

**THIS ISSUE:**

**LANGUAGE  
TRAINING**

**OTR**

**BULLETIN**

**MARCH-APRIL 1968**

GROUP 1  
EXCLUDED FROM AUTOMATIC  
DOWNGRADING AND  
DECLASSIFICATION

OTR BULLETIN

Purpose

The purpose of the Office of Training BULLETIN is:

(a) To acquaint Training Officers, Supervisors, Managerial personnel and others with information on training opportunities within and outside the Agency.

(b) To publish special articles dealing with education and training policy, philosophy, methods and techniques, and with training-related subjects of particular interest.

(c) To provide specific procedural and organizational information for Training Officers and Assistants.

(d) To promote interest in the potential of education and training as an essential aid in achieving Agency goals.

Recommendations for improving this service may be directed in writing to the Registrar, OTR, 1000 North Glebe Road, or by telephone to extension 2896.

SECRET  
CIA INTERNAL USE ONLY

i

## IN THIS ISSUE

Some changes in procedures for language training begin on page 20.

Notice of Orientations for Training Officers and Training Assistants appears on page 1.

Summer Short Courses for Scientists and Engineers at several universities are described on page 36.

An article on Off-the-Shelf Programs for Self-Development is on page 29.

SECRET  
CIA INTERNAL USE ONLY

iii

## CONTENTS

Bulletin Board	1
OTR Calendar	5
OTR Courses	8
Language Training	20
Programmed Instruction Off-the-Shelf Programs for Self-Development	29
Non-Agency Training	32
Interagency Training Programs	34
Summer Short Courses for Scientists and Engineers	36
National Interdepartmental Seminar	40
Technical Writing	41
Office of Training Directory	43
Directory of Training Officers	44

# BULLETIN BOARD

## TRAINING OFFICERS AND TRAINING ASSISTANTS ORIENTATION

Notices have now gone out to all Agency Training Officers informing them of an Orientation for Training Officers on 8 and 9 April and for Training Assistants the morning of 11 April. As stated, while this is primarily for those who have been assigned to this function since the last orientation in February 1967, all Training Officers and Training Assistants are cordially invited. Time is being set aside to permit questions and discussion. Response from earlier orientations indicated that they substantially contribute to effectiveness of those assigned training functions.

## COURSE CHANGES

Counterintelligence Operations Course: The scope and content of the course are currently being revised, and the next running (6 - 17 May 1968) will be of two rather than three weeks duration.

The next running of Field Finance and Logistics will be 20 May - 7 June 1968.

## RETIREMENT SEMINARS

A special retirement information seminar was presented in the Headquarters Building by the Retirement Counseling and Placement Staff, Office of Personnel, during the period of 25 - 29 March 1968. This seminar was given primarily for those employees scheduled to retire between 1 April through 31 September 1968. The purpose of the seminar was to provide information and guidance to assist the interested employees in planning for their retirement. Another seminar will be held in November 1968 for employees retiring in calendar year 1969 and others; a specific announcement for this will be made at a later date.

SECRET  
CIA INTERNAL USE ONLY

1

INSTRUCTOR  
TRAINING

The Office of Training has recently acquired a set of five sound filmstrips and a text on instructor training. The filmstrips run about 10 minutes each and are on the following topics:

1. "Let's Look at the Learner"--Puts emphasis on the learner and stresses the importance of realistic objectives.
2. "Looking at Visual Aids"--An introduction to the use of visual aids for the prospective teacher.
3. "Looking at Teaching"--Illustrates the relationship of teacher and student. Covers preplanning, motivation, testing.
4. "The Teacher as a Speaker"--Shows the hazards of poor speaking habits, and the advantages of good ones.
5. "Room for Learning"--Stresses the importance of a favorable physical environment for effective instruction and learning.

The text, The Supervisor as an Instructor, was written by Martin M. Broadwell, a teacher-trainer with Southern Bell Telephone. While there are no simple rules to apply which will automatically guarantee success as an instructor, this book does provide a practical guide to techniques which every instructor can use of improve his classroom effectiveness.

These materials are available for use by other Agency components which need to train instructors. For further information, call the OTR Registrar Staff, extension 2533.

INTERAGENCY  
TRAINING  
PROGRAMS

All Training Officers will be receiving the Civil Service Calendar of Interagency Training Programs, listing all CSC courses for the following two months. For course descriptions and other pertinent information, TOs should refer to the ANNUAL "Interagency Training Programs," a retention copy which is provided yearly. Questions concerning individual announcements should be referred to [REDACTED] extension 2896.

25X1A

NEW  
PUBLICATION

A publication which should be of potential interest to anyone concerned with intelligence was published in 1967 by the Intelligence School. It is a compilation of representative statements by presidents of the United States on the importance of intelligence.

The pamphlet "Presidents of the United States on Intelligence," which appeared first in a "For Official Use Only" version last spring, was inspired by the desire of ranking officials of the Agency to have a ready source book of presidential "quotable quotes." Some officials also felt that such a compilation might be of special interest to new professional employees, particularly Career Trainees. Accordingly, the Curator of the Historical Intelligence Collection compiled the pamphlet. The first edition was "For Official Use Only" because it included a number of items not in the public domain.

As a result of demand at all levels of the Agency, the possibility of completely declassifying the pamphlet was explored and, after some negotiation by HIC, accomplished with a view to making it available for distribution to selected outsiders. The unclassified edition has been attractively designed and illustrated by OTR.

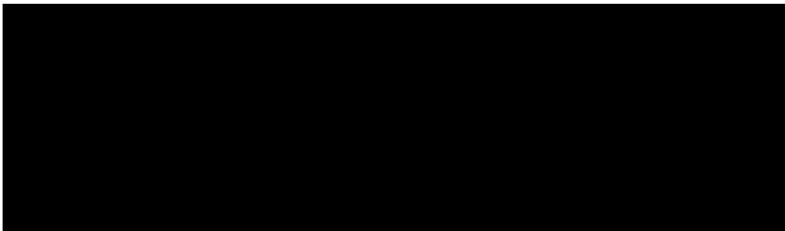
The pamphlet may be obtained upon request to the Orientation and Briefing Faculty, the Intelligence School, OTR, 1000 North Glebe Road, extension 2351.

DEFINITION OF  
METROPOLITAN  
AREA

Training Officers concerned with establishing whether external training is taking place within the metropolitan area or not may refer to [REDACTED] dated 19 July 1966. This regulation reads in part

25X1A

25X1A



CLERICAL  
TRAINING  
AND  
TESTING

COURSES

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

22 April - 17 May  
27 May - 21 June

Before taking either course, or both, an employee is required to take a preliminary test or tests given by the Clerical Training Faculty (CTF). The results are used to determine the level of the course the employee should take. These tests are given on Wednesday, typewriting at 9:30 a. m. and shorthand at 10:30 a. m. Dates for the preliminary tests in the above courses are:

17 April  
22 May

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

QUALIFICATION TESTS

The CTF gives the Agency's tests in typewriting and shorthand to employees who want to qualify as typists and stenographers. Training Officers or Personnel Officers must arrange registration directly with CTF, extension 2100, before 5 p. m. the Thursday immediately preceding the desired Monday testing. Qualification tests in both typewriting and shorthand are given on the same morning, typewriting at 9 a. m. and shorthand at 10:30 a. m. CTF notifies Training Officers or Personnel Officers of the results of the tests.

Tests will be given on: 1 April, 15 April  
6 May, 20 May  
10 June, 24 June

Applicants report to Room 416, Ames Building.

SECRET  
CIA INTERNAL USE ONLY



# OTR CALENDAR

APRIL


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	15 - 19 Apr
ADP Orientation	2 - 4 Apr
Basic Country Survey: USSR	22 Apr - 3 May
Chiefs of Station	8 - 19 Apr
CIA Review	9 Apr
Clandestine Scientific and Technical Operations	29 Apr - 10 May
Clerical Refresher	22 Apr - 17 May
CS Desk Orientation (for CTs)	1 - 3 Apr
CS Records I	29 Apr - 1 & 3 May
CS Records II (for CTs)	4 - 12 Apr
Counterintelligence Familiarization	22 Apr - 1 May
Information Reports Familiarization	1 - 5 Apr
Information Reporting, Reports, and Requirements	8 - 26 Apr
Intelligence Review	15 - 26 Apr
Introduction to Communism	8 - 19 Apr
Introduction to Map Reading and Imagery Analysis	15 Apr - 1 May
JCS/DIA	4 - 5 Apr
Managerial Grid (for GS-14s)	(Sun) 21 - 26 Apr
Midcareer Executive Development	(Sun) 28 Apr - 7 June
Operations Familiarization	8 Apr - 3 May
Operations Support	29 Apr - 17 May
Orientation for Overseas	2 - 3 Apr
<b>[REDACTED]</b>	
Supervision	(Sun) 21 - 26 Apr
Support Services Review: Trends & Highlights	15 - 19 Apr
Training Officer Orientation	30 Apr - 3 May
Vietnam Area	8 - 9 Apr
Vietnam Station Orientation	22 - 26 Apr
	20 Apr - 2 May

25X1A

MAY

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	

Advanced Management (Planning)	(Sun) 19 - 24 May
Challenge of Worldwide Communism	6 - 24 May
China Familiarization	13 - 17 May
	20 - 24 May
CIA Review	14 May
Clandestine Services Review	27 May - 7 June
Clerical Refresher	27 May - 12 June
Counterintelligence Operations	6 - 24 May
CS Records II	20 - 24 May
CS Records III	6 - 7 May
Field Finance and Logistics	20 May - 7 June
Information Reports Familiarization	13 - 17 May
	20 - 24 May
Intelligence Techniques (for CTs)	6 - 24 May
Introduction to Intelligence	20 - 31 May
Languages (Common and all part time)	6 May (begin)
Management (GS-11 - GS-14)	6 - 10 May
Operations, Phase I (double track)	27 May - 23 Aug
Orientation for Overseas	7 - 8 May
Senior Management Seminar	(Sun) 12 - 17 May
Soviet Bloc Operations	27 May - 7 June
Writing Workshop (Basic) (for and at NPIC)	27 May - 7 June




25X1A

SECRET

CIA INTERNAL USE ONLY

JUNE

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						

	ADP Orientation	11 - 13 June
	Administrative Procedures	3 - 7 June
25X1C		24 - 28 June
	Chiefs of Station Seminar	3 - 18 June
	CIA Review	10 - 21 June
	Counterintelligence Familiarization	11 June
25X1A		17 - 26 June
	Information Reporting, Reports, and Requirements	10 - 28 June
	Intelligence Research Techniques (for NPIC)	3 - 14 June
	Intelligence Production (for CTs)	3 June - 2 Aug
25X1A	Introduction to Communism	3 - 14 June
		
	Support Services (for CTs)	3 June - 26 July
	Support Services Review: Trends and Highlights	4 - 7 June
	Vietnam Area	10 - 14 June
	Vietnam Station Orientation	18 - 20 June
	Writing Workshop (Basic)	18 June - 11 July
	Writing Workshop (Intermediate)	17 June - 10 July
	Orientation for Overseas	4 - 5 June

## OTR COURSES

The format shows course title, length of course, for whom course is designed, brief course description, normal location of instruction, and any special prerequisites.

### Administrative Procedures (1 week - all day)

For clerical employees who support the CS at headquarters. Covers organization, functions, procedures and regulations of the Agency with emphasis on the CS. Given in Washington area. No other prerequisites.

### ADP Orientation (3 days - all day)

For users and potential users of computer services within the Agency. A general orientation on automatic data processing is provided. Given in Washington area. No other prerequisites.

### Advanced Management (Planning) (1 week - Sunday afternoon through Friday)

For all officers, line or staff (GS-13 and above), who have a need for better understanding of managerial planning. Not designed for personnel engaged in full-time PPB; however, they are not excluded. General methodology for planning, selected techniques used in planning, analysis of different planning styles and overall Agency system for planning, programming, and budgeting. Required pre-course reading involving 10 hours. Because of this, registrations cannot be accepted later than 2 weeks prior to the scheduled starting date.

Given at either  25X1A  
No other prerequisites.

5X1C

SECRET  
CIA INTERNAL USE ONLY

8

Basic Country Survey: USSR (2 weeks - all day)

For professional employees whose work requires a basic and comprehensive knowledge of the Soviet Union.  
A brief study of Tsarist Russia and developments since the Communist seizure of power.  
Given in Washington area.  
No other prerequisites.

Challenge of Worldwide Communism (3 weeks - all day)

For Career Trainees.  
The historical development of the USSR and Communist China is reviewed, together with an examination of the doctrine, organization, and operations of the communist movement throughout the world.  
Given in Washington area.  
No other prerequisites.

Chiefs of Station Seminar (2 weeks - all day)

Primarily for Chiefs of medium size or smaller Stations, Deputy Chiefs of Station and Chiefs of Base.  
The chief focus is the COS and his administrative and operational responsibilities.  
Given in Washington area.  
Prerequisites: SI clearance is required; for planning purposes a biographic profile sheet should be forwarded with the application form.

China Familiarization (1 week - 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.  
Given in Washington area.  
No other prerequisites.

25X1C

SECRET  
CIA INTERNAL USE ONLY

9

CIA Review (1 1/2 hours - 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.

Given in Washington area.

25X1C No other prerequisites.

Clandestine Services Records I (Introduction) (3 days - M W F - part time)

Valuable to senior Operations Officers and to intelligence and clerical assistants who support operations through any form of records activity. Designed to increase operational effectiveness in all elements of the CS through more effective use of its records system. Reviews the records mission of the CS and explores both the services provided by the Records System and the responsibilities of CS personnel to the records. "How to do it" instruction is given in methods of input, maintenance, and retrieval of information, as well as in the disposition, disposal and destruction of records. Includes an introduction to the various machine programs associated with the Records system. Given in Washington area.

Prerequisites: At least 8 weeks with the Agency on an operating desk or equivalent in other OTR courses and Administrative Procedures.

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

For all levels of CS personnel involved in records searching at headquarters. Designed to increase effectiveness in recovering information about persons of interest to the CS. Introduces the principles, techniques and specific procedures used in exploiting the various records of the Agency and other sources of biographic information, primarily as this research is carried out at headquarters. Students are also instructed in presenting the results of their research. A practical exercise in biographic research covers more than fifty percent of the class time. Given in Washington area.

Prerequisites: CS Records I except for RID analysts who have had RID Familiarization training.

SECRET  
CIA INTERNAL USE ONLY

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

Required for all CS Records Officers.

Outlines the responsibilities of the Records Officer in destroying or disposing of CS records; in opening or closing official CS Files; in desensitizing CS records material; and in functioning as a focal point for information on the proper execution of records responsibilities. A special briefing is included on the Records Officer's position vis-a-vis the Records Integration Division, the CS Records Review Group, and the CS Records Committee, as well as his place in the overall records management program. A three-hour practical exercise provides familiarity with the RO task.

Given in Washington area.

Prerequisites: CS Records I except for RID analysts who have had RID Familiarization training, present or projected assignment as CS Records Officers or assignment requiring judgment in handling and disposition of records.

Clandestine Services Review (9 days - all day)

For CS officers who have recently returned from overseas assignment. Covers the organization and function of the Directorates, the CS in detail.

Given in Washington area.

No other prerequisites.

Clerical Refresher (4 weeks - morning)

For clerical employees seeking to improve accuracy and to develop speed in either shorthand or typewriting.

Separate instruction may be taken in either skill.

Given in Washington area.

No other prerequisites.

Communist Party Organization and Operations (3 weeks - morning)

For professional employees.

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

Given in Washington area.

Prerequisites: Introduction to Communism or equivalent in headquarters or field experience.

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 supporting CI operations.

Covers U. S. and Agency policy and doctrine for CI as well as basic tactics.

Given in Washington area.

Prerequisites: CS Records I for CS personnel except for RID analysts who have had RID Familiarization training; CS Records II strongly recommended.

Counterintelligence Operations (3 weeks - all day)

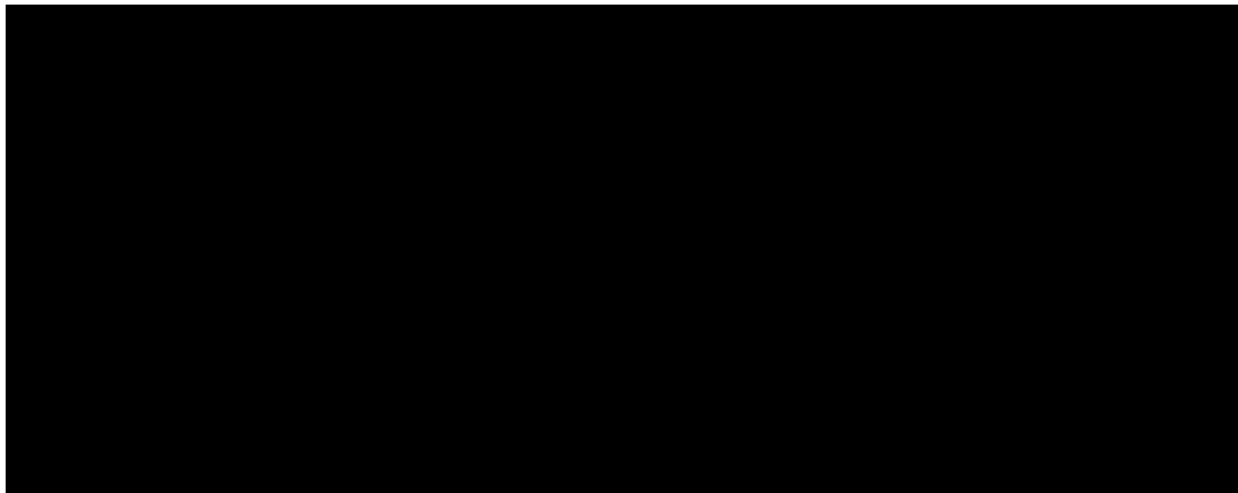
For CS officers who will plan, manage, and engage in CI operations in the field or who will guide and support CI programs and operations in the field from Headquarters.

Emphasis is placed on the identification and selection of CI targets and the organization and implementation of CI operations in the field.

Given in Washington area.

Prerequisites: Operations Course or Operations Familiarization or equivalent in field or headquarters experience.

25X1A



Effective Speaking (12 weeks - one morning a week)

For professional employees.

Covers principles of speaking as they relate to oral presentation.

Includes a lecture on selection and use of graphic aids.

Given in Washington area.

No other prerequisites.



Field Finance and Logistics (3 weeks - 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.

Given in Washington area.

Prerequisites: Overseas assignment or work in this particular field. Operations Support strongly recommended.

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

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

Given in Washington area.

Prerequisites: Introduction to Intelligence or equivalent in field or headquarters experience.

Information Reports Familiarization (1 week - all day)

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

Given in Washington area.

No other prerequisites.

Intelligence Briefing (4 weeks - M W - mornings)

For professional employees with preference given to those who have briefing responsibilities.

Instruction and practice in the basic techniques of intelligence briefing using seminar discussions of briefing objectives and problems, preparation and delivery of assigned briefings, and class and instructor critiques of performance. At least two of the briefings will be video-taped. Also covered are platform techniques, audience and occasion analysis, substantive organization, coherence and clarification devices, design and use of briefing notes, design and use of visual aids, answering questions, and briefing-team techniques. Briefing assignments are tailored to the areas of specialization and responsibility of the individual members of the class.

Given in Washington area.

No other prerequisites.

Intelligence Production (9 weeks - all day)

For Career Trainees.

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

Given in Washington area.

No other prerequisites.

SECRET  
CIA INTERNAL USE ONLY

13

Intelligence Research Techniques (2 weeks - all 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.

Given in Washington area.

No other prerequisites.

Intelligence Review (2 weeks - all day)

For middle-grade and senior officers who have been in the Agency at least five years.

Covers the Agency's development under the central intelligence concept, recent organization developments to meet current and future responsibilities, changes in functions of the intelligence community, problems of coordination, and future trends in intelligence.

Given in Washington area.

No other prerequisites.

Introduction to Communism (2 weeks - all day)

For professional employees at EOD or potential professionals. Covers historical development of the USSR and Communist China and the doctrine, organization and operations of the Communist movement. (Part II of Intelligence Orientation Course.)

Given in Washington area.

No other prerequisites.

Introduction to Intelligence (2 weeks - all day)

For professional employees at EOD or potential professionals. 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. (Part I of Intelligence Orientation Course.)

Given in Washington area.

No other prerequisites.

Introduction to Map Reading and Imagery Analysis (8 days - spread over  
3 wks - all day)

For professional employees who need to be able to use maps effectively and to do simple photographic interpretation.

There is equal emphasis on map reading and photographic interpretation. Other types of imagery analysis are introduced.

Given in Washington area.

No other prerequisites.

SECRET  
CIA INTERNAL USE ONLY

JCS-DIA Orientation (2 days - all day)

For selected officers and civilians of the JCS, DIA and the military services.

A semi-annual orientation on CIA by the Agency's senior officials. Given in Washington area.

No other prerequisites.

Management (1 week - 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 to provide students an opportunity to apply the concepts and principles covered.

Given in Washington area.

No other prerequisites.

Managerial Grid (1 week - all day)

For selected middle-level officers.

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 given to individuals whose supervisors have completed the Grid.

Given at [REDACTED]

Prerequisites: For GS-14's who do not anticipate attending the Midcareer Executive Development Course.

25X1A

Midcareer Executive Development (6 weeks - all day - 240 hours)

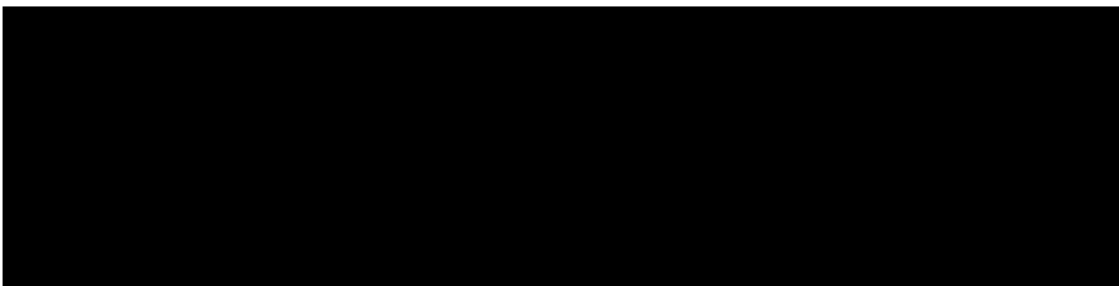
For designated Midcareerists.

Covers the activities of components of the Agency, the U. S. Government in its international setting, and problems of management, also includes the Managerial Grid.

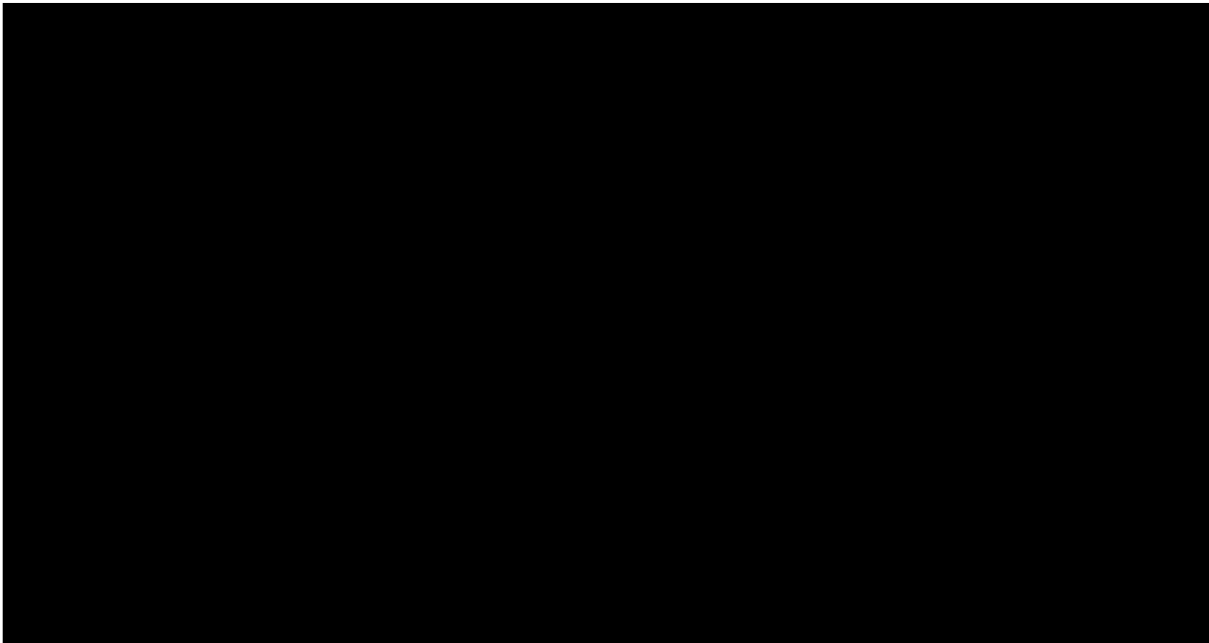
Given in Washington area and at [REDACTED] 25X1A

No other prerequisites.

25X1C



25X1C



Operations Familiarization (4 weeks - all day)

For Career Trainees and for CS and non-CS officers whose responsibilities are in support of CS operations.

Purpose is to give basic understanding of the fundamentals of CS operations and the familiarization of basic techniques and methods of operation used by the field case officer.

Given a [REDACTED]

Prerequisites: Introduction to Intelligence or equivalent in field or headquarters experience.

25X1A

Operations Support (3 weeks - all day)

For CS employees with assignments overseas which will require their supporting the operational activities of CS officers in the field. Covers name checks, dispatch and cable writing, records maintenance, and tradecraft familiarization.

Given in Washington area.

No other prerequisites.

Orientation for Overseas (2 days - all day)

For employees (and dependents) assigned to an overseas post for the first time.

Covers the Agency's mission and functions, security, cover, legal and medical advice, and effective working relationships with people of other cultures.

Given in Washington area.

No other prerequisites.

SECRET

CIA INTERNAL USE ONLY

16

Orientation to Intelligence (2 weeks - 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.

Given in Washington area.

No other prerequisites.

25X1A

Project [REDACTED] (1 week - all day)

For U. S. military officers (field grade and above) and civilians in the military (GS-13 and above).

Includes functions and capabilities of the Agency to support the military and the support CIA requires of the military.

Given in Washington area.

No other prerequisites.

25X1C



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

Given annually for Agency representatives selected by the TSB for attendance at Senior Officers Schools.

Updates 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.

Given in Washington area.

No other prerequisites.

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

For GS-15s and above.

Features the Managerial Grid. Selection by Senior Training Officers.

Conducted by contract instructor.

Given at [REDACTED]

No other prerequisites.

25X1A

SECRET  
CIA INTERNAL USE ONLY

17

Soviet Bloc Operations (2 weeks - all day)

For CS staff officers and intelligence assistants.  
Provides an orientation on the special nature of the Soviet Bloc as a CS target. Required for those preparing for field assignments in which substantial time will be devoted to the Soviet Bloc target. Headquarters staff employees engaged in activities against the Soviet Bloc will be admitted on a space-available basis. Given in Washington area.  
No other prerequisites.

Supervision (1 week - 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.  
Given in Washington area.  
No other prerequisites.

Support Services (8 weeks - 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. Includes the Grid.  
Given in Washington area.  
No other prerequisites.

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

For professional Support Services 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.  
Given at [REDACTED]  
No other prerequisites.

25X1A

Vietnam Area (1 week - all day)

For employees whose work is related to Vietnam.  
Covers the geography, history, and social structure of Vietnam, relevant aspects of peasant life and religion as well as attitudes and values, and politics and administration. Within this framework, examines nationalism, colonialism, communism, and basic developmental problems. Considers the current scene and, in particular, the role of the United States. Introduces the Vietnamese language. Lecturers are drawn from other Government units and universities, as well as from the Agency.  
Given in Washington area.  
No other prerequisites.



5X1C

Vietnam Station Orientation (3 days - all day)

For all personnel preparing for assignments in Vietnam.  
A familiarization on the Agency's mission and programs in the area, with a view to increasing capabilities for planning, supporting, and conducting operations.  
Given in Washington area.  
No other prerequisites.

Writing Workshop (Basic) (4 weeks - morning - Tuesday & Thursday)

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.  
Given in Washington area.  
No other prerequisites.

Writing Workshop (Intermediate) (4 weeks - morning - Tuesday & Thursday)

For professional employees. (Non-professionals may attend under certain circumstances.)  
Covers principles of good writing, including clarity, accuracy, and logic.  
Given in Washington area.  
Prerequisite: Writing Workshop (Basic) or Writing Workshop pretest.

# LANGUAGE TRAINING

The following is provided to acquaint those concerned with language training of some changes in admission procedures, to review the alternatives and to provide some background on current Language School (LS) approaches and philosophy.

## *New Procedures*

a. Policy: Whenever possible, within security, time and cover limitations and the availability of instruction in a particular language, the Agency Language School facility will be used. If requirements cannot be satisfied internally, external facilities will be considered in the following order: Other Government (e. g., Foreign Service Institute, Defense Language Institute), then private concerns (e. g., Sanz, Berlitz, et al).

b. Centralization of Communications: Experience shows that it is far more efficient for prospective students to deal with component Training Officers rather than directly with either the Admissions and Information Branch (AIB) or LS. There has been a multitude of instances where direct contacts between the student and the LS have resulted in serious misunderstandings or misinterpretations. In the majority of cases the training problem will be routine enough so that only normal paper work will be involved. If, however, a telephonic inquiry is required (prior to acceptance in the LS), it should be directed by the component Training Officer to Chief, AIB, [REDACTED] extension 2896. This procedure considerably reduces confusion. Once external training has been decided on, information can be obtained by telephone directly from the External Training Branch, OTR, extension 3137.

25X1A

c. Procedures for Internal Language Training: Form 73 will continue to be used to request internal language training. Care should be taken to ensure that all blocks are filled in. In addition, it is requested that the following be included as indicated:

Block 10 - In this block, explicitly set forth the language training goal; specify the language (including any particular dialect desired), the level of proficiency desired at the completion of the course (e. g., elementary (E), intermediate (I), high (H), native (N) ), and specify the type of skill desired,

SECRET  
CIA INTERNAL USE ONLY



such as "Arabic, Egyptian dialect, reading E, speaking I, writing E." Indicate the dates the student will be available for training and any terminal date (for instance, estimated overseas departure date). Time should be allowed before the terminal date for testing. A statement such as "as much as can be taught within the period available" is not satisfactory.

Block 11 - Within the limits of security clearly state how the language skill is to be used. As an example, "Subject is a CT who will be assigned in [REDACTED] as a case officer in the Fall of 1968" or "Subject is a Russian area analyst who should be able to translate foreign language documents in performing his duties" or "Subject is assigned as a reports officer in Headquarters."

25X1A

Block 16 - Set forth Agency language training in detail. For example:

1963 P/T French training, 6 hours per week, for 20 weeks  
1965 F/T Russian training for 26 weeks

Block 17 - Indicate any aptitude or proficiency tests on record with the component, for example:

Aug 66, Artificial Language Test - average  
Chinese 9/7/66 E E E S S  
French 1/24/61 H I I I I

NOTE: Except for professional linguists, language aptitude tests are a prerequisite for internal and external language training. If the candidate has not taken the Agency language aptitude test (FLATB or Artificial Language Test), he should be scheduled as soon as possible. Tests can be arranged telephonically (x3322) and are given every Tuesday afternoon and alternate Saturday mornings at 1000 N. Glebe Road. The test takes about 45 minutes. Training Officers can avoid last minute testing by identifying component personnel who have not been tested and who may require language training, and arranging tests in advance. Untested claimed proficiencies will be tested prior to any training (internal or external) to aid in the measurement of progress during training; when there has been a gap of several years since the last proficiency test in language requested, there will be a retest. As in the case of aptitude testing, required proficiency tests should be completed prior to submission of the Form 73.

Block 18 - Note any Non-Agency training in foreign languages.  
For example:

Latin - 2 years HS  
Spanish - 4 years HS  
French - 2 years College  
          - 1 year Monterey Language School  
German - Some obtained during 3 year residency

Because of the specific linguistic requirements imposed on present or former Career Trainees, CT status should be noted.

While the detail requested on language training for the Form 73 may seem excessive, it will largely replace the previous system of an interview at the Language School which was used to obtain these linguistic details. Since this often involved several lost hours to the student in travel time, the net saving will be considerable. The details themselves are required to make an intelligent decision as to whether or not the LS can satisfy the requirement and, if so, in what grouping the student should be placed. When completed the Form 73 should be forwarded to RS/AIB/OTR, Room 832, 1000 North Glebe Road, at least six weeks before the desired date to begin training. The Form 73 will be processed and necessary information added before forwarding it to LS for consideration and reply. Scheduled course dates are published in the OTR Catalogue of Courses and in the OTR Bulletin.

d. External Language Training Procedures: Once it has been determined that internal language training is either not possible or not appropriate, the alternative of external training arises. Requests for external language training as usual will be accomplished on [REDACTED] 25X1A [REDACTED] and the normal procedures followed. In each case, the various training alternatives will be individually weighed in light of the linguistic, cover, security, time and cost factors involved. It is critical that there be a careful statement of training goals and dates of student availability, however, the linguistic background furnished on the Form 73 need not be duplicated. When approved, the student will be individually and fully briefed by OTR/ETB on all aspects of the training. It should be noted that among the wide range of capacities offered by the external training alternatives, virtually any linguistic requirement can be filled.

e. Approval Process: Under the current system, approval is accomplished as follows. First, it is anticipated that the majority of applicants will be accepted for scheduled internal courses. When this

SECRET  
CIA INTERNAL USE ONLY

is the case the decision will be made prior to the four week deadline. Every effort will be made to accept all candidates, however, there are limitations imposed by the number of students received and their capacity to fit into linguistically compatible groups. A study group whose capacities or level are too disparate is neither satisfactory from the stand point of linguistic success or morale. Acceptance, once scheduled classes start, is usually dependent on being able to fit into an ongoing class, which obviously reduces the chances for acceptance. Strong motivation and hard work can to some degree replace aptitude, but this has its limits. The LS reserves the right to cancel scheduled classes where there are insufficient numbers of qualified students. Students who must start before a scheduled class begins (or leave long before it ends) or whose tenure will be subject to major interruptions for TDY or training or whose aptitude and/or linguistic background departs from the norm, may not be accepted. In these instances usually external training will meet the requirement.

f. Time Factors: In cases of acceptance or rejection for training by the Language School, a reasonable time period is necessary for the components either to prepare for the student's absence or find other alternative training. To permit this, the normal date of notification of acceptance for internal training will be four weeks prior to the scheduled starting date. Since the average processing time within OTR is two weeks, this means the completed Form 73 should reach AIB six weeks or more prior to the scheduled starting dates. While applications received after this will be considered, it is plain that once the selection is made and notification of acceptances forwarded, chances for admission of late entries are reduced. Unfortunately early submission cannot guarantee acceptance since this involves a function of matching employees whose linguistic patterns are compatible. Every reasonable effort will be made to meet earlier deadlines for acceptance notification when required, however, if this precedes the selection process OTR's responses can only be tentative.

g. Costs: Internal training is normally provided at no cost to the component. External language training costs will vary widely and are normally borne by the component; an exception is that OTR will budget for most anticipated FSI language training. To cite a few examples of costs (as of Feb 68), the FSI charges \$1061 per student for 16 weeks full time training in world languages and \$3728 for 44 weeks of intensive "hard" languages (e.g., Asiatic, Slavic, African, Arabic). The Defense Language Institute tends to be a little less expensive and occasionally if there is just one Agency student in a class where DLI has a fixed cost, we may participate at no charge. The local private language schools (Sanz, Berlitz) run \$6 per hour and up (with 4 hours a day considered a normal full time tutorial).

SECRET  
CIA INTERNAL USE ONLY

23

h. Aliases: Because of the security problems inherent in using language instructors with limited clearances, the Clandestine Services and certain of the Support Services have decided that it is desirable for students to attend the Language School using aliases. There will be exceptions in instances where the student has previously been known to the instructor in true name. Component Training Officers should be aware that registered aliases may be required; these are obtained by the component in the normal manner. If an alias, suitable for this use is not already assigned, it is suggested that it not be requested until such time as the student is accepted at the Language School.

i. End of Course Report: At the termination of training a final report will be prepared by the LS which will show: 1. The language and number of hours of training given. 2. Final proficiency level attained. This will be made part of the Agency Training Record, a copy will be provided to the sponsoring component, and a copy filed in the employee's 201 file.

j. Background: The LS has been engaged for some time in an effort to maximize the efficient use of its resources and in reappraising exactly what languages should be offered at what levels and with what frequency. While the process will continue for some time, certain trends are emerging. In very general terms these appear to be as follows:

1. Certain languages are in such small demand that it is neither economical nor linguistically desirable to teach them internally. This is particularly true where reasonable external alternatives exist.

2. At least at the present time, the greatest need exists for languages to be taught at the basic level.

3. The greatest part of the costs of maintaining the school are fixed ones, therefore, the cost of teaching several people in a class is not a great deal more than teaching only one. Whenever possible, preference will be given to groups over tutorials, therefore, the student who fits into a group will more likely be accepted for internal training.

4. It is patently uneconomic to satisfy all Agency language requirements internally; however, between internal and external alternatives, very few requests will be unfilled within the time limitations imposed and giving due regard to cover and security limitations.

SUMMARY:

The Language School is and will be for some time engaged in an effort to rationalize and improve its instructional capacities; some of the older patterns of having many tutorials and handling large numbers of ad hoc requests will no longer obtain. Simultaneously OTR is making an effort to realign the admissions system to provide more rapid and definite answers to component requests. This will entail in part provision by consumers of more detailed information on the Form 73, realigning and centralizing contact systems, providing more formalized instruction.

## *Language Testing Schedule*

The OTR Language School conducts language proficiency tests to:


1. Officially establish for record (Language Qualifications Register (LQR) ) claimed linguistic proficiency for new employees not previously tested, employees who acquire proficiency after they are employed and to update proficiency tests older than three years.
2. Determine whether an employee requiring language training can fit into either a new or on-going class, when previous proficiency tests may be outdated.
3. Measure progress at the termination of language training, both internal and external.

Training Officers may arrange tests by telephone, extension 3271.

Tests in French and German are given at Headquarters and may be scheduled on the following dates:

French:	Apr. 9, 10, 11, 12, 23, 24, 25, 26
	May 7, 8, 9, 10, 21, 22, 23, 24
	June 4, 5, 6, 7, 18, 19, 20, 21
German:	Apr. 3, 5, 10, 12, 17, 19, 24, 26
	May 1, 3, 8, 10, 15, 17, 22, 24, 29
	June 5, 7, 12, 14, 19, 21, 26, 28

Tests in Spanish are given at both Headquarters and Arlington Towers and may be scheduled on the following dates:

At Headquarters:	Apr. 2, 9, 16, 23, 30
	May 7, 14, 21, 28
25X1A	June 4, 11, 18, 25
	Apr. 4, 11, 18, 25
	May 2, 9, 16, 23
	June 6, 13, 20, 27

Tests in all other languages are by arrangement. For appointments, Training Officers should call Language School, extension 3271.

## *Schedule of Training*

The goal of the Language School is to provide effective instruction to the maximum number of students in the shortest time in the languages the Agency requires. To do this it has established schedules for starting languages based on what experience indicates is the ideal time and frequency for the maximum number of consumers. These will be altered accordingly with ample notice given whenever it becomes clear that there are either too many or too few runnings of a particular language, where the need for a new language has risen to the point where it should be added to the inventory, where requirements have decreased to the point where it is no longer economically desirable to continue a given language or changes in patterns show other starting dates are desirable. Any changes will be only after discussion with the principal users affected and then promptly announced. It is felt, however, that fixed schedules provide the best planning base for components and Training Officers. Periodically, surveys of anticipated input will be made for long range planning purposes. When this occurs, it is vital to the success of the survey that the responses be as realistic as possible. Time consumed in recruiting and hiring linguists, then getting them security cleared, requires considerable lead time from indications of need to having a trained instructor available and functioning. In those cases where the Language School provides the basic language skill and advanced study is provided elsewhere (e.g., FSI or DLI), schedules will be tailored to permit completion of the course plus, where applicable, sufficient time to process for overseas. At the

SECRET  
CIA INTERNAL USE ONLY

present time full time study of World languages (German, French, Spanish, Portugese, and Italian) is scheduled to begin every two months; all others will start semi-annually. There are some indications that the two month interval is too frequent to provide sufficient input to form classes large enough to be economically justified; this periodicity is being re-evaluated.

The rationale for full time trainees applies equally to part time trainees. Where the available hours, goals or background are incompatible with the majority of the other students, tutorials cannot normally be arranged.

It should be obvious from the foregoing that preplanning (where possible) pays dividends to both the component and the LS. One of the main purposes of the selection process being four weeks prior to the scheduled starting dates is to permit reasonable alternatives being made available in sufficient time to meet the need.

#### Full-time Courses

##### Common Languages (French, German, Italian, Portugese, Spanish)

6 May 1968  
1 July 1968  
3 September 1968

##### Czech, Hungarian, Polish, Russian, Serbo-Croatian

16 September 1968

##### All Other Languages\*

16 September 1968

\*Japanese and Chinese are being rescheduled; when the dates are established a special announcement will be published.

#### Part-time Courses (All Languages)

6 May 1968  
9 September 1968

## *Language Laboratories*

The following information concerning the Language School laboratories is extracted from the July-August 1967 OTR Bulletin.

"In support of its instructional effort, the Language School operates two language laboratories, one at Headquarters and one at [REDACTED]. Language students--and any Agency personnel wishing to engage in independent study or refresher exercises--may avail themselves of equipment designed to enhance language training. This includes instructional tape recordings in sixty different languages and tape recordings of current Voice of America broadcasts in sixteen different languages. The Headquarters laboratory is open from 7:30 a. m. to 6:00 p. m. every workday and the [REDACTED] laboratory from 8:30 a. m. to 5:30 p. m. The School maintains a library of 3, 500 language and area books for the ordinary use of staff and students. It also supplies tape recordings and textual materials to support language training activities in the field."

25X1A

25X1A

It should also be noted that a technician is on duty at all times in the laboratories to instruct students in the use of the equipment. There is a minimum of formality required to gain access to these facilities.

SECRET  
CIA INTERNAL USE ONLY



# PROGRAMMED INSTRUCTION

## *Off-The-Shelf Programs for Self-Development*

Recent articles in the OTR Bulletin have described the use of programmed instruction, or Program Assisted Instruction, in schools and other organized training courses. Another important use of this method of instruction is for self-development. Off-the-shelf programs, which are programs prepared by commercial firms for general consumer purchase, or developed by Government agencies or private firms for their own use and then made available to others, may be used for this purpose. Programmed instruction is designed to enable the student to study on his own--it presents a sequence of instructional material, requires a response from the learner, gives immediate knowledge of the correctness of the response, and permits the learner to proceed at his own pace.

A large number and variety of programs are available off-the-shelf from commercial publishers, private firms, and some Government agencies. For instance, a Catalog of Programmed Instructional Material has been published by the Bureau of Naval Personnel. It includes information regarding all instructional units which have been programmed by the Navy and which will be made available to all training activities of the Navy and other military services. A total of 380 programs are listed, including such subjects as electronic warfare, air traffic control, electricity, and photography. Average time required for completion of the programs ranges from 12 minutes for a unit on "Security Regulations"

25X1C

To illustrate the kind of programs available from commercial publishers and private firms, the following list is made up of programs selected from Programmed Learning: A Bibliography of Programs and Presentation Devices, by Carl H. Hendershot.

Boolean Algebra: A Self-Instructional Programmed Manual  
Brief Algebra Review Manual: A Program for Self-Instruction

SECRET  
CIA INTERNAL USE ONLY

29

Quick Calculus - A Short Manual of Self-Instruction  
Introductory Descriptive Statistics  
Essentials of Accounting  
Basic Accounting - Programmed  
Accounting: The Accounting Process, A Program for Self-Instruction  
Accounting Series  
Principles of Accounting: Management Edition and Text Edition  
The Executive Use of Accounting  
How to Conduct the Appraisal Interview  
Making the Computer Work for Management  
Inventory Management  
Introduction to the Law of Contracts  
Vectors: A Programmed Text for Introductory Physics  
Kinetic Theory of Gases  
Alternating Current Circuits and Measurements  
Introduction to Transistors  
Programmed Blueprint Reading  
How to Read a Micrometer  
Economics: Supply and Demand  
Economics: Income Determination  
Speak and Read Modern Greek  
Introductory Spanish  
Food-Borne Disease Investigation: Analysis of Field Data  
An Introduction to Body Fluid Metabolism  
Introduction to Asepsis: A Programmed Unit in Fundamentals of  
Nursing  
Programmed College English  
Effective Letters: A Program for Self-Instruction  
How to Say What You Mean  
Gregg Shorthand 1  
Gregg Shorthand 2  
Gregg Typing 1  
Gregg Typing 2  
Preparing Instructional Objectives  
Lecture Preparation Guide  
Parliamentary Procedure  
Fundamentals of Music Theory  
Contract Bridge for Beginners  
Bobby Fischer Teaches Chess

Altogether, the bibliography includes approximately 1500 programs, in 45 different subjects. No attempt is made to evaluate the programs, but most of them are described in a few words, and the author, publisher, and price are given.

SECRET  
CIA INTERNAL USE ONLY

The bibliographies and some of the programs described in this article, as well as others, are available for reference in Room 835, 1000 North Glebe Road (extension 2533). Training Officers may wish to review them to select programs of interest to their Components. Individual employees are also invited to use the bibliographies to find programs for their self-improvement. Some sample programs are on display with the bibliographies, but generally they must be ordered from the publisher. Those programs for official use may be purchased through the CIA Library; individuals may order directly from the publisher.

SECRET  
CIA INTERNAL USE ONLY

31

# NON-AGENCY TRAINING

This section of the OTR Bulletin includes information on selected non-CIA courses or programs related to the professional development of Agency employees. Attendance may be sponsored by the Agency provided participation can be linked directly to the employee's assignment. Agency sponsorship must be approved through the Training Officer who will submit a [REDACTED]

25X1A

[REDACTED] for each course.

25X1A

Applications of overt employees are sent directly to the Registrar's office, those for non-overt employees are sent to CCS/Ops Serv/DDP first, then to the Registrar. Notification by the Registrar of approval of the application is required before registration procedures are initiated to avoid delay and requests for further information. It is critical that all applicable blocks and approving signatures be obtained. Item 30 is particularly significant in this regard; it is critical that this block contain a concise statement of objective and clear statement relating this objective to the employee's job requirement. Whenever possible objectives should indicate precisely what capability will be altered or enhanced at the completion of the course. For example, a request for language training might read:

"At termination of training employee should be able to translate (at the intermediate level) Chinese language newspapers."

A request for maintenance training might read:

"At the end of the program the employee should be able without supervision and with normally available tools to accomplish first echelon maintenance on the KZL-27, using the KZL-27 Maintenance Manual.

For additional information on the courses in this section or on other external training, call AIB/OTR, extension 2896. On matters of registration, call ETB/OTR, extension 3137. Where academic training is involved or would be germane, a statement covering the applicant's academic background and applicable specialization (e.g. BA - History) is requested.

32

SECRET  
CIA INTERNAL USE ONLY

Non-Agency Training (cont.)

NOTE:

If an employee desires to attend a self-sponsored course or program, he is required by [REDACTED] to send a written request for approval through his office to the Director of Security.

25X1A

Training Officers whose components have personnel assigned outside Washington in the Continental U. S. should bear in mind the possibilities of external training in their locality. Specifically this would include Department of Defense Courses, Civil Service Regional facilities, private concerns, and academic institutions. Training requirements can often be satisfied in place rather than postponing the problem for a Headquarters assignment.

SECRET  
CIA INTERNAL USE ONLY

33

INTERAGENCY TRAINING PROGRAMS

Civil Service Commission

EXECUTIVE ORIENTATION IN PPBS

This three-day program has been cancelled and replaced by "Introduction to Planning - Programming - Budgeting" described below.

INTRODUCTION TO PLANNING-PROGRAMMING-BUDGETING

These courses replace but are similar to the former three-week course Planning, Programming, Budgeting Seminar. To meet existing training requirements new introductory courses are being offered. These will be one-week programs held in residence at the Adult Education Center at the University of Maryland, replacing certain of the three-week Seminars previously scheduled there and replacing the 13 - 15 March Executive Orientation in PPBS. Individual programs in this series will focus on specified areas of activities such as General Management (Regulatory, Administrative, etc.); Natural Resources (Allocation of Water, Forests, Agriculture, etc.); Human Resources (Labor, Manpower, OEO, etc.); and International Programs (encompasses the three foregoing subjects in determining the justification for expenditures in international programs.) Scientific and economic programs will be subjects of future courses.

The purpose of these introductory courses will be to provide the participant with an overall understanding of the concepts, economic foundations, structure, and analytic techniques of PPB.

The cost of each one-week course is \$160. Students are required to live in; normally this will add approximately \$15 a day to the cost, chargeable to the sponsoring component. The courses are open to Federal employees in GS-12 and above.

- |               |  |
|---------------|--|
| 8 - 12 April  | Introduction to PPB (General Management)<br>University of Maryland       |
| 15 - 19 April | Introduction to PPB (Natural Resource Program)<br>University of Maryland |
| 22 - 26 April | Introduction to PPB (International Programs)<br>University of Maryland   |

Additional one-week courses in other specialized areas will be scheduled in subsequent months.

SECRET  
CIA INTERNAL USE ONLY

Civil Service Commission (cont)

PPB SEMINAR

29 April - 17 May

University of Virginia

This will be the only three-week seminar held in Fiscal Year 1968. Quotas are very limited.

MIDDLE MANAGEMENT INSTITUTE

22 - 26 April

1900 E. Street, N. W.

The Institute serves as a refresher course for the experienced manager and as an introductory course for the new manager. The Institute emphasizes such functions of management as Planning, Controlling, Organizing, Staffing, Communicating, Directing, and Decision Making. For Grades GS-11 through 14. Cost: \$60.

SEMINAR IN ADP MANAGEMENT AND ADMINISTRATION

30 April - 2 May

1900 E. Street, N. W.

Course open to administrators of ADP operations, data processing managers, programming supervisors and supervisory systems analysts. After delineating the scope of ADP management, the seminar will include such problems as personnel turnover, use of languages and software, performance measurement and scheduling; open vs closed shop programming, relationship between users and systems analysts, etc. Cost: \$135.

FINANCIAL MANAGEMENT FOR OPERATING EXECUTIVES

30 April - 3 May

1900 E. Street, N. W.

The Institute is designed to help Federal executives use financial information more effectively in their work and assess the impact of their decisions more effectively. Class sessions provide an understanding of basic economic and financial concepts and an integrated view of finance and management in a governmental environment. Course is open to Grades GS-15 and above. Cost: \$140.

SECRET  
CIA INTERNAL USE ONLY

35

SECRET

CIA INTERNAL USE ONLY

SUMMER SHORT COURSES FOR  
SCIENTISTS AND ENGINEERS

CORNELL UNIVERSITY

Topics in Operations Research

Session A - Applications of Probability Methods.  
11 - 15 June Cost: \$200

Session B - Mathematical Programming and Applications of  
Statistical Theory.  
17 - 21 June Cost: \$200

Both sessions taken by one person: \$350.

Engineering Interpretation of Aerial Photographs

Theory and practice in interpreting soil and geologic conditions  
for engineering and planning purposes from aerial photographs.  
11 - 15 June Cost: \$200

Technical Communications

An intensive lecture-workshop course in constructive technical  
communication, written and verbal.  
17 - 21 June Cost: \$200

Advances in Photogrammetry

Review of new methods and developments in photogrammetry.  
19 - 23 August Cost: \$200

UNIVERSITY OF MICHIGAN

Selected Applications of Computers in Engineering

Teaches a problem-oriented computer language, the mathematical  
methods commonly used in programming engineering problems,  
etc.  
20 - 31 May Cost: \$350

SECRET

CIA INTERNAL USE ONLY



UNIVERSITY OF MICHIGAN (cont)

Semiconductor Circuits

Presents the tools for analysis and design of modern electronic circuits utilizing transistors and other semiconductor devices.  
3 - 7 June Cost: \$200

Fundamentals of Infrared Technology

3 - 7 June Cost: \$200

Integrated Circuits

Describes integrated circuit fabrication, design, evaluation, and application.  
10 - 14 June Cost: \$200

Advanced Infrared Technology

Prerequisite: Familiarity with fundamentals of infrared technology.  
10 - 14 June Cost: \$200

Foundations of Information Systems Engineering

Basic mathematical concepts in graph theory, algebra, and probability theory are introduced and used in the development of information and coding theory, queueing theory, decision theory and network flow analysis.  
17 - 28 June Cost: \$350

Topics in Military Operations Research

Concepts and methods used in assessing the worth of military weapons systems.  
22 July - 2 August Cost: \$325

Written Communication for Engineers, Scientists, and Technical Writers.

29 July - 2 August Cost: \$200

Foundations and Tools for Operations Research and Management Sciences

Developments in the use of mathematics and statistics in the managerial processes.  
5 - 16 August Cost: \$275

UNIVERSITY OF MICHIGAN (cont)

Quality Control by Statistical Methods

Basic course.  
5 - 15 August Cost: \$275

Human Factors Engineering

Fundamentals (first week) Advanced Concepts (second week)  
Scope, methods, concepts, techniques employed, design of man-  
machine systems or personal equipment.  
8 - 19 July Cost: \$200

Application of Computers to Automated Design

22 - 26 July Cost: \$200

Digital Communications Systems

For applications-oriented engineers.  
22 - 26 July Cost: \$200

Introduction to Optical Data Processing

Applies linear filter and fourier transform theory to optical systems.  
22 July - 2 August Cost: \$325

PENNSYLVANIA STATE UNIVERSITY

Underwater Acoustics

2 - 7 June Cost: \$125

Basic R & D Management Development

For research and development project leaders who, because of  
technical competence, are placed in positions of supervision and  
administration.  
16 - 21 June Cost: \$150

Reliability Engineering Seminar

19 - 23 August Cost: To be announced.

SECRET  
CIA INTERNAL USE ONLY

PENNSYLVANIA STATE UNIVERSITY (cont)

Acoustics and Noise Control in Buildings

9 - 13 September

Cost: To be announced.

PURDUE UNIVERSITY

Integrated Circuits

Designed to introduce the practicing engineer to the theory, design, and fabrication of solid state devices and integrated circuits.

27 May - 1 June

Cost: \$300

Computer Design and Cybernetics

Introduction to the analysis and design of digital computers. Also covers some applications in the field of artificial intelligence and heuristic programming.

24 - 29 June

Cost: \$150

Theory and Applications of Information Processing

State of the art techniques are considered for each stage of the information processing problems. These have applications in the fields of sonar, radar, bionics, and seismic exploration.

24 - 29 June

Cost: \$175

NOTE: Summer courses tend to be fully subscribed quite early; it is suggested, therefore, that requests for approval be submitted as soon as possible.

NATIONAL INTERDEPARTMENTAL SEMINAR

A projected schedule for the National Interdepartmental Seminar (NIS) follows:

CLASS #	DATES
37	22 Apr - 17 May 1968
38	8 July - 2 Aug 1968
39	9 Sept - 4 Oct 1968
40	21 Oct - 15 Nov 1968
41	6 - 31 Jan 1969
42	24 Feb - 21 Mar 1969
43	21 Apr - 16 May 1969

Classes are held in the NIS Hqs., Arlington Towers, not in the FSI Building. [REDACTED] is required for each nominee; this should be forwarded to OTR through the DDP Senior Training Officer and Central Cover Staff. The Agency's quota in each running is 8; lately, however, enrollments have exceeded the quota, and it is recommended that Training Officers notify the External Training Branch (ETB) (X-3137) of a prospective nominee (s) prior to preparation of the [REDACTED]. The following information is needed for NIS enrollments: name; grade; cover; cover grade; projected assignment; area interest and/or experience; and badge number.

25X1A

25X1A

A two-hour briefing for Agency students in the NIS is given by the CIA Coordinator for the NIS at Headquarters prior to the beginning of each class, normally on the preceding Thursday. If a student is on home leave or annual leave, or otherwise unable to attend this briefing, please contact ETB so that special arrangements can be made.

As a part of the NIS course--a two-day TDY trip is taken to Fort Bragg and Eglin AFB. Travel orders for this trip are cut by OTR. (Tuition charges for NIS participation are prorated to each participating agency.) OTR budgets the Agency quota of 48 per year, and the charge is included as part of the yearly FSI Reimbursement Agreement for training costs. If there are questions on NIS enrollment and participation, please call OTR/ETB, extension 3137.

SECRET  
CIA INTERNAL USE ONLY

40

TECHNICAL WRITING

Civil Service Commission

Workshop in Technical Writing  
13 - 24 May  
17 - 28 June

1900 E. Street, N. W.

This course is designed to show the technical writer how to create clear, concise, readable technical copy. The approach is functional, the method is developmental, and the objective is practical. For GS-11 and above who write engineering reports, scientific papers, technical specifications, instructional handbooks, and other technical communications. Cost: \$150

Massachusetts Institute of Technology

Communicating Technical Information  
5 - 9 August

Cambridge, Mass.

This program is intended to help two groups: those responsible for generating written or oral communication on technical subjects and those responsible for supervising, coordinating, and editing. Cost: \$250

Rensselaer Polytechnic Institute

Technical Writers Institute  
10 - 14 June

Troy, New York

Case method problems and writing workshops will be featured in writing sessions and in discussions on preparation, supervision, and distribution of technical information. The course is designed to benefit technical writers and editors; engineers and scientists in positions where an ability to write is essential; and administrators supervising technical writing, training programs and promotional work. Cost: \$200

EXECUTIVE MANAGEMENT PROGRAMS

The Pennsylvania State University

Executive Management Programs

30 June - 27 July

University Park, Pa.

4 - 31 August

Attention will be focused on the two basic interrelated facets of management problems: 1. Determination of company problems and 2. Management implementation of policy decisions. The program aims to develop a better understanding of the influence that economic, political and social forces exert on management decisions; probe policy problems from an organizational rather than from a departmental point of view; and promote an effective grasp of tools, techniques, and attitudes essential for outstanding executive leadership. Cost: \$1,350 which includes meals and lodging.

Management Program for Women Executives

21 - 26 April

University Park, Pa.

Women in executive positions who seek to better understand the philosophy and principles of administrative management should benefit from this program. The approach will emphasize management as a basic, underlying concept rather than as a function of specific organizations. The discussion periods will afford the opportunity for development of leadership skills, conference leadership, and reporting techniques. Cost: \$210 which includes meals and lodging.

## Office of Training

25X1A

25X1A

O/DTR	Director of Training	819, N. Glebe	3245
	Deputy Director of Training	819, N. Glebe	3245
SCHOOLS	Intelligence	711, N. Glebe	2326
	International Communism	639, N. Glebe	2442
	Language		
STAFFS	Operations	620, N. Glebe	2065
	Support	632, N. Glebe	3567
	Plans and Management	807, N. Glebe	3186
	Plans and Policy	807, N. Glebe	3185
	Support	807, N. Glebe	2320
	Registrar	839, N. Glebe	2193
	Deputy, and Executive		
	Secretary, Training		
	Selection Board	839, N. Glebe	2193
	Information, OTR Admission		
Training Records	832, N. Glebe	2896	
External Training	835, N. Glebe	3137	
Career Training Program	743, N. Glebe	3261	

SECRET  
CIA INTERNAL USE ONLY

SECRET  
CIA INTERNAL USE ONLY

# Directory of Training Officers

25X1A

SECRET  
CIA INTERNAL USE ONLY

	O/DCI		7E-07	7575
	DDI		2E-52	5277
	DDP		3C-29	7327
	DDS&T		6E-38	4267
	DDS		GB-37	4142
	<u>DCI</u>	O/IG		
		Inspection Staff	7D-49	6565
		Audit Staff	1201 Key	2232
		General Counsel	7D-07	7541
		Cable Secretariat	1A-53	5838
		O/PPB	6E-25	6503
		ONE	7E-62	5628
	<u>DDI</u>	O/DDI	2E-52	5277
		CRS	2E-61	5401
	STATSPEC	DCS	912 Key	2265
			1005 Key	3661
		IAS		
		NPIC		

SECRET  
CIA INTERNAL USE ONLY

25X1A



25X1A

DDI (cont) OBG  
OCI  
OER  
  
OSR

DDS Administration  
Communications  
Finance  
Logistics  
Medical  
Personnel  
Security  
Training

DDS&T FMSAC  
OCS  
OEL  
ORD  
OSA  
OSI  
OSP

1001 Magazine 3048  
6G-29 6783  
4F-19 5131  
4F-19 5131  
4G-20 7147

GB-37 4142  
GD-09 6450  
1211 Key 2972  
1215 D Ames 2657  
1D-4044 7792  
5E-56 6772  
4E-71 7661  
839, 1000 Glebe 2193

1A-35 7494  
2E-29 4502  
2F-39 4486  
611 Ames 2637  
6F-36 6681  
5G-03 4158

25X1A

CIA INTERNAL USE ONLY  
SECRET

CIA INTERNAL USE ONLY  
SECRET

SECRET

Approved For Release 2000/05/08 : CIA-RDP78-03090A000300020002-4

SECRET  
CIA INTERNAL USE ONLY

Approved For Release 2000/05/08 : CIA-RDP78-03090A000300020002-4