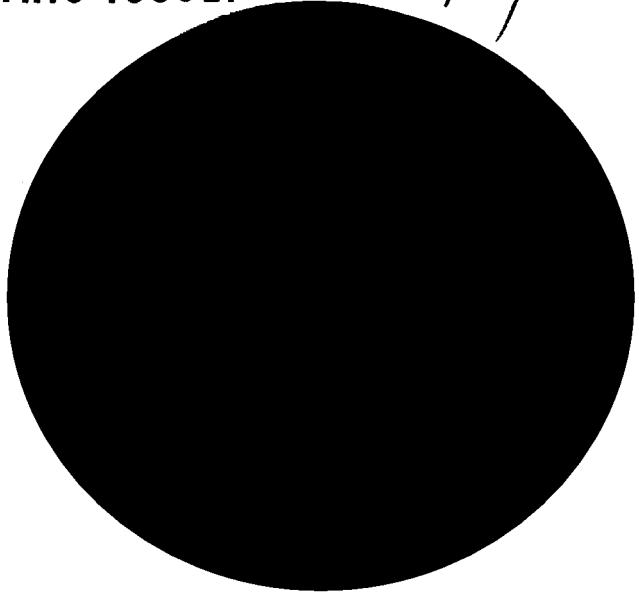


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THIS ISSUE:

14

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OTR

BULLETIN

MAY 1967

CIA INTERNAL USE ONLY

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IN THIS ISSUE

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The fifth article in the series "OTR as a Support Organization," [REDACTED] starts on page 17.

A revised list of the programs which require action by the Agency's Training Selection Board appears on pages 32 and 33.

The substance of the National Interdepartmental Seminar on Problems of Development and Internal Defense is outlined on pages 24 and 25.

Dates on which language tests will be given as part of the effort to test all claimants including those returning from overseas, and to retest those who haven't been tested in the past three years, are given on page 4.


A revised clerical training and testing schedule, made possible by a move to new quarters, appears on page 5.

OTR courses scheduled so far in May, June, July, and August are listed beginning on Page 6.

The annual visit of a group of West Point Cadets is recorded on pages 22 and 23.

Courses of action which might still achieve admission to college this year are reviewed on pages 26 and 27.

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BULLETIN BOARD

OTR
COURSE
SCHEDULE

Revision of several OTR courses has delayed publication of a full schedule of courses for the latter half of 1967. Those which are reasonably sure through August are listed in the OTR Calendar in this issue. It will be noted that many management and supervision courses and operations courses are absent. Announcements on these courses will be made in the Bulletin or in Special Bulletins as soon as is practicable.

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CAREER
EDUCATION
AWARD
WINNERS

The National Institute of Public Affairs (NIPA) has named three Agency employees among Career Education Award winners for the 1967-68 academic year. John [REDACTED] has been assigned to Indiana University; [REDACTED] to Stanford University; and John K. [REDACTED] Cornell University. The first two are in the Directorate of Intelligence and the latter in the Support Directorate. All three winners will have their tuition paid, will continue to receive their salary while at school, and will receive a contribution toward their travel and moving expenses to and from the university. In the past, CIA has had as many as two winners in a single year.

CORRECTION

TRAINING ASSISTANCE STAFF

Readers who examined carefully the article on the Operations School in the April 1967 OTR Bulletin are aware that the section beginning on page 25 should have been introduced by the above headline instead of that which appeared.

NEW
CLERICAL
TRAINING
AND
TESTING
QUARTERS

The Clerical Training Faculty of the Support School has moved from 1016 16th Street to new quarters centered in Room 402, Ames Building. All of OTR's Clerical training and testing, as well as the Agency's qualifications testing in typewriting and shorthand, will be carried on in the Ames Building. (See page 5.) CTF's telephone extension remains the same, [REDACTED]

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With these expanded quarters, it is possible to administer the Agency's qualifications tests in typewriting and shorthand on the same day. Beginning in May, these qualifications tests will be given on designated Mondays, typewriting at 9:00 a. m. and shorthand at 10:30 a. m. (The shuttle service from most Agency buildings will accommodate employees at these hours.) Persons interested in taking qualifications tests should contact their Training or Personnel Officers, who may register applicants by telephoning CTF, extension [REDACTED]

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NATIONAL
INTERDEPART-
MENTAL
SEMINAR

The next (32nd) session of the National Interdepartmental Seminar on Problems of Development and Internal Defense will be 10 July - 14 August. This seminar, conducted at the Foreign Service Institute for senior officials of various agencies of the Government, introduces the "country team" concept in approaching the problems of modernizing societies beset by active or potential communist-inspired insurgency. (A full description appears on pages 24 and 25.) Attendance at NIS is a prerequisite to assignment of officers of the Clandestine Services to key positions in under-developed countries. The NIS will be given again in 1967: 5 - 29 September and 23 October - 17 November.

AIR
OPERATIONS
COURSE

A special running of the Air Operations Course is scheduled for 12 June - 7 July. It is anticipated that there will be a few spaces available to CS employees in general, if they have a requirement for this type of training. Training Officers may call extension [REDACTED] in OTR for additional information on the course and on registration.

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EXTERNAL
TRAINING
PROCEDURES

Certification and travel procedures in relation to non-Agency training (Form 136) will remain essentially the same in FY 1968. Minor changes requiring explanation will be the subject of a Special Bulletin to Training Officers in the near future.

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SENIOR
OFFICERS
COURSES

Nominations of CIA representatives to attend 1968-69 sessions of Senior Officers Courses should be under consideration. Since the Agency's Training Selection Board must make an earlier determination among candidates for the [REDACTED] the names of nominees for that program should be forwarded by Deputy Directors by 15 June. Lists of candidates for the other courses -- the Senior Defense Colleges, the Senior Seminar in Foreign Policy, and the Advanced Management Program at Harvard University -- should be in the hands of the Executive Secretary of the Training Selection Board by 14 July. All nominations for Senior Officers Courses are reviewed by the Training Selection Board, which then sends its recommendations to the DDCI for final approval. For information on the substance of any of the courses involved, call [REDACTED] extension [REDACTED]

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OFF-CAMPUS
PROGRAMS

Planning for the Fall sessions of the American University and George Washington University Off-Campus Programs at the Agency is under way. It is hoped that basic undergraduate and certain graduate courses may again be offered. In an effort to provide courses more responsive to the needs of the Agency, and, consequently, to make courses offered more likely to run, Senior Training Officers have been requested to identify appropriate subjects for which directorates would assure a minimum enrollment. At this time, it is considered that the customary American University courses in technical management, and, similarly, George Washington's mathematics course, will be offered.

KEEPING
TRACK
OF
USEFUL
FILMS

Instructors and Training Assistants can save valuable time and needless searching of files by making a note of both the film number and correct title of motion pictures used by them. Often a film is required for a course but no record is kept of its use by the user. While the Audio Aids Section has records of film used, finding a film without the number or title can run to several hours of searching.

The AAS has a form on which to record pertinent information about training films and will be glad to distribute it to anyone interested in using it. This form was actually designed by OTR's Training Assistance Staff and can be extremely useful to anyone having even a casual interest in training films.

LANGUAGE
TESTING

The OTR Language School has begun to retest employees with less than native language proficiency if they have not been tested within the last three years. This is part of the Agency's Foreign Language Policy, which charges the Language School with responsibility for testing to provide the input for the Agency's Language Qualifications Register. The retesting program is concurrent with that for testing employees who have claimed a language capacity but have never been tested. Tests, whether a retest or an initial test, may be scheduled on the following dates:

Chinese	May 23. June 6 or 20.	
French	May 23, 24, 25, 26. June 6, 7, 8, 9, 20, 21, 22, 23.	
German	May 17, 19, 24, 26. Jun 2, 7, 9, 14, 16, 21, 23, 28, 30.	
Greek	May 16. June 15.	
Italian	May 17, 31. June 7, 21.	
Japanese	May 18. June 1, 15.	
Polish	May 17. June 14.	
Portuguese	May 24. June 14, 28.	
Russian	May 19. June 2, 16, 30.	
Spanish	<u>Headquarters</u> May 16, 23, 30. June 6, 13, 20, 27.	<u>Arlington Towers</u> May 18, 25. June 1, 8, 15, 22, 29.

Other Languages Upon Request

CLERICAL
TRAINING
AND
TESTING

COURSES

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

29 May - 23 June
3 July - 28 July
7 August - 1 September

Before employees take either typing or shorthand or both, they are required to take pretests, which are given by Clerical Training/Support School/OTR. The results are used by the instructor to determine the level of the course best suited to the employees' needs and capabilities.

For the above courses, the required pretests are scheduled as follows:

Typing : 24 May, 28 June, 2 August
Shorthand: 25 May, 29 June, 3 August

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

QUALIFICATION TESTS

OTR's Clerical Training Faculty gives the Agency's tests in typewriting and shorthand to clerical employees who want to qualify as typists and stenographers. Training Officers or Personnel Officers arrange registration directly with the CTF, extension [REDACTED]. 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 the Training Officers or Personnel Officers of the results of the testing.

Tests will be given on: 22 May, 12 June, 26 June,
17 July, 31 July

NOTE: All clerical testing and training is given at the Ames Building, Room 402.

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OTR CALENDAR

MAY

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	2 - 4 May
China Familiarization	22 - 26 May
CIA Review	9 May
Clandestine Services Review	31 May - 9 Jun
Clerical Refresher	29 May - 23 Jun
Counterintelligence Familiarization	22 May - 2 Jun
Covert Action Operations Seminar	7 - 10 May
CS Desk Orientation (for CS CTs)	31 May - 5 Jun
Information Reports Familiarization	8 - 12 May; 15 - 19 May
Intelligence Research Techniques (for NPIC)	15 - 26 May
Intelligence Review	1 - 12 May
Introduction to Communism	1 - 12 May
Introduction to Intelligence	22 May - 2 Jun
Management (GS-11 - 14)	7 (Sun) - 12 May
Operations (for CS CTs)	1 May - 4 Aug
Operations Familiarization (for CTs)	1 - 26 May
Operations Support	8 May - 2 Jun
Orientation for Overseas	2 - 3 May
Special Operations	1 May - 18 Aug
Vietnam Orientation	15 - 19 May
Writing Workshop (Basic)	9 May - 1 Jun
Writing Workshop (Intermediate)	8 - 31 May

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	

*Administrative Procedures	19 - 23 Jun; 26 - 30 Jun
ADP Orientation	13 - 15 Jun
Chiefs of Station Seminar	19 - 30 Jun
CIA Review	13 Jun
Counterintelligence Operations	5 - 23 Jun
Covert Action Operations Seminar	25 - 28 Jun
CS Records I (for CS CTs)	5 - 7 Jun
CS Records II (for CS CTs)	8 - 13 Jun
Field Finance and Logistics	12 - 30 Jun
Grid (for non-CS CTs)	5 - 9 Jun
Grid (for CS CTs)	18 - 23 Jun
Information Reporting, Reports, and Requirements	5 - 23 Jun
Information Reports Familiarization	26 - 30 Jun
Intelligence Production (for CTs)	12 Jun - 11 Aug
Introduction to Communism	5 - 16 Jun
Introduction to Intelligence	19 - 30 Jun
XXXXXXXXXX	5 - 23 Jun
Orientation for Overseas	6 - 7 Jun
Program for Representatives at Senior Officers Schools	27 - 29 Jun
Soviet Bloc Operations	5 - 16 Jun
Support Services (for CTs)	12 Jun - 28 Jul
Support Services Review: Trends and Highlights	6 - 9 Jun
Vietnam Orientation	19 - 23 Jun
Writing Workshop (Intermediate) (for NPIC)	6 - 29 Jun

*Enrollment limited to 20 in each class.

JULY

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	25 - 27 Jul
Challenge of Worldwide Communism (for CTs)	24 Jul - 18 Aug
China Familiarization	31 Jul - 4 Aug
CIA Review	11 Jul
Clerical Refresher	3 - 28 Jul
CS Records I	24, 26, 28 Jul
CS Records II	31 Jul - 4 Aug
Field Finance and Logistics	17 Jul - 4 Aug
Information Reports Familiarization	10 - 14 Jul; 17 - 21 Jul
Intelligence Techniques (for CTs)	24 Jul - 11 Aug
Introduction to Communism	3 - 14 Jul
Introduction to Intelligence	31 Jul - 11 Aug
Languages	31 Jul (begin)
Midcareer Executive Development	9 Jul - 18 Aug
Orientation for Overseas	4 - 5 Jul
Orientation to Intelligence (for CTs)	10 - 21 Jul
Vietnam Orientation	24 - 28 Jul

AUGUST						
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		

Challenge of Worldwide Communism (for CTs)	14 Aug - 1 Sep
CIA Review	8 Aug
Clerical Refresher	7 Aug - 1 Sep
CS Records III	7 - 8 Aug
Intelligence Techniques (for CTs)	21 Aug - 8 Sep
Orientation for Overseas	1 - 2 Aug
Vietnam Orientation	28 Aug - 1 Sep

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 regulations of the Agency. Emphasis is on the CS.

ADP Orientation (3 days - all day)

For users and potential users (not senior managers or ADP specialists) of computer services within the Agency. A general orientation on automatic data processing is provided. Grade level GS-14 and below.

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 responsibilities. Enrollment limited to 18.

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.

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 reindoctrination lecture.

Clandestine Services Desk Orientation (3 1/2 days - all day)

For CS Career Trainees. Covers those facets of the Headquarters support and guidance role which would be useful to the CT to know prior to assignment to a desk. This is part of a two-week program which includes CS Records I and II.

Clandestine Services Records I (Introduction) (1 wk - 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, to improve their accuracy and to develop their speed in either shorthand or typewriting. Employees may take separate instruction in either skill.

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. Enrollment 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.

Field Finance and Logistics (3 wks - 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.

Grid (1 wk - all day)

For Career Trainees. The subject of interpersonal relationships is examined.

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.

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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.

Intelligence Research Techniques (2 wks - all day or 4 wks - half 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. Covers the Agency's development 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.

Intelligence Techniques (3 wks - all day)

For Career Trainees. Provides instruction and practice in Agency techniques used in the production of finished 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.

Introduction to Intelligence (2 wks - all day)

For new professional employees. 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.

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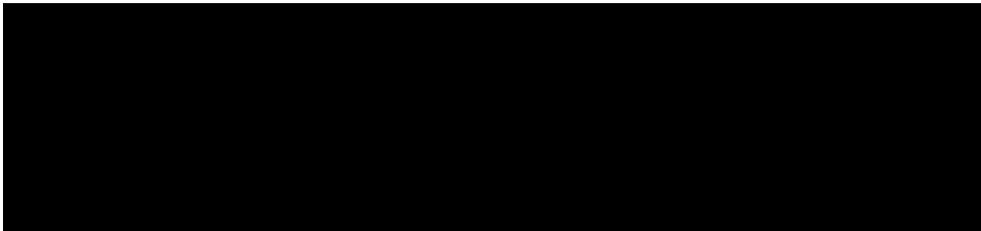
Management (1 wk - all day)

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. Exercises in team-action problem-solving are used throughout to provide students an opportunity to apply the concepts and principles covered.

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.

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Operations (14 wks - all day)

For CTs who are preparing for careers as case officers. Covers fundamentals of CS activities, emphasizing trade-craft techniques, agent handling, reporting, project management, and FI, CI, and CA objectives.

Operations Familiarization (4 wks - all day)

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 CS.

Operations Support (4 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, operational expenses, travel claims, and tradecraft familiarization. Enrollment limited to 30.

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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)

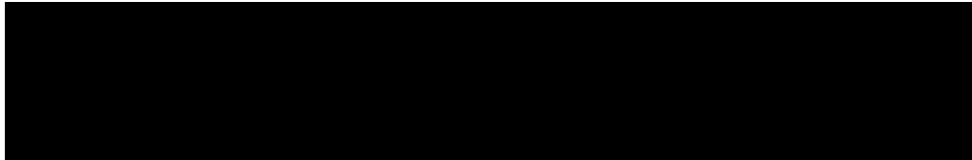
For Career Trainees. Introduces the concepts of intelligence, the structure of the U. S. intelligence community and its relationship to the policy level of Government, and the responsibilities of the Agency for collection, production, and dissemination of intelligence.

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

Given annually for Agency representatives selected by 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.

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.



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Support Services (7 wks - 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.

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

For professional Support Service 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.

Vietnam Orientation (1 wk - all day)

For senior and middle-grade officers of the CS and for junior CS officers whose work is directly related to the Agency's role in Vietnam. A familiarization on the Agency's mission, doctrine 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.

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Sherman Kent answers questions put to him by members of the West Point Debate Council and Forum during their visit to CIA Headquarters.



visit HEADQUARTERS

On Friday, 21 April, fifty-four cadets and two escorting officers from the United States Military Academy visited the Agency to receive briefings on the mission and functions of CIA and to hear a lecture on National Intelligence Estimates. The visit has become an annual event, part of a week's tour of Washington, D. C., for selected members of the Military Academy's Debate Council and Forum.

The West Point Debate Council and Forum was formally organized just after World War II to provide, among other things, opportunities for cadets to explore more fully certain areas of the social sciences, particularly national and international affairs, and to build, through student contacts resulting from various activities, mutual understanding between the civilian community and the military. During the visit to Washington, First and Second Classmen, most of whom are on the Dean's List, are given a first-hand view of the Federal Government in operation. Their Washington itinerary includes the Department of State, the Executive Office of the President, and the Congress, as well as the Central Intelligence Agency.

The briefings on the mission and functions of CIA were provided by members of the Orientation and Briefing Faculty of OTR's Intelligence School. The lecture on National Intelligence Estimates was delivered by Sherman Kent, Director of National Estimates and Chairman of the Board of National Estimates.

the
NATIONAL
INTERDEPARTMENTAL
SEMINAR

on problems of development and internal defense

The National Interdepartmental Seminar was established in compliance with pertinent Presidential directions to provide instruction on the problems faced by the United States in dealing with developing countries, particularly counterinsurgency problems. It is conducted at the Foreign Service Institute of the Department of State as an inter-agency training activity for the Department of State, USIA, AID, the Department of Defense, and CIA. The faculty, under the direction of a coordinator and a deputy coordinator, consists, as does the student body, of representatives of the five participating agencies.

The objective of the course is to familiarize key civilian and military officers assigned to command, staff, "country team," and departmental positions relative to developing countries -- especially those where insurgency is active or incipient -- with U. S. policy, doctrines, and capabilities applicable to the prevention and defeat of inimical subversion and subversive insurgency. The National Security Agency, and consequently CIA, has made this type of training a prerequisite for assignment to designated "key positions," although exceptions can be made by the head of a department or agency and the training can be made available to other selected personnel on a case-by-case basis.

Participants in the four-week program study the origins of insurgency as well as the techniques to defeat subversive insurgency; learn of the unique and indispensable contributions which all operational arms of U. S. policy can bring to bear at the "country team" level in preventing and defeating insurgency inimical to U. S. interests; study as "country team" components so as to encourage the development of a spirit of cooperation and understanding which will assure the maximum integration and effectiveness of U. S. effort abroad; examine American AID and military assistance programs in order to gain a better understanding of their effectiveness; analyze methods by which the U. S.

resources can assist local governments to increase their acceptability among the "critical sectors" and strengthen the social cohesion of the people through programs designed to close the socio-political gaps between urban centers, the government, and the countryside; and probe the difficulties of inducing traditional establishments through a mix of military and other assistance and advice to move in the direction of effective internal defense structurely based on military, paramilitary, and police forces and to undertake programs destined to enhance the identification of the populace with the constituted government.

This course content has been carefully tailored to develop an analytical understanding of the nature of the modernization process, its multiple dimensions and transitional instabilities, the potential for exploitation of these instabilities by internal and external forces, and the nature and extent of the U. S. capability to influence the processes of change in directions compatible with U. S. interests and policy objectives. Morning lectures, case studies, and readings are supplemented by afternoon "country team" sessions wherein small groups of officers assigned to the same geographical area and representing, to the extent possible, all participating agencies apply what they have learned in the course to their area.

The course is subject to constant scrutiny so that it will meet the needs of the students and the agencies they represent. Frank evaluations are solicited from students together with suggestions for improvement. At the same time, annual coordination conferences permit directors of training of agencies concerned with the question of internal defense to exchange views and experience, to evaluate requirements in this type of training, and to keep current with their respective activities and accomplishments in this area.

Student evaluations have indicated broad agreement on three principal benefits from this Seminar: It widens the perspective from which policy problems and programs can be viewed; it provides a broader comprehension of total U. S. policy; and it offers practical exposure to the roles and concerns of other agencies.

CIA has consistently participated in the National Interdepartmental Seminars since their inception, providing both lecturers and students. Attendance at a Seminar is required before CS officers are assigned to certain posts. The Office of Training has scheduled its Chiefs of Station Seminar so that key officers may attend both seminars without schedule conflict. The schedule of National Interdepartmental Seminars is published regularly in the "Bulletin Board" section of the OTR Bulletin.

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'67 COLLEGE ENTRANCE

STILL POSSIBLE

April is usually a vital time for prospective college students, for many schools send out their acceptance or rejection letters during that month. The thousands of high school seniors who receive only rejections very naturally tend to panic. Yet, as an article by Benjamin Fine in the April 1967 issue of Harper's Magazine points out, there are still possibilities for the determined student, even though he may have only average grades.

The first step, Mr. Fine writes, is to realize that most of the rejected students were turned down by only a handful of highly selective colleges -- nearly half of all college applications, he points out, are made to fewer than ten percent of the colleges. A study made at this time in 1966, Mr. Fine adds, revealed that among the 1,200 accredited four-year colleges in the United States, almost half still had vacancies and could have accommodated 50,000 additional freshmen. To be sure, a large number of these schools were small and perhaps remote, but they were academically sound institutions.

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The major problem is finding information, even the names and locations of these smaller, relatively unknown colleges. The serious student or parent can act on his own, using such standard references as "Lovejoy's College Guide," the "Comparative Guide to American Colleges" by Cass and Bienbaum, and the "New American Guide to Colleges" by Gene R. Hawes. These publications provide the answers to most of the questions relevant to deciding which colleges meet specific requirements: curriculum, location, costs, admission requirements, and financial aid. Although some or all of these references are available in public libraries and high school guidance offices, they are available for consultation, too, in the OTR Registrar's office, Room 832, 1000 N. Glebe Road, where there is also a collection of individual college catalogs. Prompt action in consulting these references and following up with letters direct to several colleges may avoid disappointment for some prospective college students and their parents.

Another course of action is turning to the three regional clearinghouses which were originally set up to assist the "rejected" applicant in finding an alternate college. Each of these institutions, for a fee of approximately \$20, sends the complete academic file of the applicant to the colleges and universities affiliated with the particular clearinghouse. For Eastern colleges, the clearinghouse is the College Admissions Assistance Center, 461 Park Avenue South, New York, N. Y. 10016. For the Midwest, South, and Far West, it is the College Admissions Center, 610 Church Street, Evanston, Illinois 60201. The third clearinghouse is the Catholic College Admissions and Information Center, 3805 McKinley Street, N. W., Washington, D. C. 20015, which can match credentials with the requirements of several hundred Roman Catholic colleges.

A third avenue for the disappointed four-year college applicant is the two-year junior or community college. Many of these schools provide a two-year program immediately transferable to four-year colleges, particularly if a good record is achieved. Such colleges are situated in all counties adjacent to the District of Columbia, but similar adequate facilities are also available in more distant places.

Admittedly the competition for college admission is great, and remaining time to act this year is indeed short. Whatever approach taken to solving "rejection" problems, or even a late determination to apply for admission, it should be done promptly. To arrange to consult the references noted above, or related references, including a number on financial assistance, call [REDACTED], in the OTR Registrar's office, extension [REDACTED].

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ISSG's Ideation, Illations:

I. PAI can save training time

Two studies based on experiments with Programmed Assisted Instruction (PAI) by the Naval Air Technical Training Command (NATTC) suggest that by utilizing programmed instruction training time can be reduced without impairing the quality of the training, quality being measured solely in terms of the learning accomplished.

The Avionics Fundamentals School of the Naval Air Technical Training Command compared presentations of "Elements of Electrical Physics" through conventional instruction and through programmed instruction. The conventional course required thirteen hours; the programmed course nine, the latter representing a time saving of thirty-one percent. A total of 226 Navy and Marine Corps trainees involved in the experiment were given two measures of the learning derived from the courses. The group which utilized programmed instruction scored significantly higher on the basis of one measurement, although no significant difference was observed in the other.

In the second study, the NATTC compared the relative performance of 200 trainees taking twenty-six hours of conventional instruction in Electronics Fundamentals with 200 trainees covering the same subject matter in nineteen hours using programmed instruction. The programmed course reflected a time reduction of twenty-seven percent. Measurements indicated that both groups of trainees learned the comparatively large block of basic electronics to just about the same degree, those using the programmed techniques doing so in substantially less time.

Both these experiments demonstrated that the use of PAI can save training time. The results of these two studies suggest also the possibility that the amount of programmed material does not affect an individual's ability to learn as well from programmed instruction in less time than is required for conventional instruction.

II. "Objektif "

We frequently encounter the fusion of the terms "teaching" and "learning" in popular discussion. When used indiscriminately, it is generally assumed that one term implies the other -- that where there is active teaching, learning occurs, and that where learning is evidenced, teaching must have been the cause.

We have discovered in recent years that teaching can occur without consequent learning and, conversely, that learning can take place without active teaching. The development of programmed instruction has added another element to compound the confusion. Teacher and learner may both be present during programmed instruction, and learning may still occur or not occur, depending upon the validity of the programmed instructional design and the degree to which it has been tested for validation.

What must be done to assure the teacher that he is not merely a vestigial cog in the technological society? What means is there of assuring the learner that he can obtain the best opportunity to learn? How can the designer of materials be shown that he can exploit the traditional where it serves as a guide to the future state of the art?

It is reasonably apparent that the capable teacher in any given historical epoch was "a programmed instructor" who stated his objectives, commenced with X to proceed to Y, and validated his presentation through experience. It is also evident that learners somehow learned how to learn in the past, just as today's learner learns to use programmed instruction to advantage. There are also examples of textbooks published in the past, wherein a good programmed design led the learner by limited steps one after another to the ultimate objective.

When we consider what is new, how much of tradition can we eliminate, how much can we utilize? These seem to be relevant questions we might put to the designer of educational materials for the 1970's.

NON-AGENCY TRAINING

This section of the OTR Bulletin contains information on non-CIA courses or programs related to career development of CIA employees. Attendance may be sponsored by the Agency or it may be self-sponsored. The Training Officer 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 [REDACTED] para c(12), an employee who takes a non-Agency course at his own expense is required 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 instruction.

For additional information on the courses outlined in this section of the OTR Bulletin or on other external courses, call AIB/RS/TR, extension [REDACTED]. For information on registration, call ETB/RS/TR, extension [REDACTED].

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BUDGETING FOR NON-AGENCY TRAINING

Responsibility for Budgeting for non-Agency training is divided between individual Agency components and the Office of Training. The guidelines set forth on this page clarify the division of this budgeting responsibility for FY 1968. The courses noted in paragraphs 3, 4, and 5 below will be added to the OTR budget in FY 1968. Budgeting for all non-Agency training not listed below will remain the responsibility of the individual components.

Classes of non-Agency training to be budgeted for by the Office of Training:

1. Training at the Foreign Service Institute of the Department of State.
2. Courses and programs within the purview of the Agency's Training Selection Board (with the exception of full-time academic training at a university); a current listing of TSB programs appears on pages and
3. The Civil Service Commission's Executive Seminar in Planning, Programming, and Budgeting.
4. The Civil Service Commission's Executive Orientation in Planning, Programming, and Budgeting.
5. Selected Department of Defense weapons courses:

Nuclear Weapons Advanced Orientation	Defense Atomic Support Agency	Sandia Base, New Mexico
Chemical, Biological, and Radiological Weapons Orientation	Army (CONARC)	Dugway Proving Ground, Utah
Missile System and Logistical Support Orientation	Army (CONARC)	Huntsville, Alabama
Ballistic Missile Staff Course	Department of the Air Force	Vandenberg Air Force Base, Calif.
Senior Officer Counterinsurgency	Army (CONARC)	Fort Bragg, North Carolina

TRAINING SELECTION BOARD PROGRAMS

The following are the courses or programs on which action by the Training Selection Board is presently required. The list is subject to change; any such change will be carried in the OTR Bulletin. Nominations for these programs must be made to the Training Selection Board through the regular administrative channels of the Directorate.

Advanced Intelligence Course
(Defense Intelligence Agency)

Advanced Management Program
(Harvard University)

Air War College
(Maxwell Air Force Base, Montgomery, Alabama)

Armed Forces Staff College
(Norfolk, Virginia)

Army War College
(Carlisle Barracks, Pennsylvania)

Career Education Awards
(National Institute of Public Affairs)

Conferences for Federal Executives on Business Operations
(The Brookings Institution)

Defense Systems Analysis Educational Program
(Institute of Defense Analyses and University of Maryland)

Educational Program for Federal Officials at Midcareer
(Princeton University Woodrow Wilson Fellowships)

Executive Seminar Centers (Civil Service Commission)
(Kings Point, New York; Berkeley, California)

Federal Executive Fellowships
(The Brookings Institution)

Fellowship in Congressional Operations
(Civil Service Commission)

General Administrative Conferences
(The Brookings Institution)



Industrial College of the Armed Forces
(Ft. McNair, Washington, D. C.)

Management Development Program for Federal Executives
(Graduate School, U. S. Department of Agriculture)

Midcareer Educational Program in Systematic Analysis
(Civil Service Commission, Bureau of the Budget, and the
National Institute of Public Affairs)

National War College
(Ft. McNair, Washington, D. C.)

Naval War College
(Newport, Rhode Island)

Program for Management Development
(Harvard University)

Science Conferences
(The Brookings Institution)

Senior Seminar in Foreign Policy
(Foreign Service Institute)

Summer Institute for Federal Executives
(University of Wisconsin)

Full-time Academic Training at a University

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INTERAGENCY TRAINING PROGRAMS

Civil Service Commission

PSYCHOLOGY AND THE MANAGEMENT OF HUMAN RESOURCES 5 - 7 June 1900 E Street, N. W.

This course looks into some of the human behavior problems in management, 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. Objectives include: Increasing an understanding of the behavior of individuals, introducing concepts and principles which provide a better understanding of the learning and training process, examining problems involved in managing human resources and looking for possible means of overcoming them, providing a conceptual framework within which to analyze and attack problems involved in managing people, and introducing some of the research being done by psychologists in government organizations. For staff specialists and supervisors, GS-9 through GS-13, who need to know more about the science of human behavior in conducting their day-to-day activities. Cost: \$100

SEMINAR IN ADP MANAGEMENT AND ADMINISTRATION 1 - 3 May 1900 E Street, N. W.

This seminar brings together persons having ADP management responsibilities in Federal agencies for the purpose of receiving and exchanging information pertinent to the major problems of data processing management and administration. After a delineation of the scope of ADP management, all tasks and techniques of the data processing manager are discussed. Emphasis, however, is on significant, nonroutine problems such as personnel turnover, use of languages and software, performance measurement and scheduling, open shop versus closed shop programming, relationships between users and systems analysts, systems analysts and programmers, programmers and operators, optimization of machine use, and enforcing documentation. For administrators and deputy administrators of ADP operations, data processing managers, programming supervisors, and supervisory systems analysts. Cost: \$135

Civil Service Commission (cont)

SEMINAR IN POSITION MANAGEMENT

2 - 16 June

1900 E Street, N. W.

This seminar is directed toward establishing a systematic approach to determining the need for positions. Participants, working in small groups, resolve problems dealing with design of work, alternatives of organizational structure, motivational aspects, control systems, and utilization. Emphasis is on total management and the team approach. Each participant is expected to bring pertinent information about an actual organizational component of his agency upon which to apply the concepts brought out during the course. Priority in admission will be given to agencies providing a team consisting of representatives from the personnel staff, management analysis staff, budget staff, and a line official. Each member of the team should have a well-rounded background in his area.

Cost: \$125 per participant.

PLANNING, PROGRAMING, BUDGETING SEMINAR

A three-week residential course, this program is designed to provide the participant with a grasp of the underlying economic base of PPBS, a working knowledge of the structure and functioning of PPBS, and an introduction to quantitative approaches to management planning and control. There are precourse reading requirements and there are evening sessions. This course is intended for those directly involved in the PPBS operation--programmers and budget people-- as well as for line managers at middle and upper levels who will use the system as an aid to decision-making. It will not prepare individuals to perform economic or quantitative analysis, and no economics or mathematics background is required for successful participation.

In cooperation with the University of Maryland:

11 - 30 June College Park, Maryland Tuition: \$300

In cooperation with Harvard Graduate School of Business Administration:

6 - 25 August Cambridge, Massachusetts Tuition, room,
board: \$650

In cooperation with the Executive Seminar Center:

6 - 25 August Berkeley, California Tuition, room,
board: \$590

Civil Service Commission (cont)

PRINCIPLES AND PRACTICES OF AUDITING IN THE ADP SYSTEMS ENVIRONMENT

12 - 30 June

1900 E Street, N. W.

This two-week program is designed to provide participants with an understanding of the impact of ADP on auditing. It will enable auditors to communicate meaningfully with ADP specialists encountered on the job by familiarizing them with the techniques and methods which are generally applicable to the audit of ADP systems. Cost: \$130

INSTITUTE ON CIVIL RIGHTS FOR FEDERAL PROGRAM MANAGERS

19 - 23 June

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 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: \$150

THE ROLE OF THE FEDERAL MANAGER IN EQUALIZING OPPORTUNITY THROUGH FEDERAL PROGRAMS

19 - 23 June

1900 E Street, N. W.

Federal supervisors and managers should obtain from this course: 1) Increased factual understanding of the background of discrimination and equal employment opportunity; 2) a greater appreciation of the realistic effects of discrimination; and 3) suggestions for the development of a positive program in conformity with national policy, involving personal commitment and involvement. For supervisors and managers GS-9 - 14. Cost: \$100

OTHER EXTERNAL TRAINING NOTES

GRADUATE
SCHOOL,
USDA

The Special Programs Department of the Graduate School, U. S. Department of Agriculture, has instituted a new series of professional seminars. Offered during normal working hours, these courses are designed primarily to meet the needs of Federal managers and supervisors to engage in frank and penetrating examinations of specific types of problems. All seminars will be limited to eighteen participants. Admission to some of the programs is still possible if applicants act promptly.

HUMAN FACTORS IN ORGANIZATIONS: A MANAGEMENT SEMINAR

5 - 9 June Suite 277, National Press Building

Pertinent research from the behavioral sciences is examined to permit participants to look at their own effectiveness as supervisors, as subordinates, and as members of groups. Research on organizations and what makes them function effectively will be presented through role-playing, case histories, case discussions, problem-solving, and small group activities. Upon completion of the course, participants should have an increased understanding of organizational behavior, an awareness of their own motivations and attitudes, and the knowledge to improve their personal effectiveness. Cost: \$150

SEMINAR ON PERFORMANCE STANDARDS AND PROGRAM OBJECTIVES

5 - 7 June Suite 277, National Press Building

This three-day seminar is intended to introduce program managers to a concept of measuring employees and their performance by performance standards in direct relationship to management's objectives. On completion, the participant should be able to analyze his own and his subordinates' jobs in terms of primary "pay-off" functions, develop agreements with subordinates for meeting specific objectives which are time-phased for accomplishment, and insure his own success by systematically developing a high degree of competence in his subordinates. Cost: \$100

SEMINAR FOR PERSONNEL OFFICERS

31 May - 2 June Suite 277, National Press Building

This seminar is intended to assist personnel officers to modify personnel programs so that they are more responsive to agency needs by getting the personnel officer into the operating sections as a consultant to line managers. Discussions will center around the personnel officer's role in helping managers formalize their expectations of subordinates in a manner which will create more effective and productive employee appraisals. Cost: \$100

SEMINAR FOR GOVERNMENT ECONOMISTS

31 May - 2 June Suite 277, National Press Building

This seminar deals with problems facing the government economist which limit his effectiveness as a professional. Specific problems covered are: identifying and analyzing problems arising while using available data, identifying and analyzing the relationship of the economist to staff members of other disciplines, and identifying and analyzing the relationship of the economist with his superiors in the decision-making process. Cost: \$100

BRANDON
SYSTEMS
INSTITUTE

The following is a revised and complete listing of Spring and Summer presentations by the Brandon Systems Institute, 1130 17th Street, N. W., Washington, D. C. These constitute two series of three related courses which may be taken separately or together, and a single one-week course. The schedule below supercedes that published in the April Bulletin.

May series:

"Executive's Guide to Data Processing," to be given 22 and 23 May, is an introduction to business data processing and its impact on the management function. The nature and functions of data processing people and equipment, and their relationship to organization structure and purpose are outlined. For managers who need to understand the data function because it reports to them or provides services to them. Cost: \$155.

"Measuring EDP Performance," to be given 24 May, identifies elements to be analyzed and presents methods

for measuring them in terms required for review of present capability, planning future resource requirements, establishing progress toward installation goals, and planning for a conversion to new hardware. For those responsible for planning or conducting pre-installation or post-installation audits.

"Management Standards for Data Processing, " to be given 25 and 26 May, defines methods and performance standards for data processing operations, systems, and programming. For those responsible for the application of standards to data processing functions. Cost: \$155.

June series:

"Computer Operations Management and Control, " to be given 26 and 27 June, identifies elements to be analyzed and presents methods for measuring them in terms required for review of present capability, planning future resource requirements, making progress toward installation goals, and planning for a conversion to new hardware. Cost: \$155.

"Project Control Systems for Data Processing, " to be given 28 June, presents workable, orderly methods for controlling systems and programming projects. For data processing managers and others responsible for the management of systems and software development projects. Cost: \$110.

"Computer Systems Analysis Techniques, to be given 29 and 30 June, presents an organized, unified body of techniques for the conduct of systems analysis projects, and a defined discipline of systems analysis for use in present and planned computer installations. Cost: \$155.

July course:

"Basic Business Systems Analysis, " to be given 17 - 21 July, provides instruction in the fundamentals of the systems analysis discipline, presented as an organized body of techniques. Lecture and discussion periods are at a level intended for experienced programmers and junior systems analysts. The content is concerned with non-scientific rather than scientific applications. Cost: \$290.

Combination costs, applicable to taking more than one course within a single series of related courses: Three days, \$200; four days, \$245; five days, \$290.

ADVANCED
PROGRAM IN
GOVERNMENTAL
STUDIES,
UNIVERSITY OF
OKLAHOMA

Summer courses offered at the Washington, D. C., center for the University of Oklahoma's Advanced Program in Governmental Studies are:

- 5 - 10 June Public Employment Administration
(Political Science 218)
- 10 - 15 July Seminar in Contemporary Problems
(Psychology 400)
- 14 - 19 August Seminar in Public Administration
(Impact of Science and Technology
on Public Administration) (Political
Science 417)

Individuals may enroll for two hours of graduate credit or for no credit. Those enrolling for credit must be admitted to the University and the Graduate College. Enrollments should be submitted four weeks in advance. Cost is \$118 per course.

Additional information on these courses, and on the University's program by which a master's degree may be earned with a minimum of residence, may be had by calling [REDACTED] in the OTR Registrar's office, extension [REDACTED]

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Office of Training

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O/DTR	Director of Training Deputy Director of Training	John Richardson	Rm 819, Glebe Rm 819, Glebe
SCHOOLS	Intelligence Language Training Operations International Communism Support		Rm 711, Glebe 2107 Washington Bldg Annex, Arl Towers Rm 620, Glebe Rm 639, Glebe Rm 632, Glebe
STAFFS	Career Training Program Plans and Policy Registrar Deputy Registrar Adm, Info, Records External Training Support		Rm 743, Glebe Rm 807, Glebe Rm 839, Glebe Rm 839, Glebe Rm 832, Glebe Rm 835, Glebe Rm 820, Glebe
INSTRUCTIONAL SYSTEMS STUDY GROUP	Coordinator		Rm 510, Glebe

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Directory of Training Officers

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SENIOR TRAINING OFFICERS

O/DCI
DDI
DDP
DDS&T
DDS

7E-07
2E-52
3C-29
6E-68
GB-37

TRAI

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

7D-49
1201 Key
7D-07
1A-53
6E-08
7E-47

O/DDI
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2E-61
4F-19
4F-19

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DDS

Administration
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GB-37
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4E-71
839, 1000 Glebe

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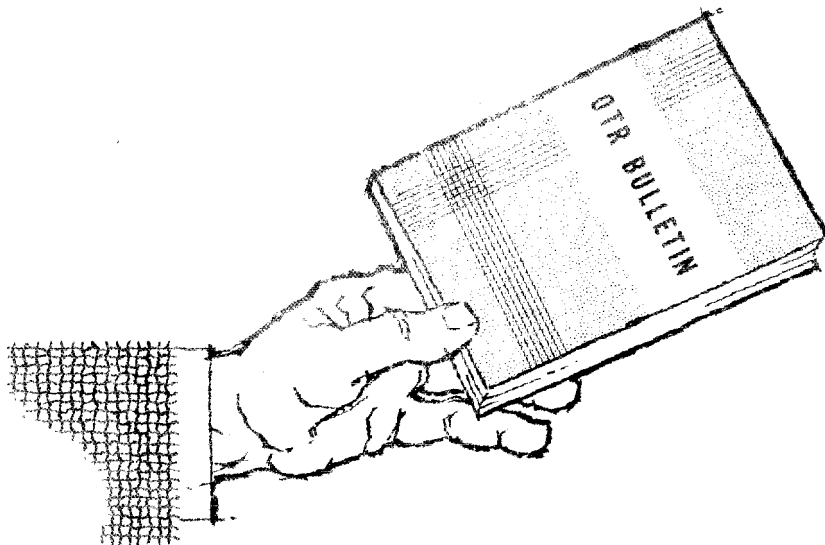
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