

SECRET

# COS SEMINAR

## FOREWORD

9-20 January 1967

The objective of the COS Seminar is to improve the ability of the students to function as Chiefs of Station. 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, class discussion and experience-sharing, usually with the aid of a substantively qualified officer of the CS. The discussion method is supplemented where appropriate, by problem-solving and role-playing sessions.

It is a firm assumption of the course that we cannot train students to perform better as COS's by having students memorize sets of procedures to be applied mechanically in response to designated stimuli. The assumption is rather made 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.

The course is open to Chiefs of Station, Deputy Chiefs of Station, and Chiefs of Base. The course includes a review by competent officers of the Clandestine Services of CS techniques and resources which can be utilized by the COS in fulfilling his mission.

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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