - Recognize the importance of demonstrating competence and trustworthiness in all interactions with Congress.
  - Explain the differences in perspective among the executive, legislative, and judicial branches of the Federal Government.
  - List the Congressional committees with which the Agency has dealings.
  - Compare the differences between the Congressional committees with which the Agency has dealings.
  - Discuss the importance of coordinating all communication to Congress with appropriate Agency components.
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## Briefing Congress

CIA—1 day

### Course Description:

This course is designed to prepare Agency officers to give briefings to Congress or congressional staff members. It stresses the dos and don'ts of congressional briefings, drawing from the expertise and experiences of others. It focuses on what makes a good briefing--preparation, procedures, and coordination--and covers the presentation phases of these briefings.

### Learning Objectives:

- Increase awareness of the role Congress plays in the Agency's activities.
  - Develop the ability and confidence to prepare and present high-quality briefings to Congress.
  - Gain a better understanding of the legislative process.
  - Understand the role of the Office of Congressional Affairs in the Agency's dealings with Congress.
- 

## Congress and NSA Working Together

NSA—1 day

### Course Description:

This course describes the key issues relative to the Intelligence Community and NSA. It helps one understand NSA's relationships with Congress and its staffs. The course provides an understanding of the importance of promoting and enhancing NSA's value to the Intelligence Community on Capitol Hill. It describes where NSA can market products and services throughout the Intelligence Community.

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## Intelligence Community and Customer Support

NSA—4 days

### Course Description:

This course provides students with a greater appreciation for and understanding of NSA's position and participation within the Intelligence Community in regard to current customer service issues.

### Learning Objectives:

- Describe NSA's SIGINT mission, its role within the Intelligence Community, and the relationship between NSA HQ and remote reporting sites.
- Identify major SIGINT producers and consumers.
- Describe the requirements process, the reporting review process, the dissemination process, and the roles of O5 staffs and NSOC in all these processes.
- Construct thorough and appropriate TAG lines, requirements lines, DDI lines, and product distributions for SIGINT products.

NOTE: Precourse work is required for this class. It is a self-paced course entitled "Whys and Hows of SIGINT Reporting," (designator - IS11F), and it can be obtained through the NSA Independent Learning Centers. Students will be notified of this requirement upon selection for the class, but may complete the requirement ahead of time if so desired.

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## Whys and Hows of SIGINT Reporting

NSA—2 1/2 days

### Course Description:

This course provides an overview of NSA's SIGINT mission. It includes a big-picture look at the Intelligence Community, NSA's historical roots and current role within the Intelligence Community, and SIGINT producers and users. The course also provides a closer look at some of the "mechanics" of SIGINT reporting: how products get from the analyst/reporter to the customer, an explanation of DDIs, TAG lines, MBB Codes, and other "SIGINT jargon" codes which play an important role in providing SIGINT information to the Intelligence Community and Military commands.

### Learning Objectives:

- Describe the members and missions of the Intelligence Community (IC), the intelligence cycle, NSA's twofold mission within the IC, and the legal and historical foundations of NSA.
- Define SIGINT and recognize four types of raw traffic.
- Explain the relationship between NSA and its Second and Third Party partners.
- Describe and identify the three levels of SIGINT end users.
- Describe the National SIGINT Requirements (NSR) system, list the types of information provided in NSRs and SIGINT Reporters' Instructions, and recognize a properly formatted requirements line on a SIGINT report.
- Describe the main methods of delivering SIGINT products to customers and recognize five SIGINT reporting formats.
- Identify properly formatted serial lines, TAG lines, and DDI lines.

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## The Mechanics of SIGINT Reporting

NSA—1 week

### Course Description:

This course introduces the ideas behind SIGINT reporting. It will help students answer questions about what to report and why. In doing so, it will introduce the beginning reporter to the requirements process. It will stress understanding the importance of SIGINT information, and then conveying that understanding to customers. Students will learn the importance of proper classification, distribution, and Topic and Area Guides. They will learn to check open sources and other reporting as part of the process of deciding to write a report.

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## Federal Budgetary Policy and Processes

OPM—2 weeks

### Course Description:

Overview of the political, macroeconomic, and policy forces affecting the Federal budget and an in-depth explanation of how to prepare a winning budget request. Participants engage in an intensive simulation of the full budget process from initial preparation and defense to final congressional action.

### Learning Objectives:

- Improve skills in effective budget preparation, presentation, and defense.
- Discuss pertinent issues with current and former senior budget officials.
- Explore relationships between executive and legislative budget and appropriations processes.
- Understand the effects of the GPRA and other forces on Federal budgeting.

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## Financial Management of Intelligence

DIA—1 week

### Course Description:

The course examines the two principal resource management systems of interest to intelligence professionals, i.e., the Capabilities Programming and Budgeting System (CPBS) used by the Director of Central Intelligence to manage the resources of the National Foreign Intelligence Program (NFIP), and the Planning, Programming, and Budgeting System (PPBS) used by the Secretary of Defense to manage resources of the Department of Defense. Also examined are: (a) the major component programs of the NFIP, with emphasis on the General Defense Intelligence Program (GDIP); (b) Tactical Intelligence and Related Activities (TIARA); (c) the Future Years Defense Program (FYDP); (d) the congressional budget process; (e) budgetary aspects of congressional oversight of intelligence; and (f) the execution of the federal budget.

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## Executive Forum on Current Issues

OPM—2 weeks

### Course Description:

This forum is an opportunity to examine thoroughly a wide range of current issues that are influencing immediate and long-term executive responsibilities, such as domestic and foreign policies and the progress of reinventing government. The focus of the seminar will be on domestic policy areas and international relations.

### Learning Objectives:

- Implement relevant policies and programs more effectively.
  - Enhance the organization's performance.
  - Gain a corporate perspective on current government policies.
  - Relate policy initiatives to organizational issues.
  - Develop a global view of the Federal Government's roles and responsibilities.
  - Increase understanding of the executive environment.
- 

## Protocol and US Representatives Abroad

State FSI—1 day

### Course Description:

Participants gain practical information about protocol and U.S. representational responsibilities pertinent to Foreign Service life in the 1990s and how entertaining relates to a mission's accomplishment of U.S. foreign policy goals.

### Learning Objectives:

- Titles, rules of precedence and procedures common to the international diplomatic community.
  - Host country protocol and behavior red flags.
  - Mission expectations of behavior.
  - Personal entertaining tips.
-

## Introduction to Working in an Embassy

State FSI—2 days

### Course Description:

This course introduces employees of U.S. Government agencies to embassies and consulates overseas. It is designed to make them more productive and effective members of the embassy team by helping them to prepare for their first overseas assignment.

### Learning Objectives:

- The work of an embassy or consulate.
  - The role of the Ambassador.
  - Protocol and representation.
  - Cross-cultural issues.
  - Administrative support.
  - What they can expect upon arrival.
- 

## Political-Military Affairs

State FSI—3 days

### Course Description:

Examines the broad scope of political-military work and how it relates to broader national security policy.

### Learning Objectives:

- The nature and diversity of political-military work, and the role of the political military officer.
  - The function and role of the Bureau of Political-Military Affairs in the Department of State.
  - The defense budget process.
  - Contemporary issues in arms control, including export controls, non-proliferation, security assistance, and regional security policies.
-

## Intelligence Support to Combined Operations (ISCO)

DIA—1 week

### Course Description:

The course intent is to prepare selected military officers and key civilian personnel for command, staff, or policy-making positions in the national and joint intelligence communities. This seminar-style course focuses on global changes affecting the future strategic interests of the US and its allies and implications of world change for National, Joint and Combined Intelligence efforts. Extensive dialogue with dynamic guest speakers is included in this course.

### Learning Objective:

- Analyze current and future global trends affecting national security and national level intelligence.
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## Category: Leadership and Management

This category gives future leaders and managers an overview of the most important competencies, characteristics, and attributes of IC Officers. Components of this category include:

- Integrity and Honesty
- Creativity and Innovation
- Calculated Risk Taking
- Strategic Thinking
- Accountability
- External Awareness
- Communications
- Team Building
- Decisiveness
- Vision
- Partnering
- Problem Solving
- Influence and Negotiate
- Customer Service
- Interpersonal Skills
- Organizational and Cultural Awareness in the IC

### Top Level Training Objectives:

- explore the ethical issues associated with the IC business
- reach across the IC disciplines for new ideas and solutions, and develop feasible and defensible non-traditional answers to difficult IC issues
- understand the risks and benefits associated with calculated risk taking in the IC
- demonstrate strategic thinking by translating strategic issues into plans and actions
- develop performance metrics that permit objective evaluation of results
- demonstrate knowledge of current Executive and Congressional issues, oversight of the IC, relationships with the media and use of intelligence by military, policy makers, and law enforcement components
- choose content, language and style to suit IC audiences and context and to communicate and negotiate IC information confidently and clearly
- participate effectively as an inter-agency team member of leader
- recognize an 80% solution that is good for the IC versus waiting for a 100% solution
- create and communicate a shared vision in the context of the DCI's vision
- use partnerships to meet mutual organizational goals and create win-win outcomes
- use IC networks and groups to generate viable and creative solutions
- foster and generate mutual trust in the IC
- respond to customer requests in a timely and effective manner
- develop and maintain constructive IC relationships
- discuss the cultural aspects of the Support to Military Operations, Support to Diplomatic Operations and Law Enforcement communities;
- discuss the DCI's diversity goals

## ICO Training Plan Curriculum

### Representative Courses:

- Ethics and the Strategic Leader	NIMA	1 day
- Principle Centered Leadership	CIA	3 days
- 7 Habits of Highly Effective People	CIA	3 days
- Program on Creative Leadership	CIA	6 days
- Executive Development Seminar: Leading Change	OPM	2 weeks
- Leadership for a Democratic Society	OPM	4 weeks
- Leading Change	CIA	1 day
- Leading Organizational Change	NIMA	1 day
- Studies in the Art of Leadership	NIMA	1 day
- Strategic Planning	NIMA	1 day
- Management Assessment	OPM	1 week
- Regulations and Resources for Agency Managers	CIA	2 days
- Leadership for DIA	DIA	1 week
- Principles of Supervision	DIA	1 week
- Foreign Affairs Leadership Seminar	State FSI	11 days
- NIMA Intelligence Briefing Techniques	NIMA	3 days
- NIMA Intelligence Writing Workshop	NIMA	3 days
- Developing High Performance Teams	OPM	1 week
- Managing Teams for High Performance	NIMA	2 days
- Building High Performance Teams	CIA	1 day
- Team Management	NSA	1 day
- Corporate Kinetics – The Instant Action Enterprise	NIMA	1 day
- Effective Decision-Making and Problem Solving	NIMA	1 day
- Diversity: A Business Necessity for the Millennium	OPM	1 week
- EEO Diversity Awareness for Managers and Supervisors	State FSI	3 days
- EEO Law and Cultural Diversity Training	DIA	4 days
- A Framework for a Diversity Competent Organization	NIMA	1 day
- Beyond Inclusion – The Real Challenge of Diversity	NIMA	1 day
- Dynamics of Diversity	CIA	1 day
- Diversity Training for First Line Managers	CIA	2 days
- Diversity Train-the Trainer Workshop	NSA	1 week

**Recommended Curriculum:**

Total of 3 weeks from the components in this category.

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**Ethics and the Strategic Leader**

NIMA—1 day

**Course Description:**

This course will help participants to recognize and understand the various ethical challenges a strategic leader faces in day-to-day responsibilities and learn how to make the right decisions. Participants will work through challenging assessment skills in analyzing ethical decisions and determining the appropriate course of action. Participants will also develop personal programs that they can implement and follow upon return to the workplace.

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**Principle Centered Leadership**

CIA—3 days

**Course Description:**

Based on Stephen R. Covey's books, Principle Centered Leadership and The 7 Habits of Highly Effective People, participants learn to lead effectively in a changing environment, accurately identify customer and stakeholder needs, and align their work unit with the Agency's mission, vision, and values. A feedback instrument is also used.

**Learning Objectives:**

- Learn how to create an empowering environment.
  - List methods to identify customer and stakeholder needs.
  - Use diagnostic tools to analyze a work unit.
-



## 7 Habits of Highly Effective People

CIA—3 days

### Course Description:

This workshop is based on Stephen R. Covey's best seller, *The 7 Habits of Highly Effective People*, a holistic, integrated, principle-centered approach for solving personal and professional problems and living life more effectively. This workshop integrates penetrating insights and pointed anecdotes with a step-by-step program to employ the seven habits. A feedback instrument is also used.

### Learning Objectives:

- Identify common ineffective behaviors and tendencies.
  - Establish new, more effective work and life practices.
  - Learn how to develop strong interdependent relationships.
- 

## Program on Creative Leadership

CIA—6 days

### Course Description:

This course is designed to help experienced supervisors become more productive in their professional and personal lives. It teaches them to better use Agency resources to accomplish objectives, successfully apply leadership models to increase effectiveness, and create an environment to maximize their employees' development and contributions. The program is adapted from the Center for Creative Leadership's Leadership Development Program.

### Learning Objectives:

- Analyze their current leadership performance through personal assessment and developmental feedback.
  - Identify areas in which their behavior is effective and where it can be improved.
  - Develop skills in giving and receiving feedback.
  - Assess how their personality influences the effectiveness of their leadership.
  - Apply performance development, decision-making, and group development models in exercises and plan how to use these on the job.
  - Assess their creativity style and examine its impact on their behavior and that of others.
  - Design strategies for change through action planning.
-

## Executive Development Seminar: Leading Change

OPM—2 weeks

### Course Description:

This seminar focuses on development activities designed to strengthen the ability of senior managers to make sound decision that lead to meaningful change in critically important areas. Participants strengthen their ability to act strategically, communicate orally in a variety of settings, and interact positively with external constituencies. They learn to identify and deal effectively with the internal and external politics that impact their missions and organizations. Managers learn the ins and outs of developing support networks and building alliances and how to do so while maintaining high ethical standards.

### Learning Objectives:

- Gain enhanced knowledge of techniques and approaches for leading change in areas critical to future mission success.
  - Develop skill at producing results, assuring accountability, building coalitions, and communicating effectively.
  - Understand the interrelationship of the legislative, executive, and judicial branches in the development of public policy and are highly cognizant of the roles played by special interest groups and the media.
-

## Leadership for a Democratic Society

OPM—4 weeks

### Course Description:

This program, designed for officers at the GS-15 and SIS levels, will give the employee the opportunity to become familiar with the active leadership role expected of career senior managers across the USG and with the democratic values and beliefs that are the underpinning of the leadership. The employee will be exposed to the "specialist-to-generalist-to-leader" theme and to innovative Federal management practices that link individual development to improved agency performance. The themes of this program reflect and enhance the common culture of senior federal executives. Personal leadership, organizational transformation, policy, and global perspective components support an overarching emphasis on our government's constitutional framework.

### Learning Objectives:

- Lead diverse organizations in a diverse world.
  - Value, manage, and maximize the multifaceted talents of the workforce.
  - Communicate with and lead in public settings.
  - Lead in a wide international community of interests and people.
  - Assess ability to understand and manage diversity.
  - Use interpersonal skills and team building with diverse groups.
- 

## Leading Change

CIA—1 day

### Course Description:

This one-day course focuses on how leaders successfully implement change at various levels within large government institutions. The course uses case studies drawn from the reform of the US military between the end of the Vietnam War and Operation Desert Storm. Class discussion will focus specifically on the personal qualities of successful leaders and the organizational strategies they employ to achieve their goals.

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## Leading Organizational Change

NIMA—1 day

### Course Description:

Whether dealing with conditions, resources, customers, or attitudes, change surrounds us. Leaders have the challenge of inspiring organizational excellence in the midst of the change. Many fear change and are reluctant to “get on board,” yet they are important to the success of the team. This course teaches leaders how to deal with the complexities of change and exercise their responsibility in responding to the need for change and guide their teams on a successful course for the future.

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## Studies in the Art of Leadership

NIMA—1 day

### Course Description:

Recently, leadership theorists and researchers have devoted increasing attention to transformational leadership, a more complex and possibly more potent type of leadership that causes leaders and followers to commit themselves to excellence. Transformational leadership should not be confused with charisma, a term often used to connote some special gift that attracts followers to a leader. Transformational leaders do not simply have charisma. Rather, they appear to engage in some identifiable leader behaviors that stimulate followers to go beyond previously expected levels of performance. Two real-world case studies will be used to analyze the transformational behaviors of two leaders.

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## Strategic Planning

NIMA—1 day

### Course Description:

This course allows participants to study Strategic Analysis, Formulation, Implementation, and Control. Participants will be able to distinguish the difference between strategic planning and tactical planning. Finally, participants will work on current issues to develop a meaningful strategic plan for their organization.

---

## Management Assessment

OPM—1 week

### Course Description:

This program helps managers develop strategies to improve individual management performance to have greater impact on organizational effectiveness and success.

### Learning Objectives:

- Assessment in critical leadership qualities, including many of the Executive Core Qualifications.
  - Intensive participative formats.
  - Self-assessments.
  - Input from superiors, peers, and direct reports.
  - Feedback from written reports, simulations, videotaping, and one-on-one consultations.
  - Individual development and action planning.
- 

## Regulations and Resources for Agency Managers

CIA—2 days

### Course Description:

This course will give Agency managers a broad understanding of critical Agency regulations and will teach them how and where to reference Agency regulations and policies. Participants will be introduced to representatives from a myriad of offices within the Agency that serve as resources for employees and managers alike. As a result, managers will know where to look for policy guidance and will know whom to contact for additional assistance when they need it.

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## Leadership for DIA

DIA—1 week

### Course Description:

This course lays the foundation to develop our leaders from within DIA by exploring personal and positional leadership responsibilities which give participants the opportunity to reflect on, develop, and settle their own convictions.

### Learning Objectives:

- Characteristics of effective leaders.
  - Factors involved in choosing leadership styles.
  - Concepts of leadership and motivation.
  - Communication skills.
  - Communicating with difficult people.
  - Team building.
  - Conflict resolution.
  - Empowerment.
  - Special issues in leadership.
-

## Principles of Supervision

DIA—1 week

### Course Description:

This course prepares the recently appointed supervisor or team leader for his/her first experience in directing the activities of others towards the successful accomplishment of organizational objectives. The course focuses on the application of human resource management, philosophy, principles, and techniques in effectively carrying out these duties.

### Learning Objectives:

- Functional responsibilities of the Supervisor.
  - Management theory and styles.
  - Ethical considerations of hiring and firing.
  - Team building.
  - Financial management of intelligence.
  - Performance and conduct problems.
  - Change management.
  - Conflict resolution.
  - Personal development.
- 

## Foreign Affairs Leadership Seminar

State FSI—11 days

### Course Description:

Building teams, articulating a clear sense of purpose, advocating effectively, and developing people are leadership skills critical to the Department and other foreign affairs agencies.

### Learning Objectives:

- Develop leadership skills in team building.
  - Solve problems in groups with an emphasis on "learning by doing".
  - Give effective performance feedback.
  - Exercise critical leadership skills, such as; vision, advocacy, and influence styles.
-

## **NIMA Intelligence Briefing Techniques**

NIMA—3 days

### **Course Description:**

This course stresses oral communications, voice development, briefing objectives and outlines, audience and facility analysis, and effective listening. Students present three briefings of various lengths, which are critiqued through videotaping as well as instructor and student feedback. This course is designed for employees who give briefings currently as well as who will be expected to give briefings as part of their jobs.

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## **NIMA Intelligence Writing Workshop**

NIMA—3 days

### **Course Description:**

This course is designed to improve communication through effectively written intelligence products and to help class participants gain career-enhancing intelligence writing skills. Topics include an overview of writing theory; a review of grammar, punctuation, and NIMA style; practice in planning both short and long reports, individually or collaboratively; creating descriptions of objects and processes, summarizing; communication with an audience; using imagery and graphics in a report; and revising and reviewing a variety of published NIMA products.

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## Developing High Performance Teams

OPM—1 week

### Course Description:

This seminar incorporates the latest techniques, approaches, and methods in the development of high performing teams as an organization-wide strategy. This program examines the key elements necessary for existing teams to increase their effectiveness and strengthen their contribution to overall organizational results.

### Learning Objectives:

- Assess the current climate of the team, including individual leadership styles.
  - Establish team metrics and monitoring systems.
  - Understand the team performance curve and how it leads to self-managing teams.
  - Create an organizational environment that rewards teamwork.
  - Understand how to measure team performance in terms of both content and process.
  - Explore management roles, including coach and consultant.
  - Understand team dynamics and how to facilitate them.
  - Assert leadership that encourages high-performance teams.
- 

## Managing Teams for High Performance

NIMA—2 days

### Course Description:

In order to create high performance teams, managers and supervisors must create clear, attainable goals and develop unambiguous methods of tracking the work-in-progress. This course is designed to assist managers in creating processes which lead to high performance teams by identifying and removing barriers to performance, providing clear statements which describe quality, balancing workloads, and empowering the workforce to own their results.

---

## Building High Performance Teams

CIA—1 day

### Course Description:

This course is designed to help mid-level first line supervisors, team leaders, and managers understand how to select a team structure, how to develop high-performing teams, and how to evaluate and reward team performance.

### Learning Objectives:

- Describe concepts, principles, and alternative structures for teaming.
  - Formulate procedures for building successful teams in an organization.
  - Compare team roles and responsibilities of members and leaders.
  - Demonstrate the functioning of a high-performance team.
  - Examine the impact of team style preferences on performance.
  - Identify potential pitfalls in developing self-directed teams.
  - Describe techniques to motivate and coach teams.
  - Develop techniques for motivating, evaluating, and rewarding team performance.
- 

## Team Management

NSA—1 day

### Course Description:

This course defines what constitutes a successful team. It teaches the application of team building techniques and management approaches to their work situations.

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## Corporate Kinetics – The Instant Action Enterprise

NIMA—1 day

### Course Description:

This course is designed to examine new approaches to business planning aimed at helping create adaptive and renewing organizations. Best practice organizations will be analyzed with an eye toward a non-linear approach to business planning.

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## Effective Decision-Making and Problem Solving

NIMA—1 day

### Course Description:

This course addresses the decision-making process, tools for effective decision-making, how to delegate effectively, techniques for reaching sound decisions that support others, and identifying and utilizing a systematic problem solving process. Students will be able to identify types of desired outcomes in problem solving, relationships among quality acceptance, individual decisions, and group decisions.

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## Diversity: A Business Necessity for the Millennium

OPM—1 week

### Course Description:

This seminar is for individuals who have responsibility for supervising or managing a work force and who want a better understanding of how to build and manage a diverse work force. The seminar focuses on how to treat diversity as an important organizational advantage for public organizations of the 21<sup>st</sup> century.

### Learning Objectives:

- Understand the basics of national diversity policy.
  - Identify strategies for developing an open organizational culture.
  - Acknowledge and appreciate the unique environment and requirements of public organizations.
  - Explore crucial organizational realities that necessitate managing diversity as a business initiative.
  - Understand dynamics of differences in teams and work groups.
  - Learn cross-cultural communication skills.
  - Create and maintain a positive work environment through effective prevention and resolution of conflict.
  - Identify strategies for effectively building diversity, including techniques for effective recruitment, career development, and retention.
-

## **EEO Diversity Awareness For Managers And Supervisors**

State FSI—3 days

### **Course Description:**

This seminar emphasizes the responsibilities in EEO/Diversity issues. The lectures and group discussions focus on EEO and affirmative action regulations and how they can be implemented in a diverse work place.

### **Learning Objectives:**

- Identify key elements in implementation of EEO, Affirmative Action, and diversity awareness, and apply them to current work situations.
  - Utilize effective diversity management skills to promote a positive work environment that draws on the talents of all employees.
- 

## **EEO Law and Cultural Diversity Training**

DIA—4 days

### **Course Description:**

This course is a two-module course. Module one is on EEO law and provides participants with an understanding of the extent to which their rating panel member activities are subject to applicable civil rights laws and rules of merit. Practical application for panel members is provided, and DIA managers will share their experiences, observations, and lessons learned. Module two emphasizes benefits of diversity in a highly technical and competitive work force and the value and contribution of differences among people. This course helps people of difference function together with maximum harmony, synergy, and effectiveness.

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## **A Framework for a Diversity Competent Organization**

NIMA—1 day

### **Course Description:**

This workshop explores how unconscious organizational processes create and maintain disparate treatment of different groups of people within the organization. Participants learn how to determine and confront the subtle forces that undermine total participation and ownership in routine task/organizational success by practicing the skills to change processes within their sphere of influence.

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## **Beyond Inclusion – The Real Challenge of Diversity**

NIMA—1 day

### **Course Description:**

This course shifts conversation from a simplistic notion, which espouses that “diversity is all about inclusion,” to a larger conversation that examines diversity in a systems context. This course is designed to maximize opportunities for effective leadership by examining NIMA’s Diversity Model and Strategic Plan, identifying NIMA’s organizational barriers and Designs of Omission, and comparing program models necessary for substantive long-term organizational change. Inclusion, competence and trust, all necessary factors for a diversity competent organization, will be discussed including the impact of these factors on effective NIMA business practices.

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## **Dynamics of Diversity**

CIA—1 day

### **Course Description:**

This course is designed to increase awareness and understanding of the impact of diversity in the workplace. The course allows students to interact with others and share life experiences and perceptions.

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## **Diversity Training for First Line Managers**

CIA—2 days

### **Course Description:**

This course helps Agency managers understand the benefits of working in and managing a diverse work force. The course goes beyond race and gender to provide a forum for discussion of the impact of differences. It helps managers to understand changes in Agency organizational culture as well as the forces operating outside the workplace that influence the management of diversity. In addition, this course helps managers to recognize the dimensions of diversity, review their responsibilities to deal with a diverse work force, and increase their understanding of diversity and its importance in the workplace. It also helps participants identify their own individual barriers to effective management of personnel of diverse backgrounds and formulate action plans to further the development of employees while effectively accomplishing the Agency's mission.

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## **Diversity Train-the-Trainer Workshop**

NSA—1 week

### **Course Description:**

This course teaches students how to present EO-10B, Diversity Training. Training is aimed at teaching students NSA's perspective on diversity, as well as preparing them to handle sensitive issues in the classroom. Students are required to do a 10 minute and 30 minute presentation.

### **Learning Objectives:**

- Teach Diversity Training.
  - Handle sensitive issues in the classroom
-

## Category: Counter-intelligence, Security, Information Assurance and Denial and Deception

This category causes the IC Officer to think seriously about protection of information in all forms and the maintenance of national security. In addition, we must thoughtfully and consistently consider the validity of our collected intelligence, our opponents' ability to disrupt our collection and analysis, and we must develop aggressive programs for thwarting their collection efforts against us. Components of this category include:

- Counter-intelligence (CI) Issues
- Security Issues
- Information Assurance (IA) Issues
- Denial and Deception Issues

### Top Level Training Objectives:

- describe the elements of the National CI System implemented by the CI 21 Initiative
- discuss the need for protection and disclosure of intelligence information and the new challenges for IC security
- explain the National Plan for Information Systems Protection and the National OPSEC program and their implementation
- explain the impact of D&D on the Intelligence Community

### Representative Courses:

- The Evolution of American Counter-intelligence	NACIC	1 week
- Multidiscipline Counter-intelligence Course	DIA	2 weeks
- Joint Counter-intelligence Staff Officer Course	DIA	1 week
- CI Orientation Course	CIA	3 days
- Orientation to SIGINT Support to Counterintelligence	NSA	4 days
- CI Issues for Polygraph Examiners	NSA	4 days
- SCI Security Official's Course	DIA	8 days
- National Information Systems Security Course	NSA	1 week
- OPSEC Fundamentals for Managers and Supervisors	NSA	½ day
- Operations Security Fundamentals Course	NSA	2 days
- Foreign Exchanges and Disclosures Course	DIA	1 week
- Introduction to Information Operations	DIA	1 week
- Internet Essentials	CIA	1 day
- Internet Search Seminar	CIA	2 days
- Adversarial Deception Awareness Course	DIA	1 week
- Denial and Deception Seminar	CIA	1 day

**Recommended Curriculum:**

Total of 1 week from the topics included in this category.

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**The Evolution of American Counter-intelligence**

NACIC—1 week

**Course Description:**

This course provides students with a broad historical perspective of the growth and development of United States Counter-intelligence (CI) from the historical legacy of the American Revolution to the current day. The course evaluates the historical significance of key events in the development of the CI discipline in the United States and applies the lessons learned to future public and legislative scrutiny and helps students make decisions based on an historical perspective.

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**Multidiscipline Counter-intelligence Course**

DIA—2 weeks

**Course Description:**

Students in this course will know the all-source CI environment at the national and DOD levels; know the availability of, and how to gain access to HUMINT, SIGINT, IMINT, MASINT and other information and resources in the national community. They will know responsibilities of community CI organizations and appreciate the concept of fusion of all available intelligence and CI resources to accomplish the DOD CI mission, including the CI support to force protection. Students will be able to discern blinder-effects of organizationally perceived roles on CI policy and analytical perspectives and will be familiar with threats to the DOD and to US national interests from selected foreign intelligence and security services. They will be aware of complex, interdependent relationships among and within CI organizations responsible for CI activities.

**Learning Objectives:**

- Community organizations and policy.
- Resources for CI professionals and multidisciplinary CI information.
- DOD and national threat issues and foreign threat to national programs and DOD operations, intelligence disciplines, information systems and technology and to US interests.
- Importance of CI liaison and community networking.



## Joint Counter-intelligence Staff Officers Course

DIA—1 week

### Course Description:

This course is designed to build upon basic CI courses and practical experience. It outlines how CI contributes to military planning and operations at the national, combatant command, and joint task force levels. Emphasis is placed on successful integration of CI personnel and equipment into joint exercises, plans, and operations. Students will gain a working knowledge of service CI capabilities within and outside the DOD, and deliberate tasking and coordination of all aspects of the CI discipline.

### Learning Objectives:

- Educate personnel directly supporting joint military operations on joint structure.
  - Know crisis action planning.
  - Learn the four elements of CI (collection, analysis and production, investigations, and operations).
  - How to staff CI support to OPLANs.
  - Understand the unique aspects of organizing and managing a joint CI staff
- 

## CI Orientation Course

CIA—3 days

### Course Description:

See separate Intelligence Community Officer Training Classified Curriculum Guide for description.

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## Orientation to SIGINT Support to Counter-intelligence

NSA—4 days

### Course Description:

This course will familiarize Agency analysts/reporters with the concept of Counter-intelligence (CI) and the importance of recognizing and identifying CI-related information in SIGINT and its utility to the CI customer.

### Learning Objectives:

- Understand the counter-intelligence community and how the various agencies interact with each other.
  - Understand NSA's counter-intelligence policies.
  - Understand NSA's counter-intelligence reporting vehicles.
- 

## CI Issues for Polygraph Examiners

NSA—4 days

### Course Description:

This course includes a series of briefings and activities on the following topics:

- CI Threat (Internal and External)/Prosecuting Espionage Cases.
  - Polygraph Foreign Intelligence Services (FIS) Threat and Countermeasures.
  - Mind of a Spy.
  - Psychology of the Spy – Applications
    - A. Review Spy Q
    - B. Review of Personality and other psychological issues relevant to espionage
    - C. Psychological issues relevant to the DCID 1/14 and IC clearance adjudication
  - Historical CI Issues and Polygraph.
  - Recruitment Cycle and the Psychology of Cyberspace.
  - Application Activity – Discussion of case involving loyalty issues.
  - Industrial Espionage.
  - Verona: What are you Protecting?
  - Foreign Intelligence Service Perspective.
  - Differentiating CI-relevant psychological material from other psychological material.
-

## SCI Security Official's Course

DIA—8 days

### Course Description:

This course prepares SCI Security Officials to perform SCI functions within DOD organizations while informing them of new or updated policies and procedures. Students will gain knowledge of directives and organizations governing the use and protection of SCI and be able to apply them to their security functions performed on a daily basis. Thought in an interactive environment, the course motivates students to strive to attain the most effective security program for his/her organization, while comprehending the trade-off in security vs. mission accomplishment.

### Learning Objectives:

- Understand and perform all the functions of an SCI Security Official in DOD.
  - Be an effective security advocate and advisor to their command/agency.
- 

## National Information Systems Security Course

NSA—1 week

### Course Description:

This course is a survey of the nature of, and the threat to, U.S. INFOSEC systems, their vulnerability to exploitation, the means available to counter the threat, and basic problems of INFOSEC management.

### Learning Objectives:

- Identify the relationships and functions of the INFOSEC community within the National Intelligence Community, the U.S. Government structure, and industry.
  - Identify the latest developments in INFOSEC technology, operations, policies and plans.
  - Explain the impact of increasing INFOSEC requirements on the U.S. Government and industry.
-

## OPSEC Fundamentals for Managers and Supervisors

NSA—½ day

### Course Description:

This self-paced course is designed to provide U.S. Government personnel with a basic knowledge of OPSEC and how it applies to executive branch agencies and departments.

### Learning Objectives:

- Apply the systems analysis methodology

NOTE: The course focuses on the history of OPSEC and the OPSEC process as described in NSDD-298. Students have an opportunity to choose one or more scenarios to practice OPSEC in different environments.

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## Operations Security Fundamentals Course

NSA—2 days

### Course Description:

This course is designed to provide federal employees with a basic working knowledge of OPSEC as described by NSDD-298.

### Learning Objectives:

- Apply the systems analysis methodology.
- Identify, describe or define associated terms.
- Describe individual and organizational responsibilities for OPSEC.

NOTE: Lectures focus on applying OPSEC principles in the workplace, especially in the law enforcement, RDT&E and acquisition communities. Class exercises give students an opportunity to apply OPSEC principles.

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## Foreign Exchanges and Disclosures Course

DIA—1 week

### Course Description:

This course was developed by the Foreign Exchanges and Disclosures Office to meet the need for current and accurate information concerning exchange agreements and the disclosure of military intelligence to foreign governments and international organizations. The course emphasizes the inherent need for foreign disclosure expertise in support of not only coalition operations but also support to bilateral relationships, as well. The course will provide instruction in determining what military intelligence may or may not be released on existing policies. Methods taught apply to any intelligence discipline that may be used to support exchanges and disclosure requirements.

### Teaching Objective:

- Provide knowledge of the national policies, rules, and regulations that govern exchange agreements and the disclosure of military intelligence to foreign governments and international organizations.
- 

## Introduction to Information Operations (IIO)

DIA—1 week

### Course Description:

Students will read background material assigned by the course director and attend lectures and attend lectures and panels to include presentations by invited experts from the Defense Department, the private sector, and allied nations. Extensive dialogue with dynamic speakers is included in this course.

### Learning Objectives:

- Enhance their understanding of the nature, evolving concepts, and implications of IO.
  - Recognize salient aspects of the Information Age and the Revolution in Military Affairs.
  - Explain the offensive and defensive aspects of Information-based Warfare.
  - Understand the implications of Information-based Warfare for the field of Intelligence.
-

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## Internet Essentials

CIA—1 day

### Course Description:

This course is for all Internet or potential Internet users to enhance their awareness of the potential value, users, and dangers of the Internet. It covers essential Internet tools, information resources, policies, and security issues to ensure the successful use of the Internet to accomplish the mission goals. This course is tailored to address the unique requirements of employees in the Intelligence Community.

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## Internet Search Seminar

CIA—2 days

### Course Description:

This interactive two-day course provides hands-on Internet search instruction. Following completion of the course the student will be able to conduct effective simple and complex searches to answer business questions, distinguish the differences between Internet search engines and tools and effectively exploit each one, and, identify the "persona" they leave behind when using the Internet and how best to mask or control it.

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## Adversarial Deception Awareness Course

DIA—1 week

### Course Description:

This course introduces students to the historical, psychological, cultural, technological, and operational aspects of hostile deception. The course is designed to include significant issues facing national decision-makers and a wide range of analytical, functional, and geographic areas. Sessions are presented using various methods of instruction, including lectures by experts from DIA, CIA, NSA, NIMA, and other government agencies and contract personnel, videos, and case studies.

### Learning Objective:

- Know the threat of deception and denial to intelligence systems and assets.
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**Denial and Deception Seminar**

CIA—1 day

**Course Description:**

See separate Intelligence Community Officer Training Classified Curriculum Guide for description.

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## Category: Production and Analysis of Intelligence

This category provides the IC officer with information on the need for providing the most timely, comprehensive intelligence analysis possible to the policy makers. Included is information on hard targets, as well consideration of the intersection of customer needs and collection capabilities, and the procedures for providing intelligence to our customers. Components of this category include:

- Production of All-Source Intelligence
- Analysis of All-Source Intelligence

### Top Level Training Objectives:

- describe the process of producing a National Intelligence Daily and National Intelligence Estimate
- describe the roles of the DCI Centers and the Unified Command-Joint Intelligence Commands
- describe the process for all-source fusion analysis to the National Intelligence Council
- describe the role of the analyst in identifying IC collection requirements



## ICO Training Plan Curriculum

### Representative Course:

- Analytic Thinking/Presentation for Intel Producers	CIA	1 week
- Analytic Skills I - V	DIA	1 ½ -3 days over 5-8 weeks
- Intelligence Analyst Course	DIA	2 weeks
- Analytic Risk Management	CIA	1 week
- National Warning Course	CIA	4 days
- Indications and Warning	DIA	2 weeks
- Indications and Warning Short Course	DIA	5 days
- Arms Control in the Post-Cold War Era	State FSI	1 week
- Counter-drug Intelligence Analysis Course	DIA	1 week
- Counter-narcotics: a SIGINT Perspective	NSA	3 days
- Counter-terrorism Analysis Course	DIA	2 weeks
- Advanced Counter-terrorism Analysis Course	DIA	1 week
- Counter-terrorism Perspectives for Senior Managers	DIA	3 days
- Principles and Methods of Proliferation Networks	CIA	2 days
- Advanced Conventional Weapons Proliferation	CIA	3 days
- Chemical and Biological Warfare Intelligence Course	DIA	5 days
- Chemical and Biological Familiarization Course	CIA	2 weeks
- Interagency Military Analysis Course	CIA	3 weeks
- Mobile Joint Intelligence Analyst Course	DIA	1 week
- Dynamics of International Negotiations	CIA	2 days
- Political Risk: Advanced Analytical Frameworks	CIA	2 days
- Foreign Exchange Markets: Fundamentals & Trading	CIA	2 days
- Fundamentals of Balance of Payments & Exchange Rates	CIA	1 ½ days
- Fundamentals of Domestic Economic Performance and Policies	CIA	1 ½ days
- Economics of Global Environmental Issues	CIA	2 days
- Mapping, Charting and Geodesy for the Analyst	DIA	2 days

### Recommended Curriculum:

Total of 1 week from the topics included in this category.

## Analytic Thinking and Presentation for Intelligence Producers

CIA—1 week

### Course Description:

This course teaches techniques to develop an analytic judgment on an intelligence issue, to build a case to support the judgment, and to communicate the results orally and in writing. The course focuses on principles of conceptualization and expository writing that help analysts craft well-reasoned and well-written finished intelligence.

### Learning Objectives:

- Describe the intelligence mission and how it affects the way analysts plan, research, conceptualize, and write intelligence analysis.
  - Arrive at a central analytic judgment and a line of reasoning to support it.
  - Apply the expository writing style to a variety of analytic products.
  - Critically evaluate sources of information and recognize the limitations posed by biases and inadequate data.
- 

## Analytic Skills

DIA—1 ½ -3 days over 5-8 weeks

### Course Description:

Five courses are offered as follows:

**Argument Evaluation**—To be able to construct cogent intelligence arguments and to evaluate critically the intelligence arguments of others.

**Competing Hypotheses**--To be able to apply the competing hypothesis technique to intelligence problems involving the determination of facts or involving explanation.

**Causal Loop Diagrams**--To be able to apply the technique of causal loop diagrams to intelligence problems.

**Probability Tree Diagrams**--To be able to construct a useful and technically correct probability tree diagram to aid in political/military estimative intelligence analysis.

**Bayesian Analysis**--To be able to apply Bayesian analysis to intelligence problems involving the determination of facts or involving explanation or involving prediction.

## Intelligence Analyst Course

DIA—2 weeks

### Course Description:

This course provides an entry-level foundation for newly- assigned general intelligence analysts at the national or strategic level. Emphasis is on the role of the intelligence analyst, intelligence writing and briefing techniques, research techniques, and various analytic techniques commonly used by analysts.

### Learning Objectives:

- The analytic process and critical thinking.
  - The role of analysts in the Intelligence Community.
  - The components of strategic intelligence as structuring tools in an analytic problem.
  - Intelligence functions performed and the analyst's role in each segment of the intelligence cycle (requirements, validation, collection, analysis, production, dissemination, and evaluation).
  - Organization and function of the elements comprising the U.S. Intelligence Community.
- 

## Analytical Risk Management

CIA—1 week

### Course Description:

This course is designed to provide students with clear definitions of basic risk management terminology and a framework for obtaining and analyzing information to support risk-based decisions. Students will have the opportunity to participate in case study exercises that allow them to apply the risk management concepts presented in class.

### Learning Objective:

- Use a systems approach to risk management when performing facility security activities related to the protection of people, information, activities and property.
-

## National Warning Course

CIA—4 days

### Course Description:

This course provides advanced instruction in analyzing and evaluating threats for which a warning must be transmitted to a policy maker. The course emphasizes the inherent uncertainty in warning, the importance of both low- and high-probability/high-impact situations in providing consumers with options to deal with the threat or opportunity confronting them, and the perspectives of policymakers and the effect on warning. Instruction also addresses techniques to reduce bias in threat analysis. An ongoing exercise provides daily warning challenges to which the students must respond.

### Learning Objectives:

- Identify key roles and responsibilities within the National Warning System.
  - Analyze warning failures and the reason they occurred.
  - Learn the key concepts, organization, doctrine, and discipline of the National Warning System.
  - Identify the effects of mind-set and bias on warning--and some techniques to overcome these problems.
  - Trace the way in which foreign knowledge of US collection systems and the use of denial and deception affect the warning system.
  - Learn how to write an effective warning report.
-

## Indications and Warning Course

DIA—2 weeks

### Course Description:

This course helps the student to understand the fundamentals of indicator-base methodology, understand the principles of warning and warning systems, and to know existing problems, structures, and operations.

### Learning Objectives:

- Principles of indications and warning.
  - Evolution of warning systems.
  - Defense I&W System methodology.
  - Derivation of indicators.
  - Warning practical exercise.
  - Related collection support.
  - Deception.
  - Joint intelligence centers.
  - National intelligence support to regional crises.
  - Terrorism and narcotics as warning problems.
- 

## Indications and Warning Course Short Course

DIA—5 days

### Course Description:

This course covers the principles of indications and warning, evolution of warning systems, Defense I&W System methodology, derivation of indicators, warning practical exercise, the warning responsibility of joint intelligence centers, and national intelligence support to regional crises.

### Learning Objective:

- Understand the principles of warning and be able to demonstrate proficiency in the indicator-based methodology used by the Defense Indications and Warning System.
-

## Arms Control In The Post-Cold War Era: Issues Of Today And Tomorrow

State FSI—1 week

### Course Description:

Sessions on contemporary arms control issues provide an authoritative, condensed and practical overview of this dynamic policy area. Presentations by experts in and outside government review recent developments and link them to historical controversies about national security policies.

### Learning Objectives:

- How arms control fits into current national security policy.
  - Contemporary implementation and verification issues.
  - Today's policy priorities.
  - Congressional perspectives.
  - Major multilateral arms control fora and issues.
  - Competing interagency perspectives.
- 

## Counter-drug Intelligence Analysis Course

DIA—1 week

### Course Description:

This course furnishes analysts with a broad-based appreciation of the various elements and issues pertinent to counter-drug intelligence analysis, and exposes the analyst to methodological concepts which assist analytic assessment and prediction. The course covers the process of formulating national drug control strategy and policy, including its oversight; the organization, structure, and activities of the various government agencies responsible for counter-drug intelligence; advisories on pertinent regional and global developments, including trends in smuggling and transshipment methods, trafficker use of high technology, and money laundering; review of production of the major drugs of abuse; methods of detection, monitoring, and targeting of production and transshipment; sources of information available to the analyst to aid counter-drug analysis; counter-drug intelligence automated data systems available and in development; and analytical methodologies applicable to counter-drug analysis, emphasizing their utility in understanding organizational relationships and analyzing complex activities. Methodologies include matrix and link analysis, visual investigative analysis, flow analysis, communication link analysis and indicator-based methods.

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## Counter-narcotics: a SIGINT Perspective

NSA—3 days

### Course Description:

This course includes a look at how the NSA/CSS community functions within the U.S. government counter-narcotics effort. Topics to be presented include an overview of NSA's role in the CN world, OPSEC and INFOSEC, and NSA/CSS efforts against Latin American and Asian drug trafficking.

### Learning Objective:

- Identify the role of the NSA/CSS community in counter-narcotics efforts and operations.
- 

## Counter-terrorism Analysis Course

DIA—2 weeks

### Course Description:

This course is the entry-level course in the JMITC's three-tiered Community Counter-terrorism intelligence analysis, and serves as a baseline for understanding the techniques, tools, and procedures supporting timely intelligence on terrorist group behavior, modus operandi, plans, and targets. Includes practical exercises to assess comprehension and an overview of the Counter-terrorism Community and the US government operational and policy responses.

### Learning Objectives:

- Understand major issues confronting community counter-terrorism analysts.
  - Gain insight into the nature of the terrorist threat.
  - Know the US government organizations and actors involved in US counter-terrorism efforts.
  - Learn the tools and techniques for counter-terrorism analysis.
-

## Advanced Counter-terrorism Analysis Course

DIA—1 week

### Course Description:

This course emphasizes the pro-active analyst model--the analyst who engages in creative approaches to the terrorism problem and who understands the significant role of collection and warning in dealing with the terrorist threat. ACAC also examines, in detail, important international and domestic terrorism issues.

### Learning Objectives:

- Assessment of the threat.
- Community organization and coordination.
- CT policy and international relations.
- Congressional perspectives on analysis and counter-terrorism.
- Difficulties and opportunities of collection.
- Analyst/reports officer interchange.
- Terrorist/counter-terrorist technology.
- Counter-force.
- Legal issues and constraints.
- Indications and warning and the threat warning process.
- Psychological profile of an extremist.
- Responding to the threat: Beirut and beyond.
- The cyber threat.
- Nonproliferation and counter-terrorism.
- Regional/functional perspectives.
- Practical exercises.

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## Counter-terrorism Perspectives for Senior Managers Seminar

DIA—3 days

### Course Description:

This course is a dynamic seminar that takes into account the changing global environment and the evolving terrorist threat of the 1990's. It focuses on the latest in Community developments, particularly in U.S. CT policy, intelligence, legal, and technological issues.

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## **Principles and Methods of Proliferation Networks**

CIA—2 days

### **Course Description:**

This course provides a detailed study of international proliferation networks, players, methods, and regulations. It outlines the network components, financial procedures, and tactics used to conceal the international transfer of technology and equipment destined for special weapons programs and delivery systems.

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## **Advanced Conventional Weapons Proliferation**

CIA—3 days

### **Course Description:**

This course is an overview of the basic issues and elements of advanced conventional weapons proliferation. It familiarizes the new or inexperienced professional with the fundamentals of these weapons and technologies, the global arms trade problem, and the policy issues associated with their proliferation. In this short course, however, only a selected number of weapon systems and their key enabling technologies are addressed.

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## **Chemical and Biological Warfare Intelligence Course**

DIA—5 days

### **Course Description:**

This is a basic introductory course designed for intelligence personnel who have had limited (if any) exposure to CBW training. It features experts on CBW from a variety of agencies whose mission includes the monitoring and countering of the CBW threat. Topics include: a survey of the concepts and principles of CBW; the foreign CBW threat; protection in the CBW environment; and CBW impact on military operations.

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## Chemical and Biological Warfare Familiarization Course

CIA—2 weeks

### Course Description:

This course provides basic information on chemical and biological warfare (CBW) research and development, production, storage, and demilitarization.

### Learning Objectives:

- Recognize chemical and biological warfare (CBW) research and development techniques and facility requirements, including testing sites and laboratories.
  - Identify characteristics of CBW production facilities, including agents, precursors, and munitions.
  - Describe CBW storage facilities, including safety, security, and transportation.
- 

## Interagency Military Analysis Course

CIA—3 weeks

### Course Description:

IMAC is the foundation level analytic tradecraft course for CIA and DIA military analysts, intended primarily for those who are new to military analysis and/or require basic knowledge and skills in the analysis of military forces and operations. The primary goal of the course is to give analysts concentrated exposure to the basics of how to analyze conventional land, sea, and air forces and operations. The course also familiarizes analysts with military theory as it relates to forces and operations analysis and discusses the political and economic factors that factor into military analysis.

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## Mobile Joint Intelligence Analysis Course

DIA—1 week

### Course Description:

This course is designed to enhance the Intelligence Community analysts' knowledge of intelligence functions and methodologies. Training will cover the National Foreign Intelligence Community, the analytic process and critical thinking. It will also teach analytic techniques, aspects of military capability analysis, analysis of competing hypotheses, creative thinking, and analysis tools and techniques.

### Learning Objective:

- Provide a baseline of general and specialized knowledge and competencies in the different intelligence functions and analytic techniques to support skills needed in a joint or national intelligence production environment.
- 

## Dynamics of International Negotiations

CIA—2 days

### Course Description:

This course examines in depth the role of negotiation dynamics in the actions of foreign negotiators involved in international negotiations, including political factors, the role of language and culture differences, and group and personal dynamics. The course involves lecture on theoretical aspects and simulations on real-world trade negotiation issues. A leading expert on the dynamics of international negotiations will direct the course.

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## Political Risk: Advanced Analytical Frameworks

CIA—2 days

### Course Description:

This seminar has as its purpose enhancing the ability of participants to carry out structured, more rigorous analysis of political risk in foreign countries, using advanced analytical frameworks. The advanced analytical frameworks will be based on tools developed by the presenter of the seminar, a managing director of a leading international political and economic risk assessment consultancy.

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## Foreign Exchange Markets: Fundamentals & Trading

CIA—2 days

### Course Description:

This two-day seminar provides an intensive look at the economic principles behind environmental degradation, how economics affects the impacts of policies to address environmental damage, and how environmental issues link to other arenas, such as trade policy.

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## Fundamentals of Balance of Payments and Exchange Rates

CIA—1 ½ days

### Course Description:

This seminar focuses on the economic forces and policies that drive countries' international balance-of-payments and exchange rate trends. It covers the international balance of payments (trade, current and capital accounts, and international reserves), exchange rates (spot and forward), and the economic and policy forces that drive trends in these areas.

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## Fundamentals of Domestic Economic Performance & Policies

CIA—1 ½ days

### Course Description:

This seminar focuses on countries' domestic economic performances. It examines the basic measures of that performance—recession, expansion, inflation, unemployment—and the forces and policies (fiscal, monetary, and supply-side) that drive it.

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## Economics of Global Environmental Issues

CIA—2 days

### Course Description:

This two-day seminar provides an intensive look at the economic principles behind environmental degradation, how economics affects the impacts of policies to address environmental damage, and how environmental issues link to other arenas, such as trade policy.

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## Mapping, Charting and Geodesy for the Analyst

DIA—2 days

### Course Description:

This is an entry-level course for personnel newly assigned to the U.S. intelligence community. This course is designed for personnel with limited or no previous experience with military maps. The course includes a discussion of the mapping, charting and geodesy concepts such as datum, accuracy, and error. It also includes information on crisis support and the skills required to effectively utilize maps.

### Learning Objectives:

- Learn the basic skills of reading maps.
- Understand how to use map products available to the intelligence analyst.

## Category: Collection, Sources and Processing of Intelligence

The intent of this category is to provide information regarding the need for a unified, integrated collection management system based on customer and intelligence requirements and priorities. It also provides information on linking production to collection and on ensuring that intelligence is focused on long-term threats, strategic priorities, and information gaps. Further, it describes the processes and policies for collection of intelligence. Components of this category include:

- IC Collection Management
- SIGINT, Imagery and Geospatial Information, MASINT, HUMINT and Open Source
- Tasking, Processing, Exploitation and Dissemination (TPED)

### Top Level Training Objectives:

- explain the IC collection requirements systems and collection operations systems
- describe the access abilities, the system capabilities, the system limitations, and the susceptibility (to D&D for example) for each collection discipline
- describe examples of historical, contemporary and future collection opportunities for each collection discipline
- describe the major components of the Tasking, Processing, Exploitation and Dissemination process for each of the five collection disciplines

### Representative Courses

- Intel Collection Managers Course	DIA	3 weeks
- Principles of Collection and Collection Management	NSA	2 weeks
- Collection Management for Analysts Course	DIA	3 days
- Mobile Collection Managers Course	DIA	1 week
- Introduction to Collection	NSA	2 ½ days
- Introduction to Signals Technology	NSA	1 week
- Basic SIGINT Technology	NSA	2 ½ weeks
- Communications Signals	NSA	1 day
- Driving Collection: SIGINT	CIA	½ day
- “ArcView” Training	NSA	½ day each module (each course has approximately 6 modules)
- NIMA Imagery Orientation Course	NIMA	2 days
- Mapping, Charting, and Geodosy	NIMA	1 week

## ICO Training Plan Curriculum

### Representative Courses (continued)

- Basics of Radar, Infrared, and Multispectral Imaging Systems	NIMA	3 days
- Requirements Management System Research	NIMA	5 days
- Requirements Management System Imagery Managers' Course	NIMA	2 days
- Imagery Product Library	NIMA	½ day
- Littoral Warfare Course	NIMA	5 days
- NES Text Search/Info Reports	NIMA	½ day
- Driving Collection: IMINT	CIA	½ day
- Introduction to MASINT	CMO	length TBD
- Driving Collection: HUMINT	CIA	½ day
- Interagency Overseas Operations Seminar	CIA	2 days
- Working With and Support to the US Military	CIA	2 days
- Counter-terrorism Familiarization Course	CIA	5 days
- Targeting Information System	CIA	5 days
- Driving Collection: Open Source	CIA	½ day
- Introduction to Open Sources	DIA	½ day
- Open Source Acquisition Management	DIA	1 day

### Recommended Curriculum:

Total of 1 week from the topics included in this category.

## Intelligence Collection Managers Course

DIA—3 weeks

### Course Description:

This course includes Collection Management and its components; interactive CM; sensor selection; the DOD CRM system; intelligence collection systems capabilities, limitations, and resources; CRM processes and procedures. Training will cover national, theater, and Military Services intelligence collection systems in the IMINT, SIGINT, MASINT, and HUMINT disciplines; key organizations in the CRM system; how to perform sensor selection and interactive CM; and how to formulate and submit requirements as nominations for collection by discipline and time sensitivity.

## Principles of Collection and Collection Management

NSA—2 weeks

### Course Description:

This course provides students with a basic understanding of collection and the collection management process. It provides an overview of the SIGINT and collection requirements process, tasking, conventional, mobile, FORNSAT, and OVERHEAD collection assets. Students will also receive hands-on training on PEARLEWARE.

### Learning Objectives:

- Identify the Intelligence Community Membership, SIGINT Requirements process, and Priority Systems
  - Identify the different INTs collected
  - Define collection management and the collection management process
  - Identify conventional collection resources, tasking and feedback vehicles
  - Demonstrate the basic functions of the PEARLWARE application
  - Identify mobile collections resources and tasking vehicles
  - Identify overhead systems, missions, requirements and tasking process, satellite orbits, and vehicle capabilities/limitations
  - Identify FORNSAT targets, resources, orbits, and tasking process
- 

## Collection Management for Analysts Course

DIA—3 days (also on-line)

### Course Description:

This course orients DOD personnel, who are not in Collection Requirements Manager billets, on the CRM system. Topics addressed include intelligence collection systems, the CRM system, and the analyst's role in articulating information requirements for processing through the CRM system. Instruction will cover national and selected theater intelligence collection systems in the IMINT, SIGINT, MASINT and HUMINT disciplines, the key organizations in the system, requirement submissions procedures, and interactive collection requirements management.

### Learning Objectives:

- Teach analysts the Collection Requirements Management (CRM) process.
  - Provide an overview of each intelligence discipline.
  - Basic understanding of the intelligence cycle and associated terminology.
  - Capabilities and limitations of collection disciplines.
  - Roles and missions of collection requirements managers.
-



## Mobile Collection Managers Course

DIA—1 week

### Course Description:

This course will cover Collection Management (CM) and its components - Collection, Requirements Management (CRM), and Collection Operations Management (COM); interactive CM; sensor selection; the DOD CRM system; intelligence collection systems capabilities, limitations, and resources; CRM processes and procedures. Instruction will also address national, theater, and Military Services' intelligence collection systems in the IMINT, SIGINT, MASINT, and HUMINT disciplines. The student will learn the key organizations in the CRM system, how to perform sensor selection and interactive CM, and how to formulate and submit requirements as nominations for collection by discipline and time sensitivity.

### Learning Objective:

- Train DOD Collection Requirements Management (CRM) personnel on specific aspects of the DID CRM system, its processes and procedures.
- 

## Introduction to Collection

NSA—2 ½ days

### Course Description:

This course introduces the student to the basic collection management process. Students will come away with a basic understanding of the collection and requirements system, and how to task and evaluate the system.

### Learning Objectives:

- Identify the environment factors that affect electromagnetic waves
  - Identify the frequency ranges and collection assets used to collect various signals
  - Identify the SIGINT requirements process
  - Identify the fields of a National SIGINT Requirement List (NSRL)
  - Identify the responsibilities of a collection manager
  - Identify the Service Cryptologic Elements and 2nd/3rd Party partners
  - Define a SIGINT requirement and a collection requirement
-

## Introduction to Signals Technology

NSA—1 week

### Course Description:

This course covers wave motion, electromagnetic waves, wave propagation, radio transmitters and receivers, modulation (amplitude, frequency, and pulse), antennas, transmission lines, communication systems, and satellite communications.

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## Basic SIGINT Technology

NSA—2 ½ weeks

### Course Description:

This course offers an overview of signaling technology from the SIGINT point of view. It provides a solid, broad-based exposure to signals and their transmission for individuals in various Agency skill fields and also gives signals practitioners a bridge to subsequent training. Laboratory demonstrations and hands-on computer exercises serve to illustrate theoretical concepts from the following major topics such as: Waveform Transmission, Antennas & Receivers, Modulation Techniques, Multiplexing Techniques, and Functional Signals.

### Learning Objectives:

- Compute and graph various waveform characteristics.
  - Calculate the overall effectiveness of a given Communication system.
  - Measure signal parameters using Representative Agency analytic software.
-

## Communications Signals

NSA—1 day

### Course Description:

This course presents five categories of communication methods available to the business community, namely, voice, fax, data, video teleconference, or electronic messaging. This web-based training (WBT) series is intended to introduce an employee to communication signals and the telecommunications technology used to convey them. The entire package will examine such technology from a commercial point of view. As a result, the WBT is completely unclassified. The training package itself follows a modular approach, so that an employee may undertake a course independent of any other.

### Learning Objectives:

- Identify the common signal types available to the telecommunications industry.
  - Describe how speech is produced.
  - Describe how speech is prepared for transmission beyond the normal audible range.
  - Identify terminology associated with speech production and speech imitation.
  - Define facsimile.
  - Identify the international standards used to classify facsimile transmissions.
  - Describe the steps involved in sending a fax.
  - Distinguish data from other communication formats.
  - Recount the historical progress of data communications.
  - Identify contemporary tools for transferring data.
  - Describe why video-teleconferencing is playing an increasing role in business communications.
  - Describe the various video-teleconferencing systems and their international standards.
  - Describe characteristics associated with video signals.
  - Identify various media capable of transmitting video-teleconferencing.
  - Distinguish electronic messaging from other communication formats.
  - Recount the history of telegraphic communications.
  - Describe basic teletype and teleprinter exchange services.
  - Identify advantages of modern e-mail and electronic messaging.
-

## Driving Collection: SIGINT

CIA—1/2 day

### Course Description:

This course helps students to understand the types of signals intelligence (SIGINT)—communications intelligence (COMINT), electronic intelligence (ELINT), and foreign instrumentation signals intelligence (FISINT)—and the contribution each makes to the analytic process. Learn about the different collection platforms, the types of targets they collect against, how the data are processed and disseminated, and the "anatomy" of a SIGINT report. Learn how to devise innovative collection strategies to task the US SIGINT system and how to modify security controls.

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## “ArcView” Training

NSA—½ day each module (each course has approximately 6 modules)

### Course Description:

The *FasTrac* program now includes *Virtual Campus*, a web-based training series for *ArcView*, the Geographic Information System (GIS) developed by Environmental Systems Research Institutes (ESRI) Inc. (Oilstock replacement as the Agency GIS standard. *Virtual Campus* offers a variety of *ArcView* courses in real-world GIS applications that you can adapt to your own needs, such as 3D Analyst, Spatial Analyst, and Tracking Analyst. Each course is made up of modules, usually six that focus on a particular self-contained topic in the course. The modules contain concepts, examples, exercises, and a quiz on the material included in the module. Each module is self-paced, you determine when to start, stop, and return to material in the module. The "Introduction to *ArcView* GIS" is a prerequisite to further training in *ArcView*.

### Introduction to ArcView GIS

This six-module course provides the foundation for becoming a successful ArcView GIS software user. You will learn how to create, display, and manipulate spatial and tabular data. In addition, the course shows you how to use ArcView's spatial analysis tools to solve many day-to-day problems and how to present your data in a clear and efficient manner using maps and charts.

### Introduction to ArcView 3D Analyst

This course shows you how to use ArcView 3D Analyst to display, create, and analyze spatial data in three dimensions. You'll learn how to integrate surface models (grids and TINs), feature data, and images in a three-dimensional viewing environment. You'll create continuous surfaces from sample data and analyze various properties of those surfaces, like slope, steepest downhill path, and visibility. You will also learn how to use Avenue, the ArcView scripting language to increase the power of 3D Analyst.

### Introduction to ArcView Spatial Analyst

This six-module course explores how this ArcView GIS software extension allows the use of raster and vector data in an integrated environment. The course teaches basic raster concepts and introduces GIS models. It emphasizes problems that are best solved in a raster environment, such as surface analysis and distance measurement. You learn to use the raster tools in the ArcView Spatial Analyst extension, how to convert between feature- and grid-based themes, and how to access additional functionality by issuing Avenue requests with the Map Calculator.

### Introduction to ArcView Network Analyst

In this six-module course, you will learn how to prepare data for network analysis, create routes and directions, find the closest facility, and define service areas. You will also learn how to get the most out of the ArcView Network Analyst by using Avenue, ArcView's programming language.

**Introduction to ArcView Business Analyst**

This course shows, with practical examples, how geographic analysis is relevant to business and teaches you the basics of working with a geographic information system (GIS). You'll work with ArcView Business Analyst and learn how to create a study area, use the data from the CD-ROMs included with Business Analyst, add and analyze your own business data, create trade areas, locate potential customers and competitors, and create reports and maps. And you'll see how you can customize and get more functionality out of Business Analyst with Avenue scripts and ArcView extensions.

**Programming with Avenue**

In this six-module course, you will learn how to write Avenue scripts and create custom applications. You learn the basics of object oriented programming and how to create simple Avenue scripts. You will find out how to work with Avenue to customize the ArcView GIS interface, edit tables and text files, manipulate views and themes, and create dialogs and extensions. Additionally, the course will cover how to build applications using the Dialog Designer extension.

**Introduction to ArcView Tracking Analyst**

This course teaches you how to use ArcView Tracking Analyst to monitor objects in real time and analyze historical tracking data. Real-time data tracking can provide critical information to workers in the field and to those managing time-sensitive operations. Analyzing historical tracking data allows you to replay events repeatedly (slowing down and speeding up the replay as needed), note changes in data over time, and predict future behavior of tracked objects.

**PLEASE NOTE, for the following two ArcInfo courses:** Students who desire to take the ArcInfo and ArcInfo8 courses may experience problems with bringing up ArcInfo. The Agency currently is licensed to do most of its GIS work in ArcView, not ArcInfo, and therefore, we only have licenses to support one ArcInfo user at a time. However, it is likely that we will increase the number of ArcInfo licenses in the future. We apologize for any inconvenience this may cause.

**Introduction to ArcInfo using ArcTools**

This six-module course introduces you to ArcInfo, the premier GIS software on the market today. You will learn how to create and maintain geographic data, convert existing data to ArcInfo data, manipulate tabular data, construct a GIS database, create basic maps, and query a GIS database.

**What's New in ArcInfo 8**

This six-module course introduces you to the features and architecture of ArcInfo 8, the new release of the premier GIS software on the market today. You will learn about the three new Windows-based applications, the new data models, and the Geoprocessing Server. You will see how ArcInfo 8 incorporates the most modern software technologies while continuing to offer the powerful GIS functionality you're accustomed to.

## ICO Training Plan Curriculum

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**STUDENT QUALIFICATIONS:** Since each course focuses on different aspects of GIS each has slightly different recommended requirements. The recommended GIS skill level is listed on the introduction page for each module. Students must complete all modules of a course with a minimum of 80% correct in each module to get a passing grade in their NCS training profile.

**NOMINATIONS:** Students may access the courseware online through a Web Browser (such as Netscape or Internet Explorer) on the NSA secure Intranet. User ID's and passwords, available through the FasTrac home page on NSA Intranet (WEBWORLD) (<http://www.cbt.s.nsa/fastrac/> or simply type "go fastrac"), are required to access the training.

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## **NIMA Imagery Orientation Course**

NIMA—2 days

### **Course Description:**

This course is conducted to familiarize personnel with the job elements of the imagery analyst. The course includes an overview of NIMA; equipment familiarization; fundamentals of imagery exploitation; aircraft, naval, or ground orders of battle; imagery collection planning; introduction to new imagery collection systems; and a tour of the softcopy exploitation facility.

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## **Mapping, Charting, and Geodesy Staff Officer Course**

NIMA—1 week

### **Course Description:**

This course provides an overview of key concepts, systems, procedures, and organizations involved in the production and use of Geospatial Information and Services. The course emphasizes areas of interest to the staff officer, the planner and the supervisors who need to better understand the capabilities of the National Imagery and Mapping Agency. Discussion includes the fundamentals of MC&G as they impact the staff officer's planning responsibilities, an overview of NIMA's products, support and technology, and an introduction to the requirements process.

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## Basics of Radar, Infrared, and Multispectral Imaging Systems

NIMA—3 one-day blocks

### Course Description:

This course of three, one-day blocks reviews systems characteristics and phenomenology associated with current radar and infrared imaging platforms and sensors and provides an introduction to multispectral imagery and commercial remote sensing platforms and sensors.

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## Requirements Management Systems Research

NIMA—5 days

### Course Description:

The RE course is classified at the TS/SI/TK level. The course is a subset of the Requirements Management course, offered separately. The purpose of the RE course is to provide users with the skills and knowledge necessary to use the tools of RMS provided to perform research of the RMS database. This course begins with an introduction to Imagery Intelligence (IMINT). The course provides information on finding RMS data to augment imagery analysis and reporting. The course provides requirement managers the tools to track collection success and to monitor community nominations for issues of interest to their respective organizations. The RE course also assists in querying imagery data in support of local or broad intelligent problem resolution. The RE course focuses specifically on the RMS Research workbench functions including user assisted queries, saved queries, the map utility, and collection feasibility. Successful completion of the RE course provides students access to the Research workbench on the RMS.

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## Requirements Management Systems Imagery Managers' Course

NIMA—2 days

### Course Description:

This course is at the TS/SI/TK level. This course is intended to be a RMS familiarization for managers whose staff regularly uses RMS to accomplish their jobs. This is an instructor-led course that provides an overview of RMS, the use of RMS by requirement managers, and the RMS interfaces with other intelligence systems.

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## Imagery Product Library

NIMA—1/2 day

### Course Description:

Target audiences are those who work with digital imagery products that need to be stored and disseminated to customers. Imagery Product Library (IPL) teaches users how to query for imagery products and store imagery products in the Imagery Product Library. Participants will be able to set IPL search preference and run basic queries.

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## Littoral Warfare Course

NIMA—5 days

### Course Description:

This five day, imagery based course examines the littoral environment and littoral operations from a variety of perspectives. The course will explore the unique nature of the littoral battlespace, the nature of amphibious operations, friendly and threat capabilities, and how imagery supports US military planning and operations. Due to the complexity of the littoral environment, this course will cut across the traditional lines of order-of-battle analysis.

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## NES Text Search/Info Reports

NIMA—1/2 day

### Course Description:

Audience includes analysts, collection managers and analytical support personnel. This workshop will cover the basic features and operations in NES Text Search and InfoReports. Participants will: learn basic terminology and window features, query for NES data, create reports from tables and add attributes to complement briefings and presentations.

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## Driving Collection: IMINT

CIA—1/2 day

### Course Description:

A picture can be worth a thousand words to your account; it adds interest and weight, and aids comprehension. This course promotes a practical understanding of the US imagery architecture and encourages analysts and others to make more effective use of collection capabilities and imagery products to satisfy information needs. The capabilities and limitations of classified and civil or commercial sensors also are covered, along with requirements, reporting and future trends.

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## Introduction to MASINT

CMO—length TBD

### Course Description:

(Four Tutorials under construction.) This course will focus on MASINT capabilities for the principal consumer; information to be derived from MASINT and how it is applied against major intentional threats; technical capabilities; availability; and missions, roles, functions, and products of MASINT.

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## Driving Collection: HUMINT

CIA—1/2 day

### Course Description:

Human source intelligence (HUMINT) provides unique insights into intentions, plans, and decision making. This course helps the intelligence analyst improve the flow of useful information on a substantive account by introducing the principal capabilities and limitations of human sources. Collection representatives describe the types of information that can be gathered. They also provide valuable advice on how to network with operations counterparts and frame requirements to produce results.

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## **Interagency Overseas Operations Seminar**

CIA—2 days

### **Course Description:**

See separate Intelligence Community Officer Training Classified Curriculum Guide for description.

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## **Working With and Support to the US Military**

CIA—2 days

### **Course Description:**

See separate Intelligence Community Officer Training Classified Curriculum Guide for description.

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## **Counter-terrorism Familiarization Course**

CIA—5 days

### **Course Description:**

See separate Intelligence Community Officer Training Classified Curriculum Guide for description.

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## **Targeting Information System**

CIA—5 days

### **Course Description:**

See separate Intelligence Community Officer Training Classified Curriculum Guide for description.

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## Driving Collection: Open Source

CIA—1/2 day

### Course Description:

This course explores the array of open-source information available at CIA and demonstrates the valuable support services provided by information providers. It describes sources for fast-breaking news, from around-the-clock monitoring of the world press, as well as for detailed, in-depth data mined from the Agency library, electronics databases, CD-ROMs, and the Internet. It also provides an update on Intelligence Community planning for expanded access and enhanced processing of open-source information.

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## Introduction to Open Source

DIA—1/2 day (also on-line)

### Course Description:

This course will introduce the analyst to the rich, complex and dynamic world of open source information. It will cover the reasons for the current heightened interest in open sources by the Intelligence Community and the technical and commercial factors which make open source information increasingly available from libraries to on-line electronic databases. Open sources will be discussed to help the analyst understand how to best incorporate it into all-source intelligence product. The Open Source Information System (OSIS/Intelink (U)) will be presented to acquaint the student with the Intelligence Community's vehicle to provide access to open source information. The student will gain a practical understanding of open sources and their place and importance in the all-source intelligence product.

### Learning Objectives:

- Introduce the student to the contribution to the all-source intelligence process which can be made by open source information.
  - Introduce the tools and techniques available to the DIA analyst for exploiting this information source.
-

## Open Source Acquisition Management

DIA—1 day

### Course Description:

The acquisition of open source information is, in many ways, a craft practiced by individuals possessing a set of special skills and interests. This course discusses the basic elements of an “industrial strength” open source acquisition process in distinction to the current “cottage industry” model.

### Learning Objectives:

- Learn a systematic, organized approach to the acquisition of open source information.
  - Introduce managers to the approaches and strategies needed to incorporate open source information efficiently into the all-source intelligence product.
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## Category: Impact of Technology across the IC

This category involves how to put technology to work for the IC. It covers issues such as managing programs and projects in the IC, and employing technological advances toward more precise and comprehensive collection and analytic systems. It also covers balancing demands for greater information sharing with protecting sensitive methods and sources. Components of this category include:

- Systems/Program Management
- Information Technology as a Tool for the IC
- Information Technology as a Threat to the IC

### Top Level Training Objectives:

- explain the basic principles of system/program management in the IC
- identify how IC processes can benefit from the application of technology
- articulate the threats of Information Operations on technology in the IC
- explain the need for protection of information in the IC when dealing in partnerships outside the IC

### Representative Courses:

- Managing Project Teams	OPM	1 week
- Managing Agency Projects With Acquisition	CIA	2 weeks
- Project Management	NIMA	2 days
- Cost-Estimating Process Management	CIA	2 days
- Past Performance: Contract Performance Rating	CIA	1 day
- Performance-Based Service Contracting	CIA	2 days
- Management of Information Technology	OPM	1 week
- Computer Technology Update for Managers	NSA	1 week
- NES Plot Finder	NIMA	½ day
- Science, Technology, and Public Policy	OPM	2 weeks
- INFOSEC Familiarization Course	NSA	1 week

### Recommended Curriculum:

Total of 1 week from the topics included in this category.

## Managing Project Teams

OPM—1 week

### Course Description:

The growth of team-oriented work places and vastly increased spans of control has created new managerial challenges involving the control of work in organizations. This seminar provides participants with project management skills and other techniques that will enable them to plan, organize, lead, and control work in today's changing work climate.

### Learning Objectives:

- Learn leadership techniques appropriate for managing work teams.
  - Develop performance outcomes and measurement systems.
  - Apply project planning and control techniques to manage work teams effectively.
  - Manage multiple projects with competing priorities.
  - Diagnose inter-organizational relationships and roles to improve project coordination and implementation.
  - Evaluate components and functions of successful project-based organizations.
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## Managing Agency Projects with Acquisition

CIA—2 weeks

### Course Description:

This course introduces students to the Agency's project and contract cycles and standard project and contract management procedures to personnel managing acquisition projects. While the study phase is emphasized, Managing Agency Projects With Acquisition (MAP-A) also covers requirements, source selection, project implementation, and tailoring. Participants learn to apply proven project-management techniques for defining, planning, and implementing projects. MAP-A explains how the project and contract cycles can be applied to all types of projects (including research and development, system development, production, product integration, and operations and maintenance.) Based on a real project, participants develop a system requirements document, work breakdown structure, government cost estimate, statement of work and experience a contract negotiation session.

### Learning Objectives:

- Review the elements of project and contract management and describe their application throughout the project cycle.
- Identify techniques to manage projects and contracts and describe their use in defining project requirements, developing project plans, and executing the acquisition period.
- Examine differences among types of projects and describe how to tailor the project cycle.
- Describe the activities, products, and controls within each phase of the project cycle.
- Acquire a standard project and contract management vocabulary and description or outline of documents.
- Identify the roles and responsibilities of team members and describe how teamwork, within and across organizations, leads to better project solutions.

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## Project Management

NIMA—2 days

### Course Description:

- This course is designed to assist managers with the practical and theoretical understanding of the functions, processes, and principles they need to increase organizational effectiveness. Participants learn the major functions of program analysis: 1) collecting and analyzing data to determine how systems are performing; 2) monitoring systems and program progress; and 3) applying specialized management tools or techniques to continuously improve systems performance. Participants also learn how to document procedures, evaluate action proposals, and write reports regarding their findings.

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## **Cost-estimating Process Management**

CIA—2 days

### **Course Description:**

Cost-Estimating Process Management will give participants the opportunity to learn the processes for developing accurate, realistic project cost estimates that withstand the scrutiny of customers and management and form a baseline for tight financial control. This course can be used as part of the COTR re-certification process (16 hours continuing education/re-certification credit).

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## **Past Performance: Contract Performance Rating**

CIA—1 day

### **Course Description:**

Past Performance will introduce those involved in the acquisition process to the new Federal Acquisition Regulation (FAR) requiring contracting officers to assess past performance when determining the responsibility of prospective contractors. A demonstration of the Agency's Past Performance Database will be presented to participants.

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## **Performance-Based Service Contracting**

CIA—2 days

### **Course Description:**

This course teaches the student how to be successful in performance-based service contracting. The student will learn to incorporate proven best practices in performance-based contracting. The student will also learn how to develop precise, clear performance work statements and how to identify the types of specifications used to define a performance requirement.

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## Management of Information Technology

OPM—1 week

### Course Description:

This program is designed to assist federal managers in meeting the challenges resulting from unprecedented increases in the development and use of various information technologies. Managers will learn how to assess their organization's information technology needs and reconcile them with budgetary and human resource realities.

### Learning Objectives:

- Understand a broad range of information technologies and their potential uses.
  - Improve the ability to understand the costs and benefits when adopting new information technologies.
  - Learn how to use information technology systems as tools in making decisions about budgets, staffing and reorganization.
  - Identify and resolve crosscutting issues impacted by information technologies such as ethics, privacy, integrity, and personal responsibility.
  - Learn about the importance of information security and how to safeguard important information.
  - Learn from each other, and selected experts, some of the psychosocial impact of information technologies in the workplace and their implications for managerial effectiveness.
-

## Computer Technology Update for Managers

NSA—1 week

### Course Description:

This course provides and predicts the benefits to their organizations of new technologies. It justifies and prioritizes training for employees who want to take courses in advanced technologies. The student will learn to evaluate new technologies for implementation in their organizations.

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## NES Plot Finder

NIMA—2 days

### Course Description:

Target audiences are NIMA IAs and those with NES report writing privileges. This is an Arcview based graphical map display tool capable of displaying imagery foot prints and target information against a background of either vector or ADRG maps. Participants will: use Plot manager to display Vector and ADRG maps, use Plot workbox to query for NES data, create an annotated map showing imagery foot prints and target locations, and use Plot airtaps to plot U2 missions on maps of varying scale.

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## Science, Technology, and Public Policy

OPM—2 weeks

### Course Description:

This seminar examines the science and technology policy apparatus and the challenges it faces in the 21<sup>st</sup> century, providing federal managers with an enhanced ability to understand, anticipate, and respond to those challenges in their agencies. Selected issues of national and international importance are used as vehicles for addressing policy development and implementation of science and technology policies.

### Learning Objectives:

- Examine administration initiatives and priorities in selected areas of science and technology.
  - Recognize important connections between US scientific research and technology development.
  - Explore the promise of new technologies and the resulting challenges to public policy.
  - Understand the role of science and technology for the national interest.
  - Learn how economic, political, and social trends affect the future of science and technology.
  - Understand the relationships between government and the private sector in R&D.
  - Learn about the development, funding, and implementation of science and technology policy.
-

## INFOSEC Familiarization Course

NSA—1 week

### Course Description:

This course provides a detailed description of the threats to our information systems and why we need to protect them. The importance of technology to our communication and computer security is discussed. The student will learn NSA's role for information security both at home and abroad.

### Learning Objectives:

- Describe threats directed against specific critical assets.
  - Describe the national Information Systems Security policy decision-making process, structure and flow.
  - Explain why HUMINT is the most serious contemporary INFOSEC threat.
  - Explain the significance of unprotected telephone lines to U.S. Government classified and sensitive information.
  - Relate the importance of technology to the national INFOSEC mission.
  - Describe communications systems vulnerabilities, SIGINT techniques used to exploit communications and appropriate transmission security countermeasures.
  - Apply the principal facets of computer security.
  - Explain the role and importance of COMSEC monitoring and analysis.
  - Apply the principle of communications cover and deception (CC&D).
  - Describe the importance of good or poor COMSEC and its impact on the outcome of battles and wars.
  - Explain NSA's responsibility for planning, monitoring and coordinating the INFOSEC relationships with foreign governments and organizations.
  - Explain the role and importance of electronic key management.
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## Overview Course: Intelligence Community Officer Course

This course (under development for Fall 2001) ensures an investment in IC officers well versed in the IC. Our senior leaders need to know the key issues associated with the breadth of intelligence activities. Working as partners across the IC is a key goal of this course.

- A single course available to help build trust across IC organizations when working a common problem
- Course contains material from each of the six preceding categories
- An opportunity to demonstrate an understanding of community-wide issues

Equivalency for this IC Officer Course does exist.

### Top Level Training Objectives:

- explain the importance of honesty, integrity, and accountability in relationships with IC colleagues
- demonstrate an understanding of the missions and functions of IC components, customers, and stakeholders and the relationships among them
- demonstrate an understanding of team building principles by effectively leading or participating in an inter-agency team on an IC project
- state the 5 objectives of the DCI Strategy Intent and relate them to your own IC organizations and partnerships
- demonstrate an ability to negotiate win-win solutions to difficult IC issues and effectively communicate a solution to an IC problem to enlist support for your idea
- engage in creative thinking, problem solving and calculated risk taking in approaching IC issues
- demonstrate an ability to use current technologies and program management techniques
- discuss current issues associated with the protection of information in IC and foreign partnerships
- discuss the challenges and culture aspects associated with the various aspects of the IC

### Representative Courses:

- IC Officer Course	IC	2 weeks
- ICAP IC Orientation Course	IC	1 week
- Mid-Career Individual Change and Corporate Renewal	CIA	5 weeks
- CY-600 National Senior Cryptologic Course	NSA	6 ½ weeks
- National Senior Intelligence Course	DIA	2 weeks
- CY-500 Advanced Cryptologic Course	NSA	4 weeks
- US Intelligence: A Primer	NIMA	2 days

**Recommended Curriculum:**

Total of 2 weeks from the topics included in this category.

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**ICO Officer Course**

IC—2 weeks

**Course Description:**

This course is specifically for grade 15 officers (and highly qualified 14s) to meet the requirement for working common IC issues with peers from across the Community. It totally meets the requirement for this category. (Course is under development for Fall 2001 offerings.)

**Learning Objectives:**

- Objectives are precisely as stated above for this category.

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**ICAP IC Orientation Course**

IC—1 week

**Course Description:**

This course is designed for personnel in their ICAP two-year rotational assignment to help put into perspective their new duties as an IC officer. It is a set of briefings by senior officers from across the IC on the current issues in their respective organizations. The students are introduced to the subject of ethics in the IC. A tour of a key IC facility is included. The location for this course varies among the major IC organizations.



## Mid-Career Individual Change and Corporate Renewal

CIA—5 weeks

### Course Description:

This course (CIA 501) focuses on the changes taking place in the major business areas making up the intelligence profession. It examines the outlook for resources and the forces driving those changes and the corporate response to the challenges CIA faces as it enters its second half-century. Alternative approaches to the numerous challenges posed by the unrelenting and accelerating pace of change are explored through visits to private-sector and government organizations. The course also affords each participant the opportunity to assess his or her skills and aptitudes and evaluate them in the context of the evolving requirements of the intelligence business.

### Learning Objectives:

Participants will gain the tools, knowledge, and perspective to:

- Perform effectively across a broad range of assignments within or outside the Agency.
  - Become a positive force for change, both in themselves and in the organization.
-

## CY-600 National Senior Cryptologic Course

NSA—6 ½ weeks

### Course Description:

This course promotes the effectiveness of senior civilian and military managers by: broadening their knowledge of the management and operations of cryptologic and cryptologic-related activities; providing an understanding of the relationships between cryptologic and other governmental organizations; giving insight into the challenges faced by senior policy and decision-making officials (primarily those in the Intelligence and Defense communities) and the ways these individuals strive to meet their goals and objectives; enriching their education through participation in and sharing of expertise and experience with fellow students; encouraging them to develop, expand, and use personal professional networks; and assisting them in becoming better prepared to assume senior positions in the national and international security structure.

### Learning Objectives:

- Articulate the mission and vision of the NSA/CSS Strategic Plan 2001-2006
  - Demonstrate understanding of the “transformation of ethos” within NSA/CSS.
  - State the current and future critical issues facing the NSA/CSS.
  - Understand the cost-benefit aspects of critical decisions.
  - Recognize and apply effective executive decision-making concepts.
  - Identify the NSA/CSS customer base.
  - Identify NSA/CSS collaborative partnerships (private and public sector, foreign & domestic).
  - Better integrate SIGINT and INFOSEC issues.
  - Respond to a simulated national crisis situation.
  - Apply and implement Agency policies and regulations.
  - Recognize effective business process.
  - Prioritize requirements.
  - Manage resources.
  - Identify technology-driven issues.
  - Network effectively within the NSA/CSS and with external Agencies and Partners.
  - Think strategically.
  - Manage risk.
-

## National Senior Intelligence Course

DIA—2 weeks

### Course Description:

This course analyzes current and future global trends, issues, and developments affecting national security and national level intelligence. The course intent is to prepare selected military officers and key civilian personnel for command, staff, or policy-making positions in the national and joint intelligence communities. This seminar-style course focuses on global changes affecting the future strategic interests of the US and its allies and implications of world change for National, Joint and Combined Intelligence efforts. This course includes extensive dialogue with dynamic guest speakers. It is open to US, UK, Canadian, and Australian intelligence officers with appropriate TS clearances.

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## CY-500 Advanced Cryptologic Course

NSA—4 weeks

### Course Description:

This course develops and prepares cryptologic managers by providing a comprehensive review of current cryptologic operations, emphasizing latest techniques and methods and examining the responsiveness of the cryptologic community to the National Command Authority in times of peace, crises and war. The Advanced Cryptologic Course meets the particular needs of cryptologic middle managers by providing intelligence perspective and understanding essential to cryptologic management. The course includes lectures on NSA/CSS support to military operations; the SIGINT process: a survey of INFOSEC to include COMSEC applications, an introduction to COMPUSEC, OPSEC, and NSA interface with the Intelligence Community.

### Learning Objectives:

- Increase understanding of the relationships and functions of the cryptologic community within the National Intelligence Community and the U.S. Government structure.
  - Illustrate the responsiveness of the cryptologic community to the National Command Authority in times of peace, crisis and war.
  - Review latest developments in cryptologic technology, operations, policies, and plans.
  - Demonstrate the impact of increasing SIGINT/INFOSEC requirements on the cryptologic community.
  - Prepare for positions of added responsibility by exploring subjects outside of area of specialization and by providing opportunities to enhance analytic and strategic thinking relative to the national security environment.
-

## **US Intelligence: A Primer**

NIMA—2 days

### **Course Description:**

This course is designed for professionals working in intelligence-related fields to provide a fundamental understanding of US Intelligence including its origins, organizations, programs, missions, and functions. Participants will be exposed to present and past Intelligence Community seniors, briefed on Intelligence Community functions, and involved in case studies and exercises.

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## ICO Training Plan Curriculum

### Appendix: Detailed Training Objectives

Categories	Components	Detailed Training Objectives
		(The Student Will Be Able To:)
A. National Security and Intelligence Issues		
1 week total time, not a single course	National Security Policy Issues	- articulate some of the current foreign national security policies, e.g., military, economic, political, or technical.
<i>Knowing Topics Concerning Management of The IC</i>		- explain the role of intelligence in national security policy processes, including applicable Executive Orders and PDDs.
	Congressional Oversight	- explain the roles and relationships of the 6 Congressional committees for the IC
		- describe current key issues between the IC and Congress
		- understand the importance of promoting and enhancing the IC on the Hill
	National Customers of the IC	- discuss major consumers of IC products and services and examples of how those products and services are used
		- describe where the IC organizations can collectively market products and services throughout the USG.
	IC Requirements	- articulate the process for developing IC requirements.

**ICO Training Plan Curriculum**

<p>A. National Security and Intelligence Issues (Continued)</p>		<ul style="list-style-type: none"> <li>- provide an example of a current intelligence issue re the TPED process</li> </ul>
	<p>IC Budgets and Processes</p>	<ul style="list-style-type: none"> <li>- explain the major IC budget categories (CIAP, CCP, GDIP, NRP, NIMAP, etc.)</li> </ul>
		<ul style="list-style-type: none"> <li>- articulate the multiple-year budget process and work an IC issue via the budget process in an IC exercise, including the POM, IPOM, CBJB and IPRG</li> </ul>
		<ul style="list-style-type: none"> <li>- describe the roles of the DCI and SECDEF in the budget process</li> </ul>
	<p>National Intelligence Issues</p>	<ul style="list-style-type: none"> <li>- describe the current IC issues as described in PDD-35.</li> </ul>
		<ul style="list-style-type: none"> <li>- articulate the five objectives of the current DCI Strategic Intent and demonstrate an example of how to apply it in your own organization</li> </ul>
		<ul style="list-style-type: none"> <li>- describe the mission and functions of the 13 components of the IC and CMS, and demonstrate an all-source approach to a policy issue</li> </ul>
		<ul style="list-style-type: none"> <li>- given a selection of issues, pick one and describe how the major IC organizations are dealing with it.</li> </ul>
		<ul style="list-style-type: none"> <li>- explain what politicization means to the IC.</li> </ul>
		<ul style="list-style-type: none"> <li>- explain the role and importance of the DCID and applicable DOD Directives</li> </ul>

## ICO Training Plan Curriculum

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A. National Security and Intelligence Issues (Continued)		- explain the ICO certification process in DCID 1/4.
	Intelligence Discipline Expertise	- explain the IC process and basic missions and functions of each component of the IC and their inter-relationships
		- discuss their discipline in the context of IC processes
		- explain how to obtain all-source information on a given problem or issue

## ICO Training Plan Curriculum

B. Leadership and Management		
3 weeks, not a single course	Integrity and Honesty	- discuss and defend the ethical issues associated with the IC business
<i>Developing IC Officers and future leaders with corporate behavior</i>		- discuss the breadth and truth associated with analytic results and with operational cover in the IC
		- make decisions with consideration for the fact that the whole story will be known someday to the public
		- make decisions with consideration for applicable IC rules and regulations
	Creativity	- reach across IC disciplines for new ideas and solutions and to demonstrate creative thinking in this way
		- develop feasible and defensible non-traditional answers to difficult IC issues
		- describe factors present in a work environment that supports creativity
	Calculated Risk Taking	- describe aspects of calculated risk taking in the IC
		- weigh the risk and benefit of a novel concept in the IC
		- identify team members' strengths and weaknesses
		- manage a creative problem solving session
	Strategic Thinking	- make effective use of forecasting and trend analysis in the IC
		- translate strategic issues into plans and actions



**ICO Training Plan Curriculum**

B. Leadership and Management (Continued)		- develop a strategic plan for their organization, taking into account external factors, schedule issues and budget constraints of the IC
		- demonstrate knowledge of the DCI's Strategic Intent and other IC guidance
		- demonstrate ability to consider competing IC views
		- coach others in strategic planning within the IC
	Accountability	- demonstrate knowledge of and coach others in IC rules, regulations, policies and laws
		- monitor and evaluate plans of actions which address cost, schedule and performance
		- demonstrate personal accountability in the IC
		- implement a management and control audit
		- develop evaluation criteria permitting objective evaluation of results
	External Awareness	- identify external issues and cite relevance to IC
		- demonstrate knowledge of IC organizations, USG structure and pertinent external organizations
		- demonstrate knowledge of current Executive and Congressional issues and oversight of the IC
		- express the value of cultural and organizational diversity within the IC

**ICO Training Plan Curriculum**

B. Leadership and Management (Continued)		- describe and use IC decision-making process
		- conduct bench marking with academia, industry and USG entities
		- coach team members in how their jobs, roles and tasks fit into the larger missions of the IC
	Communications	- incorporate other's views into negotiations and discussions
		- command and hold audience attention credibly, articulately and convincingly
		- follow complex discussions and make useful contributions
		- choose content, language and style to suit IC audience and context
		- present IC information confidently and clearly, using only appropriate jargon
		- exploit technology for effective communication
		- explain decision-making rationale
		- prepare compelling, articulate IC correspondence
		- facilitate steady flow of communications
		- communicate effectively extemporaneously
		- describe roles and importance of non-verbal communications

## ICO Training Plan Curriculum

B. Leadership and Management (Continued)	Team Building	- participate effectively as an inter-agency member
		- employ consensus building and collaboration skills
		- reconcile disagreement through reasoning and presentation of facts
		- subordinate personal goals to IC team goals
		- demonstrate knowledge of how and when to elevate decisions to higher level
		- establish appropriate DCI and IC decision making processes within time and budget constraints
		- demonstrate knowledge of trust and how to build it between people and teams
	Decisiveness	- describe different decision-making styles
		- recognize an 80% solution that is good for the IC
		- distinguish IC facts from judgments
		- develop and evaluate alternative solutions in the IC and risks associated with each
		- communicate decisions
		- recognize decisions to be made at each level of responsibility
	Vision	- describe and communicate the DCI's vision and relationship to other organizations in the IC
		- perform resource and gap analysis for IC programs

**ICO Training Plan Curriculum**

B. Leadership and Management (Continued)		- motivate others to pursue and follow the DCI's vision
		- create goals and action plans concerning the DCI's vision
		- balance the short and long term IC objectives of the DCI's vision
		- describe program benefits for support of the DCI's vision
		- assess progress of the plan towards IC objectives
	Partnering	- participate (lead) in cross-functional (organizational or IC) teams and activities
		- identify IC partners, counterparts and customers
		- articulate the IC laws and regulations surrounding inter-agency partnering
		- consider cultural differences of the IC and maximize their values
		- use partnerships to meet mutual organizational goals and for problem solving
		- describe the benefits of sharing IC resources and information
		- negotiate effectively
		- assess, network well and seek opportunities to develop new relationships
		- assess the effectiveness of on-going IC relationships
		- clarify roles in relationships

## ICO Training Plan Curriculum

B. Leadership and Management (Continued)		- provide guidance and mentor others in partnering skills
	Problem Solving	- anticipate, define, and prioritize IC problems, alternative solutions and resources
		- gather IC data and discern relevant facts
		- demonstrate sound decision-making skills
		- effectively task IC resources to help solve the problem
		- use structured techniques, critical thinking and system skills to problem solve
		- calculate risks and unintended consequences and encourage calculated risk taking in the IC
		- evaluate effectiveness of solutions
		- recommend preventive actions within the IC
		- use IC networks and groups to problem solve
		- establish performance metrics for alternative solutions and processes
		- describe political implications of solutions
		- recognize and limit personal biases
		- empower others to solve problems
		- make effective use of previous successes and failures

**ICO Training Plan Curriculum**

<p><b>B. Leadership and Management</b> (Continued)</p>		<ul style="list-style-type: none"> <li>- generate viable and creative solutions</li> </ul>
	<p>Influence</p>	<ul style="list-style-type: none"> <li>- demonstrate openness to new information and re-evaluate own position</li> </ul>
		<ul style="list-style-type: none"> <li>- willingly negotiate and accept appropriate compromise within the IC</li> </ul>
		<ul style="list-style-type: none"> <li>- describe the value of sharing resources and information with internal and external partners to benefit the IC</li> </ul>
		<ul style="list-style-type: none"> <li>- understand the value of reearching issues before negotiating</li> </ul>
		<ul style="list-style-type: none"> <li>- accurately represent agency positions to outsider</li> </ul>
		<ul style="list-style-type: none"> <li>- foster and generate mutual trust in the IC</li> </ul>
		<ul style="list-style-type: none"> <li>- break down paradigms and think creatively in seeking solutions and compromises in the IC</li> </ul>
		<ul style="list-style-type: none"> <li>- demonstrate effective mediation skills</li> </ul>
		<ul style="list-style-type: none"> <li>- demonstrate the ability to build consensus in the IC</li> </ul>
		<ul style="list-style-type: none"> <li>- mentor and coach others in negotiation skills</li> </ul>
		<ul style="list-style-type: none"> <li>- develop and maintain corporate relationships in the IC</li> </ul>
		<ul style="list-style-type: none"> <li>- demonstrate the ability to command respect with partners</li> </ul>
	<p>Customer Service</p>	<ul style="list-style-type: none"> <li>- balance competing customer priorities and, when appropriate, decline tasks</li> </ul>

**ICO Training Plan Curriculum**

B. Leadership and Management (Continued)		- adjust to changing IC needs and resources levels
		- direct inappropriate requests to proper channels in the IC
		- respond to customer requests in a timely manner
		- foster collaboration and networking
		- define customer needs
		- help customers understand range of IC capabilities
		- negotiate effectively and creatively
		- demonstrate commitment to quality improvement in the IC
		- partner with customers to anticipate customer requirements
		- define and develop contingency plans for handling unanticipated events
		- follow legal and regulatory guidance for the IC
		- articulate IC philosophy for accommodating customer requirements
		- maximize most appropriate communications venue
		- evaluate IC successes and failures and learn from them
	Interpersonal Skills	- demonstrate an understanding of different IC audiences
		- deal effectively with others in non-traditional roles

## ICO Training Plan Curriculum

B. Leadership and Management (Continued)		- treat others appropriate to their situation
		- follow through on commitments
		- provide clear, effective, timely and actionable feedback
		- give clear direction
		- foster trust and generate mutual respect
		- use diversity to the benefit of organization
		- respect others' views and perspectives
		- discern and meet needs of others when appropriate
		- seek diverse inputs
		- explain rationale behind decisions
		- put people at ease
		- develop and maintain constructive IC relationships
		- treat others fairly and with compassion
		- deal directly and firmly with unethical behavior
	Cultural Awareness in the IC	- explain what cultural and organizational awareness in the IC means
		- discuss the cultural differences of the SMO, SDO and Law Enforcement communities
		- describe the goals of the DCI Diversity Strategic Plan



## ICO Training Plan Curriculum

C. CI, Security, IA and Denial and Deception		
1 week, not a single course	CI Issues	- describe the potential CI areas at the IC level - - espionage, military operations, information systems and non-traditional threat countries
<i>Thinking about protection of information</i>		- describe the elements of CI activities: collection, analysis/production, investigations, and operations - both offensive and defensive
		- describe the National CI System implemented by the CI 21 initiative
		- describe the CI missions - - core, support and policy
	Security Issues	- debate the boundary between openness and need-to-know
		- describe how security compartmentation works
		- develop an understanding of the nexus between security and CI
		- develop an understanding of traditional and non-traditional threats
		- describe the role of risk management in balancing resource and security aspects
		- demonstrate knowledge of policy in Executive Order 12958 and 12968
	Information Assurance Issues	- describe the process of developing an information security plan

**ICO Training Plan Curriculum**

<p>C. CI, Security, IA and Denial and Deception (Continued)</p>		<ul style="list-style-type: none"> <li>- explain the IC responsibilities regarding information security education and training and awareness</li> </ul>
		<ul style="list-style-type: none"> <li>- explain the National Plan for Information Systems Protection and the National OPSEC program and their implementation, as well as the requirement to protect critical information</li> </ul>
	<p>Denial and Deception Issues</p>	<ul style="list-style-type: none"> <li>- articulate an example of D&amp;D in each of the five intelligence collection areas</li> </ul>
		<ul style="list-style-type: none"> <li>- describe methodologies to detect and counter foreign D&amp;D activities</li> </ul>
		<ul style="list-style-type: none"> <li>- explain the unique role of both USG protection and operational D&amp;D concepts</li> </ul>
		<ul style="list-style-type: none"> <li>- define Deception and Denial terms</li> </ul>
		<ul style="list-style-type: none"> <li>- explain the impact of D&amp;D on intelligence operations</li> </ul>
		<ul style="list-style-type: none"> <li>- define the IC structure dealing with D&amp;D, e.g., the FDDC</li> </ul>

**ICO Training Plan Curriculum**

D. Production and Analysis of Intelligence		
1 week, not a single course	Production of All-Source Intelligence	- describe the process of producing a NID and NIE
<i>Understanding the intersection of customer needs and collection capabilities</i>		- describe the role of the DCI Centers
		- describe the process of handling different conclusions for less than unanimous reporting of results
		- describe the strategies for addressing known policy issues
	Analysis of All-Source Intelligence	- describe the process for all-source fusion analysis support to the NIC
		- describe how to tie analytic needs to all-source tasking support
		-describe the differences between the IC organizational analytic production responsibilities
		- describe the issue of politicization of intelligence and strategies for dealing with it
		- describe the role of the analyst in collection management and in developing strategies for collection on an issue.

## ICO Training Plan Curriculum

E. Collection, Sources and Processing		
1 week, not a single course	IC Collection Management	- explain the process of collection management and processing for IC requirements
<i>Learning the whole and at least 2 of its parts</i>		- explain the IC collection requirements systems and collection operations systems.
	SIGINT, Imagery & Geospatial Information, MASINT, HUMINT, and Open Source	- describe the types of collection that have been historically important in each collection discipline
		- describe examples of contemporary and future collection opportunities for each collection discipline
		- describe the process of analysis, reporting and dissemination of collected information from each collection source
		- describe the access abilities, the system capabilities, the system limitations, and the susceptibility to D&D for each collection discipline
		- describe the technical issues, the manpower issues and the diplomatic issues associated with the policy governing each collection discipline

**ICO Training Plan Curriculum**

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E. Collection, Sources and Processing (Continued)	TPED	- describe TPED as a decision making tool, how it applies to each intelligence discipline, and how to manage scarce collection resources and limited processing capabilities
		- describe how to task each of the five collection categories for a given issue

## ICO Training Plan Curriculum

F. Impact of Technology across the IC		
1 week, not a single course	Systems Management	- explain the basic principles of systems/project management in the IC
<i>Putting technology to work in the IC</i>		- explain the different types of procurements for products and services
		- describe the different government-contractor team relationships in the IC
		- explain the concept of risk management in systems management
	Information Technology as a Tool for the IC (Technologic Competency)	- describe the use of information technology to help solve an IC problem
		- demonstrate the ability to use IC IT tools, such as Intelink or JWICS
		- use information technology decision aids for IC strategic planning, problem solving, business planning, and cost benefit analysis
		- identify IC processes that can benefit from applications of technology
		- assess requirements and resources needed for technological solutions
		- describe the impact of technology on IC programs
		- demonstrate knowledge and use of Internet and use of web technology
	Information Technology as a Threat to the IC	- articulate the threats of Information Operations on technology in the IC

**ICO Training Plan Curriculum**

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F. Impact of Technology across the IC (Continued)		- explain the need for protection of information in the IC when dealing in partnerships
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**ICO Training Plan Curriculum**

G. Intelligence Community Officer Course		
2 weeks, not necessarily a single course	Overview of the IC	- demonstrate an understanding of the mission and functions of the 13 components of the IC and the relationships among them
<i>Investing in IC Officers well-versed in the IC</i>		- lead effectively an inter-agency team on an IC project, e.g., an IPRG budget example
		- describe 18 competencies, characteristics and attributes of a future IC Officer
		- describe integrity, honesty and accountability in the IC context
		- describe the major customers and stakeholders of the IC products and services
		- given a stated requirement amongst other requirements, resolve any conflicts with the other requirements and develop a cogent argument for your requirement to take precedence in a win-win negotiation
		- explain the creative, problem solving and risk taking nature of the IC business and demonstrate a process for weighing risks versus benefits



**ICO Training Plan Curriculum**

<p>G. Intelligence Community Officer Course (Continued)</p>		<p>- explain how the IC supports and influences policy making decisions and develop a cogent argument on how intelligence supports policy issues</p>
		<p>- state the five objectives of the current DCI Strategic Intent and explain an example in your own organization</p>
		<p>- explain the role of systems thinking in the IC context</p>
		<p>- explain the roles and relationships of the six Congressional committees for the IC</p>
		<p>- debate the boundary between openness and need-to-know</p>
		<p>- explain the unique role of both USG protection and operational D&amp;D concepts</p>
		<p>- describe the issue of politicization of intelligence and strategies for dealing with it</p>
		<p>- describe TPED as a decision making tool, how it applies to each intelligence discipline, and how to manage scarce collection resources and limited processing capabilities</p>
		<p>- explain the need for protection of information in the IC when dealing in partnerships</p>

## ICO Training Plan Curriculum

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G. Intelligence Community Officer Course (Continued)		- demonstrate knowledge and use of Internet and use of web technology
		- participate in a simulation of current IC issues with a corporate perspective
		- discuss the challenges and cultural aspects associated with the various aspects of the IC
<b>TOTAL : 10 weeks</b>		