

Approved For Release 2000/06/14 : CIA-RDP78-06096A000400150003-9
CONFIDENTIAL

TRAINING REPORT - AMERICANS ABROAD ORIENTATION

AREA	NO. OF HRS.	NO. OF STUDENTS	DATE OF COURSE
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STUDENT			
NAME	OFFICE		
YEAR OF BIRTH	GS GRADE	EOD DATE	SERVICE DESIGNATION

COURSE OBJECTIVES - CONTENT AND METHOD

This course helps to prepare Agency employees and their adult dependents for residence or travel in the general area and country of assignment. The aim of the course is to alert individuals to the broadest possible spectrum of area-related opportunities and problems which will bear on the effectiveness of the person in the country to which he is assigned. Briefings touch on the Americans-abroad "problem" and its implications for the employee, the dependent, and the Agency; practical advice for successful personal adjustment to everyday working and living in the area; keys to significant information on the area; and guidelines for understanding its major problems. Advice includes cues for effective personal relations with local nationals of the particular country or region. Area information includes an analysis of the importance of the region to the United States. It also includes descriptions of the people, their institutions and living conditions.

There are lectures, panel discussions, films, slide commentaries, and selected readings for a recommended program of self-study. Employees and dependents recently returned from the area assist in keeping current the information on conditions and local attitudes as well as to provide specific advice based on personal experience.

ACHIEVEMENT RECORD

This is a certificate of attendance only. No attempt was made to evaluate achievement in this course.

FOR THE DIRECTOR OF TRAINING:

DATE CHIEF INSTRUCTOR

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SUMMARY

1. The Area Training Program since 1959 has consisted almost solely of the Americans Abroad Orientations (AAO's), which are now available for [REDACTED]. The AAO's are intended to speed up the overseas adjustment of personnel and dependents 16 years of age and over, who are outbound to a given area for the first time. Three chief instructor-area specialists are assisted by one communism specialist and one training assistant-secretary. *(Now also 1 Assistant Area Instructor)*

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2. In FY 1963 these courses were presented to [REDACTED] employees and dependents in 213 briefings of two to four days duration (see Appendix). The Program staff estimates that a few divisions are now enrolling better than 90% of persons in the target category. While a reliable count on this point is not presently available, it seems obvious that large components utilizing the Program to a considerably lesser extent include D/AF and D/NE.

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3. Enrollments in FY 1963 were up 42% over the prior year, or 174% above FY 1960; course runnings were up 26% over last year, or 200% above 1960. Since 1960 the growth in registrations of dependents [REDACTED] has been twice as rapid as that of employees.

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4. The DDS led other major components, with an enrollment of [REDACTED] were OC careerists. The DDP followed, with [REDACTED] registrations, in which all divisions participated except D/AF. Two DDP divisions - D/EE and D/WH - as well as several DDS components joined those with firm registration policies.

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5. The number of briefings on Latin American countries doubled, while the numbers for Europe and the Far East rose at somewhat slower rates. Europe drew the largest number of registrants - [REDACTED] were for [REDACTED]

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6. The three chief instructors averaged about 20 hours of teaching a week; the ratio of their total teaching hours to total student man-hours was 1:6. In addition - aside from daily administrative duties - an average minimum of 20 hours a week was needed for class preparation. In the peak season - January through July - the instructors frequently worked overtime in order to keep up with urgent requirements.

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7. A highlight in the development of the Program was an extended familiarization trip through South Asia and the Far East by the instructor concerned. His observations and discussions at [redacted] stations and bases substantially deepened his insight into the performance and attitudes of Americans abroad. Progress was made in stockpiling tapes of lectures, debriefings, and slide commentaries; these tapes were put to extensive use for the first time, during the extended absences of two chief instructors. The quality of the AAO's was considerably enhanced by placing more emphasis on problems of personal adjustment overseas, strengthening many of the courses on small countries, and building up the sessions concerned with communism in appropriate countries.

8. Early relief from the present excessive work load is the staff's most critical need. Of four possible remedial steps, only reduction of the content of the 15 courses for Europe appears to be adequate. It is proposed to reduce the depth of treatment of certain themes, rearrange classes, and increase the use of tapes. These measures will cut about one-third of the teaching load of the Program Chief, who is presently carrying about 44% of the total. For the longer term, addition of three area specialists appears to be essential in order to carry the increasing volume of registrations, cope with absences of the chief instructors, and maintain the desirable quality of this service.

9. Indefinite postponement, for budgetary reasons, of an approved trip to include the Western European stations has pointed up the unsettled problem of assigning a proper priority to such trips. The special nature of the AAO's requires that the instructor arouse strong respect in the students - particularly those of middle and senior grade - in order to help mold their thinking and motivate their conduct with regard to the area of assignment. Experience has proved that this can be accomplished only if he speaks from personal observation of area problems and actual living conditions.

10. Headquarters and field station supervisors, as well as students themselves, have repeatedly highlighted the importance of these trips for making the pre-departure briefings truly effective. In view of this evidence and the low ratio of the trips' cost to staff production, it is recommended that they be assigned a high priority in the allocation of OTR funds.

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(Directive from DDCI sparked by DD/S,

following upon our Annual Report)

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This Notice Expires 1 November 1964

TRAINING

23 October 1963

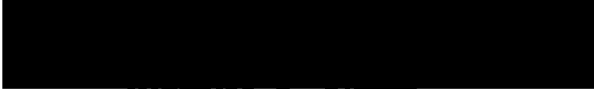
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AMERICANS ABROAD ORIENTATION


1. The Americans Abroad Orientation (AAO) program is designed to prepare employees and adult dependents for duty overseas, and each AAO is a tailored briefing for persons who are going to a specific foreign locale for the first time. The briefing emphasizes the cultural environment in which the American will live, economic, political, and other related problems of the host country, as well as personal problems the individual may encounter while living and working overseas. Not only is information of this type of substantial assistance to the employee and his dependents in their adjustment to foreign surroundings, it is important to successful accomplishment of the Agency's mission.

2. Accordingly, Operating Officials and Heads of Independent Offices are responsible for ensuring that each employee who is scheduled for an overseas assignment to an area where he has not previously served has the benefit of the appropriate AAO before his departure. Each employee is responsible for ensuring that his adult dependents attend an AAO unless there are compelling reasons why they cannot do so.

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MARSHALL S. CARTER
Lieutenant General, USA
Deputy Director of Central Intelligence

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28 January 1964

MEMORANDUM FOR: Deputy Chief, Western Hemisphere Division

VIA : Director of Training
FROM : Deputy Chief, Language and Area School,
For Area Training

SUBJECT : Area Briefings

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1. This memorandum will serve to confirm the understanding which [redacted] and I reached orally on 17 and 23 January, for broadening OTR's service to WH in respect to area briefings. You will recall that you asked us to work out the details of an arrangement along lines which you and I discussed on 14 January.

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2. [redacted] and I have agreed that the following categories of WH personnel and adult dependents will be enrolled in these briefings, as indicated:

a. All personnel entering on duty in the Division will be enrolled in the area briefing for Latin America. Former WH personnel who have been assigned elsewhere for two years or less will be excepted.

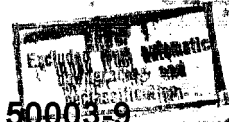
These enrolled will attend one and one-half days of the OTR course known as the Americans Abroad Orientation. These twelve hours of instruction focus on Latin America as a whole. The student is given an integrated view of the area as well as guide lines for understanding its internal problems and those arising within the framework of United States-Latin American relations.

b. All personnel entering on duty with the Division, who are expected to be working on a given country desk for more than a few weeks, will be enrolled also in the area briefing on that country.

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Country orientations are completed in one day or less, except for [redacted] which require

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two days. The scope of the instruction parallels that for Latin America as a whole, as defined in (a), above.

c. All personnel identified in (a), upon assignment to an overseas post, will be enrolled again in the Americans Abroad Orientation but will attend only those portions of the course not previously completed.

Such will be the one-day session concerned with intercultural problems which may affect the attitudes and behavior of the North American in Latin America. These persons will also attend the appropriate country session if they have not previously done so.

Their adult dependents over 16 years of age will now attend the entire course unless there are compelling reasons for excepting them.

d. All personnel assigned overseas who have not previously had the instruction described in (a) and (c), and have not previously lived in Latin America, will be enrolled in the entire Americans Abroad Orientation.

As heretofore, this course will treat Latin America as a whole and the country of destination, within all the frames of reference identified in (a), (b), and (c).

Adult dependents of these personnel, over 16 years of age, will also attend this course unless there are compelling reasons for excepting them.

e. All personnel assigned overseas who have previously lived in Latin America will be enrolled for a tailored briefing on the country of destination whenever it is not one in which they have resided.

When the Division believes a person in this category may require a course curriculum differing from the normal one, OTR should be so notified at the time of registration, and the registrant should be directed to discuss his requirements with the chief instructor as soon as possible.

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Adult dependents of these personnel, over 16 years of age, will also attend the appropriate country briefing unless there are compelling reasons for excepting them.

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3. I believe this arrangement, as it affects personnel and dependents outbound to Latin America, will fulfill the spirit of the DDCI's directive [redacted] of 23 October 1963) concerning enrollment in the Americana Abroad Orientation. The provisions of (a) and (b) above go beyond this directive, at no additional cost to OTR, in order to help your new personnel acquire more rapidly the area perspectives and insights needed for effective performance in any headquarters assignment.

4. It is understood that this plan is to be made effective at once and is to run, on an experimental basis, for a six-months period.

5. Decisions to continue the arrangement beyond that date, and perhaps to offer similar extended service to other components of the Agency, will depend on our mutual experience in this period. You may later wish also to discuss the possibility of enrolling in the country briefing selected headquarters personnel who are shifted to a new country desk without anticipation of an assignment in that country.

[redacted]

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Distribution:

- Orig. and 1 - Addressee
- 2 - DTR
- 1 - DDP/T [redacted]
- 1 - WH/PO [redacted]
- 1 - R/OTR [redacted]
- 1 - DC/LA [redacted]
- 1 - DC/LAS/AT

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