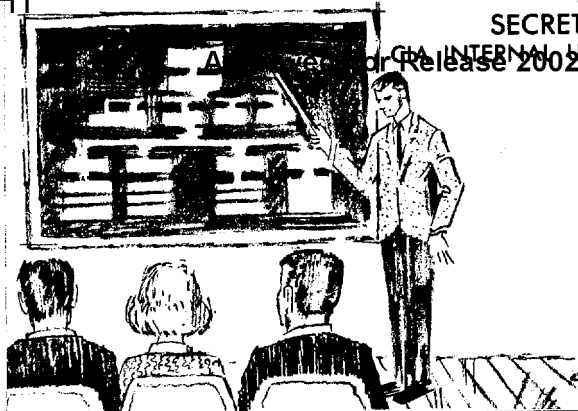


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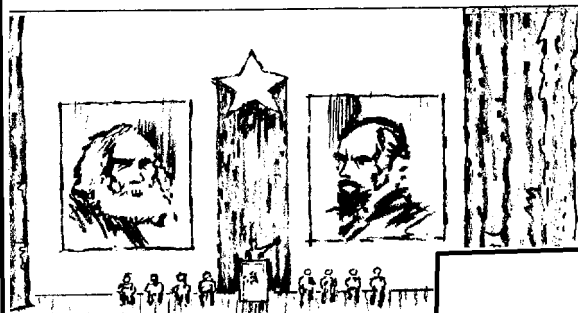
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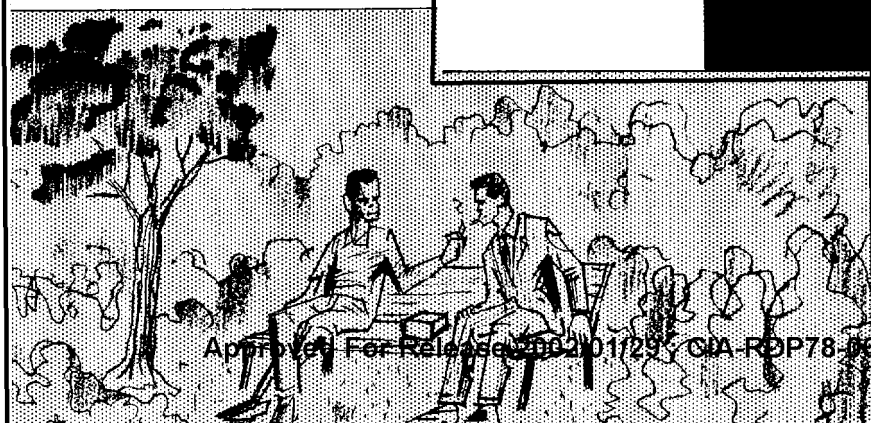
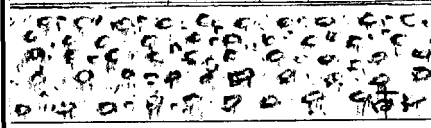
THIS ISSUE:

14

THE
INTELLIGENCE
SCHOOL



OTR BULLETIN



FEBRUARY 1967

GROUP 1
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IN THIS ISSUE

A plea for assistance in registering professional EODs in the required Intelligence Orientation Course is made on page 1.

The parking problem at 1000 N. Glebe Road is reviewed on page 2.

OTR courses scheduled for February, March, April, and May are listed beginning on page 5.

The second article in the series "OTR as a Support Organization" features the Intelligence School. This presentation starts on page 16.

Training Selection Board programs requiring the attention of Training Officers in the near future are outlined on pages 43 and 44.

Selected courses offered in the U. S. Department of Agriculture Graduate School's new Curriculum of Computer Sciences are noted on pages 45 and 46.

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BULLETIN BOARD

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INTELLIGENCE ORIENTATION FOR EOD's

To facilitate registration of professional EODs in the four-week Intelligence Orientation Course (Introduction to Intelligence and Introduction to Communism) as required by [REDACTED] the Office of Personnel sends the Registrar's and the Instructor's copy of a completed Form 73, "Request for Internal Training," to the Registrar, OTR. The Registrar then negotiates with the component to which each individual is being assigned and arranges specific dates for attendance. To accommodate the volume of students now required to take this course, it has been necessary to schedule as many runnings of this course each year as the available classrooms and instructional staff will allow. It is also essential to utilize all spaces available in each running. In view of these circumstances, last-minute cancellations and postponements requested by Training Officers or Training Assistants after employees have been registered have become an increasing problem, since every effort must then be made to fill each class. Training Officers are requested, therefore, to avoid, whenever possible, postponement of the attendance of employees in their offices at Intelligence Orientation Courses, for such a request starts a chain reaction that must involve Training Officers and employees in other offices beyond the Registrar Staff itself.

OTR'S ADP ORIENTATION

Following the pilot running of OTR's ADP Orientation Course, both the January and February offerings were promptly oversubscribed. Training Officers are urged to send in applications as early as possible for the remaining runnings scheduled this fiscal year, 21 - 23 March, 2 - 4 May, or 13 - 15 June.

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SUPPORT
SERVICES
REVIEW

An additional three spaces have been added to the OTR Support School's Support Services Review: Trends and Highlights Course to accommodate some non-DDS applicants. Acceptance will be based on the direct relationship of the content of the course to the individual's assignment.

CS DESK
TRAINING

The two-week period of training for CS CTs referred to in the December and January Bulletins as "Headquarters Desk Training" has been redesignated to correspond with the elements which make up this training. Subsequent course schedules will show this as CS Records I (two days), CS Records II (five days), and CS Desk Orientation (three days). The next sequence of this training begins on 31 May.

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OTR
MANAGEMENT
COURSE

The May offering of Management, for employees in grades GS-11 through GS-14, will be given at the [REDACTED]. The course will open on Sunday, 7 May, and will end Friday, 12 May. Details will be outlined in a later announcement.

PARKING
AT
1000 N. GLEBE

Parking spaces at 1000 N. Glebe Road (Broyhill Building) are assigned to employees who work in the building (Virginia Public Roads, a branch of DIA, and the Office of Training). Twelve spaces (104 - 115) are reserved for visitors and limited to two-hour occupancy. There are no spaces reserved for students in courses given at the building. Rental of space at the adjacent bowling alley or street parking only is available to them.

There is limited shuttle service to Glebe--only from Langley Headquarters. There is no direct service from other Agency buildings. Shuttles depart from Langley on the half hour, and from Glebe on the hour.

Training Officers are expected to inform employees of the parking problem at the time they confirm attendance at courses.

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REQUESTS
REGARDING
PUBLICATIONS

Training Officers or Training Assistants requiring additional copies of the OTR Bulletin or the OTR Schedule of Courses please call the Registrar's office, extension [REDACTED]. Similarly, call the same extension to report any changes in office locations or office reorganization so that distribution lists may be kept up to date.

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PUBLIC
ADDRESS
FACILITIES

Instructors and Training Assistants are reminded that requests for recordings and public address facilities to be used in connection with classes, briefings, or other training presentations should be forwarded to the Audio Aids Section of OTR's Instructional Services Branch as early as is practicable. Adequate advance notice enables the technicians to arrange rooms for each specific need so that the most satisfactory presentation may be made.

NATIONAL
INTER-
DEPARTMENTAL
SEMINARS
(at FSI)

The 30th session of the National Interdepartmental Seminar on Problems of Development and Internal Defense will be from 13 March to 7 April. The Agency is expected to fill its quota of eight. Attendance at NIS is a prerequisite to assignment of officers of the CS to key positions in under-developed countries. The OTR Chiefs of Station Seminars are scheduled so that CS officers may attend both NIS and COS without conflict. Subsequent 1967 dates of NIS are: 1 - 26 May; 10 July - 4 August; 5 - 29 September; and, 23 October - 17 November. Attendance is arranged through the Agency's Senior Training Officers.

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TRAINING
PERSONNEL

[REDACTED] has been designated Training Officer for OCS/DDS&T. [REDACTED] is acting as Training Officer for Finance/DDS.

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CORRECTION

Those who may be preserving the article on the Career Training Program in the January Bulletin should correct the glaring error on page 17, the first line of the second paragraph. The reference should be to the Junior Officer Training Program instead of "Senior" as rendered.

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COURSES

CLERICAL
TRAINING AND
TESTING

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

20 March - 14 April
24 April - 19 May
29 May - 23 June

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: 15 March, 19 April, 24 May
Shorthand: 16 March, 20 April, 25 May

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]. CTF notifies the Training Officers or Personnel Officers of the results of the testing.

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Tests will be given in:

Typing: 20 February, 13 March, 27 March,
17 April, 8 May, 22 May

Shorthand: 21 February, 14 March, 28 March,
18 April, 9 May, 23 May

Note: All clerical testing and training is given at 1016
16th Street, N. W.

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OTR CALENDAR

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				

Administrative Procedures	27 Feb - 3 Mar
ADP Orientation	14 - 16 Feb
Air Operations	6 Feb - 3 Mar
China Familiarization	6 - 10 Feb
CIA Review	14 Feb
Clerical Refresher	13 Feb - 10 Mar
Conference Techniques	15 Feb - 26 Apr
Counterintelligence Familiarization	6 - 15 Feb
Counterintelligence Operations	27 Feb - 17 Mar
Field Finance and Logistics	6 - 24 Feb
Information Reporting, Reports, and Requirements	27 Feb - 17 Mar
Information Reports Familiarization	6 - 10 Feb; 13 - 17 Feb
Intelligence Research (Map and Photo Interpretation) (for NPIC)	13 Feb - 1 Mar
Introduction to Communism	27 Feb - 10 Mar
Introduction to Intelligence	13 - 24 Feb
Management (GS-11 - 14)	6 - 10 Feb
Operations Familiarization	27 Feb - 24 Mar
Orientation to Intelligence (for CTs)	27 Feb - 10 Mar
Orientation for Overseas	7 - 8 Feb
Orientation for Training Officers	1 - 2 Feb
Supervision (GS-5 - 10)	27 Feb - 3 Mar
Support Services Review: Trends and Highlights	28 Feb - 3 Mar
Vietnam Orientation	20 - 24 Feb
Writing Workshop (Basic) (for NPIC)	13 Feb - 3 Mar

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MARCH						
S	M	T	W	T	F	S
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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	21 - 23 Mar
Challenge of Worldwide Communism (for CTs)	13 Mar - 7 Apr
China Familiarization	6 - 10 Mar
CIA Review	14 Mar
CS Records I	27, 29, 31 Mar
Clerical Refresher	20 Mar - 14 Apr
[REDACTED]	13 - 24 Mar
Information Reports Familiarization	27 - 31 Mar
Intelligence Techniques (for CTs)	13 - 31 Mar
Introduction to Communism	20 - 31 Mar
JCS-DIA Briefing	28 - 29 Mar
Management (GS-11 - 14)	27 - 31 Mar
Managerial Grid (GS-14)	13 - 18 Mar (Saturday)
[REDACTED]	13 - 31 Mar
Operations Support	13 Mar - 7 Apr
Orientation for Overseas	7 - 8 Mar
Vietnam Orientation	20 - 24 Mar

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APRIL						
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9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30						

Administrative Procedures	24 - 28 Apr
Challenge of Worldwide Communism (for CTs)	3 - 28 Apr
Chiefs of Station Seminar	17 - 28 Apr
China Familiarization	3 - 7 Apr
CIA Review	11 Apr
Clerical Refresher	24 Apr - 19 May
CS Records II	3 - 7 Apr
CS Records III	10 - 11 Apr
Counterintelligence Familiarization	3 - 12 Apr
Field Finance and Logistics	10 - 28 Apr
Information Reporting, Reports, and Requirements	10 - 28 Apr
Intelligence Techniques (for CTs)	10 - 28 Apr
Introduction to Intelligence	3 - 14 Apr; 17 - 28 Apr
Midcareer Executive Development	10 Apr - 19 May
Orientation for Overseas	4 - 5 Apr
Senior Management Seminar (GS-15 - 18)	23 - 28 Apr
Supervision (GS-5 - 10)	24 - 28 Apr
Support Services Review: Trends and Highlights	4 - 7 Apr
Vietnam Orientation	10 - 14 Apr

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MAY						
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	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 Scientific and Technical Operations	8 - 19 May
Clandestine Services Review	31 May - 9 Jun
Clerical Refresher	29 May - 23 Jun
Counterintelligence Familiarization	22 May - 2 Jun
Covert Action Operations	1 - 19 May
CS Records I (for CS CTs)	31 May - 1 Jun
Grid (for non-CS CTs)	31 May - 10 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
Management Planning	22 - 26 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

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OTR COURSES Scheduled on OTR Calendar

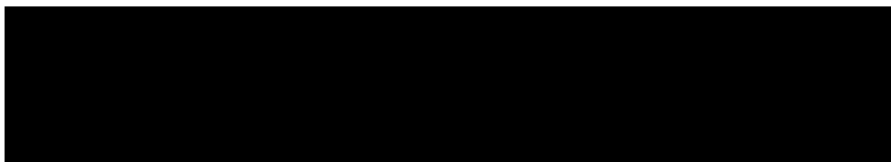
Administrative Procedures (1 wk - all day)

For clerical employees who support the CS at headquarters. Covers the organization, functions, procedures, and 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.

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Challenge of Worldwide Communism (4 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 an 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 organizational developments in the Agency. Includes the security reindoctrination lecture.

Clandestine Scientific and Technical Operations (3 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.

Clandestine Services Desk Orientation (3 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.

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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 DDP 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.

Conference Techniques (11 sessions - 24 hrs - part time)

For Agency officers responsible for planning and for leading group discussions and conferences. The role of an effective participant is also emphasized. Enrollment limited to 12.

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 15.

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.

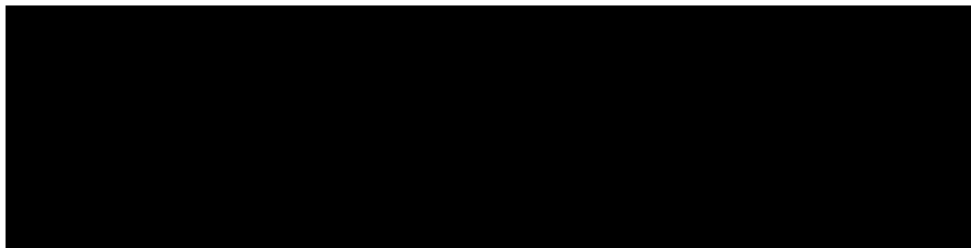
Covert Action Operations (3 wks - part time)

For CS officers responsible for supporting and conducting CA operations at Headquarters or in the field. Provides a comprehensive orientation of current [REDACTED] operations with priority given to critical situations in specific nations. Enrollment limited to 20.

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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. Emphasis is on all facets of field financial responsibilities.

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.

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 Research (Map and Photo Interpretation) (9 days - all day)

For professionals needing to know how to use maps and aerial and ground photography for intelligence purposes. Provides comprehensive coverage on obtaining data from maps and an introduction to photo interpretation.

Intelligence Research Techniques (2 wks - all day)

For analysts. Covers each stage of the research process from the origination of an intelligence topic to writing a skeletal report. A research project is performed as a practical exercise.

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Intelligence Techniques (3 wks - all day)

For Career Trainees. Provides instruction and practice in the Agency's 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 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 the fundamentals of American beliefs and practices.

JCS-DIA Briefing (2 days - all day)

For middle-level officers of DIA. General review of the Agency.

Management (1 wk - all day)

For officers in Grades GS-11 through GS-14. Covers up-to-date practices and attitudes applied in planning, directing and managing the work of others.

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 understanding 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 had the grid.

Midcareer Executive Development (6 wks - full time- 240 hrs)

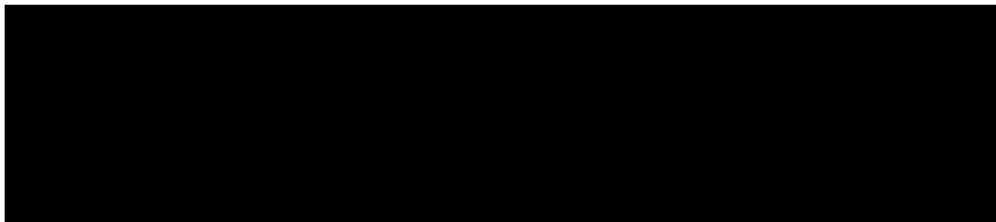
For designated midcareerists. Covers the activities of components of the Agency, the U. S. Government in its national and international setting, and problems of management.

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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 tradecraft 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.

Orientation to Intelligence (2 wks - all day)

For Career Trainees. Introduces the concepts of intelligence, the structure of the U. S. intelligence community, and the responsibilities of the Agency for collection, production, and dissemination of intelligence.

Orientation for Overseas (2 days - all day)

For employees (and spouses) assigned to an overseas post for the first time. Covers the Agency's mission and functions, security, cover, legal and medical advice, and working effectively with people of other cultures.

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

For GS-15s and above. Selection by Senior Training Officers.
Conducted by contract instructor; features managerial grid.

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.

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

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 goal 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.

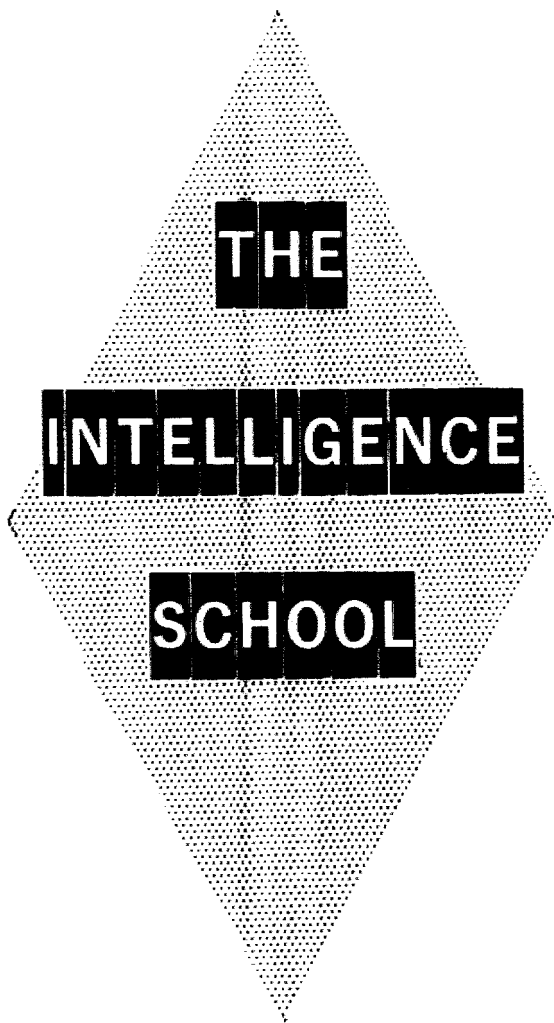
Writing Workshop (Intermediate) (4 wks - part time - Mon & Wed)

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

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OTR as a Support Organization:



The Intelligence School of the Office of Training is responsible for that part of the total Agency training mission that is related to skills, techniques, and methods applied in the production of finished intelligence and to orientation and briefing concerning the intelligence community and the Agency's mission and function in the national security structure. Because its responsibilities fall into two general areas, the School is composed of two faculties, the Intelligence Production Faculty (IPF) and the Orientation and Briefing Faculty (OBF). The pages that follow identify and describe the major activities of these two faculties.

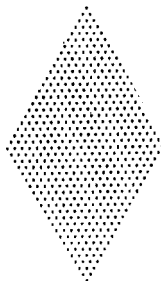
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The basic criterion against which all Intelligence School programs are evaluated is that of current reality. It is true, of course, that some training and briefing programs are concerned with ideas, concepts, motivations -- even doctrinal philosophy; but even the appearance of academic retreat to the ivory tower is avoided. In other words, the School's programs must be responsive to the current requirements of the Agency and must be continually developed and revised to maintain currency.

Every effort is made to keep abreast of changes of all kinds within the Agency and the intelligence community -- changes in organization, responsibilities, methods, and doctrine; training problems are kept as uncontrived, as "live," as the classroom situation permits; and the best substantive capabilities in all Agency components are called upon to contribute to classes and seminars. Most Intelligence School instructors have had non-Agency experience in teaching at the college level, and all instructors must have had some years of Agency experience in a production or support activity outside the Office of Training.

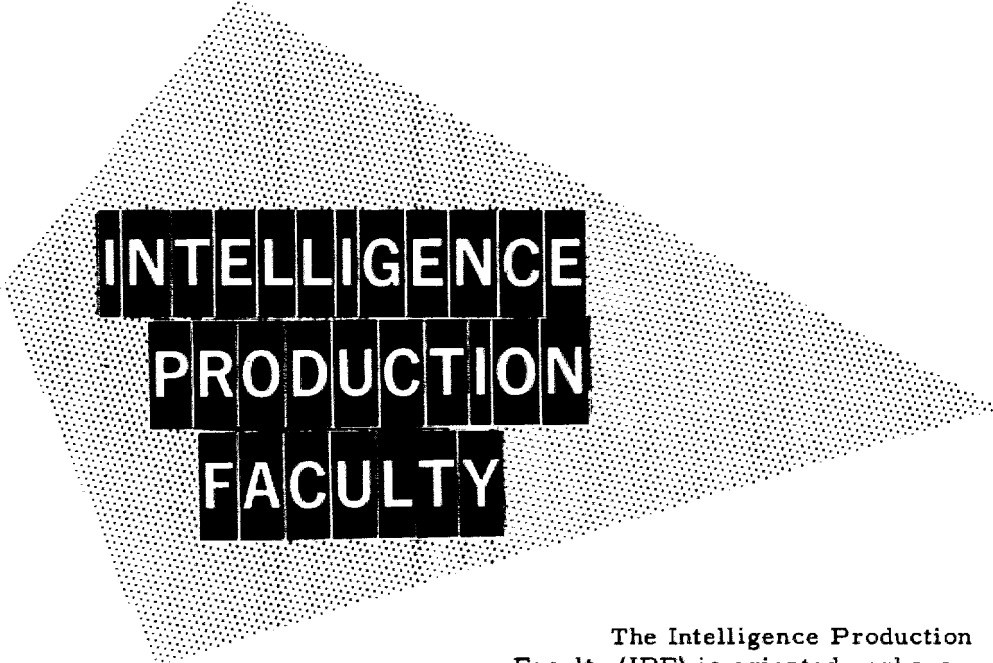
It would be impossible, of course, to sustain the currency and reality of Intelligence School training without the full cooperation of the producing, operating, and supporting components of the Agency. The fact that we are getting that cooperation is clearly indicative of the Agency's belief in the importance of the training mission.

The variety of instructional services for which the Intelligence School is responsible is manifest in the following descriptions, which are largely in the words of the instructors themselves. It should be emphasized that though most of the courses are scheduled on a regular basis, many of these can be run in response to a specific request and can be tailored for the needs of specific offices.



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**INTELLIGENCE
PRODUCTION
FACULTY**

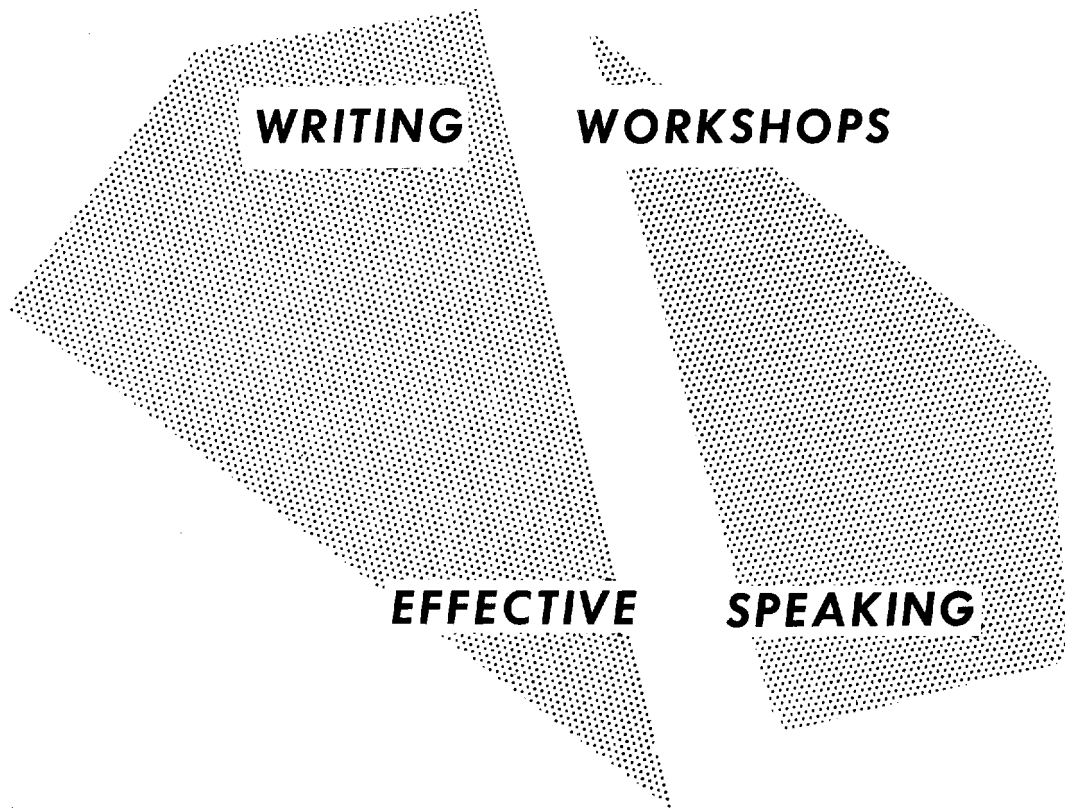
The Intelligence Production Faculty (IPF) is oriented perhaps more specifically toward the Directorate of Intelligence than toward any other part of CIA. Yet it offers instruction in some of the basic skills useful to professionals in every component of the Agency. All CIA professionals need adeptness in intelligence writing, in intelligence briefing, and in conference techniques. Other skills courses, needed primarily in research offices but also used in offices doing operational planning, include Intelligence Research Techniques and Map and Photo Interpretation. Two substantive courses open also to professionals in all parts of the Agency are the Geography of the USSR and the Geography of China. These courses are vital to the intelligence officer concerned with either of the two major targets of our intelligence effort.

Most of the training provided by the IPF is for Career Trainees (CTs). The CT courses include the skills taught to non-CTs-- writing, briefing, analysis, map reading, photo interpretation. In addition, these courses acquaint the CTs with the work of the Directorate of Intelligence and in some parts of the Directorate of Science and Technology, and provide practice in the analytical and operational techniques of these directorates, especially those related to research and to certain types of collection.

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The IPF also gives support to training outside its own courses. Individual lectures are given in courses conducted by other OTR faculties and in courses offered in other agencies. Members of the faculty participate in the briefing of foreign intelligence officers, especially on methods of producing finished intelligence.



Federal prose (not to be mistaken for English) shuns the active voice. It transmutes strong verbs into cumbersome nouns; adverbs into prepositional phrases; and nouns, adjectives. In the world of the federal prose writer, emphasis becomes redundancy, facts become abstractions, formality becomes pomposity. Or, to use a recent example, "Christmas services" become "appropriate religious services in keeping with the spirit of the Christmas season."

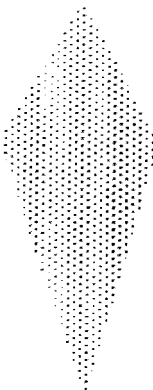
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Two 28-hour courses in "de-pomping," listed in the OTR Catalog as Basic and Intermediate Writing Workshops, run several times yearly. The basic course welcomes anyone who writes and is dissatisfied with the results. Diction, sentence structure, punctuation, paragraph development are treated as needed. The Intermediate Workshop takes those who have had the basic course or who have passed an English grammar pretest (which the Assessment and Evaluation Staff of the Office of Medical Services gives once a month.) Here, discussion focuses on the logic, organization, unity, emphasis, and coherence of the finished paper. In both courses the student spends about half the class time criticizing and revising papers written in the preceding session and discussing related principles of writing, and he spends the other half in putting those principles into practice. In both, the grand goal is, simply, clarity.

Those who cannot leave their desks twice a week can take these courses by correspondence. Occasionally, special workshops are arranged for particular Agency components, and the course is based on materials peculiar to that office; occasionally, also, short segments of writing training can be fitted into the training programs of other offices.

Parallel with written communication is oral communication. Any number of situations arise during the ordinary conduct of Agency business wherein communication to or through groups or individuals on a personal basis is desirable. Courses in Effective Speaking, Briefing Techniques, and Conference Techniques give Agency employees an opportunity to improve their oral communication skills. Currently, the classes meet once a week for twelve two-hour sessions. Student presentations are constructively criticized both by the instructor and by the class. Tape recordings assist in further self-study and analysis. Special instruction is given in the selection and use of graphic aids.



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INTELLIGENCE RESEARCH TECHNIQUES

The Intelligence Research Techniques Course is intended for any professional who does research and analysis in CIA, and for those, such as librarians, whose main job it is to support analysts. The course is usually a specialized presentation tailored to meet the specific needs of analysts in a particular office. For example, the course has been given numerous times for analysts from the Office of Scientific Intelligence, in versions ranging in length from four to twelve weeks, full time. It has also been given three times for analysts, librarians, and indexers in NPIC's Collateral Support Division as a two-week full-time course. A five-week version was given to analysts in the research branch of a foreign intelligence service. On the other hand, the course is occasionally open to analysts from all parts of the Agency simultaneously.

Usually students bring from their job a research project on which they work during the course, going through all the steps in the research process: planning a project (writing terms of reference and a project schedule), using Agency repositories of information, assembling information from the in-box, using analyst files, using collection programs, analyzing, and writing finished intelligence reports. At each step students read a volume of the special seven-part text prepared for this course. In most versions of the course, students are given instruction in intelligence writing to point out their major writing problems and to help them overcome these problems.

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During the course, students visit libraries, registers, research offices, and other areas in and outside the Agency, within security limitations, where their project would naturally lead them. In these offices they hear briefings and see the operation of collection, filing, and dissemination systems, and learn at first hand what resources are available to them as researchers.

Because this course usually runs only about four weeks, students are seldom able to complete their research projects. At the end of the course, therefore, they write a progress report on their project, reviewing the information they have already found, noting the major gaps in their information, and outlining the measures they plan to take after the course to fill these gaps.



MAPS AND PHOTO INTERPRETATION

Have you ever had to pull a map from your safe drawer, spread it out on your desk, locate (from coordinates given in an intelligence information report) a Buddhist temple and a railroad bridge, and measure (with your trusty wooden ruler) how far apart they are? After you did this, did you straighten up and announce, "The bridge is 3 3/4 miles northeast of the temple with no settlements anywhere nearby. It should be easy to reach"? How

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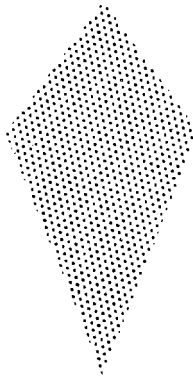
did you feel about the conclusions you drew from the map? Confident? Pretty pleased with yourself? Did you notice that the trail went only about one-third of the way, that a ravine had to be crossed and that the last part was across rice paddies? Did you notice that the map scale was in kilometers (3 3/4 kilometers is approximately 2.3 miles)? If any doubt lingered in your mind about whether you'd figured it right (or whether that young analyst who works for you had it right), maybe you or he should sign up for the Intelligence Research - Map and Photo Interpretation - Course.

Does a handful of aerial photographs leave you impressed but frankly bewildered as to what to do with them. Here again, the Map and PI course, packed into seven full days, can help.

The aim of this course is to develop the ability to fully exploit maps used in intelligence and to perform simple photo interpretation tasks, using relatively simple and readily available field and office equipment. During the course the students also develop an awareness of the limitations of these methods and this equipment, especially in photo interpretation, and learn where and how to get Agency support when needed. Thus, this course teaches do-it-yourself methods, and it stresses recognition of the moment at which to call in a professional.

Classes are a mixture of lectures, demonstrations, and practical exercises, of which the high point -- literally as well as figuratively -- is a 1,000-mile flight during which students photograph designated targets and identify objects from the air.

The Map and Photo Interpretation course is available on request. Enrollment is limited to fifteen students. Every effort is made to schedule this course at a time that is convenient.



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GEOGRAPHY OF THE USSR

GEOGRAPHY OF CHINA

Whether you are a desk analyst, a planner of operations, or the operator himself, a course in the geography of one or both of these huge and vital countries can be useful to you. Geography of the USSR is a very intensive course usually given for half a day everyday for six weeks. Every sort of academic and intelligence material having a bearing on area knowledge of the USSR is used. After brief training in Russian transliteration, the students use a Russian-language atlas as one of their chief reference aids. From this course one can get concrete, comprehensive area knowledge of the largest country in the world.

The course on the geography of China is still under development. The approach and content will parallel that of the course on Soviet geography, but will be only about half as long. It will cover all of Communist China and, as a sort of bonus, the Mongolian People's Republic.

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INTELLIGENCE TECHNIQUES COURSE

The three-week Intelligence Techniques Course is part of the early headquarters training given to all CTs. For many future case officers it is the only taste of life in the Directorate of Intelligence and the only exposure to the work done there. The faculty instructs in skills which the student will find useful throughout his career, wherever he may work, and it tries to give the student and the Agency some basis for making a rational decision concerning the direction his career will take.

The skills emphasized in the course are those of communication and analysis. The communication skills, writing and oral briefing, are heavily stressed, both because of their Agency-wide importance and because this may be the only time during his training when the CT will receive formal guidance in them. Four oral briefings (on current, scientific, and geographic intelligence, and a final ten-minute presentation) enable most students to develop a degree of platform presence, to free themselves of distracting mannerisms, to think on their feet. The ten written exercises are criticized and graded for writing as well as for analysis.

Problems the CTs are asked to solve during the course require the application of the varied analytical techniques in use in the analysis offices of the Directorate of Intelligence. Students use qualitative and estimative analysis in exercises such as the currently used Analysis Exercise, [REDACTED] Quantitative analysis is applied especially in [REDACTED] Both approaches apply to the Economic memorandum and in the Propaganda Analysis paper.

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INTELLIGENCE PRODUCTION COURSE

The nine-week Intelligence Production Course is designed for CTs who have been selected to make their careers in the Directorate of Intelligence. Its aims are closely related: To show CTs in a concrete way how the work in each component supports and is supported by every other part of the Directorate; to give representatives of the Directorate's offices a chance to observe and evaluate the caliber of prospective employees; and to give the Career Training Program Staff, and the CTs themselves, an appreciation of each individual's potential for filling specific assignments in the Directorate.

The course is an exploration of the problems of producing finished intelligence and of the other major activities of the Directorate of Intelligence -- collection, dissemination, and storing and retrieving information in whatever form. It combines problem solving with at-the-desk discussion with working analysts. It includes panel discussions, tours, and briefings. All components of the Directorate are eventually visited. A seminar or discussion by a faculty member precedes each visit. During the visits the students have an opportunity to meet senior officers and key personnel. The student prepares a written report or participates in an oral discussion reviewing almost every visit. The CTs also study and visit offices outside

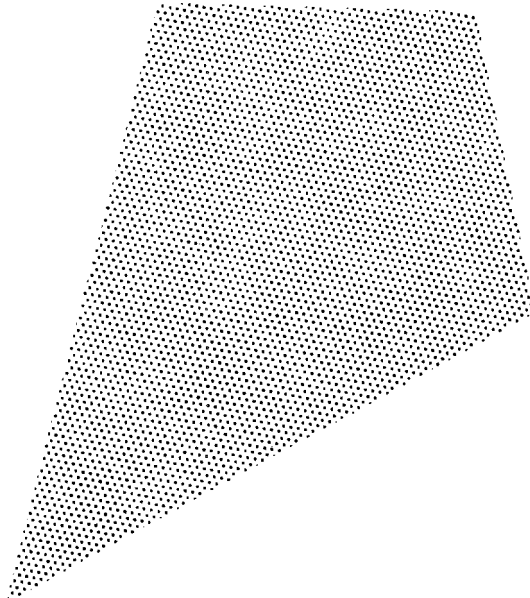
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the Directorate of Intelligence whose work frequently is closely related to or requires heavy support from that Directorate. In this category are the Joint Operations Intelligence Center, the Board of National Estimates, and the Office of Scientific Intelligence.

In a further effort to gain a working knowledge of the functions of the Directorate of Intelligence, the CTs spend about two weeks preparing a research paper. These papers deal with intelligence methods, procedures, and problems rather than with substantive matters. Some examples of research titles in a recent class were: "Legal Traveler Reporting on Scientific and Technological Research and Development in the Soviet Union," "Support of Counterinsurgency Planning by the Directorate of Intelligence," "White House Staff Requirements for Intelligence Support from the Directorate of Intelligence."

Because of the lack of published material on the subjects involved, the CTs can obtain information only by interviewing professionals in CIA. In this way, the CTs are forced to make many contacts with officers in the Directorate of Intelligence and sometimes in other directorates. Occasionally, the results of these research papers have appeared as articles in Studies in Intelligence.



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**ORIENTATION
AND BRIEFING
FACULTY**

The Orientation and Briefing Faculty (OBF) accomplishes its mission in two basic ways: providing briefings and conducting courses. The briefing function is distinctive in that it is not only, or even primarily, directed inward toward Agency personnel, but outward toward non-CIA audiences. OBF courses vary from the basic, through intermediate, to advanced seminars. None of the courses teaches skills; all involve dialogue and are concerned with insight, understanding, and perspective. The following articles, contributed by OBF members themselves, give something of the flavor and scope of both the briefing function and the principal courses.

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THE BRIEFING FUNCTION

Throughout the years there has been a continuing demand for briefings on CIA and the intelligence community. Except for selected occasions when senior Agency officials are involved, OTR, and specifically the OBF, is responsible for providing the briefings. The number of briefings has grown from some 75 in 1955 to approximately 300 in 1966.

A briefing, as the term implies, is short. It may vary from a few minutes to most of a day, but it averages about two hours. Special emphasis is given to adapting every presentation to the needs and interests of the particular audience, and since the circumstances of each briefing are different -- audience composition, time available, security limitations, depth of coverage -- each briefing is different.

Within CIA, briefings for two groups of personnel have become standard. All individuals entering on duty are provided with an introduction to CIA and its mission. Similarly, professionals returning from overseas assignment attend sessions at which they are brought up to date on organizational developments and security matters.

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Briefings for non-CIA audiences often assume a public relations dimension, because, through them, the Agency image is brought into focus. U. S. Government groups make up the largest element among outsiders to whom OBF directs its attention. Staff members regularly appear in a number of training courses at the Department of State, USIA, AID, DIA, NSA, and the Military Assistance Institute, and at Army, Navy, and Air Force installations throughout the country. Briefings are given also to dependents of Agency employees, to business groups, and to university groups. A prize OBF assignment is the briefing of senior officials of the United States or foreign countries. The briefing of the foreign official, given at the request of the Clandestine Services, is generally part of an introductory visit to the Agency.



INTELLIGENCE REVIEW COURSE

The Intelligence Review Course is given twice a year for professionals at middle and senior levels all over CIA. It gives a picture -- concrete, specific, and up-to-date -- of the U. S. Intelligence Community, and especially of the Agency itself. It offers appraisals of major international trends affecting intelligence; surveys changes in and problems facing the intelligence community; describes recent and possible future changes in Agency organization; identifies some of the major problems of collection, production, coordination and

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support of intelligence; and tries to provide a glimpse into the future of the U. S. intelligence effort.

The course attempts to overcome a common problem of the CIA professional -- the narrowing of interest and direction which overtakes him as he becomes increasingly immersed in the demands of his immediate work. Its content has been selected to broaden his view of the intelligence world and to increase his appreciation of the problems and achievements of his fellow workers. Guest speakers from the Office of the Director and from each of the four Directorates explain the significant developments and problems of their components. In addition, senior officers from other departments and agencies of the government describe national security and foreign policy issues and their requirements for intelligence support.

In the most recent course, the Special Assistant to Ambassador Averill Harriman and the Dean of the School of Professional Studies of the Foreign Service Institute of the Department of State spoke on the relationship and importance of intelligence to U. S. foreign policy needs. A senior State Department intelligence officer and the Assistant Chief of Staff, Plans and Programs, of the Defense Intelligence Agency described the intelligence activities in these two departments. The list of Agency speakers included the Executive Director-Comptroller, the General Counsel, the Chairman of the Board of National Estimates, the Assistant Deputy for National Intelligence Programs Evaluation, a Deputy Director, an acting Deputy Director, an Assistant Deputy Director, and fifteen Directors or Chiefs in the four Directorates.

Complementing the formal presentations are group presentations by the students themselves. Since the class contains representatives from all components of the Agency, and each component is represented so far as possible in each seminar, the individual students are constantly exposed to the work and thought of components other than their own. The Directorate of Intelligence analyst comes to realize the point of view of the Clandestine Services operations officer and vice versa, and both become conversant with the procedures and trials of the finance or logistics officer in rendering his support. And finally, all are exposed to the esoteric world of science and technology.

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INTRODUCTION TO INTELLIGENCE

Introduction to Intelligence is the intelligence segment of the Intelligence Orientation Course, which, under one name or another, has run without interruption since the early days of the Agency. All professional employees of CIA -- except for Career Trainees who have their own version of it -- are now required to take this course after they have entered on duty, and it is a prerequisite for many other courses given by OTR. A two-week course, currently scheduled ten times a year, it introduces the student briefly to the national security structure and the intelligence community; gives him a comprehensive picture of the mission, organization, and functions of the Agency; alerts him to current problems of interest to intelligence officers in different parts of the world; and provides him with an opportunity to examine his knowledge of his American heritage and to voice his opinions on

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different aspects of the United States, both as a private individual in a seminar and as a representative of the U. S. Government in a simulated interview with a person from another culture.

The course is designed for new employees but regularly attracts about one-tenth of its enrollment from experienced Agency professionals, particularly those whose jobs have been of such an esoteric nature that they have been outside the mainstream of Agency activity. Classes include persons of differing ages and grades from all directorates of the Agency. During the past year, for example, the ages of the students ranged from 21 to 54, and the grades from GS-6 to GS-15.

As its name implies, the course seeks to introduce the student to intelligence and to show him where he stands in relation to his own component, to other components in the Agency, to the Agency as a whole, to the intelligence structure of the U. S. Government, and, in some part, to the entire Executive Branch of the U. S. Government. The purpose is both motivational and practical: It pictures the student as a part of a process and an organization doing work of unique importance and influence; it acquaints the student with the other components of the intelligence structure (in the Agency particularly) so that he may know to whom to go when confronted with an intelligence problem.

Generally speaking, the OBF staff speaks on the extra-Agency subjects, such as the organization for national security and the intelligence community, and on the overall organization of the Agency. This sets the stage for lecturers from different areas of the Agency to speak on their own components -- on the work that each does and how this work ties in with the overall mission of CIA. Guest speakers from the Directorate of Intelligence lead off, followed by those from the Directorate of Science and Technology, the Clandestine Services, and the Support Services, in that order.

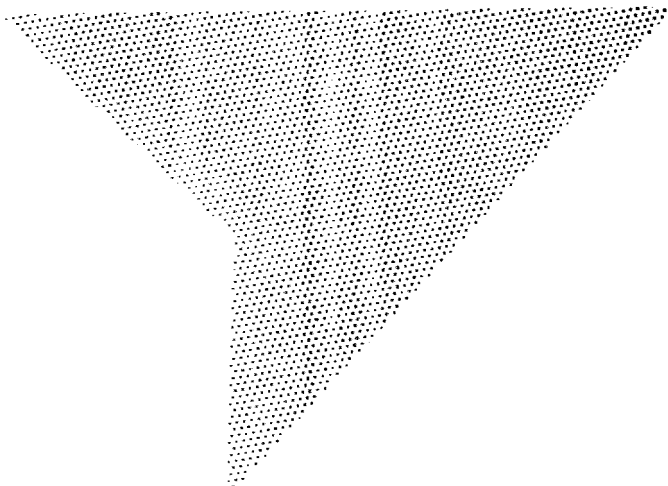
Developed throughout the course are two other themes: a survey of conditions of interest in differing areas of the World; and the American Thesis program. The survey gives the class an up-to-date picture of critical events abroad, together with the background of these events and their importance to the United States. Since these are presented by senior officials thoroughly familiar with their areas, they give a picture of the world not as seen through the eyes of a historian or a commentator but through the eyes of an intelligence officer.

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The American Thesis program seeks to emphasize to the students that the more they know of their own country and the better they can articulate what they know, especially in dealing with foreigners, the more effective they will be in this or any other agency dealing with foreign affairs.

The faculty attempts to "re-interest" the students in what they have already been exposed to in a greater or lesser degree during their school and college years -- the fundamentals of American beliefs, American history, and the role of the United States in today's world. It is hoped that the students will begin to clarify in their own minds what ideals the United States stands for and why it stands for them. To this end, the students are involved in a series of three exercises. At the beginning of the course the members of the class individually list and jointly discuss American values; later, in a seminar, the students, separated into small teams, present for discussion aspects of a topic on which they have done some research; and, finally, the students answer questions about the United States which are posed to their teams by an instructor playing the role of a person from another culture.

Instruction is primarily through lectures, but these are supplemented both by reading material and films. Staff papers, which have been periodically updated, and examples of intelligence which the Agency produces support the presentations of each directorate. A reading kit and a library of Americana complement the exercises making up the American Thesis program. Films introduce many of the lectures and augment the development of the area studies and the American Thesis theme.



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ORIENTATION TO INTELLIGENCE (for CT's)

The objective of this course is to familiarize the Career Trainee with intelligence and intelligence organization and with national security and national security organization. To this end, the course examines terminology and concepts, history and theory, structure and dynamics, function and purpose. The main thrust of the course is aimed at understanding the mission, functions, and organization of CIA, but a context is provided to give breadth to the treatment. CIA is presented as a part of the intelligence community, the intelligence community as a part of the foreign affairs community, the foreign affairs community as a part of the national security family, and the national security family as a part of the Government of the United States. Intelligence briefings are also given on selected foreign areas to bring the whole into focus with the world problems faced by the United States today.

The Orientation to Intelligence Course differs from the Introduction to Intelligence Course in that the Orientation to Intelligence Course gives a more detailed picture of the non-Agency intelligence community, emphasizing policy and decision-making functions in the foreign affairs area, and does not include

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the American Thesis program. As presently constituted, the course lasts for two weeks and is presented three times a year. It uses the lecture method supplemented by readings, films, seminars, and review devices. Most of the presentations are given by speakers from the several Agency components, supplemented by OBF staff members and outside guest speakers. At the end of the course the students are rated on their performance in a written examination.



VIETNAM ORIENTATION

"I'm going to Saigon, but I don't know anything about the place. What clothes do I take? Do I need any furniture? Will my wife and children accompany me? Is it safe? And the situation out there! What is MACV, ARVN, and RDC? And who are the Hoa Hao, the Cao Dai, and the Dai Viet? As a matter of fact, am I pronouncing these names correctly? Needless to say, I can't spell them. I just don't know anything about Vietnam. Where do I begin?"

Imagine not one, but ten, twenty, thirty, and even occasionally forty persons parading through your office each month with these and a hundred other such questions and comments pouring out of their mouths. Better still, imagine yourself at the Saigon airport -- the name is Tan Son Nhut -- meeting these questioners as they come tumbling out of the plane. Now you have the historical

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background to the Far East Division's decision to economize on time and energy by giving a formal program of instruction on Vietnam to all Saigon-bound personnel.

In collaboration with FE, OTR now gives, once a month, as it has since November 1965, a full week of lectures, films, discussions with returnees from Saigon, and recommended readings to all those persons currently preparing for departure to Saigon. The lectures stress, in particular, four main themes: the background of the struggle in Vietnam; the nature, the strategy, and the tactics of the communist insurgents; the response of the governments of South Vietnam and the United States; and finally, the structure, operations, and problems of our own Agency in Vietnam.

A fifth theme, a personal one, permeates the whole week, inasmuch as the students are given every opportunity to ask the speakers any question, personal or occupational, relevant to their assignment. So many are these questions that the final afternoon of the program is devoted to lectures and discussions on health, insurance, travel, processing, clothing, and related subjects. Just to make certain that everything that can be covered this side of the Pacific is covered, the program concludes with a four-man "Panel on Hitherto Unanswered Questions."

The Orientation clearly simplifies FE's problem of preparing people for Saigon, and the fact that they are "less green" than might otherwise have been the case makes it easier for Saigon to assimilate the new personnel. From the point of view of the people themselves, the Orientation provides an excellent opportunity to meet as a group and discuss common problems, opportunities, and the future, and also to do this against the background of information and experiences furnished by Saigon veterans.

The Far East Division of the CS handles registration initially for most people, and new personnel are scheduled for this Orientation as soon as it is convenient for them. Reading materials are made available before the beginning of the course.

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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.

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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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INTERAGENCY TRAINING PROGRAMS

Civil Service Commission

EXECUTIVE SEMINAR IN ADP
23 - 24 March

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: \$75.

ADVANCED SYSTEMS TECHNOLOGY FOR ADP SYSTEMS ANALYSTS
3 - 7 April

1900 E Street, N. W.

For digital computer systems analysts. Provides information on the latest developments in computer technology on systems analysis: Implications of the newest multiuse computers for the systems analyst; methodology for redesigning, modifying, and expanding existing systems; machine compatibility and conversion problems; total systems concepts. Cost: \$150.

IDEAS AND AUTHORS -- PERSONNEL MANAGEMENT
4 April - 17 May

This series of four six-hour sessions scheduled two weeks apart enables Federal personnel officers to examine systematically some of the new and significant ideas and developments affecting the broad field of personnel. Authors of recent studies in the field join guest critics and the participants in the program in a discussion of the books and an exchange of ideas on the subject through an extended question-and-answer period. For managers at the GS-13 level and above who are concerned with personnel management. Cost: \$100.

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Civil Service Commission (cont)

FINANCIAL MANAGEMENT FOR OPERATING EXECUTIVES

1 - 3 March 1900 E Street, N. W.

This two-day program puts financial management in perspective with regard to the development of sound plans for operations, the development of cost consciousness, evaluating the effectiveness of spending programs, and integrating budgeting, accounting, reporting, and auditing with other management tools. The institute is designed for officials with responsibility for fiscal matters but who are not primarily concerned with financial administration. For GS-14 or above. Cost: \$60.

INTRODUCTION TO PERSONNEL MANAGEMENT

6 - 10 March 1900 E Street, N. W.

This program offers an integrated and systemized introduction to the total personnel function for persons just entering the field. Special emphasis is placed on the interrelationships of the specialty areas and their relationships to the total field of personnel management and total management. Topics include: Defining and analyzing the role and place of personnel management; identifying and discussing the objectives and content of major personnel functional areas and their interrelationships; isolating special skills and knowledge required for success in the field of personnel management; the role of the behavioral sciences in the development of the personnel management field; current trends and developments in the field of personnel management. For personnel in grades GS-5 through 9 who are beginning careers in the field of personnel management. Cost: \$55.

INSTITUTE IN CIVIL RIGHTS

27 - 31 March; 8 - 12 May 1900 E Street, N. W.

This institute explores the Civil Rights problem in America, focusing particularly upon the various considerations which are appropriate to the administration and implementation of recent Federal civil rights enactments. The historical and legal as well as sociopsychological aspects of the civil rights issue are considered in terms of the concrete and practical realities of administration and implementation. Participation will be open to executives, GS-14 or above, particularly those whose responsibilities in administering agency programs might require them to have greater knowledge of recent civil rights legislation. Cost: \$150.

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Civil Service Commission (cont)

ECONOMIC ANALYSIS AND EXECUTIVE DECISIONS

17 - 21 April

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 application of economic analysis to agency problems, the rationale and consequences of Federal expenditure decisions, recent fiscal and monetary policies and practices, the allocation of resources between public and private programs, the application of cost-benefit analysis to defense and nondefense programs, measurement of productivity in Federal agencies, economic analysis in the budgetary process, mechanisms for change. For GS-14 and above. Cost: \$150.

EXECUTIVE SEMINAR IN INTERAGENCY MANAGEMENT
INFORMATION SYSTEMS

20 - 21 April

1900 E Street, N. W.

A two-day seminar focusing on means of speeding the development of compatible systems for effective information flow for communities of agencies -- the research and development community, the foreign affairs community, the economic opportunity community. The major problems inherent in the coordination of information handling practices are examined. For GS-15 and above. Cost: \$75.

EXECUTIVE WORKSHOP IN ADP SYSTEMS ANALYSIS

26 - 28 April

1900 E Street, N. W.

Participants will learn by practice how a systems analyst handles the design of a computer application from the first step of problem definition through the phases of project scheduling, systems analysis, systems design, program design, program production, development of man/machine interfaces, systems testing, and systems implementation. Prior attendance at an Executive Seminar in ADP or equivalent knowledge, although not absolutely essential, will be helpful. For executives GS-15 or above, who want and need to have a fuller understanding of the basic concepts and techniques of digital computer systems analysis. Cost: \$135.

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Department of Health, Education, and Welfare

The Environmental Health Sciences and Engineering Training Program of the Department of Health, Education, and Welfare has published a catalog of short-term technical courses and dates on which they will be given. Among the courses briefly described are:

Analysis of Atmospheric Inorganics
6 - 10 March (one-week)
13 - 24 March (two-weeks)

Heat Stress -- Evaluation and Control
13 - 17 March

Chemical Analysis of Environmental Radionuclides
3 - 14 April

Basic Radiological Health
3 - 14 April

Meteorological Aspects of Air Pollution
24 - 28 April

Information on these and similar courses may be obtained from the Registrar's office, extension [REDACTED]

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Foreign Service Institute

COMMUNIST CHINA AREA SURVEY
10 - 21 April 1400 Key Boulevard, Rosslyn

This special program is to equip officers responsible for actions in or related to the area of Communist China to become familiar with political, military, social, and other factors which they must consider in fulfilling their responsibilities. A full-time course, it meets from 9 a.m. to 5:30 p.m. daily. Cost: \$215.

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TRAINING SELECTION BOARD PROGRAMS

MIDDLE
MANAGEMENT
INSTITUTE

The Civil Service Commission's Middle Management 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 focus on the functions of management such as decision-making, communicating, planning, directing, controlling, organizing, and staffing. Discussion will extend also to planning-programming-budgeting systems, intergovernmental relations, and the role of Bureau of the Budget. This program is for middle managers in grades GS-11 through GS-14. The next dates are 10 - 14 April, and the TSB must have nominations by 3 March.

MANAGEMENT
DEVELOPMENT
PROGRAM
FOR
FEDERAL
EXECUTIVES

The Management Development Program for Federal Executives of The Graduate School of the U. S. Department of Agriculture is designed to help the executive examine the managerial aspects of his job, formulate for himself a framework of managerial theory, explore ways to improve managerial practice in the day-to-day work situation, strengthen his problem-solving and team-action skills, and formulate a continuing and systematic program of self-development in management. The program is conducted in three phases over a period of several months: a two-day diagnostic and planning meeting in Washington; a nine-day workshop at Williamsburg, Virginia; and a final two-day follow-up evaluation session in Washington. Generally for persons at the GS-14 and GS-15 level, GS-13 managers are also considered. Nominations for the 32nd program, a special running, must be in the hands of the Training Selection Board by 17 March.

The dates: Phase I 25 - 26 May
 Phase II 13 - 22 September
 Phase III 16 - 17 November

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DEFENSE
SYSTEMS
ANALYSIS
EDUCATION
PROGRAM

The Institute for Defense Analysis, in cooperation with the University of Maryland, offers an academic program to equip Federal employees to become systems analysts or to apply analytical methods in major planning processes. The intention is to develop in the participant an understanding of the concept of approaching problems from an economic, analytical frame of reference which can produce alternative courses of action for planning purposes. Mathematics and economics are combined with political science and government administration to develop an understanding of the role, the basic techniques, and the limitations of systems analysis. The program is oriented toward Department of Defense personnel, but CIA has been invited to participate. A nominee must have a bachelor's degree, and a reasonably strong educational foundation in both economics and mathematics is helpful, though not essential; he should be between thirty and forty and in grade GS-12 or higher. The TSB must have nominations by 24 March.

OTHER EXTERNAL TRAINING NOTES

GRADUATE SCHOOL,
USDA

CRITICAL ISSUES AND DECISIONS: A SEMINAR
FOR FEDERAL EXECUTIVES
28 March - 10 May Department of Agriculture

This program provides an opportunity for executives to sit with a small group of their counterparts from many Federal agencies, and, under the personal tutelage of leading writers and scholars, become acquainted with critical issues. Objectives are to stimulate a more critical evaluation of the problems which confront government, to develop more incisive and analytical techniques in policy and decision-making, to cultivate a broader base of knowledge and understanding from which to formulate policies and decisions, and to stimulate a systematic

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program of continuing self-development. Henry Steele Commager, Martin Luther King, Max Lerner, Leon H. Keyserling, Max Kaplan, Roger L. Stevens, and James C. Bostain are scheduled to participate. For GS-14 and above. Cost: \$235.

All sessions except the first, on 28 March, are for two hours either from 10 a. m. to noon or from 1:30 to 3:30 p. m. On 28 March, the session is a full day, from 9:30 a. m. to 4:30 p. m. The dates of other sessions are:

4, 5, 11, 12, 18, 19, 25 and 26
April and 3, 4, 9 and 10 May.

CURRICULUM OF COMPUTER SCIENCES

The Graduate School of the U. S. Department of Agriculture has inaugurated a new Curriculum of Computer Sciences, the classes generally running from 8 a. m. to noon, on Saturdays for Section I and on Tuesdays for Section II, over ten-week periods corresponding roughly to college or university academic semesters. Although admission to courses beginning 18 February (Section I) or 21 February (Section II) can now be accomplished, if at all, on a late registration basis only, the Fall courses will begin 30 September and 3 October. Representative of the courses offered are:

Basic Concepts of Data Processing

Punch Card Data Processing

ADP Orientation for Secretaries and Clerks

ADP Systems Analysis and Design

ADP Systems Design Workshop

Source Data Automation

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ADP Information Retrieval

ADP Budget and Finance Applications

Teleprocessing and Data Communication
Systems

Planning, Programming, and Budgeting
Systems

ADP Documentation and Writing

ADP for Executives

ADP for Executives and Administrators

Human Factors in Data Processing

Introduction to Operations Research

Linear Programming

ADP Transportation Applications

Statistical Methods for Research Workers

Computer Solution of Statistical Analysis
Programs

ADP Engineering Applications

Costing Computer Operations

Data Processing Management

Seminar in ADP Management

Federal Contracting for ADP Software Products

ADP Medical Applications

Course fees range from \$60 to \$120. Information
on content may be had by calling the OTR
Registrar's office, extension [REDACTED]

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CORRESPONDENCE
COURSE IN
INTELLIGENCE

The Defense Intelligence School offers a Non-resident Course in Intelligence designed to provide a comprehensive background in all aspects of intelligence, encompassing the principles of intelligence, international relations, Sino-Soviet affairs, and unconventional warfare. This correspondence course is commensurate with the depth of coverage attained in the School's Defense Intelligence Course. Most students complete the course within 15 to 25 months. The course is specifically open to active and reserve military personnel and Department of Defense civilians. However, a limited number of selected Agency personnel may participate. Applications must be submitted through the OTR Registrar, who will certify that the applicant has the necessary clearances and adequate storage facilities for the classified course materials. For further information, call extension [REDACTED]

25X1A

TRANSPORTATION
INSTITUTES

The Nineteenth Institute on Logistics and Traffic Management, sponsored by the School of Business Administration, American University, will be held 6 - 17 March 1967. The theme will be: "New Concepts, Systems, and Technology for Improved Distribution Systems." The fee for the two-week program is \$300.

Other transportation institutes tentatively scheduled are:

2d Motor Carrier Executive Development
Conference -- 15 - 19 May 1967

21st Air Transport Management
Institute -- 16 - 27 October 1967

TELEVISION
CORRESPONDENCE
COURSE IN
SUPERVISION

The USDA Graduate School, in cooperation with WETA-TV Channel 26, is repeating the television correspondence course Success in Supervision. Twelve televised lectures are to be presented by Channel 26 on Tuesdays at 12 noon and repeated the following Wednesdays at 6:30 p. m., beginning on 4 April. Textbooks, a study guide, and course materials are supplied by the USDA Graduate School. Fees are \$50.

Directory of Training Officers

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25X1A

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

DCI

O/DDI
CGS
OCR
ORR

2E-52
7E-35
2E-61
4F-19
4F-19

DDI

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DDI (cont)

OCI
OBI
DCS

NPIC

6G-29
4F-28
902 Key
1004 Key

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STATSPEC

DDS

Administration
Communications
Finance
Logistics
Medical
Personnel
Security
Training

GB-37
GD-09
1211 Key
1215 D Ames
1D-4044
5E-56
4E-71
839, 1000 Glebe

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DDS&T

FMSAC
OCS
OEL
ORD
OSA
OSI
OSP

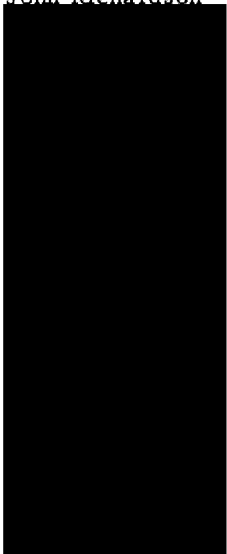
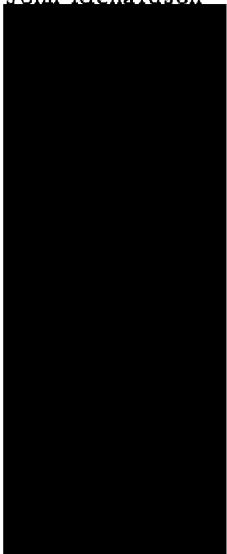
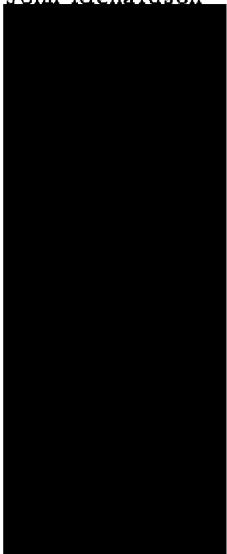
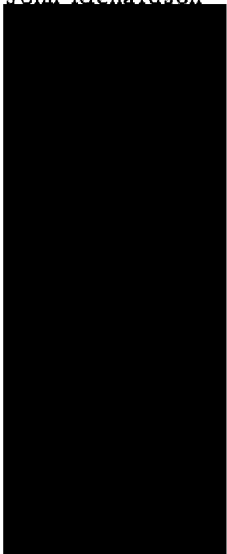
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2F-39
611 Ames
5B-2806
6F-24
5G-00

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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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