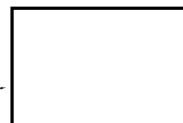


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OTR BULLETIN

OCTOBER -
 NOVEMBER
 1966

GROUP 1
 EXCLUDED FROM AUTOMATIC
 DOWNGRADING AND
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IN THIS ISSUE

Dates of the next Management and Supervision courses are announced on page 2.

The schedule of OTR courses for October, November, and December appears on pages 8, 9, and 10.

Writing Workshops conducted by the Intelligence Production Faculty of the Intelligence School are described on pages 16 and 17.

A detailed outline of the Intelligence Review Course begins on page 18.

A progress report on the Agency's Foreign Language Policy is presented on pages 22 through 24.

The OTR Bulletin is used to publicize and record a message from Vice President Humphrey, starting on page 25.

Nomination deadlines for three forthcoming Training Selection Board programs are given on pages 33 and 34.

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BULLETIN BOARD

INTELLIGENCE ORIENTATION COURSE

To accommodate the heavy demand for the Intelligence Orientation Course, the schedule has been expanded to provide ten runnings between mid-September 1966 and mid-July 1967. The schedule for the remainder of 1966 for Introduction to Intelligence and Introduction to Communism, the companion courses which make up this program, is given below.

The Office of Personnel automatically sends a training request for these courses to the Registrar, OTR, on each new employee as a part of the EOD process; registration is then negotiated with the employee's Training Officer. Older employees who have not had both courses should also be scheduled by their Training Officer for either or both, as appropriate.

Introduction to Intelligence	Introduction to Communism
10 - 21 Oct	24 Oct - 4 Nov
14 - 23 Nov (Wed)	28 Nov - 9 Dec
5 - 16 Dec	2 - 13 Jan 1967

MANAGERIAL GRID COURSE 31 OCTOBER- 5 NOVEMBER

The Management Faculty of the Support School will open the Managerial Grid course to be given for Support Services CTs during the week of Monday, 31 October, through Saturday, 5 November, to approximately 24 additional professionals from all over the Agency. Applicants for these additional spaces should be in grade GS-14, and priority will be given to employees who have had OTR's Management course and whose supervisors have already had the Managerial Grid. No more than one individual from the same immediate staff, branch, or division within an Office will be accepted. Training Officers should also exclude probable candidates for the Midcareer Executive Development course.

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MIDCAREER EXECUTIVE DEVELOPMENT COURSE The dates for the next running of the Midcareer Executive Development Course have been set for 30 January - 10 March 1967. It is to be noted that the Managerial Grid is presented during the first week of this course. Personnel being considered for the Midcareer course should therefore not be scheduled separately for the Managerial Grid.

MANAGEMENT, SUPERVISION COURSES Supervision, the Support School's supervisory course for employees in grades GS-5 through GS-10, is being offered 28 November - 2 December. Management, the parallel course for officers in grades GS-11 through GS-14, is scheduled for 12 - 16 December. Both courses will be held in Room 612, Magazine Building.

READING IMPROVEMENT Agency personnel are reminded that OTR has two Craig Readers in the Language Laboratory, Room 1D1605 Headquarters. These machines can be of considerable assistance in improving reading ability. They are simple to operate, and the instructions with each machine should enable the employee to improve both speed and comprehension in reading. For the average individual, each of the 20 lessons presented through this electronic device requires just under an hour. However, since the entire course is a form of programmed instruction, the user may progress at his own rate. The machines may be used any time the laboratory is open.

The Reading Improvement Program of the Graduate School, U. S. Department of Agriculture, incorporates the latest and most advanced techniques for developing the maximum potential of each learner. Instruction is oriented toward on-the-job reading of Federal employees. Open to all Federal employees GS-5 through GS-18, students may enroll in any one of the three sections. All sections meet for an hour and a half on Tuesdays and Thursdays: Section A, 1 - 2:30 p. m.; Section B, 2:30 - 4 p. m.; or Section C, 4 - 5:30 p. m. The 1967 dates of this program are from 10 January through 2 March and again from 14 March through 4 May.

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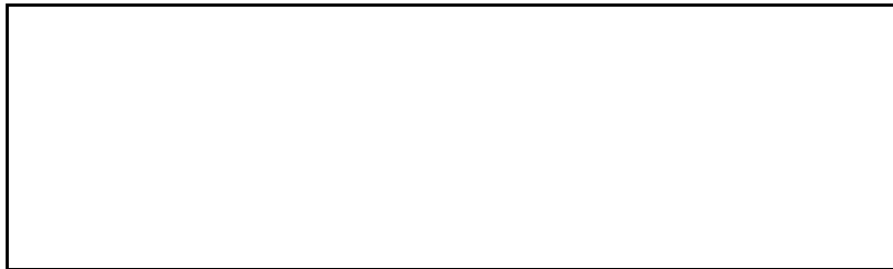
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TRAINING
PERSONNEL

Recently assigned Training Officers are:



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NATIONAL
INTER-
DEPARTMENTAL
SEMINARS
AT THE
FOREIGN
SERVICE
INSTITUTE

The next (28th) session of the National Interdepartmental Seminar on Problems of Development and Internal Defense will be 21 November - 16 December. The Agency's quota is eight. Attendance at NIS is a prerequisite to assignment of officers of the CS to key positions in underdeveloped countries.

Subsequent seminars will be held:

1967: 23 Jan - 17 Feb
13 Mar - 7 Apr
1 - 26 May

Registration is arranged through Training Officers with the Registrar/OTR.

CIVIL
SERVICE
COMMISSION
COURSES

The External Training Branch must complete a CSC Form 37 on each applicant for a course administered by the Civil Service Commission. This form requires information in addition to that required on Form 136, "Request for Training at Non-Agency Facility." When forwarding requests for Civil Service Commission courses, Training Officers should attach a card or sheet supplying the following biographical information on the applicant: home address; home telephone number; years of Federal service, both military and civilian; level of education, indicating college major; and position title appropriate for use outside the Agency.

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LANGUAGE TESTS The following is the Language Training School's schedule of foreign language proficiency tests from 20 October through 30 December 1966. Employees who have claimed (that is, submitted a self-evaluation Form 444c) some degree of proficiency since 1957 and have not been officially tested in the Agency are required to be tested by the end of 1966. Those who have been Agency tested will be retested at a later date. Registering for a test is done through Training Officers.

Chinese	Nov 3 Dec 1
Czech	Nov 16
French	Oct 25, 26, 27, 28 Nov 8, 9, 22, 23 Dec 6, 7, 8, 9, 20, 21, 23, 27
German	Oct 26, 28 Nov 2, 4, 9, 18, 23, 30 Dec 2, 7, 14, 16, 21, 23
Italian	Nov 10 Dec 22
Japanese	Nov 16 Dec 9
Polish	Oct 21 Nov 17 Dec 15
Russian	Oct 20, 25, 27 Nov 1, 3, 8, 10, 15, 17, 22, 29 Dec 1, 6, 8, 13, 15, 20, 22
Spanish	Oct 20, 21 Nov 1, 2, 4, 15, 17, 18, 29, 30 Dec 2, 14, 16, 27, 28

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SUPPORT
SERVICES
REVIEW

OTR's Support School has inaugurated a new course, Support Services Review: Trends and Highlights, the first running having been held at the [redacted] 14 - 16 September. Emphasis of the new course is on significant trends and developments in the Agency's support activities rather than on organization and mission. In addition to presentations by major Support Services elements, additional topics covered include ADP; records management; and planning, programing, and budgeting. There are two evening sessions during the course, and participants remain overnight at the training site. The subsequent schedule of the course is:

1966:	19 - 21 Oct	1967:	1 - 3 Mar
	14 - 16 Dec		5 - 7 Apr
			7 - 9 Jun

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SEMINAR
ON
INSTRUCTIONAL
TECHNIQUES

Each Support Office has a specific quota. For information, call [redacted]

An experimental course, "Seminars in Communication and Training," was conducted in early July by the OTR Operations School. Participants were Agency personnel with field operational experience who were already or about to be assigned as OTR instructors; their Agency service averaged 13.7 years. Units of study included Effective Speaking, Discussion Techniques, and Seminars. Utilizing tape recordings and films as well as student critiques, qualitative differences and shortcomings in platform presence and speech skills were underlined, as was the ease with which improvement can be made. Seminars, conferences, and staff meetings enabled participants to share experiences and review their own techniques for handling such groups, and revealed problem areas and questions deserving further study. The information gathered through this experimental course is still being evaluated, but the majority of participants indicated spontaneously that they had benefited both personally and professionally from the course.

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CLERICAL
TRAINING
AND
TESTING

OTR's refresher courses in typewriting and shorthand will be given:

17 October - (Thurs) 10 November
21 November - 16 December

Before employees take either typing or shorthand, or both, they are required to take the pretest given by the Clerical Training Faculty, Support School. The results are used by the instructor to determine the class assignment.

Submission to AIB/RS of a Form 73 (Request for Internal Training) for the Clerical Refresher course is all that is required to initiate testing. Training Officers are notified by the CTF of the time and place applicants are to report for tests.

For the above-scheduled courses, pretests are scheduled as follows:

Typing: 12 October, 16 November
Shorthand: 13 October, 17 November

A Reminder: All clerical testing and training is given at 1016 16th Street, N. W.

QUALIFICATION TESTS

OTR's Clerical Training Faculty administers the Agency's tests for qualifying clericals as stenographers and as typists. The time and place of testing are assigned when the Training Officer or Personnel Officer registers an employee. Registration is arranged directly with the CTF,

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Tests will be given in:

Typing: 10 October, 31 October, 14 November
5 December, 19 December

Shorthand: 11 October, 1 November, 15 November
6 December, 20 December

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MOVING
EXPENSES

The Bureau of the Budget expects to have its final regulations on the new, liberalized moving expense law ready in mid-October. When the detailed regulations are issued, they will be retroactive to 21 July 1966, the date the new law was signed. Government employees who have incurred moving expenses as a result of official travel since that date should keep exact records, including receipts or other proof of expenses and payments, in order to obtain reimbursement.

INSTRUCTORS'
BOOKSHELF

[redacted] has edited a collection of assessments by government officials, foundation heads, and educational specialists concerning U. S. assistance to educational programs in Asia, Africa, and Latin America. Entitled "Education and Training in the Developing Countries, the Role of U. S. Foreign Aid," this publication is available for reference in the OTR Registrar's office, 832 Glebe. On the same shelf is a volume prepared at the Industrial College of the Armed Forces, "Management: Concepts and Practice," edited by [redacted]. The latter booklet includes a pertinent chapter, "Management and the Computer." Noteworthy, too, is a study put out by the American Council on Education, "An Assessment of Quality in the Graduate Schools of U. S. Universities."

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Also available is a compilation, "Education and Training of Information Specialists in the U. S. A.," in which Marilyn Bracken and Charles Shilling describe various degree programs in the field. It is published as a report of the Biological Sciences Communication Project of George Washington University.

MOBILE
PROJECTION
CONSOLE

Increasingly popular in training centers is the self-contained mobile projection console. The unit has a 16mm motion picture projector plus a built-in daylight-type screen for use in lighted rooms. It is useful for seminars and other small groups as an instructional tool, and also for single students that were absent during the regular class. Simple to operate, the projector requires only a single on-off switch for normal use. It can handle up to a full hour of film, or, through a continuous loop, it can show up to 33 minutes of film over and over again without stopping. It can also be stopped during explanations or discussions of details as the film unfolds. This modern tool is available now in OTR and a phone call to the Audio Aids Section, [redacted] will bring the unit to your office or classroom for a demonstration of its utility.

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OTR CALENDAR

OCTOBER						
S	M	T	W	T	F	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

Chiefs of Station Seminar	31 Oct - 10 Nov
China Familiarization	3 - 7 Oct
China Area Survey (for NPIC)	17 - 21 Oct
CIA Review	11 Oct
Communist Party Organization & Operations	10 - 28 Oct
CS Records I	10, 12, 14 Oct
CS Records II	17 - 21 Oct
Clandestine Scientific & Technical Operations	31 Oct - 18 Nov
Clerical Refresher	17 Oct - 11 Nov
Counterintelligence Familiarization	3 - 12 Oct
Covert Action Operations	3 - 21 Oct
Field Finance and Logistics	31 Oct - 18 Nov
Information Reporting, Reports, and Requirements	31 Oct - 18 Nov
Information Reports Familiarization	10 - 14 Oct
	17 - 21 Oct
Intelligence Production (for CT's)	24 Oct - 23 Dec
Intelligence Techniques (for CT's)	17 Oct - 4 Nov
Introduction to Communism	24 Oct - 4 Nov
Introduction to Intelligence	10 - 21 Oct
<div style="border: 1px solid black; width: 150px; height: 15px;"></div>	31 Oct - 18 Nov
Operations	31 Oct - Jan '67
Operations Support	3 - 28 Oct
Orientation for Overseas	4 - 5 Oct
Orientation to Intelligence (for CT's)	3 - 14 Oct
Support Services (for CT's)	24 Oct - 16 Dec
Support Services Review: Trends and Highlights	19 - 21 Oct

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NOVEMBER						
S	M	T	W	T	F	S
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30			

Administrative Procedures	14 - 18 Nov
	28 Nov - 2 Dec
China Familiarization	14 - 18 Nov
CIA Review	8 Nov
Clerical Refresher	21 Nov - 16 Dec
CS Records I	21, 22, 23 Nov
CS Records II	28 Nov - 2 Dec
Counterintelligence Operations	7 Nov - 2 Dec
Effective Speaking (at NPIC)	23 Nov - 8 Feb '67
Field Finance and Logistics (for Support CT's)	7 - 25 Nov
Introduction to Intelligence	14 Nov - 23 Nov (Wed)
Introduction to Communism	28 Nov - 9 Dec
Orientation for Overseas	1 - 2 Nov
Senior Management Seminar	13 - 18 Nov
Supervision	28 Nov - 2 Dec
Writing Workshop (Basic)	21 Nov - 14 Dec
Intelligence Review	28 Nov - 9 Dec

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DECEMBER						
S	M	T	W	T	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

Administrative Procedures	12 - 16 Dec
CIA Review	13 Dec
CS Records III	19 - 20 Dec
Counterintelligence Familiarization	12 - 21 Dec
Information Reports Familiarization	5 - 9 Dec
Introduction to Intelligence	12 - 16 Dec
Orientation for Overseas	5 - 16 Dec
Operations Familiarization	6 - 7 Dec
Support Services Review: Trends and Highlights	5 Dec - 20 Jan
USSR Survey (at NPIC)	14 - 16 Dec
Management	12 - 22 Dec
	12 - 16 Dec

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OTR COURSES Scheduled on OTR Calendar

Administrative Procedures (1 wk - all day)

For clerical employees who support the CS at headquarters. Covers the organization, functions, procedures, and regulations of the Agency. Emphasis is on the CS.

Chiefs of Station Seminar (2 wks - all day)

For chiefs of small and medium-sized stations, deputy chiefs of stations, and chiefs of bases. Focus is on the person of the Chief of Station and his administrative and operational responsibilities. Enrollment limited to 18.

China Familiarization (1 wk - all day)

For professional employees. Covers survey of mainland China's geography, history, economic factors, and its role in foreign affairs. Provides introduction to the Chinese language, including pronunciation.

CIA Review (1 1/2 hrs - morning)

For all returnees from the field. Covers recent organizational developments in the Agency. Includes the security reindoctrination lecture.



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Clandestine Services Records I (Introduction) (1 wk - part time)

For all levels of CS personnel. The CS Records System: input, maintenance and retrieval methods, and the disposition, disposal and destruction of records. A prerequisite for CS Records II and III and to CI Familiarization, CI Support and CI Operations. Enrollment limited to 40.

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Clandestine Services Records II (Biographic Research) (1 wk - part time)

For all levels of CS personnel. Principles, techniques and specific procedures used in exploiting the records of the Agency and other resources for biographic information. Enrollment limited to 25.

Clandestine Services Records III (Records Officers Briefing) (2 days - part time)

Completion of this course is one of the requirements to qualify as a CS Records Officer. A review of operational factors and relationships upon which decisions are made to destroy or retain CS operations records; to amend, index or file elements; or to desensitize documents or files. Enrollment limited to 20.

Clerical Refresher (4 wks - morning)

For clerical employees, to improve their accuracy and to develop their speed in either shorthand or typewriting. Employees may take separate instruction in either skill.

Communist Party Organization and Operations (3 wks - morning)

For professional employees. Covers organization and activities of communist parties, with emphasis placed on those in countries in which they are not dominant.

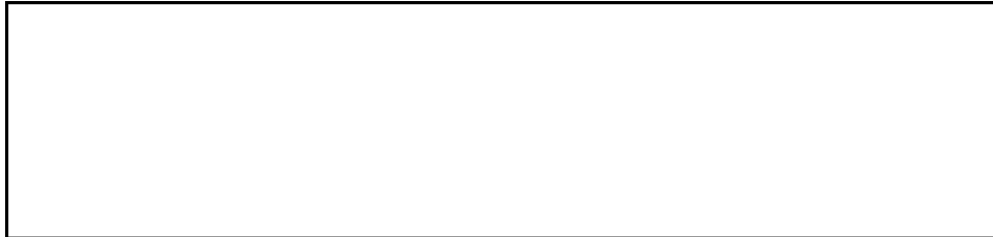
Counterintelligence Familiarization (8 days - all day)

For Agency personnel who need knowledge of the essential elements of counterintelligence but who are not expected to be CI operations officers, and for personnel who will support CI operations. Covers both U. S. and Agency policy and doctrine for CI, as well as basic tactics. Enrollment limited to 15.

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Effective Speaking (11 wks - morning - Wednesday)

For professional personnel. Covers principles of speaking as they relate to oral presentation. Includes a lecture on selection and use of graphic aids.

Field Finance and Logistics (3 wks - all day)

For operational support assistants and support officers required to maintain budgetary, financial, and property records at a Class B, C, Type II, or Type III Station. Emphasis is on all facets of field financial responsibilities.

Information Reporting, Reports, and Requirements (3 wks - all day)

For CS employees required to report intelligence information. Covers official policies and procedures for completing a report as well as practical exercises. Enrollment limited to 10.

Information Reports Familiarization (1 wk - all day)

For CS employees assigned as junior reports officers or those assigned to type CS reports and intelligence cables. Enrollment limited to eight.

Intelligence Review (2 wks - all day)

For middle-grade and senior officers. Covers the Agency's development under the central intelligence concept, recent organizational developments to meet current and future responsibilities, changes in functions of the intelligence community, problems of coordination, and future trends in intelligence.

Introduction to Communism (2 wks - all day)

For professional employees at EOD. Covers historical development of the USSR and Communist China and the doctrine, organization and operations of the Communist movement.

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Introduction to Intelligence (2 wks - all day)

For professional employees at EOD. Covers concepts of intelligence, the intelligence agencies of the U. S. Government, and the Agency's responsibility for collection, production, and dissemination of intelligence. Includes the fundamentals of American beliefs and practices.

Management (1 wk - all day)

For officers in Grades GS 11 through GS 14. Covers up-to-date practices and attitudes applied in planning, directing and managing the work of others.

Managerial Grid Seminar (1 wk - all day)

For selected middle-level officers. The Managerial Grid concept of classifying leadership and managerial styles is examined. Personal managerial styles are analyzed through team and individual exercises designed to permit the understanding of the managerial styles of others to serve as a means of diagnosing problems which prevent effectiveness at any organizational level. Priority will be given to individuals whose supervisors have had the grid.

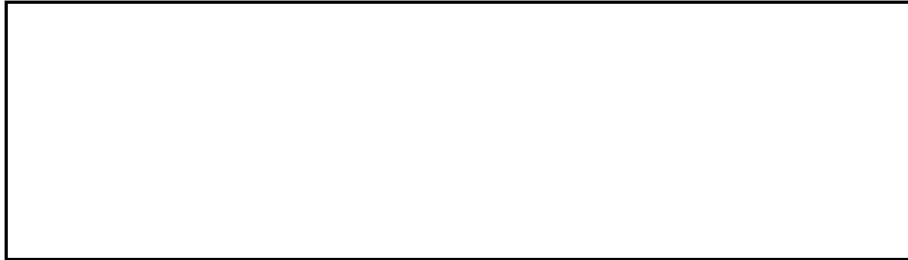
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Orientation to Intelligence (2 wks - all day)

For Career Trainees. Introduces the concepts of intelligence, the structure of the U. S. intelligence community, and the responsibilities of the Agency for collection, production, and dissemination of intelligence.

Orientation for Overseas (2 days - all day)


For employees (and spouses) assigned to an overseas post for the first time. Covers the Agency's mission and functions, security, cover, legal and medical advice, and working effectively with people of other cultures.

Senior Management Seminar (1 wk - all day - starts Sunday p. m.)

For GS-15s and above. Selection by Senior Training Officers. Conducted by contract instructor; features managerial grid.

Supervision (1 wk - all day)

For employees in Grades GS-5 through GS-10 who are responsible for supervision at the first level. Covers problems in planning and directing the work of others. Includes factors in motivation and communication.

Support Services Review: Trends and Highlights (3 days - 

For professional Support Service employees GS-9 through GS-15. Emphasizes significant trends and developments within the Agency's support activities, and includes presentations on ADP, records management, and planning, programming, and budgeting.

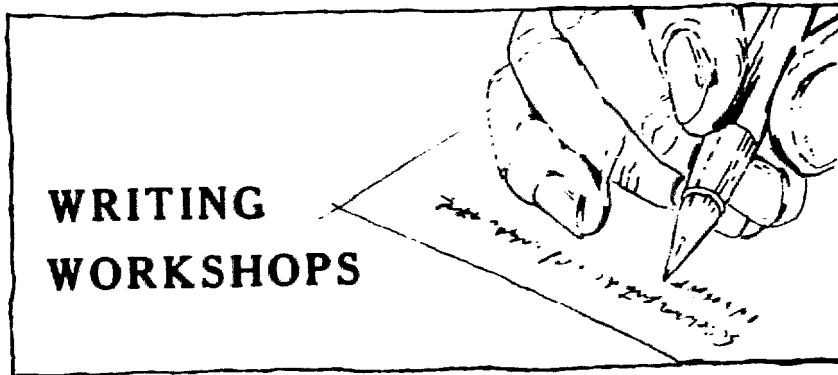
Writing Workshop (Basic) (4 wks - morning - Tues & Thurs)

For professional employees. (Non-professionals may attend under certain circumstances.) Covers basic principles of grammar and rhetoric, and elements of sentence construction and paragraph structure.

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OPPORTUNITIES TO IMPROVE
WRITING TECHNIQUES

The Intelligence Production Faculty of OTR's Intelligence School offers basic, intermediate, and special advanced Writing Workshops for professional employees. It also offers a correspondence course which may be taken at any of the three levels. Each of the formal courses meets on mornings twice a week over a period of four weeks, for a total of 28 hours. The formal courses require TOP SECRET clearance.

The basic course reviews the principles of grammar and rhetoric, with emphasis on elements of sentence and paragraph structure. Most of the course time is spent in writing and in the analysis and critique of the student's papers. Specific topics covered in a recent course included punctuation, words and wordiness, sentence faults, effective sentences, vocabulary, unity of paragraphs, and application of logic. Homework consists of reviewing assignments from the textbook and revising papers which have been corrected and returned.

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The intermediate course concentrates on the general principles of good intelligence writing. It stresses clarity and accuracy of expression and logical structure in written compositions. For a greater part of the course the student practices composition and the instructor analyzes the student's work. Examples of topics covered are uses of logic, outlining, unity and topic sentences, coherence, relevance, consistency of tone and viewpoint, vocabulary and etymology, the importance of listening. Approximately an hour of each class is devoted to discussion of the previous day's assignment.

The advanced course is specialized, each running designed to meet the needs of a particular component of the Agency in its intelligence reporting and report writing. Formats, styles, rules, and editorial practices of the particular component are emphasized. A major part of the time is spent in student writing and in the instructor's analysis and critique of individual writing problems.

The correspondence course, tailored to the individual's requirements as well as to his level of proficiency, consists of nine assignments, with a maximum of two weeks allowed for the completion of each. Each assignment after the first requires revision of the previous theme, writing a new one, an outline of the next theme to be submitted, and completion of a sentence exercise. Themes are returned with corrections, criticism, and suggestions.

The basic and intermediate Writing Workshops are offered at periodic intervals, notice being given by customary announcement and the calendar in the OTR Bulletin. The advanced Workshop is given on request. One may enroll in the Correspondence Course at any time simply by submitting a form 73, "Request for Internal Training."

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INTELLIGENCE REVIEW COURSE

"What manpower or budgetary changes are likely to occur within the Agency during the next five -- or even 10 -- years which may affect personnel of all components?"

"What type of intelligence support does the President and his chief policy advisers in the Cabinet currently require for foreign policy and national security decision-making?"

"What developments are taking place in the Agency's relations with the Department of State, the Pentagon, and other departments and agencies -- either in the Washington headquarters area or in the field?"

"What are some of the major problems facing the Agency in its overseas operations, in its production of finished intelligence, and in its support both of headquarters and field activities?"

"What is your understanding of developments taking place in other directorates of the Agency, or even other parts of your own component?"

Answers to these questions and information on many additional topics will be presented in OTR's next Intelligence Review course which begins on 28 November 1966 and continues full-time through 9 December, in Room 501 at 1000 Glebe.

The course is designed specifically to meet the intelligence information needs of mid- and senior-grade professionals in all parts of the Agency who have been on duty for at least five years. Its content is pointed toward the general problem facing most Agency personnel; that is, that they are so busy with their own specific work that they do not have time -- nor possibly the opportunity -- to keep abreast of continual changes taking place within the Agency and the intelligence community. Guests from the Office of the Director and from the top ranks of each of the major components explain the significant developments and problems facing their components. In addition, senior officials from other departments and agencies of the government explain national security and foreign policy issues and their requirements for intelligence support from CIA and from other members of the United States Intelligence Board.

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In addition to hearing guest speakers, and to take advantage of the presence of co-professionals in the course, the participants meet in seminars to discuss mutual concerns in the overall intelligence context. Experience has shown that these seminars are an excellent means for obtaining a broader understanding of developments taking place within CIA and an appreciation of future plans envisaged by its leaders.

To illustrate the wide range of topics and information included in the Intelligence Review, below are highlights of the most recent running, in May of this year.

	<u>Topics</u>	<u>Speakers</u>
	<u>POLICY QUESTIONS</u>	
1st Day:	Place of Intelligence in National Security Policy Decisions Communist China - U. S. Political Problems	NSC Official Director, Office of Asian Communist Affairs (State)
2nd Day:	The Soviet Challenge	Special Assistant for Soviet Political-Military Affairs (State)
	<u>INTELLIGENCE COMMUNITY</u>	
	President's Foreign Intelligence Advisory Board	Executive Secretary, PFIAB
	Bureau of Intelligence and Research (INR)	Deputy Director, INR (State)
	Defense Intelligence Agency	Assistant Chief of Staff, Plans and Programs, DIA
3rd Day:	Tour of DIA Production Center	
	<u>THE AGENCY</u>	
	CIA: Current Trends and Future Developments	Executive Director-Comptroller

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4th Day:	Overt Collection: Domestic Contact Service	DCS Panel
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	The Intelligence Directorate	Deputy Director for Intelligence
	Office of Central Reference	Deputy Director of Central Reference and Chief, Biographic Register
5th Day:	Economic Intelligence	Deputy Director of ORR
	Photographic Intelligence	Director, NPIC
	Current Intelligence: Trends and Developments	Director, OCI
	Basic Intelligence	Director, OBI
6th Day:	Briefings on the Responsibilities of the Scientific and Techno- logical Directorate	Senior Officials from DDS&T
7th Day:	The United States Intelligence Board	Executive Secretary, USIB
	Current Role of the Clandestine Services	Assistant Deputy Director for Plans
	Operational Case History	Senior Operational Officer
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8th Day:	Vietnam: CIA in Action	Assistant for Vietnam Affairs
25X1A	[redacted]	DDP Staff Officer
	Role of Support	Deputy Director for Support
	Personnel Policies and Problems	Deputy Director of Personnel
9th Day:	Communications Support	Chief, Operations, Office of Communications
	Training Trends and Developments	Director of Training
	Planning, Programming, and Budgeting	Chief, OPPB
10th Day:	Student Seminar Presentations	
	Closing Address	Deputy Director of Central Intelligence

For additional information on the above outline, contact [redacted] [redacted], Chief of the Orientation and Briefing Faculty, Intelligence School, [redacted] Registrar's office, [redacted] On matters related to registration call the [redacted] The October class is necessarily limited to 35, with registration closing about five working days before the opening date. The next subsequent running of the semi-annual Intelligence Review will be in April 1967.

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THE AGENCY'S FOREIGN LANGUAGE POLICY

A Progress Report

The CIA Foreign Language Development Program approved on 1 February 1966 sets forth a new policy to develop the foreign language capabilities of Agency employees. The program establishes the following goals:

1. By 31 December 1970 professional employees serving in "foreign service" career fields will be expected to possess a fully useful speaking proficiency in at least one foreign language.
2. After 31 December 1970 personnel assigned to positions for which specific language requirements have been established will be expected to possess the requisite language competence.
3. Effective immediately, professional employees will be expected to possess at the time they arrive overseas, or to acquire in the first six months after they arrive, at least a speaking proficiency at a "courtesy" level. Nonprofessional employees and wives of employees serving abroad will be encouraged also to acquire "courtesy" levels of proficiency.

This new foreign language policy calls for a determination of the requirements of the Agency for specific language skills, testing of the language proficiencies of employees to determine the Agency's current inventory of skills, and implementation of a program designed to meet the goals set forth in the program, correlating the results of the requirements survey and the testing while estimating language-training requirements.

Survey of Agency Language Requirements

During the past two months all components of the Agency have surveyed their language requirements. They have established required levels of proficiency in 56 different languages for This

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means that a definite language requirement has been made requisite to assignment to a particular position; or, when a number of identical or similar positions exist at a post, a ratio has been fixed setting the number of these positions which must be filled by linguistically qualified personnel; for example, a requirement for Intermediate French for any three of five officer positions at a particular base.

These formulations represent raw materials for the establishment of standards for fulfilling the foreign language policy. The statements designating degrees of foreign language competency in relation to positions, after being refined over the next few years, will become part of the qualifications which must be met when consideration is given to staffing these positions effective 31 December 1970.

Testing

Since February, when the new language policy was enunciated, the Language Training School has been conducting an intensive drive to test the language proficiency of Agency employees. The objective is to test all individuals who have claimed oral proficiency in any foreign language prior to 31 December 1966. Thus far, the response to this drive has been encouraging: [redacted] individuals who originally claimed proficiency have either disclaimed or been tested. If the same rate is maintained, the objective will be met.

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It is very important that all individuals who have not yet been tested take the initiative through their Training Officers to see to it that they are scheduled as soon as possible so that the testing schedule may be paced through the remainder of the year. An accurate inventory of the Agency's linguistic assets is, of course, essential for the success of the language program.

Language Training

The Office of Training has moved in two directions to facilitate the implementation of the Foreign Language Development Program. Language Training has been made a part of the training cycle for all Career Trainees who are destined for "foreign service" types of assignments. The general requirement is that such Career Trainees must possess an elementary speaking proficiency in one foreign language before leaving the Career Trainee rolls for an assignment to a component, and an intermediate level of proficiency before the end of three years of service. Those going to the Clandestine Services must have an intermediate level of proficiency or have had six months of training in a "hard" language -- such as Arabic or Chinese -- before being permanently assigned.

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OTR has also inaugurated a program to facilitate the achievement of the requirement for courtesy-level language proficiency. A series of classes has been arranged to provide instruction outside normal duty hours, either in the morning or in the evening and alternatively at Langley Headquarters or in the Rosslyn areas. It is anticipated that a new series, each running 20 weeks, will begin every Fall and Spring. At present, attendance is restricted to employees whose assignment to an overseas post has already been determined or is reasonably certain. Wives of employees preparing for overseas service may attend on a space-available basis.

Long-Range Policy

It is evident from the provisions of the Agency's foreign language policy that it is a long-range one which will enhance the opportunities of the linguistically qualified individual. OTR is currently involved in the early, or information-gathering and evaluating, stages. The data now being evaluated on the Agency's needs will for the first time provide specific goals which can act as benchmarks against which to measure progress toward a higher level of language qualification on the part of Agency officers.

CHIEF INSTRUCTORS -- OTR LANGUAGE COURSES

<u>Language</u>	<u>Chief Instructor</u>
African & Southeast Asian	
Arabic	
Chinese & Japanese	
English as a foreign language	
Germanic	
Persian (Farsi)	
Romance	
Slavic & East European	
Special Classes & Testing	

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A MESSAGE from VICE PRESIDENT HUMPHREY

(Editor's Note: Vice President Hubert Humphrey was scheduled to make a presentation during the Agency's Sixth Annual Awards Ceremony on 19 September in connection with its Nineteenth Anniversary. Unfortunately, higher demands prevented his attendance. In his letter to the Director expressing his disappointment at not being able to address his remarks to Agency employees personally he offered them for publication in any manner desired. Because of the emphasis the Vice President gave to training, the OTR Bulletin was selected as a vehicle for publicizing and recording his message.)

I have heard and read the words of many CIA staff officers. I welcome this opportunity to express to them, and to you all, my own thanks for your distinguished professional competence, marked today by presentation of certificates and public service awards.

President Johnson is a generous President. He has included his Vice President among those who counsel him, and he has encouraged departments and agencies to keep the Vice President informed. If Hubert Humphrey is not a well informed Vice President, it is not your fault. You are doing your job, and I want you to know that it is just as important as you suspect it is!

Each morning your secret daily reports, including reports from all the U. S. intelligence community, are studied by me as my first order of business. I use your running account of world events as one of the most important streams of information available to me. Throughout the day and week your longer reports and studies are summarized and brought to my attention. Many is the late evening and long week-end I have spent over your versions of Thieu, Thanat, Kosygin, Lin Piao, Mobuto, Suharto, Obote, and the Shah, only to mention a few. You are

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teaching me much about the world and about yourselves. Let me say a few words, therefore, about what I think you are, and what I hope you will be.

You are sincerely desirous of serving your country. You are quickly responsive to the will of the President and the National Security Council. You selflessly perform the tasks America entrusts to very few citizens. You are aware that sometimes these tasks will be almost impossible; that is one reason you are keen to accomplish them. When you fail, you know you will bear the negative consequences. When you succeed, you hope no one will be aware of it. All these things I have learned you already are. Now let me tell you what I hope, in addition, you will be.

As our world gets smaller and more complex, you are going to have to be better. I hope you are constantly examining your goals. You are going to have to stay ahead of everything new in the world that is significant: new groups, new organizations, new leaders, new economies, new space, new science...new growings-together, and new tearings-apart.

I hope you will remain the quietly disciplined professional corps you are, but I hope even more you will experiment and learn. I hope you will change jobs, move around, go to school, do everything necessary to avoid the plateau of self-satisfaction, and the hardened crust of bureaucratic inertia.

I hope you will recognize, too, that you must change as life changes. I want you to be ahead of the challenges, not abreast of or behind them. This means retooling--reschooling--renewing--for everybody--but particularly for those who will provide the example, the leadership.

I hope you constantly will re-evaluate your profession at all levels. That you will define and redefine the requirements to move up from each level to the next level. That you will identify the significant tasks of each job, and demand that promotion be based on creative growth, and demonstrated accomplishment.

I hope you will continue to realize that your profession must be the home of the non-organization man--the home of the iron-clad individualist who is big enough to discipline himself--and great enough to give to mankind and to his country all that he can become.

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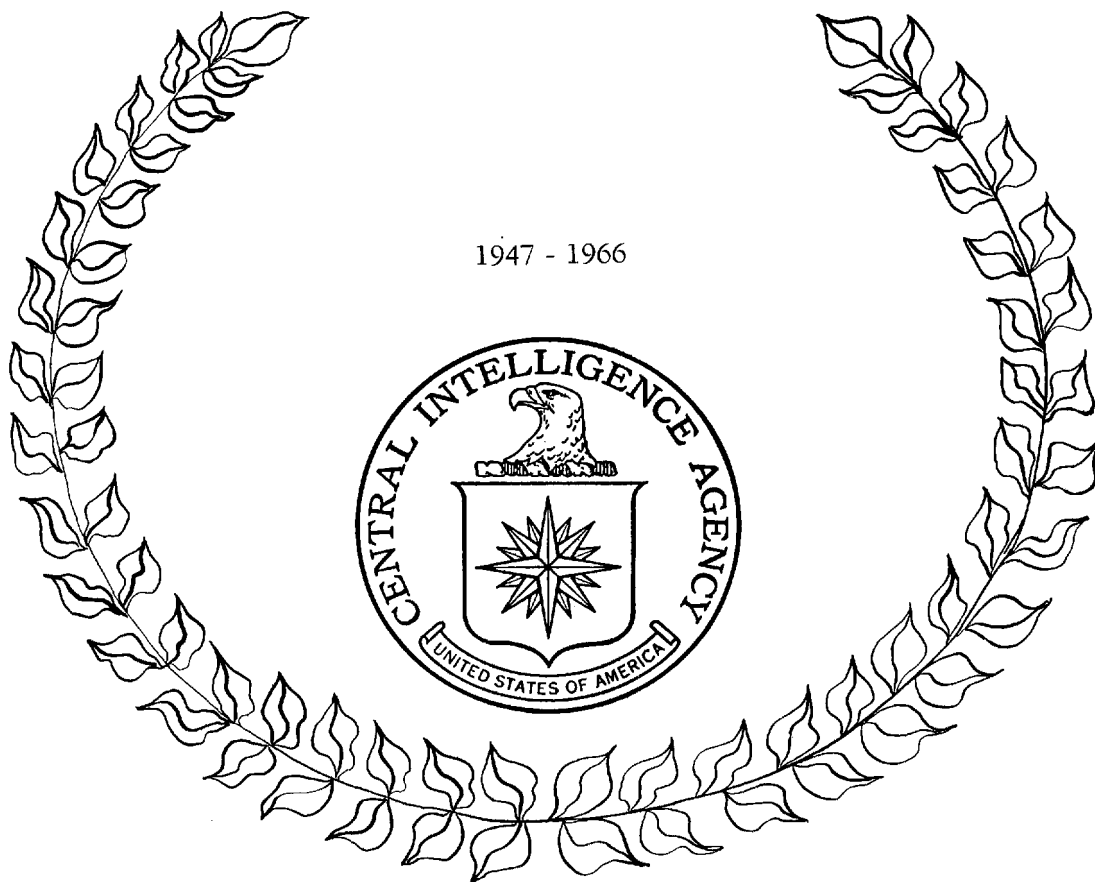
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I hope you will continue to believe in mankind, in America, and above all, in yourself. I want you to know your President believes in you, your Vice President believes in you. Under the distinguished professional who is your Director, Richard Helms, we expect you will have the finest period of your continuing growth and increasing contribution.



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NON-AGENCY TRAINING

This section of the OTR Bulletin contains information on non-CIA courses or programs related to career development of CIA employees. Attendance may be sponsored by the Agency or it may be self-sponsored. The Training Officer must be consulted on Agency-sponsored training.

Agency Sponsorship:

A Form 136, "Request for Training at Non-Agency Facility" (revised effective June 1966), is sent to the Registrar's office, External Training Branch, by the Training Officer. For overt employees, the completed form is sent directly to ETB. For non-overt applicants the form is sent first to DDP/OPSER/CCS. No formal steps toward registration should be taken prior to OTR approval.

Self-sponsorship:

According to para c(12), an employee who takes a non-Agency course at his own expense is required to send a written request for approval through administrative channels to the Director of Security. The request will include the subject(s) to be studied, the name and address of the school, the full name(s) of the instructor(s), and the dates and hours of instruction.

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For additional information on the courses outlined in this section of the OTR Bulletin or on other external courses, call AIB/RS/TR, information on registration, call ETB/RS

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INTERAGENCY TRAINING PROGRAMS

Civil Service Commission

EXECUTIVE SEMINAR IN INTERAGENCY MANAGEMENT INFORMATION SYSTEMS

15 - 16 December 1900 E Street, N. W.

A two-day seminar focusing on means of speeding the development of compatible systems for effective information flow for communities of agencies -- the research and development community, the foreign affairs community, the economic opportunity community. The major problems inherent in the coordination of information handling practices are examined. For GS-15 and above. Cost: \$75

THE ROLE OF THE FEDERAL MANAGER IN EQUAL EMPLOYMENT OPPORTUNITY

7 - 9 November 1900 E Street, N. W.

Federal supervisors and managers should obtain from this course: 1) Increased factual understanding of the background of discrimination and equal employment opportunity; 2) A greater appreciation of the realistic effects of discrimination; and 3) Suggestions for the development of a positive program in conformity with national policy, involving personal commitment and involvement. For supervisors and managers GS-9 - 14. Cost: \$125

EXECUTIVE SEMINAR IN STATISTICAL SCIENCE FOR MANAGEMENT

9 - 10 November Room 1349 1900 E Street, N. W.

This two-day seminar is designed to afford federal officials a better appreciation of the potential contributions of the science of statistics to improved management and decision-making. The most useful and frequently used statistical principles and techniques of fact-finding and data analysis are stressed. Topics will include: Methods of quantifying management and operational problems; basic principles and concepts of statistics; probability sampling; quality control; regression analysis; and pitfalls and misuses of statistics. For GS-15 and above. Cost: \$75

TECHNIQUES AND METHODS OF OPERATIONS RESEARCH

16 - 18 November 1900 E Street, N. W.

This program is designed to provide the participant with an opportunity to learn about and to work with various operations research techniques and thereby gain a clearer insight into possible applications in the job situation. Topics will include: Model building, sampling techniques and distribution, probability theory, linear programming, simulation, gaming theory, inventory models, and cost effectiveness analysis. For GS-9 and above. Cost: \$115

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Civil Service Commission (cont)

MANAGEMENT OF SCIENTIFIC AND ENGINEERING ORGANIZATIONS

28 November - 2 December

1900 E Street, N. W.

This institute is designed to increase awareness of the nature and scope of management responsibility and to suggest ways the technically trained executive can perform more effectively in his role as manager and administrator. Topics covered are: Management planning for science and engineering programs; formulating and administering science and engineering budgets; direction and development of human resources; communications requirements of modern science and technology; management of internal resources and contract programs; behavioral science research, development, and other technical programs. For science and engineering executives at grade GS-15 and above. Cost: \$150

EXECUTIVE WORKSHOP IN ADP SYSTEMS ANALYSIS

30 November - 2 December

1900 E Street, N. W.

Participants will learn by practice how a systems analyst handles the design of a computer application from the first step of problem definition through the phases of project scheduling, systems analysis, systems design, program design, program production, development of man/machine interfaces, systems testing, and systems implementation. Prior attendance at an Executive Seminar in ADP or equivalent knowledge, although not absolutely essential, will be helpful. For executives, GS-15 and above, who want and need to have a fuller understanding of the basic concepts and techniques of digital computer systems analysis. Cost: \$135

FIELD WORK PROGRAM IN ADP SYSTEMS ANALYSIS

30 November - 25 January (Wednesdays)

1900 E Street, N. W.

This program supplements Civil Service Commission ADP courses, primarily the ADP Systems Analysis Seminar. It is an advanced course to provide a more extensive understanding or a fuller working knowledge of systems analysis and design than other courses offer. It is designed to provide an actual opportunity to engage in ADP systems study. An adequate knowledge of ADP concepts and terminology is absolutely essential. It is necessary for participants to accomplish substantial amounts of study between the weekly sessions. For persons serving in management fields or programs at the GS-9 level and above, and who are preparing for or affected by ADP systems. Cost: \$150

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Civil Service Commission (cont)

MIDDLE MANAGEMENT INSTITUTE

16 - 20 January 1967

10 - 14 April 1967

This institute is directed to the manager's need for a broad perspective and his requirement to be currently informed on new developments affecting his type of work. Core topics focus on the functions of management such as decision-making, communicating, planning, directing, controlling, organizing, and staffing. Discussion will extend also to planning-programming-budgeting systems, inter-governmental relations, and the role of the Bureau of the Budget. This is a TSB program, for middle managers in grade GS-11 through GS-14. It is to be noted that the January dates are in addition to those previously announced.

Department of Defense - PERT

MIDDLE MANAGEMENT TRAINING WORKSHOP

Vanguard Building

1111 20th Street, N. W.

10 - 14 Oct; 17 - 21 Oct; 24 - 28 Oct; 31 Oct - 4 Nov; 14 - 18 Nov;
28 Nov - 2 Dec; 12 - 16 Dec; 9 - 13 Jan; 23 - 27 Jan; 30 Jan - 3 Feb;
6 - 10 Feb; 27 Feb - 3 Mar; 13 - 17 Mar; 20 - 24 Mar; 27 - 31 Mar;
10 - 14 Apr; 17 - 21 Apr; 24 - 28 Apr; 8 - 12 May; 15 - 19 May; 22 -
26 May; 5 - 9 June; 19 - 23 June

This is a 40-hour course open to employees of government and industry and directed to the goal of providing a working understanding of the network discipline and information systems structure. The workshop is divided into two sections: the first is concerned with the principles of PERT networking techniques, calculations, scheduling and network updating; the second section covers the principles and operating methods of the PERT cost system. Cost: \$58

PERT ORIENTATION - EXECUTIVES

Vanguard Building

1111 20th Street, N. W.

4 Oct; 18 Oct; 21 Oct; 1 Nov; 8 Nov; 29 Nov; 6 Dec; 13 Dec; 16 Dec;
17 Jan; 20 Jan; 31 Jan; 14 Feb; 17 Feb; 28 Feb; 7 Mar; 21 Mar; 24 Mar;
4 Apr; 18 Apr; 21 Apr; 2 May; 16 May; 19 May; 13 June; 27 June

This eight-hour course is to acquaint middle managers with the concepts and uses of PERT, both in relation to time and cost. It includes planning, scheduling, and control techniques and relates them to funding.

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Foreign Services Institute

AREA AND COUNTRY SEMINARS

The Area and Country Seminars are for government officers who are expected to be assigned to the area or who are otherwise responsible for some aspect of U. S. operations in the area. The purpose of each is to enable such officers to acquire a broad understanding of the political, economic, military, social, and cultural factors which should be taken into account in carrying out their principal responsibilities both in the general area and in the country of assignment. Requests to attend a seminar must be initiated with the Training Officer through a supervisor. Tuition for each three-week course is \$350. FSI will cancel a course for which there is insufficient registration. Starting dates of courses for the first half of 1967 are:

	Jan	Feb	Mar	Apr	May	June
Atlantic Community	9	---	6	---	1	26
Eastern Europe and USSR	---	6	---	3	29	---
Latin America	9	6	6	3	1, 29	26
Near East and North Africa	9	6	6	3	1, 29	26
Africa, Sub- Sahara	9	6	6	3	1, 29	26
South Asia	9	6	6	3	1, 29	26
Southeast Asia	9	6	6	3	1, 29	26
East Asia	---	6	---	3	29	---
Vietnam	9	---	6	---	1	26

COMMUNIST CHINA AREA SURVEY

7 - 18 November

1400 Key Boulevard, Rosslyn

This is a special program to equip officers responsible for actions in or related to the area of Communist China to become familiar with political, military, social, and other factors which they must consider in fulfilling their responsibilities. A full-time course, it meets from 9 a. m. to 5:30 p. m. daily. Cost: \$215

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TRAINING SELECTION BOARD PROGRAMS

FEDERAL
EXECUTIVE
FELLOWSHIPS

The Brookings Institution, Washington, D. C., has issued invitations for nominations for its 1967 Federal Executive Fellowships. Each Federal department or agency may submit two nominations from among executives with ten years' Federal Service and a demonstrated capacity for research. The Fellowships ordinarily begin in January and July, the length of each based largely on the nature and scope of the proposed project, which should result in a useful report, article, monograph, or book. In addition to office space, limited secretarial services, and the assistance of the Brookings Staff, research fellows are afforded opportunities to participate in conferences and seminars conducted by the Institution. Training Officers are reminded that nominations for Federal Executive Fellowships must be submitted to Brookings by 1 November for the January Fellowships and by 1 May for the July Fellowships. In view of the early deadline for the January Fellowship appointments, the Training Selection Board should be notified immediately if there are candidates under active consideration.

CAREER
EDUCATION
AWARDS

The National Institute of Public Affairs (NIPA) has invited the Agency to participate in its Career Education Awards Program again in 1967. This program affords a year of graduate-level university study to public service careerists at the mid-career level. It is expected that the participant will obtain, rather than technical competence, those educational benefits which enlarge the individual's capacity to appreciate the principles to which this nation is dedicated and to apply his knowledge in furthering them while fulfilling his responsibilities. Seven universities--Cornell, Harvard, Indiana, Princeton, Stanford, Virginia, and Washington--participate in the Program. Aspirants may express a school preference, but NIPA makes the

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ultimate assignment. Winners receive from NIPA a grant of \$1,000, in addition to their full salary and travel allowances. Candidates must be career officers, hold a bachelor's degree, and meet the admission requirements of the institutions which they will attend. At the optimum, nominees should be between 28 and 35 years old, have at least five years of civilian service, and be in grades GS-12 through GS-14. Senior Training Officers will submit nominations, together with a proposed plan of subsequent assignment of the nominee, to the TSB by 1 December.

ADVANCED
INTELLIGENCE
COURSE

The Defense Intelligence School, Washington, D. C., has invited the Agency to nominate three representatives to participate in its 14-week Advanced Intelligence Course to be given 27 February - 2 June 1967 and again 11 September - 15 December 1967. This course is designed to prepare military officers and civilian personnel for important command, staff, and policy-making positions in the national intelligence structure. Nominees must have considerable intelligence experience and broad training, including a bachelor's degree, and be in grade GS-14 or above. Training Officers should submit nominations to the TSB by 20 December 1966 for the February course, and in early July 1967 for the September course.

OTHER EXTERNAL TRAINING NOTES

DATA COM-
MUNICATIONS
AND
MANAGEMENT
INFORMATION

The Center for Technology and Administration of American University has announced an Institute on Data-Communications and Display of Management Information. The four-day program will be held 14 - 17 November at the Twin Bridges Marriott Motor Hotel, Washington, D. C. Cost: \$175. This Institute is offered to managers and planning personnel in Government and Industry to acquaint them with the capabilities and limitations of data transmission and display techniques.

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Speakers will cover the basic concepts of data communications such as low- and high-speed transmissions and switched and private line circuits. Concepts of management information display techniques will be explored, delineating hard copy, facsimile cathode ray tubes, and other devices. The problems inherent in the integration of these techniques with electronic computers will be investigated.

TELEVISION-
CORRESPONDENCE
COURSE
IN
SUPERVISION

Graduate School, U. S. Department of
Agriculture

3 January - 29 March 1967

4 April - 28 June 1967

The USDA Graduate School in cooperation with WETA-TV Channel 26 is repeating the television correspondence course Success in Supervision. It covers basic supervisory principles-- participation, motivation, training, organizing, communications, work measurement and improvement. Twelve televised lectures are presented by Channel 26 on Tuesdays at 12 noon and repeated the following Wednesdays at 6:30 p. m., beginning 3 January and again 4 April 1967. (The Fall series began 4 October.) Textbooks, a study guide, and course materials are supplied by the USDA Graduate School. Fees are \$50. Note: This course will not be sponsored by the Agency, but the lectures are available to anyone who can receive Channel 26.

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