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THIS ISSUE:

INSTRUCTIONAL SERVICES BRANCH

AND

OTR BULLETIN

NOVEMBER-DECEMBER 1967

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Merry Christmas

IN THIS ISSUE

The projected schedule of OTR's
courses through June 1968 appears
in the OTR Calendar beginning on
page 6.

The last in the series "OTR as a Support
Organization" introduces the Instructional
Services Branch of OTR's Support Staff,
page 24, and highlights some Component
Training, page 26.

The schedule of foreign language tests
through March 1968 is on page 4.

The dates of the National Interdepart-
mental Seminar through May 1969 are listed
on page 3.

Tentative offerings by American University
and George Washington University in the
Spring 1968 terms of their Off-Campus
Programs at the Agency are on pages
33 through 36.

Dates for 1968 Spring Session registration
at local colleges and universities are
noted on pages 38 through 39.

CONTENTS

BULLETIN BOARD

**OTR
COURSE
SCHEDULE**

The OTR Calendar in this issue presents the projected schedule of OTR courses for the first six months of 1968. (The schedule is being published separately and in a different format for distribution to Training Officers.) Amendments to the schedule, whether additions, deletions, or changes in dates, will be announced in the OTR Bulletin or in Special Bulletins.

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██████████████████████████████ ion of a three-and-a-half-day ████████████████████████████ to enhance the skills of middle-grade and senior CS officers in all aspects of agent handling, as well as in managing ████████ activities, is scheduled for 28 - 31 January. The course supplements the recently developed Covert Action Operations Seminar which deals with problems distinctive to covert action operations, which also is for middle-grade and senior CS officers.

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**TESTING
FOR
REFRESHER
COURSE**

Starting on 3 January 1968, preliminary tests in both typewriting and shorthand will be given on the Wednesday preceding the beginning of each Clerical Refresher Course. The typewriting test will be at 9:30 a.m., and the shorthand test at 10:30 a.m. These tests are required before an employee may attend the Clerical Refresher Course. Results of the tests are used to determine the level of instruction the individual should take.

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**TRAINING
PERSONNEL**

████████████ (3 C 29, extension ████ has been designated Senior Training Officer for the Clandestine Services.

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INTRODUCTION TO MAP READING AND IMAGERY ANALYSIS	The Intelligence School has revised and retitled the "Intelligence Research - Map and Photo Interpretation Course." In addition to up-dated presentations on map reading and photographic interpretation, the course now includes an introduction to nonphotographic imagery, including infra-red and side-looking radar imagery. The new course runs eight days, one more than its predecessor, and utlizes programmed instructional materials which can be used independently if appropriate.
REGISTRATION FOR CLERICAL QUALIFICATIONS TESTING	Beginning in January 1968, employees must be scheduled for clerical qualification tests in either typewriting or shorthand by 5 p.m. on the Thursday preceding the Monday on which the individual is to be tested. Regis-tration for testing is arranged by Training Officers or Personnel Officers directly with the Clerical Training Faculty (CTF), exten-sion ████ Employees whose names reach the CTF office after that time must wait until the next testing date.

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ADP SYSTEMS DEVELOPMENT PROCESS COURSE	The ADP Systems Development Course pre-pared and conducted for the Agency by ████████████ will be given 6 - 8 February and again 14 - 16 May in Room 612, Magazine Building. It is intended for the full-time ADP systems designer and the user or prospective user of automated information systems. It is also useful to the manager. To be eligible for the course, attendance at OTR's ADP Orienta-tion or its equivalent in experience is required. Nominations for the ADP Systems Development Process Course are processed through Senior Training Officers. Although the course is given within the Agency Form 136, "Request for Training at Non-Agency Facility" is used to apply.

| NATIONAL INTER- DEPARTMENTAL SEMINAR | The 35th session of the National Inter- departmental Seminar on Problems of Development and Internal Defense will be 8 January - 2 February 1968. The objective of this course is to familiarize key civilian and military officers assigned to command, staff, and departmental positions relative to developing countries with U. S. policy, doctrines, and capabilities applicable to the prevention and defeat of inimical sub- version and subversive insurgency in those countries. Attendance at NIS is a prerequisite to assignment of CS officers to key positions in underdeveloped countries, and the dates of OTR's Chiefs of Station Seminar have been arranged so that officers may attend both seminars without schedule conflict. The NIS schedule through fiscal year 1969 is: |

1968	1969
8 January - 2 February	6 - 31 January
26 February - 22 March	24 February - 21 March
22 April - 17 May	21 April - 16 May
8 July - 2 August	
9 September - 4 October	
21 October - 15 November	

| MANUAL ON NATIONAL INTELLIGENCE ESTIMATES | The Intelligence Production Faculty of the Intelligence School has recently published a 175-page classified manual on NATIONAL INTELLIGENCE ESTIMATES. Although in- tended principally as a training aid for Career Trainees, the volume should interest senior officers concerned with either the practical or philosophical concepts of estimative intelligence. The manual contains introductory information on the United States Intelligence Board, the Board of National Estimates, and the Office of National Estimates. Selected readings come under the headings: "Intelligence and National Policy"; "Problems of Estimative Intelligence"; "Coordination of Intelligence"; and "Estimative Intelligence and the Cuban Crisis." Copies are available through the Intelligence Production Faculty, extension ███ |

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LANGUAGE
TESTING
SCHEDULE

The OTR Language School conducts language proficiency tests to update input to the Agency's Language Qualifications Register. The tests are for employees who have claimed a foreign language proficiency but have never been tested, and for employees with a tested proficiency at less than native level but whose test was more than three years ago. Training Officers arrange tests for employees by contacting the Language School, extension ▆▆▆ directly.

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

French:	Jan. 9, 10, 11, 12, 23, 24, 25, 26
	Feb. 6, 7, 8, 9, 20, 21
	Mar. 12, 13, 14, 15, 25, 27, 28, 29

German:	Jan. 3, 5, 10, 12, 17, 19, 24, 26, 31
	Feb. 2, 7, 9, 14, 16, 21, 28
	Mar. 1, 6, 8, 13, 15, 20, 22, 27, 29

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

At Headquarters:	Jan. 2, 9, 16, 23, 30
	Feb. 6, 13, 20, 27
	Mar. 5, 12, 19, 26

At Arlington Towers:	Jan. 4, 11, 18, 25
	Feb. 1, 8, 15, 29
	Mar. 7, 14, 21, 28

Tests in Chinese, Greek, Italian, Japanese, Polish, and Russian are given at Arlington Towers and may be scheduled as required.

Tests in other languages may be arranged if they are requested.

CLERICAL TRAINING AND TESTING

COURSES

OTR's refresher courses in typewriting and shorthand will be given:

8 January - 2 February
12 February - 8 March
18 March - 12 April

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:

3 January
7 February
13 March

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: 2 January (Tues.), 22 January, 5 February, 26 February, 11 March, 1 April, 15 April

Applicants report to Room 416, Ames Building.

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OTR CALENDAR

DECEMBER

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
31						

Administrative Procedures	11 - 15 Dec
ADP Orientation	12 - 14 Dec
CIA Review	12 Dec
CS Records I	4, 6, 8 Dec
CS Records II	11 - 15 Dec
CS Records III	18 - 19 Dec
Counterintelligence Familiarization	11 - 20 Dec
Field Finance and Logistics	4 - 22 Dec
Information Reports Familiarization	11 - 15 Dec
	18 - 22 Dec
Management (GS-11 - 14)	4 - 8 Dec
▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮	4 - 22 Dec
Orientation to Intelligence (for CTs)	11 - 22 Dec
Support Services Review: Trends and Highlights	5 - 8 Dec
Vietnam Orientation -	12 - 14 Dec

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JANUARY

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	31			

ADP Orientation	30 Jan - 1 Feb
Advanced Management (Planning)	(Sun) 14 - 19 Jan
Challenge of Worldwide Communism (for CTs)	29 Jan - 14 Feb
China Familiarization	22 - 26 Jan
CIA Review	9 Jan
Clerical Refresher	8 Jan - 2 Feb
Communist Party Organization and Operations	29 Jan - 16 Feb
Counterintelligence Operations	29 Jan - 16 Feb
CS Records I	29, 31 Jan, 2 Feb
Field Finance and Logistics	29 Jan - 16 Feb
Information Reporting, Reports, and Requirements	8 - 26 Jan
Intelligence Techniques (for CTs)	29 Jan - 14 Feb
Introduction to Communism	(Tues) 2 - 12 Jan
Introduction to Intelligence	15 - 26 Jan
Introduction to Map Reading and Imagery Analysis (for NPIC)	(Wed) 3 - 19 Jan
Languages (Full time and part time)	(Tues) 2 Jan (begin)
Managerial Grid (for GS-14s)	(Sun) 28 Jan - 2 Feb
Midcareer Executive Development	(Sun) 28 Jan - 8 Mar
Supervision	22 - 26 Jan
Operations Familiarization	(Tues) 2 - 26 Jan
Operations, Phase I	(Tues) 2 Jan - 29 Ma
Operations, Phase II	8 Jan - 8 Mar
Operations Support	8 - 26 Jan
	(Sun) 28 - 31 Jan
Soviet Bloc Operations	22 Jan - 2 Feb
Vietnam Area	15 - 19 Jan
Vietnam Orientation	23 - 25 Jan
Writing Workshop (Intermediate) (for and at NPIC)	(Tues) 2 - 19 Jan

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FEBRUARY

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		

Administrative Procedures	5 - 9 Feb
ADP Orientation	27 - 29 Feb
Air Operations	5 - 20 Feb
Challenge of Worldwide Communism (for CTs)	14 Feb - 1 Mar
Chiefs of Station Seminar	5 - 16 Feb
███████████	26 Feb - 8 Mar
CIA Review	13 Feb
Clandestine Services Review	19 Feb - 1 Mar
Clerical Refresher	12 Feb - 8 Mar
CS Records II	5 - 9 Feb
CS Records III	12 - 13 Feb
Counterintelligence Familiarization	19 Feb - 1 Mar
Effective Speaking (for and at NPIC)	14 Feb - 24 Apr
Information Reporting, Reports, and Requirements	26 Feb - 15 Mar
Information Reports Familiarization	12 - 16 Feb
Intelligence Techniques (for CTs)	14 Feb - 1 Mar
Introduction to Intelligence	12 - 23 Feb
Management (GS-11 - GS-14)	12 - 16 Feb
Operations Support	26 Feb - 15 Mar

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MARCH

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					1	2
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10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

Administration Procedures	25 - 29 Mar
Advanced Management (Planning)	(Sun) 17 - 22 Mar
Challenge of Worldwide Communism (for CTs)	18 Mar - 5 Apr
CIA Review	12 Mar
Clerical Refresher	18 Mar - 12 Apr
Counterintelligence Operations	18 Mar - 5 Apr
Covert Action Operations Seminar	(Sun) 10 - 13 Mar
Field Finance and Logistics	18 Mar - 5 Apr
Information Reports Familiarization	25 - 29 Mar
Intelligence Production (for CTs)	4 Mar - 3 May
Intelligence Techniques (for CTs)	18 Mar - 5 Apr
Introduction to Communism	4 - 15 Mar
Introduction to Intelligence	25 Mar - 5 Apr
JCS/DIA	19 - 20 Mar
Languages (Common)	4 Mar (begin)
██████████████	4 - 22 Mar
Operations, Phase II	4 Mar - 3 May
Orientation to Intelligence (for CTs)	4 - 15 Mar
Support Services (for CTs)	11 Mar - 3 May
Support Services Review: Trends and Highlights	5 - 8 Mar
Vietnam Area	11 - 15 Mar
Vietnam Orientation	19 - 21 Mar

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APRIL

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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
China Familiarization	8 - 12 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 II (for CTs)	4 - 5 and 8 - 10 Apr
Counterintelligence Familiarization	22 Apr - 1 May
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
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
▮▮▮▮▮▮▮▮▮▮	(Sun) 21 - 24 Apr
Soviet Bloc Operations	8 - 19 Apr
Supervision	15 - 19 Apr
Support Services Review: Trends and Highlights	30 Apr - 3 May
Vietnam Area	22 - 26 Apr
Vietnam Orientation	30 Apr - 2 May

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MAY

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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
████████████████	13 - 24 May
CIA Review	14 May
Clandestine Services Review	27 May - 7 June
Clerical Refresher	27 May - 21 June
Counterintelligence Operations	6 - 24 May
CS Records I	6, 8, 10 May
CS Records II	13 - 17 May
CS Records III	20 - 21 May
Field Finance and Logistics	6 - 24 May
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
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

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JUNE

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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
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
██████████████████	3 - 21 June
Program for Representatives at Senior Officers Schools	25 - 27 June
Support Services (for CTs)	3 June - 26 July
Support Services Review: Trend and Highlights	4 - 7 June
Vietnam Area	10 - 14 June
Vietnam Orientation	18 - 20 June
Writing Workshop (Basic)	18 June - 11 July
Writing Workshop (Intermediate)	17 June - 10 July

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OTR COURSES Scheduled on OTR Calendar

Administrative Procedures (1 wk - all day)

> For clerical employees who support the CS at headquarters.
> Covers the organization, functions, procedures, and regu-
> lations of the Agency. Emphasis is on the CS.

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.

Advanced Management (Planning) (1wk - all day)

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> For senior officers of the Agency. The accent will be on
> concepts of planning, directing, and controlling. It will
> include an orientation in programming.
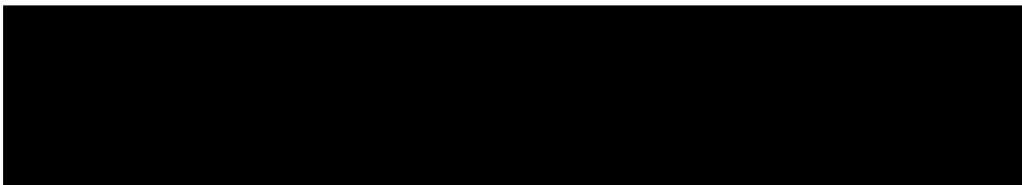
Basic Country Survey: USSR (2 wks - all day)

> For 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.

Challenge of Worldwide Communism (3 wks - 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.

Chiefs of Station Seminar (2 wks - all day)

> For chiefs of small and medium-sized stations, deputy chiefs
> of stations, and chiefs of bases. Focus is on the person of the
> Chief of Station and his administrative and operational responsi-
> bilities. Enrollment limited to 18. SI clearance required.

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China Familiarization (1 wk - 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.

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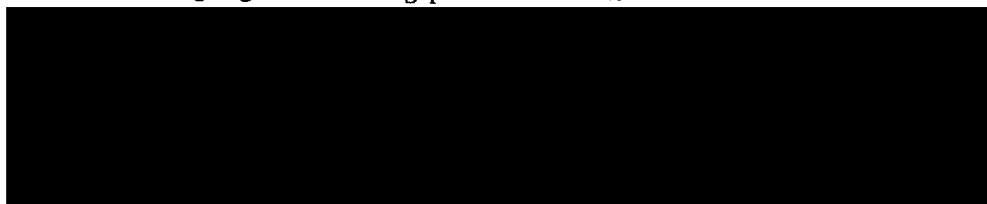
CIA Review (1 1/2 hrs - morning)

> 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 reindoctrina-
> tion lecture.

Clandestine Scientific and Technical Operations (2 wks - 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. Enrollment
> limited to 20. SI clearance required.

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

> For all levels of CS personnel. The CS Records System:
> input, maintenance and retrieval methods, and the disposition,
> disposal and destruction of records. A prerequisite for
> CS Records II and III and to CI Familiarization, CI Support
> and CI Operations. Enrollment limited to 40.

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

> For all levels of CS personnel. Principles, techniques and
> specific procedures used in exploiting the records of the
> Agency and other resources for biographic information.
> Enrollment limited to 25.

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

Completion of this course is one of the requirements to
qualify as a CS Records Officer. A review of operational
factors and relationships upon which decisions are made to
destroy or retain CS operations records; to amend, index
or file elements; or to desensitize documents or files.
Enrollment limited to 20.

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. Enrollment limited to 40.

Clerical Refresher (4 wks - 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.

Communist Party Organization and Operations (3 wks - morning)

For professional employees. Covers organization and
activities of communist parties, with emphasis placed
on those in countries in which they are not dominant.

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 who will
support CI operations. Covers both U.S. and Agency policy
and doctrine for CI, as well as basic tactics. CS Records I
is a prerequisite for CS personnel. CS Records II is strongly
recommended. Enrollment is limited to 20.

Counterintelligence Operations (3 wks - 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. Enrollment limited to 10.

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 demonstrated; and the most frequent problems encountered
> while conducting or supporting CA operations are introduced.

Effective Speaking (12 wks - one morning a week)

> For professional personnel. Covers principles of speaking
> as they relate to oral presentation. Includes a lecture on
> selection and use of graphic aids.

Field Finance and Logistics (3 wks - all day)

> For operational support assistants and support officers re-
> quired to maintain budgetary, financial, and property records
> at a Class B, C, Type II, or Type III Station.

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

> For CS employees required to report intelligence information.
> Covers official policies and procedures for completing a
> report as well as practical exercises. Enrollment limited
> to 10.

Information Reports Familiarization (1 wk - all day)

> For CS employees assigned as junior reports officers or
> those assigned to type CS reports and intelligence cables.
> Enrollment limited to eight.

Intelligence Production (9 wks - all day)

> For Career Trainees. Provides specific training in and
> familiarization with various techniques and skills required
> to produce intelligence.

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Intelligence Research Techniques (2 wks - 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.

Intelligence Review (2 wks - all day)

> For middle-grade and senior officers who have been in the
> Agency at least five years. Covers the Agency's develop-
> ment under the central intelligence concept, recent
> organizational developments to meet current and future
> responsibilities, changes in functions of the intelligence
> community, problems of coordination, and future trends
> in intelligence.

Introduction to Communism (2 wks - all day)

> For professional employees at EOD. 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.)

Introduction to Intelligence (2 wks - all day)

> For professional employees at EOD. 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.)

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
> interpretation. Other types of imagery analysis are
> introduced.

JCS-DIA Orientation (2 days - all day)

> A semi-annual orientation on CIA by the Agency's senior
> officials for selected officers and civilians of the JCS,
> DIA, and the military services.

Management (1 wk - all day)

> For officers in Grades GS-11 through GS-14. Examines
> current thinking in managerial style as it relates to
> communication, employee motivation, and work performance.
> Excercises in team-action problem-solving are used through-
> out to provide students an opportunity to apply the concepts
> and principles covered.

Managerial Grid (1 wk - all day)

> For selected middle-level officers. The Managerial Grid
> concept of classifying leadership and managerial styles is
> examined. Personal managerial styles are analyzed through
> team and individual exercises designed to permit the under-
> standing of the managerial styles of others to serve as a
> means of diagnosing problems which prevent effectiveness at
> any organizational level. Priority will be given to individuals
> whose supervisors have completed the Grid.

Midcareer Executive Development (6 wks - all day - 240 hrs)

> For designated midcareerists. Covers the activities of
> components of the Agency, the U. S. Government in its
> international setting, and problems of management, also
> includes the Managerial Grid. Admission requires Training
> Selection Board action.

Operations, Phase I (13 wks - all day)

> For Career Trainees who are preparing for careers as
> case officers. Covers fundamentals of CS activities,
> emphasizing tradecraft techniques , agent handling, report-
> ing, project management, and FI, CI, and CA objectives. Non-
> CTs are enrolled on a priority-need basis.

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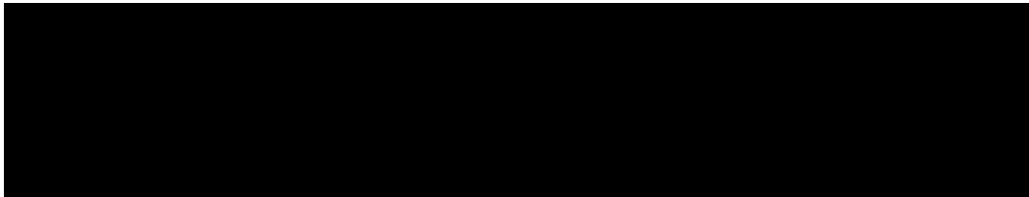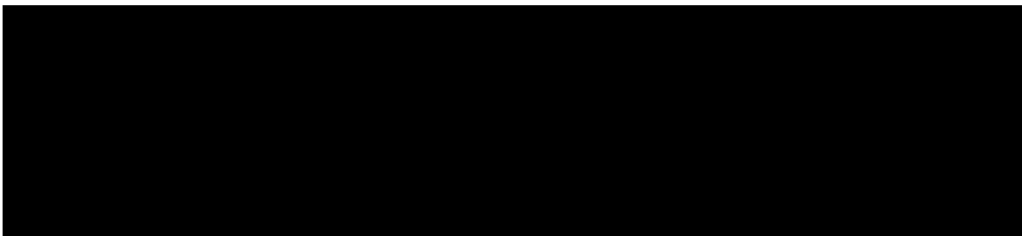
Operations Familiarization (4 wks - all day)

> For Career Trainees and for CS and non-CS officers whose
> responsibilities in support of operations require adequate
> familiarization with functions of the case officer and with
> the programs and operations of the Clandestine Services.

Operations Support (3 wks - 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. Enrollment limited to 30.

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.

Orientation to Intelligence (2 wks - 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.

Project USEFUL (1 wk - 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.
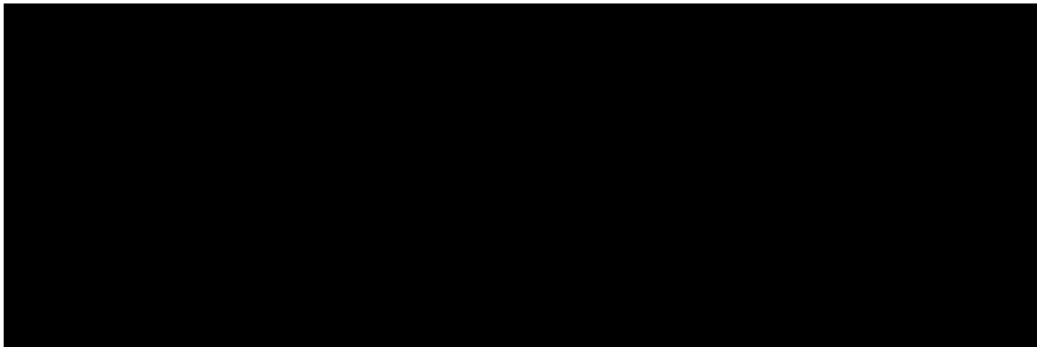
Program for Representatives at Senior Officers Schools (3 days - all day)

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.

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

For GS-15's and above. Features the Managerial Grid.
Selection by Senior Training Officers. Conducted by
contract instructor.

Soviet Bloc Operations (2 wks - all day)

For CS 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 assignments
in which substantial time will be devoted to the Soviet Bloc
target. Headquarters employees engaged in activities against
the Soviet Bloc will be admitted on a space-available basis.

Supervision (1 wk - 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 organizational and
individual needs. Provides materials and a setting for
experiencing and examining interteam and intrateam skills
and activities.

Support Services (8 wks - all day)

For Career Trainees assigned in the Support Services. 25X1A
Acquaints students with organization and mission of various
Support Services components. Emphasis is on training for
field assignments. Includes the Grid.

Support Services Review: Trends and Highlights (3 1/2 days - ▮▮▮▮▮

For professional Support Services employees GS-9 through
GS-15. Emphasizes significant trends and developments
within the Agency's support activities, and includes presen-
tations on ADP, records management, and planning, pro-
gramming, and budgeting.

Vietnam Area (1 wk - all day)

For employees whose work is related to Vietnam. Covers
the geography, history, and social structure of Vietnam, rel-
evant 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.

Vietnam 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.

Writing Workshop (Basic) (4 wks - morning - Tues & Thurs)

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.

Writing Workshop (Intermediate) (4 wks - morning - Mon & Wed)

For professional employees. (Non-professionals may attend
under certain circumstances.) Covers principles of good
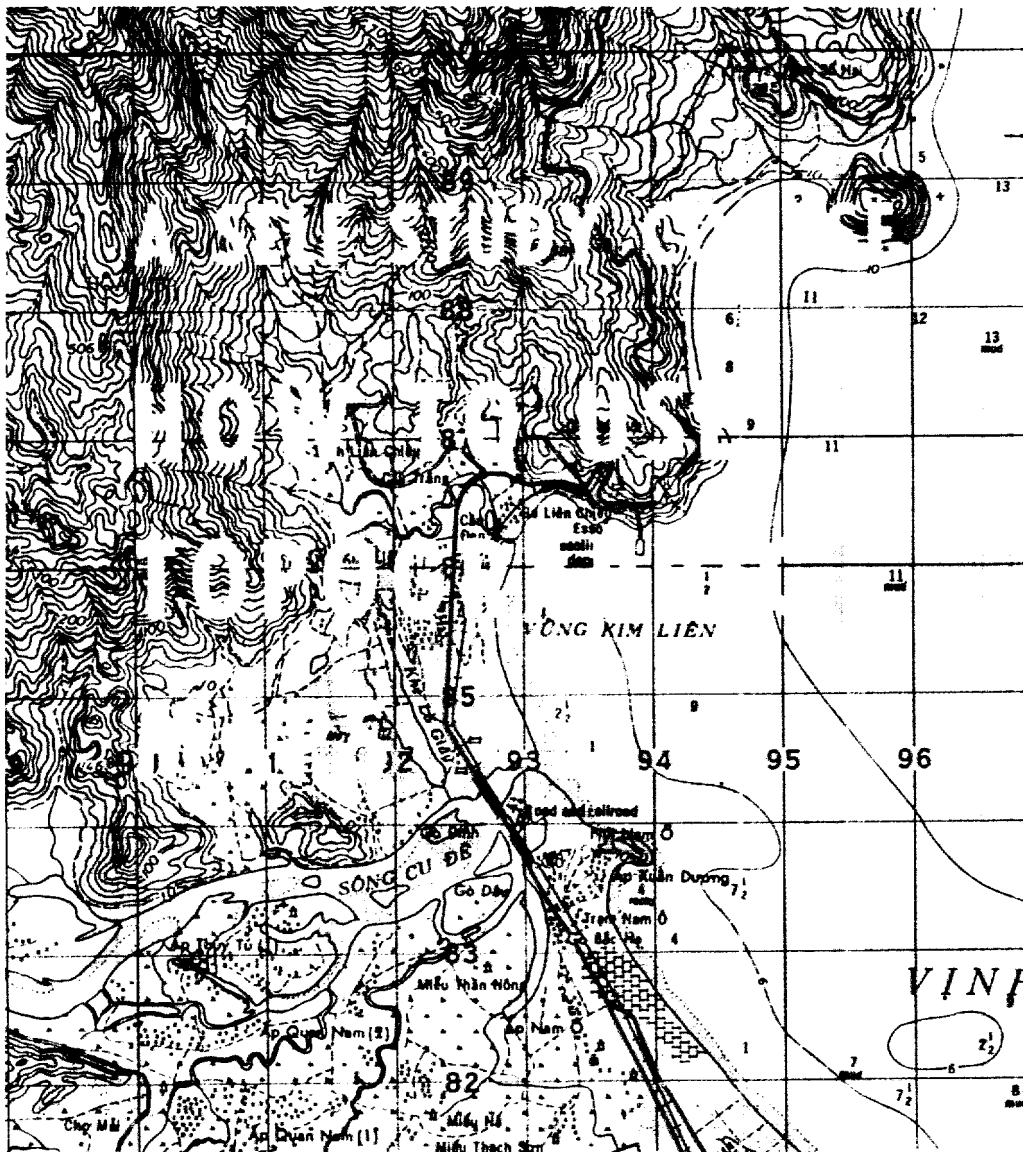writing, including clarity, accuracy, and logic.

The Intelligence Production Faculty of OTR's Intelligence
School has prepared a programmed text in topographic map
reading. It is designed to assist anyone who needs to make
use of maps, and it is organized so that the individual can teach
himself.

The programmed text introduces all the basic skills involved
in the use of topographic maps, whether by the researcher, by one

who simply wants to check geographic or military grid coordinates
for an intelligence report, or by one who consults maps in the
field. The text does not deal with subjects of prime value to but
a single type of application. For example, it does not include
study of azimuths, which is valuable to anyone using maps in the
field but of little utility to one checking coordinates for an
intelligence report, to someone using maps for planning purposes,
or to the researcher.

The individual progresses through the programmed text in
a series of stages which involves reading a paragraph of instruc-
tion on a specific aspect of map study, applying the substance
covered in an exercise working with a map or maps of a foreign
area such as Vietnam, and answering a series of questions related
to the aspect of map study covered in the paragraph. In every
instance, the individual can check his answer against the correct
answer, which appears in the margin of the text. The stages of
instruction are divided into small sections, each followed by a
self-test covering the material in the section or those preceding,
the correct answers again appearing in the margin. In this
manner, as information is learned, its cumulative application in
succeeding sections provides both a review and additional practice.

The sequence of self-tests at the end of each section permits
the program to be used also as a review technique for persons who
have already had some training in the use of topographic maps.
Such an individual might need to do only the self-test questions.
If he should find that he is unable to answer, or gives incorrect
answers to, a group of questions, he can go back to the pertinent
instructional paragraphs and related excercises to refresh his
memory.

Individuals who have had considerable experience in map reading
can finish the program in one to four hours. Those who have had
no map reading can complete the program in six to fifteen hours.
It is recommended that one spend no more than two or three hours
at a time working on the program.

If your work at headquarters involves the use of topographic
maps, or if you are preparing for work overseas which will
require the use of topographic maps, you may find the programmed
text helpful. Copies of the map-reading program may be obtained
by calling the Intelligence Production Faculty, extension ████   25X1A

OTR as a Support Organization:

INSTRUCTIONAL SERVICES BRANCH

The Instructional Services Branch of the Support Staff
is responsible for furnishing audio-visual support to the Office
of Training's various instructional programs. Organizationally,
the Branch is divided into three sections to correspond with
functional areas--audio aids, visual aids, and motion picture
production. Physically, the Branch is located in the 1000 North
Glebe Road building because OTR's activities in the headquarters
area are centered there. The Branch's services, however, are
also supplied to the extent possible to support training programs
conducted at the Headquarters Building and at other sites.

The **AUDIO AIDS SECTION** offers advice
and guidance to instructors as to the most suitable equipment
for use in relation to specific instructional requirements and makes
equipment and operators available for training programs on a
scheduled basis. Major items of equipment which the Section can
provide include various slide and motion-picture projectors, trans-
parency and opaque projectors, and audio and video tape recorders.
Closed-circuit television systems equipment includes three cameras,
two Ampex Model VR 6000 recorders utilizing one-inch tape, and
six monitor sets for audience viewing.

All classrooms at the Glebe Road building are tied into a
control center operated and maintained by the Section. This
permits tape recording and play-back from a single source, as
well as central control of public address systems in all classrooms.

In addition, the Audio Aids Section maintains a film library
of all OTR-produced training films, together with other films
obtained through the Pictorial Services Branch of the Central
Reference Service for OTR's permanent retention.

The **VISUAL AIDS SECTION** is a creative
art center responsible for designing and producing "tailor-made"
visual aids to support OTR's training programs. Personnel in
this Section counsel instructors and others within OTR regarding
the selection and use of visual aids to effect the best possible
presentation, whether the aids are charts, transparencies, or
more exotic three-dimensional displays or devices. Specific
capabilities of the Section include the production of transparencies
by the Diazo ammonia printing process, black-and-white and
color photography, hand lettering, medium-scale construction,
black-and-white and color illustration, and color portraits. The
Visual Aids Section assists the motion-picture unit by providing
titles, illustrations, and animation.

The **MOTION PICTURE PRODUCTION UNIT**
became a part of the Instructional Services Branch in
1956. It is now under the direct supervision of the Branch chief
who serves as producer. Twenty feature-length films have been
produced. Ten of these were made for specific use in OTR's
instructional program. The others were made at the request of
other Agency components as follows: One for the Suggestion Awards
Committee, three for the Office of Logistics, one for the Office of
National Estimates, and a series of four to depict the organization
and workings of the Directorate for Intelligence. In addition, a
number of short briefing films were completed, some being
staged and others recording live situations. Whenever possible,
films are produced internally, utilizing staff personnel and
facilities exclusively. When necessary, however, contract
personnel supplement the staff. Requests for assistance from
the Unit for the production of films should be made in accordance
with the 19 June 1967 memorandum to all directorates from the
Deputy Director for Support, Subject: "Request for Training Films."

All capabilities of the Instructional Services Branch of the
Support Staff of OTR are made available to other Agency components
if personnel and facilities can be spared.

COMPONENT TRAINING

A significant portion of the total Agency training effort takes the form of on-the-job programs and formal courses conducted internally by components other than the Office of Training. What might best be described as informal apprenticeship, with instruction and close supervision provided by senior employees to new or junior employees actually engaged in desk work, makes up a major segment of this category of training. The remainder consists largely of formal courses which can be provided economically and efficiently by the offices having a direct interest in the subject matter or activity involved.

OTR's identification with component training is in the assigned responsibility of the Director of Training for the "coordination, technical supervision, review, and support of all Agency training activities." This responsibility is fulfilled in many ways, from contributing elements to specific component training programs and courses to correlating OTR courses with component courses to provide an integrated program. Meanwhile, advice and assistance to components in initiating and conducting courses is obtainable from all Schools and Staffs of the Office of Training.

The following descriptive material presents examples of component training as conducted in each of the Directorates. It is taken from accounts prepared by Training Officers in the Offices providing the training. It should not be presumed to be all-inclusive.

THE CLANDESTINE SERVICES

The Records Integration Division's (RID) Professional
Trainee Program is an example of specialized training within
the Clandestine Services (CS). Selected candidates who possess
special qualifications or aptitude and potential for filling pro-
fessional positions throughout the Directorate are approved for
the two-year program by the CS Office of Personnel. The trainees
must be willing and able to serve where and when needed, including
overseas, and must accept an agreement to this effect. They must
be qualified in a foreign language at the elementary level or indicate
at least average potential in an aptitude test. About fifty percent of
those who participate in this program can be expected to enter the
Agency's Career Training Program; hence, basic qualifications for
the two programs are similar. Other participants in the RID program
include individuals who need additional experience and maturing
before entering the Agency's Career Training Program or individuals
with specialized interests or qualifications who are preparing for
direct assignment to reports, research, or analysis functions or to
counterintelligence or other work in the Clandestine Services.
Applicants are recruited either from within or outside the Agency.

The training itself consists of three to six months of on-the-job
experience designed to provide the trainee with an awareness of the
importance of records and a knowledge of how the CS records system
operates. The on-the-job training is integrated with regular OTR
courses, including the Intelligence Orientation Course--Introduction
to Intelligence and Introduction to Communism--the specialized
Clandestine Services Records Courses, and the Counterintelligence
Familiarization and Operations Familiarization Courses.

Upon successful completion of their training, trainees are given
assignments by the Clandestine Services Personnel Staff on the bases
of recommendations by the Chief of the Records Integration Division,
the requirements of the Staffs and Area Divisions of the Clandestine
Services, and the qualifications and preferences of the employee.

THE DIRECTORATE FOR INTELLIGENCE

On-the-job training as it is conducted in the Directorate for
Intelligence probably exemplifies that type of training as it is
carried on in all other components of the Agency. Briefings describe
divisional and office missions in relation to directorate, Agency, or
even governmental missions and programs. Specific examples of
this type of training are the introduction of the new employee in the
Office of Basic and Geographic Intelligence to all the research resources

of the intelligence community, including libraries, registers,
and documentation systems; the day-to-day and individual train-
ing of both professional and clerical personnel assigned to the
Domestic Contact Service, the former in procedures for handling
requirements and processing reports and the latter on procedures
for either or both headquarters and field reporting and corres-
pondence; and the briefing of new Watch Officers in the Office of
Current Intelligence on their responsibilities and relationships to
the entire intelligence community.

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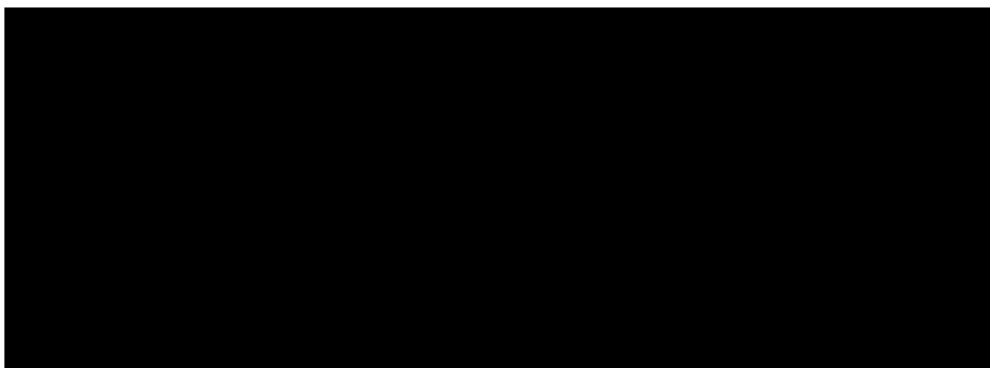
A program in the Office of Basic and Geographic Intelligence,
the Special Cartographic Training Course, similarly prepares special-
ized professionals--cartographers, illustrators, and cartographic
draftsmen--for assignments in technical or research map production.
Depending on individual background and experience, the course
continues for six or eight weeks, instruction emphasizing procedures,
techniques, and standards required in the Cartography Division. The
course covers all aspects of work for which the employee will be
responsible and concludes with the assignment of a production job.

The Domestic Contact Service (DCS) has developed courses at
four levels for its intelligence officers. At the time he enters on
duty, the officer attends a two-week course, the first week of which
includes an explanation of the DCS mission and methods used to
accomplish it; the second week centers on the theory and practice
of intelligence collecting and reporting. The experienced collector
of intelligence information often attends a week-long course related
to specific collection projects; offices concerned with substantive
operations impart background information in the subject areas of the
collection project--guided missiles, nuclear energy, bioastronautics,
or perhaps cybernetics. Every three years, at least, the experienced
field collector returns to Washington for a four-week, on-the-job
training program to reacquaint him with headquarters operations and
to give him the opportunity to talk with analysts who provide him with

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collection requirements. Conversely, headquarters case
officers are given a three-week orientation at field offices
where they observe and participate in field collection. The
climax of the DCS training cycle is the Annual Management
Meeting--a meeting of the chiefs of the field stations with the
Director of the DCS and his Executive Staff to review the year's
work, to discuss policies, problems, and plans for the DCS,
and to hear briefings by ranking Agency officials.

THE SUPPORT SERVICES

The Office of Communications within the Support Services
typifies the provision by a component of specialized training in
which the Office giving the training is primarily concerned but
in which other components of the Agency may also participate.
To support its mission of operating and maintaining a worldwide
network of communications facilities, the Office of Communications
carries on a regular program of formal courses and informal
training ranging from instruction in basic radio and teletype oper-
ations to familiarization with complex systems based on the most
advanced physical-electronic technical devices, and in the main-
tenance and repair of communications equipment from the simple
replacement of units to the fabrication of parts.

The Office of Medical Services (OMS) gives instruction in three
areas. A ten-hour first-aid course, open to all Agency employees,
provides instruction in the care and handling of the sick and injured
that can be accomplished before professional medical attention
can be obtained. OMS also provides individual or group instruction
in the use of the Pneolator, an automatic artificial respiration
machine used for resuscitation. Its third area of instruction is
the thirty-hour Individual Medical Support Course which equips
employees assigned to isolated areas to cope with emergency situ-
ations where no professional medical assistance is available. The
Office of Medical Services gives its instruction in all three areas
either at its own facilities or in the requestors' quarters if the
necessary equipment is available.

The Office of Security, in addition to its regular Security
Indoctrination for new employees and its Reindoctrination Program
for employees with Agency experience, conducts an intraoffice
curriculum of courses in various security subjects for the benefit
of its careerists. Subjects include investigation techniques, physical-
security and audio-countermeasures techniques, security clearance
procedures, industrial security procedures, and related considerations.

THE DIRECTORATE FOR SCIENCE AND TECHNOLOGY

The Directorate for Science and Technology (DDS&T) has
established an eight-month Career Development Course whose
objective is to provide selected trainees with a comprehensive
view of scientific and technical intelligence activities in the
Agency and in other agencies and departments of the Government.
The primary goal of the course is the development of an appre-
ciation of all aspects of scientific and technological intelligence.
Evaluations of participants as they perform in this course have
a definite bearing on their subsequent assignments. It is expected
that they will be given rotational tours within the Directorate.
Nominations for the program are made by the Directorate's Career
Service Board and final approval is by the Deputy Director for
Science and Technology. Individuals from other components in the
Agency which have responsibilities in scientific and technological
intelligence or activities may also be nominated for the program.

The program includes orientation and training by each Office in
the Directorate, by the Office of Communications, the National
Photographic Interpretation Center, and the Technical Services
Division, and by the National Security Agency. It also includes
attendance at OTR's Operations Familiarization Course. General
areas of information covered by the program are the collection and
processing of scientific and technical intelligence, analysis and
production of scientific and technical intelligence, systems develop-
ment and deployment, research and development, and operations.
Much of the training is given at headquarters, although there is
substantial travel to areas outside headquarters, including trips to
non-Agency sites.

Within the DDS&T the Office of Elint (OEL), the Office of Research
and Development (ORD), and the Office of Scientific Intelligence (OSI),
conduct orientations to acquaint new professional and technical
personnel with the missions and functions of the respective component
and to show them the interrelations of its missions and functions with
those of the Directorate and the Agency. The OEL presentations consist
of a series of monthly one-hour lectures; the ORD presentation is a
week-long course, and the OSI program is a series of tours of related
components. All three training programs are primarily for profes-
sional or technical employees, although other employees may
participate.

The Office of Computer Services has a Developmental
Electronic Data Processing Training Program which provides
its employees with a maximum of seventeen weeks of computer
science topics and four weeks of nontechnical orientation. A
basic Computer Science Curriculum, the program is essentially
a series of four successive courses, each requiring the preceding
as a prerequisite. The courses are basic in the sense that their
content is the minimal preparation for an employee to integrate
easily into a related production environment. The first course,
Introduction to Computer Science, covers basic concepts and
technology and introduces both software and hardware, particularly
in conjunction with the IBM 360 equipment. The second course,
Introduction to IBM 360 Operating System, emphasizes the application
of facilities associated with the IBM 360. The third course, Program-
ming, emphasizes standard conventions with regard to both programming
concepts and programming techniques. The fourth course, Systems
Analysis, centers on problem definition, problem solving, and
organization of task effort, using real problems.

Of special interest in this connection is the Intelligence Processing
Research and Development Program of the Office of Research and
Development. Utilizing its laboratory in which it maintains a variety
of computer equipment--analog, digital, graphic processing, and
speech processing--this unit serves as a continuing training facility
through its projects and through the use of employees from other
Agency components who are there on rotational assignments. As its
projects evolve, ORD organizes ad hoc computer-related training
programs for its own professional employees and for individuals in
other offices of the Agency if they would benefit from them. Partici-
pants in OTR's ADP Orientation Course visit the Intelligence Processing
Research and Development laboratory as part of their familiarization
with the Agency's automatic data processing activity.

NOTE:

This brief review of component training within the Agency suggests
the magnitude of the internal training effort beyond the prescribed
activities of the Office of Training. Although most of this type of
training is designed for members of the component providing the
training, in many instances employees from other components can
participate. To arrange such participation, Training Officers should
contact their counterparts in the component which provides the train-
ing.

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NON-AGENCY TRAINING

This section of the OTR Bulletin contains information on
non-CIA courses or programs related to career develop-
ment of CIA employees. Attendance may be sponsored by
the Agency or it may be self-sponsored. The Training Of-
ficer must be consulted on Agency-sponsored training.

Agency Sponsorship:

A Form 136, "Request for Training at Non-Agency
Facility" (revised effective June 1966), is sent to
the Registrar's office, External Training Branch,
by the Training Officer. For overt employees, the
completed form is sent directly to ETB. For non-
overt applicants, the form is sent first to DDP/OPSER/
CCS. No formal steps toward registration should be
taken prior to OTR approval.

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Self-sponsorship:

According to ███████ para c(12), an employee who
takes a non-Agency course at his own expense is re-
quired to send a written request for approval through
administrative channels to the Director of Security.
The request will include the subject(s) to be studied,
the name and address of the school, the full name(s)
of the instructor(s), and the dates and hours of in-
struction.

For additional information on the courses outlined in this sec-
tion of the OTR Bulletin or on other external courses, call AIB/
RS/TR, extension ████ For information on registration, call
ETB/RS/TR, extension ████

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OFF-CAMPUS PROGRAMS
1968 SPRING SEMESTER

George Washington University and American University will
continue their Off-Campus Programs at the Agency during the
1968 Spring Term. Agency employees in an overt status may
further their professional training by taking college-level courses
at somewhat reduced rates as compared with tuition rates on
campus. George Washington University courses cost $126, and
American University courses cost $120. Enrollment may be on
a personal basis or under Agency sponsorship; consult Training
Officers for advice on Agency sponsorship. Courses begin the
week of 5 February and continue for fifteen weekly sessions until
approximately 24 May. They may be taken separately or as a
part of a degree or certificate program. Classes are held at the
Headquarters Building, or at another designated building, from
5:45 p.m. to 8:15 p.m. All instructors are Agency employees
accredited by the universities.

Registration will be in the Auditorium at Headquarters on
Tuesday, 23 January, from 10 a.m. to 3 p.m. A representative
from George Washington University will be present to answer

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questions. American University will provide counseling on request.
Further information on the courses, or the off-campus programs
in general, may be obtained by calling ███████████ of the
OTR Registrar's office, extension██████

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It is expected that the following courses, many of them sequen-
tial to those currently being given, will be offered on the days
indicated. All elements of the program, including the days listed
are tentative, however.

George Washington University

Accounting 1 Introductory Accounting. Basic principles under-
lying accounting records, preparation of the work sheet and
financial statements, accounting for single proprietorships
and partnerships. (Wednesday)

Business and Public Administration 207 Human Behavior in
Organizations. Individual, group, intergroup, and other
human behavior and development; application of social science
research to administration. Emphasizes practical applica-
tions. (Wednesday)

George Washington University (cont)

Economics 1 Principles of Economics. A survey of the
major economic principles, institutions, and problems
in contemporary life. (Thursday)

English 1 English Composition. A course in the analysis
and practice of expository techniques with emphasis on
unity, development, and organization. (Tuesday)

History 72 The Development of the Civilization of the
United States. The political, social, economic, and cul-
tural forces of the United States in their world setting from
1865 to date. (Wednesday)

History 146 History of Russia. Revolution and Soviet Rule,
1900 - 1960. (Tuesday)

Mathematics 10 General Mathematics II. Number systems,
Euclidean and non-Euclidean geometry, graphs, functions,
introduction to analytic geometry. Prerequisite: Math-
ematics 9. (Monday)

Mathematics 22 Calculus II. Differentiation and integration
of transcendental functions and applications, topics in analytic
geometry, techniques of intergration. Prerequisite: Math-
ematics 21. (Tuesday)

Mathematics 124 Introduction to Matrix Theory. Elementary
theory of finite vector spaces, determinates, equivalence,
matrices with polynominal elements, similarity of matrices.
Prerequisite: At least Calculus IV. (Monday)

Political Science 6 Introduction to Political Science. Nature
and study of politics--theories, forms, and processes of political
systems; internationational relations and political ideologies.
(Thursday)

Psychology 1 General Psychology. The fundamental principles
underlying human behavior. (Thursday)

Psychology 144 Personnel and Industrial Psychology. Psycholog-
ical concepts and methods applied to problems of personnel
management, human engineering, employee motivation, and
productivity. (Wednesday)

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American University

19.521 Quantitative Economic Analysis. Intermediate
mathematical analysis of economic phenomena, elements
of model building, game theory, and linear programming.
Prerequisite: 19.305 (Introduction to Quantitative Economics)
or permission. (Thursday)

19.706 Income Analysis II: Analysis and Applications.
Keynesian and post-Keynesian economics. Theoretical
forerunners and modern refinements. Applications to
business cycles, economic development, public policy.
Prerequisite: 19.705 (Income Analysis I). (Tuesday)

55.410 Introduction to Data Processing. An introduction to
the problems, principles, and methods of data processing,
covering a variety of methods, including the automatic data
processing revolution of the last decade and its significance
for business and public administration and management. The
course will generally survey types of data processing instru-
ments, methods, systems, and their applications. It is for
those without knowledge of or experience in ADP. It will equip
the student to communicate with data processors, but will not,
by itself, be preparatory for technical employment in the field.
(Tuesday)

55.530 Automatic Data Processing Systems. (Graduate Course)
A survey of the subject: equipment systems, use of applications
and systems, the analysis of feasibility, operational processes,
systems design and installation, administrative and managerial
factors and problems. Prerequisite: 55.410 or equivalent.
(Tuesday)

69.400 Managerial Statistics. Survey of first-year statistics.
Prerequisite: Mathematics 41.100 (Basic Survey) (Thursday)

55.561 Management of ADP Systems. (Graduate Course)
Estimates of requirements, organizational arrangements, plan-
ning the total system, conversion problems, costs and performance
evaluation, the executive role in achievement of integration.
Prerequisite: 55.530 (Tuesday)

American University (cont)

55.660 <u>Management Information and Reporting Systems.</u>
The decision-maker's information requirement; related
system performance requirements; design and installation
of the responsive system; PERT, CPM, and similar plan-
ning and control information systems; problems and
techniques of executive use of the system product; interaction
and integration of information processing systems and
institutional records systems; workshop in the design and
installation of actual and model systems.
<u>Prerequisites:</u> 69.400 and 55.530 (Monday)

TRAINING SELECTION BOARD PROGRAMS

EDUCATIONAL
PROGRAM
IN
SYSTEMATIC
ANALYSIS

The Agency has been invited to submit three
nominations for the 1968 Educational Program
in Systematic Analysis. This program,
supervised jointly by the Bureau of the Budget,
the Civil Service Commission, and the
National Institute of Public Affairs (NIPA), is
designed to develop a group of people who are
well trained in modern analytical techniques
and who can apply these techniques to the
analysis of public programs. The participant
undertakes a year of intensive work at one of
eight universities -- California (Irvine),
Carnegie-Mellon, Harvard, Maryland, Mass-
achusetts Institute of Technology, Princeton,
Stanford, or Wisconsin. Typical subject
matter includes micro-economics, quantita-
tive methods, public expenditure theory, and
systems analysis, as well as substantive
courses such as transportation, education, or
natural resources. NIPA assigns participants
in groups of from seven to fifteen individuals
to specific universities by equating proposed
study programs with university resources.
Nominees should have evidenced a high
analytical capability, demonstrated above-
average (B+ or better) academic ability, and
possess at least a bachelor's degree.

The Training Selection Board, using the
framework of the Agency's five-year
midcareer program, considers employees
in grades GS-9 through GS-13. Nominations
should be forwarded to the TSB by Senior
Training Officers by 15 December 1967.

ADVANCED
INTELLIGENCE
COURSE

The Defense Intelligence School has advised
that it will accept women in its fourteen-week
Advanced Intelligence Course. The next
running of this graduate-level course, which
emphasizes the management aspects of in-
telligence activities rather than intelligence
techniques, is 19 February through 24 May
1968. The names of nominees, who must
be in grade GS-13 or above and have consider-
able intelligence experience as well as a
college degree, should be submitted to the
TSB by 29 December 1967.

PROGRAM FOR
MANAGEMENT
DEVELOPMENT

Nominations for the 25 August 1968 Program for
Management Development conducted by Harvard
University must be in the hands of the TSB by
19 January. Candidates for this sixteen-week
program for middle managers should be between
30 and 40 years of age, have a minimum of five
years of management experience, and be in
grades GS-13 through GS-15. (A fuller state-
ment about this program appears in the July-
August 1967 OTR Bulletin.)

1968 SPRING SESSION SCHEDULES OF
WASHINGTON-AREA UNIVERSITIES

Note to Training Officers: ETB must have requests for Agency
sponsorship of employees in courses at the following universities
a minimum of three weeks prior to registration.

AMERICAN UNIVERSITY

1 - 5 February:	Registration
7 February:	Classes begin
9 June:	Classes end

CATHOLIC UNIVERSITY

29 - 30 January:	Registration
7 February:	Classes begin
31 May:	Classes end

DUNBARTON COLLEGE

24 January:	Registration
31 January:	Classes begin
30 May:	Semester ends

DISTRICT OF COLUMBIA TEACHERS COLLEGE

29-30 January:	Registration
31 January:	Classes begin
14 June:	Classes end

DEPARTMENT OF AGRICULTURE GRADUATE SCHOOL

20-27 January:	Registration
29 January:	Classes begin
17 May:	Classes end

GALLAUDET COLLEGE

1 - 2 February:	Registration
5 February:	Classes begin
20-29 May:	Exams

GEORGE WASHINGTON UNIVERSITY

25 - 27 January:	Registration
29 January:	Classes begin
15 May:	Last class
18 - 25 May:	Exams

GEORGETOWN UNIVERSITY

30 - 31 January:	Registration
1 February:	Classes begin
31 May:	Classes end

HOWARD UNIVERSITY

1 February:	Registration
2 February:	Classes begin
6 June:	Semester ends

MONTGOMERY JUNIOR COLLEGE

29 - 31 January:	Registration
5 February:	Classes begin
31 May:	Classes end
3 - 7 June:	Exams

PRINCE GEORGES COMMUNITY COLLEGE

31 January & 1 - 2 February:	Registration
5 February:	Classes begin
29 May:	Classes end

UNIVERSITY OF MARYLAND

5 - 9 February:	Registration
12 February:	Classes begin
31 May - 7 June:	Exams

UNIVERSITY OF VIRGINIA, NORTHERN VIRGINIA CENTER

8 - 31 January:	Registration
5 February:	Classes begin
3 - 7 June:	Exams

NORTHERN VIRGINIA COMMUNITY COLLEGE

4 - 5 January:	Registration
8 January:	Classes begin
19 March:	Classes end

GEORGE MASON COLLEGE

31 January - 2 February:	Registration
5 February:	Classes begin
27 May - 4 June:	Exams

INTERAGENCY TRAINING PROGRAMS

Civil Service Commission

INTRODUCTION TO ADP IN FINANCIAL MANAGEMENT
4 - 5 January   1900 E Street, N. W.

This two-day seminar provides a general overview of the uses and
potential of automatic data processing as well as specific applications
of ADP to financial activities. Topics include: Introduction to ADP;
the impact of ADP on financial management; a survey of the uses of
ADP equipment; and the problem of "audit trails." For accountants,
budget officers, and others in the financial management field, in
grades GS-12 through GS-15. Cost: $75.

ADVANCED SEMINAR IN ADP AND TECHNICAL INFORMATION SYSTEMS
8 - 11 January   1900 E Street, N. W.

This four-day program explores in detail various systems approaches
involved in applying ADP to specific library functions. It builds on
material given in the two-day Introduction to ADP in Technical
Information Systems. Topics include: Equipment characteristics and
capabilities; tools of systems analysis; development of systems
to meet user needs; and problems of evaluation and control. For
librarians, archivists, information specialists, and others concerned
with the storage and retrieval of technical data, in grades GS-9
and above. Cost: $140.

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Civil Service Commission (cont)

PSYCHOLOGY AND THE MANAGEMENT OF HUMAN RESOURCES
10 - 12 January   1900 E Street, N. W.

This course looks into some of the human behavioral problems in
the management field, seeking to bring out a few of the principles
of behavior that underlie modern management practices and to give
a pattern and coherence to the psychological underpinnings of
managerial practices in dealing with behavior. Psychological
research findings are studied in relation to their specific applicability
to institutional requirements for the selection, development and
counseling of employees, to individual characteristics in relation
to personnel and organizational psychology and human motivation,
and to group influences in relation to communication and employee-
management relations. For staff specialists and supervisors,
GS-9 through GS-12, who need to know more about the science of
human behavior in conducting their day-to-day activities. Cost: $85.

EXECUTIVE SEMINAR IN ADP
15 - 16 January   1900 E Street, N. W.

This two-day seminar provides an opportunity to obtain information,
develop ideas, and exchange views on effective uses of ADP. Topics
focus on matters of concern to top management: Capabilities of
electronic data processing equipment; feasibility studies; implementing
the decision to automate; effects of electronic data processing systems
on organizational structure and various levels of management; present
ADP applications and their results in terms of efficiency, effectiveness,
and economy; the impact of ADP on the workforce; and the future of
ADP in government management. For executives, GS-15 or above,
with broad responsibility for functions which are or soon may be
automated. Cost: $90.

EXECUTIVE ORIENTATION IN PPB
22 - 24 January   1900 E Street, N. W.

This three-day program provides an introduction to the fundamental
principles underlying the planning, programming, and budgeting
system. It is intended to explain what PPBS is, its underlying
economic principles, the general methods and techniques used, what
the President and the Bureau of the Budget want to achieve through
PPBS, and recent experience in nondefense agencies in using the
system. For managers and staff specialists in grade GS-14 or
above. Cost: $50.

Civil Service Commission(cont)

ECONOMIC ANALYSIS AND EXECUTIVE DECISIONS
22 - 26 January   1900 E Street, N. W.

The purpose of this program is to develop a greater awareness
on the part of Federal executives of the economic impact of
their program decisions. Topics will include the economic
concept of the Government as a producer of goods and services,
the allocation of resources in program and production decisions,
the application of cost-benefit analysis, measurement of
productivity in Federal agencies, forecasting techniques. For
executives in grade GS-14 or above who must initiate and utilize
economic analysis. Cost: $150.

SYSTEMS ANALYSIS FOR COMPUTER PROGRAMMERS
22 - 26 January   1900 E Street, N. W.

This course moves immediately to the functions and techniques
of systems analysis and design, and includes discussion of the
extent and tasks of systems analysis, specific steps of the
feasibility study, analysis of the present system, developing
specifications for a new system, designing input, output, and
file layouts, designing requirements for programs, and documen-
tation. For computer programmers and newly assigned systems
analysts who have had experience in programming. Prior
knowledge of computer components and experience in computer
programming concepts will be presumed. Cost: $160.

EXECUTIVE SEMINAR IN MANAGEMENT INFORMATION THEORY
29 - 30 January   1900 E Street, N. W.

The objective of this seminar is to explore the concept of
information management in the context of organizational
structure. Topics discussed include the scope and objectives
of management information systems, the determination of
management information requirements, the role of the
manager in designing a management information system,
organization and control of a management information system,
the impact of computer technology on the design of information
systems, and the future of man-machine systems. For
executives in grade GS-15 or above. Cost: $90.

Civil Service Commission (cont)

MIDDLE MANAGEMENT INSTITUTE
29 January - 2 February; 22 - 26 April   1900 E Street, N. W.

This institute is directed to the manager's need for a broad
perspective and his requirement to be currently informed on
new developments affecting his type of work. Core topics cover
the functions of management such as decision-making, communi-
cating, planning, directing, controlling, organizing, and staffing.
Discussion will extend also to planning-programming-budgeting
systems, intergovernmental relations, and the role of the
Bureau of the Budget. This is a program for middle managers
in grade GS-11 through GS-14. Cost: $60.

EXECUTIVE SEMINAR IN OPERATIONS RESEARCH
1 - 2 February   1900 E Street, N. W.

This seminar will provide an opportunity for career executives
to obtain information, develop ideas, and exchange views on
effective management use of operations research. Subject matter
includes the capabilities of operations research, the philosophy
of operations research, models, illustrations of types of manage-
ment problems to which operations research can be applied, and
operations research and the decision-maker. Strictly technical
aspects of operations research will not be stressed. Executives
with broad administrative responsibilities, GS-15 and above,
are eligible. Cost: $90.

TECHNIQUES AND METHODS OF OPERATIONS RESEARCH
5, 6, 12, 13 February   1900 E Street, N. W.

This course meets in two two-day sessions. Its objective is to
develop a practical understanding of such basic operations research
concepts as inventory theory, replacement theory, queuing theory,
simulation, cost-benefit analysis, and linear programming. There
are homework assignments. A familiarity with basic algebra is
essential to effective participation and attendance at the three-day
Operations Research Orientation is helpful. For full-time employees
in grade GS-9 or above. Cost: $140.

Civil Service Commission (cont)

PERSONNEL MANAGEMENT FOR PERSONNEL SPECIALISTS
6 February - 26 March (Tuesdays)   1900 E Street, N. W.

This program is designed to develop a broad perspective of
personnel management in relation to total management, as well
as the interrelationship of personnel specialties. Topics include
management and organization, the personnel functions, employ-
ment and development of people, human behavior, group relations,
pay administration, employee relations and service, and personnel
management in perspective. For persons in grades GS-9 through
GS-12 serving in or expecting to be assigned to supervisory positions
in personnel offices or in closely related work. Cost: $150.

ADP SYSTEMS ANALYSIS SEMINAR
7 February - 27 March   1900 E Street, N. W.

This seminar consists of an opening half-day session followed by
seven full-day sessions a week apart on Wednesdays. Seminar
topics are: Principles and Fundamentals of Data Processing;
The Computer: What It Is and How It Works; Fundamentals of
Programming; Documenting and Charting Present Systems; The
Feasibility Study: How To Go About It; Recognizing Potential
Application Areas for ADP; Installation and Administration of an
ADP Operation; Control and Evaluation of An ADP Operation;
and Management-related Uses of the Computer, e. g. Operations
Research. Employees, GS-9 or above, who require information
about ADP systems analysis, not programers or systems analysts
themselves, should attend. The one-week ADP Orientation is a
useful preparation but is not mandatory. Cost: $175.

INTRODUCTION TO ADP IN TECHNICAL INFORMATION SYSTEMS
12 - 13 February   1900 E Street, N. W.

This is a basic program designed to provide an overview of the
uses and potential of ADP along with specific information relating
to its application in technical libraries. Topics include the impact
of ADP on library management, a study of current uses of ADP
equipment in scientific information systems, information storage
and retrieval systems, and future uses of ADP in libraries.
Librarians, archivists, information specialists, and others concern-
ed with the storage and retrieval of technical data, GS-9 and above,
may attend. Cost: $75.

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Civil Service Commission (cont)

MANAGEMENT INSTITUTE FOR SUPERVISORY SCIENTISTS
AND ENGINEERS
12 - 16 February   1900 E Street, N. W.

The special nature of the managerial job in R&S organizations is
examined by identifying the motivational characteristics of technical
personnel, by discussing the impact of organizational structure on
the productivity of scientific and engineering groups, and by exploring
the leadership patterns best designed to release and accelerate
creativity. Topics include the flexibilities of the Federal personnel
system in managing scientists and engineers, career development
concepts, and the administrative and financial practices which permit
the most effective direction and control of technical projects. For
GS-12s- 14s who are presently filling, or being trained to assume,
supervisory and managerial positions in research and development
activities. Cost: $85.

MANAGEMENT OF GOVERNMENT FINANCES
12 - 16 February   1900 E Street, N. W.

This institute is intended to provide participants with a general
understanding of problems, new developments, and trends in
financial management, as well as a broad view of the nature,
purposes, and systems of financial management in the Federal
Government. Reading and discussion covers the role and relation-
ships of Congress in financial management, the role of the Federal
Government in the national economy and current economic problems,
the nature and uses of PPBS, budgeting, accounting, and auditing.
Nominees should hold positions in the financial management field
or in operating programs which involve significant financial
management responsibilities, and should be in grades GS-13
through GS-15. Cost: $150.

EXECUTIVE SEMINAR IN MANAGEMENT REPORTING SYSTEMS
26 - 27 February   1900 E Street, N. W.

Case studies from government and industry presented by persons
directly concerned with the development of their own organizations'
information systems provide actual examples of both manual and
automated operational information reporting systems designed to
assist management in control and planning responsibilities. For
GS-15s or above. Cost: $90.

Civil Service Commission (cont)

EQUALIZING OPPORTUNITY THROUGH FEDERAL PROGRAMS:
THE ROLE OF THE MANAGER
12 - 16 February   1900 E Street, N. W.

This training focuses on the various facets of the managerial role
which can be used to advance equal opportunity for all persons.
Specific emphasis is on the attitudes and approach necessary to
assure that Federal funds are applied on a nondiscriminatory basis
and that the benefits of Federal programs are conferred equally
upon all. For Federal managers in grade GS-13, or above, who
have the task of administering programs involving the application
of Federal funds with the range of responsibility and opportunity
which they have for creating change and improving the status and
welfare of minority group citizens. Cost: $125.

COST/BENEFIT WORKSHOP
26 February - 1 March   1900 E Street, N. W.

Five major case exercises permit participants to engage in
actual analyses which contribute to an understanding of PPBS
requirements, cost/benefit analysis, systems analysis, benefit
criteria and calculations, model building, cost estimations, and
analytical procedures. Each participant receives a handbook on
cost/benefit methodology. A minor amount of algebra is used,
although graphical solutions are used whenever possible. Nominees
should be actually engaged in analysis involving cost/benefit
calculations or be in a management position where knowledge of
such procedures is important. Cost: $165.

OTHER EXTERNAL TRAINING NOTES

MANAGEMENT   Pennsylvania State University's College of Business
PROGRAM   Administration will hold its annual Management
FOR   Program for Women Executives 21 - 26 April 1968.
WOMEN   The program is a participating seminar and will
EXECUTIVES   depend on each participant's executive background
                     and training. Emphasis is on management as a
                     basic, underlying concept rather than as a function
                     of specific organizations. The fee of $210 includes
                     most meals and lodging, as well as instructional
                     costs.

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Office of Training

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O/DTR	Director of Training	John Richardson	Rm 819, Glebe
	Deputy Director of Training		Rm 819, Glebe
SCHOOLS	Intelligence		Rm 711, Glebe
	International Communism		Rm 639, Glebe
	Language		2107 Washington Bldg Annex, Arl Towers
	Operations		Rm 620, Glebe
	Support		Rm 632, Glebe
STAFFS	Career Training Program		Rm 743, Glebe
	Plans and Policy		Rm 807, Glebe
	Registrar		Rm 839, Glebe
	Deputy Registrar*		Rm 839, Glebe
	Admission, Information & Records		Rm 832, Glebe
	External Training		Rm 835, Glebe
	Support		Rm 820, Glebe

*Also Executive Secretary, Training Selection Board

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Directory of Training Officers

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SENIOR TRAINING OFFICERS

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DCI

TRAIN

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Audit Staff	1201 Key
General Counsel	7D-07
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	1005 Key

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NPIC

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			4F-19
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	Logistics		1215 D Ames
	Medical		1D-4044
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