OFFICE OF TRAINING

BULLETIN

NUMBER 52

MAR.–APR. 1960
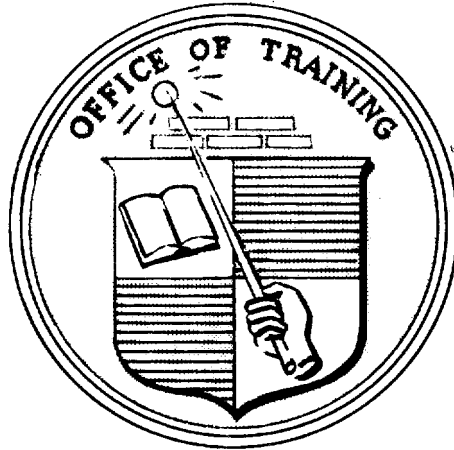
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THE BULLETIN BOARD

JUNE COURSES ON MAPS, AERIAL AND GROUND PHOTOGRAPHY

Are you as an intelligence officer in CIA effectively exploiting the use of maps and aerial or ground photography as sources and tools of intelligence? OTR has an Intelligence Research (Maps and Photo Reading) Course designed to help you utilize these sources more productively, and has scheduled it to be given from 6 to 24 June. It will be conducted Monday, Wednesday, and Friday mornings of the three weeks by █████████A9a ████████████████████████ is from the Photographic Intelligence Center and is a trained geographer with both military and Agency experience in photo intelligence.

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The course includes instruction and training in the basic skills required to use maps and photography in intelligence. The first phase is a survey-type study of maps, and the second phase is a study of the techniques involved in the exploitation and interpretation of aerial and ground photography.

The map phase summarizes map uses and offers instruction in determining distance, direction, coordinates, slope, profiles, vegetation, and cultural features from maps. Explanation and use of map projections, scale, symbols, contours, and map indexes are included. Also in this phase, the relationship between aerial photography and map making is studied.

The photo phase provides a general introduction to photo interpretation and its place in the intelligence process. Students receive instruction and experience in stereo-viewing and in the techniques and processes leading to the identification and measurement of photographic images. They also learn the techniques of orienting and plotting vertical, oblique, and ground photography. New types of photography and sources of aerial and ground photography available to the Agency are discussed.

For analysts experienced in the use of maps and photography, a new advanced course will be offered later. One of the objectives of this course will be to provide a seminar in topographic studies for analysts to study areas of specific interest. The techniques of rendering various types of data in map form will also be studied.

PRINTING SERVICES SEMINAR PRESENTED BY OFFICE OF LOGISTICS

The Office of Logistics presented its first Printing Services Seminar on 15 to 17 February and its second, on 28 to 30 March. The Office plans to conduct the next one in the early fall and another again in the winter.

The seminar is designed for administrative and other personnel who have responsibility for preparing, ordering, or authorizing printing. It is also valuable instruction for persons having a need of the services of the Printing Services Division and for those conducting liaison with the Division on printing matters.

The course is arranged in three, one-half day sessions. The first and third day sessions are held in the Auditorium of Building ▊ and con-25X1A sist of lectures and illustrated talks on printing processes. The second day session consists of a visit to the Printing Services Division printing plant. The tour of this plant is thorough, and printing processes are fully explained during the course of the visit.

Considerable emphasis is placed on economy in printing as it applies to the ordering components. Cost estimating and the selection of processes are important items in the classroom sessions. Printing and photographic processes are explained and their uses thoroughly discussed.

A panel discussion during which efforts are made to answer all questions is a highlight of the final day's session. The seminar closes with a critique during which the students are requested to comment on all aspects of the program.

NEW CHIEF, OPERATIONS SCHOOL

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▊▊▊▊▊ has succeeded ▊▊▊▊▊ as Chief of OTR's Operations School. ▊▊▊▊ s office if in Room 201 of Building ▊▊

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OTHER AAO'S TO BE GIVEN IN APRIL

In Special Bulletin No. 6-60, dated 1 March 1960, we explained the new accent on Americans Abroad Orientations and emphasized the fact that they are conducted as required. Three others have been requested since the "special" was published and the Area Training Staff has scheduled them as follows:

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▊▊▊▊▊   12 April
            14-15 April
            25 April

Enrollment procedures for dependents are detailed in the referenced bulletin.

NEW PROCEDURES IN CLERICAL REFRESHER PROGRAM

From now on, the Staff of Clerical Training will follow a regular
schedule for three of the courses within its Clerical Refresher Program:

Typing Techniques Review	0830-0930
Shorthand Theory Review	1000-1130
Intermediate Shorthand Dictation	1300-1445

Whenever registration warrants the teaching of English Usage or Advanced
Shorthand, classes in these subjects will be fitted into this standing
schedule. Fixing the clerical schedule should further aid supervisors
in their planning for any needed training of clerical employees.

It has been customary to conduct pretests in English Usage, Typing, and
Shorthand before the formal program begins. This system will be changed
also. Now, tests in English Usage and Typing will not be given until
the first class. These tests are merely guides to the instructor: they
serve as a means of evaluating a student's progress. They are yardsticks
for the instructor to measure the final profits of instruction.

The Shorthand pretest is given for a different reason. Measurement, yes,
but not as in English Usage and Typing. Students who take the Shorthand
test are those who have never attended a Shorthand refresher given by
Clerical Training. They have to be placed in a class according to their
level of skill, be it basic, intermediate, or advanced. The result of
the pretest becomes the basis for assignment to a class. It is given
on the Thursday (only!) before the Refresher Program begins so that the
staff can correct the tests and make arrangements for the following
Monday's classes. Students are notified on Friday as to when and where
to report.

CRP

Registration for the CPR is done through the Registrar. Consult your
Training Officer for details of registration if you are in doubt.

CLERICAL SKILLS QUALIFICATION TESTS

Qualification Tests in typewriting or shorthand are given by the staff
of Clerical Training for employees who have to meet the standards of
performance in those skills as set by the Agency. The tests are given
in Room 508, 1016 16th Street beginning at 1300 hours on 18 April,
9 May, and 23 May.

Anyone who is to be tested should be registered with Clerical Training,
extension 2100, either by his supervisor or a Personnel Placement Officer.
Tests are scored by CTS and a written report of the results is sent to
the individual's supervisor. If the individual does not receive a passing
grade he has to wait five weeks before being retested. Supervisors may
wish to enroll an employee in a Clerical Refresher Program (see Registrar's
Reminders) in preparation for the tests.

QUALIFICATIONS REVIEW PANEL: HOW IT WORKS!

When we announce full-time language programs, or perhaps special external programs as being available to Agency employees, we sometimes indicate a comparatively early date for receipt of applications in the Registrar's office. One of the reasons is that a review of the individual case by a Qualifications Review Panel may be required. If so, arrangements have to be made for the meeting of the panel, and time has to be allowed for any necessary preparation for the meeting.

A panel meets to discuss the candidate in relation to his ability to complete the proposed study, to consider the locale of the study in relation to other institutions offering the same or similar subject-matter, and to determine the necessary expenditure of Agency funds. Membership may vary but, for language study, for example, it usually consists of a representative each of the Language and Area School, the Registrar Staff, and of the immediate office of the employee for whom the training is requested. In addition, an impartial specialist in the field of the intended study may be invited to participate. After there has been agreement that all factors, that is, the student, program, and the training facility, fit the initial requirements, the Registrar may then authorize tuition fees and any necessary expenditures, all subject to the signing of a training agreement, or the consideration of other factors in consonance with the Government Employees' Training Act.

LANGUAGE DEVELOPMENT PROGRAM UNDER REVISION

Many Agency employees will be interested to learn that revision of the present program for language development is under consideration. The proposed changes are planned to strengthen the program by placing greater emphasis on the utility to the Agency of the language being pursued. Ten languages will be added to the present thirty-nine already designated as essential languages. It is planned also to modify the awards phase of the program. When the revision is approved, it will be announced both

25X1A in headquarters ████████████████ and procedures will be covered in a revised handbook.

COPIES OF STUDIES IN INTELLIGENCE ARE AVAILABLE

If you wish to become part of the reading audience of the <u>Studies In Intelligence</u>, you can make arrangements to have copies sent to you by calling the office of the editor, ████████████, extension 3832. 25X1A9a next <u>Studies</u> is the Spring issue and will be published sometime between mid-April and the first of May.

THERE'S A REASON FOR THOSE TESTS

In applying for an internal or external language course, the employee is reminded that before approval of the application is undertaken he must complete the Foreign Language Test Battery. FLATB, as it is more commonly known, is given to test aptitude for learning languages and it serves as an index for predicting the probable degree of success an applicant will have in achieving a language facility. For example, results are weighed in terms of placement in a class where it is expected he will progress at the level and pace of others taking the course. Ratings are scored from one to eight, with a "one" indicating the highest aptitude and the "eight", the lowest. The same test is given regardless of the foreign language to be studied.

FLATB requires about three hours to complete and is given every Wednesday, beginning at 0830, in Room 1331 R&S Building. Training Officers can register employees by calling extension 8322.

Then there is PETB - the Professional Employees Test Battery - which is also a requirement for some training programs. In the case of OTR, it uses the PETB's results as another aid in evaluating applications for external training. In some cases, it uses the battery to clarify results of a student's performance in a course. Other offices may use it as a guide to determine suitability of a person for a particular assignment.

PETB takes about six to eight hours to complete. It is given on Fridays only, in Room 1331 R&S Building and starts at 0830. As with FLATB, Training Officers handle the scheduling of their personnel by calling the A&E office directly on 8322.

Both FLATB and PETB can be taken on any Wednesday or Friday respectively, but keep in mind that if your admission to a course depends on their completion, best that you arrange to take them well enough in advance of the starting date of the course so that they don't become impediments to your enrollment.

Tests for the Writing Workshops are slightly different. A pre-enrollment test is required only for the Intermediate and Advanced Workshops if you have not already completed a writing workshop at the previous level. If you have taken the Basic (and did a satisfactory piece of work), then you are eligible for the Intermediate; satisfactory completion of the Intermediate qualifies you for the Advanced. In all cases the test is a determinant of ability to do the work expected at the designated level.

These tests are also given by the Assessment and Evaluation Staff. They are given on Mondays, but not every Monday. Their schedule is posted along with the dates of the Workshops in the Registrar's Reminders. They begin at 1300 hours and require about two and one-half hours to complete. Again, Training Officers register you directly with A&E on the 8322 extension.

SPRING-SUMMER SEMESTER OF VOLUNTARY LANGUAGE TRAINING PROGRAM BEGINS

The 1960 Spring-Summer Semester of the Voluntary Language Training Program began on 7 March with a total enrollment of 222 students in 33 classes, studying 10 different languages. These languages are Arabic, Chinese, French, German, Italian, Japanese, Polish, Portuguese, Russian, and Spanish. The current semester will continue for 21 weeks, to 29 July.

During the current semester the percentage of enrollment in such languages as Arabic, Chinese, Japanese, Polish, and Portuguese, is considerably higher than during previous semesters. It also appears that a higher proportion of students is continuing its studies at the intermediate and seminar levels. This is a very encouraging trend since it is, of course, at these higher levels of instruction that students can be expected to achieve a usable proficiency in a language.

The 1960-1961 Fall-Winter Semester will begin on 6 September and the registration deadline will be 12 August. There will be no classes conducted at the 101 and 102 levels in French, German, Italian, and Spanish. Students wishing to pursue studies in these languages should

25X1A   contact ████████████ regarding the requirements for entrance at the 201, the intermediate, level.

25X1A9a   For further information on the Voluntary Language Training Program contact ████████████████████████████ on extension 4027.

SUPPORT FOR LEARNING A FOREIGN LANGUAGE

As support to the increasing study of foreign languages within the Agency, the Training Support Branch/LAS, maintains two principal OTR language labs, provides tapes and maintenance service for other smaller labs, loans phonograph records, and makes foreign newspapers, magazines, and other reading material available to Agency employees.

The two OTR labs are in 2132 Eye Building and 2908 Quarters Eye. They are open Monday through Friday throughout the year from 0700 to 2000 hours. Only the one in Eye Building is open on Saturday and the hours are from 1000 to 1400. Both are closed on Sundays and holidays. There is someone in attendance at all times.

25X1A6a   TSB also provides tapes and maintenance service for the labs which are located in "M", "Q", and ████████████ These labs are supervised by the offices located in the areas. (Check with your Training Officer for information on hours and material available.)

In both the Eye and Quarters Eye labs there is a library of tapes in the popular languages, mainly, at the basic, intermediate, and advanced

levels. In other languages, tapes are available at the elementary or intermediate level; some at both. In all but one or two cases there are texts for all tapes.

Language tapes may not be borrowed. One of the reasons is that the tape recorders used by TSB are not compatible with those sold commercially to individuals. However, for field offices of the Agency, the Training Support Branch will copy tapes, if the requesting office supplies the blank tape. The requesting office also has to supply its own texts for the tapes.

Phonograph records may be borrowed. The Branch has sets of records in about twenty languages. These are for basic study primarily, and are used by many for refresher purposes. They are loaned for a period of thirty days, maximum.

Newspapers, magazines, and other materials are loaned as the supply   25X1A
permits.

Request for further information should be directed to █████████████
1824 Quarters Eye, extension 4437.

HAVE YOU TAKEN YOUR FOREIGN LANGUAGE TEST YET?

About mid-February, the Machine Records Division of the Office of Personnel completed the new issue of the Language Qualifications Register. The tome contains names of employees and their self-estimated or their tested language competencies. It is current as of 31 December 1959. Your name is there if--

    (a) You took a test sometime before 31 December, or

    (b) You did not take a test but sometime between the 4th of February 1957 and 31 December 1959 you evaluated your own language ability by completing a Form 444c, the Language Data Record, or

    (c) You had no proficiency in any foreign language and so stated it on the 444c form.

It is you in the second group whom we encourage strongly to take a test so that a more objective evaluation of your ability shows in the LQR. (The next one will be compiled in July.) Most everyone completed the form about three years ago. Not everyone has been tested. You may have rated yourself at a higher level then you would today if you had the opportunity to submit another estimate. A second is not permitted. Only a test score can replace it.

Dates of language tests are listed in Agency ████████ Your Training   25X1A
Officer schedules you. If circumstances are such that you cannot fit your plans to the dates shown in the Notice, your TO will make other arrangements with OTR.

OFFICES INVITED TO INFORM OTHERS OF AVAILABLE SERVICES

How does your Office serve the Agency? How are people in other Offices informed of your services?

Frequently many of us have experienced, or heard of others who have experienced, considerable amazement (and relief) at learning of the ready availability of such varied information as a completed study, a register, a brochure, a listing, a record, or a special file. Hours of searching need not be duplicated if we know where to go for assistance.

Some help in avoiding unproductive hours is acquired in selected training courses. But not everyone attends these courses; nor should he. And often the emphasis in a course is more on understanding other elements such as mission and functions, than it is on services. Briefings are popular and helpful but, for reference, may not be as lasting or timely as the printed word.

The Office of Training is willing to aid you in telling others how you can serve them and invites you to use its bi-monthly **Bulletin**, which reaches all parts of headquarters. If you want to learn of available services, inform the Editor, OTR Bulletin, of your need. If you want to participate in letting others know what services or assistance can be obtained through your Office and thus increase efficiency and economy within the Agency, we will publish your article about your Office. We ask only that it is informative, and cleared for release. Your Office's story may require a page or so, or only several paragraphs. Whichever, if it can help others in performing official duties, we'll publish it.

INTELLIGENCE ORIENTATION NOW A THREE-WEEK COURSE

As announced in OTR Special Bulletin, No. 12-60, the Intelligence Orientation Course has been reduced from four to three weeks. The Introduction to Intelligence will now be a one-week phase; the Communism phase will continue to be a two-week instruction.

See Registrar Reminders for the new dates for the next two courses. Dates for the remaining IO courses in 1960 will be announced in the May-June OTR Bulletin.

FOREIGN LANGUAGE FILMS

    The Language and Area School/OTR has scheduled films to be shown on Tuesdays, Wednesdays, and Thursdays in Room 1-87 Quarters Eye. These films begin at noon and only Agency employees may attend. Inquiries about the subject or the schedule should be directed to ▮▮▮▮▮▮▮▮▮▮   25X1A9a
on extension 4437.

Date	Language	Film
19 April Tuesday	French	"Shoemaker and the Hatter" 16 min. "The Cowboy" 16 min.
20 April Wednesday	English	"Report from Africa PT.1." (Black Africa) 40 min.
21 April Thursday	German	"Soviet Zone Uncensored" 30 min. "Shadows Over the World" 22 min.
26 April Tuesday	Portuguese	"Don't Talk" 16 min.; High Over the Border" 22 min.
27 April Wednesday	English	"Report from Africa PT.2." (Egypt and North Africa) 40 min.
28 April Thursday	Russian	"The Immortal Garrison" 97 min.
3 May Tuesday	Spanish	"Shadows Over the World 22 min. "New Prisons - New Men" 16 min.
4 May Wednesday	English	"Brazil" 45 min.; "Brazil" 15 min.
5 May Thursday	Chinese	"Battle of China" 60 min.
10 May Tuesday	Japanese	"Japan's Wild Eagle" 90 min.
11 May Wednesday	English	"Free Europe" 67 min.
12 May Thursday	Czech	"Wolves' Trap" 98 min.
17 May Tuesday	French	"Nocturnal Frolics" 85 min.
18 May Wednesday	English	"France is a Garden" 42 min.

19 May Thursday	Russian	"Free Men" 110 min.
24 May Tuesday	German	"The Five from Barska Street" 127 min.
25 May Wednesday	English	"Sudan - Bridge to Black Africa" 60 min.
26 May Thursday	Polish	"Unconquered City" 100 min.
31 May Tuesday	Italian	"Bicycle Thief" 90 min.
1 June Wednesday	English	"Island of Allah" 70 min.
2 June Thursday	Japanese	"Children of Hiroshima" 99 min.
7 June Tuesday	Persian	"Peoples of Iran" 35 min.
8 June Wednesday	English	"Watch on the Ruhr" 60 min. (See It Now Production)
9 June Thursday	Spanish	"South Brazil" 19 min.; "Highland Woodcarvers" 38 min.
14 June Tuesday	Italian	"The Mare Sneezes" 80 min.
15 June Wednesday	English	"This is Great Britain" 20 min. "Introducing the United Kingdom" 30 min.
16 June Thursday	Hungarian	"Magnas Miska" 87 min.
21 June Tuesday	German	"Kinder Von Hiroshima" 105 min.
22 June Wednesday	English	"Kirkuk to Banias" 36 min.
23 June Thursday	Russian	"Return of Vassily Bortnikov" 106 min.

LEADERSHIP: MAN AND FUNCTION

Alex Bavelas

...it is theoretically possible to arrange all the logically inherent choices that must be made in operating an organization along scales of increasing uncertainty and importance. At some level in this hierarchy of choices, it is customary for management to draw a line, reserving for itself from that point on the duty and the privilege of making the required decisions.

Precisely where a management draws this line defines its scope. The way in which a management distributes the responsibility for making the set of choices it has thus claimed to itself defines its structure. What organizational leadership is and what kinds of acts constitute it are questions that can be answered only within this framework of scope and structure. In these terms leadership consists of the continuous choice-making process that permits the organization as a whole to proceed toward its objectives despite all sorts of internal and external perturbations.

But as every practicing manager knows, problems occasionally arise that are not amenable to the available and customary methods of analysis and solution. Although uncertain about which choice to make, a management may nevertheless have to make a decision. It is in situations of this kind that many of the popular traits attributed to leaders find their justification: quickness of decision, the courage to take risks, coolness under stress, intuition, and, even, luck. There is no doubt that quick, effective, and daring decisions are a highly prized commodity in a crisis, but just as precious a commodity is the art of planning and organizing so that such crises do not occur. The trend of management has been to remove as many of its decisions as possible from the area of hunch and intuition to that of rational calculation. More and more, organizations are choosing to depend less on the peculiar abilities of rare individuals and to depend instead on the orderly processes of research and analysis. The occasions and opportunities for personal leadership in the old sense still exist, but they are becoming increasingly rare and circumscribed.

This new emphasis had not eliminated the role of personal leadership, but it has significantly redefined it. Under normal conditions of operation, leadership in the modern organization consists not so much in the making of decisions personally as it does of maintaining the operational effectiveness of the decision-making systems which comprise the management of the organization. The picture of the leader who keeps his own counsel and in the nick of time pulls the rabbit out of the hat is out of date. The popular stereotype now is the thoughtful executive discussing in committee the information supplied by a staff of experts. In fact it may be that the brilliant innovator, in the role of manager, is rapidly becoming as much an organizational embarrassment as he is an asset.

CPYRGHT

This trend, reasonable though it may appear on the surface, conceals two serious dangers. First, we may be systematically giving up the opportunity of utilizing the highest expressions of personal leadership in favor of managerial arrangements which, although safer and more reliable, can yield at best only a high level of mediocrity. And second, having committed ourselves to a system that thrives on the ordinary, we may, in the interests of maintaining and improving its efficiency, tend to shun the extraordinary.

It is no accident that daring and innovation wane as an organization grows large and successful. On different levels this appears to have been the history of men, of industries, of nations, and even of societies and cultures. Success leads to "obligations" - not the least of which is the obligation to hold what has been won. Therefore, the energies of a man or administration may be absorbed in simply maintaining vested interests. Similarly, great size requires "system," and system, once established, may easily become an end in itself.

This is a gloomy picture, because it is a picture of decay. It has been claimed, usually with appeals to biological analogies, that this is an inevitable cycle, but this view is, very probably, incorrect. Human organizations are not biological organisms; they are social inventions.

Excerpted from the Administrative Science Quarterly, March, 1960.

IF A MAN HAS TALENT--

CPYRGHT

and cannot use it, he has failed.
If he has a talent and uses only half of it,
he has partly failed.
If he has a talent and learns somehow to use the whole of it,
he has gloriously succeeded, and won a satisfaction and a triumph
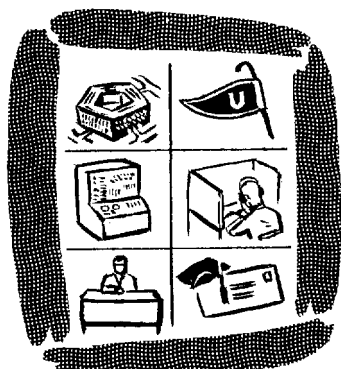few men ever know.

--Thomas Wolfe

External PROGRAMS

Under certain circumstances attendance at programs identified in this section (or at any other approved non-CIA program) may be sponsored by the Agency. Prospective registrants or their supervisors should not contact these centers personally, if Agency sponsorship is under consideration. They should

25X1A9a consult ███████████ Chief, Processing Branch, OTR, on extension 3731 or 3757. If the programs are to be pursued at personal expense, however, employees may arrange for their own enrollment in accordance with the Agency's security requirements.

The Information Branch, extension 4625 or 8271, can furnish further details on programs cited here. It also has information on courses at domestic and foreign schools and other Government agencies, and on many programs sponsored by private enterprise.

SUMMER SCHOOLS - REGISTRATION DATES

Registration dates for the 1960 summer sessions have been scheduled by the following area colleges and universities:

American University	22 Jun
Catholic University	22 Jun - 27 Jun
District of Columbia Teachers College	24 Jun
Department of Agriculture Graduate School	30 May - 4 Jun
Georgetown University	13 and 14 Jun
George Washington University	13 Jun
Howard University	20 Jun
University of Maryland	20 Jun
University of Virginia Northern Virginia Center	1 Jun - 14 Jun

Although these schools have not as yet formally announced their schedule of courses for the summer, we wish to call your attention to the registration dates so that you can initiate any necessary preliminary action. If any employees are planning to enroll under the Agency's auspices, requests for that training must be sent to the Registrar at least four weeks before the date of registration. The Information Branch expects to have copies of summer catalogs after mid-April.

INSTITUTE OF LANGUAGES AND LINGUISTICS - GEORGETOWN UNIVERSITY

The Institute of Languages and Linguisitics of Georgetown University will offer the following courses during the 1960 Summer School:

Intensive	Introductory		Semi-Intensive	Intermediate
Arabic	Portuguese		French	Spanish
French	Spanish		German	Russian
German	Russian			
Italian	Urdu		Advanced	
Japanese			French	
			German	
Intensive	Intermediate		Russian	
French	Russian			
German	Spanish			

Semi-Intensive	Introductory
Arabic	German
Chinese	Russian
French	Spanish

Intensive courses consist of 20 hours of classwork and 15 hours of required laboratory work. Semi-intensive courses require 6 hours in class and 9 hours in the laboratory. Intensive and advanced classes will meet during the day and the semi-intensive ones will be held during the evening.

MANAGEMENT

Management Development and Advanced Management Programs - Harvard

The Graduate School of Business Administration at Harvard University has two management programs which are set up to help business and government meet their need for more and better managers. These are the Program for Management Development and the Advanced Management Program. The former, because of a priority registration date (15 April), was announced in greater detail in Special Bulletin 7-60, 14 March 1960.

The Program for Management Development is for men from 28 to 35 who are in the middle level of management. It is now a seventeen week course (the previous five courses were seven and one-half months) and is offered once a year. The 1960 session will run from 28 August to 21 December. The program consists of three courses and two seminars. The courses are General Management, Quantitative Analysis, and Human Behavior in Organizations, and the seminars deal with Industry Trends and Problems, and Business Leadership in Perspective.

The Advanced Management Program is for men in the 36 to 50 age range who have had 15 to 20 years of business experience and who are in top-policy

positions now, or are expected to be there in the near future. The course lasts thirteen weeks and is given twice a year. The second one for 1960 begins on 12 September; the first of 1961, in February. Applications must be submitted to the Admissions Committee of Harvard by 16 May and 15 November, respectively. This course covers: Administrative Practices, Cost and Financial Administration, Problems in Labor Relations, Business and the World Society, Marketing Administration, and Business Policy.

Both programs rely heavily on the case method of instruction. Discussion groups, reading assignments, seminars, lectures and special panel discussions are other methods of instruction used.

A candidate for either of these programs is required to have the endorsement of his Deputy Director and to have completed OTR's Management Course. Consult Registrar, extension 4005, on OTR's close-of-registration date.

Executive Development - Case Institute   (6 to 18 June)

The Executive Development course is directed toward the goal of an understanding of the several major activities which constitute a business organization and of their necessary interrelationships.

The content of the course will emphasize (1) quantitative methods for, and probabilistic thinking about, the solution of business problems. The focus here will be on methods of attacking problems rather than on the development of skills in the techniques, and (2) recent research in the area of human problems. The focus here will be on useful knowledge and points of view which have been developed from intensive studies of organization and communication activities, in industrial organizations and elsewhere.

A management game will be utilized as a laboratory for application of some of the concepts developed during the course.

Second Annual Personnel - Cornell University   (10 to 11 May)

Conducted by New York State School of Industrial and Labor Relations. (No further information at this time)

Institute for Training - Cornell University   (31 May to 3 June)

Conducted by New York State School of Industrial and Labor Relations. (No further information at this time)

DATA PROCESSING SYSTEMS - NEW YORK CITY

The Federal Government Accountants Association will hold its Ninth Annual
National Symposium on 23 and 24 May 1960 at the Statler-Hilton Hotel in
New York City. Sessions will be open to the public. There is no regis-
tration fee. However, because this symposium is in the category of a
professional association meeting and is not external training, the Office
of Training will not assume responsibility for expenses incurred in
attendance.

The symposium will deal with integrated and automatic data processing
systems with attention focused on the latter. Examples of current and
future applications of such systems, both Governmental and commercial,
will be given comprehensive reviews. Exhibits of equipment, models and
applications will be displayed throughout the symposium.

RECORDS MANAGEMENT - AMERICAN UNIVERSITY

The School of Government and Public Administration of The American University
will hold its Seventh Institute on Records Management from 16 to 27 May 1960.
The class will meet from 0900 to 1630 in the National Archives Building.

PRESERVATION AND ADMINISTRATION OF ARCHIVES - AMERICAN UNIVERSITY

The School of Government and Public Administration of The American
University will hold its Fourteenth Institute in the Preservation and
Administration of Archives, from 6 June to 1 July 1960. This institute
will be offered in cooperation with the National Archives and Records
Service, the Library of Congress, and the Maryland Hall of Records. The
class will meet in the National Archives Building from 0900 to 1630.

INFORMATION STORAGE AND RETRIEVAL - AMERICAN UNIVERSITY

The School of Government and Public Administration of The American
University has announced a second institute on Information Storage and
Retrieval. It has been scheduled for 6 to 17 June 1960. The principal
instructor will be Dr. Robert M. Hayes, Scientific Director, The Electrada
Corporation, Los Angeles, California. Sessions will be held at the Down-
town Center of The American University from 0900 to 1630.

OCEAN SHIPPING MANAGEMENT - AMERICAN UNIVERSITY

The School of Business Administration of The American University will hold
its Thirteenth Ocean Shipping Management Institute from 2 to 12 May 1960.
Major problems of maritime management and government shipping relations will

be presented and discussed. Participants will have the opportunity to
hear recognized experts on the traffic and operating aspects of foreign
shipping as well as exchange ideas and discuss problems with these experts
and experienced fellow experts and experienced fellow enrollees from
industry and government.

CONFERENCE ON MIDDLE EASTERN AFFAIRS

The Middle East Institute will hold its Fourteenth Annual Conference on
Middle Eastern Affairs on 5, 6, and 7 May 1960 at the Mayflower Hotel,
Washington, D. C.

LATIN AMERICAN LECTURES - GEORGETOWN UNIVERSITY

Two lectures remain in the Spring, 1960 series of lectures presented by
the Georgetown Latin American Forum:

12 April - "The Guatemalan Situation of 1954 and Subsequent
Developments." Mr. Ronald Schneider, Research
Specialist, U. S. Department of State.

26 April - "The Latin American Common Market and Its International
Implications." Mr. George Wythe, Director, American
Republics Division, Bureau of Foreign Commerce, U. S.
Department of Commerce.

The lectures are held in Copley Lounge beginning at 8:15 p.m. and are
open to the public.

MID-CAREER COURSE ON FOREIGN AFFAIRS - FSI

The next two Mid-Career courses are scheduled for 5 July and 16 September.
Registration closes on 6 June for the July course and 29 August for the
one in September.

SUMMER LANGUAGE INSTITUTE - YALE UNIVERSITY

The thirteenth session of the Summer Language Institute at Yale University
will begin on Monday, 27 June, and end on Friday, 19 August. Intensive
courses in Chinese, French, German, Italian, Japanese, Korean, Russian,
and Spanish will be offered. Other language courses to be offered are:
Burmese, Indonesian, Thai, and Vietnamese.

A course, The Teaching of Modern Languages, will be open to teachers in
service or to those who are about to begin teaching. It deals with three
principal areas: language competence, theory and practice of language
learning, and materials and techniques used in the classroom.

SPECIAL PROGRAMS

Case Institute

During the Summer 1960, the Office of Special Programs at Case Institute
of Technology will offer the following courses. Titles and dates are:

Digital Control Systems Engineering - 6 to 17 June

A two-week summer study course in Digital Control Systems Engineering
to meet the needs of both military and industrial engineers engaged in,
or wishing to enter, advanced technology in the following areas:
1. Military guidance, control, and data systems.
2. Industrial numerical process control systems.
3. Manufacturing process systems with numerically controlled machines.

Today's most advanced control systems, both industrial and military,
employ digital information handling systems operating in real time
within the control loop. Persons engaged in creative engineering and
scientific work in this area must therefore employ selected techniques
of the science of logical design, digital instrumentation, and servo-
mechanisms to engage in such system design. The course will include 20
lectures given by the staff of Case's Numerical Control Laboratory and
supplemented with certain guest lectures on particular specialties per-
taining to the course program.

Mathematics for Operations Research - 23 to 27 May

This one-week summer study course in Mathematics for Operations Research
is self-contained, but is also designed to provide a mathematical back-
ground or refresher for the following two-week Workshop in Operations
Research for those who have not been actively using mathematics in their
daily work. Either course may be taken independently by those who meet
the prerequisite requirements. For this course, the prerequisites are
research experience and a working knowledge of elementary algebra. The
course provides a review and development of the fundamentals of calculus
and probability theory as they are used in the solution of Operations
Research problems.

Workshop in Operations Research - 31 May to 10 June

A two-week summer study course, Workshop in Operations Research,
intended to serve practitioners and future practitioners at all levels
of development in Operations Research. The objective is to provide a
working knowledge of the basic mathematical techniques in Operations
Research. Problems will be presented by function (e.g., inventory,
allocation,...), but emphasis will be placed on their solutions and
applications. Participants will be divided into groups, according to
background, for work sessions, so that the beginner and the experienced
can both be served by this course. Prerequisites include a working
knowledge of elementary calculus. Additionally, a knowledge of prob-
ability is strongly recommended. The associated course, Mathematics for
Operations Research, will satisfy the prerequisites.

Case Institute (contd)

Process Control Theory - 11 to 29 July

A summer study course in process control theory directed toward the
engineer in industry and government who has found a growing need for
training in the automatic control field. The course embraces many of
the new concepts of automatic control including data processing, computer
control and information theory. Theory and application are focused upon
the newest developments in components for measurement and control.

The primary objective of the course will be to develop the methods and
techniques of dynamic analysis as applied to process control.

Cornell University

The New York State School of Industrial and Labor Relations at Cornell
University has scheduled several special programs for practitioners
in that field.

Among the programs scheduled for 1960 are:

9 to 10 May	Conference on Industrial Mental Health
10 to 11 May	Second Annual Personnel Managers' Conference
31 May to 3 June	Institute for Training Specialists

Massachusetts Institute of Technology

The Massachusetts Institute of Technology is offering a number of short
courses during the 1960 Summer Session for men and women in industry,
government and education who want to keep pace with recent advances in
scientific and technical fields. Included are:

5 July to 15 July	Modern Research Methods in Biology and Medicine
27 June to 1 July	Fundamentals of Adhesion
20 June to 24 June	Strength of Plastics and Glass
8 August to 12 August	Infrared Spectroscopy: Technique
15 August to 19 August	Infrared Spectroscopy: Applications
15 August to 19 August	Electronic Flash and High-Speed Photography
1 August to 12 August	Modulation Theory and Systems
22 August to 2 September	Noise Reduction.
14 June to 24 June	Switching Circuits
14 June to 24 June	Industrial Dynamics
20 June to 1 July	Applications of Probability Theory to Operations Research

FOUNDATION GRANTS

The Rockefeller and Ford Foundations have made substantial grants to certain training and research facilities. We are citing some in which there is likely to be some general interest:

Ford Foundation granted $3 million to Johns Hopkins University in support of a ten-year program to strengthen and expand the work of the School of Advanced International Studies, located in Washington, D. C. A portion of the new funds will be used for new plant facilities for the School and for expansion of the Washington Center of Foreign Policy Research, the School's research component.

The International Center now being planned in New Delhi, India, received a grant of $714,135 from the Rockefeller Foundation. The Center will advise and assist visiting foreign cultural leaders, sponsor the visits of Indian leaders abroad and of foreign scholars to India, arrange lectures, discussions and symposia, promote intellectual cooperation among Indian universities, initiate or assist educational and scholarly ventures, and maintain a publications program. The Center will work closely with such institutions as the University of Delhi and the Indian Council of World Affairs.

Brookings Institution received a grant from the Ford Foundation in 1957 which was used to launch its Conference Program on Public Affairs. Both foundations have contributed to the construction of the Center for Advanced Study which the Institution is establishing. The Center will provide facilities for Brookings' growing research, conference, and educational programs and for scholars working temporarily in Washington. Other non-profit research or educational organizations will be located in the Center and will have access to its facilities.

The Center for Middle Eastern Studies at Harvard University is being assisted by The Rockefeller Foundation. The Center has a faculty of 11 and offers some 50 courses. Staff members of the Center cooperate in study programs and in instruction with other university departments. Doctoral degrees are offered in Middle Eastern studies through joint programs with the regular university departments. A postdoctoral fellow-ship program, for which the Foundation appropriated $205,000 in 1956, has been a part of the Center's activity from the beginning. In 1959 the Center received an outright grant of $500,000 from the Foundation.

An English-Arabic dictionary is to be compiled by an editorial staff of Middle Eastern scholars. The preparation of the dictionary will be partially financed by a $115,000 grant from The Rockefeller Foundation. The Franklin Publications, Inc., New York, will sponsor the dictionary and handle the business arrangements for its publication.

International Schools Foundation, Inc., Washington, D. C. received a Rockefeller grant of $10,000. This grant is to be used to survey and analyze overseas schools enrolling American children as a preliminary step in planning a program of general and educational services to these schools.

HIRE OUT TO YOURSELF

Some day, when you feel gay
And think you deserve a raise
For your valuable services,
I'll tell you what to do
You put the shoe on the other foot
And hire out to yourself
Just for a day or two.
Put yourself in your employer's place
And keep tab on the work you do.

Let's see--
    You were late this morning. Only ten minutes?
    That's true, but whose time was it?
    You took pay for it, therefore you sold it.
    You can't sell eight hours of time and keep part of it--
    Not unless you give short measure.
    How about the work you had to do over?
    You're paid to do work well.
    Not twice over, but once, that's enough.
    Then do it right the first time you do it.
    That's what you would do if you worked for yourself.

Hire out, then, to a man named "You"
Imagine its up to him to meet the payroll.
Then see what a difference it makes in the point of view.
Try it once--for a day or two.
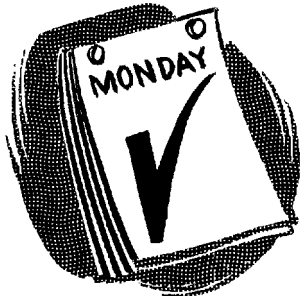
Registrar's REMINDERS

The usual procedure in publishing our "reminders" has been to show only those courses scheduled to be presented by OTR within an immediate two-month period. In this issue we have included all courses along with the dates of their next scheduled presentation. In addition, to assist you in planning training programs, we have listed more than one set of dates to call your attention to the fact that after the spring presentation of some courses (Operations Courses, especially) there will be no other presentation until the early fall. We have also indicated the type of course as full-time (Ft) or part-time (Pt) and have shown total hours of instruction.

Applications (Form 73, <u>Request for Internal Training</u>) are sent to the Registrar through Training Officers. The Training Officer will notify the applicant of acceptance in a course.

Course	Close of Registration	Dates of Course
Administrative Procedures	~~18 Apr~~	~~25 Apr - 13 May~~
(Ft-120 hrs)	13 Jun	20 Jun - 8 Jul
(Indicate Phase)	15 Aug	22 Aug - 8 Sep
25X1A6a 136, ■		*17 Oct - 4 Nov*
Budget and Finance Procedures	13 Jun	20 Jun - 1 Jul
(Ft-80 hrs)	12 Sep	19 Sep - 30 Sep
25X1A6a 132, ■		
CIA Review	Register	~~12 Apr~~ *12 Jul*
(Pt-2 hrs)	with TO	~~10 May~~ *9 Aug*
117 Central		*13 Sep*
		11 Oct
		8 Nov
		13 Dec
Clerical Refresher Program	18 Apr	25 Apr - 20 May
(Pt-20 to 30 hrs)	23 May	31 May - 24 Jun
Pre-test for Shorthand on the <u>Thursday</u>	27 Jun	5 Jul - 29 Jul *canc.*
before beginning date of course.		
Hours for test: 0930-1100		
(See explanation on <u>page 3</u> of the		
<u>Bulletin Board</u>)		

Course	Close of Registration	Dates of Course
Communist Party Organization & Operations (Pt-80 hrs) 2103 Alcott * (This running is Ft-80 hrs)	23 May 29 Aug	31 May - 24 Jun * 6 Sep - 16 Sep
Conference Techniques (Pt-24 hrs) Mon, Wed 0930-1130 2025 R&S	18 Apr 17 Oct	25 Apr - 1 Jun 24 Oct - 30 Nov
Dependents Briefing (Ft-6 hrs) 117 Central	Register with TO	3 May - 4 May 7 Jun - 8 Jun
Effective Speaking (Pt-24 hrs) Mon, Wed 0930-1130 2025 R&S	6 Sep	12 Sep - 19 Oct
Effective Writing (Pt-20 hrs) Tues, Thurs 0930-1130 2025 R&S	26 Sep	4 Oct - 3 Nov
Intelligence Orientation (Ft-120 hrs) R&S Auditorium	25 Apr 31 May	2 May - 20 May 6 Jun - 24 Jun
Intelligence Research - Techniques (Ft-160 hrs) OSI and/or ORR ~~For all offices~~	25 Apr 17 Oct 29 Aug	2 May - 27 May 24 Oct - 18 Nov 6 Sep - 30 Sep *OSI only*
Management (Pt-40 hrs) GS 11-13 GS 14 and above 0830-1230 155, ▮	11 Apr 6 Sep 13 Jun 17 Oct	18 Apr - 29 Apr 12 Sep - 23 Sep 20 Jun - 1 Jul 24 Oct - 4 Nov
Operations Support (Ft-200 hrs) 136, ▮	9 May 6 Sep	16 May - 17 Jun 12 Sep - 14 Oct

25X1A6a

25X1A6a

Course	Close of Registration	Dates of Course
Supervision		
(Pt-40 hrs)	25 Apr	2 May - 13 May
GS 5-9	3 Oct	10 Oct - 21 Oct
GS 11-12	31 May	6 Jun - 17 Jun
0830-1230	28 Nov	5 Dec - 16 Dec
25X1A6a 155, ▮		
Supervision in Research and Analysis	31 Oct	7 Nov - 18 Nov
(Pt-40 hrs)		
0830-1230		
25X1A6a 155, ▮		
Survey of Supervision and Management	16 May	23 May - 27 May
(Pt-20 hrs)	21 Nov	28 Nov - 2 Dec
0830-1230		
25X1A6a 155, ▮		
Writing Workshop		
(Pt-27 hrs)		
Basic	31 May	6 Jun - 20 Jun
	6 Sep	12 Sep - 6 Oct
Intermediate	25 Apr	2 May - 26 May
	5 Jul	11 Jul - 4 Aug
Advanced (DDS)	11 Apr	18 Apr - 12 May
	16 May	23 May - 16 Jun
1st Wk: Mon, Tues, Thurs	6 Sep	12 Sep - 6 Oct

Last 3 Wks: Tues, Thurs
0900-1200
Pretests for the Intermediate and Advanced
Writing Workshops will be given: 18 April
                        9 May
                    27 June

              1300 hours
              1331 R&S

OPERATIONS COURSES

Code	Close of Registration	Dates of Course
OFC 402 (Ft) 240 hrs.	18 Jul	1 Aug - 9 Sep
	24 Oct	7 Nov - 16 Dec
25X1A8a ▮407 (Pt) 60 hrs.	23 May	1 Jun - 21 Jun
	6 Sep	19 Sep - 7 Oct

Code			Close of Registration	Dates of Course
CSR 409	(Ft)	80 hrs.	31 May	6 Jun - 17 Jun
			6 Sep	12 Sep - 23 Sep
ASM 416	(Ft)	160 hrs.	25 Apr	9 May - 3 Jun
			8 Aug	22 Aug - 16 Sep
IRRR 417	(Ft)	120 hrs.	31 May	6 Jun - 24 Jun
			6 Sep	12 Sep - 30 Sep
CI Ops 420	(Ft)	120 hrs.	4 Apr	11 Apr - 29 Apr
			2 May	9 May - 27 May
			6 Jun	13 Jun - 1 Jul
			6 Sep	12 Sep - 30 Sep
(SIS) ACO 421	(Pt)	80 hrs.	25 Apr	2 May - 27 May
			12 Sep	19 Sep - 14 Oct
B.Op 424	(Ft)	160-240 hrs.	25 Jul	22 Aug - 19 Sep
Un 425	(Ft)	160 hrs.	20 Jun	5 Jul - 29 Jul
			10 Oct	24 Oct - 18 Nov
IRF 427	(Pt)	40 hrs. (afternoons)	25 Apr	2 May - 13 May
			21 Nov	28 Nov - 9 Dec
CI Fam 428	(Ft)	40 hrs.	31 May	6 Jun - 10 Jun
			3 Oct	10 Oct - 14 Oct
			7 Nov	14 Nov - 18 Nov
OSLO 429	(Pt)	60 hrs.	2 May	9 May - 27 May
			12 Sep	19 Sep - 7 Oct
			21 Nov	28 Nov - 16 Dec
Sab Op 430	(Ft)	180-232 hrs.	20 Jun	5 Jul - 5 Aug
			17 Oct	31 Oct - 2 Dec
ACC 435	(Ft)	160 hrs.	6 Jun	20 Jun - 15 Jul
			19 Sep	3 Oct - 28 Oct
CSVT 436	(Ft)	160 hrs.	21 Mar	18 Apr - 13 May
Pl Mgt 439	(Ft)	160 hrs.	12 Sep	26 Sep - 21 Oct

LANGUAGE COURSES

Registration dates for intensive (full-time) study have been established well in advance of the starting dates of courses to ensure sufficient time for the Qualifications Review Panel to consider each application. The panel's approval must be obtained before enrollment will be authorized.

Applications are sent to the Registrar through Training Officers. Students who intend to take one or more phases of a course must submit an application for each phase and may submit all application when they first apply.

Full-time study includes reading, writing and speaking; part-time is as identified.

Course	Close of Registration	Dates of Course
Full-time		
Chinese (Basic) 1600 hrs.	15 Aug	26 Sep - 28 Jul 61
Czech (Basic) 1600 hrs.	15 Aug	26 Sep - 28 Jul 61
French (Basic) 800 hrs.	1 Aug	12 Sep - 10 Feb 61
German (Basic) 800 hrs.	8 Aug	19 Sep - 17 Feb 61
German (Intermediate) 400 hrs.	15 Aug	26 Sep - 2 Dec
Japanese (Basic) 1600 hrs.	15 Aug	26 Sep - 28 Jul 61
Persian (Basic) 1200 hrs.	1 Aug	12 Sep - 28 Apr 61
Polish (Basic) 1600 hrs.	15 Aug	26 Sep - 28 Jul 61
Russian (Basic) 1600 hrs.	15 Aug	26 Sep - 28 Jul 61
Spanish (Basic) 800 hrs.	8 Aug	19 Sep - 17 Feb 61

Course	Close of Registration	Dates of Course
Part-time		
German (Basic) 120 hrs. Reading - Phase I Three 2-hour classes a week	31 May	13 Jun - 19 Aug
German (Workshop) 40 hrs. Reading One 1-hour class and One 3-hour class a week	31 May	13 Jun - 19 Aug
Greek (Basic) 100 hrs. RSW - Phase II Five 1-hour classes a week	15 Aug	29 Aug - 27 Jan 61
Turkish (Basic) 100 hrs. RSW - Phase II Five 1-hour classes a week	15 Aug	29 Aug - 27 Jan 61
Turkish (Basic) 100 hrs. RSW - Phase III Five 1-hour classes a week	15 Aug	29 Aug - 27 Jan 61

Directories

OFFICE OF TRAINING

Director of Training	Matthew Baird	3521	11	
Deputy Director of Training		3521	11	
Plans and Policy Staff		3531	17	
Support Staff		3732	8	
Assessment and Eval. Staff		8307	1331A	R&S
Junior Officer Training Program		3514	2219	Alcott
Intelligence School		3832	2009	R&S
School of International Communism and the USSR		2428	2109	Alcott
Operations School		3102	201C	
Language and Area School		8015	1928	Qtrs. Eye
Administration		2323	1828	Qtrs. Eye
Area Training		4437	1828	Qtrs. Eye
Language Training		8318	1921	Qtrs. Eye
Registrar Staff		4005	2623	Qtrs. Eye
Deputy Registrar		4005	2623	Qtrs. Eye
Information		4625	2605	Qtrs. Eye
Processing		3731	2608	Qtrs. Eye
Standards		8237	2620	Qtrs. Eye
Registration		8272	2623	Qtrs. Eye

25X1A

25X1A

DD/C TRAINING OFFICER				
O/DDC		8858	202	Admin
DD/I TRAINING OFFICE				
Assts. for DD/I (Admin)		8841	347	Admin
O/DDI		8703	354	Admin
OCR		8131		A
ORR		8294	1003	M
		4533	1015	M
ONE		4884	105	Admin
OCI		4853	2052	Q
		2650	2052	Q
OSI		8326	2414	Barton
OBI		4217	126	
OO		3033	402	1717 H St.
CONTACT		2747	506	1717 H St.
SOVMAT		2993	401	1717 H St.
STATSPEC		2926	414	1717 H St.
FDD		4876	2021	
PIC		3351	605	Steuart

25X1A

25X1A

DD/S TRAINING OFFICERS

Special Assts. for DD/S		8873	120	East
25X1A				
Audit		2247	2218	Curie
✓ Communications		8137	1503	Eye
✓ Comptroller		4454	1039	Alcott
General Counsel		4715	226	East
✓ Logistics		2596	2C49	Qtrs. Eye
✓ Management		3646	600	1016 16th
✓ Medical		3348	2714	Eye
✓ Personnel		4353	2602	Curie
✓ Security		8151	1311	Eye
✓ Training		4005	2623	Qtrs. Eye

OFFICE OF TRAINING
BULLETIN

SPECIAL BULLETIN
Number 20-60

3 June 1960

TO: Training Officers of
      DDI, DDP and DDS
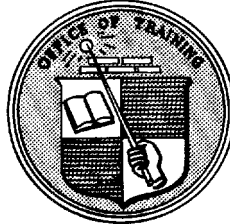
INTELLIGENCE PRODUCTS EXHIBIT

9 June 1960

The Intelligence Products Exhibit will be held in the R & S Auditorium on Thursday, June 9, from 9:45 to 12:00 o'clock. This is the exhibit that is presented as part of OTR's Intelligence Orientation Course and at which representatives of the DD/I explain the role of their offices in collecting and producing intelligence. Since the first presentation in 1953 many changes and additions have been made in the exhibit, the most recent of which have been an expansion of the OSI display and a new display by the Photo Intelligence Center.

All Agency employees are invited to attend. Guests from the USIB agencies are also being invited.

The next Intelligence Products Exhibit is scheduled in October.