

SECRET

COS SEMINAR

FOREWORD

19-30 April 67

The objective of the COS Seminar is to enhance the ability of officers who have been designated to function as Chiefs of Station, Deputy Chiefs of Station and Chiefs of Base. The instruction is focussed on the six principal aspects of the COS's responsibility, namely:

- (1) The COS as manager;
- (2) The COS as supervisor;
- (3) The COS as case officer;
- (4) The COS as instructor;
- (5) The COS as Public Relations Officer;
- (6) The COS as coordinator (of all USG clandestine collection activities).

The means by which we attempt to attain the above objective is, wherever possible, through class discussion and experience-sharing, with the aid of substantively qualified officers of the Organization.

It is a firm assumption of the course that we cannot train officers to perform better as COS's by having them memorize sets of procedures to be applied mechanically in response to designated stimuli. The assumption is rather that we shall have achieved our objective if we have brought about a positive feeling of satisfaction in situations of change and uncertainty; if we have learned, not the avoidance of risks, but something of the intelligent management of risks; if we have learned how to use experts without being abused by them; and if we have reinforced our habit of subjecting problems to vigorous and painstaking analysis, keeping an open mind to all reasonable alternatives.

An annotated list of reading materials which participants will find relevant to their assignments will be found in the reading kit folder.

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