

THIS ISSUE:

THE
OPERATIONS
SCHOOL

OPERATIONS

BULLETIN

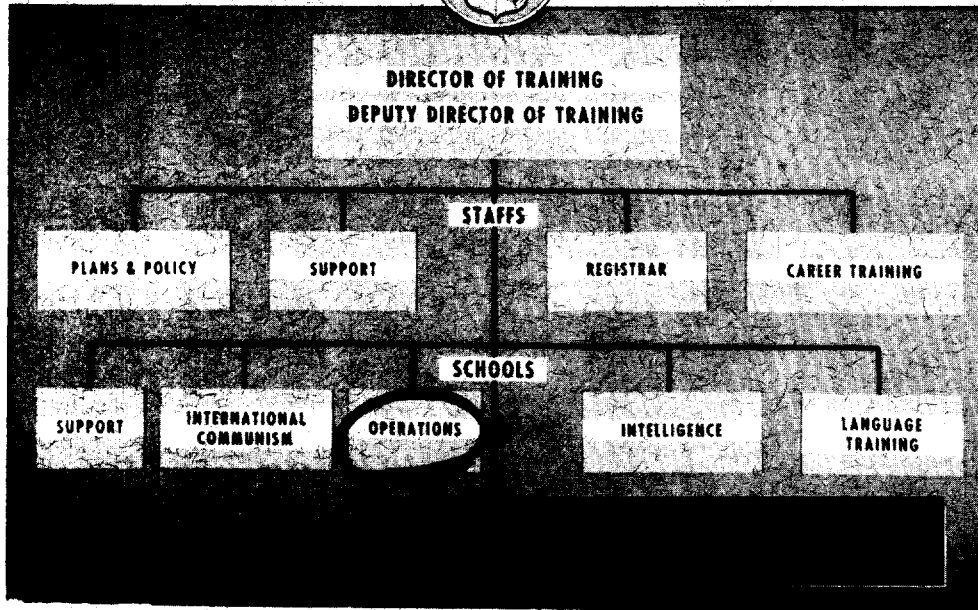
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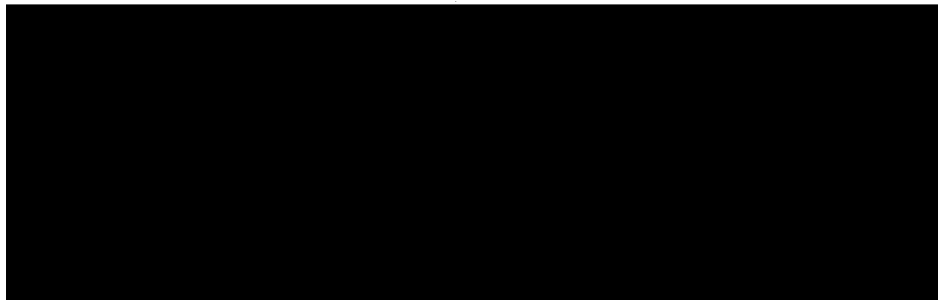
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OFFICE OF TRAINING



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"for the coordination, technical supervision, review, and support of all domestic and foreign training activities of the Agency and for the approval and arrangement of training at authorized non-CIA facilities. "

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IN THIS ISSUE

The Operations School is the feature of the series "OTR as a Support Organization," beginning on page 16.

Selected non-Agency management programs which seem especially suited to complementing internal management courses in the area of "human management" are described beginning on page 27.

OTR courses scheduled for April, May, June, and July are listed starting on page 4.

Training Selection Board programs which should be being considered at present are noted on page 47.

The Summer Session schedules of local universities and colleges appears on pages 48 through 50.

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BULLETIN BOARD

OTR
SCHEDULE
CHANGES

Clandestine Scientific and Technical Operations, previously listed for 8 - 19 May, is now scheduled for 1 - 12 May.

All language training, part-time as well as full-time, which was to have begun 27 July, is now to begin 31 July.

The Management Planning Course which was to be initiated in May and run again in June has been postponed. Its rescheduling will be specially announced.

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SUPPORT
SERVICES
REVIEW:
TRENDS
AND
HIGHLIGHTS

In the future, the Support Services Review: Trends and Highlights Course will begin at 11 a. m. on Tuesday. This will clear up the administrative preliminaries before the lunchtime break so that the full afternoon can be made available for substantive presentations. Because of its popularity, the various elements of the DDS are still allocated quotas for this course, although three additional spaces have been added to accommodate non-DDS officers with related responsibilities.

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NATIONAL
INTER-
DEPARTMENTAL
SEMINAR

The 32nd session of the National Interdepartmental Seminar on Problems of Development and Internal Defense will be 10 July - 4 August. The Agency's quota is eight, and attendance is a prerequisite to

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for 19 - 30 June in order that persons may attend both seminars without conflict. Subsequent NIS dates in 1967 are 5 - 29 September and 23 October - 17 November.

INTELLIGENCE
REVIEW
COURSE

Intelligence Review Course No. 14 will be given 1 - 12 May in Room 803, 1000 N. Glebe. For middle-grade and senior officers with at least five years' Agency experience, this course reviews current developments and problems within the Agency specifically and in the intelligence community generally. Presentations are made by senior officials of the Agency.

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REPRINTS
FROM
BULLETIN

It is expected that Reprints of the listing and descriptions of the Selected Management Courses appearing on pages 27 through 42 in this Bulletin will be available. Call the OTR Registrar's office, extension 2896, to make your requirements known.

CLERICAL
TRAINING
AND
TESTING

COURSES

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

24 April - 19 May
29 May - 23 June
3 July - 28 July

Before employees take either typing or shorthand or both, they are required to take pretests, which are given by Clerical Training/Support School/OTR. The results are used by the instructor to determine the level of the course best suited to the employees' needs and capabilities.

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

Typing: 19 April, 24 May, 28 June
Shorthand: 20 April, 25 May, 29 June

Submission to AIB/RS of a Form 73 for a Clerical Refresher course is all that is required to initiate testing. Training Officers are notified directly by CTF as to time and place employees are to report for their tests.

QUALIFICATION TESTS

OTR's Clerical Training Faculty gives the Agency's tests in typewriting and shorthand to clerical employees who want to qualify as typists and stenographers. Training Officers or Personnel Officers arrange registration directly with the CTF, extension 2100. CTF notifies the Training Officers or Personnel Officers of the results of the testing.

Tests will be given in:

Typing: 17 April, 8 May, 22 May,
12 June, 26 June

Shorthand: 18 April, 9 May, 23 May,
13 June, 27 June

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OTR COURSES Scheduled on OTR Calendar

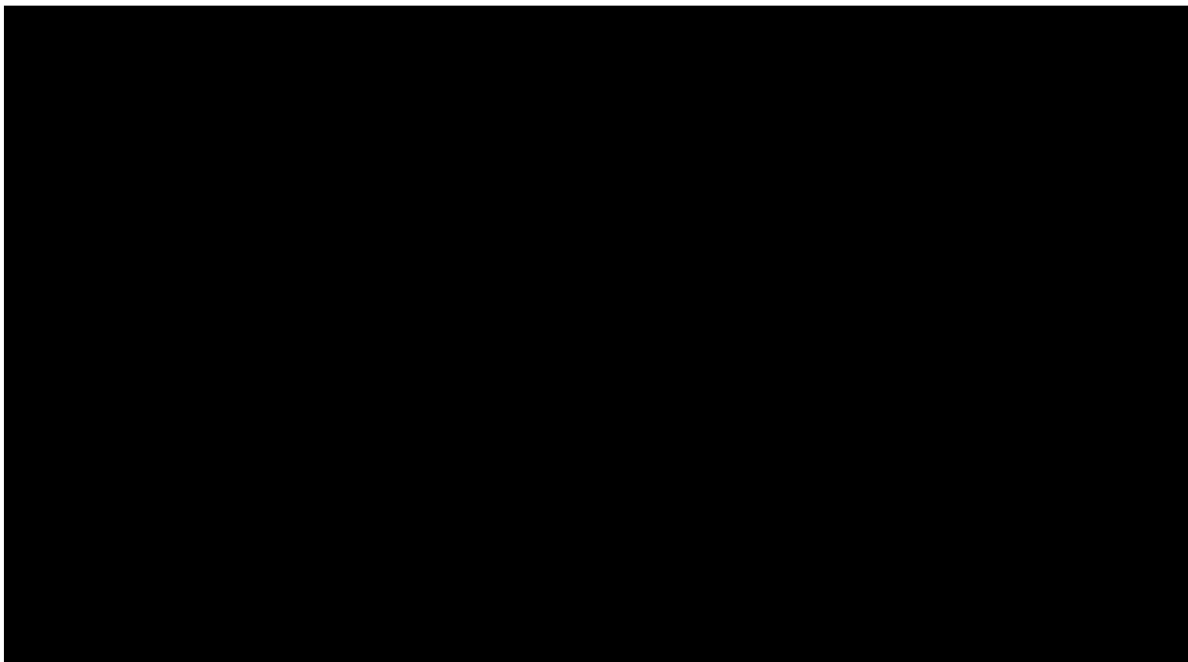
Administrative Procedures (1 wk - all day)

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

ADP Orientation (3 days - all day)

For users and potential users (not senior managers or ADP specialists) of computer services within the Agency. A general orientation on automatic data processing is provided. Grade level GS-14 and below.

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CIA Review (1 1/2 hrs - morning)

For all returnees from the field. Covers recent developments affecting the Agency's organization and mission at the NSC, USIB, and Agency levels. Includes the security reindoctrination lecture.

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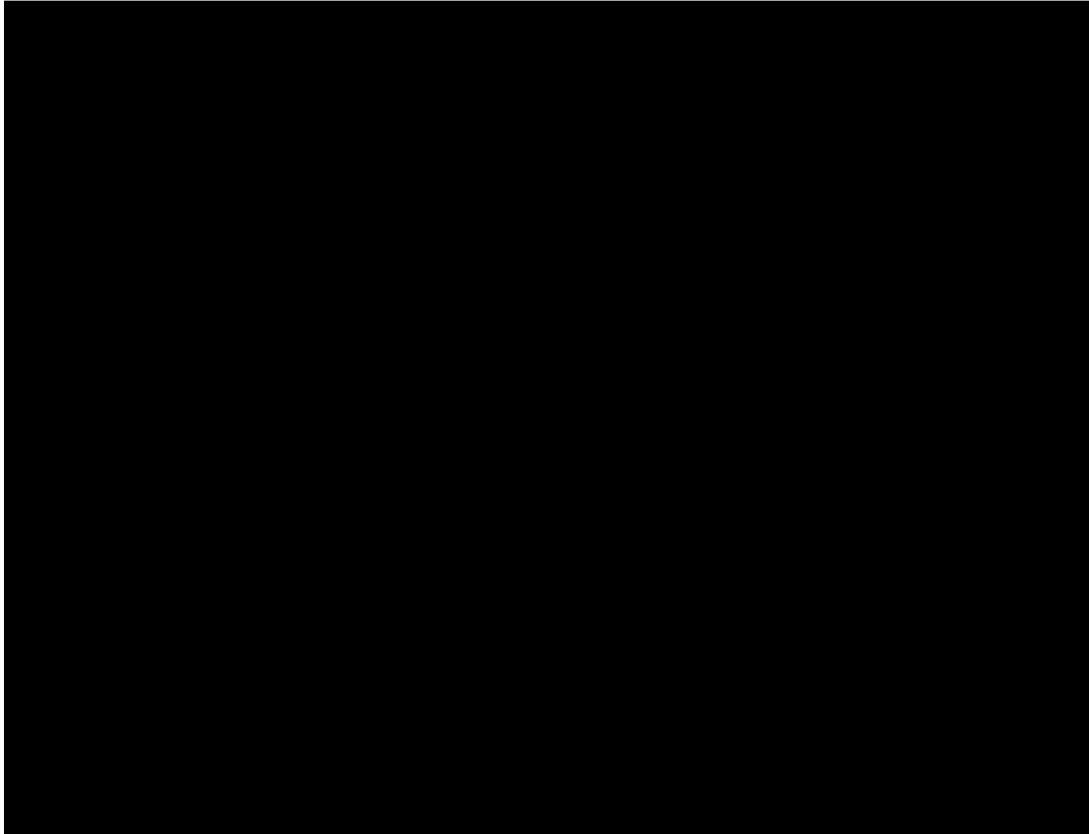
Clerical Refresher (4 wks - morning)

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)

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



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.

Grid (1 wk - all day)

For Career Trainees. The subject of interpersonal relationships is examined.

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 Production (9 wks - all day)

For Career Trainees. Provides specific training in and familiarization with various techniques and skills required to produce intelligence.

Intelligence Research Techniques (2 wks - all day or 4 wks - half day)

For analysts. Covers each stage of the research process from the origin of an intelligence research topic to writing a skeletal report. A research project is used as a practical exercise.

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.

Intelligence Techniques (3 wks - all day)

For Career Trainees. Provides instruction and practice in Agency techniques used in the production of finished intelligence.

Introduction to Communism (2 wks - all day)

25X1A For professional employees at EOD. Covers historical development of the USSR [REDACTED] and the doctrine, organization and operations of the Communist movement.

Introduction to Intelligence (2 wks - all day)

For new professional employees. 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 discussion of the fundamentals of American beliefs and practices.

JCS-DIA Orientation (2 days - all day)

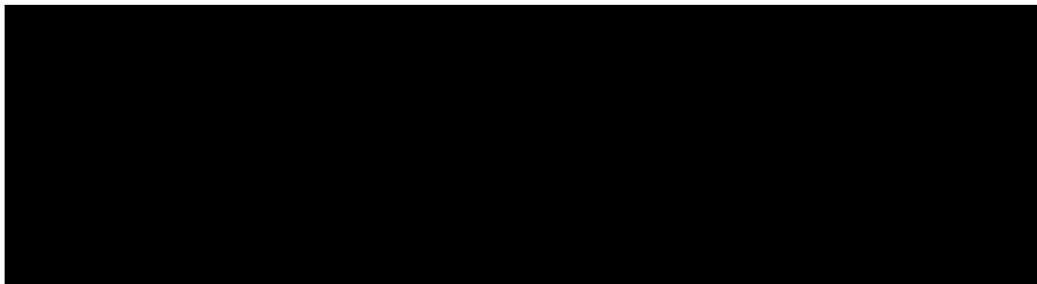
A semi-annual orientation on CIA by the Agency's senior officials for selected officers and civilians of the JCS, DIA, and the military services.

Management (1 wk - all day)

For officers in Grades GS-11 through GS-14. Examines current thinking in managerial style as it relates to communication, employee motivation, and work performance. Exercises in team-action problem-solving are used throughout to provide students an opportunity to apply the concepts and principles covered.

Midcareer Executive Development (6 wks - all day - 240 hrs)

25X1A For designated midcareerists. Covers the activities of components of the Agency, the U. S. Government in its international setting, and problems of management.



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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 its relationship to the policy level of Government, and the responsibilities of the Agency for collection, production, and dissemination of intelligence.

Program for Representatives at Senior Officers Schools (3 days - all day)

Given annually for Agency representatives selected by TSB for attendance at Senior Officers Schools. Updating on significant developments affecting the Agency; includes instruction in techniques of briefing and in conducting seminars; provides an opportunity to meet recent senior officers school graduates and senior officials of the Agency.

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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.



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Supervision (1 wk - all day)

For employees in grades GS-5 through GS-10 who have supervisory responsibilities. Explores current thinking on "the role of the supervisor" in terms of personal behavior, responsibility for subordinates, and organizational and individual needs. Provides materials and a setting for experiencing and examining interteam and intrateam skills and activities.

Support Services (7 wks - all day)

For Career Trainees assigned in the Support Services. Acquaints students with organization and mission of various Support Services components. Emphasis is on training for field assignments.

Support Services Review: Trends and Highlights (3 1/2 days - all

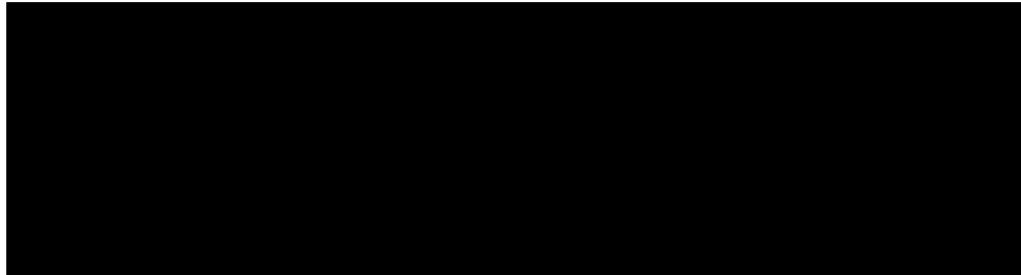


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For professional Support Service employees GS-9 through GS-15. Emphasizes significant trends and developments within the Agency's support activities, and includes presentations on ADP, records management, and planning, programming, and budgeting.

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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.

Writing Workshop (Intermediate) (4 wks - morning - Mon & Wed)

For professional employees. (Non-professionals may attend under certain circumstances.) Covers principles of good writing, including clarity, accuracy, and logic.

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SELECTED MANAGEMENT PROGRAMS

"Human Management"

The Director of Training has selected twenty-seven non-Agency management programs as particularly appropriate in meeting the Agency's needs for "human management" training. These programs, which provide a broad range of general and personnel management training opportunities at the junior through the executive level, should be considered as supplementary to OTR's management courses; in many instances, internal courses will be prerequisite to the non-Agency programs.

The listing identifies the sponsoring facility, the name of the course or program, and the level, or levels, whether junior (1), middle (2), or executive (3). Each program is then individually described, the details presented by program or course title under the name of the sponsoring organization. The description also includes the length of the course, its frequency and location, for whom it is intended, its cost, and its objectives and content. Those programs which fall under the purview of the Agency's Training Selection Board are identified by the designation "TSB" following the title.

The list should be used as a guide only, for other existing programs may be more suitable under specific circumstances and new programs are regularly being announced. Requests for management training programs on the list will not be automatically approved, nor will requests for similar courses not appearing on the list be automatically denied. As in the past, each request will be individually considered by OTR. Requests for courses not on the list, however, should be accompanied by particularly thorough justification. It is to be noted that the executive development programs of Columbia, Cornell, Pittsburgh, and Pennsylvania State Universities have been included as possible alternatives for the Harvard programs.

SELECTED MANAGEMENT PROGRAMS

Facilities and Courses

Level

	1	2	3
The Brookings Institution - Conferences for Federal Executives on Business Operations			x
The Brookings Institution - General Administrative Conferences			x
The Brookings Institution - Science Conferences			x
CSC - Advanced Course in Employee Development	x	x	
CSC - Behavioral Science Research for Management Seminar		x	x
CSC - Executive Seminar Series (Skills and Goals)		x	x
CSC - Institute for Executives in Scientific Programs: Science and Government			x
CSC - Interviewing and Coaching Subordinates		x	
CSC - Introduction to Personnel Management	x		
CSC - Job Classification and the Management Process	x		
CSC - Management Institute for Supervisory Scientists and Engineers		x	
CSC - Management of Scientific and Engineering Organizations			x
CSC - Manpower Utilization		x	x
CSC - Middle Management Institute		x	
CSC - Personnel Management for Personnel Specialists	x		
CSC - Management of Personnel Functions		x	
CSC - Personnel Program Direction Course			x
Columbia University - Executive Program in Business			x
Cornell University - Cornell Executive Development Program			x
Department of the Army - Personnel Management for Executives		x	
Harvard University - Advanced Management Program			x
Harvard University - Program for Management Development		x	
Pennsylvania State University - Executive Management Program			x
USDA, Graduate School - Management Development Program for Federal Executives		x	x
USDA, Graduate School - Management Development Program for Supervisors of Scientists and Engineers		x	x
University of Pittsburgh - Management Program of Executives			x
University of Wisconsin (Extension Div.) Summer Institute for Federal Executives		x	

The Brookings Institution

Advanced Study Program - Conferences for Federal Executives on Business Operations (TSB)

One week or two weeks; Spring and Fall; various cities.

For officials at the GS-17 and GS-18 levels who would profit from personal contact with leading business executives.

\$300 for one week; \$600 for two weeks

These conferences are designed to strengthen understanding of business activities, problems, or policy issues. Participants visit selected corporations, meet informally with top business officials, and take part in off-the-record seminars to discuss major issues facing business.

Advanced Study Program - General Administrative Conferences (TSB)

Two weeks; three times a year; Williamsburg, Virginia.

For executives who are in grade GS-15 or above.

\$650

The program is designed to develop approaches and attitudes leading to more effective administrative decisions and actions, to broaden understanding of departmental and overall aspects of government policy-making and administration, and to enlarge knowledge of relationships between government and society and the impact of governmental action on the nation's social and economic development.

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The Brookings Institution (cont)

Advanced Study Program - Science Conferences (TSB)

One week; three times a year; Williamsburg, Virginia.

For administrators and scientific officials in grade GS-15 or above.

\$650

The conference is designed to promote a fuller comprehension of the role of the scientist in governmental and administrative processes. Topics include science and social changes, science and democratic government, science and creativity, the role of government in research and development, and science and ethics.

Civil Service Commission

Advanced Course in Employee Development

Five days; twice a year; Washington, D. C.

For employees, GS-09 or above, with significant responsibilities in employee development or personnel management. Participants should have previously received basic training in the principles, functions, and practices of the employee development field through classroom or on-the-job training.

\$115

This advanced course is designed to assist the individual in meeting the demands of today's manpower requirements by appraising the changing role of the employee development officer and defining and analyzing the significant new and emerging functions and responsibilities, examining major problem areas of continuing concern to employee development officers (determining needs and objectives and evaluating training), analyzing some of the significant developments in teaching methods and strategy, exploring behavioral science findings and their relevance to the employee development field. Lectures, discussions, case studies, and workshops will be utilized to obtain involvement and participation.

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Civil Service Commission (cont)

Seminar in Behavioral Science Research for Management

Three days; once a year, early Spring.

For executives with broad administrative responsibilities, GS-14 or above, who have not had formal education or working experience in the behavioral sciences.

\$135

This seminar is designed to provide government managers with information about the management implications of the behavioral sciences. Topics include the historical development of behavioral science research in management, implications of research in the behavioral sciences for managers, administrative leadership, group behavior, the dynamics of organizational change, behavioral science research and the future.

Executive Seminar Series - Skills and Goals of Management (TSB)

Two weeks; four times a year; Kings Point, New York

For line managers, staff managers, special assistants to top executives, as well as scientific, engineering, and professional people in grade GS-14 and GS-15, and selected persons at the GS-13 level.

\$425

This seminar is designed to give career managers an understanding of their role as managers, the organizational environment in which they work, and the scientific tools at their disposal. Attention is given to the functions and techniques of management, the qualities of an effective leader and developments in behavioral research as they affect the manager's job, the theory and practice of organization and reorganization, and especially the problems created by growth in an organization. The program deals with automatic data processing and operations research as tools with which the modern manager seeks program improvements and reduction of costs. The seminar concludes with a look at the future role of the manager.

Civil Service Commission (cont)

Institute for Executives in Scientific Programs: Science and Government Policy

Five days; three times a year; Washington, D. C.

Participation is limited to civilian and military scientists, engineers, and scientific administrators in grades GS-15 through GS-18 who have responsibility for formulating policy or program goals for scientific, engineering, or professional programs in the physical or life sciences, or for managing laboratory and development installations.

\$150

The program includes such topics as the criteria for choice among scientific programs, the economics of fiscal policy and the budget for science, technological innovation as an element of economic growth, scientific manpower as a problem of national policy, the role of higher management in decisions on scientific programs, science in world affairs, and the organization of the scientific activities of the Federal Government.

Interviewing and Coaching Subordinates

Five days; quarterly; Washington, D. C.

For supervisors in grades GS-12 through GS-15.

\$100

This course emphasizes ways interviewing and coaching can be used in the development of people and in getting work done, rather than the specialized aspects of the worker in the personnel field. Attention is given to the development of actual skills as well as to the principles, methods, and techniques involved. Topics include developing information, establishing rapport, reducing tension and defensiveness, setting mutual goals, dealing with conflict, and encouraging initiative and responsibility.

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Civil Service Commission (cont)

Introduction to Personnel Management

Five days; once a year, late Summer; Washington, D. C.

For persons at the GS-5 through GS-9 levels, who are beginning or have been selected for careers in the field of personnel management.

\$75

This program places special emphasis on the interrelationships of the specialty areas and their relationships to the total field of personnel management and total management. Among topics covered are defining and analyzing the role and place of personnel management with total management, identifying and discussing the objectives and content of the major personnel functional areas, isolating the special skills and knowledge required for success in the field of personnel management, stimulating an awareness of and curiosity about the role of the behavioral sciences in the development of the personnel management field, providing a current picture of trends and developments within the personnel management field.

Job Classification and the Management Process

Eight days; twice a year; Washington, D. C.

For persons serving in personnel management positions, GS-5 through GS-9, who are or will become directly involved in the classification function.

\$150

This is a fundamental program on the nature of job classification in personnel administration and how it contributes to the management process. The program stresses the integrated nature of personnel management and provides insight and information necessary to develop basic skills in job evaluation and job classification techniques. The intent of the program is to prepare the new employee for assignment to a job evaluation or position classification activity in the federal service.

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Civil Service Commission (cont)

Management Institute for Supervisory Scientists and Engineers

Four days; three times a year; Washington, D. C.

For individuals in grades GS-12 through GS-14 who are presently filling, or being trained to assume, supervisory and managerial positions in research and development activities in the Federal Government. Individuals who have responsibility for supervising or managing predominately technical groups are also eligible to attend.

\$85

The special nature of the managerial job in research and development organizations is examined by identifying the unique motivational characteristics of scientific personnel, by discussing the impact of organizational structure on the productivity of scientific groups, and by exploring the leadership patterns best designed to release and accelerate scientific creativity. Topics include the flexibility of the federal personnel system in managing scientific groups, career development concepts applicable to scientific personnel, and the administrative and financial practices which permit the most effective direction and control of scientific groups.

Management of Scientific and Engineering Organizations

Five days; Spring and Fall; Washington, D. C.

Participation is open to about 25 science and engineering executives, GS-15 or above, who have responsibility for the management of science or engineering programs for the Federal Government.

\$150

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 increasingly important role as manager and administrator. It is conducted as an advanced seminar, with discussions focusing on such topics as formulating and administering science and engineering budgets, utilization and development of human resources, communications requirements of modern science and technology, management of "in-house" resources and contract programs, behavioral science research and its implications for managers of technical programs, and research and engineering management in industrial laboratories.

Civil Service Commission (cont)

Seminar in Manpower Utilization

Three days; three times a year; Washington, D. C.

For personnel officers, budget officers, and administrators with responsibility for manpower management, GS-13 or above.

\$100

The seminar is designed for both the personnel manager and the general manager. Included in the discussions are organizational structure, determining manpower requirements, improvement of work design, staffing to accomplish organizational mission, motivation and development, and assessment of organizational achievements.

Middle Management Institute (TSB)

Five days; three times a year; Washington, D. C.

For persons serving in management fields or programs, at the GS-11 to GS-14 levels, who have demonstrated their ability and shown potential for holding more responsible management positions.

\$50

This institute emphasizes the need for a broad perspective and the requirement to be currently informed on new developments affecting the management job. Recent trends and developments in management which will revitalize the sense of perspective about the total scheme of government and give fuller meaning to individual contributions are surveyed.

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Civil Service Commission (cont)

Personnel Management for Personnel Specialists

Eight full-day sessions meeting once a week for eight weeks; twice a year; Washington, D. C.

For persons in grades GS-9 through GS-12 serving in or expecting to be assigned to supervisory positions in personnel offices or in closely related work.

\$150

This program is designed to develop a broad perspective of personnel management in relation to total management, as well as the interrelationship of personnel specialties. It is intended to sharpen insights into personnel management responsibilities, analyze problem situations encountered by personnel staff specialists, and to introduce concepts, knowledge, and methods of the behavioral sciences, economics, and industrial engineering. Among topics covered are management and organization, the personnel functions, employment and development of people, human behavior, group relations, pay administration, employee relations and service, and personnel management in perspective.

Management of Personnel Functions

Five days; twice a year; Washington, D. C.

For employees, GS-12 or above, with responsibility in any area of personnel management.

\$125

This course is designed to improve the ability of functional chiefs in personnel organizations to fulfill their managerial responsibilities. Areas of management included in the course are coordination, functional management, staff development, individual competence, policy development, program development. These are approached by exploring the interdependence of personnel specialties and the utilization of a coordinated approach in solving problems; examining methods of planning, organizing, and evaluating personnel operations; reviewing the selection, training, and utilization of personnel office employees; and studying supervisory practices, communications, and achieving program support. Students apply principles brought out in lectures through workshops, individual presentations, and group exercises.

Civil Service Commission (cont)

Personnel Program Direction Course

Five days; once a year, mid-winter; Washington, D. C.

For personnel officers, staff specialists, and employees being developed for personnel positions at the GS-13 level or above.

\$125

The intent of the course is to describe, delineate, and constructively review those managerial and advisory responsibilities which are crucial for program success. Attention is given to such vital areas as staff development, coordination of specialized functions within the personnel area, organization and control, employee relations, personnel problem-solving, and long-range planning for the personnel function. Effective management practices in each area are underscored, with the overall goal of presenting participants with both insight and proven tools for constructive, innovative personnel management.

Columbia University - Graduate School of Business

Executive Program in Business Administration

Six weeks; Spring, Summer, Fall; New York City.

For executives, GS-15 or above.

\$2150

The program is designed to prepare key executives for additional responsibilities by enlarging their capabilities for decision-making, increasing their comprehension of the broad management viewpoint, developing their ability to cope with the human and technical problems in business administration, widening their knowledge of the relationships within and among business enterprises, and enhancing understanding of the organization's relationship to its national and international environment. Case studies, group discussions, lectures, and readings stress three interrelated areas: internal administration of a business enterprise (organizational structure, labor relations); managing a business in a dynamic world (the impact of national economic problems); executives in action (diagnosis of company problems, planning, and decision-making).

Cornell University - Graduate School of Business and Public
Administration

Cornell Executive Development Program

Six weeks; Summer; Ithaca, New York.

For seasoned administrators who are already in or who are moving into important management positions.

\$2000

The program is intended to contribute to the continuing education of executives for management by exploring management's task in the face of accelerating technological change and mounting social, economic, and political demands. Attention is focused on evaluation of alternative opportunities, the establishment of criteria for action, the study and use of suitable tools of analysis, and the weighing of overall interrelationships in the formulation and reappraisal of company policies by means of two-week courses in each of the following areas: economic and financial considerations in planning and administering business money flows, including capital financing and budgeting, and the cost of capital; organizing and achieving effective executive performance; appraising forces in the changing environment and the responsibilities they impose on management, including determinants of economic stability and the effects of government monetary and fiscal policy, problems forecasting, antitrust policy, and effects of international competition.

Department of the Army

Personnel Management for Executives

Eight days; six to eight times a year; Washington, D. C.

For individuals in grade GS-13 or above.

No cost.

These are conferences at which participants collectively seek to find better ways to deal with management problems for which there are no pat answers. The agenda varies from conference to conference, but typically includes the following subjects: Review of Management Theory and Research; Characteristics of Groups in an Organizational Setting; Motivation in Management; Behavior and Organizational Climate; Organizational Relationships and Productivity; Communication and the Human Evaluation Process; Our Cultural Heritage - An Organizational Help or Hindrance; Executive and Manager Development. Lectures, films and readings cover theoretical and conceptual foundations, research findings, and practices of successful executives. A high degree of creativity and resourcefulness on the part of the participants, together with a willingness to put forth effort to develop managerial ability, is assumed.

Harvard University - Graduate School of Business

Advanced Management Program (TSB)

Thirteen weeks; February and September; Cambridge, Massachusetts.

For those who are or soon will be in top management positions.

\$3175

The objectives of the program are to refine the skills, knowledge, and understanding essential to top management; to develop increased competence in corporate long-range planning; to increase capability for qualitative analysis and decision making; and to promote an understanding of the role of business in our society, its responsibilities and its relationships to employees, stockholders, government agencies, and the community. The program is developed through case histories, small group discussions, panels, and simulation, with course areas of business policy, administrative practices, accounting and financial policy, marketing management, labor relations, business and the world society, and business history.

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Harvard University - Graduate School of Business

Program for Management Development (TSB)

Sixteen weeks; January and August; Cambridge, Massachusetts.

For persons in grades GS-12 through GS-14 who are filling responsible management positions who demonstrate outstanding performance in a functional field or specialty.

\$2975

The course is designed to develop competence in analytical thinking; a mastery of the techniques and tools of modern management; an understanding of the basics of production, marketing, and finance; an understanding of the problems of interpersonal relationships in a business environment; and an awareness of the role of top management. Case histories, small group discussions, and panels deal with topics in course areas including general management, finance, human behavior in organizations, quantitative analysis, and issues in business.

Pennsylvania State University

Executive Management Program

Four weeks; Summer; University Park, Pennsylvania.

For managers and executives in grades GS-15 or above.

\$1250

The specific objectives of the program are to develop a better understanding of the influence that economic, political, and social forces exert on management decisions; to probe policy problems from an organizational rather than from a departmental point of view; to promote an effective grasp of the tools, techniques, and attitudes essential for outstanding executive leadership. It is designed to provide an integrated study of essential management areas rather than a conglomeration of specialized courses, and is divided into eight three-day sections: top management and its responsibility; policy formulation; organization; human relations; productivity and meeting competition; managerial controls; political, economic, and social trends; and management integration of forces, factors, and functions.

Graduate School - U. S. Department of Agriculture

Management Development Program for Federal Executives (TSB)

Three phases of two days, nine days, and two days; three times a year; Washington, D. C., and Williamsburg, Virginia.

For individuals in grade GS-14 or above.

\$475

The program is designed to help the official examine the managerial aspects of his job, formulate for himself a framework of managerial theory, explore ways to improve managerial practice in the day-to-day work situation, strengthen his problem-solving and team-action skills, and formulate a systematic continuing program of self-development in management. Topics include communications in management, human relations, delegation, establishing objectives, directing the attainment of objectives, evaluating results, leadership, and motivation.

Management Development Program for Supervisors of Scientists and Engineers

Three phases of two days, nine days, and two days; twice a year; Washington, D. C., and Williamsburg, Virginia.

For individuals in grade GS-14 or above whose responsibilities are in the area of science or engineering.

\$395

The program is designed to help the participant from a specifically scientific or engineering organization examine the managerial aspects of his job, formulate for himself a framework of managerial theory, explore ways to improve day-to-day managerial practices, strengthen his problem-solving and team-action skills, and formulate a systematic continuing program of self-development in management.

University of Pittsburgh - Graduate School of Business

Management Program for Executives

Eight weeks; twice a year; Pittsburgh, Pennsylvania.

For senior executives, GS-15 or above.

\$2000

The objective of the program is to accelerate the development of participants' administrative and managerial skills, with emphasis on internal and external factors which affect the entire business, and on exposure to new business techniques and ideas. A management training laboratory during the first week examines decision-making in large and small groups, feedback processes overcoming resistance to change, leadership and influence processes, communications and organizational effectiveness, conformity and creativity, and resolution of intergroup conflict. Courses and exercises which follow deal with administrative practices, business policy, economic policy, financial policy, industrial relations, international operations, the management game, managerial accounting and profit planning, marketing policy, and quantitative techniques in management.

University of Wisconsin - University Extension Division - Center for Advanced Study in Organization Science

Annual Summer Institute for Federal Executives (TSB)

Six-week block of integrated study, permitting enrollments for periods of two, four, or six weeks; July - August; Milwaukee, Wisconsin.

For persons in grades GS-13 and above in the federal service.

\$350, \$650, or \$900

This program seeks to provide federal administrators an opportunity for objective, critical study of the administrative process and the executive's role. An attempt is made to relate modern organizational theory and research with practical problems of administrators through a series of interrelated two-week seminars which may be taken separately or as a block of instruction for four or six weeks. Typical seminar subjects are "Innovation and Planned Change in Administrative Systems," "The Design and Control of Modern Organizations," "The Dynamics of Administrative Human Relations," "Public Policy Formulation and Executive Decision-Making," and "Scientists and Professionals in Modern Administrative Structures."

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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 [REDACTED] 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, extension 2896. For information on registration, call ETB/RS/TR, extension 3137.

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INTERAGENCY TRAINING PROGRAMS

Civil Service Commission

EXECUTIVE SEMINAR IN STATISTICAL SCIENCE FOR MANAGEMENT
15 - 16 May 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

WORKSHOP IN EQUAL EMPLOYMENT OPPORTUNITY FOR CONTRACT COMPLIANCE OFFICERS
15 - 19 May 1900 E Street, N. W.

To train persons who conduct reviews to determine whether recipients of Federal funds are adhering to the civil rights requirements of respective agencies. Special consideration is given to problems of implementing the equal employment policy of the Government in situations involving a contract between a Federal agency and a private organization or private industry. This training may be done in conjunction with the Office of Federal Contract Compliance. Cost: \$90

MANAGEMENT OF GOVERNMENT FINANCES
15 - 19 May 1900 E Street, N. W.

This institute is intended to provide participants with a general understanding of problems, new developments, and trends in financial management, as well as a broad view of the nature, purposes, and systems of financial management in the Federal Government. Reading and discussion covers the role and relationships of Congress in financial management, the role of the Federal Government in the national economy and current economic problems, the nature and uses of PPBS, budgeting, accounting, and auditing. Nominees should hold positions in the financial management field or in operating programs which involve significant financial management responsibilities, and should be in grades GS-13 through GS-15. Cost: \$150

Civil Service Commission (cont)

EXECUTIVE ORIENTATION IN PLANNING-PROGRAMMING-BUDGETING
31 May - 2 June 1900 E Street, N. W.

This three-day institute is intended to provide an understanding of what a planning-programming-budgeting system is, an awareness of the economic principles underlying such systems, a general knowledge of methods and techniques used and what can be accomplished with them, and some insight into what has been accomplished by using these methods in non-Defense agencies. Workshops are used to provide practice in and strengthen comprehension of the use of PPBS methods. For persons in Grades GS-12 or above.
Cost: \$45

A SURVEY OF SCIENTIFIC AND TECHNICAL APPLICATIONS OF ADP
5 - 9 June 1900 E Street, N. W.

The primary purpose of this program is to provide current information on scientific and technical application of ADP in order to assist engineers, scientists, and technicians in updating their knowledge. Topics will include: An introduction to the use of analog and digital computers for scientific applications; services that the computer laboratory can provide; ADP applications in space technology, missile control, orbital monitoring, telecommunications, and space exploration; communications, logistics, weapons control applications; operational technical information systems; computer-based air traffic control; medical applications of electronic technology; and research advances in computer technology.

For persons serving in engineering; scientific, and technical fields, and managers of such persons, at or above GS-9. Cost: \$70

FINANCE IN AGENCY MANAGEMENT
19 - 23 June 1900 E Street, N. W.

This institute focuses on the interrelationships of the financial specialties and their use in the internal management of an agency's problems. Topics covered include financial management philosophy and concerns; budgetary theory and agency practices; accounting; auditing; current problems and trends in financial management. It is for employees preparing for responsible positions in the field of financial management and for persons not in financial positions who need an acquaintance with financial management work. The grade range is GS-9 through GS-12. Cost: \$75

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Civil Service Commission (cont)

ADVANCED SEMINAR IN ADP AND TECHNICAL INFORMATION SYSTEMS
12 - 15 June 1900 E Street, N. W.

This four-day program explores in detail various systems approaches involved in applying ADP to specific library functions. Actual case histories and group discussions cover equipment characteristics and capabilities, tools of systems of analysis, analysis and documentation of present systems, feasibility studies, development of systems to meet user needs, and problems of evaluation and control. For librarians, archivists, information specialists, and others concerned with the storage and retrieval of technical data, in grades GS-9 or above. Cost: \$120

General Services Administration

RECORDS MANAGEMENT WORKSHOP
15 - 26 May National Archives Building

This workshop provides a general insight and perspective to participants who work in areas of records and paperwork management. Topics include managing records, correspondence, directives, reports, forms, and mail; classification and files; records scheduling and disposition; surveys and audits; office machines; source data automation. Primarily for records officers and records management analysts. No cost.

INVENTORY CONTROL OF SUPPLIES AND MATERIALS
22 - 23 May General Services Administration
Institute

Designed to assist agencies to anticipate inventory needs and avoid overstocking or running out of stock. Lectures, practice exercises, and discussion cover principles, techniques, and guidelines for determining requirements, storage, maintaining stock levels, and basic ADP applications. Primarily for operating personnel responsible for inventories and supplies, but open also to supervisors and managers. Cost: \$35

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TRAINING SELECTION BOARD PROGRAMS

FELLOWSHIP
IN
CONGRESSIONAL
OPERATIONS

The Civil Service Commission, in cooperation with the American Political Science Association, through this ten-month program, enables Fellows from executive agencies to share with journalists, lawyers, and college instructors in activities which develop their knowledge and understanding of Congressional operations. The Fellows attend an intensive six-week orientation program on the legislative branch, following which they are given full-time work assignments in the offices of Congressmen and Senators and with staff members of Congressional committees. They also participate in weekly seminar meetings with leading Congressional, governmental, and academic figures. Nominees should be between thirty and forty years of age and in grades GS-12 through GS-16 and should have demonstrated a high level of ability, and, preferably, be in the Agency's executive development program. Nominations should be in the hands of the Training Selection Board no later than 21 April.

UNIVERSITY OF
WISCONSIN
SUMMER
INSTITUTE FOR
FEDERAL
EXECUTIVES

The Summer Institute for Federal Executives held by the University of Wisconsin's Center for Advanced Study in Organization Science provides a six-week program of integrated study, permitting enrollment for periods of two weeks, four weeks, or the full six weeks. Alternative seminar courses for the first period, 16 - 28 July, are "Innovation and Planned Change in Administrative Systems" or "The Design and Control of Modern Organizations." Alternatives for the second period, 30 July - 11 August, are "The Dynamics of Administrative Human Relations" or "Management Science and Administrative Technologies." Alternatives for the third period, 13 - 25 August, are "Public Policy Formulation and Executive Decision-Making" or "Scientists and Professionals in Modern Administrative Structures." An individual program can be arranged by selecting one alternative during any one, any two, or all three two-week periods. Nominees must be in grades GS-13 or above, and notification of their nomination must be made to the Training Selection Board by 1 May.

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1967 SUMMER SESSION SCHEDULES
WASHINGTON AREA UNIVERSITIES

Note to Training Officers: ETB must have requests for Agency sponsorship of employees in courses at the following universities a minimum of three weeks prior to registration.

AMERICAN UNIVERSITY

16 & 17 June: Registration
19 June: First Five-week Session begins
Eight-week Session begins
Ten-week Session begins
21 July: First Five-week Session ends
Registration for Second Five-week Session
24 July: Second Five-week Session begins
26 August: All Summer Sessions end

CATHOLIC UNIVERSITY

27 June: Registration
29 June: Classes begin
10 August: Classes end

DUNBARTON COLLEGE

17 June: Registration First Five-week Session
19 June: Classes begin
22 July: Classes end
Registration for Second Five-week Session
24 July: Classes begin
25 August: Classes end

DISTRICT OF COLUMBIA TEACHERS COLLEGE

26 June: Registration
27 June: Classes begin
4 August: Classes end

DEPARTMENT OF AGRICULTURE GRADUATE SCHOOL

29 May - 3 June: Registration
5 - 9 June: Classes begin
11 August: Classes end

GALLAUDET COLLEGE

26 June - 4 August : Six-week Session for Graduate Students
Summer Institute in Reading
Summer Institute in Library Service
for the Deaf
Summer Session for Entering Students
26 June - 18 August: Eight-week Session for Graduate Students
Summer Institute in Mathematics
Summer Institute in Science

GEORGE WASHINGTON UNIVERSITY

First Session:

12 June: Registration for First Five-week Session
and Eight-week Courses
13 June: First Session Classes begin
19 July : First Session Classes end

Second Session:

20 July: Registration for Second Five-week Session
21 July: Second Session Classes begin
24 August: Second Session Classes end

GEORGETOWN UNIVERSITY

First Session:

13 June: Registration
14 June: Classes begin
22 July: Classes end

Second Session:

24 July: Registration
25 July: Classes begin
1 September: Classes end

HOWARD UNIVERSITY

19 June: Registration
20 June: Classes begin
29 July : Six-week Session ends
26 August : Ten-week Session ends

MONTGOMERY JUNIOR COLLEGE

19 June: Classes begin
11 August : Classes end

PRINCE GEORGES COMMUNITY COLLEGE

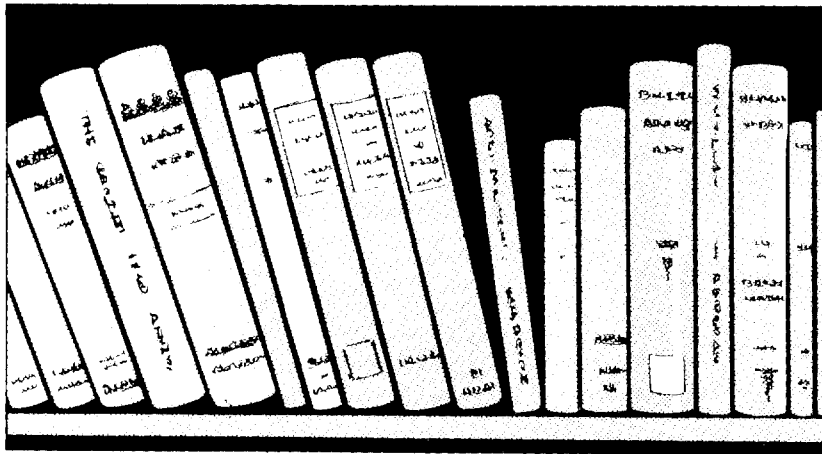
16 June: Registration
19 June: Classes begin
28 July : Classes end

UNIVERSITY OF MARYLAND

19 - 20 June: Registration
21 June: Classes begin
11 August: Classes end

UNIVERSITY OF VIRGINIA, NORTHERN VIRGINIA CENTER

22 May - 8 June: Registration
12 June: Classes begin
23 - 31 August: Final Exams



OTHER EXTERNAL TRAINING NOTES

SHORT COURSES

UNIVERSITY OF MICHIGAN
 Summer Engineering Conferences

<u>Dates</u>	<u>Course</u>	<u>Cost</u>
22 - 26 May	Semiconductor Circuits	\$175
29 May - 2 Jun	Integrated Circuits	\$175
29 May - 2 Jun	Fundamentals of Infrared Technology	\$175
5 - 16 Jun	Recent Mathematical Advances in Operations Research and the Management of Sciences	\$300
5 - 16 Jun	Computer Graphics for Designers	\$300
5 - 16 Jun	Radiation Effects in Semiconductors	\$300
5 - 9 Jun	Atmospheric Physics	\$175
5 - 9 Jun	Advanced Infrared Technology	\$175
5 - 9 Jun	Precision Radiometry-Calibration and Measurement	\$175
12 - 16 Jun	Nuclear Ships - Engineering Principles, Economics and Current Developments	\$175
12 - 16 Jun	Introduction to Digital Computer Engineering	\$175
19 - 30 Jun	Foundations of Information Systems Engineering	\$300
19 - 30 Jun	Computer and Program Organization - Fundamentals	\$300
19 - 30 Jun	Computer and Program Organization - Adaptive Systems	\$300
19 - 30 Jun	Programming Concepts, Automata, and Adaptive Systems	\$300
19 - 30 Jun	Numerical Analysis	\$300
19 - 30 Jun	Human Factors Engineering	\$300

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10 - 21 July	Computer Solution of Hydraulic System Transients	\$300
10 - 21 July	Probability and Random Processes for Engineers and Scientists	\$300
10 - 21 July	Underground Storage of Natural Gas	\$300
10 - 21 July	Introduction to Optical Data Processing	\$300
24 Jul - 4 Aug	Principles of Synthetic-Aperture Radar	\$300
24 Jul - 4 Aug	Topics in Military Operations Research	\$300
24 Jul - 4 Aug	Applications of Computers to Automated Design	\$300
7 - 18 Aug	Lasers - Theory, Technology, and Applications	\$300
7 - 18 Aug	Simulation of Mechanical Systems	\$300
7 - 17 Aug	Quality Control by Statistical Methods	\$225
7 - 18 Aug	Statistical Communication Theory	\$300
7 - 18 Aug	Design of Fatigue Experiments	\$300
14 - 18 Aug	Critical Path Methods for Industrial Construction	\$175

MCGILL UNIVERSITY

Geography Summer School

28 June - 10 August

Program of Polar Studies: The Circumpolar Lands

A comprehensive treatment of the circumpolar countries and arctic basin, including an account of the arctic and subarctic environments and the response of differing cultures to polar conditions, particularly in the past two decades. Tuition: \$225.

Program of Tropical Studies

Three two-week presentations: The Tropical Environment; the New World Tropics; Canada Looks to the Tropics. Representatives of government, business, and voluntary organizations will present seminars and be available for discussions. Tuition: \$225.

BRANDON
SYSTEMS
INSTITUTE

Brandon Systems Institute, 1130 17th Street, N. W., Washington, D. C., will present a series of three related courses which may be taken separately or together.

"Computer Operations Management and Control," to be given 15 and 16 May, identifies elements to be analyzed and presents methods for measuring them in terms required for review of present capability, planning future resource requirements, making progress toward installation goals, and planning for a conversion to new hardware. Cost: \$155.

"Project Control Systems for Data Processing," to be given 17 May, presents workable, orderly methods for controlling systems and programming projects. For data processing managers and others responsible for the management of systems and software development projects. Cost: \$110.

"Computer Systems Analysis Techniques," to be given 18 and 19 May, presents an organized, unified body of techniques for the conduct of systems analysis projects, and a defined discipline of systems analysis for use in present and planned computer installations. Cost: \$155.

Combination costs: Three days, \$200; four days, \$245; five days, \$290.

SIXTH
TECHNICAL
SYMPOSIUM,
ASSOCIATION
FOR
COMPUTING
MACHINERY

The Sixth Technical Symposium of the Washington, D. C., Chapter of the Association for Computing Machinery is to be held 18 May at the National Bureau of Standards, Gaithersburg, Maryland. Sessions on hardware, software, brainware, and requirements will fill the greater part of the day, with a "Forum on Foibles" included to point out some of the problems which urgently require solutions.

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