

Program

b7E

ALL INFORMATION CONTAINED
HEREIN IS UNCLASSIFIED
DATE 09-27-2011 BY 65179/DMH/BAW/STP/bls

Etc.

Various
Topics

b7E

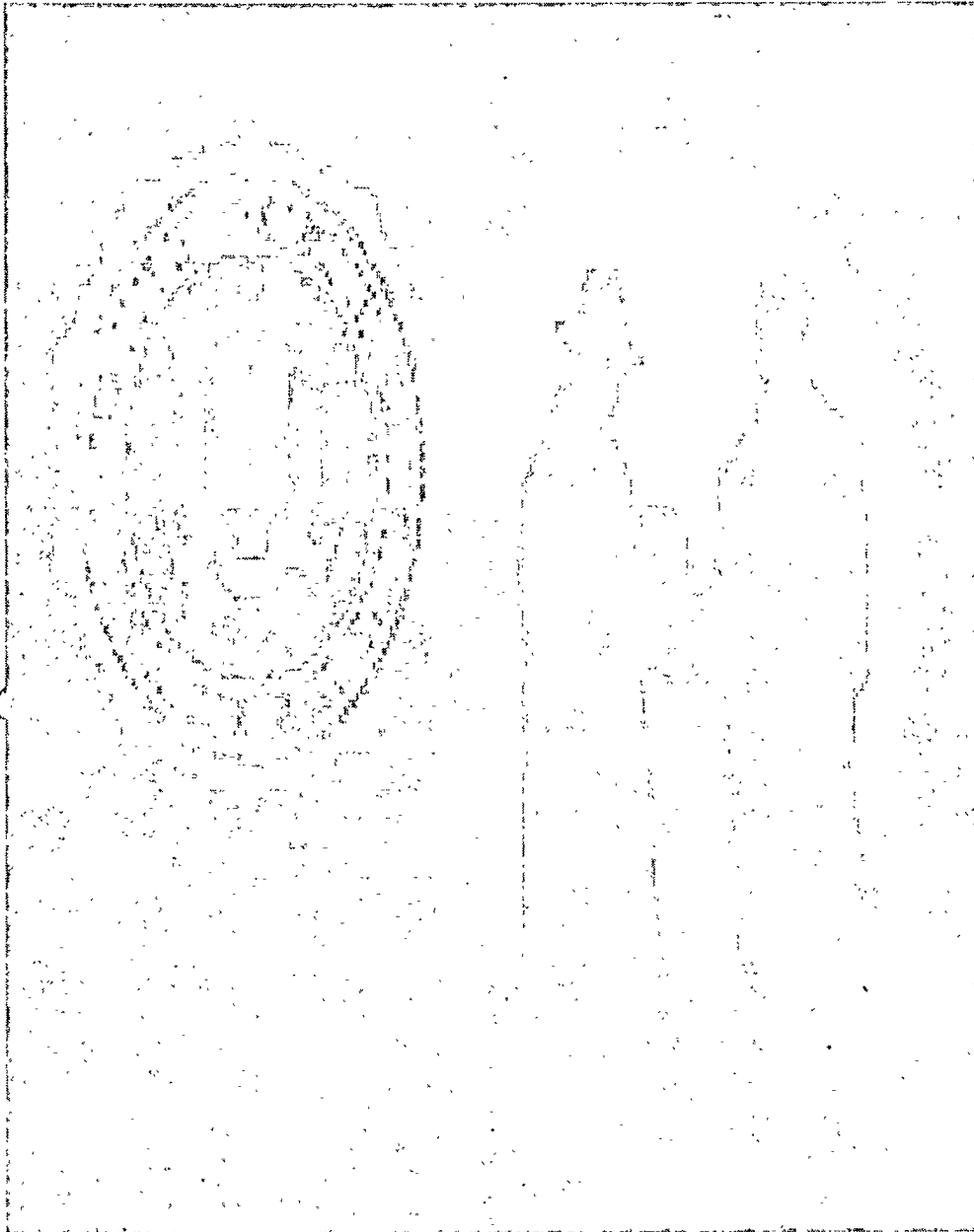
ALL INFORMATION CONTAINED
HEREIN IS UNCLASSIFIED EXCEPT
WHERE SHOWN OTHERWISE

~~SECRET//X1~~

DATE: 01-12-2012
CLASSIFIED BY 65179/DMH/BAW/STP/bls
REASON: 1.4 (c)
DECLASSIFY ON: 01-12-2037

b7E

PLANS



25 May 2006 (dp/rc)

Version 1.0

~~SECRET//X1~~

ACLURM030585

FBI030105

~~SECRET//X1~~

[Redacted]

b7E

[Redacted]

1.

2.

3.

4.

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9.

[Redacted]

b7E

[Redacted]

(S)

[Redacted]

[Redacted]

b1
b7E

10

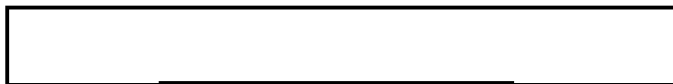
11

12

[Redacted]

~~SECRET//X1~~

~~SECRET//X1~~



b1
b7E

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.
- 8.
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- 10
- 11
- 12

(S)



25 May 2006 (dp/re)

-3-

Version 1.0

~~SECRET//X1~~

ACLURM030587

FBI030107

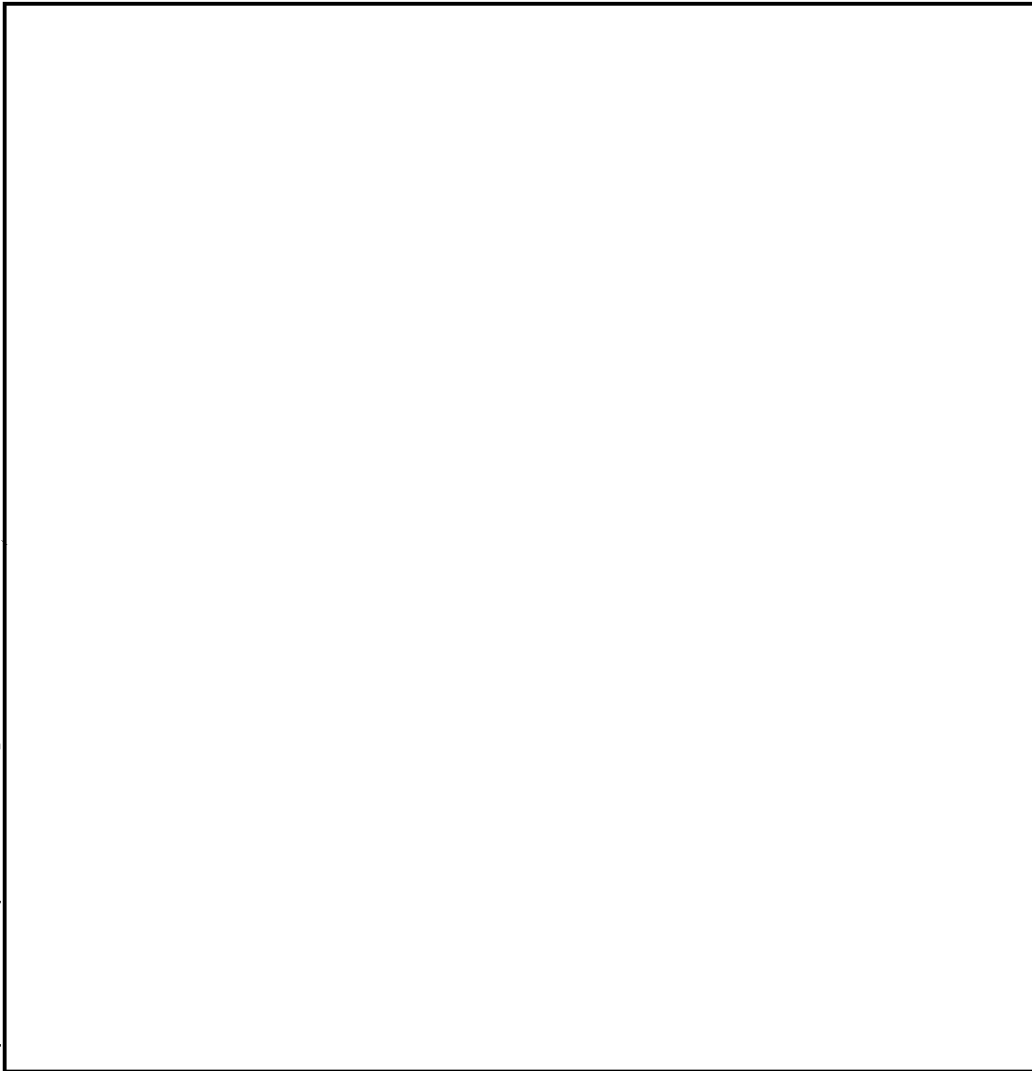
~~SECRET//X1~~



b7E
b1

- 1.
- 2.
- 3.
- 4.
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- 7.
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- 9.
- 10
- 11
- 12
- 13
- 14

(S)



~~SECRET//X1~~

~~SECRET//X1~~

1. Determine [redacted]

- [redacted]
- [redacted]
- [redacted]
- [redacted]

b7E

2. Determine [redacted]

- Why is [redacted]
- Why are you [redacted]

3. What [redacted]

if applicable

- Why did you [redacted]

4. Prepare for [redacted]

5. Prepare for [redacted]

6. Determine [redacted]

7. Determine [redacted]

8. Determine [redacted]

9. Select [redacted]

10. [redacted]

- What [redacted]
- What [redacted]

b7E

~~SECRET//X1~~

~~SECRET//X1~~

[REDACTED]

[REDACTED]

1. Organize

[REDACTED]

[REDACTED]

2.

[REDACTED]

3.

[REDACTED]

4. ID

[REDACTED]

5. Identify

[REDACTED]

6.

[REDACTED]

7. Discuss

[REDACTED]

8. Discuss

9. Determine

[REDACTED]

10. Obtain

[REDACTED]

b7E

b7E

~~SECRET//X1~~

~~SECRET//X1~~

[Redacted]

(S)

1. What is your

[Redacted]

• Are we

2. [Redacted]

3. Obtain [Redacted]

4. Organize [Redacted]

[Redacted]

5. [Redacted]

6. Determine [Redacted]

7. Select [Redacted]

8. ID [Redacted]

9. Identify [Redacted]

[Redacted]

10. [Redacted]

11. Discuss [Redacted]

12. Discuss [Redacted]

13. [Redacted]
14. [Redacted]
15. [Redacted]

16. [Redacted]

(S)

17. [Redacted]

• Do you [Redacted]

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b1

~~SECRET//X1~~

~~SECRET//X1~~

1.

2.

3.

4. Determine

b7E

5. Determine

b7E

6. Select

7.

8. Determine

9. Develop

10

11. Prepare

~~SECRET//X1~~

~~SECRET//XI~~

[Redacted]

1. Develop

[Redacted]

[Redacted]

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[Redacted]

2.

[Redacted]

3.

[Redacted]

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4.

[Redacted]

(S)

5.

[Redacted]

(S)

6. Discuss

7.

[Redacted]

~~SECRET//XI~~

~~SECRET//X1~~



1.
2.
3.

4.
5.

6.

(S)

7.
8.

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b1

~~SECRET//X1~~

~~SECRET//X1~~

[Redacted]

[Redacted]

1. Designate/select [Redacted]

2. Why [Redacted]

3. Plan

4. Plan

5. [Redacted]
6. [Redacted]
7. [Redacted]

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(S)

[Redacted]

[Redacted]

1. Obtain [Redacted]

2. Designate/select [Redacted]

3. [Redacted]
4. [Redacted]

5. Plan

6. Plan

7. Plan

8. [Redacted]
9. [Redacted]

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10. Plan [Redacted] (if applicable)

11. Determine [Redacted]

(S)

[Redacted]

~~SECRET//X1~~

~~SECRET//X1~~

[Redacted]

1. Determine

[Redacted]

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[Redacted]

2.

[Redacted]

[Redacted]

3. Plan

[Redacted]

4. Identify

[Redacted]

5. Identify

6. Identify

7. Consider

[Redacted]

[Redacted]

b7E

8. Plan

[Redacted]

9. Plan

[Redacted] if needed

10. If applicable, plan

[Redacted]

[Redacted]

11. Plan

[Redacted]

12. Consider

[Redacted]

13. Consider

14. Plan

[Redacted]

15

[Redacted]

etc.)

16. Discuss

[Redacted]

17

[Redacted]

~~SECRET//X1~~

ALL INFORMATION CONTAINED
HEREIN IS UNCLASSIFIED
DATE 09-27-2011 BY 65179/DMH/BAW/STP/bls

REVIEW NOTES
FROM 6 WK COURSES

-EXTRACT FOR
LESSONS/COURSES
I TEACH

A/SC

b6
b7C
b7E

ATTORNEY GENERAL'S GENERAL CRIMINAL GUIDELINES

AGG'S

(1) PUBLIC INFO/PUBLICLY AVAILABLE

(2)

62F^{HQ} C143697035

(Retention of INFO.
of US Pers for

10/04

UIC - SSA [redacted]

UCE -

□

[redacted]

b6
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b7E

UCO

①

②

[redacted]

" NO SECOND CHANCES FOR FIRST IMPRESSIONS "

[redacted]

[redacted]

(EVEN FOR [redacted]

[redacted]

AD

[redacted]

SA

[redacted]

b7E

[redacted]

(PREFERENCE)

[redacted]

- FD 997

□

[Redacted]

[Redacted]

OF THE

[Redacted]

& FBI"

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□ NC

[Redacted]

[Redacted]

[Redacted]

SA)

W

[Redacted]

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[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

Page 1 - Page 2

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b7E

BUREAU

[Redacted]

[Redacted]

U SEC. CHIEF JIM CADET -

[Redacted]

[Redacted]

[Redacted]

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[Redacted]

[Redacted]

[Redacted]

[Redacted]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

- NOT A

[REDACTED]

-

SKILLFUL

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[Redacted]

(cont.)

b7E

[Redacted]

[Redacted]

WSE

[Redacted]

[Redacted]

— DOCUMENTING

[Redacted]

[Redacted]

What to Document —

[Redacted]

b7E

[Redacted]

[Redacted]

[Redacted]

[REDACTED]

b7E

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

DEFINED -

b7E

[REDACTED]

[REDACTED]

- No! -

[REDACTED]

(SPECIFIC)

[REDACTED]

IDENTIFYING

[REDACTED]

- THE

[REDACTED]

EFFECTIVE

DETERMINING

OBJECTIVE

- WILLINGNESS TO

- EFFECTIVE

- USE OF

- USE

b7E

b7E

Worksheet

ANALYSIS

When to
(How)

[Redacted]

(What you can say)

b7E

[Redacted]

[Redacted]

[Redacted]

[Redacted]

b7E

[Redacted]

- And a

[Redacted]

[Redacted]

And

[Redacted]

[Redacted]

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[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

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[Redacted]

HMS

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

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[Redacted]

w/ [Redacted]

[Redacted]

[Redacted]

- [Redacted] (TEMPLATE) -

* [Redacted]

[Redacted]

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[Redacted]

[Redacted]

①

161

②

163, 167, 175

b6
b7C
b7E

□

[Redacted]

□

[Redacted]

□

[Redacted]

□

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

b6
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[Redacted]

[Redacted]

[Redacted]

[Redacted]

etc.]

[Redacted]

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[Redacted]

[Redacted]

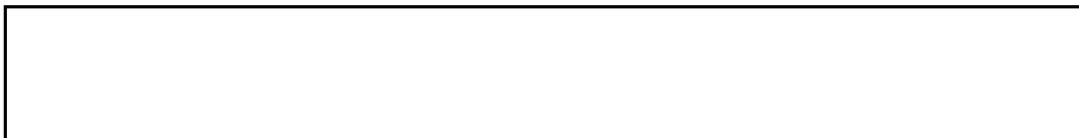
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[Redacted]

opportunity to

[Redacted]

[Redacted]



WORKSHEET

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i.e.



OBJECTIVE

- PROVIDE A TOOL TO HELP ORGANIZE

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- ASSIST IN IDENTIFYING

KEY ELEMENTS

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KEY ELEMENTS

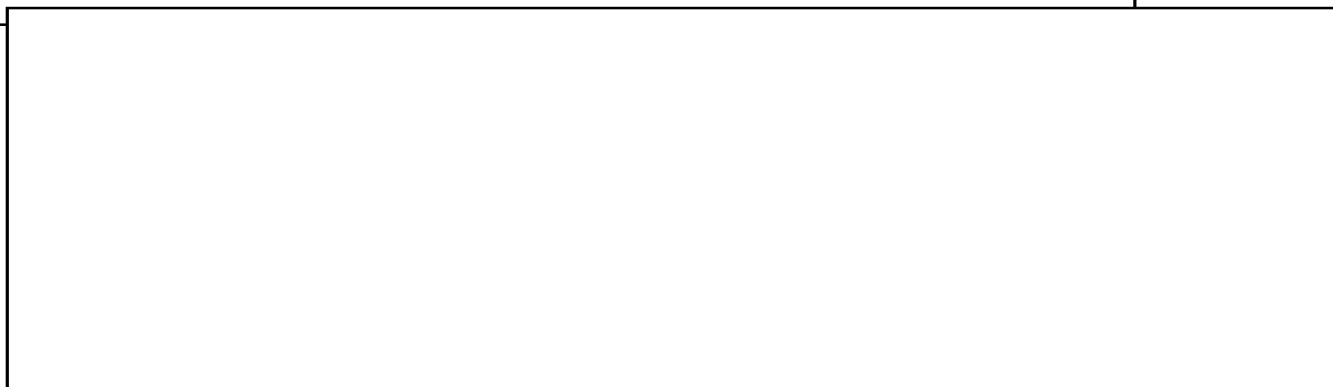
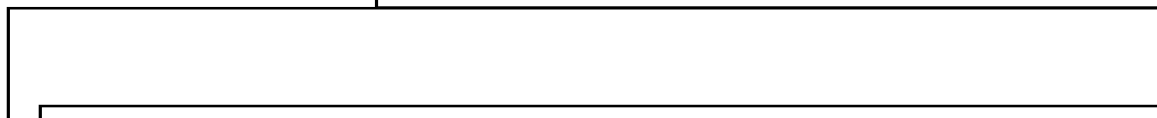
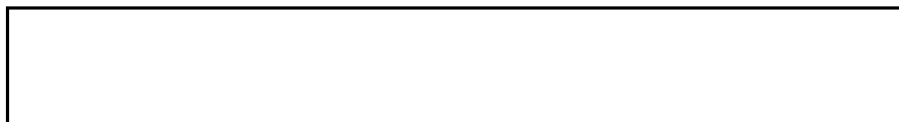
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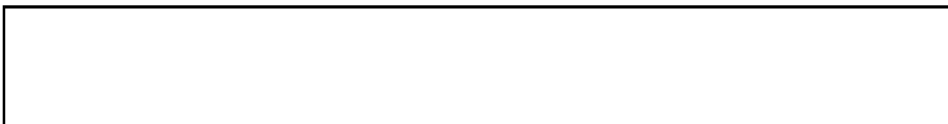
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■ What is

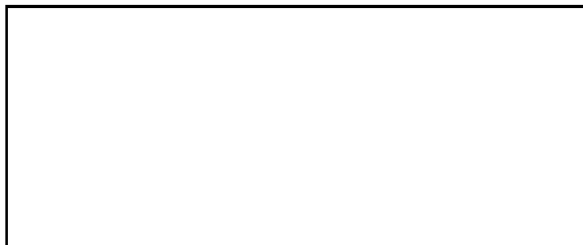




■ What



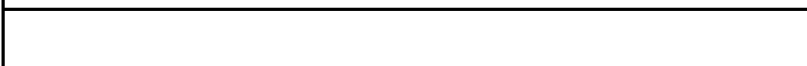
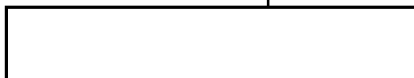
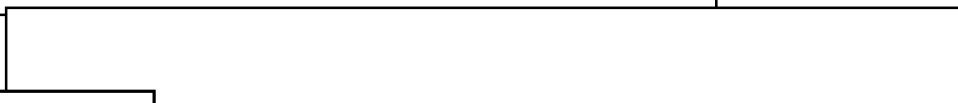
THE



■ What



– Provide

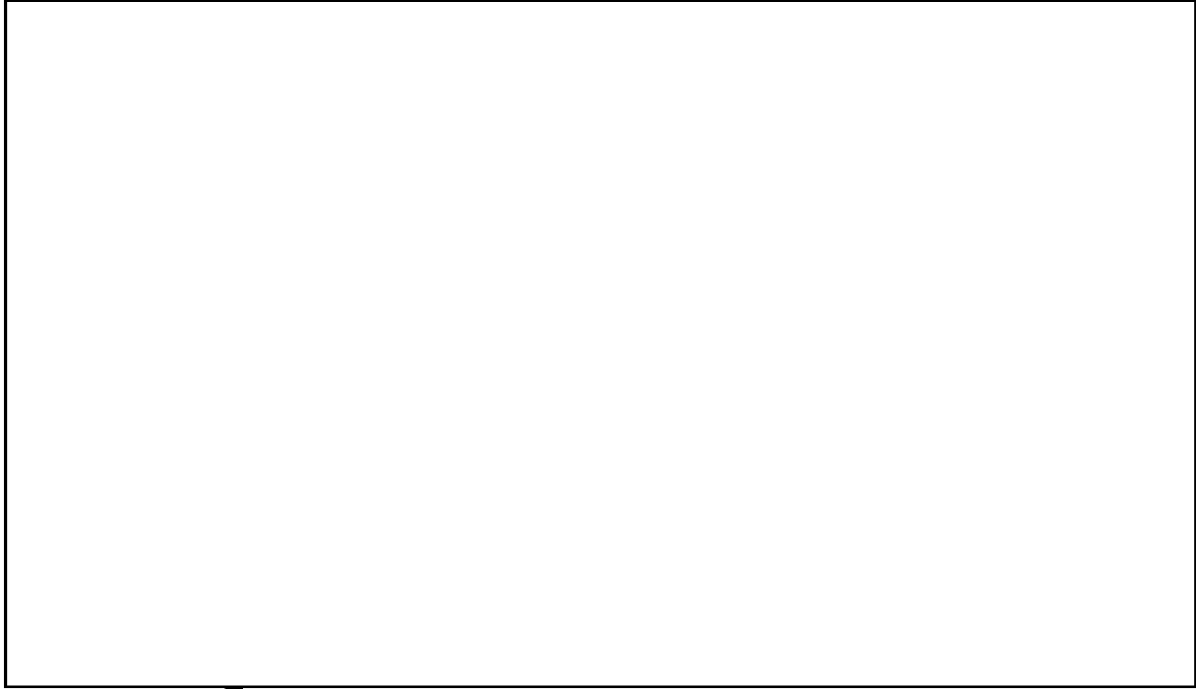


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■ What is



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...

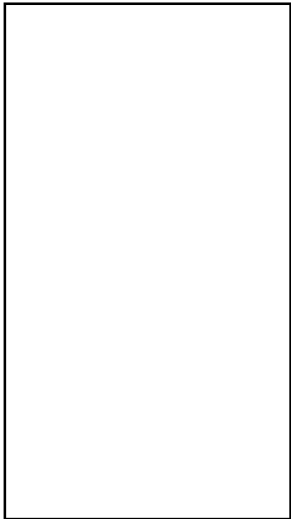
– Then...



How to

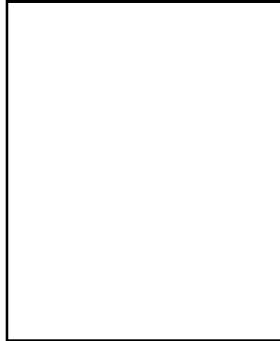
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Step One:

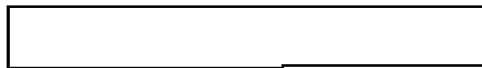


Step Two:

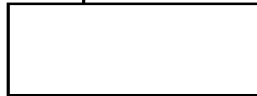
Analyze the



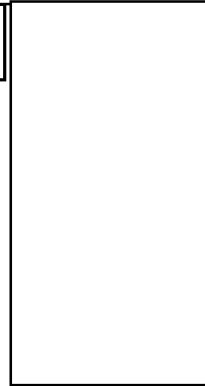
Step Three:



e.g.

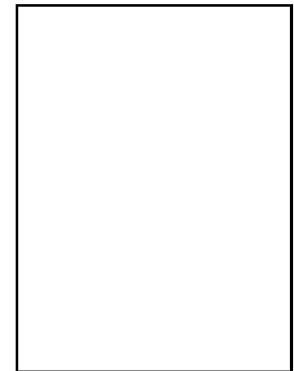


Step Four:



Step Five:

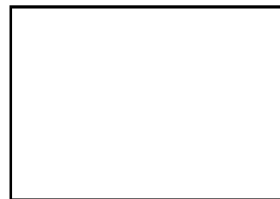
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OR



Why We Need to



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WORKSHEET

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ANALYSIS

					What happens if

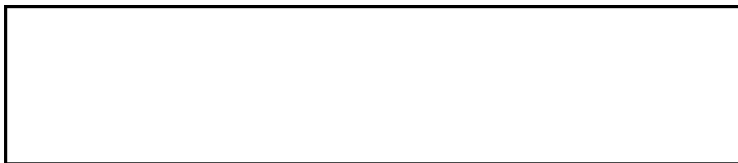
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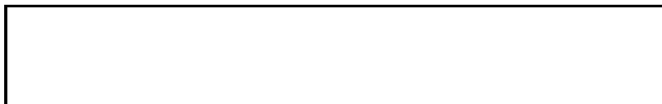


ANALYSIS

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■ WHAT ARE



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■ ■

[REDACTED]

WITH

[REDACTED]

b7E

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

WITH

b7E

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

REVIEW

[REDACTED]

WORKSHEET

[REDACTED]

— Identify

[REDACTED]

[REDACTED]

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QUESTIONS?



-22-

WORKSHEET

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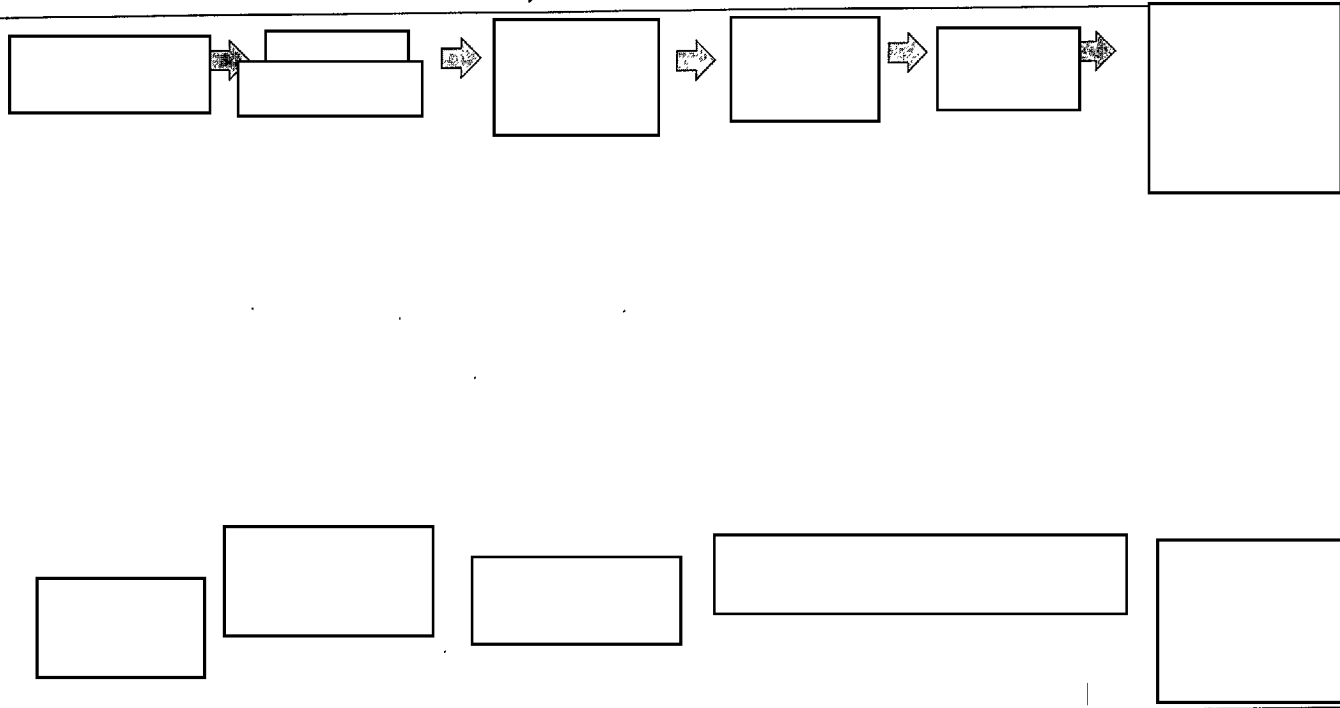
ALL INFORMATION CONTAINED
HEREIN IS UNCLASSIFIED
DATE 09-27-2011 BY 65179/DMH/BAW/STP/bls

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EXECUTION

→ FLOW →



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ALL INFORMATION CONTAINED
HEREIN IS UNCLASSIFIED
DATE 09-27-2011 BY 65179/DMH/BAW/STP/bls

Good Morning



-1-

[Redacted]

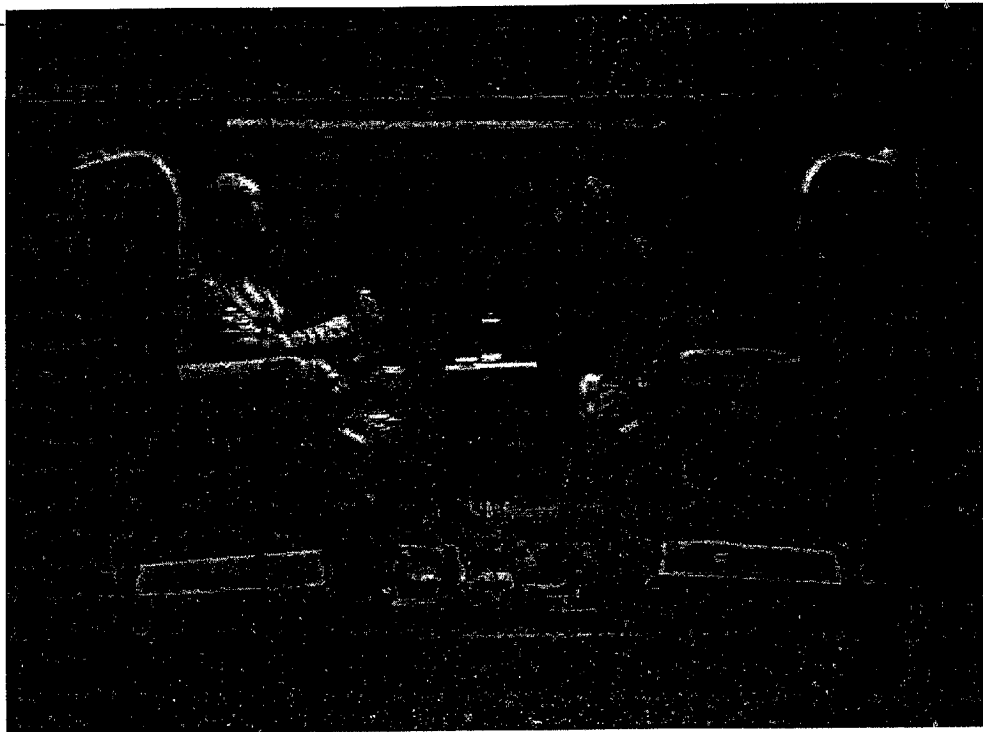
and

[Redacted]

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An Introduction

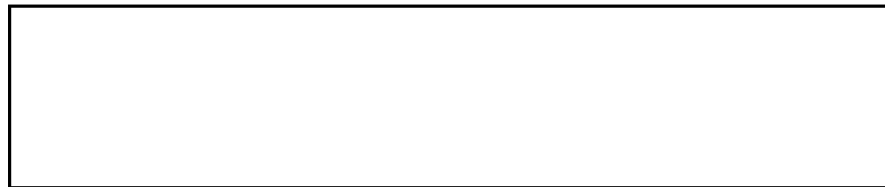
A Chosen Path





Overview

Definition
Principles



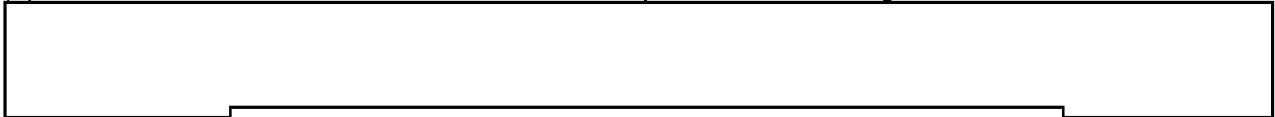
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Defined



the agent or



in a



and

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- Further Defined

[Redacted] and [Redacted]
[Redacted] or agent

that it is



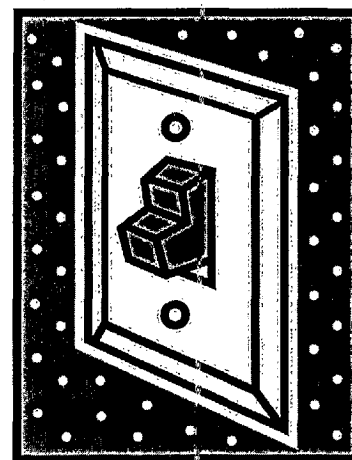
HIM / HER ...



b7E

[redacted]
[redacted]
[redacted]
enables you to:

[redacted]
and
[redacted]



[Redacted]

b7E

[Redacted]

in

[Redacted]

&

the

[Redacted]

we use to

[Redacted]

&

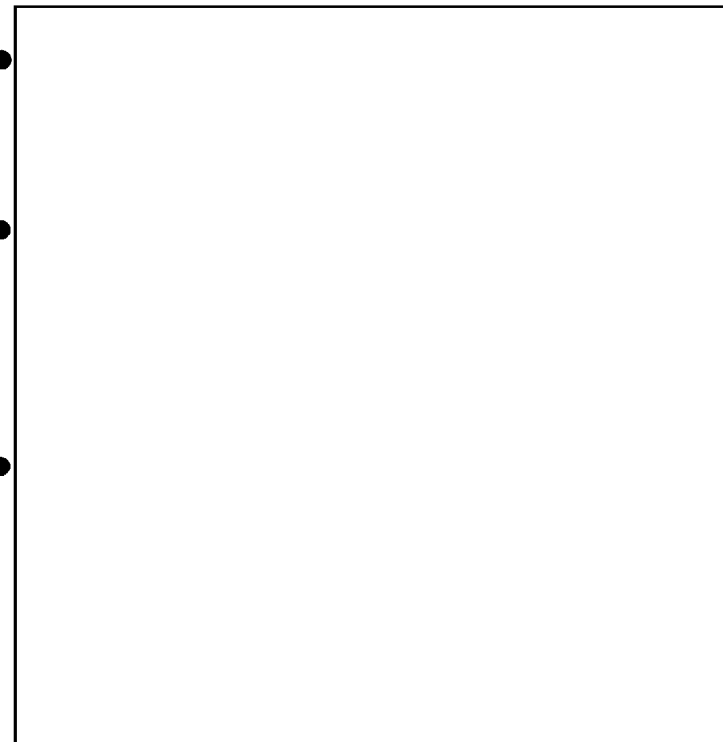
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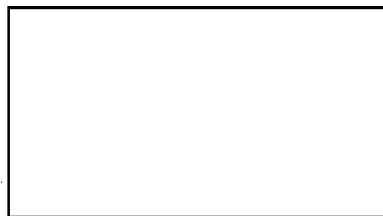
Agents



**skills are challenging
because they**

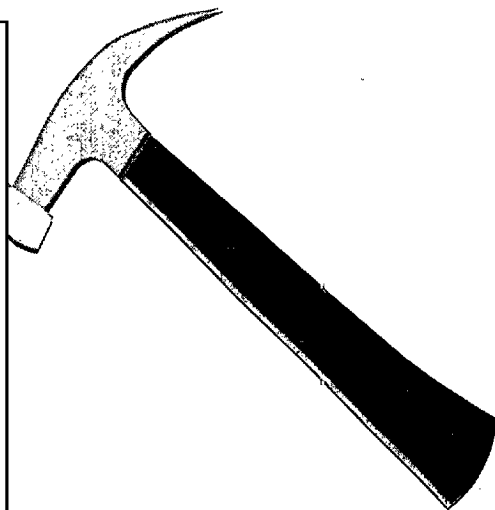
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TOOLS

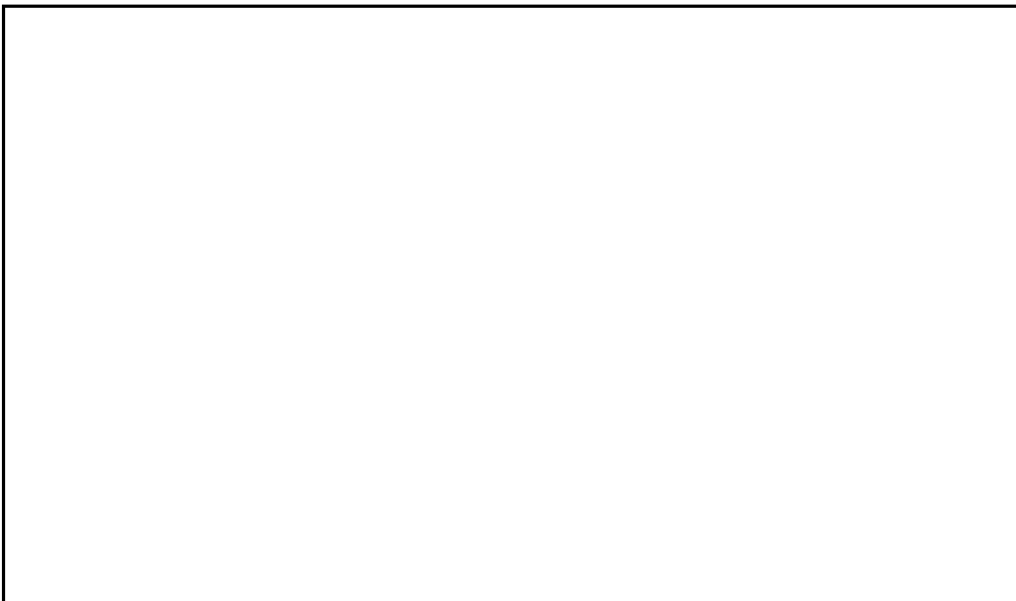
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Applied

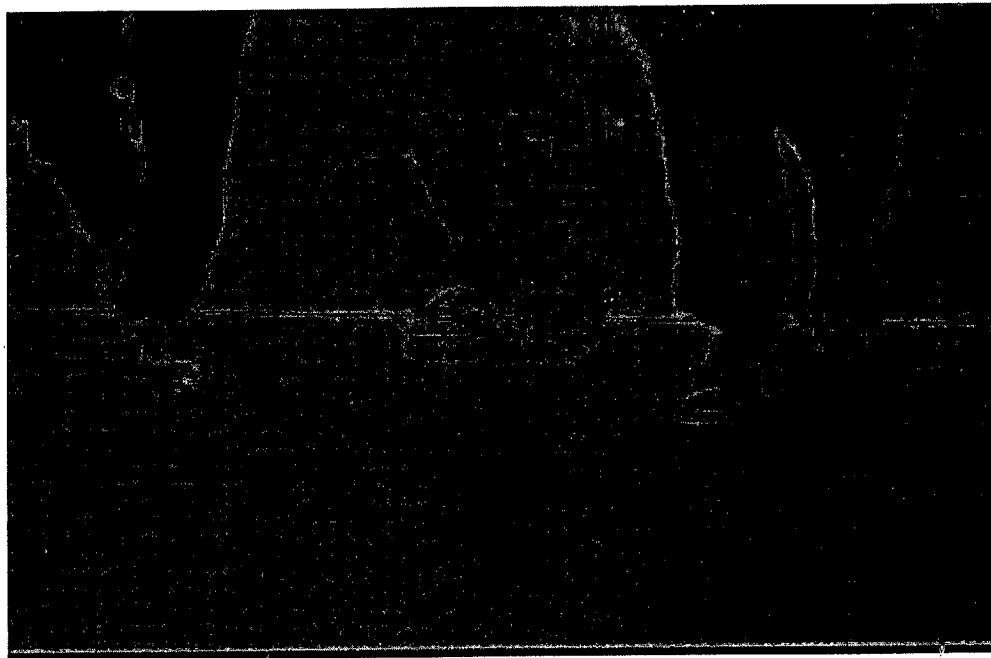


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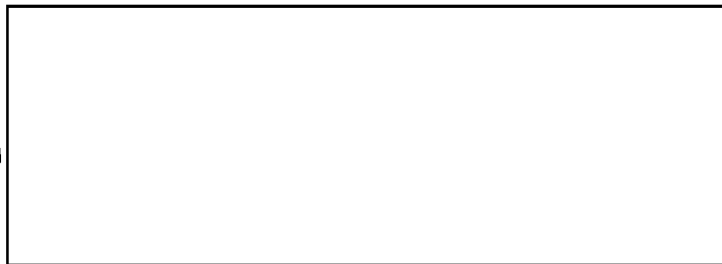
-11-

Some Skillful Manipulators . . .



Questions?

The



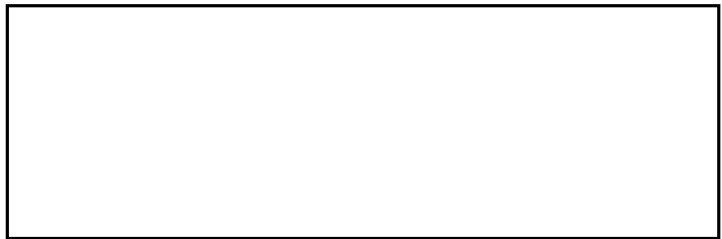
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What is



-2-

The



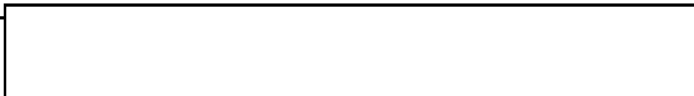
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• **Why**

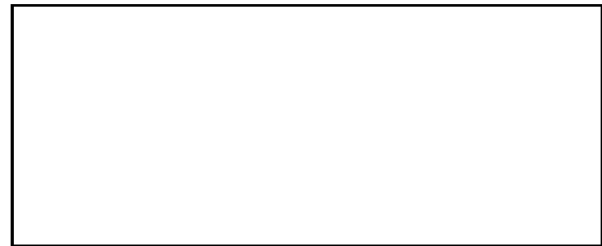


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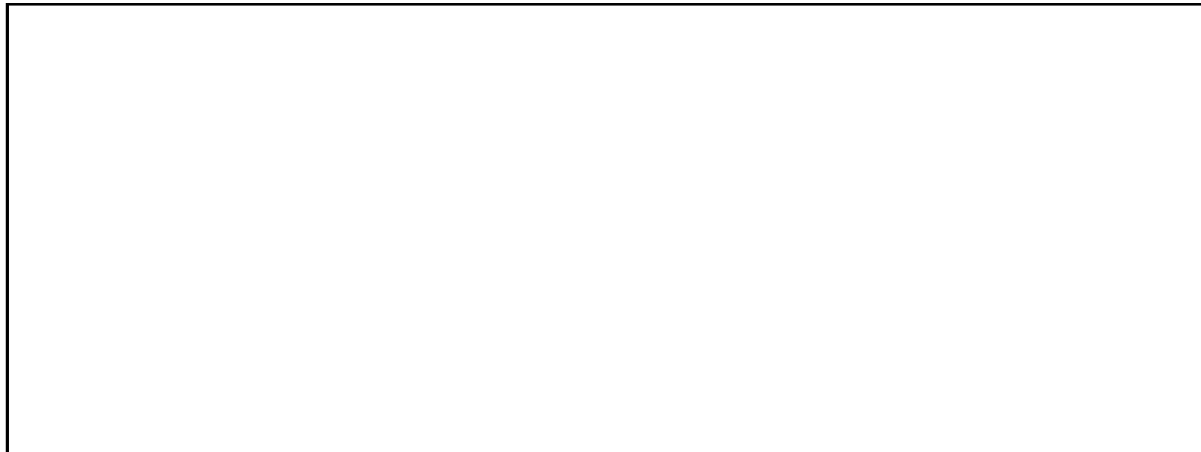
• **Where**



TYPES OF



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TYPES OF

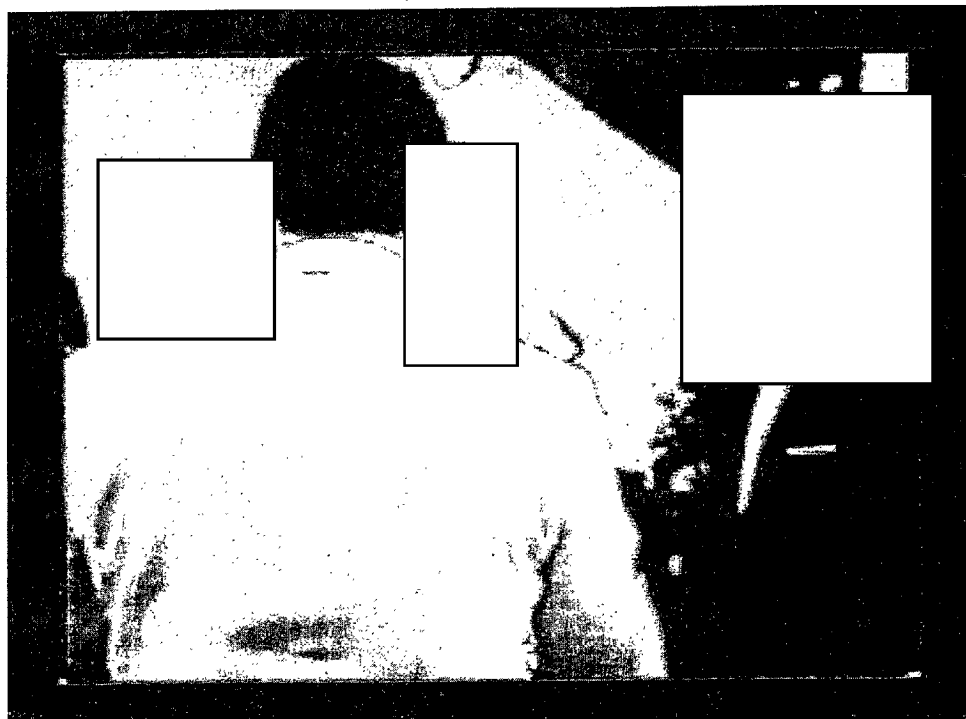
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"I'm I'm...Um..



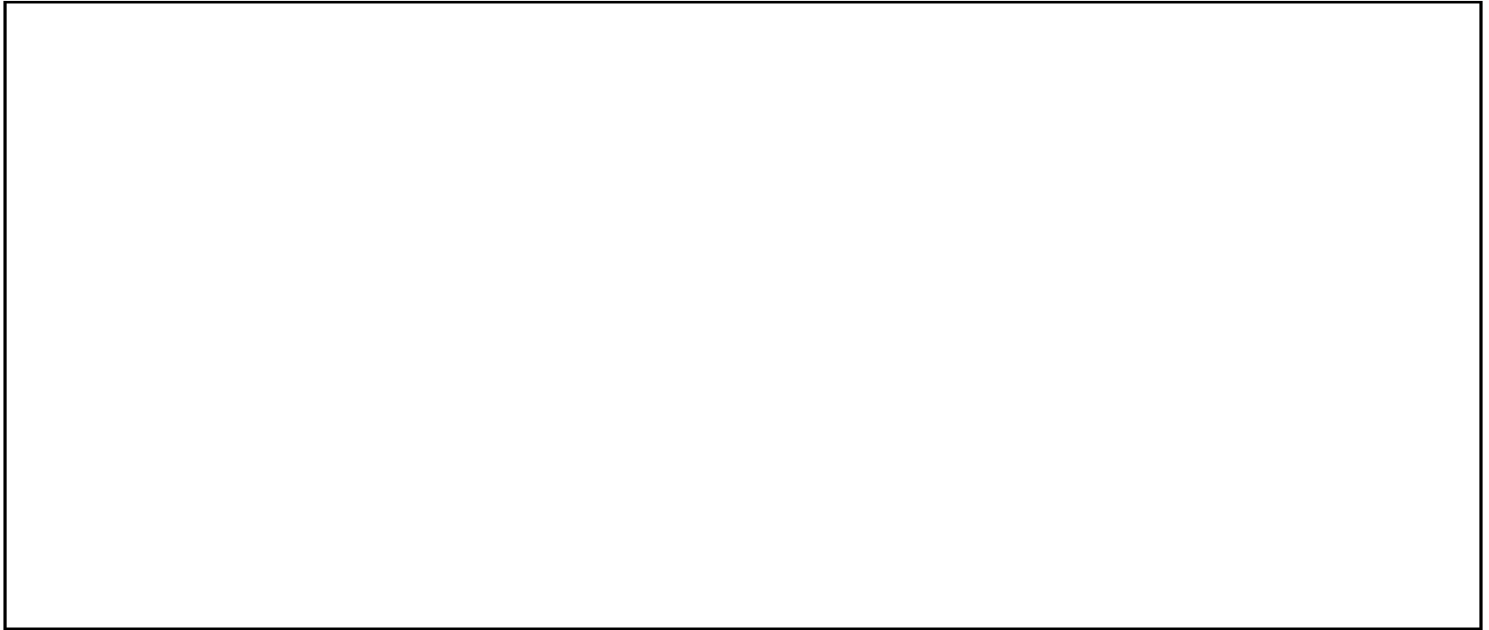
b6
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TYPES OF

(cont'd)

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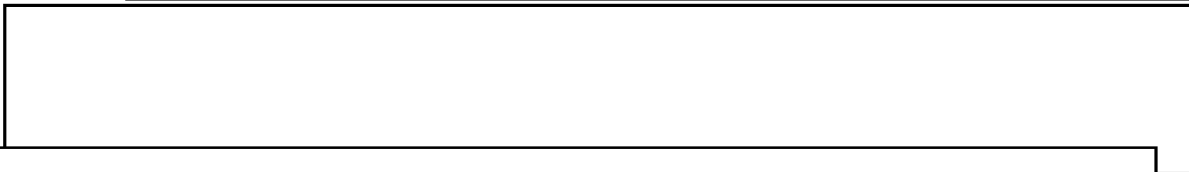


-7-

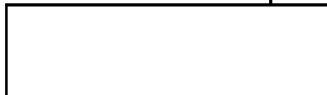
The



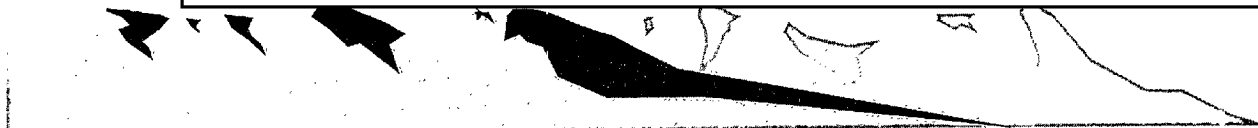
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Get Down There &



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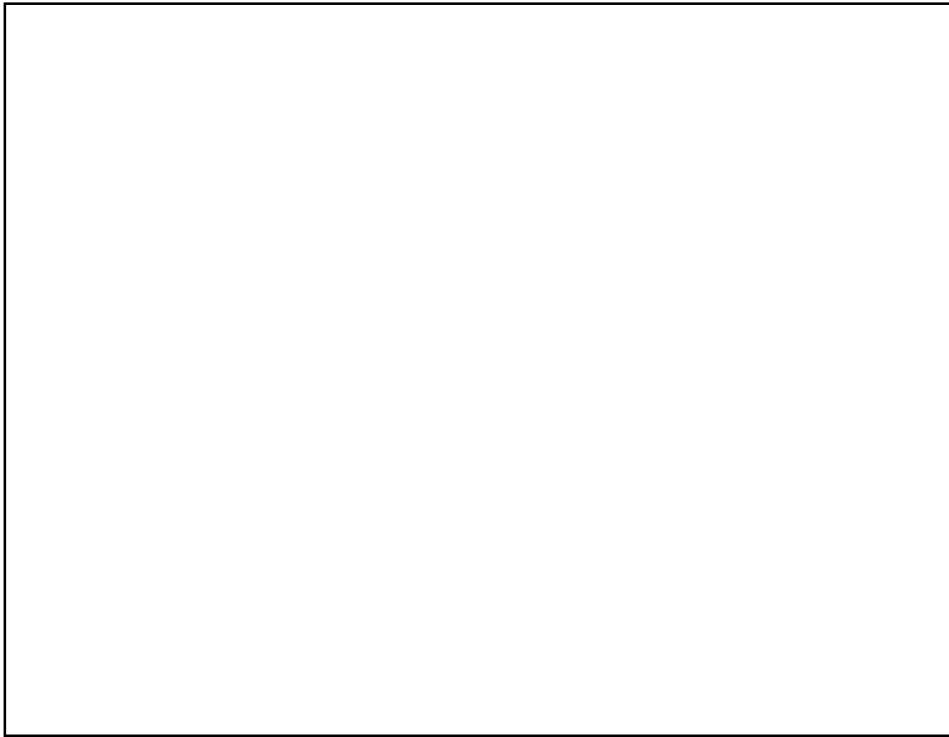


The



(cont'd)

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-10-

TYPES OF

(cont'd)

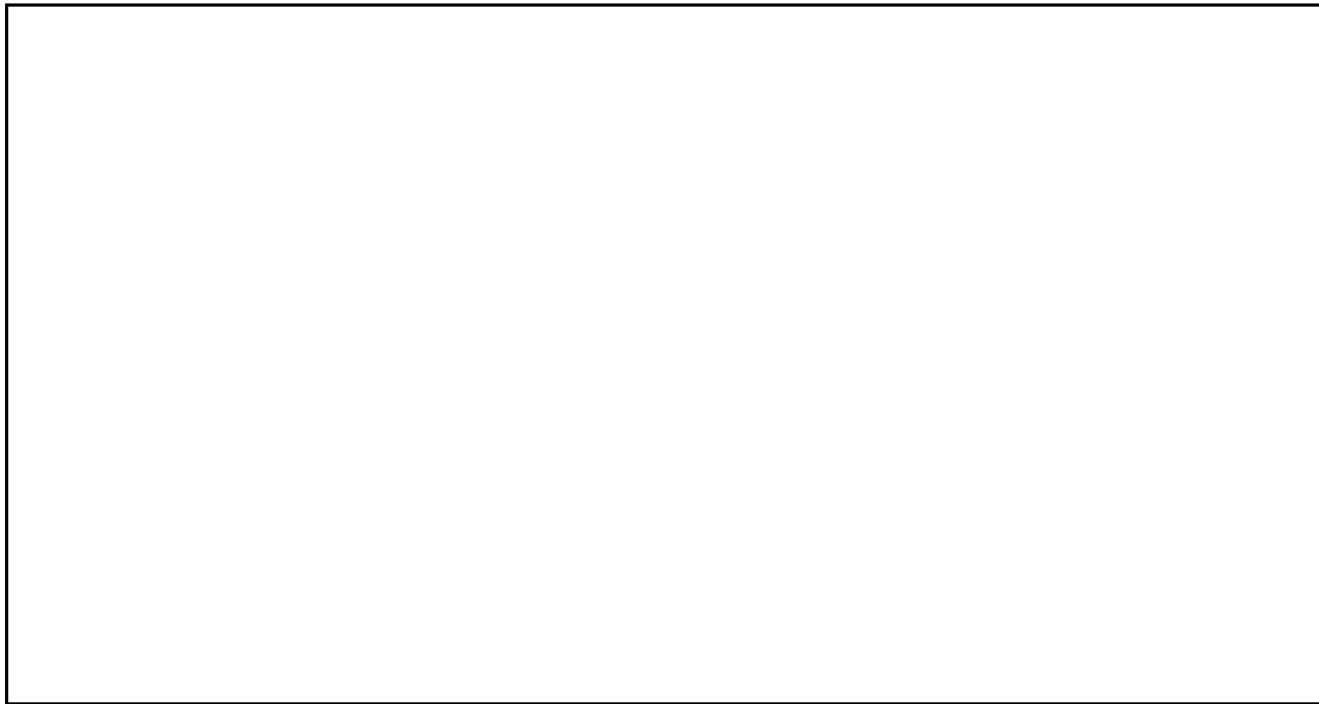


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-11-

Be Ready For:



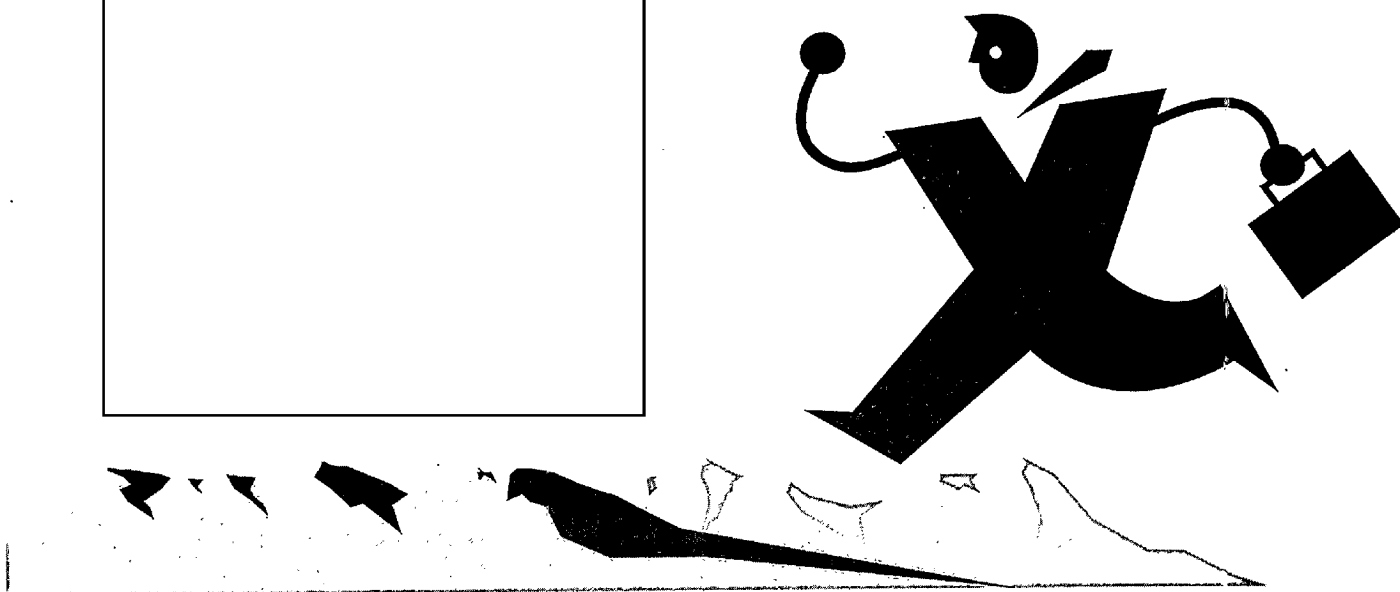
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-12-

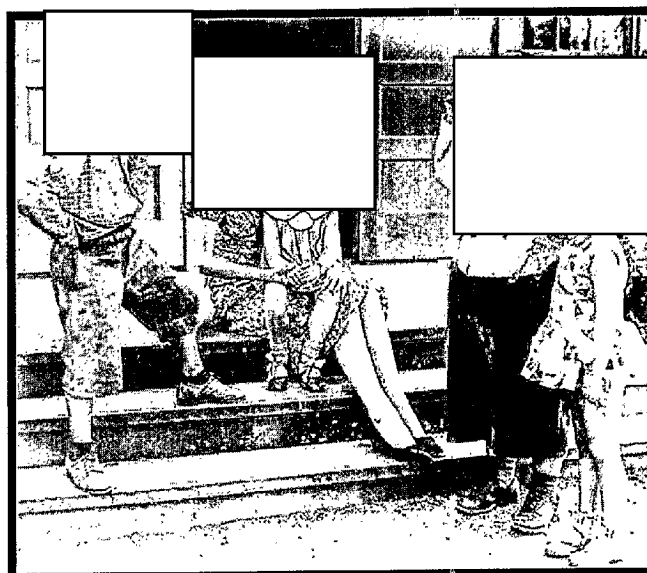
With All Exercise:

b7E

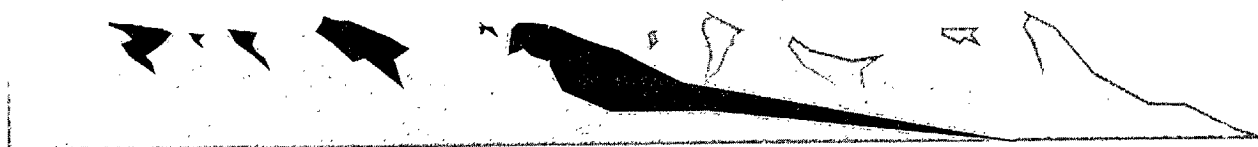




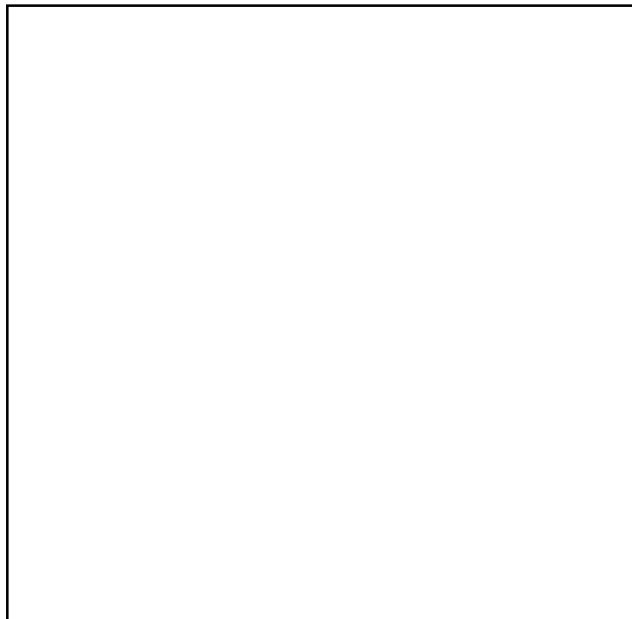
Step #1:



b7E



Step #2:

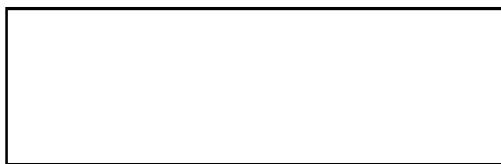


b7E



-16-

Step #3:



b7E



Uh...



[Redacted]

- Use

[Redacted]

- Have

[Redacted]

b7E

- Use

[Redacted]

- Use

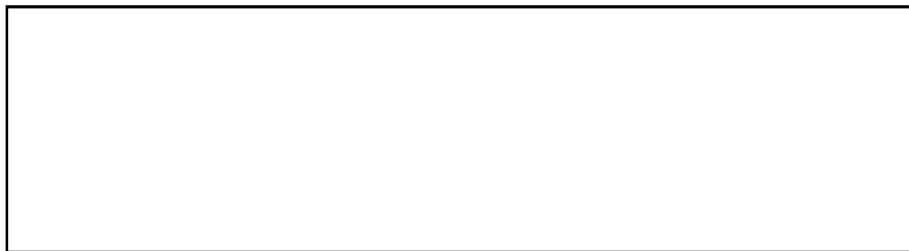
- Get

[Redacted]





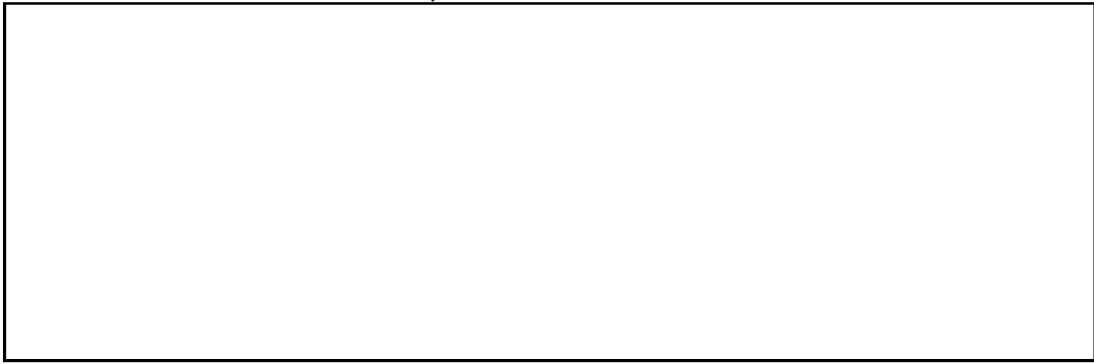
Step # 4:



b7E



-20-



b7E

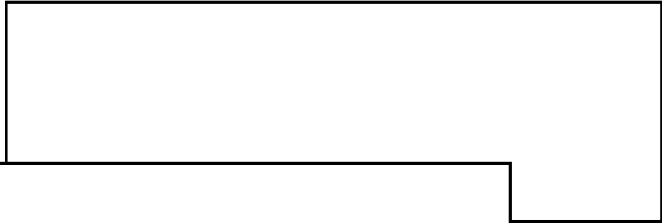
Benefits



-21-



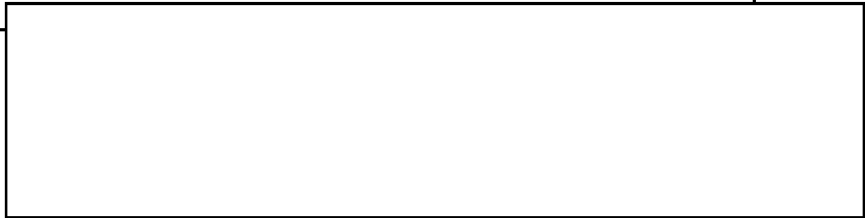
Not the



b7E



What's



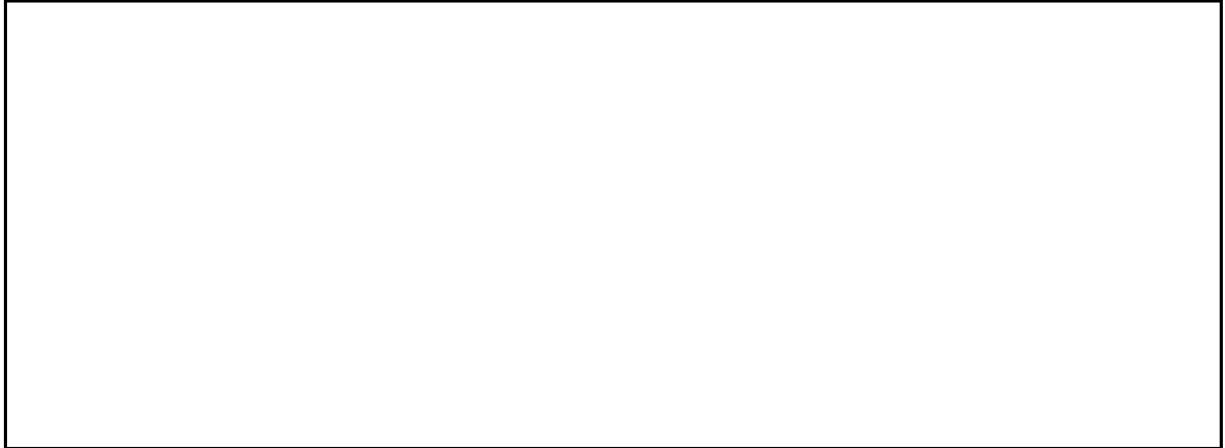
Questions?



-23-

ALL INFORMATION CONTAINED
HEREIN IS UNCLASSIFIED
DATE 09-27-2011 BY 65179/DNH/BAW/STP/bls

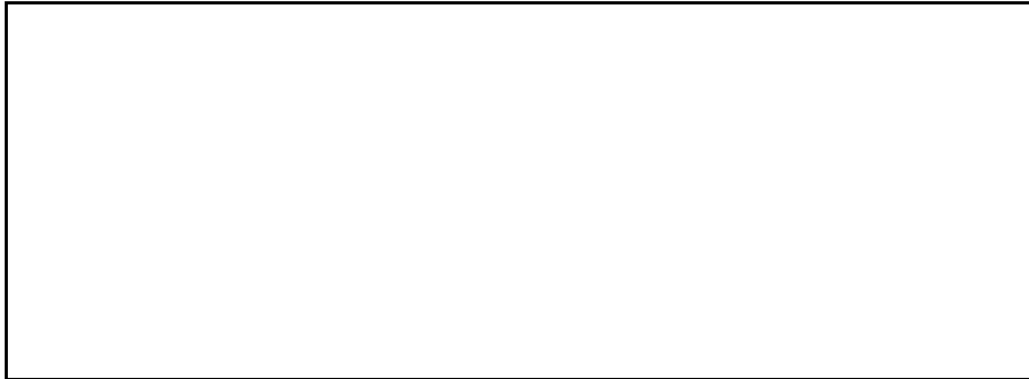
Documenting



b7E

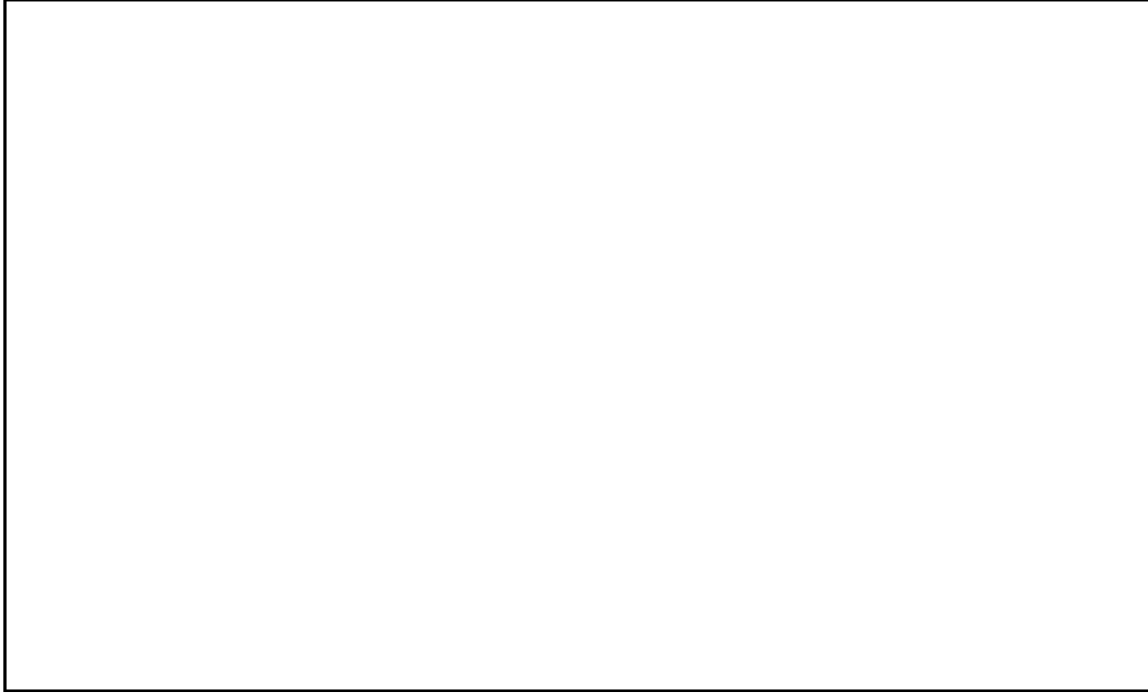
Why Document?

- ❖ Details Matter
- ❖ Jogs Memory



b7E

What to Document?



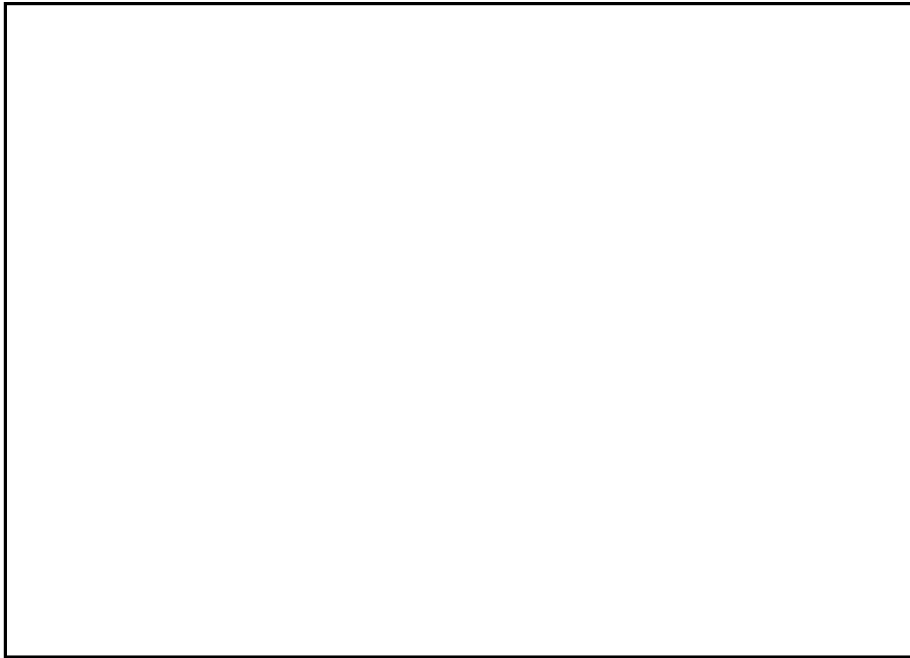
b7E

When to Document?

- ❖ Early
- ❖ Often
- ❖ Regularly Update -

b7E

Considerations & Lessons Learned

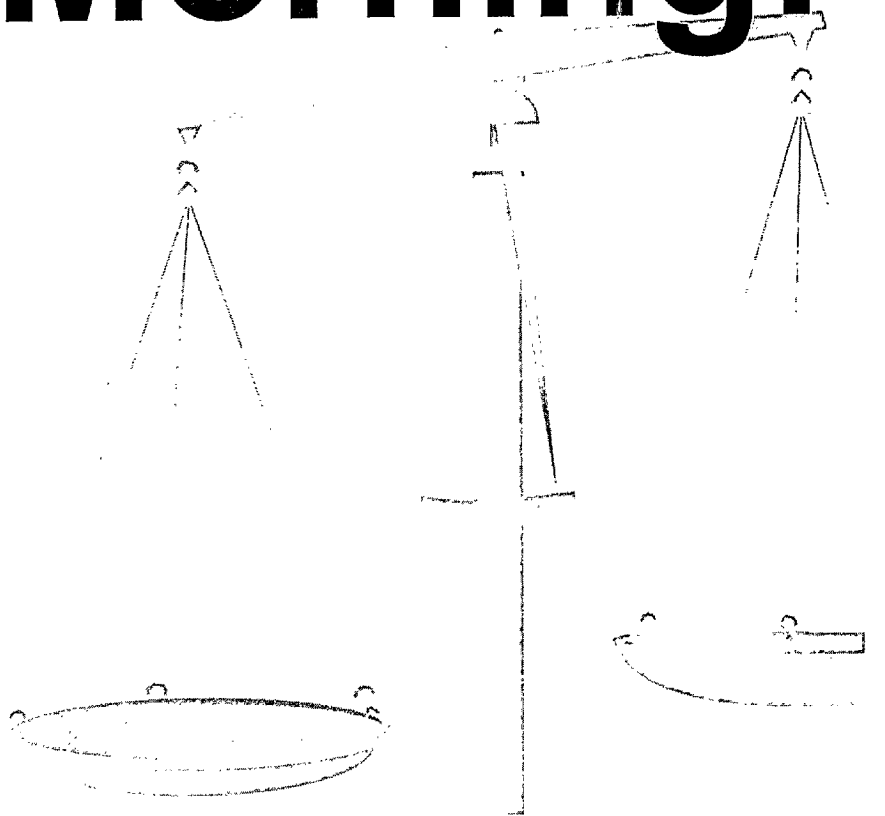


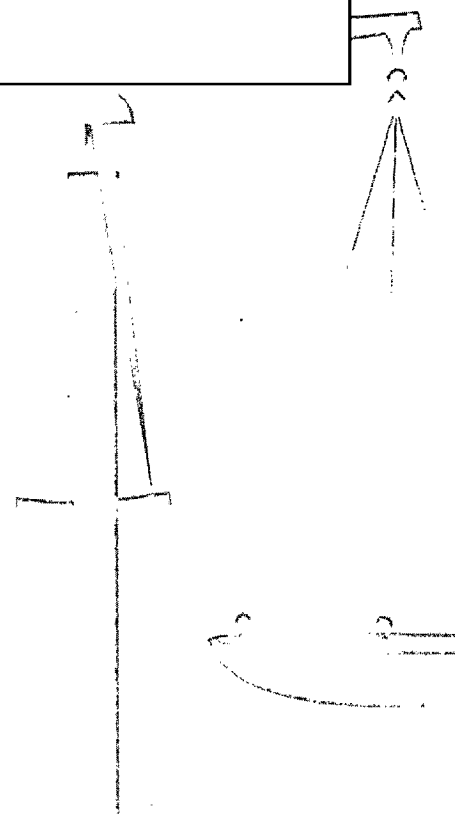
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Questions?

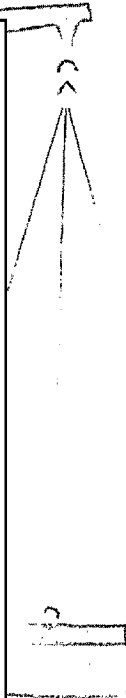
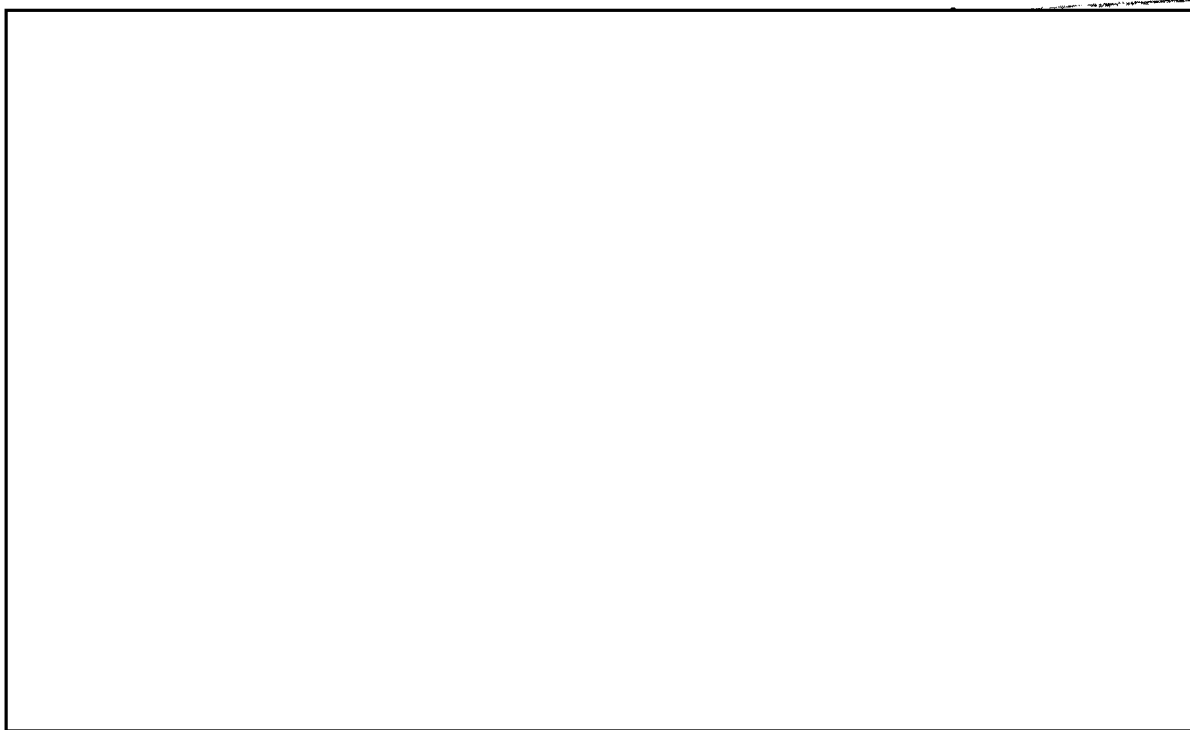
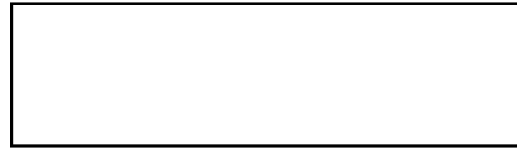
-7-

Good Morning!





Why Do We

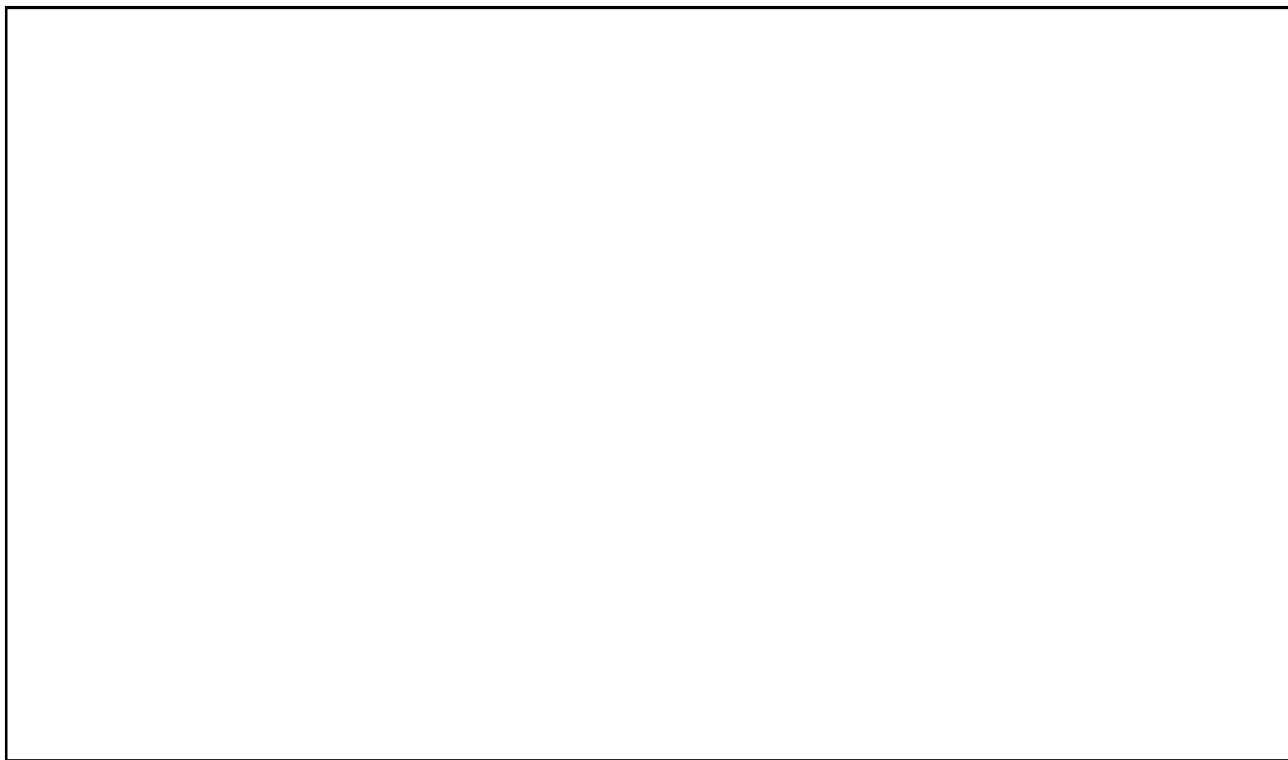


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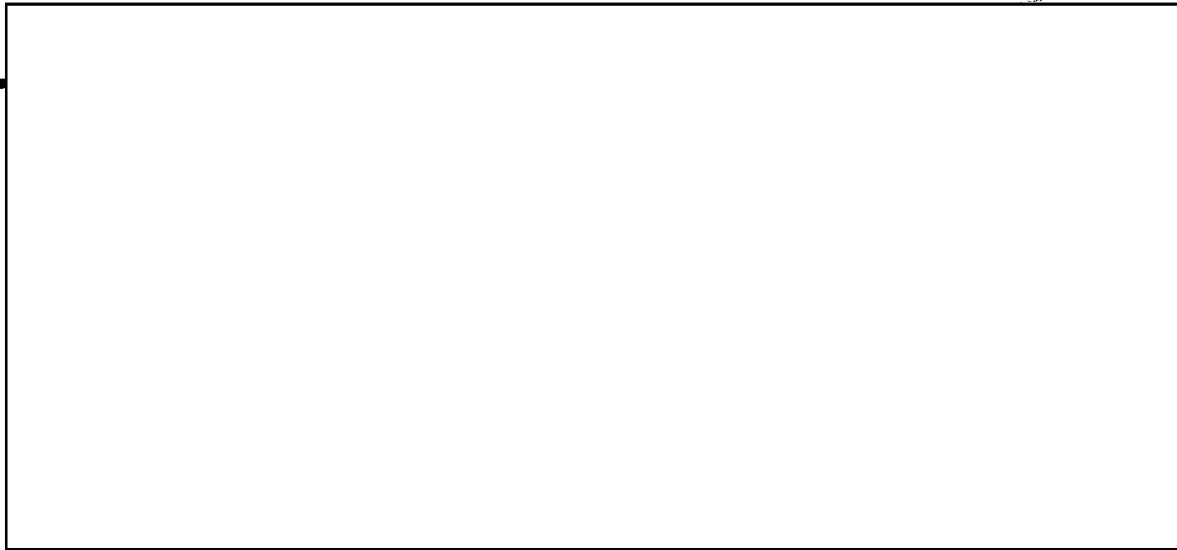
PRINCIPLE

b7E

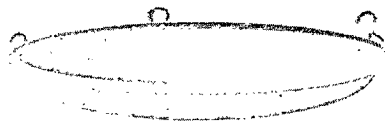




DEFINED



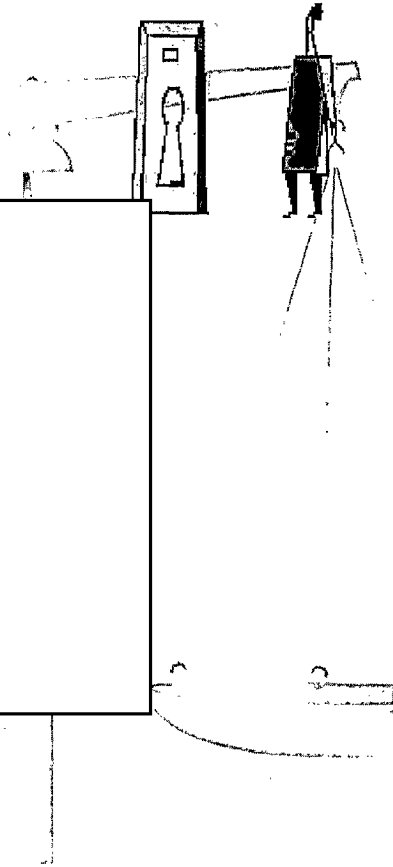
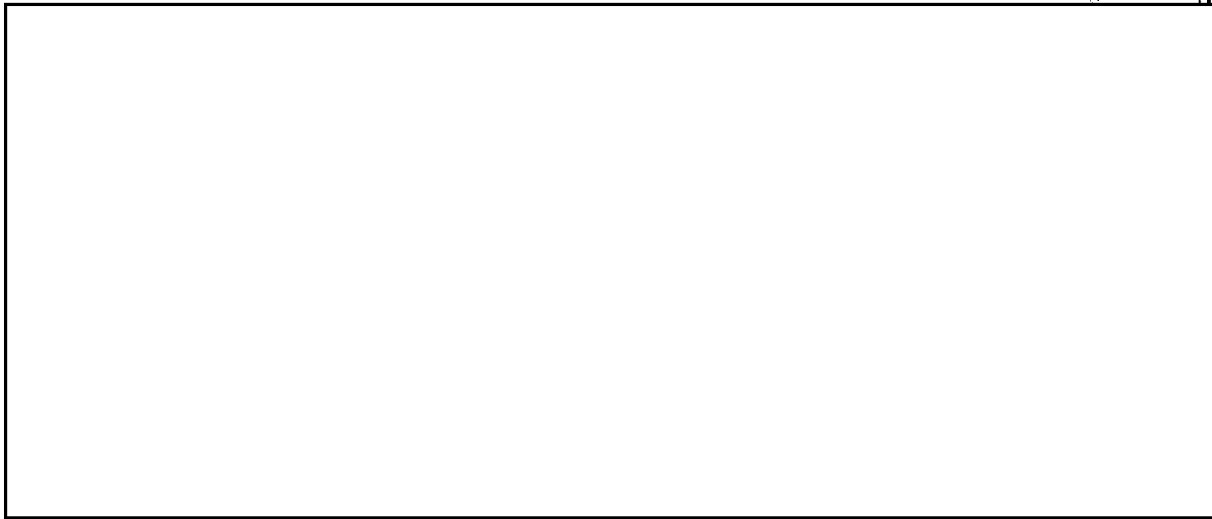
b7E



-5-



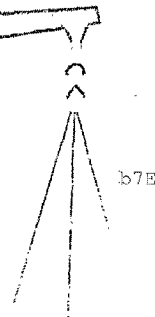
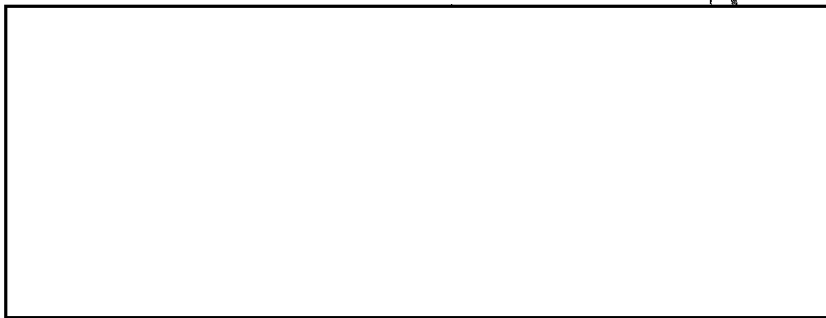
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Defined

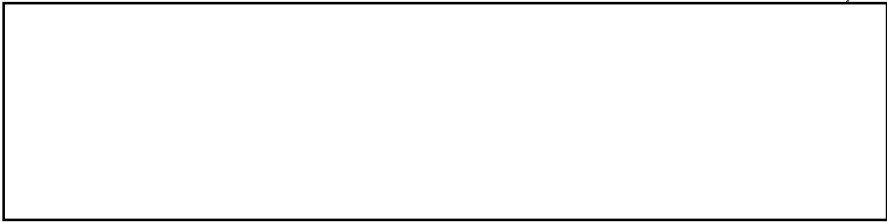
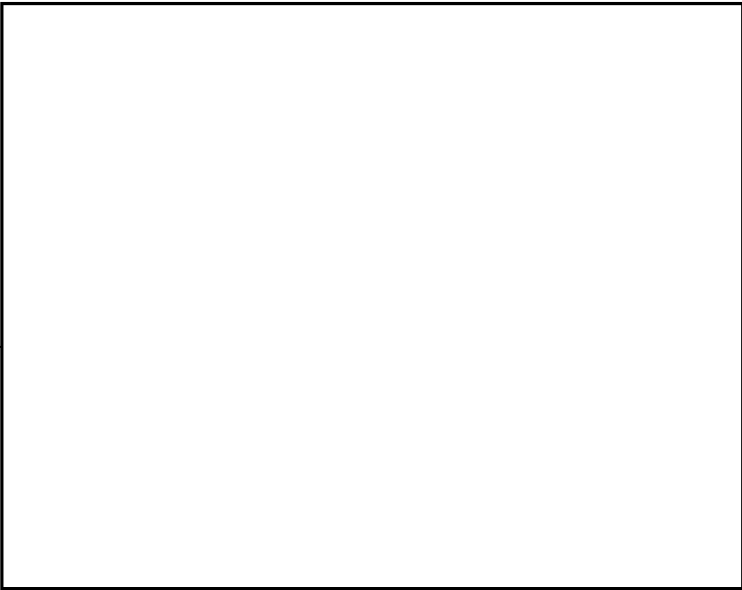
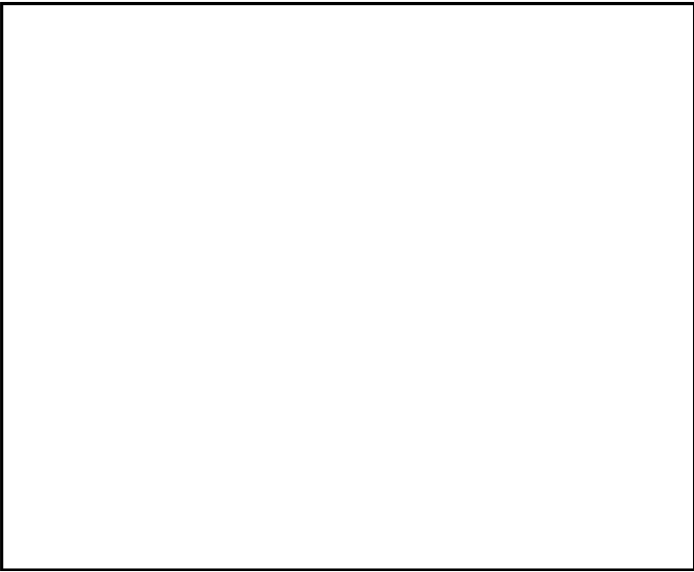


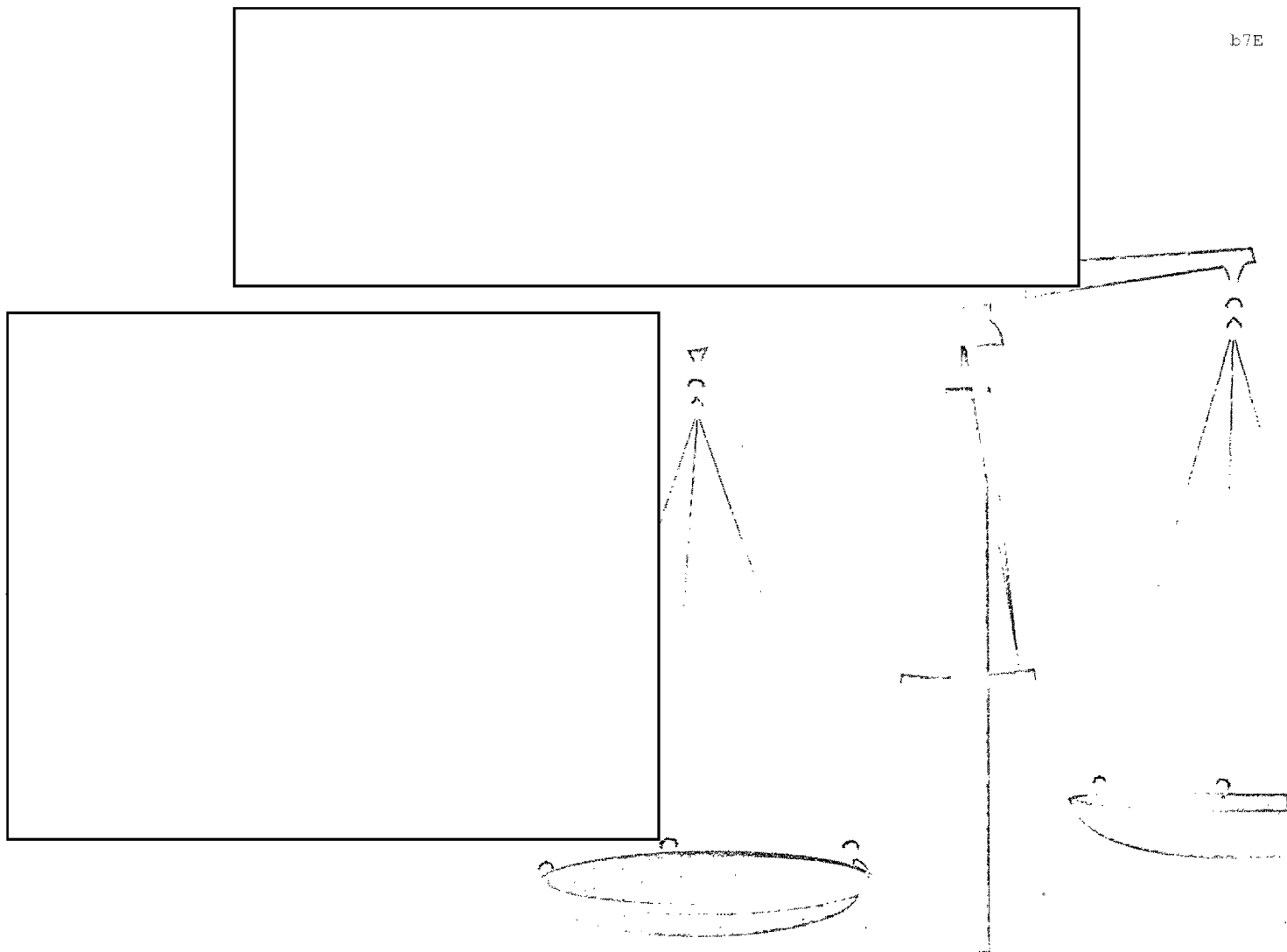
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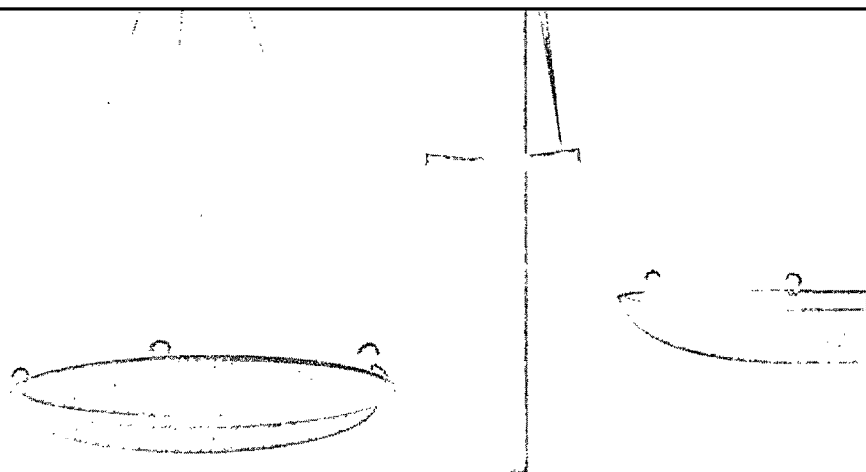


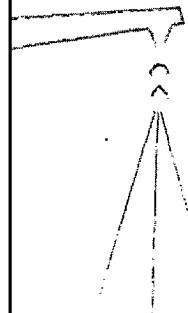
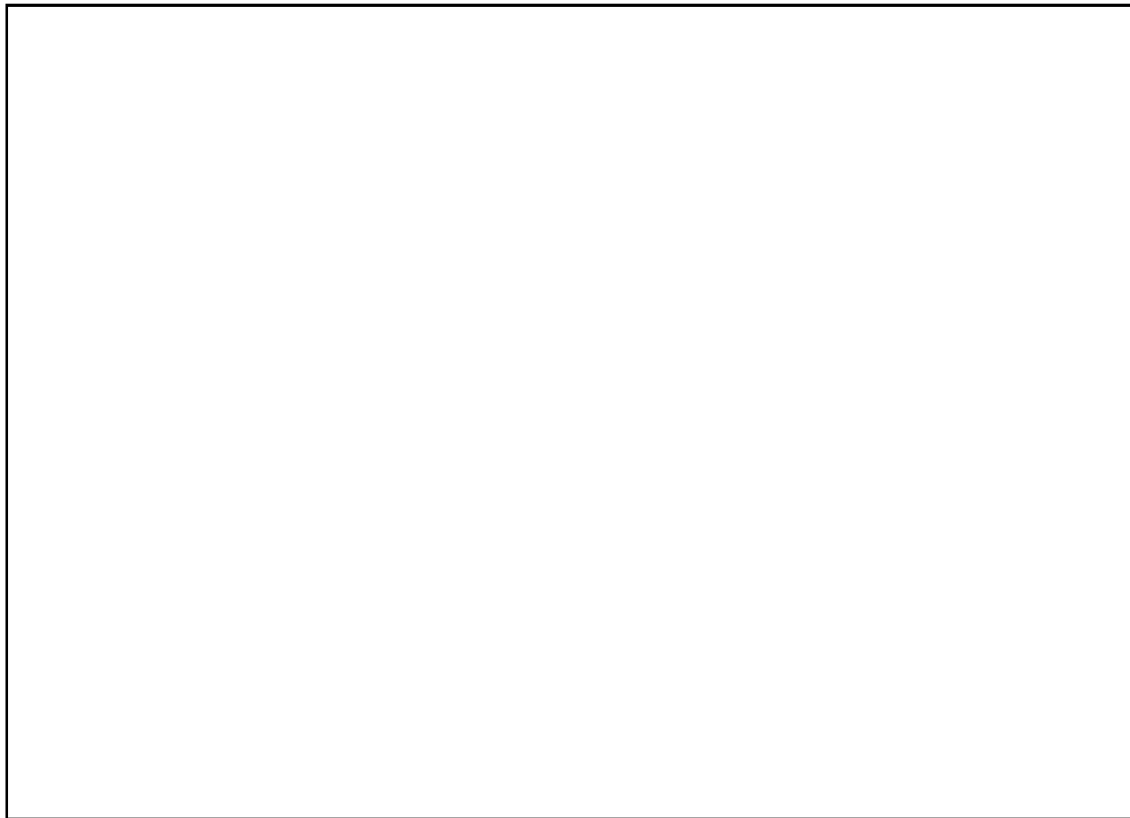


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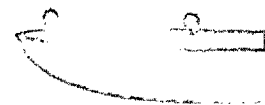








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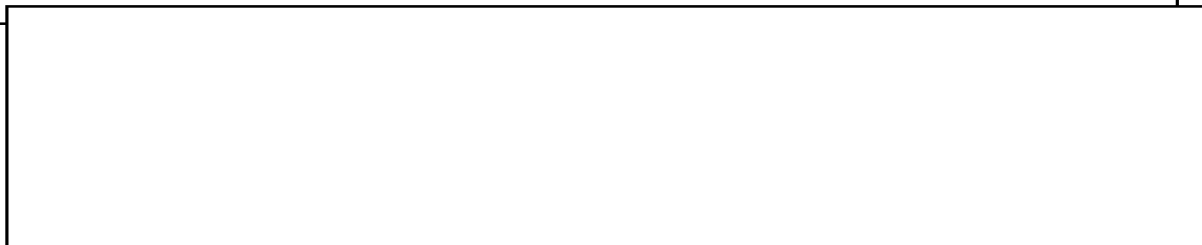
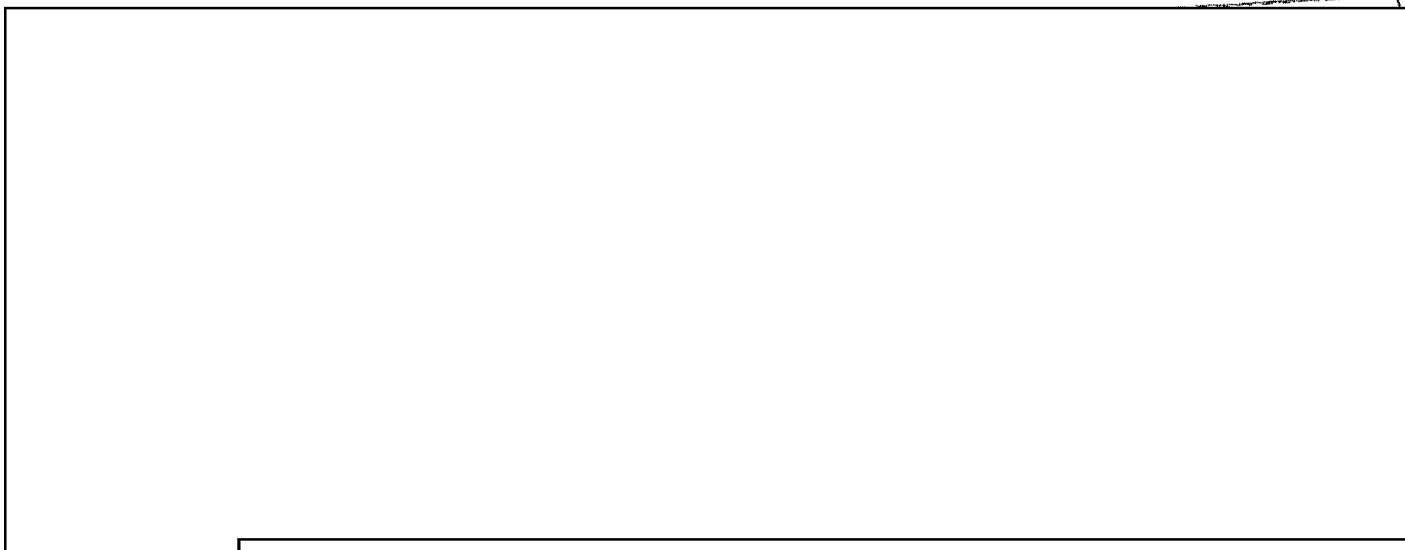


-12-



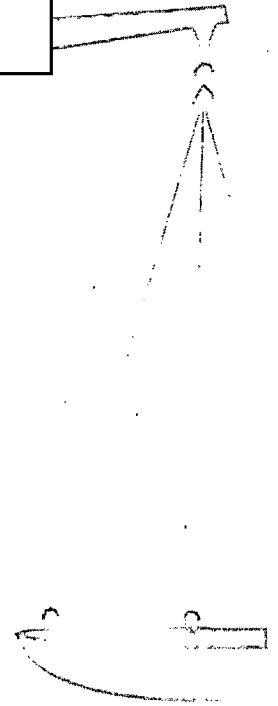
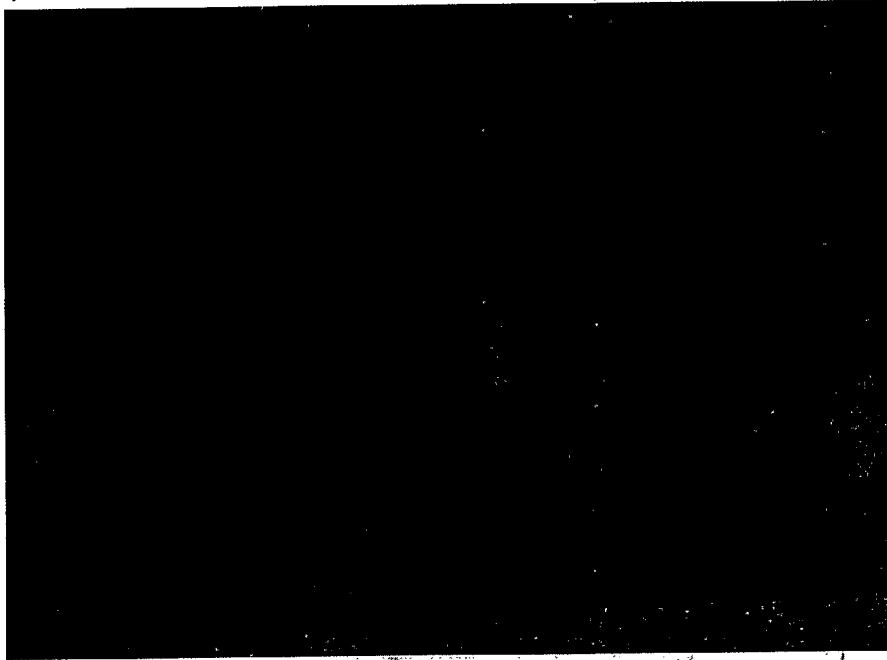
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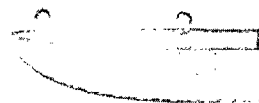
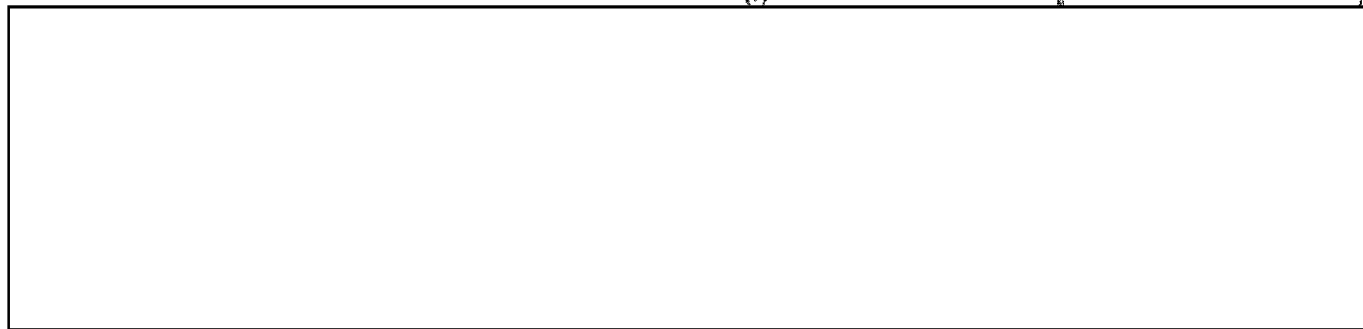
Examples:





b7E



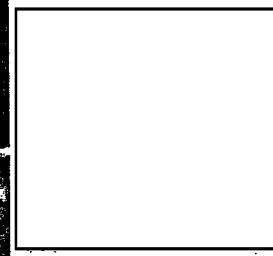


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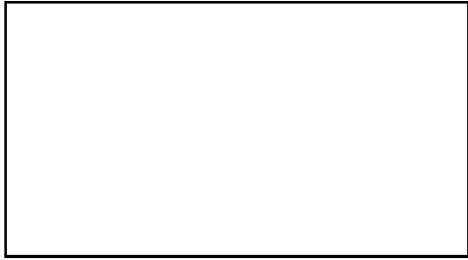
Is



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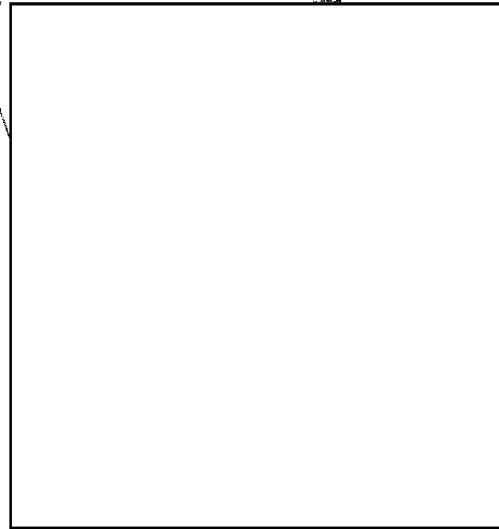
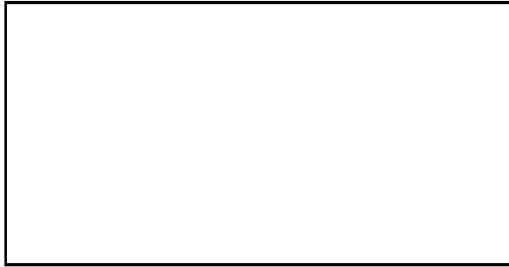
-16-



VS.



b7E





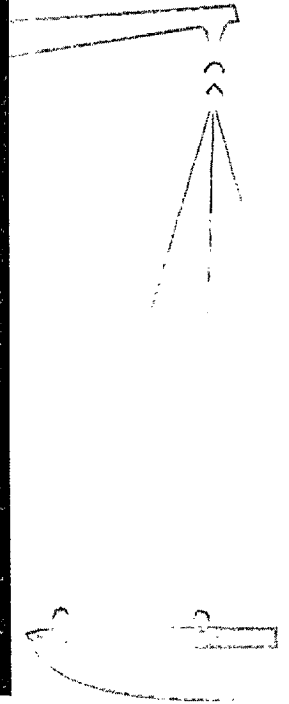
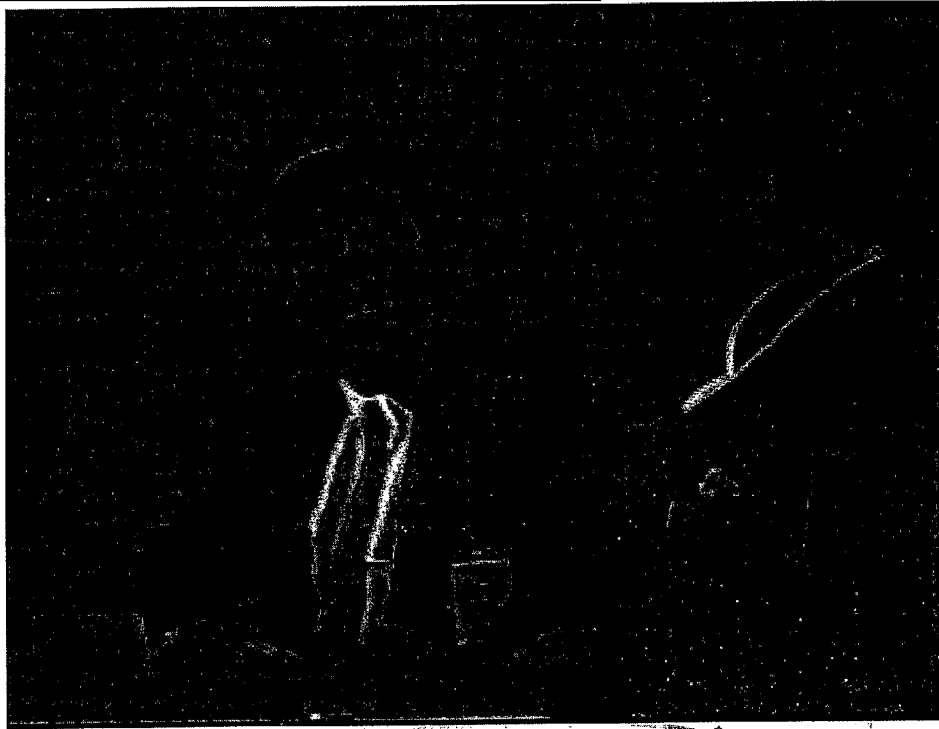
VS.

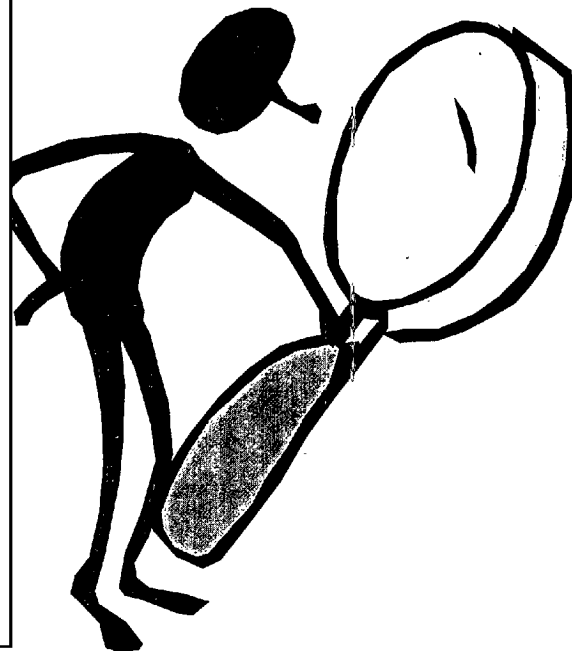
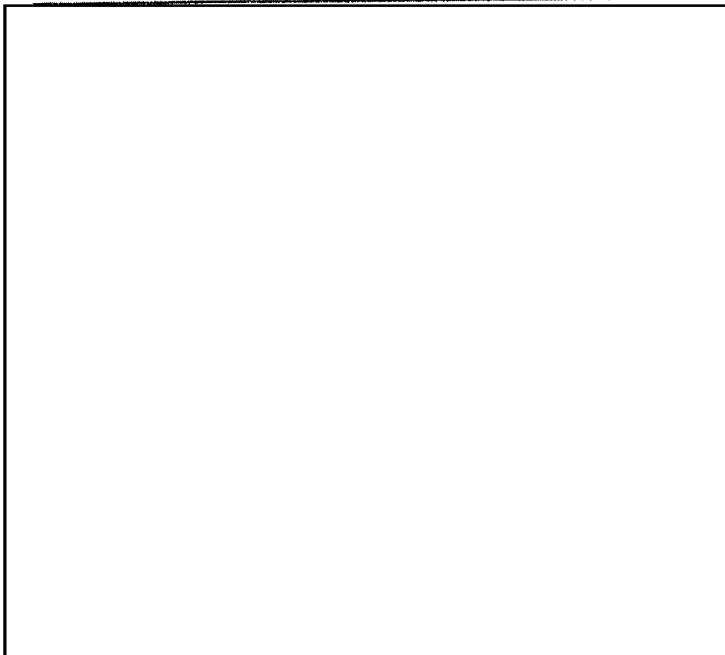
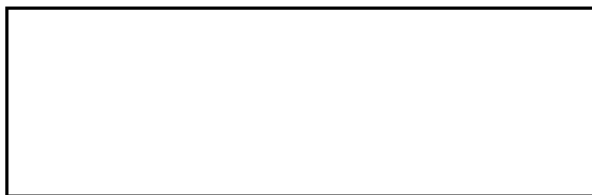


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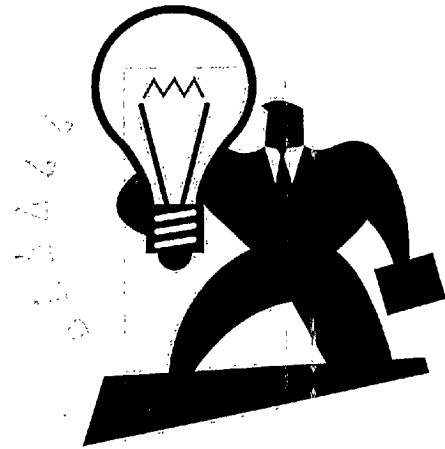
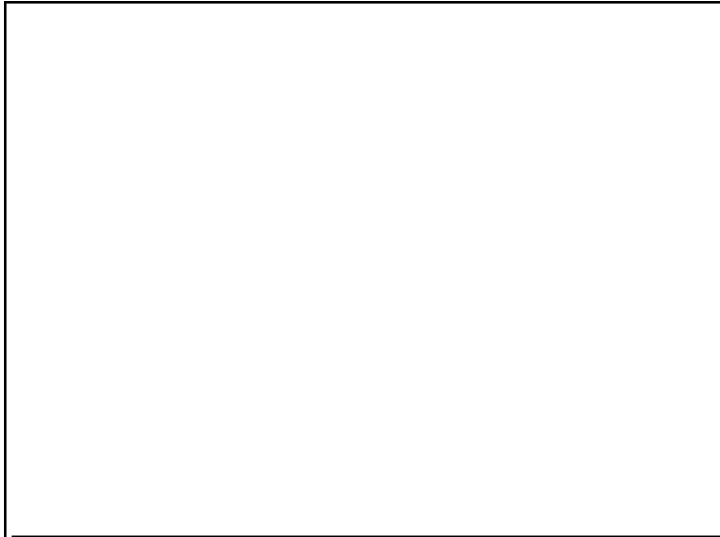
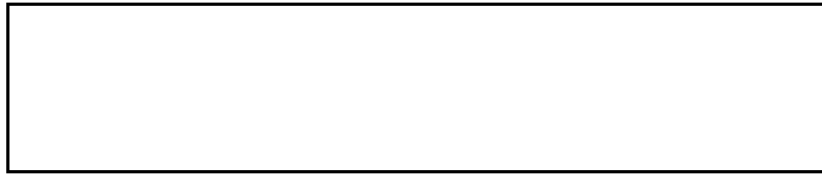
in Action

b7E



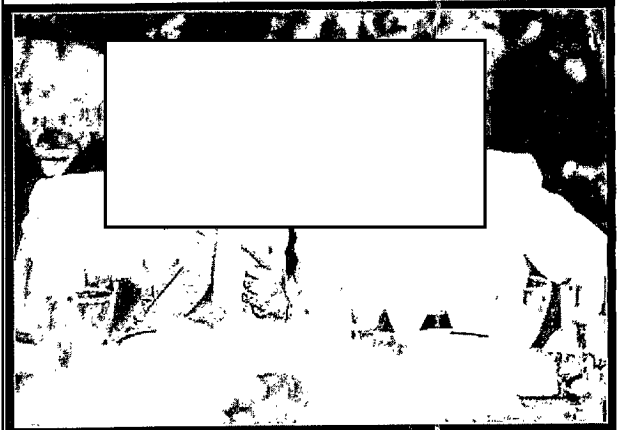


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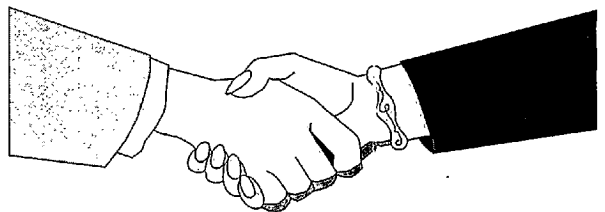
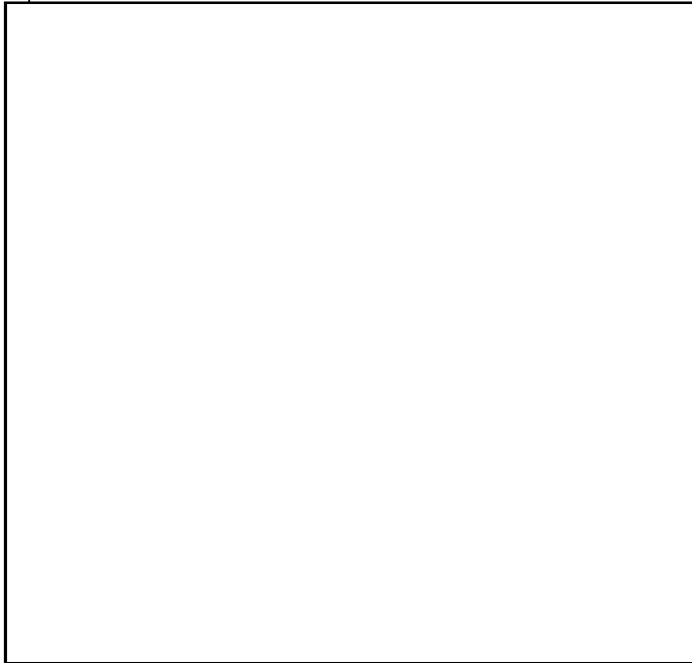


b7E





b6
b7C
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[Redacted]

-

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b7E

- Training

-

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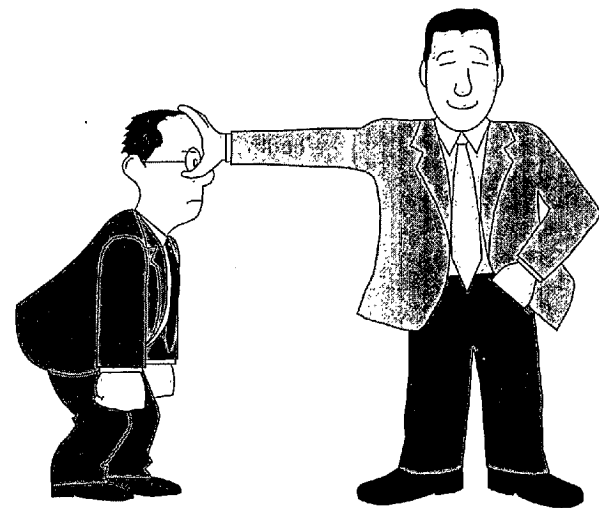
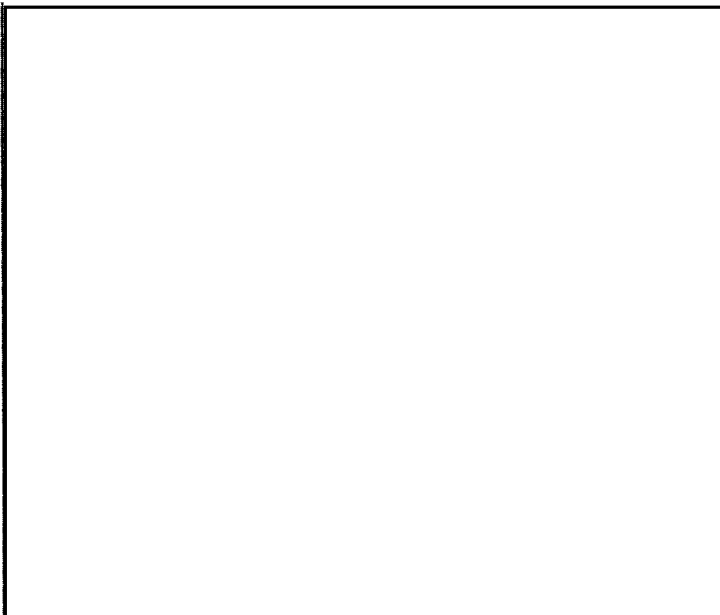
-

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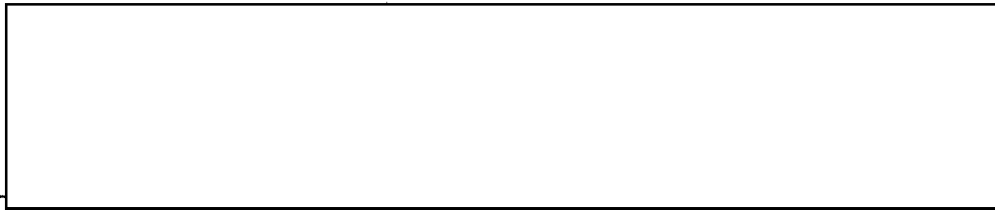
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- Continual

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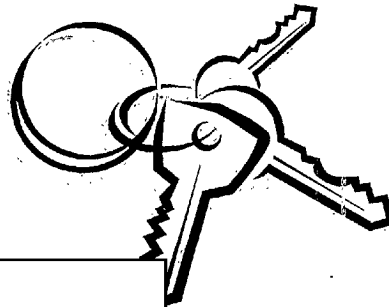
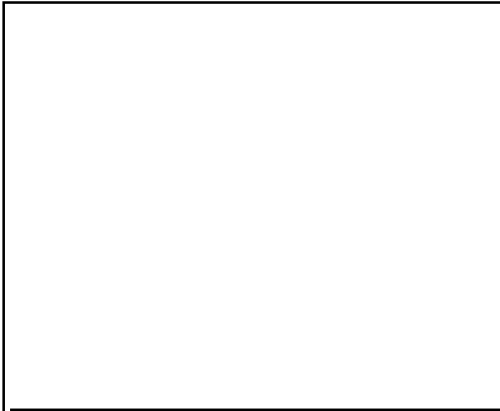
with a



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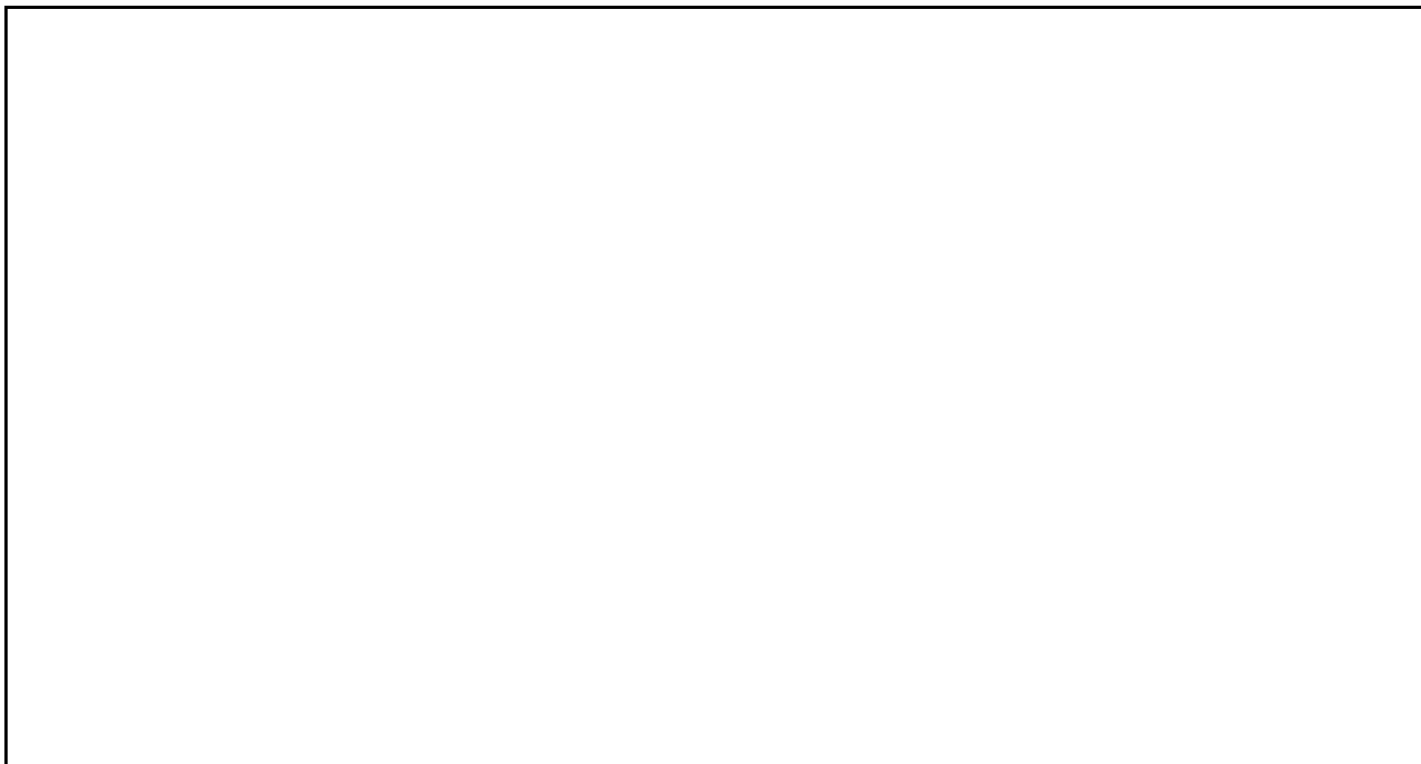


Keys to Success



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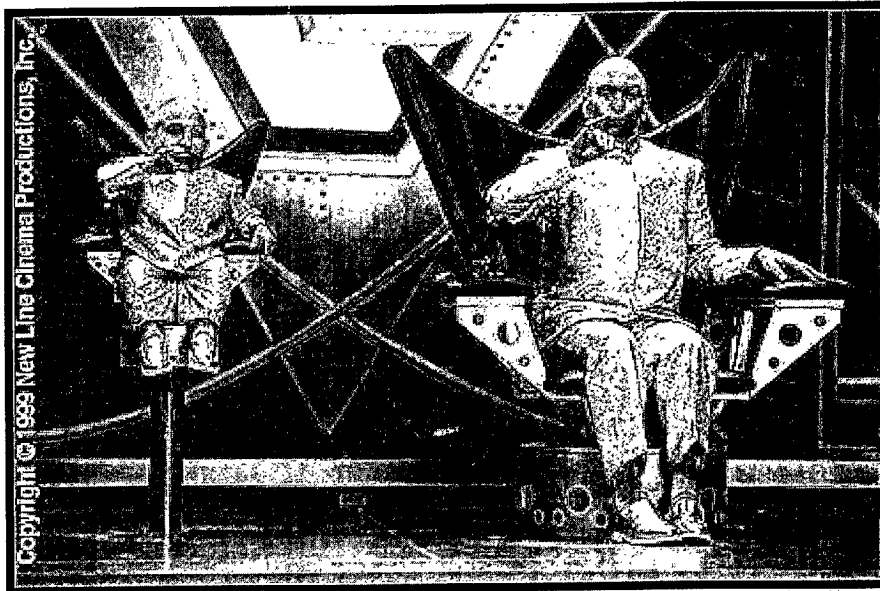
BOTTOM LINE



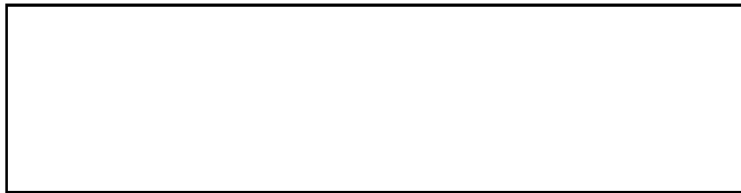
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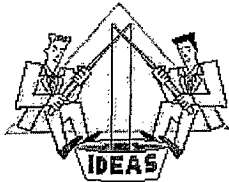
-28-

Questions?

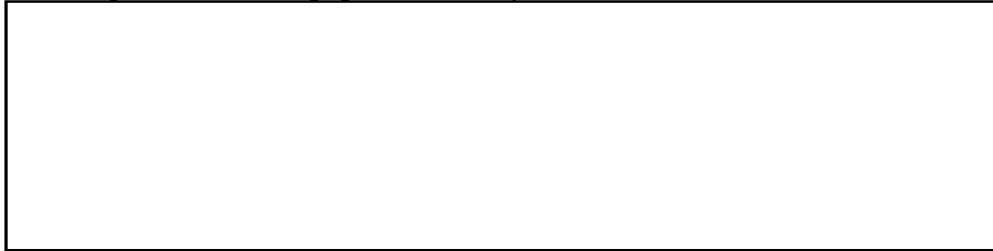


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Preparing for



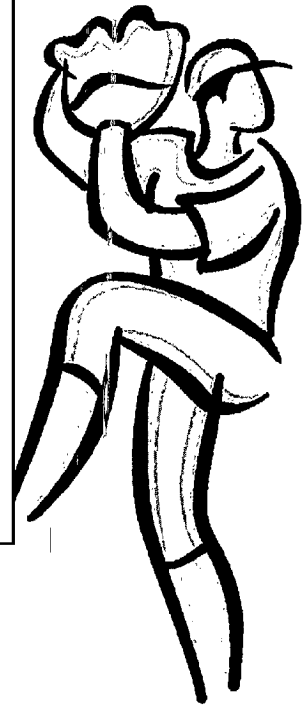
b7E



toward



Moving toward



b7E

[redacted]

from an

b7D

[redacted]

[redacted]

to:

■ [redacted]

■ Discuss

[redacted]

■ Share

[redacted]

■ Accept

[redacted]

[redacted]

■ Accept

[redacted]

etc.

[Redacted]

■ Effective

[Redacted]

[Redacted]

■ Use of

[Redacted]

[Redacted]

■ Use

[Redacted]

and

[Redacted]

[Redacted]

■ Determine if

[Redacted]

[Redacted]

b7E

[Redacted]

Tips

[Redacted]

➤ Continue to

[Redacted]

[Redacted]

b7E

➤ Reach a

[Redacted]

➤ [Redacted]

➤ [Redacted]

➤

[Redacted]

Tips

[Redacted]

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(if

appropriate)

[Redacted]

[Redacted]

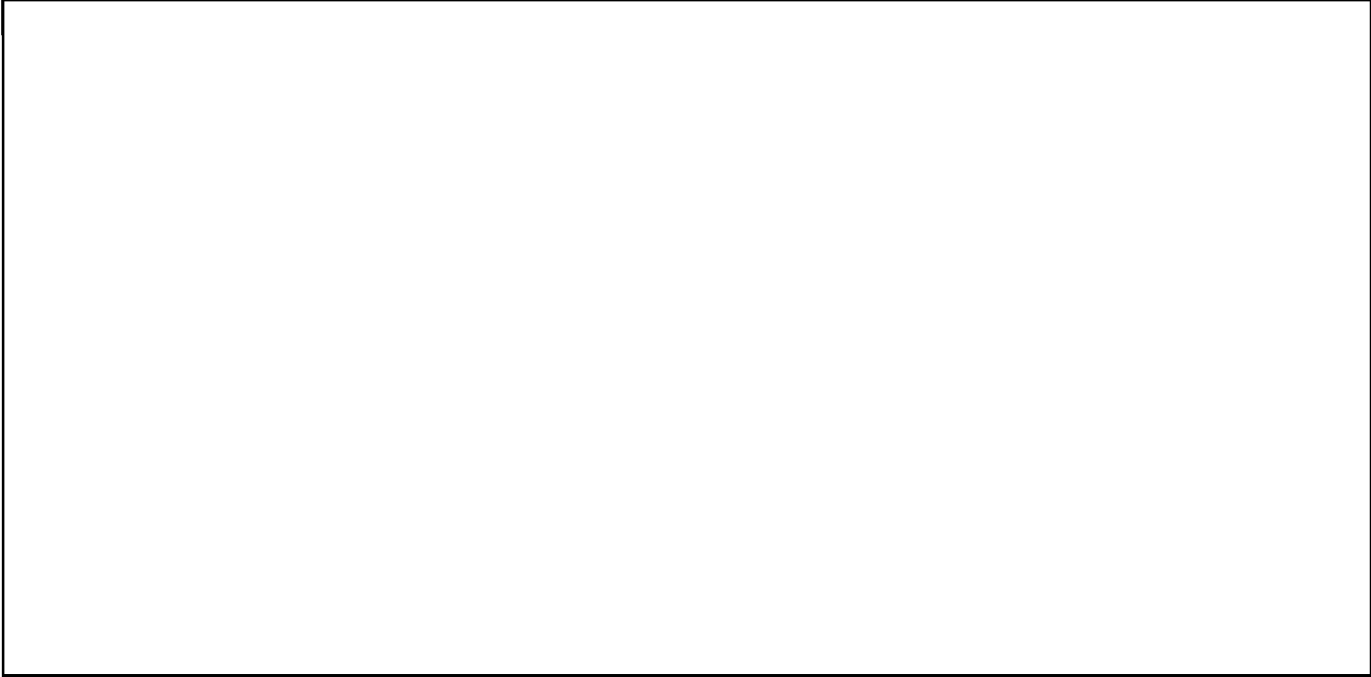
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Tips

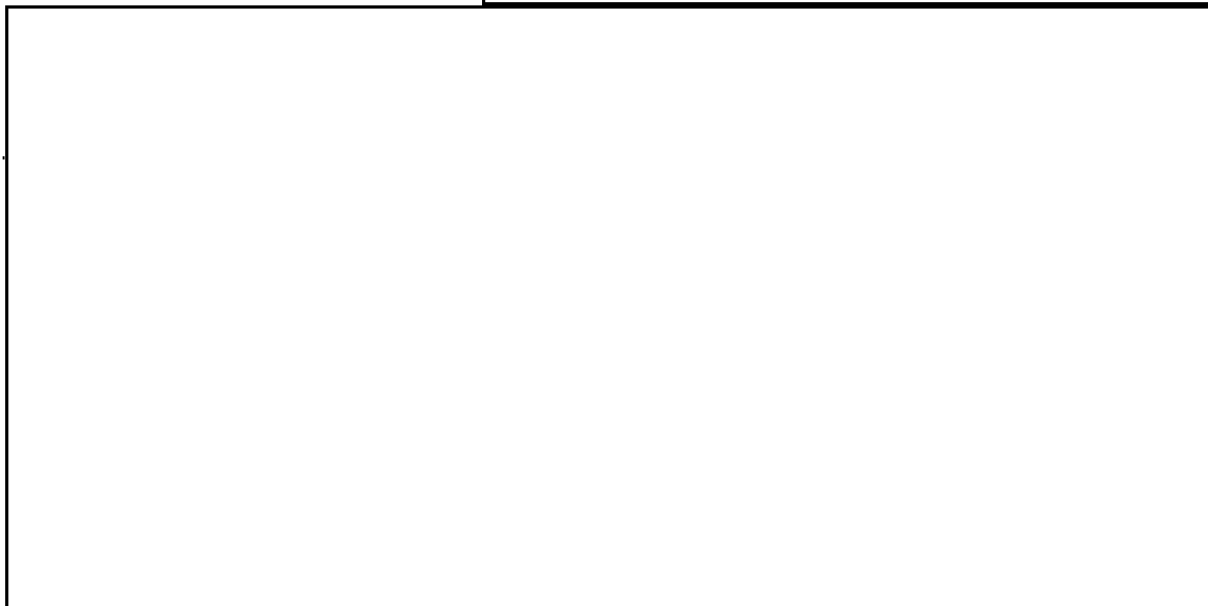
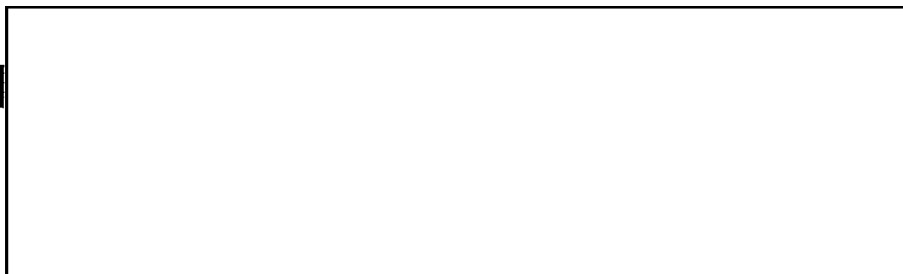


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-7-

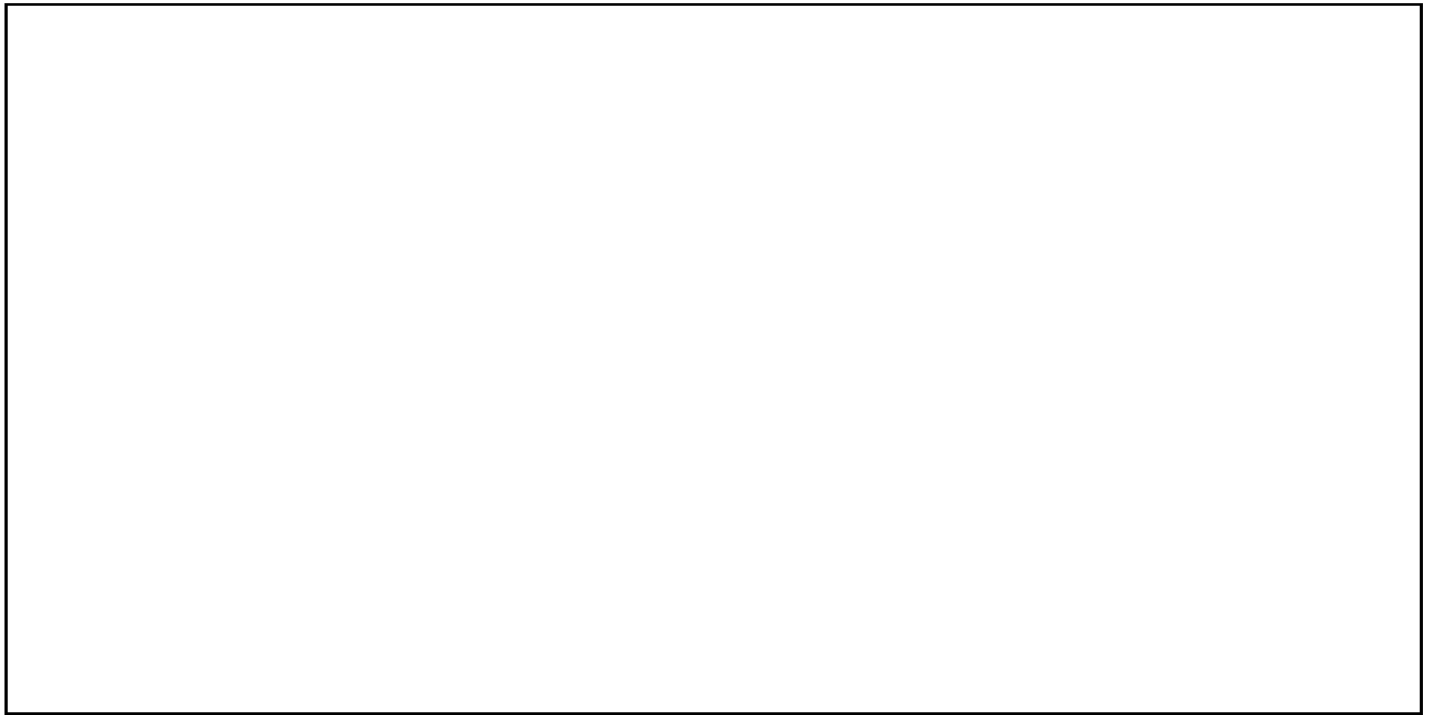
Before You



b7E



Ask Yourself:

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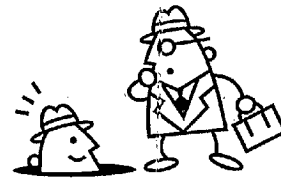
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You



b7E



QUESTIONS?

-11-

Recruitment

"The

b7E



-1-

RECRUITMENT



b7E



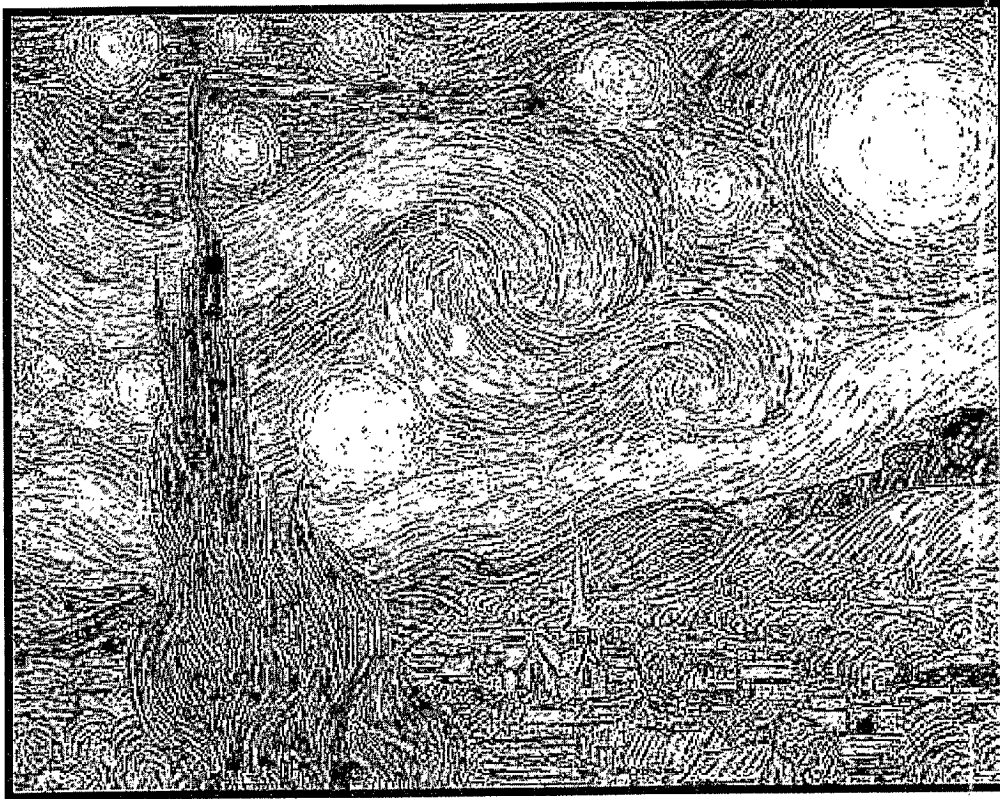
-2-

**"The only way on
earth to influence the
other fellow is to talk
about what he wants
and show him how to
get it."**

Dale Carnegie

-3-

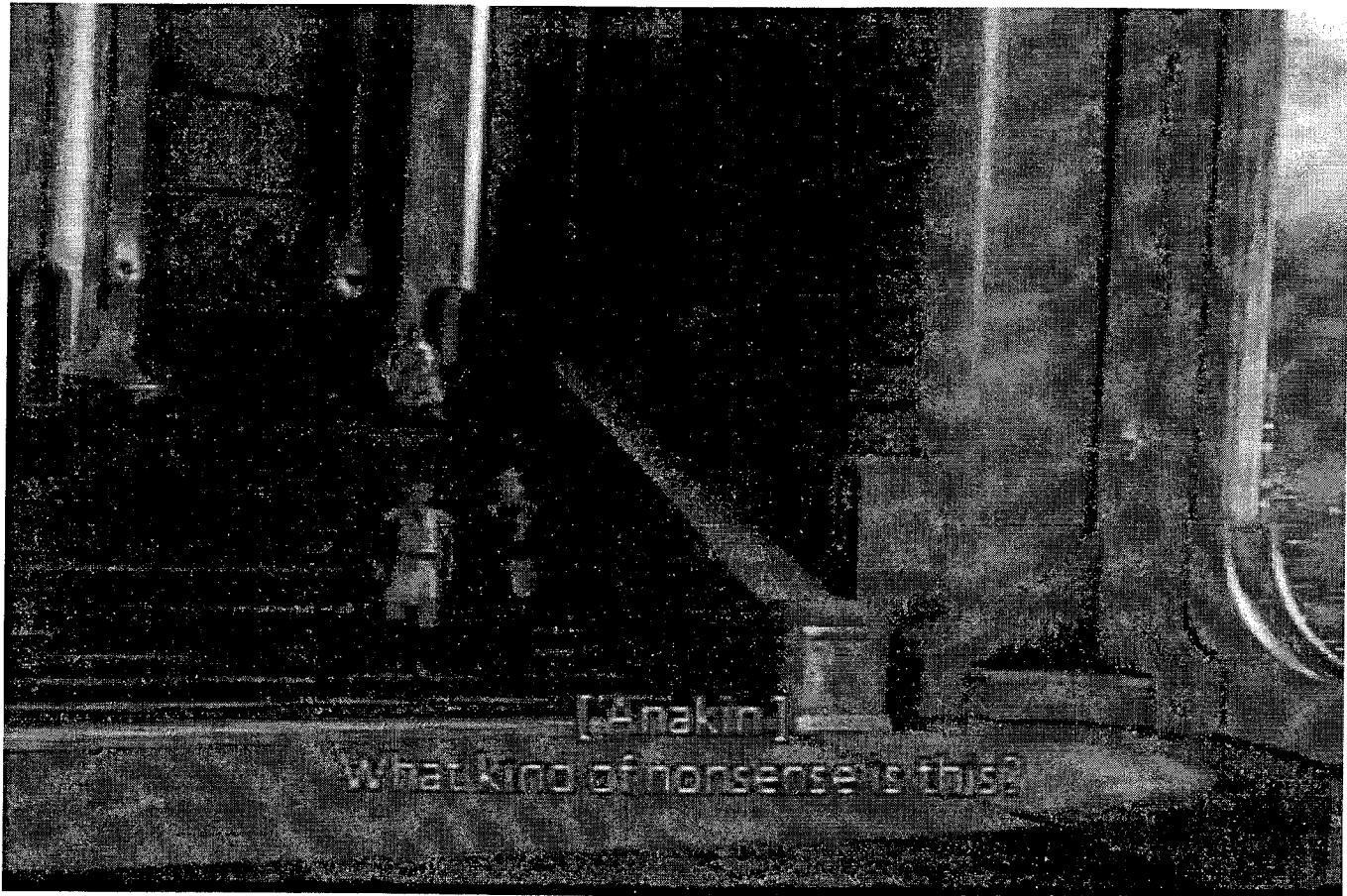
RECRUITMENT IS AN ART ...NOT A SCIENCE



-4-

Good or Bad

b7E



Good or Bad

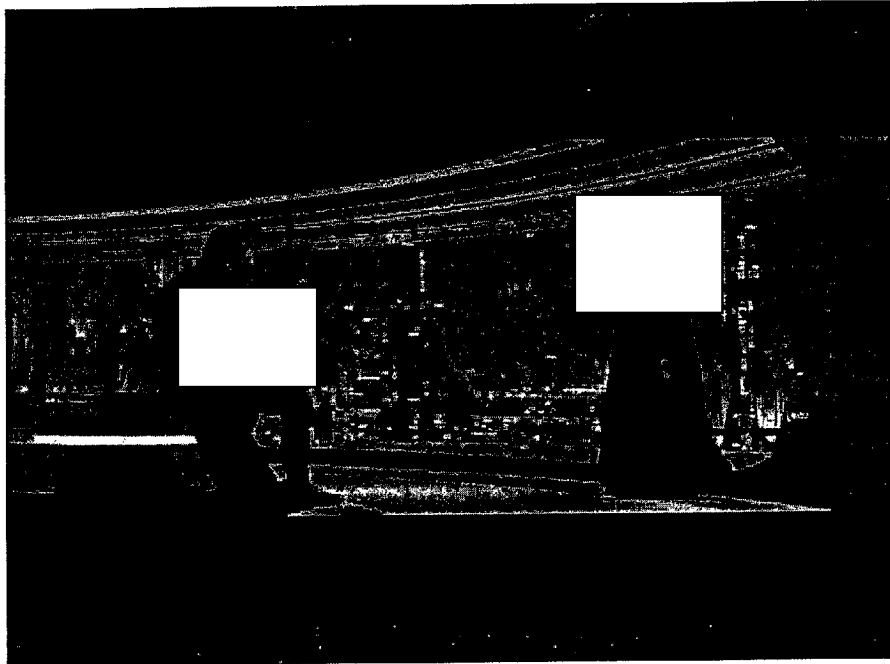
Why? Why Not?

Obi Wan:

Anakin:

b7E

Compare



b6
b7C
b7E

An Ideal [redacted] Relies On...

[redacted] between a [redacted]
[redacted]

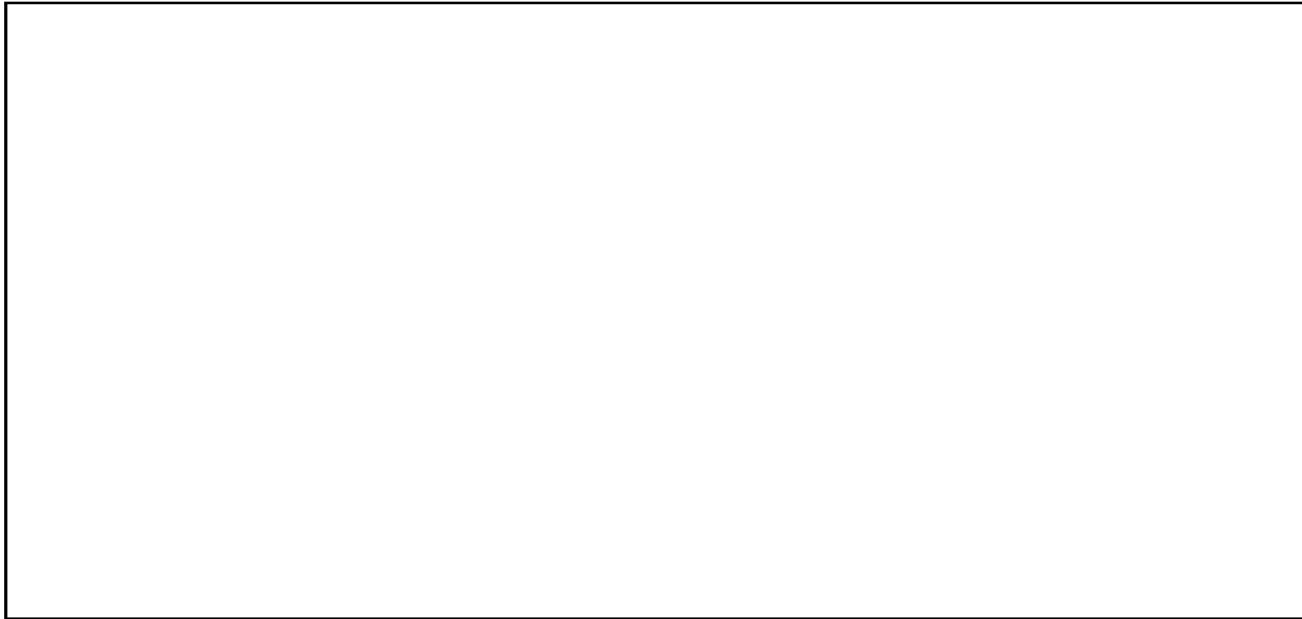
And a [redacted]
[redacted]

b7E

And Must Be...

[redacted]

An Ideal ***ALSO***
Relies On...



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[Redacted]

■ Your

[Redacted]

[Redacted]

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-
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[Redacted]

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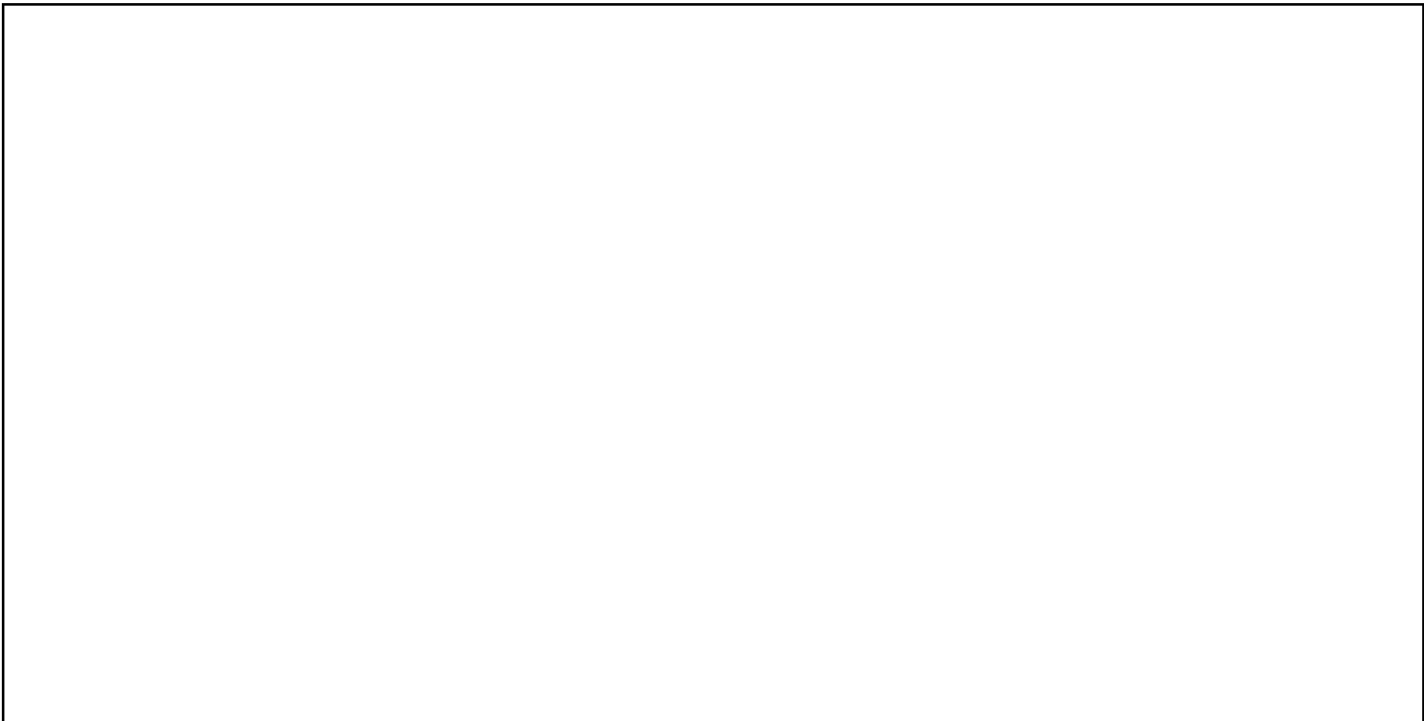
WHAT IS

[Redacted]

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MECHANICS - 1

...up to / through



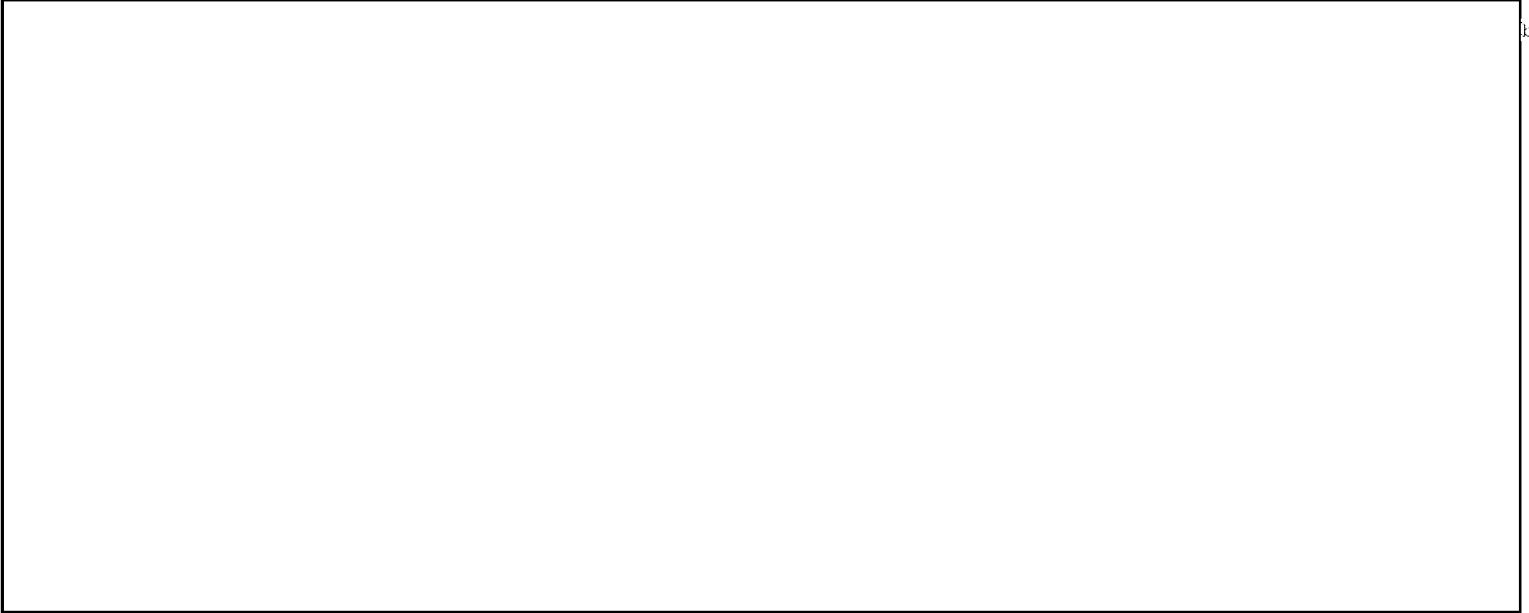
b7E



**"If you would win a man to your cause, first
convince him that you are his sincere friend."**

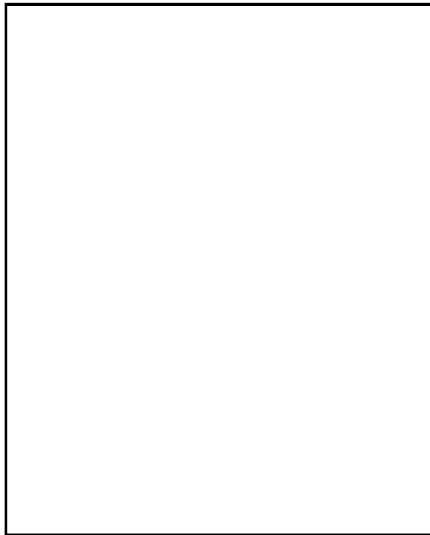
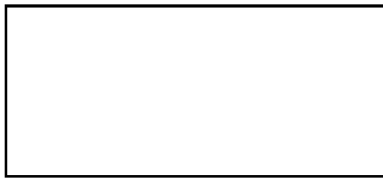


-- A. Lincoln

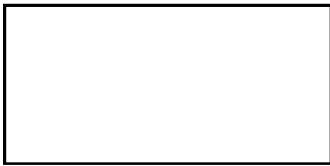


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THE



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DEFINED

I



on

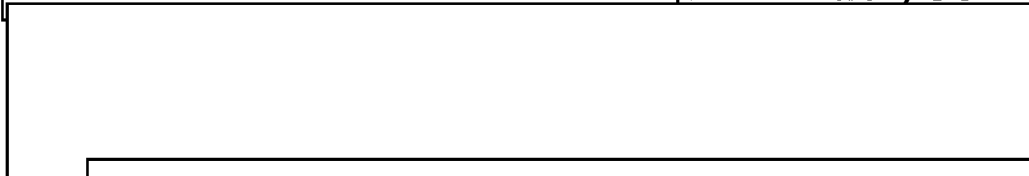


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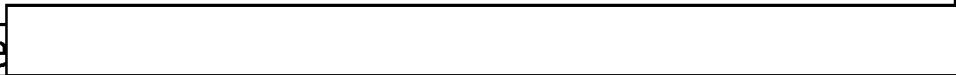
to



. . what you



in the



QUESTIONS?

ALL INFORMATION CONTAINED
HEREIN IS UNCLASSIFIED
DATE 09-28-2011 BY 65179/DHH/BAW/STP/bls

NEW

ALL INFORMATION CONTAINED
HEREIN IS UNCLASSIFIED
DATE 09-28-2011 BY 65179/DMH/BAW/STP/bls

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WORKSHEET

NEW

b7E

ANALYSIS

EXECUTION

FLOW

CONFIRM

REVIEW

STATE

Be specific

No "Buts"

Add

ALL INFORMATION CONTAINED
HEREIN IS UNCLASSIFIED
DATE 09-28-2011 BY 65179/DMH/BAW/STP/bls

Box 14

b7E

No block/chapter
info



ASSET

b7E

OF
ASSETS

b7E

ESSENTIAL SKILLS
FOR
ASSET

b7E



copy

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**ESSENTIAL SKILLS
FOR
ASSET** [REDACTED]
[REDACTED]

**ESSENTIAL SKILLS
FOR
ASSET** [REDACTED]
[REDACTED]

**ESSENTIAL SKILLS
FOR
ASSET** [REDACTED]
[REDACTED]

**ESSENTIAL SKILLS
FOR
ASSET** [REDACTED]
[REDACTED]

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**ESSENTIAL SKILLS
FOR
ASSET** [REDACTED]
[REDACTED]

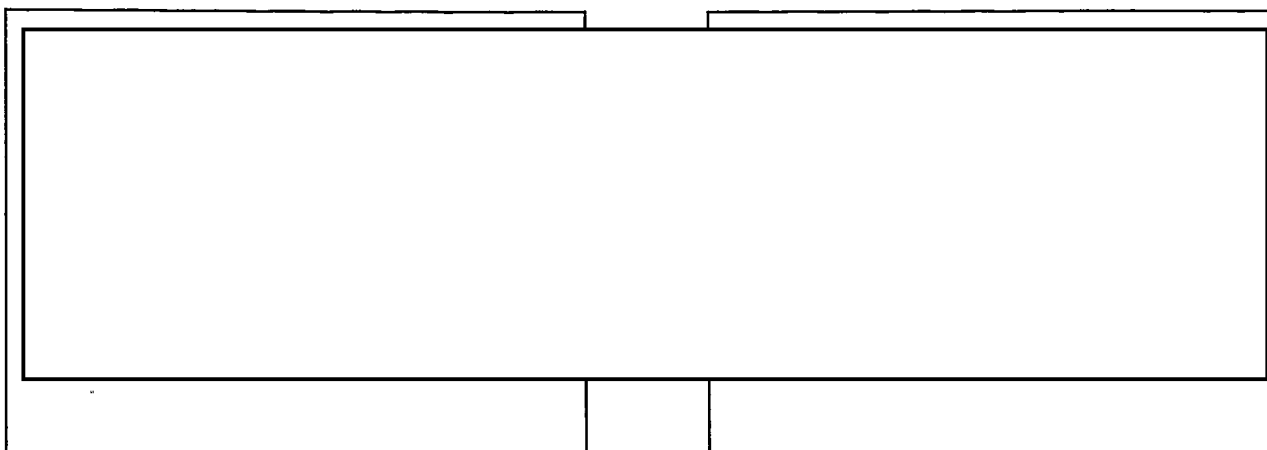
"He who is not sage and wise,
humane and just, cannot use
secret agents. And he who is
not delicate and subtle cannot
get the truth out of them."

SUN TZU, Page 147.

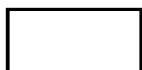
b7E



b7E



Intrusively observing
changes the event itself.



uncertainty principle.

WHY DO WE ENTER INTO



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b6
b7C



**THERE IS NO
MAGICAL
INCANTATION
TO GUARANTEE
SUCCESS**

b7E



HOW DO YOU MAKE	HOW DO YOU MAKE

b7E

HOW DO YOU MAKE	HOW DO YOU MAKE

b7E

HOW DO YOU MAKE

RECRUITMENT	

b7E

RECRUITMENT [REDACTED]

[REDACTED]

RECRUITMENT [REDACTED]

[REDACTED]

b7E

RECRUITMENT [REDACTED]

[REDACTED]

RECRUITMENT [REDACTED]

[REDACTED]

b7E

RECRUITMENT [REDACTED]

[REDACTED]

RECRUITMENT [REDACTED]

[REDACTED]

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RECRUITMENT

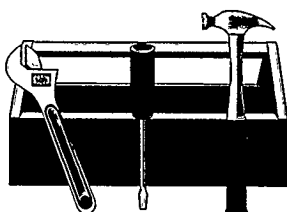
RECRUITMENT

b7E

ASSET

ASSET

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ASSET

ASSET

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ASSET [REDACTED]

[REDACTED]

ASSET [REDACTED]

[REDACTED]

b7E

MAXIMIZING YOUR [REDACTED]

[REDACTED]

MAXIMIZING YOUR [REDACTED]

[REDACTED]

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MAXIMIZING YOUR [REDACTED]

[REDACTED]

MAXIMIZING YOUR [REDACTED]

[REDACTED]

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MAXIMIZING YOUR

**SUMMARY
&
CONCLUSION**

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~~SECRET~~

Overview of [REDACTED]

What is [REDACTED]?

[REDACTED] is the

[REDACTED] is your Responsibility.

b7E

DATE: 03-13-2012
CLASSIFIED BY 65179 DMH/STP
REASON: 1.4 (C)
DECLASSIFY ON: 03-13-2037

You Are [REDACTED]
when You:

- Follow [REDACTED] Guidelines
- Develop [REDACTED]
- Develop [REDACTED]
- Develop [REDACTED]

- Eliminate the possibility that your [REDACTED]

You Are Protecting the Bureau by:

- Avoiding public (international) embarrassment, negative media attention
- Safeguarding our techniques and methodology
- Upholding the Professional way in which we deal with people: Our Reputation

b7E

ALL INFORMATION CONTAINED
HEREIN IS UNCLASSIFIED EXCEPT
WHERE SHOWN OTHERWISE

You Are Protecting Yourself by:

- Greatly reducing the possibility of [REDACTED]
- Having a [REDACTED]

[REDACTED]
■ Basic Considerations

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~~SECRET~~

~~SECRET~~

[Redacted]
[Redacted]
[Redacted] must be [Redacted]
[Redacted]
[Redacted]

~~SECRET~~

7

[Redacted]
[Redacted]
■ How you [Redacted]
[Redacted]
[Redacted]

~~SECRET~~

8

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[Redacted]
■ Your [Redacted] should have
[Redacted]

~~SECRET~~

9

[Redacted]
■ Considerations for [Redacted]
[Redacted]

~~SECRET~~

10

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[Redacted]
■ Designating a [Redacted]
[Redacted]

~~SECRET~~

11

[Redacted]
[Redacted]
[Redacted] c
[Redacted]

~~SECRET~~

12

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~~SECRET~~

~~SECRET~~

(S)

(S)

[Redacted]

- Getting to [Redacted]

[Redacted]

~~SECRET~~ 13

[Redacted]

- [Redacted]

[Redacted]

~~SECRET~~ 14

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- [Redacted]

- Should you determine the [Redacted]

[Redacted]

~~SECRET~~ 15

[Redacted]

- Develop a [Redacted]

- You and [Redacted]

- Review this [Redacted]

[Redacted]

~~SECRET~~ 16

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(S)

[Redacted] Considerations for the Special Agent

- [Redacted]
- Maintain [Redacted]
- Employ [Redacted]
- Exercise [Redacted]
- Always [Redacted]

~~SECRET~~ 17

[Redacted] Considerations for the Special Agent

- Protect the [Redacted]
- Follow [Redacted]
- Review and improve [Redacted]

[Redacted]

~~SECRET~~ 18

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Contingencies for

-
-
-

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- One Last Word of Advice...
-

~~SECRET~~

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QUESTIONS?

~~SECRET~~

~~SECRET~~

FORMULATING SPECIFIC [REDACTED]

ALL INFORMATION CONTAINED
HEREIN IS UNCLASSIFIED
DATE 09-28-2011 BY 65179/DMH/BAW/STP/bls

[REDACTED] TEAM MEMBERS

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[REDACTED]
Counterintelligence

[REDACTED]
Counterintelligence

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[REDACTED]
Counterterrorism

[REDACTED]
Counterterrorism

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[REDACTED]
Criminal

[REDACTED]
Criminal

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b7E

ALL INFORMATION b7C TAINED
HEREIN IS UNCLASSIFIED
DATE 09-28-2011 BY 65179/DMH/BAW/STP/bls

KEY CONTACTS / SMEs

For



6 WK

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DATE: 09-28-2011

CLASSIFIED BY 65179/DMH/BAW/STP/bls

REASON: 1.4 (c)

DECLASSIFY ON: 09-28-2036

~~SECRET~~

~~***LAW ENFORCEMENT SENSITIVE***~~

ALL INFORMATION CONTAINED
HEREIN IS UNCLASSIFIED EXCEPT
WHERE SHOWN OTHERWISE

FBI Training

Executive Summary

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(S) In June 2006, the National Security Branch (NSB) requested an evaluation of the current training programs the Federal Bureau of Investigation (FBI) to determine similarities between the two programs. This was in response to the President's tasking to create a separate intelligence career track in the FBI and an intelligence officer certification program for it.

(S) To conduct the evaluation, NSB

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(S) In doing his review interviewed a number of FBI subject matter experts and reviewed curriculum from the 18-week Quantico New Agent Training (NAT) program, the 18-month probationary period, and some NSB in-service training. The outline of the pilot course was also reviewed. Interviewees included:

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- Section Chief Shawn Henry, NSB
- SSA at Quantico
- SSA Unit Chief Training Center, Quantico
- SSA Instructor Training Center, Quantico
- SSA NSB Executive Staff

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(S) The information gleaned from the interviews and documentation review can only be characterized as an initial review, but some findings relative to a program comparison of the FBI's related training can be made. These include:

(S) is

(S) compared to two years for the FBI's special agent program. Once certified, the Special Agent working still

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(S) needs additional in-service training to become fully qualified to work

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~~***LAW ENFORCEMENT SENSITIVE***~~

(S) ■ The principal reasons for the difference in training programs length are the Special Agent's need for law enforcement skills [redacted] etc.) and the FBI's reliance on an 18-month OJT period to certify an agent. [redacted]

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(S) ■ The FBI's OJT period is certainly stronger than the three-month interims [redacted] The effectiveness of the FBI's OJT, however, is subject to varying operating environments and missions, as well as to the experiences/biases of the personnel who oversee and interact with the Probationary Agents. Reliance on OJT alone for certification limits the introduction of best practices that occurs in a controlled setting where experienced agents can cull experiences and build scenarios that simulate critical collection issues and tradecraft.

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(S) ■ A key difference between the [redacted] FBI's training programs [redacted] [redacted] may be a reason that FBI Special Agents are perceived as less well trained on recruiting sources. This perception may also arise out of a culture difference between the FBI [redacted]

Replication of
not to have in
absolutely
be the

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(S) ■ Within the New Agent Training (NAT) program there is a total of two weeks dedicated to [redacted] specific training [redacted]

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[redacted] This differs from the FBI's approach where independence of action in source operations does not seem to be required immediately.

(S) ■ The FBI's pilot course [redacted] contains content directly analogous [redacted] This course could provide the basis for certifying agents in an intelligence career track. Consideration should be given to moving this training up in the training cycle of NSB special agents [redacted]

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(S) [redacted] More emphasis on [redacted] may also be required as part of this certification process.

Placement of Training

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Discussion:

It is not known how detailed the [] will be in positing training standards for Community intelligence officers, but it is likely to be more broadly-based and career tracked. For example, entry-level intelligence specialists will need a basic understanding of [] and [] and be able to apply these understandings under supervision. A journeyman will have to be capable of operating more independently and conceptualizing more complex operations. Expert performance would go up commensurately. Training curriculum might be tied to that progression, but it is also possible that [] will argue for more up front, substantive training in the areas of []. This would be because of the NCS perspective and influence.

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With the NCS [] Committee developing the IC standards, they are likely to fall back on those training goals and objectives used in the [] program. This program, called the [] program, is outlined below. In main, however, the [] program takes place over []

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The FBI's NAT and OJT programs have elements of all the above, but the domestic operating environment and the investigative limits upon which most FBI case activity initiates and is sustained changes the way in which these key certification areas are treated. []

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ACERUM030749

FBI030269

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(S)

[redacted]
[redacted] FBI officers not operating under cover, however, are trained
[redacted]
[redacted] for example). Behind the
[redacted] is the trustworthiness and integrity of the FBI Special Agent and of the
organization itself.

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It is not clear how much this culture difference impacts on training, but during an
interview with one current Quantico CI Division trainer, it was noted that more in-depth
(S) [redacted] would understand it is delayed so that the
[redacted]

Given possible [redacted] emphasis in getting this type of training more up front so that
special agents can be as prepared as possible to take on the terrorism and proliferation
targets, FBI training that comes during OJT or at the point an agent is selected for final
NSB assignment will have to build upon the well-established [redacted]
[redacted] so that agents can [redacted]
[redacted]

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Another point regarding current FBI certification training is the fact that the ability of the
Field Training Agent (FTA) to evaluate and guide the Probationary Agent during OJT
depends on the FTA's skills, capabilities and experiences. It was noted during interviews
done for this review that the FTA population is aging, with perhaps more than 50%
having less than five years before retirement. On the flip side, the number of Special
(S) Agents in the FBI with less than five years experience is growing [redacted]
[redacted]

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Perhaps this will have to be considered in NAT so that officers have a stronger grounding
in NSB [redacted] operations before going to OJT.

Comparison of Entry Level Certification Training

(S)

[redacted]

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Federal Bureau of Investigation

The FBI's entry training program, the Probationary Agent Program, consists of an Academy-based 18-week NAT course at Quantico, followed by an 18-month OJT period in a Field Office. Successful completion of both phases of this program results in status as an entry-level Special Agent. The goals of the two parts of the certification program are:

■ NAT: This program graduates PA's trained in good investigative techniques and acculturated to the mission of the FBI and those professional traits expected of a Special Agent. Among other things, training consists of [REDACTED]

[REDACTED]
[REDACTED] Since 1999, the program emphasizes [REDACTED] This is done through an [REDACTED] both on criminal and National Security investigations. The FBI's [REDACTED] and orientation to [REDACTED] operations, to include operational communications and IIR's, is treated in NAT. This training totals about two weeks (80 hrs) in duration.

■ Probationary Agent (OJT) Training: This is the most significant part of the final selection process for Special Agents because the PA has to exhibit the knowledge, skills and abilities necessary to succeed as a Special Agent in the field. Within one year of EOD (six months after Field Office assignment), PA's must complete [REDACTED]

■ In the second year after EOD, the PAs are given more in-depth responsibilities on a particular squad in a FO, spending [REDACTED]

■ The [REDACTED] Program assignment requires a PA to:

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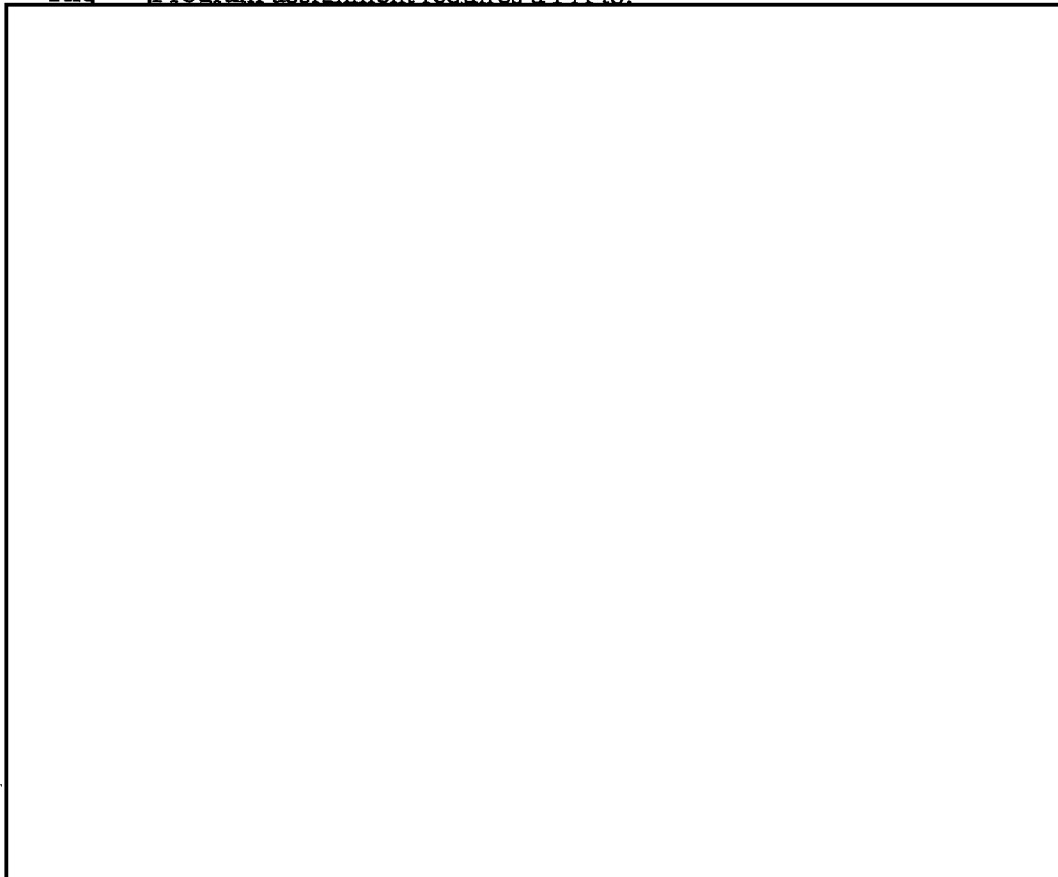
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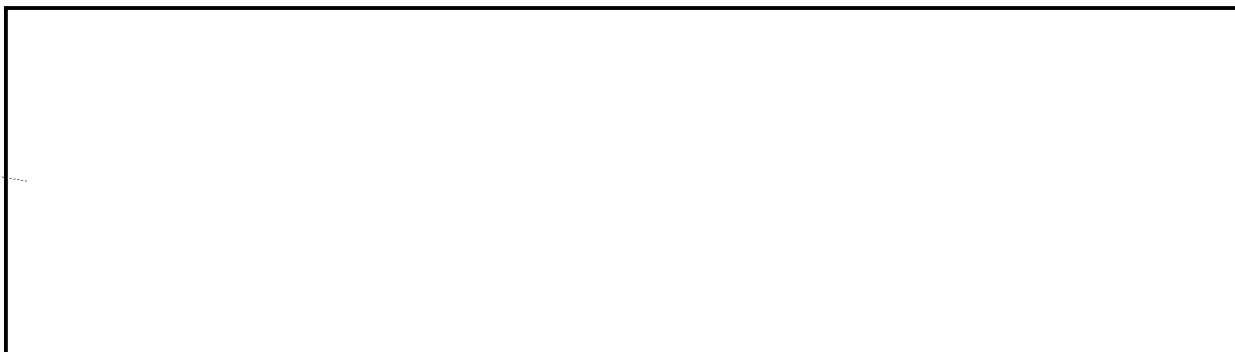
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■ The ☐ Program assignment requires a PA to:



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Comparison of Post-Certification Training



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(S)

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Federal Bureau of Investigation

Compared to NCS officers completing the [] program, most FBI Special Agents completing NAT and OJT do not have a comparable amount of [] and [] training. The one exception is the CI Program special agent who has attended the four-week [] course. Even that course, however, remains in many respects an overview given the amount of material covered and the short period of time allocated to the training (four weeks). To address this situation, the FBI has a wealth of in-service training, particularly from the CI Division, that meets the needs of agents going onto more specialized targeting. These courses have content that could be drawn upon to build a course or courses that would likely meet all [] training standards and the needs of agents and analysts in the CI, CT, DI and WMD divisions.

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In reviewing the National Security Branch's draft Course Catalogue, the following training courses stand out for content on [] operations:

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[] intelligence officers. Most FBI agents argue that they do not need [] because they own the turf, but if [] pushes SDR training for all intelligence specialists, this two-week [] training could be used to meet the requirement. While focused on [] it would not be difficult to tweak the training so that agents come out with a stronger understanding of [] when operationally necessary. This would be particularly true if the curriculum were to be melded with that found in the [] *Operations* course.

[] - Because [] one could argue that all agents should be schooled in [] investigations. The curriculum (currently three days) appears malleable enough to include in a core NSB training course. With this course's treatment of [] [] would seem to cut across similar techniques and requirements for CI and CT operations.

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[] Like the [] curriculum []

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[] As note above, there is a common approach or paradigm that underlies [] operations. From its description, the [] Operations course provides part of that paradigm and could be an integral part of a broader NSB certification course.

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[redacted] This course is largely [redacted]
[redacted] and, thus, interestingly enough may be better for agents [redacted]
[redacted] Inside the course, however, are many teaching areas that are generic
to all NSB special agents [redacted]
[redacted]

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(S) [redacted] This course is currently
projected to be an expert-level course and is being piloted for special agents who are
experienced [redacted] In looking at the draft
curriculum which is still being developed [redacted]
[redacted] One wonders if this course should actually be the basis for
an NSB-wide training course during or at the completion of OJT.

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(S) *Note: The decision to place agents in a more specialized [redacted] training course at the
two-year point suggests that agents would be certified prior to the training and that the
training would not contribute to the certification decision [redacted]*

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(S) [redacted] If the FBI were to consider a [redacted] training course as part
of the certification process, it might mean designing a program that provides multiple
practicals played against standards measuring satisfactory performance. [redacted]
[redacted] This in turn means having [redacted]
[redacted] who can make the certification judgments.

(S) [redacted] This course has not been evaluated as part of this
review. From overviews presented in NAT, however, many characteristics of [redacted]

(S) [redacted]
[redacted] FBI training on
the other hand [redacted] FBI Special Agent [redacted]
[redacted] It may not be possible or necessary to transfer aspects of the UCO's to the
two-year point NSB training program, [redacted]
[redacted]

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(S) [redacted]
[redacted] As noted earlier, the NCS-chaired [redacted] Committee may set Community standards
[redacted] objective [redacted]
[redacted] comment on how FBI training measures up against these objectives is
outlined below.

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[REDACTED]

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FBI Training Content: NAT training [REDACTED]

[REDACTED] is excellent. [REDACTED]

however, [REDACTED]

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[REDACTED] (for example?) is another training skill. It is not clear from the overview of the NAT to date [REDACTED] trained, but all the [REDACTED] OJT interviewing requirements do not address this [REDACTED]

FBI Training Content: The [REDACTED] taught in NAT, but [REDACTED] not clear from the review. This does seem to be part of the training goals in the [REDACTED] Course when the [REDACTED]

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[REDACTED] developed in April 2006 and part of the FBI's effort to put in a integrated training experience for agents and analysts. If this were to be fully imbedded in the curriculum, either in NAT or in an NSB intermediate training program, this would more than meet the [REDACTED] objectives on requirements and talking points.

FBI Training Content: Based on review of FBI training to date, this particular area of agent management does not seem to be addressed. Further drill-down on FBI training may find areas where this addressed. If not, the instruction is easy to install as it is [REDACTED]

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FBI Training Content: This skill area is not readily identifiable in FBI training content, except for [REDACTED] training where [REDACTED] is treated. From interviews with FBI trainers, it appears that all agents [REDACTED]

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however, that might lend itself to situations where [REDACTED]

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[REDACTED] is not possible. [REDACTED]

[REDACTED]
clandestinely may be worth the training investment.

(S)

[REDACTED]
FBI Training Content: [REDACTED] this relates to [REDACTED]

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[REDACTED] This would seem to be an area for FBI CI specialists but not something needed for other agents. If ODNI puts these within the standards, however, the training could be pulled from existing FBI CI courses.

[REDACTED]
FBI Training Content: [REDACTED]

[REDACTED] It is not clear if [REDACTED] are treated elsewhere in FBI training. From interviews with FBI special agents and trainers, the use [REDACTED] seems standard.

Also, the FBI often handles [REDACTED]

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(S) [REDACTED]
[REDACTED] If the FBI begins to handle [REDACTED] and that

(S) [REDACTED]

(S)

[REDACTED]

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(S) FBI Training Content: Most FBI trainers interviewed said the [REDACTED] training was not required for special agents because [REDACTED]

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(S)

not seem to be a perceived need for learning [redacted]

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(S)

[redacted] This may be an area that ODNI suggests the
FBI consider. If so, [redacted] course
could be used along with aspects of [redacted] course to train this. The
objective of the training would be [redacted]

[redacted]

[redacted]

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FBI Training Content: FBI NAT training includes [redacted]

(S)

During OJT. PA's in the [redacted]

[redacted]

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Currently, FBI analysts will [redacted]
special agents. This means that the [redacted] bjective noted above should be a critical
[redacted] focus. Those FBI trainers who [redacted] are not responsible for
[redacted] It is assumed that this issue is handled correctly in NAT, but
the trainers who handle this skill area were not met.

[redacted]

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(S)

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*FBI Training Content: NAT and [redacted]
[redacted] to a degree sufficient to meet [redacted] standards. There is also a [redacted]
[redacted] that would meet the standard on [redacted]*

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[redacted]

b7E

(S) *FBI Training Content: It is not certain if technical support is addressed in FBI training.*

[redacted]
[redacted] is mentioned to FBI agents,
they do not seem to believe that they have a requirement for this training due to the fact
that [redacted] It is doubtful that the [redacted] will direct
[redacted] currently given to NCS officers.

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(S)

[redacted]
[redacted] it is unlikely the
[redacted] would mandate FBI training in these areas.

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(S)

[redacted]
[redacted] It is unlikely that the [redacted] will set any of these objectives as part of their
standards, and if they were to, the FBI is likely to have more than sufficient content
through its Cyber Division to meet whatever standards [redacted] might outline.

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[illegible]**FBI030279**

FD-448
Revised
10-27-2004

FEDERAL BUREAU OF INVESTIGATION
FACSIMILE COVER SHEET

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☐ Priority

☒ Routine

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☐ Top Secret

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Room:

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Number of Pages: (including cover)

15

Originator's Name:

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DETAILS

Subject:

Special Handling Instructions:

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WARNING

[Redacted Signature]

(REC'D/VERIFIED)

[Handwritten Signature]

From: [REDACTED] (CD) (FBI)
Sent: [REDACTED] 6:28 PM
To: [REDACTED]

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b7C

Cc: [REDACTED]
Subject: FW: After-Action Notes

UNCLASSIFIED
NON-RECORD

Hello all,

[REDACTED] did a good job at trying to capture the meeting's key points, pls review and let [REDACTED] know if there is any need for changes.

Thanks,
[REDACTED]

-----Original Message-----

From: [REDACTED] (TDD) (FBI)
Sent: [REDACTED] 3:26 PM
To: [REDACTED] (CD) (FBI)
Cc: [REDACTED]
Subject: After-Action Notes

b6
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UNCLASSIFIED
NON-RECORD

I'm attaching a draft of the notes I took at the After-Action Meeting. Some issues that arose:

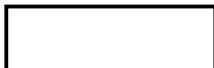
- The comments don't always hold together because people had so many different points they wanted to make and so much general discussion went on. In many cases, no real decisions or conclusions were reached--people were just sharing ideas
- I tried to organize the notes according to the speaker, but in some cases, I might have written down what another participant said rather than the speaker. Therefore, I would not consider these in any way to be official.
- I would suggest checking with the major players before distributing these notes. These people may want to clarify, expand, or even change what I attributed to them. You may also want to get input from some of the other participants.
- I put one question in red at a point when I wasn't sure where one speaker stopped and another began.

b7E

I don't think I've ever taken notes for more than a two-hour period, so this was definitely a new experience for me. Please let me know if you have any questions.



After-Action
Notes.doc (183 KB..)



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b7C

[redacted]
Evaluation Program Manager
Curriculum Development & Evaluation Unit
FBI Academy [Biograph, Hogan's Alley]
Quantico, VA 22135
Telephone: [redacted]

b6
b7C

-----Original Message-----
From: [redacted] (CD) (FBI)
Sent: [redacted] 1:18 PM
To: [redacted] (TDD)(FBI)
Subject: RE: Notes from Camp Peary meeting

b6
b7C

UNCLASSIFIED
NON-RECORD

Thank you so much!!! I believe [redacted] will want them classified, but go ahead and forward them, and I'll take care of classifying, unless you come across a sensitive part.
Thanks again,

b6
b7C
b7E

-----Original Message-----
From: [redacted] (TDD)(FBI)
Sent: [redacted] 1:13 PM
To: [redacted] (CD) (FBI)
Subject: Notes from Camp Peary meeting

UNCLASSIFIED
NON-RECORD

[redacted]
I'm almost finished with the minutes/ notes from the meeting we attended. Should these minutes be classified in any way? Thanks.

b6
b7C

[redacted]
Evaluation Program Manager
Curriculum Development & Evaluation Unit
FBI Academy [Biograph, Hogan's Alley]
Quantico, VA 22135
Telephone: [redacted]

UNCLASSIFIED

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[REDACTED] After-Action Agenda

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(S) 0900 - 0930: Opening Remark [REDACTED]

Introduction of Attendees

0930 - 1000: EAD, [REDACTED] (Keynote Speaker to address Leadership Views and Mission Statement and "Where We Have Been and Where We Are Going")

Discuss FBI Leadership Views/Expectations

- Does the Course Enjoy Full Support?
- FBI HQ [REDACTED] Unit- Views?
- NSB [REDACTED] Unit [REDACTED] Future & Roles-Clarification
- Issues to Consider
- Community (FB [REDACTED] Resources

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(S) Mission Statement for the Course

- Objective/Goals
- Student Selection Criteria, ie. Who Attends?
- When/How Often to Run the Course
- Structure, Size, Groupings?

1000 - 1030: Course Content (Focus Issues)

- Lessons Learned/Feedback
- Overall Approach- Attitude
- What Belongs Here and What Belongs in New Agents Training

1030-1200: Breakout Into Discussion Teams to Address Course Content

Focus Issues:

- Reduce Redundancy and PowerPoints [REDACTED]
- Applicability to Special Agents
 - Relevance
 - Match What Occurs in the Field

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1200 - 1300: Lunch

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1300-1700: Discussion Teams (Cont'd)

- Flow-Make it "Follow the Elements of the [REDACTED]
- Incorporation of Feedback
- "The Art & Science of the [REDACTED]
- [REDACTED] Intro/Familiarization/Generic or More?
- Requirements- Driven Targeting and Collection
- "Practicals"- Exercise- More HOW to/Hands On

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1700: Cocktails

1800: Dinner Off Base

[REDACTED]

0830 - 1000: Team Briefings on discussion Areas- Feedback & Input

(S) 1000 - 1200: [REDACTED] Role

Discussion Topics:

- Keep Same?
- Expand into other areas, e.g. [REDACTED]

(S)

[REDACTED]

- How do [REDACTED]
- Walk-Ins
- Practical/Exercises [REDACTED] Role? Validity?
- One-on-One or Two-on-One Feedback Sessions
- Training the Trainers- AMS for Instructors

1200 - Lunch

1300- 1400: Conclusion (Summary of Key Recommendations)

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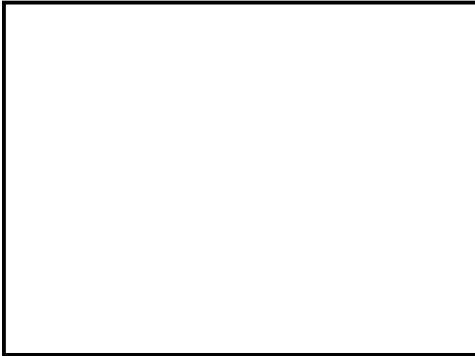
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TASK ORDER 007

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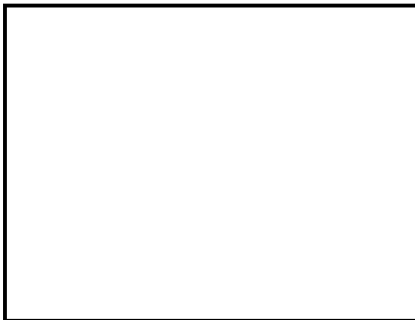
PHASE I ROLE PLAYERS



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needed) - not included in original proposal, but available if

PHASE II ROLE PLAYERS



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TASK ORDER 007

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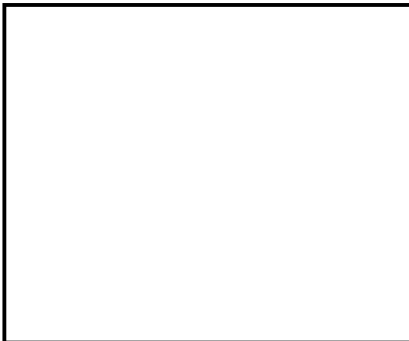
PHASE I ROLE PLAYERS



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PHASE II ROLE PLAYERS



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Interrogation Rooms (all view)

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KEY CONTACTS
& SME'S

DATE: 09-28-2011

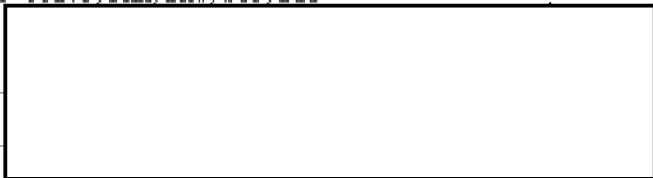
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REASON: 1.4 (c)

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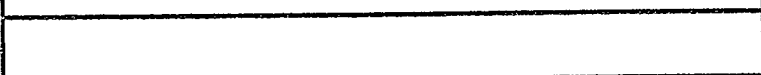
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(FRI) 1030

MEETING @ CITC / ATTENDEES:

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NAME (PRINT)	DIV / UNIT	TEL #
SSA [REDACTED]	CTD / HSURU	[REDACTED]
IA [REDACTED]	Pittsburgh / TDY DI	
SSA [REDACTED]	CTD / ADMIN / HSURU	
UC [REDACTED]	" " "	" " "
UC [REDACTED]	Field INTEL Section, DE	[REDACTED]
UC [REDACTED]	CTD / CS PDU	[REDACTED]
UC [REDACTED]	TDD / ITU	
* [REDACTED]	CD / CITC	
	TDD / CADU	
	TDD / TCI	
	TDD / TCI	
	DI	
	DI	
	TDD / TCF / NSB	
	TDD / TCI	
	TDD / CERS - OCT	
	TDD / CPEU / TCI	
	CD / CD3E	
	CD / CD-8C	
	CD / CD-8C	
	TEU	

*

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(HQ)

(CELL)

Co-ordinator [REDACTED] FBI 1030290

Name

Division

Tel. #

CD

TDD

NSB

DI

NSB

CTD

DI

CTD

CTD

DI

DI

TDD

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TDD

CD

DOCM/NSB

ITU

TDD/NSB

DI/INS

TDD/TCI

TDD/TCI

TDD/CADU

DI/ICMS

NSB/CD

PG/TDY TO NSB

NSB

(DI) -

SSA

(SIA)

SSA

IA

Dom. Mgmt. Initiatives (TDY)

The following is a list of SMEs and ISS who developed the Domestic Operations Pilot Program									
	CTD/DTOU					TDD			
	TDD/LECU					TDD			
	NY					TDD			
	TDD/LECU					TDD/LECU			
	SF					TDD/CHOU			
	TDD/LECU					TDD/ITU/BAP			
	WFO					TDD/ITU			
	TDD					CNU			
	TDD					CTD			
	CD/CITC					TDD			
	NF					CTD			
	CTD								
	DI					Training			
	TDD					Others			
	TDD								
	OGC					ISSs			
	TDD/ITU					SMEs			
	TDD/LECU					* SMEs that participated in project study			
	CTD/CIRG								
	LA								
	TDD								
	CIA								
	TDD/ITU								
	CD								
	WFO								
CTD									
TDD/LECU									
CD/CITC									
CD									
CD									
CTD/CHOU									

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