

31 October 1974

MEMORANDUM FOR: Chief, Functional Training Division
SUBJECT : Proposed Courses for FY 1976

1. The attached course proposals for FY 1976 are in response to your request. After reading just today your memorandum of 2 July on the subject and nonparticipation in any subsequent staff discussions you may have had made me slightly unsure of the language thrust. But I trust I shall hear from you if some adjustment is necessary.

2. No doubt further refinement will be forthcoming on the IPC, and a new course or two may be added in the near future. I suggest, however, that concrete proposals for new courses at this time are premature. Refinement of the [REDACTED] report and further feedback from the intelligence production offices are prerequisite to moving ahead.

STATINTL

STATINTL

[REDACTED]
C/ITB

Attachment: a/s

COURSE NAME

Intelligence Production Course (IPC)

COURSE OBJECTIVES

1. To help the young professional become more knowledgeable about various facets of the production of finished intelligence: information requirements; sources for collection and exploitation of needed information; processing, storage, and retrieval of intelligence information; analysis, interpretation, and presentation of the finished product.
2. To explain the role of CIA in the intelligence production cycle and the relationships of the Agency with other components of the intelligence community.
3. To afford opportunity for limited orientation on certain new methodologies in the analysis of intelligence information, including the use of the computer.
4. To help the student understand the role and significance of intelligence support to national security decisionmaking.

ORIGINAL REQUIREMENT

The Intelligence Production Course was established in the late 1950's as the basic in-depth orientation to the intelligence process with emphasis on intelligence production for those career trainees who were being assigned to the production units in the Intelligence Directorate.

Initially the IPC ran for up to three months duration and required a faculty of 10 professionals to handle the heavy emphasis on methodological exercises. By the late 1960's the course was reduced to seven or eight weeks, and in 1974 reduced first to seven and then to approximately five weeks. The requirement remains valid for FY 1976.

COURSE AUDIENCE

The course serves selected career trainees who have opted for a career in the Intelligence Directorate and junior professionals nominated by their components for an in-depth examination of the topics covered by the course. Selected new professionals who are already assigned to collection, processing, or analytical activities in the Directorates of Intelligence, & Science and Technology, and Operations are invited to attend after the group of career trainees in current classes are enrolled. The grade range of students has been GS 8-12. No meaningful data are available on eligible personnel, but estimates on the number of analysts at all grade levels range up to [REDACTED] including a CT potential of 60-70 per year.

STATINTL

ADMINISTRATIVE - INTERNAL USE ONLY

Approved For Release 2000/08/04 : CIA-RDP78-06215A000100020002-4

STUDENT MAXIMUM/MINIMUM

The maximum number of students for any one running of the course is about 20, and the minimum number is 8 to 10.

PROPOSED NUMBER OF OFFERINGS

The course is offered twice annually with plans underway to increase the number of runnings to accommodate more CT's.

LENGTH OF COURSE

The course is conducted for approximately five weeks, full time.

INSTRUCTOR PERSONNEL DEVOTED TO COURSE

One and one-half man-years.

Approved For Release 2000/08/04 : CIA-RDP78-06215A000100020002-4

ADMINISTRATIVE - INTERNAL USE ONLY

ADMINISTRATIVE - INTERNAL USE ONLY

Approved For Release 2000/08/04 : CIA-RDP78-06215A000100020002-4

COURSE NAME

Intelligence Writing Techniques Course for Career Trainees

COURSE OBJECTIVES

The course familiarizes career trainees with major intelligence writing and analytical reporting concerns of the DDI. Students are furnished samples of key intelligence production of selected DDI offices, and must complete writing assignments based on actual, current intelligence information from these offices. They are also involved in an extensive intelligence coordination exercise based on a large, current collection of raw and finished intelligence information, and they participate in an examination of analysis and intelligence production with members of two panels from major DDI offices.

ORIGINAL REQUIREMENT

The course was instituted in mid-1971 as a successor to the Intelligence Techniques Course for Career Trainees. That course represented a long-standing effort to provide career trainees with an overview of the DDI. The presentation was handled by teams of instructors and ran for 3 weeks. Its major weaknesses were lack of focus, uneven quality of instruction, and an apparent inability to adapt course content to the rapidly changing conditions of DDI responsibilities. The successor course is handled by only one instructor, is carefully aimed at the most vital areas of the DDI mission, brings the students in close working contact with current DDI raw information and finished intelligence, and exposes career trainees to the actual, on-going analytical and production activities of the Intelligence Directorate. This requirement is valid for FY 1976.

COURSE AUDIENCE

Career trainees who have completed the Intelligence and World Affairs Course. Approximately 70 to 80 individuals are eligible each year, depending on the size of the two annual career trainee classes. In most instances the grade range is GS 8-9, but has been as high as GS-12.

STUDENT MAXIMUM/MINIMUM

Class size is dictated by the size of each career trainee class, but generally fluctuates between 15 and 20 students.

Approved For Release 2000/08/04 : CIA-RDP78-06215A000100020002-4

ADMINISTRATIVE - INTERNAL USE ONLY

ADMINISTRATIVE - INTERNAL USE ONLY

Approved For Release 2000/08/04 : CIA-RDP78-06215A000100020002-4

PROPOSED NUMBER OF OFFERINGS

The course is presented four times annually. The schedule by month varies according to the CT Program.

LENGTH OF COURSE

One week, full time.

INSTRUCTOR PERSONNEL DEVOTED TO COURSE

One-half man-year.

Approved For Release 2000/08/04 : CIA-RDP78-06215A000100020002-4

COURSE NAME

Writing Better Reports

COURSE OBJECTIVES

The course attempts to improve the students' understanding of the principles of effective Agency writing and provide them (a) a better grasp of the analytical processes and associated problems in writing for CIA and (b) a clear understanding of key elements in good writing practices, as these are applied in the various Agency directorates. Students are expected to master such aspects as clarity, accuracy, logic, and structure. They are further required to complete several assignments based on actual, current documentation from different Agency components.

ORIGINAL REQUIREMENT

The course was developed from the Intermediate Writing Workshop in early 1971. The old course had been little more than an elaboration, frequently redundant, of the remedial basic writing workshop. The revised course, renamed "Intelligence Writing Workshop," developed into an intensive mission-oriented instruction that focused on the various approaches to writing in the four CIA directorates. Course content now reflects as accurately as possible the writing needs of the Agency. This requirement is valid for FY 1976. The Intelligence Writing Workshop was renamed "Writing Better Reports" in July 1974 to eliminate a widely held misconception that the course is aimed only at the DDI.

COURSE AUDIENCE

The course serves virtually all those components employing personnel in the professional and subprofessional levels whose duties encompass writing responsibilities. Grades generally range from GS-07 up, although individuals with lower grades are accepted if they are slated by their supervisors for professional-level work involving writing. This course is not concerned with basic remedial areas of grammar, spelling, or rhetoric. Approximately [REDACTED] Agency employees are therefore eligible to enroll in the course.

STATINTL

STUDENT MAXIMUM/MINIMUM

The maximum number of students for any one running of the course is 10 to assure adequate individual counseling by the instructor. The minimum enrollment is set at six students, except for the midsummer (July) running of the course, when the minimum number is four. Leave schedules in July tend to reduce enrollment, but those who do attend the course usually need the training for urgent and high-priority assignments following the conclusion of the running. It would not be equitable or practical to delay attendance by such personnel until the October running of the course.

Approved For Release 2000/08/04 : CIA-RDP78-06215A000100020002-4

Approved For Release 2000/08/04 : CIA-RDP78-06215A000100020002-4

PROPOSED NUMBER OF OFFERINGS

The course is offered five times annually -- January, March, May, July and October.

LENGTH OF COURSE

The course is conducted for 4 weeks, on Tuesdays and Thursdays from 0900 to 1200 hours.

INSTRUCTOR PERSONNEL DEVOTED TO COURSE

One-half man-year.

ADMINISTRATIVE - INTERNAL USE ONLY

Approved For Release 2000/08/04 : CIA-RDP78-06215A000100020002-4

COURSE NAME

Intelligence Information Reports and Requirements (IIRR)

COURSE OBJECTIVES

1. To acquire the specialized competence necessary to ensure that intelligence information responsive to requirements reaches the consumer quickly, in clear language, and in its most useful form.
2. To gain an understanding of the nature and function of the requirements system and to apply that system as it pertains to a reports officers daily tasks.
3. To acquire sufficient information about the clandestine records system to ensure that information reports are appropriately indexed and filed.

ORIGINAL REQUIREMENT

Today the aim is to make sure that reports officers are sufficiently trained in writing reports and are knowledgeable of policy and procedures so that they may efficiently carry out a reports officer's assignment in the DDO. It is presumed that this is close to the original requirement, which may have stemmed from the decision in the late 1950's to have reports written in final form in the field station. See [REDACTED] This requirement continues valid for FY 1976.

STATINTL

COURSE AUDIENCE

DDO personnel slated for reports officer assignments or others who in the course of other assignments will also be responsible for reporting in intelligence information format. No estimate of eligible persons is available, but approximately 40-50 persons take this training each year. Grades of students range from GS-4 to GS-13.

STUDENT MAXIMUM/MINIMUM

10-6

PROPOSED NUMBER OF OFFERINGS

The course is offered five times annually -- September, November, January, March, May.

LENGTH OF COURSE

It has been 3 weeks (full time), but in September a 2 1/2 week trial period was successfully run, and that duration will remain in effect.

INSTRUCTOR PERSONNEL DEVOTED TO COURSE

Two-thirds man-year.

Approved For Release 2000/08/04 : CIA-RDP78-06215A000100020002-4

ADMINISTRATIVE - INTERNAL USE ONLY

ADMINISTRATIVE - INTERNAL USE ONLY

Approved For Release 2000/08/04 : CIA-RDP78-06215A000100020002-4

COURSE NAME

Intelligence Information Reports Familiarization (IIR Fam)

COURSE OBJECTIVES

To gain sufficient familiarity with the basic principles of organization, style, and format of intelligence information reports to be able to render support to a reports officer and, in case of necessity, to be able to produce intelligence information reports.

ORIGINAL REQUIREMENT

Presumably, as now, to provide a basic familiarization with reports procedures for support personnel or others who may have occasion to write reports and for whom it would be useful to have a basic background. The requirement is valid for FY 1976.

COURSE AUDIENCE

DDO personnel, support/secretarial types, occasionally case officers. No estimate of eligible persons is available, but approximately 60 takes this each year. The grade range is GS-4 to 13.

STUDENT MAXIMUM/MINIMUM

10-6

PROPOSED NUMBER OF OFFERINGS

The course is offered six times annually -- August, October, December, February, April, June.

LENGTH OF COURSE

One week (full time).

INSTRUCTOR PERSONNEL DEVOTED TO COURSE

One-third man-year.

Approved For Release 2000/08/04 : CIA-RDP78-06215A000100020002-4

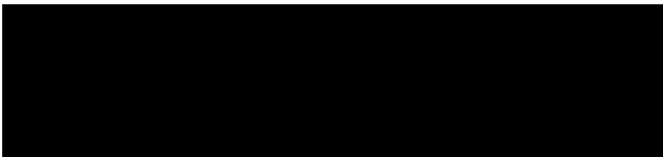
ADMINISTRATIVE - INTERNAL USE ONLY

11 October 1974

MEMORANDUM FOR: Chief, Functional Training Division
SUBJECT : ISTB Proposed Courses for FY 76

The ISTB proposed courses for FY 1976, including the information requested by the Curriculum Committee, are attached.

STATINTL



J
C/ISTB/FTD/OTR

Atts

Proposed Course for FY 76

Course Name: INFORMATION SCIENCE FOR IMAGERY ANALYSIS

Course Objectives:

Each participant will be able to:

1. Apply systems concepts to moderately complex problems in imagery analysis.
2. Apply computer library programs to imagery analysis problems.
3. Use a remote terminal in a time-sharing computer system in performing basic and specific programming techniques.
4. Explain systems problems and use technical terms and nomenclature with sufficient skill to communicate effectively with experienced systems professionals.

Original Requirement:

Discussions with imagery analysis groups began in 1972. After a senior IAS officer completed the Functions course, formal joint planning was initiated at the request of IAS. The course was first presented to IAS officers only in April 1974, and, at their request, was repeated in July 1974 with some attendees from NPIC as well as IAS.

Course Audience: Imagery analysts in CIA, NPIC, DIA, NSA, the military services and related organizations.

Student Maximum/Minimum: 25/12

Proposed Number of Offerings: December 1975
March 1976

Length Of Course: Two weeks.

Instructor Personnel Devoted to Each Presentation of the Course:

0.3 man years

Proposed Course for FY 76

Course Name: SURVEY OF INTELLIGENCE INFORMATION SYSTEMS

Course Objectives:

Each participant will be able to:

1. Identify in terms of his current on-the-job responsibilities; the contents, usefulness, and limitations of the major intelligence handling systems in the Intelligence Community.
2. Use a computer terminal for storage and retrieval, and the application of these skills to intelligence tasks.
3. Apply basic systems concepts to on-the-job intelligence problems.
4. Select among the choices of methods in decision-making, problem solving, and the analytical tasks of intelligence.

Original Requirement:

The course originated in 1965 in response to a recommendation of the President's Foreign Intelligence Advisory Board.

Course Audience:

Members of the Intelligence Community, especially those analysts and managers concerned with the capabilities, limitations, availability, and other characteristics of information science assests in the community.

Student Maximum/Minimum: 35/15

Proposed Number of Offerings: November 1975
February 1976
June 1976

Length of Course: Three weeks.

Instructor Personnel Devoted to Each Presentation of the Course :

0.32 man years

Proposed Course for FY 76

Course Name: INFORMATION SCIENCE FOR INTELLIGENCE FUNCTIONS

Course Objectives:

Each participant will be able to:

1. Identify and define information science problems in his professional field.
2. Apply the methodology and techniques of information science to solve actual, logically synthesized, intelligence problems on the computer.
3. Use the terminology and basic techniques of information science so that he can consult intelligently with Information Science professionals on more advanced problems and requirements.
4. Pursue the development of their own and their agencies' information science capabilities.

Original Requirement:

The course originated in 1965 in response to a recommendation of the President's Foreign Intelligence Advisory Board.

Course Audience:

This course is open to professional intelligence officers throughout the Intelligence Community.

Student Maximum/Minimum: 35/15

Proposed Number of Offerings: October 1975
 January 1976
 May 1976

Length of Course: Four weeks.

Instructor Personnel Devoted to Each Presentation of the Course:

0.40 man years

Proposed Course for FY 76

Course Name: INFORMATION SCIENCE FOR MANAGERS I

Course Objectives:

Each participant will be able to explain:

1. The elementary use of computer terminals and the application of computer programs to management, support, and intelligence problems.
2. Forecasting, probability, decision trees, correlation and regression analysis, network analysis, linear programming, resource allocation, PERT, decision-making, and other systematic methods of analysis and management science.
3. The roles of the manager, the user, and systems professionals in defining, developing, and utilizing information systems.
4. Rational approaches to the analysis of problems and the decision-making tasks of his organization.

Original Requirement:

The need for this course was perceived by the ISTB in 1972 and the course was a part of the original program of Information Science courses approved by the Executive Director/Comptroller. The course has been offered twice annually since, and has been heavily over-subscribed for each offering.

Course Audience:

This course serves all agencies of the Intelligence Community although it is primarily designed for personnel of CIA, DIA, NSA, and Intelligence Officers from the Army, Navy, and Air Force. Priority in accepting students is given to senior officers GS-14 and above and military equivalents. The course is appropriate for officers from all offices of CIA and other agencies, and is applicable to those who work in any functional or professional area including intelligence, operations, support, management, or administration.

Student Maximum/Minimum: 30/12

Proposed Number of Offerings: October 1975
February 1976

Length of Course: One week.

Instructor Personnel Devoted to Each Presentation of the Course:

0.13 man years

Proposed Course for FY 76

Course Name: INFORMATION SCIENCE FOR MANAGERS II

Course Objectives:

Each participant will be able to:

1. Identify the capabilities, limitations, and applications of systematic methods of analysis in management, support, operations, administration, and the collection and production of intelligence.

2. Use a computer terminal to apply the terminology and basic techniques of management science, in simple applications in his own field.

3. Use the terminology and basic techniques of information science to communicate effectively and collaborate with systems professionals on more difficult problems and requirements.

4. Apply a wider range of rational choices in the analysis of problems and in the decision-making tasks of his organization.

Original Requirement:

The need for a two-week course to acquire a basic capability in the application of Management Science has frequently been cited by students in the one-week Information Science for Managers I course, and by potential customers. A two-week course was proposed in 1974, and approved by the Curriculum Committee. The course was offered twice in 1974, was over-subscribed, and was most successful.

Course Audience:

This course serves all agencies of the Intelligence Community although it is primarily designed for personnel of CIA, DIA, NSA, and Intelligence Officers from the Army, Navy, and Air Force. Students are mainly GS-11 and above. The course is appropriate for officers from all offices of CIA and other agencies, and is applicable to those who work in any functional or professional area including intelligence, operations, support, management, or administration.

Student Maximum/Minimum: 30/12

Proposed Number of Offerings: December 1975
April 1976

Length of Course: Two weeks.

Instructor Personnel Devoted to Each Presentation of the Course:

Proposed Course for FY 76

Course Name: SYSTEMS DYNAMICS: PRINCIPLES AND APPLICATIONS

Course Objectives:

Attendees will be able to:

1. Decide confidently when the use of the Systems Dynamics methodology would be beneficial in analytic or management problems.
2. Evaluate effectively the potential capabilities and limitation, and other factors of importance, which foreign and domestic organizations are likely to encounter when using the Systems Dynamics methodology.
3. Use a remote computer terminal and apply some of the techniques that are now being used in exploratory analytical intelligence studies.
4. Communicate intelligently with the representatives of organizations who are using the Systems Dynamics methodology to study important problems, e.g., natural resource/trade flow relationships.

Original Requirement:

Initiated by ISTB in the fall of 1973. With joint sponsorship of ORD, a three-day course was presented in September 1973, and the two-week courses began in January 1974.

Course Audience:

Officers in the Intelligence Community whose responsibilities for analysis, management, support or elsewhere may require a knowledge of the Systems Dynamics methodology. No previous technical or scientific education or training is necessary.

Student Maximum/Minimum: 25/12

Proposed Number of Offerings: October 1975
January 1976
April 1976

Length of Course: Three weeks.

Instructor Personnel Devoted to Each Presentation of the Course:

0.3 man years (This presumes increasing participation of ISTB in presenting lectures in this course.)

Proposed Course for FY 76

Course Name: INFORMATION SCIENCE FOR FINANCIAL MANAGEMENT

Course Objectives:

Upon completion of the course the student will be able to:

1. Apply systems concepts to moderately complex problems in the financial and administrative area.
2. Identify the fundamental techniques of Management Science and their use as a powerful analytic tool in problem-solving and decision-making.
3. Use the computer capabilities from a time-sharing terminal.
4. Communicate with professionals in the systems field in elementary technical terms and to understand the problems and nomenclature inherent in systems work.

Original Requirement:

Requested by Office of Finance in late CY 72 for presentation in fall of CY 73 and fall of CY 74. Future runnings anticipate two courses in FY 76.

Course Audience:

Any employee requiring knowledge of information systems for management applications. Majority of students have come from the Audit Staff, Office of Logistics, Office of Finance, Comptroller, Office of PPB, Office of Personnel, and one external seat for each of NSA and DIA, without grade limitation. Normally 14-18 Agency employees per offering.

Student Maximum/Minimum: 20/12

Proposed Number of Offerings: September 1975
March 1976

Length of Course: Four weeks.

Instructor Personnel Devoted to Each Presentation of the Course:

0.5 man years

PROPOSED COURSE FOR FY 76

Course Name: DIS-PGIC (Post Graduate Intelligence Course)
INFORMATION SCIENCE TRAINING BLOCK

Course Objectives:

1. To identify and describe the processes, tasks, methods, and concepts which constitute Information Science, and to show the relationship and application of these to Intelligence.

2. To identify some of the major capabilities and limitations in the application of Information Science to Intelligence, and to illustrate the value and utility of Information Science applications to Intelligence, with a few examples.

Original Requirement:

Informal request from [REDACTED], on behalf of Commandant Defense Intelligence School, DIA. First offering of this new course was in the Fall of 1974. Course is conducted in DIS facilities.

25X1A

Course Audience:

Intelligence officers, both military and civilian, of the military services, DIA, CIA and NSA. This course is 10 months long and leads to a Masters Degree in Intelligence.

Student Maximum/Minimum: 140/100

Proposed Number of Offerings: One per year, about October 1975

Length of Course: 0.7 weeks

Instructor Personnel Devoted to Each Presentation of the Course: 0.06

PROPOSED COURSE FOR FY 76

Course Name: DIS-CIAC (Civilian Intelligence Analyst Course)
SYSTEMATIC ANALYSIS BLOCK

Course Objectives:

1. To identify and describe the processes, tasks, methods, and concepts which constitute Information Science, and to show the relationship and application of these to Intelligence.
2. To identify some of the capabilities and limitations in the application of Information Science to Intelligence, and to illustrate the value and utility of Information Science applications to Intelligence, with a few examples.

Original Requirement:

Letter request from Commandant, Defense Intelligence School, DIA. The Information Science Center, OTR, has been providing this instruction since about 1971. Instruction is conducted in Information Science Center facilities, Chamber of Commerce Building.

Course Audience:

Entry level civilian intelligence analysts from DIA.

Student Maximum/Minimum: 20/12

Proposed Number of Offerings: Two per year, about May and November 1975.

Length of Course: 0.6 week

Instructor Personnel Devoted to Each Presentation of the Course: 0.05

PROPOSED COURSE FOR FY 76

Course Name: DIS-NSIC (National Senior Intelligence Course)
MANAGEMENT SCIENCE/ADP BLOCK

Course Objectives:

1. To acquaint the student with the terminology and basic techniques of Management Science and computers.
2. To identify capabilities, limitations, and applications of Systematic Methods of Analysis in management, support, operations, and intelligence.
3. To improve the student's ability to communicate and collaborate with systems professionals on more difficult applications of Information Science.
4. To provide a fuller range of rational alternatives to the manager and his staff in the analysis of problems and in decision making tasks.

Original Requirement:

Letter request from Commandant, Defense Intelligence School, DIA. The Information Science Center, OTR, has been providing this instruction since about 1971. Course is conducted in DIS facilities.

Course Audience:

Senior intelligence officers from the military services, DIA, CIA, NSA, and State. Civilian grades GS-14 and 15, military grades 04 to 06.

Student Maximum/Minimum: 60/40

Proposed Number of Offerings: One per year. About April 1976.

Length of Course: One week

Instructor Personnel Devoted to Each Presentation of the Course: 0.08

25X1A

Approved For Release 2000/08/04 : CIA-RDP78-06215A000100020002-4

Next 2 Page(s) In Document Exempt

Approved For Release 2000/08/04 : CIA-RDP78-06215A000100020002-4

OPERATIONAL RECORDS I

| <u>MONTH</u> | <u>GS LEVEL (Average)</u> | <u>LENGTH OF SERVICE (Average)</u> |
|--------------|---------------------------|------------------------------------|
| September | 4-13 (7) | 1-25 (3) |
| October | 4-14 (7) | 3 mos. - 22 yrs. (4) |
| December | 4-13 (6) | 1-22 (2) |
| January | 3-11 (6) | 3 mos. - 19 yrs. (4) |
| February | 4-13 (7) | 1-26 (4) |
| April | 3-13 (6) | 3 mos. - 26 yrs. (4) |
| May | 3-10 (5) | 2 mos. - 26 yrs. (5) |

OPERATIONAL RECORDS II

| | | |
|-----------|----------|------------------------|
| September | 4-11 (7) | 1-9 (5) |
| October | 4-10 (6) | 3 mos. 15 yrs. (1.8) |
| December | 4-12 (7) | 3 mos. - 20 yrs. (1) |
| January | 3-11 (7) | 3 mos. - 18 yrs. (3.5) |
| March | 4-13 (7) | 1-26 (4) |
| April | 4-10 (7) | 1-23 (4) |
| May | 4-10 (5) | 2 mos. - 26 yrs. (3) |

OPERATIONAL RECORDS III

| | | |
|-----------|----------|-----------|
| September | 7-11 (8) | 4-15 (11) |
| December | 6-11 (9) | 4-20 (11) |
| February | 6-13 (9) | 4-26 (8) |
| June | 6-12 (8) | 5-22 (11) |

Records & Desk Orientation

| | | |
|----------|----------|----------------------------------|
| August | 7-10 (9) | 3 mos. 7 yrs. (less than one yr) |
| November | 7-10 (8) | less than one year |
| February | 7-11 (9) | " " " |
| June | 7-11 (8) | " " " |

25X1A

Approved For Release 2000/08/04 : CIA-RDP78-06215A000100020002-4

Next 6 Page(s) In Document Exempt

Approved For Release 2000/08/04 : CIA-RDP78-06215A000100020002-4

Course Name : Managerial Grid

Course Objectives : Upon completion of the Grid, students will be able to:

- (1) understand and evaluate managerial styles;
- (2) Develop and utilize team action skills;
- (3) Improve and use communication's as a tool for effective management;
- (4) Use critique as a problem solving techniques.

Original Requirement : OTR was directed, in March 1964, to incorporate the Grid into the Agency's Management Training Program.

Course Audience : First and second line supervisors throughout the Agency (GS-07 through GS-14).

Student Maximum/Minimum: 40/30

Proposed Number of Offerings : Six per year

Length of Course : One week, Full-time

Instructor Personnel : .25 man year

Course Name : Fundamentals of Supervision & Management (FSM)

Course Objectives : At the conclusion of the course, students should be able to:

1. Approach employee productivity in terms of simple motivational principles and consider the possibility of applying motivational techniques to improve performance;
2. Communicate more effectively;
3. Apply a basic model for problem solving and decision making;
4. Discuss the basic elements of MBO;
5. Relate the Agency's EEO program to their jobs and deal with EEO problems at the primary level;
6. Implement the Agency's performance evaluation program in their spheres of responsibility;
7. Consider the applicability of various styles of leadership as a means of dealing effectively with on-the-job situations.

Original Requirement : This course began in the Fall of 1971. It replaced management and supervision courses at various levels that had been given since the mid-fifties. With the passage of time, the contents of these courses had grown closer together to the point where the overlap was very high.

Course Audience : Serves all Directorates; average grade GS-09; increasing enrollment of women and minorities; methodologies include lectures (minimized), films, role playing, team exercises, case studies, readings. The real methodology is to provide the structure that will allow the students to share their experiences.

Student Maximum/Minimum : 40/20 (35 average)

Proposed Number of Offerings : 6-8 per year. Sept Oct Dec Jan Mar Apr May June.

Length of Course : Full-time, five days, Mon through Fri

Instructor Personnel : 1 man-year

Course Name : Management Seminar (MS) (Formerly Advanced Management Program)

Course Objectives : To improve the Management performance of the middle-level manager in CIA. Upon completion of this course, participants should:

1. Know a good deal more about their own strengths and weaknesses as managers and know how to optimize their effectiveness as managers taking into account their personal strengths and weaknesses (Greensboro week)
2. Know the concepts and purposes of the MBO system and possess better management skills in planning and controlling in terms of objectives, action plans, LOI's, and review procedures of the MBO system. (MBO lectures and exercises)
3. Know how to analyze and solve problems in a more rational and effective manner. (CIA "live" case studies)
4. Understand better the Agency's management climate and practices (Guest lecturers from within CIA)

Original Requirement : Memo from DD/A in June 1972, to DTR requesting that OTR substitute a new course for the ESD Contractual Course.

Course Audience : Middle Managers, grades GS-13-15, who are second line supervisors. Potential student body-several hundred.

Student Maximum/Minimum: 16/12

Proposed Number of Offerings : Five per year

Length of Course : Three weeks

Instructor Personnel : 1.5 man-year

Course Name : Practical Supervision for OC Careerist

Course Objectives : At end of course, students should be able to:

1. Communicate more effectively;
2. Improve their delegation habits;
3. Implement the Agency's performance evaluation program in their spheres of responsibility.

Original Requirement : Memo Director of Communications to Director of Training, subject, courses in Writing and Supervision for OC personnel dated 20 June 1972.

Course Audience : OC Staff Communications and OC Engineering Divisions GS-08 through GS-13, specifically designed for overseas field commo station personnel. Several hundred potential students.

Student Maximum/Minimum : 12/8

Proposed Number of Offerings : Eight - ten runnings per year

Length of Course : Four day course - Tues through Fri (eight hours)

Instructor Personnel : .4 man-year

Course Name : Equal Employment Opportunity (EEO) for Supervisors (Being Developed)

Course Objectives : Upon completion of course, each participant will be able to describe:

1. What the EEO Program is and reasons for its existence;
2. A supervisor's responsibilities in implementing the programs;
3. The procedures for processing EEO complaints;
4. Management's dedication to the principles of EEO;
5. The Agency's past record and future Affirmative Action Plans.

Original Requirement : The Agency's Affirmative Action Plan for calendar year 1974 submitted to the Civil Service Commission, 1 November 1973. (Part D, Objective5): the Director of Training has been charged with the responsibility to "establish the training required to provide specific and practical instructions to all newly appointed supervisors at all levels to ensure an understanding of and sensitivity to the goals of equal employment opportunity."

Course Audiences : Current and prospective supervisors from all Directorates.

Student Minimum/Maximum : 20/30

Proposed Number of Offerings : The initial running will be in November 1974. Thereafter, it will probably be offered on a regular basis (once a month) in OTR or upon request from components.

Length of Course : One to three days depending upon requirements

Instructor Personnel : One and one-fourth man years

Course Name : Management By Objectives (MBO) (Being Developed)

Course Objectives : Upon completion of course, the student will have an understanding of the origins and nature of the MBO management system, its application within CIA, and its methods and utility as a tool for more productive management. Specifically he should be able to:

1. State the benefits of MBO to the organization, the boss, and the subordinate;
2. Use the MBO method to improve his own work performance;
3. Identify the characteristics of a well-defined objective;
4. List the key responsibilities of his current position;
5. Write objectives for each of his key responsibilities;
6. Develop a concrete-measurable action plan for each objective.

Original Requirement : DCI level objective for FY 75/76 (AS7502)

Course Audience : 1. All components of Agency, GS-07 and above, all ^{SUPERVISORY} categories of job assignments;
2. All GS-07 and above employees (^{SUPERVISORS} ~~several thousand~~)

Student Maximum/Minimum : 35/20

Proposed Number of Offerings : Eight per year (Feb Mar Apr May June Oct Nov Dec)

Length of Course : Three days (FT)

Instructor Personnel : 1 man-year plus outside contractor

NOTE: This course does not now exist. Thus all of the above data (except original requirement) are estimates. To date, MATB has covered MBO as part of our regular management courses).

Course Name : Executive Seminar (Being Planned)

Course Objectives : Overall: to upgrade the executive capabilities of super-grade managers.

Upon completion of the course, each participant should:

1. Know his own managerial strengths and weaknesses and understand ways to increase his executive effectiveness in the light of those strengths and weaknesses;
2. Know in depth selected broad problem areas with which CIA's top management must deal in the upcoming years;
3. Be able to lead the problem solving process with greater effectiveness.

Original Requirement : The DCI (and other senior officers) have expressed a need for some form of training program in executive assessment and development.

Course Audiences : All super-grades in the Agency

Student Maximum/Minimum : Not yet determined

Proposed number of Offerings : Not yet determined

Length of Course : Not yet determined

Instructor Personnel : One-fifth man-year to date in exploring alternative concepts.

- Course Name : The Project Officer in the Contract Cycle
- Course Objectives : After taking the course, scientists, engineers, and other technical personnel will be able to participate more efficiently and more effectively in the contracting process, particularly in contracting for research, development, and engineering. Specifically, those who have taken the course:
1. Will have a basic understanding^{of} the legal authorities, policies, and procedures under which the Agency does its contracting;
 2. Will have a basic understanding of the Agency's organization for contracting;
 3. Will understand their role in the contracting cycle, particularly as it relates to the other members of the contracting team;
 4. Will understand the basic legal considerations and practical techniques involved in:
 - a. selecting sources;
 - b. preparing the request for proposal (RFP);
 - c. evaluating RFP's;
 - d. negotiating and awarding a contract;
 - e. monitoring a contract during its performance phase, and
 - f. terminating or settling a contract.
 5. Will have knowledge which should make them more effective in dealing with both Agency and contractor personnel during the contract cycle in obtaining contracts which produce the desired result within cost constraints.
- Original Requirement : The then DD/S was directed "to develop a contract management training program for technical officers" in a memo (DD/A 70-3776 dtd 11 Sept 1970) from the Executive Director-Comptroller. This directive was forwarded to DTR by the DD/A in a memo (DD/A 70-3901) dated 24 Sept 1970.

The requirement will remain valid as long as there are technical personnel who have not taken the course.

Course Audience : 1. Components served are:
DDS&T, DD/A, DD/O, DD/I, O/DCI
2. Average grade of attendees: GS-12/13
3. Functional categories of attendees: engineers, scientists, technicians, auditors, procurement officers, and administrative personnel connected with R,D, & E activities.

Student Maximum/Minimum : 26/15

Proposed Number of Offerings : Three per year (Oct Dec Feb)

Length of Course : One week, Full-time

Instructor Personnel : 0.3 man-year

Course Name : Counseling

Course Objectives : At end of course, student should be able to:
Counsel employees whenever recommended or requested
in the evaluation process or other typical counseling
situations.

Original Requirement : Memorandum from Chairman, DD/A Personnel Resources
Committee to MATB/FTD dated 15 July 1974.

Course Audience : From all Directorates GS-09 through GS-17.
Estimate 150 - continuous

Student Maximum/Minimum : 15/12

Proposed Number of Offerings : Quarterly runnings - Jan Apr Jul Oct

Length of Course : Three day course, Wed through Fri
eight hours and evening sessions

Instructor Personnel : PSS = .15 man-year
OTR = ~~.077~~ man-year
.10

Course Name : Field Administration

Course Objectives : Upon completion of this course, students will be able to:

1. Interpret regulations and apply techniques and procedures pertaining to finance, logistics, foreign travel, personnel, physical security, emergency destruction and civil disturbances at a field station;
2. Maintain the financial accounting system used at a Class B or Class C station;
3. Maintain Type II property accounts;
4. Compute and prepare foreign travel vouchers.

Original Requirement : This course has evolved over the past twenty years from various requirements levied at different times by the Director of Finance and the DDO, the most recent of which was a memorandum from the DDO to the DDA in January 1960, requesting that all personnel responsible for maintaining accounting records overseas take the course before leaving for their overseas assignments.

The requirement will remain valid as long as the Field Regulations require the maintenance of property and financial records at field stations.

Course Audience : The various Divisions of the DDO, the Offices of the DD/A, and occasionally an Office of the DDI. The average grade of attendees is GS-07, functional categories of attendees: logistic, financial, and administrative personnel.

Student Maximum/Minimum : 15/6

Proposed Number of Offerings : Six per year

Length of Course : Three weeks, full-time

Instructor Personnel : Three-fourths man-year

Course Name : Survey of Financial Management

Course Objectives : Student should be able to better understanding the Agency's Financial Management Process.

Original Requirement : The Office of Finance policy to develop the capabilities of Finance careerists to assist in the management process. A continuing requirement and valid for FY 76.

Course Audience : (1) Students are drawn from all Agency components regardless of grade and working background;
(2) Number eligible for course - indeterminate.

Student Maximum/Minimum: 50/15

Proposed Number of Offerings: Two - Sept & Jan

Length of Course : Three days

Instructor Personnel : ^{One-half}~~Three~~ man-years

Course Name : Fundamentals of Budgeting

Course Objectives : Students should be able to:

- (1) prepare budget requirements using various techniques and;
- (2) enter data into Agency's automated budget system.

Original Requirement : The Office of Finance policy to develop the capabilities of Finance careerists to assist in the management process. A continuing requirement and valid for FY 76.

Course Audience : (1) Students are drawn from all Agency components regardless of grade and working background;

- (2) Number eligible for course - indeterminate.

Student Maximum/Minimum: 16/12

Proposed Number of Offerings : Four - Oct Jan Mar May

Length of Course : Six days

Instructor Personnel : ^{ONE}~~Three~~ man-years

Course Name : Accounting Control

Course Objectives : Students should be able to understand the philosophy and mechanics of the Agency's accounting system and be able to develop and process accounting transactions reflecting agency operations.

Original Requirement : The Office of Finance policy to develop the capabilities of Finance careerists to assist in the management process. A continuing requirement and valid for FY 76.

Course Audience : (1) Students are drawn from all Agency components regardless of grade and working background;
(2) Number eligible for course - indeterminate.

Student Maximum/Minimum : 16/12

Proposed Number of Offerings : Four - Nov Feb Apr June

Length of Course : Six days

Instructor Personnel : ~~Three~~^{ONE} man-years

Course Name : Applied Financial Management

Course Objectives : Students should be able to:

- (1) Interpret and evaluate financial data;
- (2) Know how to use the automated system for managerial planning and control purposes.

Original Requirement : The Office of Finance policy to develop the capabilities of Finance careerists to assist in the management process. A continuing requirement and valid for FY 76.

Course Audience : (1) Students are drawn from all Agency components regardless of grade and working background;

- (2) Number eligible for course - indeterminate.

Student Maximum/Minimum : 30/15

Proposed Number of Offerings : Two - Dec June

Length of Course : Three days

Instructor Personnel : ^{ONE-HALF} ~~Three~~ man-years

Course Name : Administrative Procedures (Part I)

Course Objectives : Upon completion of the first part of the course students will be able to:

1. Describe the origins of the Central Intelligence Agency and its role in the United States Government;
2. Describe the organizational relationships of each Agency Directorate;
3. Identify major tasks of the DDO as authorized by National Security Council directives;
4. Use words and terms from the Glossary of Operational Terminology;
5. Define code designations as a means of security in correspondence;
6. Prepare correspondence for the field in the prescribed format;
7. Prepare claims for domestic temporary duty travel and miscellaneous expenditures.

25X1A

Original Requirement : Began in 1947 and was a part of the Intelligence School of OTR. At the time it was a four week course. (Three week Administrative Course and one week Staff Indoctrination Course). Operations Directorate would have to determine if this requirement is still valid.

Course Audience : 1. Mainly DDO; some DDI, DDS&T & DDA;
GS-03 - GS-07; Clerks, Typists,
Stenographers;

2. Unknown

Student Maximum/Minimum : 20 Max/10 Min

Length of Course : Four days

Instructor Personnel : .75 man-year

Course Name : Office Management Seminar

Course Objectives : Student will be able to:

1. Understand and apply the principles of effective office management;
2. Develop and employ better communications and motivation skills;
3. Develop positive attitudes to increase her ability as an assistant to an executive;
4. Improve her interpersonal relationships with her immediate supervisor as well as with other employees.

Original Requirement : In June 1970, the DDA Problem Solving Seminar recommended to management their idea for a new course for Support Directorate clericals in basic consideration of vertical and horizontal communications, teamwork, and trying to do more with less. They acknowledged that some of their proposals had Agency-wide ramifications. The result of this group's recommendation--"The Office Management Seminar"--does in fact involve the four Agency Directorates and the Office of the DCI.

During the latter months of 1971, the Director of Training discussed with the DDA a proposed training course for senior secretaries.

Then in April 1972 an Office of Training Weekly Activities Report item was submitted to the DDA with a progress report on the designing of the course.

A proposed two-page memo for the DDA from the DTR, subj. "Proposed Training Course for Senior Secretaries, dtd. July 1972, with background information about the course was written. It was decided by Mr. Rodriguez that we need not send the memo forward, as he had verbally briefed the DD/A.

The Office Management Seminar had an original subscription of approximately 188 employees in the GS-08 to GS-12 senior secretarial range. As of May 1974, 119 employees had attended. Therefore, the original schedule of six runnings per year was cut to two runnings a year beginning FY 75 and continuing for FY 76.

Course Audience : All four Directorates and the Office of the DCI,
GS-08 - GS-12, senior secretaries/admin. assistants,
Quota of 14 per running

Student Maximum/Minimum : 14/10

Proposed Number of Offerings : Two per FY. One in November and one in May.

Length of Course : Four days

Instructor Personnel : .2 man-year

Course Name : Employee Development Course for Office Workers

Course Objectives : To improve job performance and employee development for the office worker (GS-05-07) through the study of patterns of communication, office management, motivation, and human relations.

At the end of the course, each participant should be able to:

1. better manage his office work; i.e., plan, do, and follow through on his office work;
2. improve his on-the-job communications by recognizing patterns of communication used by his supervisor and his co-workers and by developing and applying solutions to improve communications with each group;
3. establish positive work relationships with his supervisor and co-workers by being aware of and dealing with negative and positive feedback;
4. understand what is meant by EEO, the Agency's record in EEO, and opportunities available for women and minorities in the Agency.

Original Requirement : Requests from Agency Training Officers, Senior Secretaries, and the Director of Training;

Interviews with supervisors and subordinates throughout the Agency.

Course Audience : All components; office workers (GS-05-07)
GS-05 310; GS-06 447; GS-07 365 (1122 in metropolitan area)

Student Maximum/Minimum: 20/16

Proposed Number of Offerings : Ten per year

Length of Course : Four days

Instructor Personnel : 1.5 man-year

Course Name : Orientation & Office Skills Program

Course Objectives : The first day the student will be able to know the Organization of the Agency and the general administrative procedures applicable to clerical employees. The second day stenos and typists will become familiar with Agency memoranda, cables, dispatches and basic telephone procedures.

Original Requirement : Stated in Agency regulations - [REDACTED] 25X1A

Course Audience : 1. All components for newly hired clerical employees (couriers to stenos);
2. Determined by the level of recruitment by the Office of Personnel.

Student Maximum/Minimum : Typists/Stenos: 15 Max/8 Min
All Clerical : 30 Max/8 Min

Proposed Number of Offerings : (July through June at the request of the Office of Personnel providing they meet minimum student requirement for enrollment...normally about 40 times/year.

Length of Course : T, FT
W, 4 - 6 hours (4 hours if there are no assignments to DDO; 6 hours if assignments include DDO)

Instructor Personnel : .75 man-year

Course Name : Effective Writing

Course Objectives : On completion of this course, the participant will:

1. Be able to communicate in writing his ideas and findings to administrators, the public, and other specialists;
2. Have developed the ability to analyze his writing critically.

Original Requirement : (Unknown) No official document can be found as the basis for the establishment of this course.

Course Audience : The course is open to all Agency employees who require basic training in writing.

Student Maximum/Minimum : 12/8

Proposed Number of Offerings : At the present time there are eight runnings conducted per year. I recommend, however, that by FY'76 this be increased by two to accommodate the increased demand.

Length of Course : Two weeks, part-time, total hours 24. Format: Monday - half day; Wednesday - half day; Friday - half day; Monday - full day; Wednesday - half day; Friday - full day.

Instructor Personnel : One-fifth man year (plus contractor)

Course Name : Effective Briefing

Course Objectives : The Students will learn:

1. The use, design and production of visual aids;
2. The principles of impromptu speaking;
3. The use of examples in briefing;
4. The techniques in reading from prepared text;
5. How to handle questions;
6. How to give a speech of introduction.

Original Requirement : Began in 1954. The large number of Agency personnel engaged in briefings was the moving force in the establishment of this course.

Course Audience : This course is open to all employees who have briefing responsibilities or who anticipate such assignments in the future.

Student Maximum/Minimum : 16/11

Proposed Number of Offerings : three-September; January; March

Length of Course : ten weeks, part-time, Friday mornings.
Total class time - 25 hours

Instructor Personnel : One-fifth man year (*plus CONTRACTOR*)

Course Name : Forms Management Seminar

Course Objectives : Upon completion of this course, student will know how to:

- 1) analyze the requirements of his component for forms;
- 2) design forms which will meet requirements;
- 3) follow the principles of forms management and CIA procedures governing the creation and design of forms required for office operations.

Original Requirement : 1) Federal Records Act of 1950;

2) CIA Headquarters Regulation [REDACTED] 25X1A

3) CIA Records Training Program (paper from Chief, Support Services Staff to Acting Director of Training dated 23 Feb. 1972). This requirement is valid through FY 1976).

Course Audiences : Representation from all Agency components and DCI area. Grade span GS-03 through GS-14.

Student Maximum/Minimum : 25/15

Proposed Number of Offerings : Four Seminars per year

Length of Course : Two days, Full-time

Instructor Personnel : 1/20 man-year (plus contractor)

Course Name : Files Procedures Seminar

Course Objectives : Upon completion of course, student will be able to:

- 1) establish a filing system following Agency approved methods;
- 2) requisition properly record keeping equipment and paperwork supplies;
- 3) improve the administration of component files and related activities.

Original Requirement : 1) CIA Headquarters Regulation [REDACTED] 25X1A

2) CIA Records Training Program (paper from Chief, Support Services Staff to Acting Director of Training dated 23 Feb. 1972). This requirement is valid through 1976.

Course Audiences : Representation from all Agency components and DCI area. Grade span GS-03 through GS-14.

Student Maximum/Minimum: 30/15

Proposed Number of Offerings : Four Seminars per year (Extra sessions when necessary)

Length of Course : One day full-time

Instructor Personnel : Contractor

Course Name : Records Disposition Seminar

Course Objectives : Upon completion of this course, student should know how to:

- 1) conduct a file survey for disposition purposes;
- 2) prepare a records retirement schedule for periodic disposition of records;
- 3) retire inactive records to the Records Center, following proper procedures;
- 4) transfer records of historic value to the Archives for "permanent retention."

Original Requirement : 1) Federal Records Act of 1950; 25X1A
2) CIA Headquarters Regulation [REDACTED]
3) CIA Records Training Program (paper from Chief Support Services Staff to Acting Director of Training dated 23 Feb. 1972). This requirement is valid through FY 1976.

Course Audiences : Representation from all Agency components and DCI *Area*. Grade span GS-03 through GS-14.

Student Maximum/Minimum: 30/15

Proposed Number of Offerings : Four Seminars per year (Extra sessions when necessary)

Length of Course : One day, Full-time

Instructor Personnel : Contractor

Course Name : Forms Analysis and Design

Course Objectives : Upon completion of this course, the student should:

- 1) know the terminology and basic techniques of forms analysis and design;
- 2) know how to apply these techniques to meet the requirements of his own component;
- 3) know how to work effectively with the Agency's Records Administration Branch concerning the creation and management of forms.

Original Requirement : 1) Federal Records Act of 1950; 25X1A
2) CIA Headquarters Regulation [REDACTED]
3) CIA Records Training Program (paper from Chief, Support Services Staff to Acting Director of Training dated 23 Feb 1972). This requirement is valid through FY 1976.

Course Audiences : All Agency components and DCI area should be represented. Grade span GS-05 through GS-13.

Student Maximum/Minimum : 15/9

Proposed Number of Offerings : Three per year

Length of Course : Six days, Full-time

Instructor Personnel : 1/10 man-year, plus contractor

Course Name : Records Management Survey Seminar (Being Developed)

Course Objectives : Upon completion of this course, the student should:

- 1) know the proper techniques to follow in conducting a records management survey of files in his organization, including:
 - a. planning for a survey (defining authority, scope, time schedule, etc.);
 - b. Do's and don't of conducting a survey;
 - c. preparation of the final report on the survey;
 - d. follow-up on actions recommended.

Original Requirement : 1) Federal Records Act of 1950; 25X1A
2) Agency Headquarters Regulation [REDACTED]
3) Report of Agency Training contained in memo from Chief, Support Services Staff to Acting Chief, Office of Training.

Course Audiences : Representatives from all Agency components and DCI area. Grade GS-07 through GS-14.

Student Maximum/Minimum : 25/15

Proposed Number of Offerings : Four per year

Length of Course : Four hours, 1/2 days

Instructor Personnel : Contractor

ADMINISTRATIVE INTERNAL USE ONLY

18 October 1974

MEMORANDUM FOR: Chairman, Curriculum Committee

SUBJECT : FY 1976 Schedule of Courses

1. Your memorandum of 1 July 1974 requested a variety of data and my recommendations on courses which the Intelligence Institute will conduct in FY 1976. This information is contained in the attachments to this memo.

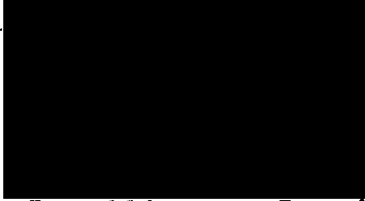
2. At the present time I do not envisage any new course offerings nor any basic changes from the schedule of courses which we are conducting in the current fiscal year. You should keep in mind that the current program does reflect a variety of changes adopted since the courses were conducted in FY 1974. These include a rewriting of objectives of each course to show what the learner should know at the course's conclusion; revision of the Trends and Highlights into separate courses for Directorate careerists and for Career Trainees; and a restructuring of the old Overseas Orientation into the new Preparing for Overseas Assignment course. Additionally, our course reviews have produced a good deal of change in content and methodology in the IWA, Midcareer and Senior Seminar.

3. One major problem area is touched on briefly in the attachment covering the Midcareer Course. The present schedule of six runnings per year of the Midcareer Course results in an interval of only two working days between runnings at four different times in the year. Thus, staff members may at some point find themselves concurrently completing a previous running, conducting a current running, and actively planning for a future running. Not only is the workload heavy, but a considerable amount of confusion is generated, not the

ADMINISTRATIVE INTERNAL USE ONLY

least of which is on the part of guest speakers and their secretaries. I am not at this point convinced that running six Midcareers a year is infeasible and am reluctant to recommend a change in the face of the heavy demand for this course from throughout the Agency. Should our experience with the Midcareer Course this Fall, however, show an unacceptable level of stress on the staff and significant problems arising from confusion generated by the crowded schedule, I plan to recommend a change in the number of runnings for FY 1976. I wish to alert you and the Curriculum Committee to this possibility.

STATINTL


Chief, Intelligence Institute

Attachments

Proposed Course for FY 1976

Course Name: CIA Senior Seminar

Course Objectives:

1. Members of the CIA Senior Seminar should gain a broad understanding of pressures and problems facing CIA management, process of change within the Agency and trends affecting its external relationships.
2. Seminar members should acquire insight into their role as managers and sharpen their appreciation of others with whom they work or have contact.
3. Seminar members should increase their knowledge of current U.S. foreign and national security policies and those developments abroad which are CIA's intelligence collection and analysis targets.
4. Seminar members should obtain an understanding of issues and trends in American society which are relevant to CIA as an organization.

Original Requirement: The need for a senior Agency course became apparent in the late 1960's to the then Director of Training. He observed that an increasing number of qualified Agency applicants were being turned down for senior government courses because of the limited number of slots. Further, the external courses lacked direct applicability to Agency work and interests. Accordingly, in December 1970 he proposed, and the Director approved, the establishment of a senior course for Agency officers on a par with State's Senior Seminar in Foreign Policy and the top-level service schools, but with its focus on CIA-related business, activities, and interests.

Based on the evaluations and feedback from the approximately 100 senior officers who have participated in the five Senior Seminars run between September 1971 and June 1974, the original requirement was proven valid and remains so today. In addition, the initial runnings of the Seminar were carefully scrutinized by top management before it was established on a regular basis. The Senior Seminar is now the apex of OTR's core courses.

Course Audience: The Senior Seminar is a course which accommodates both the generalist and the specialist from any component of the Agency. The original profile of the senior officer population from which participants would be selected showed well over [REDACTED] officers of grade 15 or higher who were under 53 years of age as of July 1971. As officers from this pool have attended the Seminar, its total potential is held fairly level through promotions and transfer. For the past two runnings, the DDO has not nominated numbers commensurate with its size. The issue has been raised for Management Committee review.

STATINTL

Student Maximum/Minimum: The Senior Seminar is limited to 20 maximum and will not run with less than 15.

Proposed Number of Offerings: Course schedules are now set in a twice a year schedule of a mid-September beginning (nine weeks prior to Thanksgiving) and a running which begins about 10 March.

Length of Course: The course runs nine weeks but can vary two or three days depending on holidays.

Instructor Personnel: For one running of the course as follows:

1. [REDACTED] - 20 x 2 runnings = 40 weeks
2. [REDACTED] 26 x 2 runnings = 52 weeks

STATINTL

STATINTL

3. [REDACTED] 11 weeks x 2 runnings = 22 weeks
4. [REDACTED] - 11 weeks x 2 runnings = 22 weeks
5. [REDACTED] - 11 weeks x 2 runnings = 22 weeks
6. [REDACTED] 7 weeks x 2 runnings = 34 weeks
7. [REDACTED] 14 weeks x 2 runnings = 28 weeks

Total instructor personnel time amounts to a little over three man-years per year and clerical time approximately 1.2 man-years per year.

Proposed Course for FY 1976

Course Name: Midcareer Course

Course Objectives:

Midcareer Course members are expected to:

1. Gain a broad understanding of the Agency as a whole, the Directorates and components other than their own, and issues of current concern to Agency management.
2. Increase their knowledge of the other elements of the Intelligence Community and the policy making process.
3. Obtain insight into national and international developments of significance that bear on the US foreign intelligence effort.

Original Requirement: The concept of a training course for middle level officers to broaden their professional horizons was first brought forward in 1961 by the then Executive Director. The first running was held in October 1963. After more than 11 years and 42 runnings, the original requirement is as valid now as it was in 1961. With a strong endorsement of the DDA, the number of course runnings has been increased recently from four a year in FY 1973 to five in FY 1974 to six in FY 1975.

Course Audience: Participants in the Midcareer Course are middle level officers from all Directorates and the Director's Area representing all professional skills. The grade range of the attendees is from GS-12 to GS-14. There is no good estimate of the number of personnel eligible for the course, but demand from each Directorate remains high.

Student Maximum/Minimum: Each running of the course is limited to thirty students. Directorate quotas are established by OTR according to the distribution of GS-12 to GS-14 employees.

Proposed Number of Offerings: In FY 1975 the course is offered six times per year and the starting months are August, October, November, February, March and May. As past experience indicates that a summer running has disadvantages, six runnings require a compressed schedule; some runnings have an interval of two working days.

Length of Course: The course is five weeks long, full time. The first two weeks are held at [REDACTED] and the last three weeks are conducted in the Chamber of Commerce Building.

STATINTL

Instructor Personnel Devoted to the Course: Each course offering requires two staff personnel for twelve weeks each to properly plan, administer and conclude each running. Thus, six runnings a year require a full-time team of two instructors to run four classes--one, three, four and six--and "relief" teams to handle the second and fifth classes. The increase in the number of runnings to six has created significant staffing problems in the Intelligence Institute. Two and one-half man-years of instructor personnel are required to administer this program effectively. One Training Assistant is required full time; she needs additional assistance at various times, particularly when she is handling different aspects of three courses at the same time.

If our experience with the three runnings this fall shows too much stress on the personnel and an unacceptable frequency of significant problems, I plan to request a reduction in the number of runnings in FY 1976 to five, instead of the six indicated above.

ADMINISTRATIVE - INTERNAL USE ONLY

Approved For Release 2000/08/04 : CIA-RDP78-06215A000100020002-4

Proposed Course for FY 1976

Course Name: Advanced Intelligence Seminar

Course Objectives:

Starting with a brief overview of significant developments and problems facing CIA and its place in the Intelligence Community, members of the Advanced Intelligence Seminar should:

1. Increase their knowledge of selected international trends that affect US foreign policy and national security interests; and
2. Obtain an understanding of important issues and problem areas in American Society which are relevant to CIA and to its personnel.

Original Requirement: During 1968 and early 1969 the DTR authorized the then Intelligence School to develop a new course by revamping the two-week Intelligence Review. This new course was designed to "stretch the minds" of a more senior level of Agency professionals by making them aware not only of significant changes in the Agency and Intelligence Community but also in the international world. The first AIS, a two-week running, took place in November 1969, with about 35 students, and was scheduled on a twice-a-year basis.

In 1971 the AIS was expanded to 2-1/2 weeks and was run three times with some 25 students per running.

In 1974, in order to avoid overlap with the Midcareer Course, the AIS was modified in substance to: (1) concentrate the attention of the Seminar on increasing member's knowledge of selected international trends and (2) on obtaining their understanding of important problems facing American society.

Since 1971 Senior Seminar--which attracts applicants of more seniority--meets the needs of many professionals who formerly would have attended the AIS. However, the changes in the AIS in 1974 and the continuing interest of applicants for each AIS running up to two times the approximate 25-member limit--suggests a strong requirement for the AIS. It should be noted that of the total number who have taken the AIS, there are relatively few who have also taken the Midcareer Course or who go on to take the Senior Seminar.

Course Audience: The AIS is designed to serve all components of the Agency. In the last running in June 1974, there were nine members each from the DDI and DDO, with six and four respectively from the DDA and DDS&T. The average grade of the members was just under GS-14, the average experience of each student in the Agency was 18 years, and the average age of the participants was 45 years. Those attending the AIS are generally senior analysts, branch chiefs, key staff and support officers. Eligible for the course are those in the grades of GS-13 (minimum) through GS-15, with occasional GS-16's.

Student Maximum/Minimum: The AIS aims to have an average of 25 students per running with a maximum of 28 and a minimum of 20. The mean of 25 is optimum for providing a good measure of discussion and participation by the Seminar members.

Proposed Number of Offerings: Three runnings of the AIS each fiscal year. As members of the Senior Seminar also conduct the AIS, the schedule of both must be meshed. The best spacing of these runnings in FY 1976 would probably be: (1) last week of August into early September; (2) late January or early February; and (3) June. In FY 1975 we are running a course in December followed by late January and June runnings.

Length of Course: The present length (2-1/2 weeks) seems to be well received and efficient. This permits the initial

overall half-week out-of-town for a general briefing on major Agency and Community developments, followed by a week each in the Chamber of Commerce Building on foreign and domestic issues of significance to Agency professionals.

Instructor Personnel: About 1-1/5 man-years is devoted to the running of the AIS in each fiscal year:

1. OTR Coordinators - 24 weeks each for two coordinators during the fiscal year.
(8 weeks per course)
2. OTR Training Assistant - 14 weeks during the fiscal year.
3. Chief, Senior Seminars Branch - approximately 3-6 weeks of supervisory time devoted to the course during the fiscal year.

Proposed Course for FY 1976

Course Name: Intelligence in World Affairs

Course Objectives:

A member of the Intelligence in World Affairs course is expected to:

1. Gain a basic understanding of CIA, its organization and functions, and a general grasp of other elements in the Intelligence Community;
2. Become familiar with the fundamentals of intelligence and the relationship of the intelligence process to US foreign policy;
3. Acquire a limited degree of knowledge about important operational and analytical factors, significant problems of intelligence concern, and key intelligence targets of the world.

Original Requirements: This is the basic orientation course for professional employees. Its origins go back at least to the early 1950's. This is the one OTR course required of all new professional employees by Agency regulation.

Course Audience: Course participants are drawn from new professional employees with less than two years Agency experience, normally GS-07 through GS-15. We believe that most employees with more than two years have in fact been oriented, and recommend they attend CIA Today and Tomorrow. The participants are drawn from all Directorates and include all professional backgrounds and skills. The number of personnel eligible for the course varies depending on the level of recruitment and the promotion of clerical or sub-professional employees to professional status. In addition, there are 60-80 Career Trainees each year who are required to take the course.

Student Maximum/Minimum: We have set the minimum number of students per course at 20 and the maximum at 40, although we have gone up to 45 in the face of recent heavy demands for the IWA.

Proposed Number of Offerings: The course is offered seven times per year in the following months: July, September, October, December, January, March and May. The July and January runnings of the course are reserved for Career Trainees. Under the pressure of demand, we would admit non-CTs to the July and January runnings, but prefer not to.

Length of Course: Three weeks, full time.

Instructor Personnel Devoted to the Course: Assignment of instructors to the Intelligence in World Affairs course has been flexible and on a rotating basis. Each running of the course averages about 280 hours for the Course Chairman and 240 hours for the Co-Chairman. This amounts to two (2) man-years of professional time and clerical time accounts for approximately three-fourths of a man-year.

Proposed Course for FY 1976

Course Name: China Familiarization

Course Objectives:

The Intelligence Officer taking the China Familiarization course should:

1. Gain a general knowledge of the policies and capabilities of the People's Republic of China. He will do this:
 - a. By surveying the fundamental physical and human environment; and
 - b. By studying the current political and economic system, scientific and military capabilities and the foreign policy of China.
2. Acquire an elementary grasp of the structure of the Chinese language and systems of romanization.
3. Become acquainted with available resources for the study of Chinese affairs.

Original Requirements: This course was originally offered in 1960 at the request of China Operations of the Far East Division, DDP. It was later opened to all directorates.

Course Audience: The China Familiarization course is designed to serve all components of the Agency. Participants have been chiefly officers assigned to China related duties, either operational or analytical. Attendees have come from all units of the DDO; in the DDO primarily from [REDACTED] but also from some other divisions and ISG; from NPIC, OTS, and OSI in the DDS&T; and from the Office of Security and the Office of

STATINTL

Medical Services in the DDA. The grade level has ranged from GS-5 to GS-15. There is no good estimate of Agency personnel eligible for the course.

Student Maximum/Minimum: The minimum number of students per course is 8 and the maximum number is 25.

Proposed Number of Offerings: Four runnings each fiscal year, generally in September, November, January and May.

Length of Course: One week, full time.

Instructor Personnel Devoted to the Course: Approximately one-third of a professional man year is devoted to the China Familiarization course during the fiscal year. Training assistant time amounts to one-twelfth of a man year.

Proposed Course for FY 1976

Course Name: USSR Country Survey

Course Objectives:

The course member is expected to gain the kind of broad understanding of the Soviet Union which is appropriate for both the analyst and the operations officer. In specific terms, the member should acquire an appreciation for the geographic, intellectual and institutional environment in the USSR within which:

1. Decision on political, economic, foreign policy and other significant official concerns are made and executed;
2. The daily experience and needs of the Soviet citizen are determined; and
3. The USSR's potential for national growth-- economic, military and technological--may be estimated.

Original Requirement: The USSR Country Survey course has been presented since 1957 to provide substantive background on the most important target area for intelligence collectors, analysts and those engaged in their direct support. A recent survey confirms the requirement for the course.

Course Audience: The USSR Country Survey course is designed to serve all components of the Agency, particularly the DDI and the DDO. The course is designed for those persons working on Soviet related matters. The grade level of attendees has been between GS-5 and GS-15. There is no estimate of the number of Agency personnel eligible for the course.

Student Maximum/Minimum: The minimum number of students per course is eight (8) and the maximum number is 25.

Proposed Number of Offerings: It is proposed that the course be offered twice a year, once in October and once in May.

Length of Course: Two weeks, full time.

Instructor Personnel Devoted to the Course: Approximately one-fifth (1/5) of a professional man year is devoted to the course during the fiscal year. Clerical/training assistant time amounts to one-twelfth (1/12) of a man year.

STATINTL

Approved For Release 2000/08/04 : CIA-RDP78-06215A000100020002-4

Next 1 Page(s) In Document Exempt

Approved For Release 2000/08/04 : CIA-RDP78-06215A000100020002-4

Proposed Course for FY 1976

Course Name: CIA Today and Tomorrow

Course Objectives: Personnel attending this course should acquire a general understanding of recent developments and future trends in the Agency and the Intelligence Community.

Original Requirements: Developed by an OTR Task Force in 1972, this course was presented for the first time in March 1973. The course was designed to meet the needs of large number of employees who require periodic updating on Agency programs and developments, particularly personnel who have returned from assignments outside the Headquarters area.

Now being run in the Headquarters Auditorium, it attracts an audience of between 200-300. High-level speakers from each Directorate, as well as the DCI, usually participate. With an annual audience of 1000, the program has already proven its value. The need for a short, general orientation program serving a large CIA audience is as valid for FY 1976 as it was in FY 1973.

Course Audience: The attendees consist of a sizeable number of DDO returnees, those who have not taken a training course in many years, and those who have not had an opportunity to take such courses as the Advanced Intelligence Seminar or the Midcareer Course. We are making an effort to redirect nominees to the IWA who EOD'ed two years earlier or more, into this course as a substitute. A wide range of Agency skills and grade levels are represented. In recent courses the grade range has been between GS-05 to GS-17.

Student Maximum/Minimum: There are no prescribed minimum/maximum figures for this course. Any enrollment over fifty (50) would have to be held in the Auditorium. A maximum

ADMINISTRATIVE - INTERNAL USE ONLY

enrollment of 300 or more would place severe administrative strains on the staff and the facilities.

Proposed Number of Offerings: In FY 1975 we will have run the course four times. Our recent experience with the 15-17 October running and the data derived from the Annual Personnel Plan indicates that three runnings per year in the Auditorium are sufficient. It may be that the backlog of personnel waiting to take the course has leveled off. Accordingly, we propose to schedule this course in October 1975 and in March and June 1976.

Length of Course: Three days, full time. A fourth day for DDO personnel only has been conducted by the Intelligence Institute since 1973.

Instructor Personnel Devoted to the Course: Each course usually requires two to three instructors on a rotating basis. About 80 hours is needed for the planning and administration of each course for two people and 40 hours for the third. If the course is run four times per year, this amounts to a little less than one-half (1/2) of a man-year of professional time. About one-third (1/3) man-year of clerical time is required. The fourth DDO day requires a proportionate amount of effort.

ADMINISTRATIVE - INTERNAL USE ONLY

Proposed Course for FY 1976

Course Name: Administration Directorate Review: Trends and Highlights

Course Objectives: The Directorate of Administration careerist attending this course should increase his knowledge of current activities, problems and trends in the Directorate and its various offices.

Original Requirement: This course began in 1966 as a means of updating Support Directorate careerists on developments within the Directorate. This requirement is still valid for FY 1976.

Course Audience: The course is designed for DDA careerists in grades GS-09 through GS-15 and senior secretaries GS-06 through GS-08. Personnel with less than two years experience with the Agency should not be enrolled in this course. Attendees at the course ordinarily represent all the professional skills associated with the Administration Directorate. A limited number of careerists from other Directorates are also invited to attend. An estimate of the number of personnel eligible for this course is approximately [REDACTED] ± 15 percent.

STATINTL

Student Maximum/Minimum: Class size should not be less than 25 students nor more than 55 students.

Proposed Number of Offerings: The course is offered four times a year in June, October, January and March.

STATINTL

Length of Course: The course is four days, full time. Students are expected to live at [REDACTED] during the running of the course. They are also expected to attend the evening sessions that are an integral part of the course.

Instructor Personnel Devoted to the Course: Efficient running of the course at [REDACTED] requires assistance to the Chairman in the form of a co-chairman or training assistant. The Chairman should devote three weeks per class in the planning, administering and wrapping up of the running. If the assistant to the Chairman is a professional, the total devoted to courses amounts to approximately one-third (1/3) of a man-year annually. About one-sixth of a man-year of clerical time is spent on the course.

25X1A

Proposed Course for FY 1976

Course Name: Administration Directorate Survey

Course Objectives: The Career Trainee completing this course should understand in considerable detail the missions of the various elements of the Directorate of Administration and how they support the Agency in the conduct of its various activities.

Original Requirement: The course was designed specifically to meet the special needs of Career Trainees and provide them with exposure to the DDA. Originally, Career Trainees were enrolled in the then Management and Services Review: Trends and Highlights course. In early 1974, however, the then DDM&S indicated his views in a course that consisted primarily of DDA careerists with much more Agency experience than the Career Trainees. The first running of the Administration Directorate Survey course was held in August 1974 in the Chamber of Commerce Building.

Course Audience: Participants in this course would be limited solely to Career Trainees.

Student Maximum/Minimum: Each running would consist of an entire class, probably about 40 students.

Proposed Number of Runnings: Two runnings per year, one in May and once in September.

Length of Course: Three days, full time.

Instructor Personnel Devoted to the Course: The first running of the course required about 140 hours of planning, preparation

and administrative time on the part of the Course Chairman. Subsequent runnings may reduce the amount of time required but a reasonable estimate would be approximately one-sixth (1/6) of a man-year of instructor time devoted to this program. Clerical time required for this course is negligible.

STATINTL

Approved For Release 2000/08/04 : CIA-RDP78-06215A000100020002-4

Next 1 Page(s) In Document Exempt

Approved For Release 2000/08/04 : CIA-RDP78-06215A000100020002-4

Possible Course for FY 1976

Course Name: Dependents Orientation Course

The Administration Directorate Advisory Group has recommended to the DDA that he consider establishing a short orientation course for spouses of new Agency employees. The Chief, Intelligence Institute on 17 October prepared a memorandum for the DTR to send to the DDA suggesting that the proposal be adopted to the extent that we conduct experimental runnings in March and May 1975. Based on this experience, the DTR would then recommend to the DDA whether or not the new course should become part of the regular OTR curriculum.

The degree of interest by spouses of new Agency employees in such a course is not known. The actual demand for such a course in view of problems associated with working spouses, babysitting, and transportation problems further cloud the requirements picture. We would enroll 40 in the experimental offerings; we do not know at this point how many regular runnings would be required per year.


Our present plans call for running this course using only OTR personnel, existing films, and other training aids. Films which might be used would include Need to Know, Future Shock, Damage Report, the Printing Services film, and possibly the Director's welcoming address filmed for the IWA. Detailed plans for the course have not as yet been developed, but it is likely that [REDACTED] would be assigned the task of organizer and administrator. Now that Joan has conducted the POA a number of times, her current workload would permit her assignment to this new course. In this connection, her experience with spouses attending the POA should also be valuable.

STATINTL

22 October 1974

STATINTL

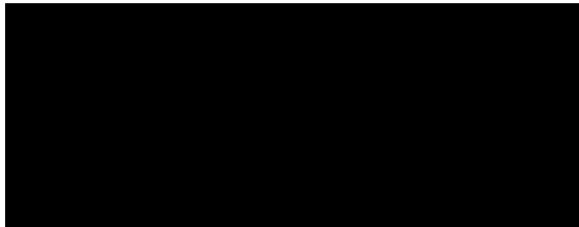
MEMORANDUM FOR: 

STATINTL SUBJECT : Course Data for Curriculum Committee Meeting at
 18-20 November 1974

REFERENCE : See Attached Memorandum Chairman Curriculum Committee,
OTR, dated 30 September 1974

1. Per your request, attached herewith is course data in response to reference memorandum from OTR.

2. If you require further information, please let me know.



STATINTL

Attachments:

As stated above

Distribution:

Orig. & 1 - Addressee
1 - OTG Chrono

ADMINISTRATIVE - INTERNAL USE ONLY

STATINTL

Approved For Release 2000/08/04 : CIA-RDP78-06215A000100020002-4

Next 2 Page(s) In Document Exempt

Approved For Release 2000/08/04 : CIA-RDP78-06215A000100020002-4

ADMINISTRATIVE - INTERNAL USE ONLY

Instructor Personnel Devoted to the Course:

Since the bulk of instruction is conducted by guest lecturers from outside OTR, only 1645 man hours of instructor time (instruction, preparation, administration) are devoted to each running of the course. Assuming three courses per fiscal year, the total man years of instructor time is 2.3 man years.

STATINTL

Approved For Release 2000/08/04 : CIA-RDP78-06215A000100020002-4

Next 2 Page(s) In Document Exempt

Approved For Release 2000/08/04 : CIA-RDP78-06215A000100020002-4

ADMINISTRATIVE - INTERNAL USE ONLY

Instructor Personnel Devoted to the Course:

.2 Man years per course.

2.4 Man years for 12 courses.

ADMINISTRATIVE - INTERNAL USE ONLY

LANGUAGE COURSES PROJECTED FOR FY 1976

| <u>Language</u> | <u>Full Time</u> | <u>Part Time (CoC)</u> | <u>Part Time (Hqs)</u> |
|------------------------|------------------|------------------------|------------------------|
| Arabic | X | | |
| Bulgarian | ? | | |
| Chinese (Mandarin) | X | X | X |
| French | X | X | X |
| German | X | X | X |
| Greek | X | X | |
| Indonesian/Malay | X | | |
| Italian | X | X | |
| Japanese | X | | X |
| Lao | X | | |
| Persian (Afghan/Dari) | X | X | |
| Polish | X | or X | |
| Portuguese (Brazilian) | X | X | |
| Romanian | X | or X | |
| Russian | X | X | X |
| Serbo-Croatian | | X | |
| Spanish | X | X | X |
| Thai | X | | |
| Turkish | X | X | |
| Vietnamese | X | | |

LANGUAGE COURSES PROJECTED FOR FY 1976

| <u>Language</u> | <u>Full Time</u> | <u>Part Time (CoC)</u> | <u>Part Time (Hqs)</u> |
|------------------------|------------------|------------------------|------------------------|
| Arabic | X | | |
| Bulgarian | ? | | |
| Chinese (Mandarin) | X | X | X |
| French | X | X | X |
| German | X | X | X |
| Greek | X | X | |
| Indonesian/Malay | X | | |
| Italian | X | X | |
| Japanese | X | | X |
| Lao | X | | |
| Persian (Afghan/Dari) | X | X | |
| Polish | X | or X | |
| Portuguese (Brazilian) | X | X | |
| Romanian | X | or X | |
| Russian | X | X | X |
| Serbo-Croatian | | X | |
| Spanish | X | X | X |
| Thai | X | | |
| Turkish | X | X | |
| Vietnamese | X | | |

LANGUAGE COURSES PROJECTED FOR FY 1976

| <u>Language</u> | <u>Full Time</u> | <u>Part Time (CoC)</u> | <u>Part Time (Hqs)</u> |
|------------------------|------------------|------------------------|------------------------|
| Arabic | X | | |
| Bulgarian | ? | | |
| Chinese (Mandarin) | X | X | X |
| French | X | X | X |
| German | X | X | X |
| Greek | X | X | |
| Indonesian/Malay | X | | |
| Italian | X | X | |
| Japanese | X | | X |
| Lao | X | | |
| Persian (Afghan/Dari) | X | X | |
| Polish | X | or X | |
| Portuguese (Brazilian) | X | X | |
| Romanian | X | or X | |
| Russian | X | X | X |
| Serbo-Croatian | | X | |
| Spanish | X | X | X |
| Thai | X | | |
| Turkish | X | X | |
| Vietnamese | X | | |

LANGUAGE COURSES PROJECTED FOR FY 1976

| <u>Language</u> | <u>Full Time</u> | <u>Part Time (CoC)</u> | <u>Part Time (Hqs)</u> |
|------------------------|------------------|------------------------|------------------------|
| Arabic | X | | |
| Bulgarian | ? | | |
| Chinese (Mandarin) | X | X | X |
| French | X | X | X |
| German | X | X | X |
| Greek | X | X | |
| Indonesian/Malay | X | | |
| Italian | X | X | |
| Japanese | X | | X |
| Lao | X | | |
| Persian (Afghan/Dari) | X | X | |
| Polish | X | or X | |
| Portuguese (Brazilian) | X | X | |
| Romanian | X | or X | |
| Russian | X | X | X |
| Serbo-Croatian | | X | |
| Spanish | X | X | X |
| Thai | X | | |
| Turkish | X | X | |
| Vietnamese | X | | |

LANGUAGE COURSES PROJECTED FOR FY 1976

| <u>Language</u> | <u>Full Time</u> | <u>Part Time (CoC)</u> | <u>Part Time (Hqs)</u> |
|------------------------|------------------|------------------------|------------------------|
| Arabic | X | | |
| Bulgarian | ? | | |
| Chinese (Mandarin) | X | X | X |
| French | X | X | X |
| German | X | X | X |
| Greek | X | X | |
| Indonesian/Malay | X | | |
| Italian | X | X | |
| Japanese | X | | X |
| Laos | X | | |
| Persian (Afghan/Dari) | X | X | |
| Polish | X | or X | |
| Portuguese (Brazilian) | X | X | |
| Romanian | X | or X | |
| Russian | X | X | X |
| Serbo-Croatian | | X | |
| Spanish | X | X | X |
| Thai | X | | |
| Turkish | X | X | |
| Vietnamese | X | | |

LANGUAGE COURSES PROJECTED FOR FY 1976

| <u>Language</u> | <u>Full Time</u> | <u>Part Time (CoC)</u> | <u>Part Time (Hqs)</u> |
|------------------------|------------------|------------------------|------------------------|
| Arabic | X | | |
| Bulgarian | ? | | |
| Chinese (Mandarin) | X | X | X |
| French | X | X | X |
| German | X | X | X |
| Greek | X | X | |
| Indonesian/Malay | X | | |
| Italian | X | X | |
| Japanese | X | | X |
| Lao | X | | |
| Persian (Afghan/Dari) | X | X | |
| Polish | X | or X | |
| Portuguese (Brazilian) | X | X | |
| Romanian | X | or X | |
| Russian | X | X | X |
| Serbo-Croatian | | X | |
| Spanish | X | X | X |
| Thai | X | | |
| Turkish | X | X | |
| Vietnamese | X | | |

LANGUAGE COURSES PROJECTED FOR FY 1976

| <u>Language</u> | <u>Full Time</u> | <u>Part Time (CoC)</u> | <u>Part Time (Hqs)</u> |
|------------------------|------------------|------------------------|------------------------|
| Arabic | X | | |
| Bulgarian | ? | | |
| Chinese (Mandarin) | X | X | X |
| French | X | X | X |
| German | X | X | X |
| Greek | X | X | |
| Indonesian/Malay | X | | |
| Italian | X | X | |
| Japanese | X | | X |
| Lao | X | | |
| Persian (Afghan/Dari) | X | X | |
| Polish | X | or X | |
| Portuguese (Brazilian) | X | X | |
| Romanian | X | or X | |
| Russian | X | X | X |
| Serbo-Croatian | | X | |
| Spanish | X | X | X |
| Thai | X | | |
| Turkish | X | X | |
| Vietnamese | X | | |