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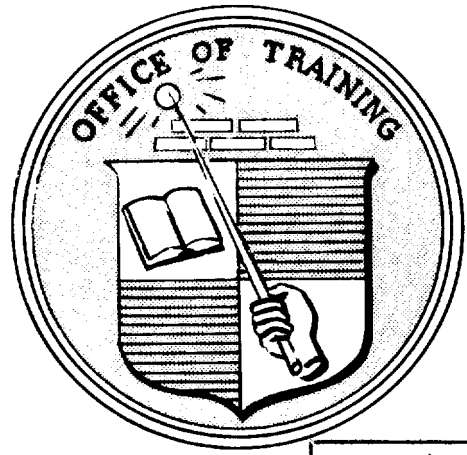
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NOVEMBER 1957



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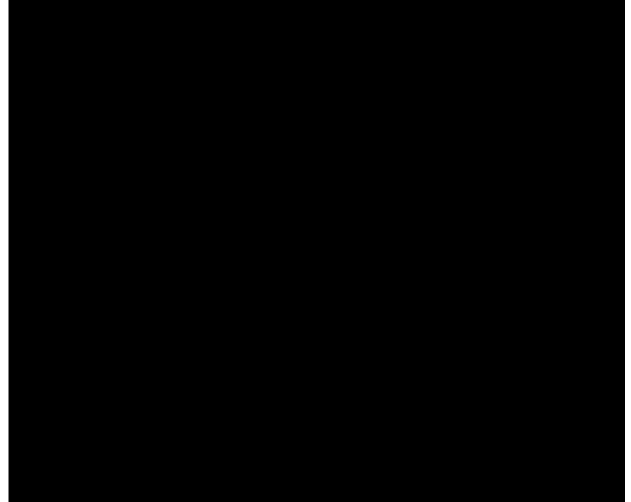
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NEWS

LONG TERM SCHEDULE CORRECTION PLEASE INK IN NOW!

THE GRADE REQUIREMENTS FOR BASIC MANAGEMENT SCHEDULED FOR 2 DECEMBER 1957 AND FOR 16 JUNE 1958 ARE INCORRECT AS SHOWN ON THE LONG TERM SCHEDULE DATED OCTOBER 1957. THESE TWO RUNNINGS ARE OPEN TO PERSONNEL WHO ARE GS 11 - 13. (THE CORRECT SYMBOL FOR THIS GRADE LEVEL IS A CIRCLE WITH A LINE DRAWN THROUGH. PLEASE CORRECT YOUR SCHEDULE TO REFLECT THIS.)

CHANGES IN SPECIAL BULLETIN # 27-57 (LONG TERM SCHEDULE)



25X1A

AAO [REDACTED] USES NEW TEACHING DEVICE

AN ILLUSTRATED MAP OF WESTERN EUROPE WAS USED FOR THE FIRST TIME IN THE RECENT OFFERING OF AMERICANS ABROAD ORIENTATION [REDACTED]

25X1A

THROUGH USE OF THE "BLACK LIGHT" TECHNIQUE IT WAS POSSIBLE TO MAKE USE OF THE MAP AT THE SAME TIME THAT COLORED SLIDES ON [REDACTED] AND NEIGHBORING COUNTRIES WERE SHOWN.

25X1A

THE USE OF THIS TEACHING DEVICE FACILITATES THE ASSOCIATION OF THE SLIDES WITH THE INSTRUCTION PREVIOUSLY RECEIVED ON GEOGRAPHIC LOCATION.

[REDACTED] FDD, WILL USE A TAPED RECORDING OF EXCERPTS FROM REPRESENTATIVE MUSICAL SELECTIONS IN HIS LECTURE ON [REDACTED] ON 19 ^{25X1A} ~~25X1A~~ ^{25X1A} BER AT 1110 HOURS. THIS INNOVATION WILL PROVIDE A HIGHLY PLEASURABLE ASPECT TO THE PROGRAM AND WILL GO FAR TO CONVEY AN APPRECIATION FOR THE [REDACTED] OUTSTANDING CONTRIBUTION IN THE FIELD OF MUSIC. ^{25X1A}

ON 19 NOVEMBER, 1030 TO 1145, WIL-
[REDACTED]
EE, WILL SPEAK ON "CULTURE IN FIVE ARTS". THEY WILL SHOW COLOR SLIDES DURING THE LECTURE.

ON 21 NOVEMBER, 0900 - 1020, GUN-
[REDACTED] ^{25X1A9a}
SON, OSI, HAVE BEEN SCHEDULED TO SPEAK ON "EDUCATION AND SCIENCE" AS REPLACEMENTS FOR [REDACTED] ^{1A9a}

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25X1A9a

Approved For Release 2001/03/02 : CIA-RDP78-03921A000200220001-1

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INTELLIGENCE ORIENTATION EXHIBITS

THE OFFICE OF TRAINING EACH MONTH PRESENTS TWO EXHIBITS ON THE FUNCTIONS OF CIA COMPONENTS: THE INTELLIGENCE PRODUCTS EXHIBIT AND THE SUPPORT EXHIBIT. ALTHOUGH DESIGNED PRIMARILY AS INTEGRAL PARTS OF INTELLIGENCE ORIENTATION, THE EXHIBITS ARE OPEN TO ALL AGENCY PERSONNEL WHO MIGHT BENEFIT FROM THEM.

EACH EXHIBIT IS UNIQUE IN THAT IT GRAPHICALLY PRESENTS A COMPREHENSIVE VIEW OF MANY AGENCY ACTIVITIES. THE CIA SUPPORT EXHIBIT, BASED ON THE THREEFOLD THEME OF MEN, MONEY AND MATERIAL, DEPICTS THE ROLE OF THE DD/S ELEMENTS IN SUPPORTING THE MISSION OF THE AGENCY. THE INTELLIGENCE PRODUCTS EXHIBIT PICTURES THE FACTORS INVOLVED IN THE COLLECTION AND PRODUCTION OF INTELLIGENCE.

FUTURE CIA SUPPORT EXHIBITS HAVE BEEN SCHEDULED FROM 1400 TO 1615 IN THE R&S AUDITORIUM ON THE FOLLOWING DATES:

- 4 DECEMBER, WEDNESDAY
- 15 JANUARY, WEDNESDAY
- 12 FEBRUARY, WEDNESDAY

INTELLIGENCE PRODUCTS EXHIBITS WILL BE PRESENTED FROM 0930 TO 1200 IN THE R&S AUDITORIUM ON THE FOLLOWING DATES:

- 5 DECEMBER, THURSDAY
- 16 JANUARY, THURSDAY
- 13 FEBRUARY, THURSDAY

CLERICAL SKILLS QUALIFICATION TESTS SCHEDULED FOR OCTOBER AND NOVEMBER

CLERICAL SKILLS QUALIFICATION TESTS IN SHORTHAND AND TYPEWRITING, ADMINISTERED TO ON-THE-JOB EMPLOYEES WHO MUST MEET AGENCY STANDARDS, WILL BE GIVEN MONDAYS DURING NOVEMBER AND DECEMBER AS FOLLOWS:

25 NOVEMBER 16 DECEMBER

(TYPEWRITING: 1315 SHORTHAND: 1400)

THESE TESTS ARE GIVEN IN ROOM 508, 1016 16TH STREET.

SUPERVISORS WHO WISH TO HAVE EMPLOYEES TESTED SHOULD GET IN TOUCH WITH THEIR PERSONNEL PLACEMENT OFFICERS. THE OFFICERS WILL ARRANGE FOR TEST REGISTRATION.

USUALLY, EMPLOYEES WHO DO NOT MEET THE AGENCY CLERICAL SKILLS STANDARDS IN THESE TESTS SHOULD BE ENROLLED IN THE CLERICAL REFRESHER PROGRAM, LISTED IN YOUR OFFICE COPY OF THE OTR CATALOG AS COURSES B-12 TO B-19.

R/TR MOVES TO QUARTERS EYE

THE OFFICE OF THE REGISTRAR (R/TR) NOW IS LOCATED IN 2605 QUARTERS EYE; TELEPHONES REMAIN THE SAME.

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INTRODUCTION TO SUPERVISION
NEW TWENTY-HOUR COURSE

THE FIRST EXPERIMENTAL PRESENTATION OF A NEW 20-HOUR COURSE, TENTATIVELY CALLED INTRODUCTION TO SUPERVISION, WILL BE GIVEN BY THE MANAGEMENT TRAINING FACULTY FROM 2 - 6 DECEMBER. THE COURSE WILL BE HELD MORNINGS ONLY (0830 - 1230), AND WILL BE OFFERED ONCE DURING 1957. FURTHER SCHEDULING OF THIS INTRODUCTORY COURSE IN SUPERVISION IN 1958 WILL DEPEND ON THE RESULTS OF ANALYSIS AND EVALUATION AFTER THIS RUNNING.

THE OBJECTIVE OF THIS TRAINING IS ORIENTATION TO PROBLEMS OF HUMAN RELATIONS ON THE JOB, TO REQUIREMENTS ON THE NEW SUPERVISOR FOR ORGANIZATION OF GROUP WORK, AND TO OTHER SUPERVISORY RESPONSIBILITIES AND RELATIONSHIPS.

ENROLLMENT WILL BE LIMITED TO 18 INDIVIDUALS, GS 5 - 7, WHO HAVE HAD NO SUPERVISORY EXPERIENCE BUT FOR WHOM SOME SPECIFIC SUPERVISORY POSITION IS PLANNED. THE DEADLINE FOR SUBMISSION OF ENROLLMENT REQUESTS TO THE REGISTRAR/TR IS 1700 HOURS, 22 NOVEMBER.

LANGUAGE STUDY PROGRESSES

CURRENT ENROLLMENT IN INTERNAL DAYTIME LANGUAGE TRAINING COURSES IS APPROXIMATELY 212; ENROLLMENT IN SELF-STUDY PROGRAMS IS APPROXIMATELY 191.

CURRENT ENROLLMENT IN NON-DUTY-HOURS LANGUAGE COURSES IS 252, STUDYING THE FOLLOWING LANGUAGES:

CHINESE	ITALIAN	PORTUGUESE
FINNISH	JAPANESE	RUSSIAN
FRENCH	PERSIAN	SPANISH
GERMAN	POLISH	

THE LANGUAGE LABORATORY WAS UTILIZED BY 279 STUDENTS DURING THE PAST MONTH, FOR A TOTAL OF 2,535 HOURS, IN THE STUDY OF 19 DIFFERENT LANGUAGES.

QUALIFICATIONS REVIEW AND PLACEMENT PANELS RECENTLY MET TO CONSIDER PERSONNEL FOR THE FOLLOWING:

POLISH	GERMAN	CZECH
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LANGUAGE PROFICIENCY EXAMINATIONS

DURING SEPTEMBER, LANGUAGE PROFICIENCY EXAMINATIONS WERE GIVEN TO 37 PEOPLE FROM VARIOUS AGENCY COMPONENTS. OF THESE, 25 WERE BY REGULAR TESTS AND 12 WERE BY SPECIAL REQUEST. THE LANGUAGES WERE:

CHINESE (MANDARIN)	NORWEGIAN
FRENCH	ROMANIAN
GERMAN	RUSSIAN
INDONESIAN	SPANISH
JAPANESE	UKRAINIAN

S-E-C-R-E-T

LANGUAGE TRAINING FOR DEPENDENTS

A SIGNIFICANT ADDITION TO THE LANGUAGE TRAINING PROGRAM OF THE LANGUAGE AND AREA SCHOOL IS THE CURRENT ENROLLMENT OF 10 WIVES OF AGENCY EMPLOYEES. THEY ARE ENROLLED IN BOTH DAYTIME AND EVENING CLASSES OF FRENCH, SPANISH, PORTUGUESE, GERMAN AND JAPANESE.

THE COURSES VARY IN INTENSITY FROM FIVE CLASS-HOURS PER WEEK TO FULL-TIME (40 HOURS PER WEEK); AND, IN MOST CASES, PARALLEL LANGUAGE TRAINING IS BEING GIVEN TO THE HUSBANDS. NINE OF THE HUSBANDS ARE IN DD/P, AND ONE IS IN DD/I.

THE ADVANTAGES OF HAVING THE WIFE SPEAK THE LANGUAGE OF THE COUNTRY IN WHICH SHE AND HER HUSBAND ARE LOCATED HAS LONG BEEN RECOGNIZED, BUT THIS DEVELOPMENT REPRESENTS THE AGENCY'S FIRST EFFORT TO ASSIST HER IN ACQUIRING THE LANGUAGE. IT STEMS FROM RECOGNITION THAT LANGUAGE COMPETENCE, EVEN THOUGH LIMITED, IS AN IMPORTANT FACTOR IN FACILITATING CONGENIAL ADJUSTMENT TO A NEW ENVIRONMENT, WITH ATTENDANT BENEFITS TO EMPLOYEE PERFORMANCE.

IN RECOGNITION OF THESE BENEFITS TO THE AGENCY, THE OFFICE OF TRAINING WILL ENCOURAGE LANGUAGE STUDY BY DEPENDENTS WHO DESIRE AND ARE ABLE TO PARTICIPATE IN REGULAR CLASSES. THEY, HOWEVER, MUST MAINTAIN THE SAME STANDARDS OF PERFORMANCE AS STAFF EMPLOYEES.

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LAS TRAINING AT [REDACTED]

DURING THE MONTH OF AUGUST THE LANGUAGE AND AREA SCHOOL INITIATED THE USE OF ITS TRAINING SITE AT A [REDACTED] EIGHT SEPARATE GROUPS STUDYING RUSSIAN, ROMANIAN, GERMAN, FRENCH, CHINESE, POLISH, AND PERSIAN UTILIZED THE SITE. EACH GROUP OCCUPIED THE SITE FOR A PERIOD OF APPROXIMATELY ONE WEEK. ONLY THE LANGUAGE OF STUDY WAS USED ON AN AROUND-THE-CLOCK SCHEDULE.

AT THE TRAINING SITE IT IS POSSIBLE TO APPROXIMATE A VARIETY OF CASUAL INFORMAL SITUATIONS, RESEMBLING THOSE CONFRONTING AN AMERICAN IN THE COUNTRY WHERE THE LANGUAGE IS SPOKEN. "CONTROLLED SPONTANEITY" IS THE KEY NOTE OF THE EXERCISES AS INSTRUCTORS PROMOTE INFORMAL DISCUSSIONS AND APPLICATION OF THE LANGUAGE TO SITUATIONS OF DAILY LIFE, WHICH REQUIRES WIDE USE OF GENERAL AND SPECIALIZED VOCABULARY.

THE EXERCISES HAVE BECOME A REGULAR PART OF FULL-TIME TRAINING. EACH CLASS WILL HAVE AT LEAST TWO PERIODS AT THE SITE. DURING THE FINAL SESSION FOR EACH CLASS, THE AGENCY PROFICIENCY TEST WILL BE ADMINISTERED TO ALL STUDENTS AS PART OF THE EXERCISE.

S-E-C-R-E-T

S-E-C-R-E-T

EASTERN JOINT COMPUTER CONFERENCE

THE EASTERN JOINT COMPUTER CONFERENCE -- SPONSORED BY THE INSTITUTE OF RADIO ENGINEERS, THE ASSOCIATION FOR COMPUTING MACHINERY AND THE AMERICAN INSTITUTE OF ELECTRICAL ENGINEERS -- WILL BE HELD 9 - 13 DECEMBER 1957, AT THE SHERATON PARK HOTEL.

"COMPUTERS WITH DEADLINES TO MEET" IS THE THEME WHICH RUNS THROUGH THE WIDE RANGE OF COMPUTER PROBLEMS AND APPLICATIONS TO BE DISCUSSED IN THE 9 SESSIONS AND 50 PRESENTATIONS OF THE 1957 CONFERENCE.

THE PROGRAM FOR THE CONFERENCE INCLUDES SESSIONS ON:

INDUSTRIAL CONTROL COMPUTERS AND INSTRUMENTATION;
TRAFFIC CONTROL, NAVIGATION AND SURVEILLANCE;
SIMULATION IN REAL-TIME;
SYNTHESIS OF REAL-TIME SYSTEMS;
ON-LINE BUSINESS SYSTEMS;
DIGITAL COMMUNICATIONS TECHNIQUES;
DOCUMENT READING, PATTERN RECOGNITION AND OUTPUT DEVICES; AND
EXHIBITS

AGENCY PERSONNEL WHO FEEL THAT THEY WOULD BENEFIT FROM PARTICIPATION IN THIS CONFERENCE AND WHO ARE INTERESTED IN FURTHER INFORMATION MAY CALL REGISTRAR/TR, EXT. 4005.

OPERATIONS RESEARCH CONFERENCE

THE AMERICAN MANAGEMENT ASSOCIATION WILL HOLD A SPECIAL CONFERENCE ON OPERATIONS RESEARCH 25 - 27 NOVEMBER 1957 AT THE PALMER HOUSE, CHICAGO. TOP EXPERTS WILL DISCUSS THE DIFFERENT OPERATIONS RESEARCH TECHNIQUES WHICH ARE CURRENTLY BEING APPLIED IN BUSINESS. ALL PRESENTATIONS WILL BE MADE IN NON-TECHNICAL LANGUAGE AND WILL EMPHASIZE THE PRACTICAL APPROACH.

TOPICS OF THE LECTURES TO BE GIVEN ARE:

FUTURE HORIZONS FOR SCIENTIFIC ANALYSIS IN MANAGEMENT
THE STATUS OF INDUSTRIAL OPERATIONS RESEARCH HERE AND ABROAD
OPERATIONS RESEARCH IN BUSINESS -- PRO AND CON
STAFFING FOR OPERATIONS RESEARCH
OPERATIONS RESEARCH IN COST CONTROL, BUDGETING, AND ECONOMIC PLANNING
INVENTORY CONTROL AND DISTRIBUTION LOADING AND SCHEDULING
PLANT LOCATION -- OPERATIONS RESEARCH SHARPENS THE ANSWER
WHAT TOP MANAGEMENT SHOULD EXPECT OF OPERATIONS RESEARCH.

FOR FURTHER INFORMATION, YOU MAY CONTACT REGISTRAR/TR, EXT. 4005.

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S-E-C-R-E-T

CORPORATION EXECUTIVE CONFERENCES

THE SCHOOL OF ADVANCED INTERNATIONAL STUDIES OF JOHNS HOPKINS UNIVERSITY AND ITS AFFILIATED FOREIGN SERVICE EDUCATIONAL FOUNDATION PRESENT EACH YEAR A SERIES OF MEETINGS DESIGNED SPECIFICALLY TO MEET THE REQUIREMENTS OF THE EXECUTIVE WITH INTERNATIONAL INTERESTS - TO EX-
encourage ~~CHANGE~~ MUTUAL UNDERSTANDING BETWEEN BUSINESS EXECUTIVES, LABOR LEADERS AND GOVERNMENT OFFICIALS ON MATTERS AFFECTING AMERICAN BUSINESS OPERATIONS ABROAD.

ATTENDANCE AT SUCH MEETINGS IS LIMITED. HOWEVER, A SMALL QUOTA HAS BEEN OBTAINED WHICH PERMITS AGENCY PERSONNEL TO ATTEND THESE TWO-DAY SESSIONS ON A NON-PARTICIPATING BASIS, AS GUESTS OF THE PRESIDENT, FOREIGN SERVICE EDUCATIONAL FOUNDATION.

CONFERENCES SCHEDULED FOR THE REMAINDER OF THE 1957 - 58 SEASON ARE:

DECEMBER 11 - 12, 1957 -

THE CURRENT SITUATION IN LATIN AMERICA - A REVIEW OF TRENDS AND EVENTS IN AN AREA OF GREAT IMPORTANCE TO THE U. S. FOREIGN TRADE COMMUNITY.

FEBRUARY 11 - 12, 1958 -

CONTEMPORARY AFRICA (SOUTH OF THE SAHARA) - A DISCUSSION OF THE PROBLEMS FACING U. S. BUSINESS IN THIS RAPIDLY DEVELOPING MARKET AND SOURCE OF RAW MATERIALS.

APRIL 9 - 10, 1958 -

SOUTH AND SOUTHEAST ASIA - A SURVEY OF THE RELATION OF THIS AREA TO THE COMMERCIAL AND FINANCIAL INTERESTS OF THE U. S.

IF YOU ARE INTERESTED IN ATTENDING ANY OF THESE SESSIONS, DISCUSS PLANS WITH YOUR SUPERVISOR AND TRAINING OFFICER.

APPLICATIONS MUST BE RECEIVED BY THE REGISTRAR/TR AT LEAST TWO WEEKS BEFORE THE DATE OF EACH CONFERENCE. IF ACCEPTED FOR ATTENDANCE, YOU WILL BE NOTIFIED. FOR FURTHER INFORMATION, YOU MAY CONTACT R/TR, EXTENSION 4005.

S-E-C-R-E-T

BIBLIOGRAPHY ON GERMANY AVAILABLE
OTHERS TO BE AVAILABLE SOON

THE THIRD AND REVISED EDITION OF
OTR'S ANNOTATED GERMANY: A BIBLIOG-
RAPHY, PREPARED BY OTR'S LIBRARY
SECTION UNDER THE DIRECTION OF ██████████ 25X1A9a
██████████ WITH THE TECHNICAL ASSISTANCE ██████████ 25X1A9a
OF ██████████ 25X1A9a
OF FDD, IS NOW AVAILABLE.

THE REVISED EDITION LISTS 576
BOOKS AND ARTICLES, IN ENGLISH, PUB-
LISHED SINCE WORLD WAR II. ALSO,
ABOUT 45 OUTSTANDING GERMAN LANGUAGE
ITEMS PUBLISHED OVER THE PAST FEW
YEARS HAVE BEEN INCLUDED.

A BIBLIOGRAPHY ON HUNGARY AND AN-
OTHER ON FRANCE ARE IN PREPARATION.
IT IS HOPED THAT THEY WILL BE AVAIL-
ABLE FOR THE INITIAL OFFERING OF
NEW BASIC COUNTRY SURVEYS ON THOSE
COUNTRIES IN 1958.

IN ADDITION TO ASSISTING AGENCY
PERSONNEL WHO WORK ON THESE COUN-
TRIES, THESE BIBLIOGRAPHIES WILL
SERVE AS TEACHING AIDS IN THE RE-
SPECTIVE BASIC COUNTRY SURVEYS IN
THE AREA TRAINING PROGRAM. THE BIB-
LIOGRAPHY ON GERMANY HAS ALREADY
FILLED A NEED WIDELY RECOGNIZED IN
THE INTELLIGENCE COMMUNITY.

FOR A COPY OF GERMANY: A BIBLIOG-
RAPHY, CALL EXTENSION 3096.

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Courses, Activities, and Programs

NOONTIME MOVIE PROGRAM

NOVEMBER AND DECEMBER

YOU ARE INVITED TO ATTEND THE VARIOUS FOREIGN LANGUAGE AND ENGLISH FILMS TO BE SHOWN IN ROOM 1-82 QUARTERS EYE, AT 1200 HOURS AS SCHEDULED BELOW. BOTH FEATURE FILMS AND FACTUAL FILMS ARE INCLUDED. IF YOU ENJOY FOREIGN FILMS, DESIRE TO IMPROVE YOUR LANGUAGE PROFICIENCY, OR SEEK ADDITIONAL "AREA" KNOWLEDGE, YOU WILL FIND THESE PROGRAMS INTERESTING AND BENEFICIAL. OCCASIONALLY, IF IT IS IMPOSSIBLE TO SECURE A SCHEDULED FILM, A SUBSTITUTION WILL BE MADE. FOR FURTHER INFORMATION, PLEASE CALL [REDACTED] EXTENSION 2381. YOU WILL, OF COURSE, WISH TO ARRANGE WITH YOUR SUPERVISOR FOR AUTHORIZATION TO ATTEND THOSE FILMS WHICH REQUIRE TIME IN EXCESS OF YOUR LUNCH HOUR.

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13 NOVEMBER WEDNESDAY	RUSSIAN FILM: "ALIEN KIN" J6455, 100 MIN. (FAMILY PROBLEMS ON A KOLKHOZ)
15 NOVEMBER FRIDAY	POLISH FEATURE
20 NOVEMBER WEDNESDAY	GERMAN NEWSREELS
21 NOVEMBER THURSDAY	CZECH FILM: "ANNA PROLETARKA" 100 MIN.
25 NOVEMBER MONDAY	HUNGARIAN FILM: "MAGNAS MISKA" D6144, 87 MIN.
27 NOVEMBER WEDNESDAY	RUSSIAN NEWSREELS
2 DECEMBER MONDAY	POLISH FEATURE
3 DECEMBER TUESDAY	CHINESE FILM: "SECRETARY OF THE RAIKOM" E6570, 95 MIN. (RAYON PARTY SECRETARY ORGANIZES RESISTANCE AGAINST NAZIS)
4 DECEMBER WEDNESDAY	FRENCH FILM: "ANGEL AND THE SINNER" G7106, 88 MIN.
10 DECEMBER TUESDAY	GERMAN FILM: "MAGDA" B1393, 90 MIN.
13 DECEMBER FRIDAY	POLISH FEATURE

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17 DECEMBER
TUESDAY

ITALIAN FILM: "MOTHER EARTH" G7107, 88 MIN.

20 DECEMBER
FRIDAY

POLISH FEATURE

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SECRET

IN SEARCH OF IMPROVED MANAGEMENT

(BY THE MANAGEMENT TRAINING FACULTY)

A CURSORY GLANCE AT THE OUTSTANDING MAGAZINES DEALING WITH AMERICAN BUSINESS TODAY REVEALS AN INTENSE AND CONTINUING CONCERN WITH PROBLEMS OF EFFECTIVE MANAGEMENT. DISCUSSIONS WITH REPRESENTATIVES OF VARIOUS GOVERNMENT DEPARTMENTS AND AGENCIES INDICATE AN EQUALLY INTENSE PREOCCUPATION WITH IMPROVING MANAGERIAL PROFICIENCY. LEADING UNIVERSITIES, RESPONDING TO THE DEMANDS OF INDUSTRY AND GOVERNMENT, ARE EXPANDING THEIR CAPABILITIES FOR PROVIDING BOTH SPECIALIZED AND BROAD, GENERALIZED INSTRUCTION FOR MANAGERIAL PERSONNEL. THE AMERICAN MANAGEMENT ASSOCIATION, THE INTERNATIONAL MANAGEMENT ASSOCIATION AND A NUMBER OF OTHER ORGANIZATIONS SPECIALIZING IN THE BUSINESS OF IMPROVING MANAGEMENT PHILOSOPHY AND PRACTICE ARE INCREASING THE NUMBER OF COURSES, WORKSHOPS, SEMINARS AND CONFERENCES DESIGNED TO PROMOTE BETTER ON-THE-JOB MANAGEMENT.

SINCE JANUARY 1954, OTR HAS BEEN BUILDING A PROGRAM OF INSTRUCTION FOR AGENCY SUPERVISORS AND MANAGERS. THIS PROGRAM, DESIGNED TO ENHANCE UNDERSTANDING OF THE FUNDAMENTAL CONCEPTS OF SOUND MANAGEMENT, MAKES AVAILABLE BOTH INTERNAL AND EXTERNAL TRAINING AND INCLUDES THE COURSES DISCUSSED BELOW.

BASIC SUPERVISION IS GEARED TO THE REQUIREMENTS OF FIRST-LINE SUPERVISORS THROUGHOUT THE AGENCY. SPECIAL EMPHASIS IS PLACED UPON THE HUMAN RELATIONS ASPECTS OF THE SUPERVISOR'S RESPONSIBILITY FOR GETTING WORK DONE THROUGH PEOPLE. INsofar AS IS POSSIBLE, SUPERVISORS WITH THE SAME GENERAL LEVEL OF RESPONSIBILITY CONSTITUTE THE STUDENT BODY FOR EACH COURSE. CONTENT IS VARIED SLIGHTLY FROM COURSE TO COURSE TO FIT THE NEEDS OF THE PARTICIPANTS. AT PRESENT, GS 5 - 7 SUPERVISORS ATTEND ONE COURSE, AND GS 9 - 11 SUPERVISORS ANOTHER. SUPERVISION FOR INTELLIGENCE OFFICERS IS OFFERED FOR THOSE INDIVIDUALS AT GS 12 - 14 WHOSE MAIN RESPONSIBILITY IS SUBSTANTIVE RESEARCH OR TECHNICAL SUPPORT BUT WHO ALSO HAVE SOME MANAGEMENT RESPONSIBILITY AS PROJECT LEADERS OR SUPERVISORS OF THE WORK OF OTHER ANALYSTS OR TECHNICAL PERSONNEL. AN INTEGRAL PART OF BASIC SUPERVISION IS THE "FOLLOW-UP PLAN" CONSISTING OF TWO MEETINGS, ONE OF WHICH TAKES PLACE FROM FOUR TO SIX MONTHS AFTER A COURSE HAS BEEN COMPLETED AND THE OTHER WITHIN THE NEXT YEAR. THE LATTER IS ATTENDED BY THE COMBINED STUDENT BODIES OF SEVERAL COURSES. MEMBERS OF THE AGENCY'S TOP MANAGEMENT HAVE BEEN MOST GENEROUS IN DEVOTING TIME TO SPEAKING AT THESE MEETINGS.

S-E-C-R-E-T

11

S-E-C-R-E-T

DURING THE PAST SUMMER, A NEW REQUIREMENT WAS MET FOR THE FIRST TIME. AT THE REQUEST OF THE CHIEF, RECORDS INTEGRATION, A SPECIALLY-TAILORED PRESENTATION OF BASIC SUPERVISION WAS OFFERED FOR NIGHT SHIFT SUPERVISORS OF FI/RI. THE SCHEDULE AND CONTENT WERE ADAPTED TO MEET THE UNIQUE NEEDS AND THE TIME LIMITATIONS OF THESE SUPERVISORS. THE MANAGEMENT TRAINING FACULTY IS NOW PREPARED TO CONSIDER REQUESTS FOR THIS TYPE OF PRESENTATION FOR OTHER AGENCY COMPONENTS.

THE SUCCESS OF BASIC SUPERVISION, QUALITATIVELY SPEAKING, IS MEASURABLE ONLY IN TERMS OF INCREASED SUPERVISORY CAPABILITY ON THE PART OF INDIVIDUALS. IF A QUANTITATIVE MEASUREMENT IS MEANINGFUL, TWO RELATED FACTS ARE OF INTEREST: 569 PERSONS HAVE ATTENDED BASIC SUPERVISION, AND EACH RECENT OFFERING HAS BEEN FULLY SUBSCRIBED. BASIC MANAGEMENT SERVES THE NEEDS OF THE AGENCY'S "MIDDLE-MANAGERS", THOSE PERSONS WHO HAVE AT LEAST ONE ECHELON OF SUPERVISORS UNDER THEIR DIRECTION. IT IS PRESUMED THAT THE JOB REQUIREMENTS OF THESE STUDENTS INVOLVE THE EXPENDITURE OF A SUBSTANTIAL AMOUNT OF TIME ON SUCH MANAGEMENT ACTIVITIES AS PLANNING, DIRECTING, COORDINATING AND CONTROLLING RATHER THAN ON DIRECT SUBSTANTIVE WORK. AS IN THE CASE OF BASIC SUPERVISION, SUCCESSIVE OFFERINGS OF BASIC MANAGEMENT ARE TAILORED TO THE NEEDS OF PARTICIPANTS HOMEGENEOUSLY GROUPED IN TERMS OF GENERAL LEVEL OF RESPONSIBILITY. THE COURSE COVERS THE RESPONSIBILITIES OF THE MIDDLE MANAGER, CURRENT MANAGEMENT DOCTRINE, ANALYSIS OF THE APPLICATION OF MANAGEMENT CONCEPTS IN SELECTED CASE HISTORIES, AND SPECIFIC MANAGEMENT PROBLEMS AND TECHNIQUES IN USE IN THE AGENCY.

MANAGEMENT (SPECIAL) IS AN ADAPTATION OF BASIC MANAGEMENT TO THE SPECIAL REQUIREMENTS OF INDIVIDUAL AGENCY COMPONENTS. PRESENTED AT THE REQUEST OF A PARTICULAR COMPONENT, MANAGEMENT (SPECIAL) IS CONDUCTED EITHER AT HEADQUARTERS OR, IF THE REQUESTOR SO DESIRES AND ARRANGEMENTS CAN BE MADE, AT A LOCATION OUTSIDE THE HEADQUARTERS AREA.

SINCE JANUARY 1954, 628 PERSONS HAVE ATTENDED THESE TWO COURSES. REQUESTS FOR MANAGEMENT (SPECIAL) CONTINUE TO ARRIVE AT NORMAL FREQUENCY AND REGISTRATIONS FOR BASIC MANAGEMENT OFTEN EXCEED MAXIMUM COURSE CAPACITY.

SOME OF THE MANAGEMENT COURSES GIVEN BY UNIVERSITIES AND OTHER ORGANIZATIONS ARE CONSIDERED TO BE EFFECTIVE IN PREPARING QUALIFIED AGENCY EMPLOYEES FOR FUTURE ADVANCEMENT. IT SHOULD BE NOTED, HOWEVER, THAT AN INDIVIDUAL IS NORMALLY EXPECTED TO COMPLETE THE APPROPRIATE INTERNAL TRAINING BEFORE APPLYING FOR ADMISSION TO EXTERNAL TRAINING IN THIS FIELD. EXTERNAL COURSES USUALLY RANGE IN DURATION FROM FOUR TO TWELVE WEEKS, AND ARE CONDUCTED VARIOUSLY FROM ONCE TO FOUR TIMES A YEAR. NOTEWORTHY EXAMPLES ARE:

S-E-C-R-E-T

S-E-C-R-E-T

AMA MANAGEMENT COURSE — THE AMERICAN MANAGEMENT ASSOCIATION

ADVANCED MANAGEMENT PROGRAM — HARVARD UNIVERSITY

EXECUTIVE PROGRAM IN BUSINESS ADMINISTRATION — COLUMBIA UNIVERSITY

MANAGEMENT PROBLEMS FOR EXECUTIVES — THE UNIVERSITY OF PITTSBURGH

INFORMATION ABOUT THESE AND OTHER COURSES IS CONTAINED IN THE OTR CATALOG. DATA ON A STILL WIDER RANGE OF COURSES, AS WELL AS VARIOUS ORIENTATION SEMINARS AND WORKSHOPS CONDUCTED BY AMA, CAN BE ACQUIRED FROM THE REGISTRAR/TR.

VARIOUS PLANS FOR ENLARGING THE SCOPE OF INTERNAL TRAINING HAVE BEEN UNDER EXAMINATION FOR SOME TIME. THE 28 OCTOBER - 14 NOVEMBER OFFERING OF SUPERVISION FOR INTELLIGENCE OFFICERS IS THE FIRST 14-DAY SUPERVISION COURSE. THE FOUR ADDITIONAL DAYS ARE IN THE NATURE OF AN EXPERIMENT IN RESPONSE TO STUDENT DEMAND AND INSTRUCTOR RECOMMENDATION. IF THE LENGTHENED COURSE IS A SUCCESS, THE PATTERN MAY WELL BE RETAINED FOR FUTURE PRESENTATIONS, AND BASIC SUPERVISION MAY BE EXTENDED BY FIVE DAYS TO A TOTAL OF THREE WEEKS.

A NEW COURSE, INTRODUCTION TO SUPERVISION, HAS BEEN DESIGNED FOR PERSONS WITH NO PRESENT SUPERVISORY RESPONSIBILITIES BUT FOR WHOM A SUPERVISORY ASSIGNMENT IS ANTICIPATED. THE FIRST OFFERING OF THIS COURSE IS ANNOUNCED ELSEWHERE IN THIS ISSUE OF THE BULLETIN. EXPERIENCE WILL DETERMINE WHETHER IT SHOULD BE MADE A PART OF OUR REGULARLY SCHEDULED OFFERINGS HEREAFTER.

TWO NEW TYPES OF PRESENTATION ARE BEING CONSIDERED FOR ADDITION, WHENEVER PRACTICABLE, TO THE TRAINING AVAILABLE FOR MIDDLE MANAGERS. ONE WOULD BE A SERIES OF MANAGEMENT SEMINARS IN WHICH DISCUSSIONS CONCERNING CURRENT AGENCY PROBLEMS, PLANS AND TECHNIQUES RELATED TO MANAGEMENT FUNCTIONS ARE CONDUCTED BY AGENCY OFFICIALS.

THE SECOND, A SERIES OF MANAGEMENT WORKSHOPS, WOULD BE DESIGNED TO PROVIDE PRACTICE IN THE ACTUAL APPLICATION OF MANAGEMENT PRINCIPLES AND TECHNIQUES TO TYPICAL AGENCY SITUATIONS.

THE LONG RANGE OBJECTIVES OF MANAGEMENT TRAINING PROGRAMS IN INDUSTRY AND GOVERNMENT ARE CLEAR-CUT: TO IMPROVE THE UNDERSTANDING AND APPLICATION OF SOUND MANAGEMENT POLICIES AND PRACTICES SO THAT ORGANIZATION OBJECTIVES CAN BE BETTER MET THROUGH BETTER MANAGEMENT. THE MANAGEMENT TRAINING FACULTY OF THE OFFICE OF TRAINING CORDIALLY INVITES YOU TO PARTICIPATE IN THE EFFORT TO ACHIEVE THESE GOALS.

S-E-C-R-E-T

REGISTRAR'S REMINDERS

FOR INFORMATION REGARDING COURSES AND REGISTRATION PROCEDURES, READ YOUR OFFICE COPY OF THE OTR CATALOG AND YOUR OTR BULLETIN, AND CONSULT YOUR TRAINING OFFICER. TO REGISTER IN A COURSE, SECURE THE APPROVAL AND SPONSORSHIP OF YOUR SUPERVISOR. OTR REGISTRATION DEADLINE AND COURSE DATES FOLLOW. [PLEASE CHECK WITH YOUR TRAINING OFFICER REGARDING HIS SPECIAL DEADLINES FOR APPLICATION/:

	<u>COURSE TITLE</u>	<u>CODE</u>	<u>APPLY BY</u>	<u>DURATION</u>
	INTELLIGENCE ORIENTATION (R & S AUDITORIUM)	B-3	18 NOV	25 NOV - 20 DEC
25X1A6a	ADMINISTRATIVE PROCEDURES (136, [REDACTED])	B-4	3 FEB	10 FEB - 28 FEB
25X1A6a	(SEE YOUR OTR CATALOG) (136, [REDACTED])	B-5	30 DEC	6 JAN - 7 FEB
25X1A6a	BASIC SUPERVISION (0830 - 1230 HOURS, DAILY) (155, [REDACTED])	B-7		
	(GS 5 - 7)		13 JAN	20 JAN - 31 JAN
	(GS 9 - 11)		2 DEC	9 DEC - 20 DEC
	(GS 12 - 14)		24 MAR	31 MAR - 11 APR
25X1A6a	BASIC MANAGEMENT (0830 - 1230 HOURS, DAILY) (155, [REDACTED])	B-8		
	(GS 11 - 12)		25 NOV	2 DEC - 13 DEC
	(GS 12 - 14)		30 DEC	6 JAN - 17 JAN
	(GS 13 - 15)		27 JAN	3 FEB - 14 FEB
	CLERICAL REFRESHER PROGRAM (HOURS TO BE ARRANGED) (ROOM 508, 1016 16TH ST.)	B-12 THRU B-19	30 DEC	6 JAN - 31 JAN

PRE-TESTING FOR THE CLERICAL REFRESHER PROGRAM IS SCHEDULED FOR 2 JANUARY 1958, IN ROOM 508, 1016 16TH STREET AS FOLLOWS:
 0900 - 1000 TYPING 0930 - 1100 SHORTHAND 1100 - 1200 ENGLISH USAGE

S-E-C-R-E-T

<u>COURSE TITLE</u>	<u>CODE</u>	<u>APPLY BY</u>	<u>DURATION</u>
INSTRUCTIONAL TECHNIQUES (2011 R & S)	B-20	20 JAN	27 JAN - 31 JAN
DEPENDENTS' BRIEFING (117 CENTRAL BUILDING)	B-23	(SEE YOUR TRAINING OFFICER)	3 DEC - 4 DEC
PARTY ORGANIZATION AND OPERATIONS (0830 - 1230 HOURS, DAILY) (2202 ALCOTT)	C-2	18 Nov	25 Nov - 20 DEC
INTELLIGENCE TECHNIQUES (2027 R & S)	I-1	18 Nov	25 Nov - 20 DEC
CONFERENCE LEADERSHIP (0930 - 1130, MON., WED.) (2027 R & S)	I-3	20 JAN	27 JAN - 7 MAR
EFFECTIVE SPEAKING (0930 - 1130, MON., WED.) (2025 R & S)	I-5	25 Nov	2 DEC - 24 JAN
WRITING WORKSHOP (0900 - 1200 HOURS, 1ST WK: MON., TUES., THURS. LAST 3 WKS: TUES., THURS.) (2606 R & S)	I-6	30 DEC	6 JAN - 31 JAN
READING TECHNIQUES (HOURS TO BE ARRANGED) (2502 QUARTERS EYE)	I-7	25 Nov	2 DEC - 27 DEC
READING TECHNIQUES - EXECUTIVE (WORKSHOP) (HOURS TO BE ARRANGED) (2502 QUARTERS EYE)		13 JAN	20 JAN - 31 JAN
INTELLIGENCE RESEARCH (MAPS) (0900 - 1200, MON., WED., FRI.) (2029 R & S)	I-12	30 DEC	6 JAN - 24 JAN

S-E-C-R-E-T

S-E-C-R-E-T

<u>COURSE TITLE</u>	<u>CODE</u>	<u>APPLY BY</u>	<u>DURATION</u>
("O" COURSE TITLES ARE LISTED ONLY IN <u>OTR CATALOG 100-1</u>)	0-1	24 FEB	3 MAR - 27 JUN
	0-2	23 DEC	6 JAN - 14 FEB
	0-4	18 NOV	25 NOV - 13 DEC
	0-6	30 DEC	6 JAN - 31 JAN
	0-8	13 JAN	20 JAN - 7 FEB
	0-10	18 NOV	25 NOV - 13 DEC
	0-13	30 DEC	6 JAN - 24 JAN
	0-15	10 FEB	17 FEB - 7 MAR
	0-17	6 JAN	20 JAN - 14 FEB
	0-24	20 JAN	3 FEB - 28 FEB
	0-25	18 NOV	25 NOV - 13 DEC
	0-27	3 FEB	10 FEB - 21 FEB

AREA TRAINING

APPLICATIONS FOR AREA TRAINING MUST BE SUBMITTED TO THE REGISTRAR, OFFICE OF TRAINING, AT LEAST TWO WEEKS PRIOR TO THE STARTING DATE OF THE COURSE.

<u>COURSE TITLE</u>	<u>APPLY BY</u>	<u>DURATION</u>
<u>AMERICANS ABROAD ORIENTATION:</u>		
MIDDLE EAST AND NORTH AFRICA (0900 - 1200 HOURS, DAILY)	30 DEC	13 JAN - 17 JAN
<u>BASIC COUNTRY SURVEY:</u>		
PHILIPPINES	30 DEC	13 JAN - 21 FEB

S-E-C-R-E-T

PART-TIME LANGUAGE TRAINING

<u>COURSE TITLE</u>	<u>APPLY BY</u>	<u>DURATION</u>
<u>FRENCH</u>		
WORKSHOP - READING (2 2-HOUR CLASSES PER WEEK)	23 DEC	6 JAN - 14 MAR (FORMERLY 16 JAN)
BASIC SPEAKING (2 CLASS HOURS DAILY)	23 DEC	6 JAN - 23 MAY
<u>GERMAN</u>		
BASIC SPEAKING (3 2-HOUR CLASSES PER WEEK)	23 DEC	6 JAN - 23 MAY
<u>GREEK</u>		
BASIC RSW (1 CLASS HOUR DAILY)	23 DEC	6 JAN - 19 DEC
INTERMEDIATE RSW (1 CLASS HOUR DAILY)	23 DEC	6 JAN - 19 DEC
<u>ITALIAN</u>		
WORKSHOP - READING (2 2-HOUR CLASSES PER WEEK)	23 DEC	6 JAN - 14 MAR
BASIC SPEAKING (2 CLASS HOURS DAILY)	23 DEC	6 JAN - 23 MAY
<u>PORTUGUESE</u>		
WORKSHOP - READING (2 2-HOUR CLASSES PER WEEK)	23 DEC	6 JAN - 14 MAR
<u>ROMANIAN</u>		
WORKSHOP - READING (2 2-HOUR CLASSES PER WEEK)	23 DEC	6 JAN - 14 MAR
BASIC SPEAKING (2 CLASS HOURS DAILY)	23 DEC	6 JAN - 23 MAY
<u>SPANISH</u>		
WORKSHOP - READING (2 2-HOUR CLASSES PER WEEK)	23 DEC	6 JAN - 14 MAR
BASIC SPEAKING (2 CLASS HOURS DAILY)	23 DEC	6 JAN - 23 MAY
<u>TURKISH</u>		
BASIC RSW (1 CLASS HOUR DAILY)	23 DEC	6 JAN - 20 JUN

S-E-C-R-E-T

FULL-TIME LANGUAGE TRAINING

APPLICATIONS FOR FULL-TIME LANGUAGE COURSES SHOULD BE SUBMITTED AT LEAST 6 WEEKS, AND PREFERABLY 3 MONTHS, PRIOR TO THE BEGINNING DATES OF THE COURSES. QUALIFICATIONS OF ALL APPLICANTS ARE CONSIDERED BY OTR QUALIFICATIONS REVIEW PANELS PRIOR TO APPROVAL FOR TRAINING.

<u>COURSE TITLE</u>	<u>APPLY BY</u>	<u>DURATION</u>
<u>BASIC RSW</u>		
PERSIAN	25 Nov	6 JAN - 20 JUN
<u>ADVANCED RSW</u>		
CHINESE	30 DEC	10 FEB - 9 MAY

VOLUNTARY LANGUAGE TRAINING PROGRAM

(NON-DUTY-HOURS)

<u>COURSE TITLE</u>	<u>APPLY BY</u>	<u>DURATION</u>
ANY LANGUAGE FOR WHICH A MINIMUM OF FIVE (5) PEOPLE APPLY	2 DEC	6 JAN - 25 APR

S-E-C-R-E-T

FOREIGN LANGUAGE PROFICIENCY TESTS

THE FOREIGN LANGUAGE PROFICIENCY TESTS ARE FOR THOSE PERSONS WHO ALREADY HAVE SOME KNOWLEDGE OF A GIVEN LANGUAGE AND ARE DESIGNED TO TEST HOW WELL A PERSON READS, WRITES AND SPEAKS THAT LANGUAGE. INDIVIDUALS APPLYING FOR INTERMEDIATE OR ADVANCED STUDY OF A LANGUAGE MAY BE REQUIRED BY THE OFFICE OF TRAINING TO TAKE THE PROFICIENCY TEST IN THAT LANGUAGE IN ORDER TO DETERMINE JUST WHAT FURTHER TRAINING WILL BE MOST REWARDING. THE WRITTEN PART OF THE TEST (COVERING READING AND WRITING) REQUIRES ABOUT THREE-FOUR HOURS AND IS GIVEN IN THE MORNING. THE ORAL PART REQUIRES ABOUT 15 MINUTES FOR EACH PERSON AND IS GIVEN IN THE AFTERNOON. INDIVIDUALS MAY ELECT, OR BE REQUIRED, TO TAKE TESTS IN READING, WRITING OR SPEAKING, OR ANY COMBINATION OF THESE CAPABILITIES. ALL TESTS ARE ADMINISTERED ON THURSDAYS, IN ROOM 2825, WING 1, QUARTERS EYE. CALL EXTENSION 4640 AT LEAST ONE WEEK PRIOR TO THE DATE OF A TEST TO ARRANGE AN APPOINTMENT.

14 Nov	GERMAN	5 DEC	FRENCH
21 Nov	ESTONIAN	12 DEC	CAMBODIAN
	PERSIAN		LITHUANIAN
	THAI		NORWEGIAN
	YIDDISH	19 DEC	RUSSIAN

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Thanks!



Just The Piece I Needed!

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