THIS ISSUE:

# LANGUAGE TRAINING

# OTR BULLETIN

MARCH-APRIL 1968

## OTR BULLETIN

### Purpose

The purpose of the Office of Training BULLETIN is:

(a) To acquaint Training Officers, Supervisors, Managerial personnel and others with information on training opportunities within and outside the Agency.

(b) To publish special articles dealing with education and training policy, philosophy, methods and techniques, and with training-related subjects of particular interest.

(c) To provide specific procedural and organizational information for Training Officers and Assistants.

(d) To promote interest in the potential of education and training as an essential aid in achieving Agency goals.

Recommendations for improving this service may be directed in writing to the Registrar, OTR, 1000 North Glebe Road, or by

25X1A    telephone to extension ███.

# IN THIS ISSUE

Some changes in procedures
for language training begin on
page 20.

Notice of Orientations for
Training Officers and Training
Assistants appears on page 1.

Summer Short Courses for
Scientists and Engineers at
several universities are described
on page 36.

An article on Off-the-Shelf Programs
for Self-Development is on page 29.

# CONTENTS

# BULLETIN BOARD

TRAINING OFFICERS
AND
TRAINING ASSISTANTS
ORIENTATION

Notices have now gone out to all Agency Training
Officers informing them of an Orientation for
Training Officers on 8 and 9 April and for Training
Assistants the morning of 11 April. As stated,
while this is primarily for those who have been
assigned to this function since the last orientation
in February 1967, all Training Officers and Training
Assistants are cordially invited. Time is being set
aside to permit questions and discussion. Response
from earlier orientations indicated that they
substantially contribute to effectiveness of those
assigned training functions.

COURSE CHANGES

Counterintelligence Operations Course: The scope and
content of the course are currently being revised,
and the next running (6 - 17 May 1968) will be of
two rather than three weeks duration.

The next running of Field Finance and Logistics will
be 20 May - 7 June 1968.

RETIREMENT
SEMINARS

A special retirement information seminar was pre-
sented in the Headquarters Building by the Retirement
Counseling and Placement Staff, Office of Personnel,
during the period of 25 - 29 March 1968. This
seminar was given primarily for those employees
scheduled to retire between 1 April through
31 September 1968. The purpose of the seminar was
to provide information and guidance to assist the
interested employees in planning for their retirement.
Another seminar will be held in November 1968 for
employees retiring in calendar year 1969 and others;
a specific announcement for this will be made at a
later date.

INSTRUCTOR
TRAINING

The Office of Training has recently acquired a
set of five sound filmstrips and a text on instructor
training. The filmstrips run about 10 minutes each
and are on the following topics:

1. "Let's Look at the Learner"--Puts emphasis on
   the learner and stresses the importance of
   realistic objectives.

2. "Looking at Visual Aids"--An introduction to the
   use of visual aids for the prospective teacher.

3. "Looking at Teaching"--Illustrates the relation-
   ship of teacher and student. Covers preplanning,
   motivation, testing.

4. "The Teacher as a Speaker"--Shows the hazards
   of poor speaking habits, and the advantages of
   good ones.

5. "Room for Learning"--Stresses the importance
   of a favorable physical environment for effective
   instruction and learning.

The text, The Supervisor as an Instructor, was
written by Martin M. Broadwell, a teacher-trainer
with Southern Bell Telephone. While there are no
simple rules to apply which will automatically
guarantee success as an instructor, this book does
provide a practical guide to techniques which every
instructor can use of improve his classroom
effectiveness.

These materials are available for use by other Agency
components which need to train instructors. For
further information, call the OTR Registrar Staff,
extension███

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INTERAGENCY
TRAINING
PROGRAMS

All Training Officers will be receiving the Civil
Service Calendar of Interagency Training Programs,
listing all CSC courses for the following two months.
For course descriptions and other pertinent informa-
tion, TOs should refer to the ANNUAL "Interagency
Training Programs," a retention copy which is pro-
vided yearly. Questions concerning individual
announcements should be referred to ██████████
extension███

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NEW
PUBLICATION

A publication which should be of potential interest to anyone concerned with intelligence was published in 1967 by the Intelligence School. It is a compilation of representative statements by presidents of the United States on the importance of intelligence.

The pamphlet "Presidents of the United States on Intelligence," which appeared first in a "For Official Use Only" version last spring, was inspired by the desire of ranking officials of the Agency to have a ready source book of presidential "quotable quotes." Some officials also felt that such a compilation might be of special interest to new professional employees, particularly Career Trainees. Accordingly, the Curator of the Historical Intelligence Collection compiled the pamphlet. The first edition was "For Official Use Only" because it included a number of items not in the public domain.

As a result of demand at all levels of the Agency, the possibility of completely declassifying the pamphlet was explored and, after some negotiation by HIC, accomplished with a view to making it available for distribution to selected outsiders. The unclassified edition has been attractively designed and illustrated by OTR.

The pamphlet may be obtained upon request to the Orientation and Briefing Faculty, the Intelligence School, OTR, 1000 North Glebe Road, extension █████

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DEFINITION OF
METROPOLITAN
AREA

Training Officers concerned with establishing whether external training is taking place within the metropolitan area or not may refer to █████ para 4, dated 19 July 1966. This regulation reads in part ". . . The Metropolitan Washington area is defined as including the District of Columbia; the cities of Alexandria, Fairfax, and Falls Church, Virginia; Arlington and Fairfax Counties, Virginia; and Montgomery and Prince Georges Counties, Maryland. Travel orders shall not be issued for transportation confined to the Metropolitan Washington area."

CLERICAL    COURSES
TRAINING
    AND     OTR's refresher courses in typewriting and shorthand
TESTING     will be given:

>                    22 April - 17 May
>                    27 May - 21 June

Before taking either course, or both, an employee is
required to take a preliminary test or tests given by
the Clerical Training Faculty (CTF).  The results
are used to determine the level of the course the
employee should take.  These tests are given on
Wednesday, typewriting at 9:30 a.m. and shorthand
at 10:30 a.m.  Dates for the preliminary tests in
the above courses are:

>                    17 April
>                    22 May

Submission of a Form 73 to AIB/RS for refresher
training is all that is required to initiate testing.
Training Officers are notified directly by CTF as to
time and place to report for tests.

QUALIFICATION TESTS

The CTF gives the Agency's tests in typewriting and
shorthand to employees who want to qualify as typists
and stenographers.  Training Officers or Personnel
Officers must arrange registration directly with CTF,
extension ███  before 5 p.m. the Thursday immediately
preceding the desired Monday testing.  Qualification tests
in both typewriting and shorthand are given on the same
morning, typewriting at 9 a.m. and shorthand at 10:30 a.m.
CTF notifies Training Officers or Personnel Officers of
the results of the tests.

Tests will be given on:  1 April, 15 April
                         6 May, 20 May
                         10 June, 24 June

Applicants report to Room 416, Ames Building.

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# OTR CALENDAR

## APRIL

| S | M | T | W | T | F | S |
|---|---|---|---|---|---|---|
|   | 1 | 2 | 3 | 4 | 5 | 6 |
| 7 | 8 | 9 | 10 | 11 | 12 | 13 |
| 14 | 15 | 16 | 17 | 18 | 19 | 20 |
| 21 | 22 | 23 | 24 | 25 | 26 | 27 |
| 28 | 29 | 30 | | | | |

| | |
|---|---|
| Administrative Procedures | 15 - 19 Apr |
| ADP Orientation | 2 - 4 Apr |
| Basic Country Survey: USSR | 22 Apr - 3 May |
| Chiefs of Station | 8 - 19 Apr |
| CIA Review | 9 Apr |
| Clandestine Scientific and Technical Operations | 29 Apr - 10 May |
| Clerical Refresher | 22 Apr - 17 May |
| CS Desk Orientation (for CTs) | 1 - 3 Apr |
| CS Records I | 29 Apr - 1 & 3 May |
| CS Records II (for CTs) | 4 - 12 Apr |
| Counterintelligence Familiarization | 22 Apr - 1 May |
| Information Reports Familiarization | 1 - 5 Apr |
| Information Reporting, Reports, and Requirements | 8 - 26 Apr |
| Intelligence Review | 15 - 26 Apr |
| Introduction to Communism | 8 - 19 Apr |
| Introduction to Map Reading and Imagery Analysis | 15 Apr - 1 May |
| JCS/DIA | 4 - 5 Apr |
| Managerial Grid (for GS-14s) | (Sun) 21 - 26 Apr |
| Midcareer Executive Development | (Sun) 28 Apr - 7 June |
| Operations Familiarization | 8 Apr - 3 May |
| Operations Support | 29 Apr - 17 May |
| Orientation for Overseas | 2 - 3 Apr |
| ███████████████ | (Sun) 21 - 24 Apr |
| Supervision | 15 - 19 Apr |
| Support Services Review: Trends & Highlights | 30 Apr - 3 May |
| Training Officer Orientation | 8 - 9 Apr |
| Vietnam Area | 22 - 26 Apr |
| Vietnam Station Orientation | 20 Apr - 2 May |

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## MAY

| S | M | T | W | T | F | S |
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| 12 | 13 | 14 | 15 | 16 | 17 | 18 |
| 19 | 20 | 21 | 22 | 23 | 24 | 25 |
| 26 | 27 | 28 | 29 | 30 | 31 |   |

Advanced Management (Planning)     (Sun) 19 - 24 May
Challenge of Worldwide Communism     6 - 24 May
China Familiarization     13 - 17 May

25X1A ███████████     20 - 24 May

CIA Review     14 May
Clandestine Services Review     27 May - 7 June
Clerical Refresher     27 May - 12 June
Counterintelligence Operations     6 - 24 May
CS Records II     20 - 24 May
CS Records III     6 - 7 May
Field Finance and Logistics     20 May - 7 June
Information Reports Familiarization     13 - 17 May
     20 - 24 May

Intelligence Techniques (for CTs)     6 - 24 May
Introduction to Intelligence     20 - 31 May
Languages (Common and all part time)     6 May (begin)
Management (GS-11 - GS-14)     6 - 10 May
Operations, Phase I (double track)     27 May - 23 Aug
Orientation for Overseas     7 - 8 May
Senior Management Seminar     (Sun) 12 - 17 May
Soviet Bloc Operations     27 May - 7 June
Writing Workshop (Basic) (for and at NPIC)     27 May - 7 June

JUNE

| S | M | T | W | T | F | S |
|---|---|---|---|---|---|---|
|   |   |   |   |   |   | 1 |
| 2 | 3 | 4 | 5 | 6 | 7 | 8 |
| 9 | 10 | 11 | 12 | 13 | 14 | 15 |
| 16 | 17 | 18 | 19 | 20 | 21 | 22 |
| 23 | 24 | 25 | 26 | 27 | 28 | 29 |
| 30 |   |   |   |   |   |   |

| | |
|---|---|
| ADP Orientation | 11 - 13 June |
| Administrative Procedures | 3 - 7 June |
| | 24 - 28 June |
| Air Operations | 3 - 18 June |
| Chiefs of Station Seminar | 10 - 21 June |
| CIA Review | 11 June |
| Counterintelligence Familiarization | 17 - 26 June |
| Covert Action Operations Seminar | (Sun) 9 - 12 June |
| Information Reporting, Reports, and Requirements | 10 - 28 June |
| Intelligence Research Techniques (for NPIC) | 3 - 14 June |
| Intelligence Production (for CTs) | 3 June - 2 Aug |
| Introduction to Communism | 3 - 14 June |
| 25X1A ▓▓▓▓▓▓▓▓▓▓▓▓ | 3 - 21 June |
| | 3 June - 26 July |
| Support Services (for CTs) | 4 - 7 June |
| Support Services Review: Trends and Highlights | 10 - 14 June |
| Vietnam Area | 18 - 20 June |
| Vietnam Station Orientation | 18 June - 11 July |
| Writing Workshop (Basic) | 17 June - 10 July |
| Writing Workshop (Intermediate) | 4 - 5 June |
| Orientation for Overseas | |

OTR COURSES

The format shows course title, length of course, for whom course is designed, brief course description, normal location of instruction, and any special prerequisites.

Administrative Procedures (1 week - all day)

> For clerical employees who support the CS at headquarters.
> Covers organization, functions, procedures and regulations of the Agency with emphasis on the CS.
> Given in Washington area.
> No other prerequisites.

ADP Orientation (3 days - all day)

> For users and potential users of computer services within the Agency.
> A general orientation on automatic data processing is provided.
> Given in Washington area.
> No other prerequisites.

Advanced Management (Planning) (1 week - Sunday afternoon through Friday)

> For all officers, line or staff (GS-13 and above), who have a need for better understanding of managerial planning. Not designed for personnel engaged in full-time PPB; however, they are not excluded. General methodology for planning, selected techniques used in planning, analysis of different planning styles and overall Agency system for planning, programming, and budgeting. Required pre-course reading involving 10 hours. Because of this, registrations cannot be accepted later than 2 weeks prior to the scheduled starting date.
> Given at either ▮▮▮▮▮▮▮▮▮▮▮▮
> No other prerequisites.

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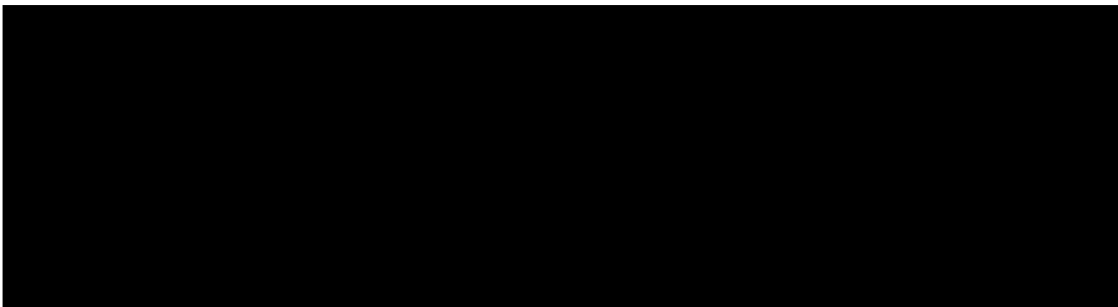
Basic Country Survey: USSR (2 weeks - all day)

> For professional employees whose work requires a basic and
> comprehensive knowledge of the Soviet Union.
> A brief study of Tsarist Russia and developments since the
> Communist seizure of power.
> Given in Washington area.
> No other prerequisites.

Challenge of Worldwide Communism (3 weeks - all day)

> For Career Trainees.
> The historical development of the USSR and Communist China is
> reviewed, together with an examination of the doctrine, organization,
> and operations of the communist movement throughout the world.
> Given in Washington area.
> No other prerequisites.

Chiefs of Station Seminar (2 weeks - all day)

> Primarily for Chiefs of medium size or smaller Stations, Deputy
> Chiefs of Station and Chiefs of Base.
> The chief focus is the COS and his administrative and operational
> responsibilities.
> Given in Washington area.
> Prerequisites: SI clearance is required; for planning purposes a
> biographic profile sheet should be forwarded with the application
> form.

China Familiarization (1 week - all day)

> For professional employees.
> Covers survey of mainland China's geography, history, economic
> factors, and its role in foreign affairs. Provides introduction to
> the Chinese language, including pronunciation.
> Given in Washington area.
> No other prerequisites.

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CIA Review  (1 1/2 hours - morning)

For all returnees from the field.
Covers recent developments affecting the Agency's organization
and mission at the NSC, USIB, and Agency levels.  Includes the
security reindoctrination lecture.
Given in Washington area.
No other prerequisites.

Clandestine Scientific and Technical Operations  (2 weeks - all day)

For middle-grade and senior officers of the CS and DDS&T.
Covers collection responsibilities of the CS in S&T operations,
fundamentals of guided missiles, biological and chemical
warfare, and use of nuclear power.  Field trips.
Given in Washington area.
Prerequisites:  SI clearance required; Operations Course or Operations
Familiarization or equivalent in headquarters or field experience.

Clandestine Services Records I (Introduction)  (3 days - M W F - part time)

Valuable to senior Operations Officers and to intelligence and clerical
assistants who support operations through any form of records activity.
Designed to increase operational effectiveness in all elements of the
CS through more effective use of its records system.  Reviews the
records mission of the CS and explores both the services provided by
the Records System and the responsibilities of CS personnel to the
records.  "How to do it" instruction is given in methods of input, main-
tenance, and retrieval of information, as well as in the disposition,
disposal and destruction of records.  Includes an introduction to the
various machine programs associated with the Records system.
Given in Washington area.
Prerequisites:  At least 8 weeks with the Agency on an operating desk or
equivalent in other OTR courses and Administrative Procedures.

Clandestine Services Records II (Biographic Research)  (1 week - part time)

For all levels of CS personnel involved in records searching at headquarters.
Designed to increase effectiveness in recovering information about
persons of interest to the CS.  Introduces the principles, techniques and
specific procedures used in exploiting the various records of the Agency
and other sources of biographic information, primarily as this research
is carried out at headquarters.  Students are also instructed in present-
ing the results of their research.  A practical exercise in biographic
research covers more than fifty percent of the class time.
Given in Washington area.
Prerequisites:  CS Records I except for RID analysts who have had
RID Familiarization training.

Clandestine Services Records III (Records Officers Briefing) (2 days -
part time)

Required for all CS Records Officers.
Outlines the responsibilities of the Records Officer in destroying or
disposing of CS records; in opening or closing official CS Files; in
desensitizing CS records material; and in functioning as a focal point
for information on the proper execution of records responsibilities.
A special briefing is included on the Records Officer's position vis-a-
vis the Records Integration Division, the CS Records Review Group,
and the CS Records Committee, as well as his place in the overall
records management program. A three-hour practical exercise
provides familiarity with the RO task.
Given in Washington area.
Prerequisites: CS Records I except for RID analysts who have had
RID Familiarization training, present or projected assignment as
CS Records Officers or assignment requiring judgment in handling
and disposition of records.

Clandestine Services Review (9 days - all day)

For CS officers who have recently returned from overseas assignment.
Covers the organization and function of the Directorates, the CS in
detail.
Given in Washington area.
No other prerequisites.

Clerical Refresher (4 weeks - morning)

For clerical employees seeking to improve accuracy and to develop
speed in either shorthand or typewriting.
Separate instruction may be taken in either skill.
Given in Washington area.
No other prerequisites.

Communist Party Organization and Operations (3 weeks - morning)

For professional employees.
Covers organization and activities of communist parties, with
emphasis placed on those in countries in which they are not
dominant.
Given in Washington area.
Prerequisites: Introduction to Communism or equivalent in
headquarters or field experience.

Counterintelligence Familiarization (8 days - all day)

For Agency personnel who need knowledge of the essential
elements of counterintelligence (but who are not expected to
be CI Operations Officers) and for personnel supporting CI
operations.
Covers U.S. and Agency policy and doctrine for CI as well as
basic tactics.
Given in Washington area.
Prerequisites: CS Records I for CS personnel except for RID
analysts who have had RID Familiarization training; CS Records II
strongly recommended.

Counterintelligence Operations (3 weeks - all day)

For CS officers who will plan, manage, and engage in CI operations
in the field or who will guide and support CI programs and operations
in the field from Headquarters.
Emphasis is placed on the identification and selection of CI targets
and the organization and implementation of CI operations in the field.
Given in Washington area.
Prerequisites: Operations Course or Operations Familiarization or
equivalent in field or headquarters experience.

Covert Action Operations Seminar (3 1/2 days - all day)

For middle-and senior-grade CS staff officers involved in conducting,
directing, or supporting covert action operations from Headquarters
or in the field, and for other staff officers needing orientation in the
CA area.
The rationale of CA operations is explained; the variety and scope of
CA activities and the criteria for determining the appropriateness of
specific types of activity under differing circumstances are demonstrat-
ed; and the most frequent problems encountered while conducting or
supporting CA operations are introduced.  Because of precourse work,
registrations cannot be accepted later than 2 weeks prior to the
scheduled starting date.

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No other prerequisites.

Effective Speaking (12 weeks - one morning a week)

For professional employees.
Covers principles of speaking as they relate to oral presentation.
Includes a lecture on selection and use of graphic aids.
Given in Washington area.
No other prerequisites.

Field Finance and Logistics  (3 weeks - all day)

   For operational support assistants and support officers required
   to maintain budgetary, financial, and property records at a
   Class B, C, Type II, or Type III Station.
   Given in Washington area.
   Prerequisites:  Overseas assignment or work in this particular
   field.  Operations Support strongly recommended.

Information Reporting, Reports, and Requirements  (3 weeks - all day)

   For CS employees required to report intelligence information.
   Covers official policies and procedures for completing a report
   as well as practical exercises.
   Given in Washington area.
   Prerequisites:  Introduction to Intelligence or equivalent in field or
   headquarters experience.

Information Reports Familiarization  (1 week - all day)

   For CS employees assigned as junior reports officers or those
   assigned to type CS reports and intelligence cables.
   Given in Washington area.
   No other prerequisites.

Intelligence Briefing  (4 weeks - M W - mornings)

   For professional employees with preference given to those who
   have briefing responsibilities.
   Instruction and practice in the basic techniques of intelligence
   briefing using seminar discussions of briefing objectives and problems,
   preparation and delivery of assigned briefings, and class and instructor
   critiques of performance.  At least two of the briefings will be video-
   taped.  Also covered are platform techniques, audience and occasion
   analysis, substantive organization, coherence and clarification devices,
   design and use of briefing notes, design and use of visual aids,
   answering questions, and briefing-team techniques.  Briefing
   assignments are tailored to the areas of specialization and responsibility
   of the individual members of the class.
   Given in Washington area.
   No other prerequisites.

Intelligence Production  (9 weeks - all day)

   For Career Trainees.
   Provides specific training in and familiarization with various techniques
   and skills required to produce intelligence.
   Given in Washington area.
   No other prerequisites.

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Intelligence Research Techniques  (2 weeks - all day)

> For analysts.
> Covers each stage of the research process from the origin of an
> intelligence research topic to writing a skeletal report.  A research
> project is used as a practical exercise.
> Given in Washington area.
> No other prerequisites.

Intelligence Review  (2 weeks - all day)

> For middle-grade and senior officers who have been in the Agency
> at least five years.
> Covers the Agency's development under the central intelligence
> concept, recent organization developments to meet current and
> future responsibilities, changes in functions of the intelligence
> community, problems of coordination, and future trends in
> intelligence.
> Given in Washington area.
> No other prerequisites.

Introduction to Communism  (2 weeks - all day)

> For professional employees at EOD or potential professionals.
> Covers historical development of the USSR and Communist China
> and the doctrine, organization and operations of the Communist
> movement.  (Part II of Intelligence Orientation Course.)
> Given in Washington area.
> No other prerequisites.

Introduction to Intelligence  (2 weeks - all day)

> For professional employees at EOD or potential professionals.
> Covers concepts of intelligence, the intelligence agencies of the
> U. S. Government, and the Agency's responsibility for collection,
> production, and dissemination of intelligence.  Includes discussion
> of the fundamentals of American beliefs and practices.  (Part I of
> Intelligence Orientation Course.)
> Given in Washington area.
> No other prerequisites.

Introduction to Map Reading and Imagery Analysis  (8 days - spread over
                                                     3 wks - all day)
> For professional employees who need to be able to use maps
> effectively and to do simple photographic interpretation.
> There is equal emphasis on map reading and photographic inter-
> pretation.  Other types of imagery analysis are introduced.
> Given in Washington area.
> No other prerequisites.

JCS-DIA Orientation  (2 days - all day)

> For selected officers and civilians of the JCS, DIA and the
> military services.
> A semi-annual orientation on CIA by the Agency's senior officials.
> Given in Washington area.
> No other prerequisites.

Management  (1 week - all day)

> For officers in Grades GS-11 through GS-14.
> Examines current thinking in managerial style as it relates to com-
> munication, employee motivation, and work performance.  Exercises
> in team-action problem-solving are used to provide students an
> opportunity to apply the concepts and principles covered.
> Given in Washington area.
> No other prerequisites.

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Managerial Grid  (1 week - all day)

> For selected middle-level officers.
> Grid concept of classifying leadership and managerial styles is
> examined.  Personal managerial styles are analyzed through team
> and individual exercises designed to permit the understanding of
> the managerial styles of others to serve as a means of diagnosing
> problems which prevent effectiveness at any organizational level.
> Priority given to individuals whose supervisors have completed the
> Grid.
>
> Prerequisites:  For GS-14's who do not anticipate attending the
> Midcareer Executive Development Course.

Midcareer Executive Development  (6 weeks - all day - 240 hours)            25X1A

> For designated Midcareerists.
> Covers the activities of components of the Agency, the U. S.
> Government in its international setting, and problems of manage-
> ment, also includes the Managerial Grid.
> Given in Washington area and at ███████████
> No other prerequisites.

Operations, Phase I  (13 weeks - all day)

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> For Career Trainees who are preparing for careers as case officers.
> Covers fundamentals of CS activities, emphasizing tradecraft
> techniques, agent handling, reporting, project management, and FI,
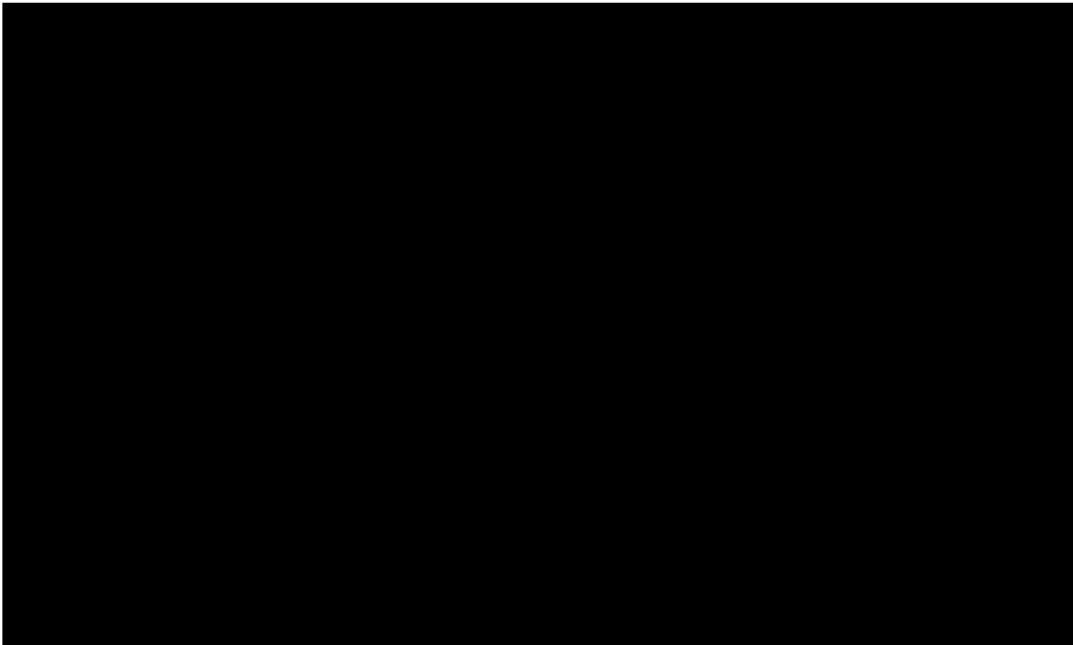> CI, and CA objectives.  Non-CTs are enrolled on a priority-need basis.
>
> No other prerequisites.

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Operations Familiarization (4 weeks - all day)

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For Career Trainees and for CS and non-CS officers whose responsi-
bilities are in support of CS operations.
Purpose is to give basic understanding of the fundamentals of CS
operations and the familiarization of basic techniques and methods
of operation used by the field case officer.

Prerequisites: Introduction to Intelligence or equivalent in field or
headquarters experience.

Operations Support  (3 weeks - all day)

For CS employees with assignments overseas which will require
their supporting the operational activities of CS officers in the field.
Covers name checks, dispatch and cable writing,  records maintenance,
and tradecraft familiarization.
Given in Washington area.
No other prerequisites.

Orientation for Overseas  (2 days - all day)

For employees (and dependents) assigned to an overseas post for the
first time.
Covers the Agency's mission and functions,  security, cover,  legal
and medical advice, and effective working relationships with people
of other cultures.
Given in Washington area.
No other prerequisites.

Orientation to Intelligence  (2 weeks - all day)

> For Career Trainees.
> Introduces the concepts of intelligence, the structure of the U.S.
> intelligence community and its relationship to the policy level of
> Government, and the responsibilities of the Agency for collection,
> production, and dissemination of intelligence.
> Given in Washington area.
> No other prerequisites.
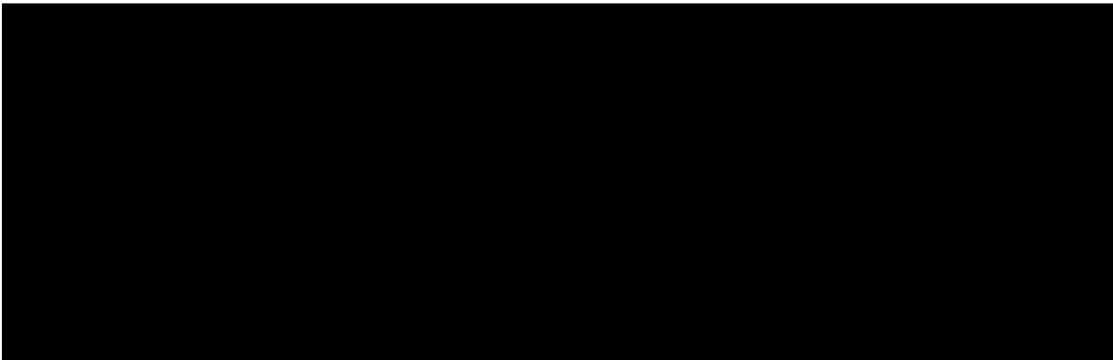
Project USEFUL  (1 week - all day)

> For U.S. military officers (field grade and above) and civilians in
> the military (GS-13 and above).
> Includes functions and capabilities of the Agency to support the
> military and the support CIA requires of the military.
> Given in Washington area.
> No other prerequisites.

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Program for Representatives at Senior Officers Schools (3 days - all day)

> Given annually for Agency representatives selected by the TSB for
> attendance at Senior Officers Schools.
> Updates on significant developments affecting the Agency; includes
> instruction in techniques of briefing and in conducting seminars;
> provides an opportunity to meet recent senior officers school graduates
> and senior officials of the Agency.
> Given in Washington area.
> No other prerequisites.

Senior Management Seminar  (1 week - all day - starts Sunday p.m.)

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> For GS-15s and above.
> Features the Managerial Grid.  Selection by Senior Training Officers.
> Conducted by contract instructor.
>
> No other prerequisites.

Soviet Bloc Operations  (2 weeks - all day)

>For CS staff officers and intelligence assistants.
>Provides an orientation on the special nature of the Soviet Bloc
>as a CS target.  Required for those preparing for field assign-
>ments in which substantial time will be devoted to the Soviet
>Bloc target.  Headquarters staff employees engaged in activities
>against the Soviet Bloc will be admitted on a space-available basis.
>Given in Washington area.
>No other prerequisites.

Supervision  (1 week - all day)

>For employees in grades GS-5 through GS-10 who have supervisory
>responsibilities.
>Explores current thinking on the role of the supervisor in terms of
>personal behavior, responsibility for subordinates, and organization-
>al and individual needs.  Provides materials and a setting for
>experiencing and examining interteam and intrateam skills and
>activities.
>Given in Washington area.
>No other prerequisites.

Support Services  (8 weeks - all day)

>For Career Trainees assigned in the Support Services.
>Acquaints students with organization and mission of various Support
>Services components.  Emphasis is on training for field assignments.
>Includes the Grid.
>Given in Washington area.
>No other prerequisites.

Support Services Review:  Trends and Highlights  (3 1/2 days - all day)

25X1A

>For professional Support Services employees GS-9 through GS-15.
>Emphasizes significant trends and developments within the Agency's
>support activities, and includes presentations on ADP, records
>management, and planning, programming, and budgeting.
>
>No other prerequisites.

Vietnam Area  (1 week - all day)

> For employees whose work is related to Vietnam.
> Covers the geography, history, and social structure of Vietnam,
> relevant aspects of peasant life and religion as well as attitudes
> and values, and politics and administration.  Within this frame-
> work, examines nationalism, colonialism, communism, and
> basic developmental problems.  Considers the current scene and,
> in particular, the role of the United States.  Introduces the
> Vietnamese language.  Lecturers are drawn from other Government
> units and universities, as well as from the Agency.
> Given in Washington area.
> No other prerequisites.

Vietnam Paramilitary Orientation  (4 days - all day)

> For male personnel going PCS to Vietnam.
> Provides instruction in paramilitary skills.  Covers map reading,
> weapons and demolitions.
> Given ▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮
> No other prerequisites.

25X1A

Vietnam Station Orientation  (3 days - all day)

> For all personnel preparing for assignments in Vietnam.
> A familiarization on the Agency's mission and programs in the
> area, with a view to increasing capabilities for planning, supporting,
> and conducting operations.
> Given in Washington area.
> No other prerequisites.

Writing Workshop (Basic)  (4 weeks - morning - Tuesday & Thursday)

> For professional employees.  (Non-professionals may attend under
> certain circumstances. )
> Covers basic principles of grammar and rhetoric, and elements of
> sentence construction and paragraph structure.
> Given in Washington area.
> No other prerequisites.

Writing Workshop (Intermediate)  (4 weeks - morning - Tuesday & Thursday)

> For professional employees.  (Non-professionals may attend under
> certain circumstances. )
> Covers principles of good writing, including clarity, accuracy, and
> logic.
> Given in Washington area.
> Prerequisite: Writing Workshop (Basic) or Writing Workshop pretest.

# LANGUAGE TRAINING

The following is provided to acquaint those concerned with language training of some changes in admission procedures, to review the alternatives and to provide some background on current Language School (LS) approaches and philosophy.

## New Procedures

a. Policy: Whenever possible, within security, time and cover limitations and the availability of instruction in a particular language, the Agency Language School facility will be used. If requirements cannot be satisfied internally, external facilities will be considered in the following order: Other Government (e.g., Foreign Service Institute, Defense Language Institute), then private concerns (e.g., Sanz, Berlitz, et al).

b. Centralization of Communications: Experience shows that it is far more efficient for prospective students to deal with component Training Officers rather than directly with either the Admissions and Information Branch (AIB) or LS. There has been a multitude of instances where direct contacts between the student and the LS have resulted in serious misunderstandings or misinterpretations. In the majority of cases the training problem will be routine enough so that only normal paper work will be involved. If, however, a telephonic inquiry is required (prior to acceptance in the LS), it should be directed by the component Training Officer to Chief, AIB, ████████ extension ████ This procedure considerably reduces confusion. Once external training has been decided on, information can be obtained by telephone directly from the External Training Branch, OTR, extension ████

25X1A

25X1A

25X1A

c. Procedures for Internal Language Training: Form 73 will continue to be used to request internal language training. Care should be taken to ensure that all blocks are filled in. In addition, it is requested that the following be included as indicated:

Block 10 - In this block, explicitly set forth the language training goal; specify the language (including any particular dialect desired), the level of proficiency desired at the completion of the course (e.g., elementary (E), intermediate (I), high (H), native (N) ), and specify the type of skill desired,

such as "Arabic, Egyptian dialect, reading E, speaking I,
writing E." Indicate the dates the student will be available
for training and any terminal date (for instance, estimated
overseas departure date). Time should be allowed before the
terminal date for testing. A statement such as "as much as
can be taught within the period available" is not satisfactory.

Block 11 - Within the limits of security clearly state how
the language skill is to be used. As an example, "Subject is
a CT who will be assigned in France as a case officer in the
Fall of 1968" or "Subject is a Russian area analyst who should
be able to translate foreign language documents in performing
his duties" or "Subject is assigned as a reports officer in
Headquarters."

Block 16 - Set forth Agency language training in detail.
For example:

1963 P/T French training, 6 hours per week, for 20 weeks
1965 F/T Russian training for 26 weeks

Block 17 - Indicate any aptitude or proficiency tests on record
with the component, for example:

Aug 66, Artificial Language Test - average
Chinese 9/7/66 E  E  E  S  S
French 1/24/61 H  I  I  I  I

NOTE: Except for professional linguists, language aptitude tests
are a prerequisite for internal and external language training. If
the candidate has not taken the Agency language aptitude test (FLATB
or Artificial Language Test), he should be scheduled as soon as
possible. Tests can be arranged telephonically ▇▇▇▇ and are                    25X1A
given every Tuesday afternoon and alternate Saturday mornings
at 1000 N. Glebe Road. The test takes about 45 minutes.
Training Officers can avoid last minute testing by identifying
component personnel who have not been tested and who may
require language training, and arranging tests in advance.
Untested claimed proficiencies will be tested prior to any
training (internal or external) to aid in the measurement of
progress during training; when there has been a gap of several
years since the last proficiency test in language requested,
there will be a retest. As in the case of aptitude testing,
required proficiency tests should be completed prior to sub-
mission of the Form 73.

Block 18 - Note any Non-Agency training in foreign languages.
For example:

Latin - 2 years HS
Spanish - 4 years HS
French - 2 years College
       - 1 year Monterey Language School
German - Some obtained during 3 year residency

Because of the specific linguistic requirements imposed on present
or former Career Trainees, CT status should be noted.

While the detail requested on language training for the Form 73 may
seem excessive, it will largely replace the previous system of an
interview at the Language School which was used to obtain these linguistic
details. Since this often involved several lost hours to the student in
travel time, the net saving will be considerable. The details themselves
are required to make an intelligent decision as to whether or not the LS
can satisfy the requirement and, if so, in what grouping the student
should be placed. When completed the Form 73 should be forwarded to
RS/AIB/OTR, Room 832, 1000 North Glebe Road, at least six weeks
before the desired date to begin training. The Form 73 will be processed
and necessary information added before forwarding it to LS for consid-
eration and reply. Scheduled course dates are published in the OTR
Catalogue of Courses and in the OTR Bulletin.

    d. External Language Training Procedures: Once it has been
determined that internal language training is either not possible or not
appropriate, the alternative of external training arises. Requests for
external language training as usual will be accomplished on Form 136,
Request for Training at Non-Agency Facility, and the normal procedures
followed. In each case, the various training alternatives will be
individually weighed in light of the linguistic, cover, security, time and
cost factors involved. It is critical that there be a careful statement of
training goals and dates of student availability, however, the linguistic
background furnished on the Form 73 need not be duplicated. When approved,
the student will be individually and fully briefed by OTR/ETB on all
aspects of the training. It should be noted that among the wide range of
capacities offered by the external training alternatives, virtually any
linguistic requirement can be filled.

    e. Approval Process: Under the current system, approval is
accomplished as follows. First, it is anticipated that the majority of
applicants will be accepted for scheduled internal courses. When this

is the case the decision will be made prior to the four week deadline.
Every effort will be made to accept all candidates, however, there are
limitations imposed by the number of students received and their capacity
to fit into linguistically compatible groups. A study group whose
capacities or level are too disparate is neither satisfactory from the stand
point of linguistic success or morale. Acceptance, once scheduled
classes start, is usually dependent on being able to fit into an ongoing
class, which obviously reduces the chances for acceptance. Strong
motivation and hard work can to some degree replace aptitude, but
this has its limits. The LS reserves the right to cancel scheduled
classes where there are insufficient numbers of qualified students.
Students who must start before a scheduled class begins (or leave long
before it ends) or whose tenure will be subject to major interruptions
for TDY or training or whose aptitude and/or linguistic background
departs from the norm, may not be accepted. In these instances usually
external training will meet the requirement.

f. Time Factors: In cases of acceptance or rejection for training
by the Language School, a reasonable time period is necessary for the
components either to prepare for the student's absence or find other
alternative training. To permit this, the normal date of notification
of acceptance for internal training will be four weeks prior to the
scheduled starting date. Since the average processing time within OTR
is two weeks, this means the completed Form 73 should reach AIB
six weeks or more prior to the scheduled starting dates. While applica-
tions received after this will be considered, it is plain that once the
selection is made and notification of acceptances forwarded, chances
for admission of late entries are reduced. Unfortunately early
submission cannot guarantee acceptance since this involves a function
of matching employees whose linguistic patterns are compatible. Every
reasonable effort will be made to meet earlier deadlines for acceptance
notification when required, however, if this precedes the selection
process OTR's responses can only be tentative.

g. Costs: Internal training is normally provided at no cost to the
component. External language training costs will vary widely and are
normally borne by the component; an exception is that OTR will budget
for most anticipated FSI language training. To cite a few examples of
costs (as of Feb 68), the FSI charges $1061 per student for 16 weeks
full time training in world languages and $3728 for 44 weeks of intensive
"hard" languages (e.g., Asiatic, Slavic, African, Arabic). The
Defense Language Institute tends to be a little less expensive and
occasionally if there is just one Agency student in a class where DLI
has a fixed cost, we may participate at no charge. The local private
language schools (Sanz, Berlitz) run $6 per hour and up (with 4 hours a
day considered a normal full time tutorial).
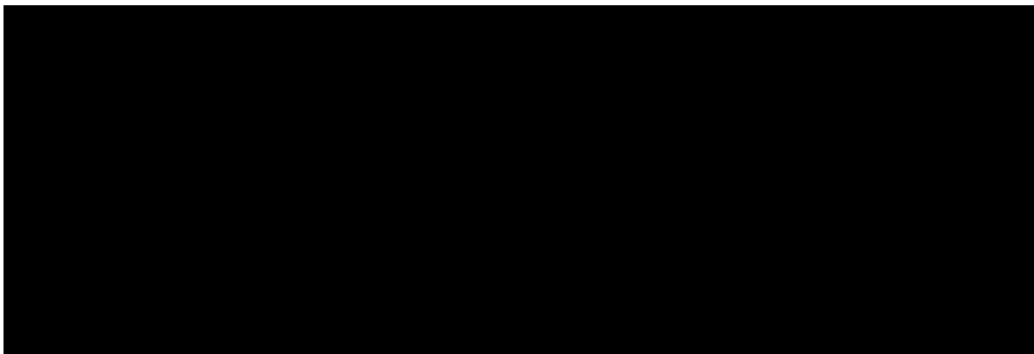
i. <u>End of Course Report</u>: At the termination of training a final
report will be prepared by the LS which will show: 1. The language
and number of hours of training given. 2. Final proficiency level
attained. This will be made part of the Agency Training Record, a
copy will be provided to the sponsoring component, and a copy filed in
the employee's 201 file.

j. <u>Background</u>: The LS has been engaged for some time in an effort
to maximize the efficient use of its resources and in reappraising exactly
what languages should be offered at what levels and with what frequency.
While the process will continue for some time, certain trends are
emerging. In very general terms these appear to be as follows:

1. Certain languages are in such small demand that it is
neither economical nor linguistically desirable to teach them
internally. This is particularly true where reasonable
external alternatives exist.

2. At least at the present time, the greatest need exists for
languages to be taught at the basic level.

3. The greatest part of the costs of maintaining the school
are fixed ones, therefore, the cost of teaching several people
in a class is not a great deal more than teaching only one.
Whenever possible, preference will be given to groups over
tutorials, therefore, the student who fits into a group will
more likely be accepted for internal training.

4. It is patently uneconomic to satisfy all Agency language
requirements internally; however, between internal and external
alternatives, very few requests will be unfilled within the time
limitations imposed and giving due regard to cover and security
limitations.

SUMMARY:

The Language School is and will be for some time engaged in an effort to rationalize and improve its instructional capacities; some of the older patterns of having many tutorials and handling large numbers of ad hoc requests will no longer obtain. Simultaneously OTR is making an effort to realign the admissions system to provide more rapid and definite answers to component requests. This will entail in part provision by consumers of more detailed information on the Form 73, realigning and centralizing contact systems, providing more formalized instruction.

# Language Testing Schedule

The OTR Language School conducts language proficiency tests to:

1. Officially establish for record (Language Qualifications Register (LQR) ) claimed linguistic proficiency for new employees not previously tested, employees who acquire proficiency after they are employed and to update proficiency tests older than three years.

2. Determine whether an employee requiring language training can fit into either a new or on-going class, when previous proficiency tests may be outdated.

3. Measure progress at the termination of language training, both internal and external.

Training Officers may arrange tests by telephone, extension ████        25X1A

Tests in French and German are given at Headquarters and may be scheduled on the following dates:

| | |
|---|---|
| French: | Apr. 9, 10, 11, 12, 23, 24, 25, 26 |
| | May 7, 8, 9, 10, 21, 22, 23, 24 |
| | June 4, 5, 6, 7, 18, 19, 20, 21 |
| German: | Apr. 3, 5, 10, 12, 17, 19, 24, 26 |
| | May 1, 3, 8, 10, 15, 17, 22, 24, 29 |
| | June 5, 7, 12, 14, 19, 21, 26, 28 |

Tests in Spanish are given at both Headquarters and Arlington Towers and may be scheduled on the following dates:

At Headquarters:      Apr. 2, 9, 16, 23, 30
                      May 7, 14, 21, 28
                      June 4, 11, 18, 25

At Arlington Towers:  Apr. 4, 11, 18, 25
                      May 2, 9, 16, 23
                      June 6, 13, 20, 27

Tests in all other languages are by arrangement. For appointments, Training Officers should call Language School, extension ▆▆▆▆

25X1A

# Schedule of Training

The goal of the Language School is to provide effective instruction to the maximum number of students in the shortest time in the languages the Agency requires. To do this it has established schedules for starting languages based on what experience indicates is the ideal time and frequency for the maximum number of consumers. These will be altered accordingly with ample notice given whenever it becomes clear that there are either too many or too few runnings of a particular language, where the need for a new language has risen to the point where it should be added to the inventory, where requirements have decreased to the point where it is no longer economically desirable to continue a given language or changes in patterns show other starting dates are desirable. Any changes will be only after discussion with the principal users affected and then promptly announced. It is felt, however, that fixed schedules provide the best planning base for components and Training Officers. Periodically, surveys of anticipated input will be made for long range planning purposes. When this occurs, it is vital to the success of the survey that the responses be as realistic as possible. Time consumed in recruiting and hiring linguists, then getting them security cleared, requires considerable lead time from indications of need to having a trained instructor available and functioning. In those cases where the Language School provides the basic language skill and advanced study is provided elsewhere (e.g., FSI or DLI), schedules will be tailored to permit completion of the course plus, where applicable, sufficient time to process for overseas. At the

present time full time study of World languages (German, French,
Spanish, Portugese, and Italian) is scheduled to begin every two months;
all others will start semi-annually. There are some indications that
the two month interval is too frequent to provide sufficient input to
form classes large enough to be economically justified; this periodicity
is being re-evaluated.

The rationale for full time trainees applies equally to part time
trainees. Where the available hours, goals or background are incompa-
tible with the majority of the other students, tutorials cannot normally
be arranged.

It should be obvious from the foregoing that preplanning (where
possible) pays dividends to both the component and the LS. One of the
main purposes of the selection process being four weeks prior to the
scheduled starting dates is to permit reasonable alternatives being
made available in sufficient time to meet the need.

Full-time Courses

Common Languages (French, German, Italian, Portugese, Spanish)

6 May 1968
1 July 1968
3 September 1968

Czech, Hungarian, Polish, Russian, Serbo-Croatian

16 September 1968

All Other Languages*

16 September 1968

*Japanese and Chinese are being rescheduled; when the dates are
established a special announcement will be published.

Part-time Courses (All Languages)

6 May 1968
9 September 1968

# *Language Laboratories*

The following information concerning the Language School laboratories is extracted from the July-August 1967 OTR Bulletin.

"In support of its instructional effort, the Language School operates two language laboratories, one at Headquarters and one at Arlington Towers. Language students--and any Agency personnel wishing to engage in independent study or refresher exercises--may avail themselves of equipment designed to enhance language training. This includes instructional tape recordings in sixty different languages and tape recordings of current Voice of America broadcasts in sixteen different languages. The Headquarters laboratory is open from 7:30 a.m. to 6:00 p.m. every workday and the Arlington Towers laboratory from 8:30 a.m. to 5:30 p.m. The School maintains a library of 3,500 language and area books for the ordinary use of staff and students. It also supplies tape recordings and textual materials to support language training activities in the field."

It should also be noted that a technician is on duty at all times in the laboratories to instruct students in the use of the equipment. There is a minimum of formality required to gain access to these facilities.

# PROGRAMMED INSTRUCTION

## *Off-The-Shelf Programs for Self-Development*

Recent articles in the OTR Bulletin have described the use of programmed instruction, or Program Assisted Instruction, in schools and other organized training courses. Another important use of this method of instruction is for self-development. Off-the-shelf programs, which are programs prepared by commercial firms for general consumer purchase, or developed by Government agencies or private firms for their own use and then made available to others, may be used for this purpose. Programmed instruction is designed to enable the student to study on his own--it presents a sequence of instructional material, requires a response from the learner, gives immediate knowledge of the correctness of the response, and permits the learner to proceed at his own pace.

A large number and variety of programs are available off-the-shelf from commerical publishers, private firms, and some Government agencies. For instance, a Catalog of Programmed Instructional Material has been published by the Bureau of Naval Personnel. It includes information regarding all instructional units which have been programmed by the Navy and which will be made available to all training activities of the Navy and other military services. A total of 380 programs are listed, including such subjects as electronic warfare, air traffic control, electricity, and photography. Average time required for completion of the programs ranges from 12 minutes for a unit on "Security Regulations" to 80 hours for "Fundamentals of Underwater Fire Control Basic Analog Theory."

To illustrate the kind of programs available from commercial publishers and private firms, the following list is made up of programs selected from Programmed Learning: A Bibliography of Programs and Presentation Devices, by Carl H. Hendershot.

Boolean Algebra: A Self-Instructional Programmed Manual
Brief Algebra Review Manual: A Program for Self-Instruction

Quick Calculus - A Short Manual of Self-Instruction
Introductory Descriptive Statistics
Essentials of Accounting
Basic Accounting - Programmed
Accounting: The Accounting Process, A Program for Self-Instruction
Accounting Series
Principles of Accounting: Management Edition and Text Edition
The Executive Use of Accounting
How to Conduct the Appraisal Interview
Making the Computer Work for Management
Inventory Management
Introduction to the Law of Contracts
Vectors: A Programmed Text for Introductory Physics
Kinetic Theory of Gases
Alternating Current Circuits and Measurements
Introduction to Transistors
Programmed Blueprint Reading
How to Read a Micrometer
Economics: Supply and Demand
Economics: Income Determination
Speak and Read Modern Greek
Introductory Spanish
Food-Borne Disease Investigation: Analysis of Field Data
An Introduction to Body Fluid Metabloism
Introduction to Asepsis: A Programmed Unit in Fundamentals of
  Nursing
Programmed College English
Effective Letters: A Program for Self-Instruction
How to Say What You Mean
Gregg Shorthand 1
Gregg Shorthand 2
Greeg Typing 1
Gregg Typing 2
Preparing Instructional Objectives
Lecture Preparation Guide
Parliamentary Procedure
Fundamentals of Music Theory
Contract Bridge for Beginners
Bobby Fischer Teaches Chess

Altogether, the bibliography includes approximately 1500 programs,
in 45 different subjects. No attempt is made to evaluate the programs,
but most of them are described in a few words, and the author, publisher,
and price are given.

The bibliographies and some of the programs described in this article, as well as others, are available for reference in Room 835, 1000 North Glebe Road (extension███  Training Officers may wish to review them to select programs of interest to their Components. Individual employees are also invited to use the bibliographies to find programs for their self-improvement.  Some sample programs are on display with the bibliographies, but generally they must be ordered from the publisher.  Those programs for official use may be purchased through the CIA Library; individuals may order directly from the publisher.

25X1A

# NON-AGENCY TRAINING

This section of the <u>OTR Bulletin</u> includes information on selected
non-CIA courses or programs related to the professional develop-
ment of Agency employees.  Attendance may be sponsored by the
Agency provided participation can be linked directly to the employee's
assignment.  Agency sponsorship must be approved through the
Training Officer who will submit a Form 136, "Request for Training
at Non-Agency Facility" (June 1966 Revision), for each course.
Applications of overt employees are sent directly to the Registrar's
office, those for non-overt employees are sent to CCS/Ops Serv/DDP
first, then to the Registrar.  Notification by the Registrar of approval
of the application is required before registration procedures are
initiated to avoid delay and requests for further information.  It is
critical that all applicable blocks and approving signatures be obtained.
Item 30 is particularly significant in this regard; it is critical that
this block contain a concise statement of objective and clear statement
relating this objective to the employee's job requirement.  Whenever
possible objectives should indicate precisely what capability will be
altered or enhanced at the completion of the course.  For example,
a request for language training might read:

> "At termination of training employee should be able to
> translate (at the intermediate level) Chinese language
> newspapers."

A request for maintenance training might read:

> "At the end of the program the employee should be able
> without supervision and with normally available tools
> to accomplish first echelon maintenance on the KZL-27,
> using the KZL-27 Maintenance Manual.

For additional information on the courses in this section or on other
external training, call AIB/OTR, extension ▮▮▮  On matters of          25X1A
registration, call ETB/OTR, extension ▮▮▮.  Where academic          25X1A
training is involved or would be germane, a statement covering the
applicant's academic background and applicable specialization
(e. g. BA - History) is requested.

25X1A

Non-Agency Training (cont.)


NOTE:

If an employee desires to attend a self-sponsored course or
program, he is required by ███████, para C (12) to send a
written request for approval through his office to the Director
of Security.

**25X1A**

Training Officers whose components have personnel assigned
outside Washington ████████████████ should bear in mind
the possibilities of external training in their locality.  Specifically
this would include Department of Defense Courses, Civil Service
Regional facilities, private concerns, and academic institutions.
Training requirements can often be satisfied in place rather
than postponing the problem for a Headquarters assignment.

## INTERAGENCY TRAINING PROGRAMS

Civil Service Commission

### EXECUTIVE ORIENTATION IN PPBS

This three-day program has been cancelled and replaced by "Introduction
to Planning - Programming - Budgeting" described below.

### INTRODUCTION TO PLANNING-PROGRAMMING-BUDGETING

These courses replace but are similar to the former three-week course
Planning, Programming, Budgeting Seminar.  To meet existing training
requirements new introductory courses are being offered.  These will be
one-week programs held in residence at the Adult Education Center at
the University of Maryland, replacing certain of the three-week Seminars
previously scheduled there and replacing the 13 - 15 March Executive
Orientation in PPBS.  Individual programs in this series will focus on
specified areas of activities such as General Management (Regulatory,
Administrative, etc.); Natural Resources (Allocation of Water, Forests,
Agriculture, etc.); Human Resources (Labor, Manpower, OEO, etc.);
and International Programs (encompasses the three foregoing subjects
in determining the justification for expenditures in international programs.)
Scientific and economic programs will be subjects of future courses.

The purpose of these introductory courses will be to provide the participant
with an overall understanding of the concepts, economic foundations,
structure, and analytic techniques of PPB.

The cost of each one-week course is $160.  Students are required to live
in; normally this will add approximately $15 a day to the cost, chargeable
to the sponsoring component.  The courses are open to Federal employees
in GS-12 and above.

| | |
|---|---|
| 8 - 12 April | Introduction to PPB (General Management)<br>University of Maryland |
| 15 - 19 April | Introduction to PPB (Natural Resource Program)<br>University of Maryland |
| 22 - 26 April | Introduction to PPB (International Programs)<br>University of Maryland |

Additional one-week courses in other specialized areas will be scheduled
in subsequent months.

Civil Service Commission (cont)

PPB SEMINAR
29 April - 17 May                              University of Virginia

This will be the only three-week seminar held in Fiscal Year 1968.
Quotas are very limited.

MIDDLE MANAGEMENT INSTITUTE
22 - 26 April                                  1900 E. Street, N. W.

The Institute serves as a refresher course for the experienced
manager and as an introductory course for the new manager. The
Institute emphasizes such functions of management as Planning,
Controlling, Organizing, Staffing, Communicating, Directing, and
Decision Making. For Grades GS-11 through 14. Cost: $60.

SEMINAR IN ADP MANAGEMENT AND ADMINISTRATION
30 April - 2 May                               1900 E. Street, N. W.

Course open to administrators of ADP operations, data processing
managers, programming supervisors and supervisory systems analysts.
After delineating the scope of ADP management, the seminar will
include such problems as personnel turnover, use of languages and
software, performance measurement and scheduling; open vs closed
shop programming, relationship between users and systems analysts,
etc. Cost: $135.

FINANCIAL MANAGEMENT FOR OPERATING EXECUTIVES
30 April - 3 May                               1900 E. Street, N. W.

The Institute is designed to help Federal executives use financial
information more effectively in their work and assess the impact of
their decisions more effectively. Class sessions provide an under-
standing of basic economic and financial concepts and an integrated
view of finance and management in a governmental environment.
Course is open to Grades GS-15 and above. Cost: $140.

SUMMER SHORT COURSES FOR
SCIENTISTS AND ENGINEERS

CORNELL UNIVERSITY

Topics in Operations Research

Session A - Applications of Probability Methods.
11 - 15 June                                    Cost:  $200

Session B - Mathematical Programming and Applications of
Statistical Theory.
17 - 21 June                                    Cost:  $200

Both sessions taken by one person:  $350.

Engineering Interpretation of Aerial Photographs

Theory and practice in interpreting soil and geologic conditions
for engineering and planning purposes from aerial photographs.
11 - 15 June                                    Cost:  $200

Technical Communications

An intensive lecture-workshop course in constructive technical
communication, written and verbal.
17 - 21 June                                    Cost:  $200

Advances in Photogrammetry

Review of new methods and developments in photogrammetry.
19 - 23 August                                  Cost:  $200

UNIVERSITY OF MICHIGAN

Selected Applications of Computers in Engineering

Teaches a problem-oriented computer language, the mathematical
methods commonly used in programming engineering problems,
etc.
20 - 31 May                                     Cost:  $350

## UNIVERSITY OF MICHIGAN (cont)

Semiconductor Circuits

Presents the tools for analysis and design of modern electronic
circuits utilizing transistors and other semiconductor devices.
3 - 7 June                                    Cost:  $200

Fundamentals of Infrared Technology

3 - 7 June                                    Cost:  $200

Integrated Circuits

Describes integrated circuit fabrication, design, evaluation, and
application.
10 - 14 June                                  Cost:  $200

Advanced Infrared Technology

Prerequisite:  Familiarity with fundamentals of infrared technology.
10 - 14 June                                  Cost:  $200

Foundations of Information Systems Engineering

Basic mathematical concepts in graph theory, algebra, and
probability theory are introduced and used in the development of
information and coding theory, queueing theory, decision theory
and network flow analysis.
17 - 28 June                                  Cost:  $350

Topics in Military Operations Research

Concepts and methods used in assessing the worth of military
weapons systems.
22 July - 2 August                            Cost:  $325

Written Communication for Engineers, Scientists, and Technical Writers.

29 July - 2 August                            Cost:  $200

Foundations and Tools for Operations Research and Management Sciences

Developments in the use of mathematics and statistics in the
managerial processes.
5 - 16 August                                 Cost:  $275

## UNIVERSITY OF MICHIGAN (cont)

Quality Control by Statistical Methods

    Basic course.
    5 - 15 August                      Cost: $275

Human Factors Engineering

    Fundamentals (first week)     Advanced Concepts (second week)
    Scope, methods, concepts, techniques employed,design of man-
    machine systems or personal equipment.
    8 - 19 July                      Cost: $200

Application of Computers to Automated Design

    22 - 26 July                     Cost: $200

Digital Communications Systems

    For applications-oriented engineers.
    22 - 26 July                     Cost: $200

Introduction to Optical Data Processing

    Applies linear filter and fourier transform theory to optical systems.
    22 July - 2 August              Cost: $325

## PENNSYLVANIA STATE UNIVERSITY

Underwater Acoustics

    2 - 7 June                       Cost: $125

Basic R & D Management Development

    For research and development project leaders who, because of
    technical competence, are placed in positions of supervision and
    administration.
    16 - 21 June                     Cost: $150

Reliability Engineering Seminar

    19 - 23 August                   Cost: To be announced.

PENNSYLVANIA STATE UNIVERSITY (cont)

Acoustics and Noise Control in Buildings

9 - 13 September                                  Cost: To be announced.

## PURDUE UNIVERSITY

Integrated Circuits

Designed to introduce the practicing engineer to the theory, design, and fabrication of solid state devices and integrated circuits.
27 May - 1 June                                  Cost: $300

Computer Design and Cybernetics

Introduction to the analysis and design of digital computers. Also covers some applications in the field of artificial intelligence and heuristic programming.
24 - 29 June                                     Cost: $150

Theory and Applications of Information Processing

State of the art techniques are considered for each stage of the information processing problems. These have applications in the fields of sonar, radar, bionics, and seismic exploration.
24 - 29 June                                     Cost: $175

NOTE: Summer courses tend to be fully subscribed quite early; it is suggested, therefore, that requests for approval be submitted as soon as possible.

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NATIONAL INTERDEPARTMENTAL SEMINAR

A projected schedule for the National Interdepartmental Seminar (NIS) follows:

| CLASS # | DATES |
|---------|-------|
| 37 | 22 Apr - 17 May 1968 |
| 38 | 8 July - 2 Aug 1968 |
| 39 | 9 Sept - 4 Oct 1968 |
| 40 | 21 Oct - 15 Nov 1968 |
| 41 | 6 - 31 Jan 1969 |
| 42 | 24 Feb - 21 Mar 1969 |
| 43 | 21 Apr - 16 May 1969 |

Classes are held in the NIS Hqs., Arlington Towers, not in the FSI Building. A F-136, Request for Training at Non-Agency Facility, is required for each nominee; this should be forwarded to OTR through the DDP Senior Training Officer and Central Cover Staff. The Agency's quota in each running is 8; lately, however, enrollments have exceeded the quota, and it is recommended that Training Officers notify the External Training Branch (ETB) ████ of a prospective nominee (s)    25X1A
prior to preparation of the F-136. The following information is needed for NIS enrollments: name; grade; cover; cover grade; projected assignment; area interest and/or experience; and badge number.

A two-hour briefing for Agency students in the NIS is given by the CIA Coordinator for the NIS at Headquarters prior to the beginning of each class, normally on the preceding Thursday. If a student is on home leave or annual leave, or otherwise unable to attend this briefing, please contact ETB so that special arrangements can be made.

As a part of the NIS course--a two-day TDY trip is taken to Fort Bragg and Eglin AFB. Travel orders for this trip are cut by OTR. (Tuition charges for NIS participation are prorated to each participating agency.) OTR budgets the Agency quota of 48 per year, and the charge is included as part of the yearly FSI Reimbursement Agreement for training costs. If there are questions on NIS enrollment and participation, please call OTR/ETB, extension ████    25X1A

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TECHNICAL WRITING

Civil Service Commission

Workshop in Technical Writing
13 - 24 May                                    1900 E. Street, N.W.
17 - 28 June

This course is designed to show the technical writer how to
create clear, concise, readable technical copy. The approach
is functional, the method is developmental, and the objective
is practical. For GS-11 and above who write engineering reports,
scientific papers, technical specifications, instructional
handbooks, and other technical communications. Cost: $150

Massachusetts Institute of Technology

Communicating Technical Information
5 - 9 August                                   Cambridge, Mass.

This program is intended to help two groups: those responsible
for generating written or oral communication on technical
subjects and those responsible for supervising, coordinating,
and editing. Cost: $250

Rensselaer Polytechnic Institute

Technical Writers Institute
10 - 14 June                                   Troy, New York

Case method problems and writing workshops will be featured
in writing sessions and in discussions on preparation, supervision,
and distribution of technical information. The course is designed
to benefit technical writers and editors; engineers and scientists
in positions where an ability to write is essential; and administrators
supervising technical writing, training programs and promotional
work. Cost: $200

EXECUTIVE MANAGEMENT PROGRAMS

The Pennsylvania State University

Executive Management Programs
30 June - 27 July                                        University Park, Pa.
4 - 31 August

Attention will be focused on the two basic interrelated facets of
management problems: 1. Determination of company problems
and 2. Management implementation of policy decisions. The
program aims to develop a better understanding of the influence
that economic, political and social forces exert on management
decisions; probe policy problems from an organizational rather
than from a departmental point of view; and promote an effective
grasp of tools, techniques, and attitudes essential for outstanding
executive leadership. Cost: $1,350 which includes meals and
lodging.


Management Program for Women Executives
21 - 26 April                                            University Park, Pa.

Women in executive positions who seek to better understand the
philosophy and principles of administrative management should
benefit from this program. The approach will emphasize manage-
ment as a basic, underlying concept rather than as a function of
specific organizations. The discussion periods will afford the
opportunity for development of leadership skills, conference
leadership, and reporting techniques. Cost: $210 which includes
meals and lodging.

# Office of Training

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| O/DTR | Director of Training | John Richardson | 819, N. Glebe |
| | Deputy Director of Training | | 819, N. Glebe |
| | | | |
| SCHOOLS | Intelligence | | 711, N. Glebe |
| | International Communism | | 639, N. Glebe |
| | Language | | 2107 Washington Bldg, Arl Twrs |
| | Operations | | 620, N. Glebe |
| | Support | | 632, N. Glebe |
| | | | |
| STAFFS | Plans and Management | | 807, N. Glebe |
| | Plans and Policy | | 807, N. Glebe |
| | Support | | 807, N. Glebe |
| | Registrar | | 839, N. Glebe |
| | Deputy, and Executive Secretary, Training | | |
| | Selection Board | | 839, N. Glebe |
| | Information, OTR Admissions, | | |
| | Training Records | | 832, N. Glebe |
| | External Training | | 835, N. Glebe |
| | Career Training Program | | 743, N. Glebe |

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# Directory of Training Officers

SENIOR TRAINING OFFICERS

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O/DCI
DDI
DDP
DDS&T
DDS

7E-07
2E-52
3C-29
6E-38
GB-37

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DCI

O/IG
  Inspection Staff
  Audit Staff
General Counsel
Cable Secretariat
O/PPB
ONE

7D-49
1201 Key
7D-07
1A-53
6E-25
7E-62

DDI

O/DDI
CRS
DCS

2E-52
2E-61
912 Key
1005 Key

STATSPEC

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| DDI (cont) | OBGI | 1001 Magazine |
| | OCI | 6G-29 |
| | OER | 4F-19 |
| | | 4F-19 |
| | OSR | 4G-20 |

| DDS | Administration | GB-37 |
| | Communications | GD-09 |
| | Finance | 1211 Key |
| | Logistics | 1215 D Ames |
| | Medical | 1D-4044 |
| | Personnel | 5E-56 |
| | Security | 4E-71 |
| | Training | 839, 1000 Glebe |

| DDS&T | FMSAC | 1A-35 |
| | OCS | 2E-29 |
| | OEL | 2F-39 |
| | ORD | 611 Ames |
| | OSA | 2D-08, |
| | OSI | 6F-36 |
| | OSP | 5G-03 |

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