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# OFFICE OF TRAINING

# CATALOG



CENTRAL INTELLIGENCE AGENCY \* AUGUST 1970

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## PREFACE

Education is a long term investment. The Federal government (including the Agency) is interested in making this investment and in obtaining the best possible returns from it. The first step in the investment is the attracting and developing of qualified personnel. The second step is maintaining current knowledge and skills to meet the changing objectives and activities of the Agency. To achieve these, the Agency strives to operate with modern training practices and techniques, encourages its employees to participate in educational programs for self-improvement, and supplements the self-improvement effort with sponsored training programs which include formal courses and programs, on-the-job training, and training at non-Agency facilities.

In contributing to a realization of an adequate return on this investment, the Office of Training seeks to improve the quality and effectiveness of its instructional programs. The Schools, Staff, and Domestic Training Station constantly review and update courses to meet changing requirements in language, communication, operations, management and clerical skills.

The Office of Training assists in the selection of self-improvement courses as well as administering and managing the extremely large external training program; i.e., training at a non-Agency facility.

This edition of the OTR Catalog attempts a comprehensive coverage, either in detail or nominally, of training opportunities available internally or externally; outlines policies and procedures; and offers assistance. The Office of Training endeavors to improve its services and can accomplish this more easily with help from the components. Tell us your training problems, large or small; suggest how we can help you; let us know your component training needs. Only through an adequate communication system can we improve our service to you and, in the end, realize a proper return on our education investment.

## INTRODUCTION

The Office of Training publishes this Catalog in order to furnish guidance for Training Officers and to present a review of available training. One hoped-for objective is that the catalog will be a useful tool in planning professional development. The contents cover courses given by OTR, training offered by other offices of the Agency, Inter-Agency programs, and courses offered by non-government facilities.

The Catalog is divided into five major sections: General Information, Internal Training, External Training, Component Training, and an Index. The first section contains material of general interest and instruction for prospective students, supervisory and managerial personnel, and Training Officers. The Internal Training section deals with each School in OTR, describes the scope and objectives of the School, and contains a one-page description of each course offered by the School. Each of these latter pages follows a specific format and gives length, location, prerequisites, objective, description, enrollment maximum, and special notes on the course. Training Officers and others should note carefully the information in these descriptions, particularly prerequisites and peculiar items needed on the request form, before sending applications to OTR/ISS/AIR.

Because the number of facilities is vast and their course offerings extensive, the External Training portion of the Catalog is limited to general coverage of types of training. Representative installations are mentioned and typical offerings shown. It would be almost impossible to list in one publication the many opportunities available for which the Agency would at some time have a need, but OTR hopes that the sampling shown in the Catalog will indicate the extent of training possibilities and that Agency personnel will utilize the additional information sources available in OTR.

Component Training has grown to such an extent that a separate section is devoted to it.

Changes in the Catalog will be issued periodically and sent to users. Because the publication is in loose-leaf form, insertion of changes or additions and removal of out-dated material will be a simple exercise. In this way, OTR hopes to maintain a current and continually useful Catalog.

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EXECUTIVE ORDER 11348

In 1958 the Government Employees Training Act (GETA) was passed "to provide a means for keeping key employees well abreast of scientific, professional, technical, and management developments both in and out of Government." The Act was implemented in 1959 by Executive Order 10800. In 1967, both the Executive and Legislative Branches of the Federal Government published studies on the progress of training under GETA. Both the "Report of the Presidential Task Force on Career Advancement" and the "Report Covering Effectiveness of Implementation of the GETA," prepared by a subcommittee of the Committee on Post Office and Civil Service, U.S. House of Representatives, found GETA, as amended, to allow for needed training and education programs for professional, administrative and technical employees. The Task Force recommended that the President issue an Executive Order which "established basic policy for improvement of the public through maximum exploitation of better training and education, taking into account productive new practices in industry and Government." This Executive Order, 11348, was signed on 20 April 1967, and revoked EO 10800 of 15 January 1959.

The new Executive Order expands the Civil Service Commission's responsibility for planning and promoting the development, improvement, coordination, and evaluation of training performed in accordance with GETA. The EO states, "It is the policy of the Government of the United States to develop its employees through the establishment and operation of progressive and efficient training programs, thereby improving public service, increasing efficiency and economy, building and retaining a force of skilled and efficient employees, and installing and using the best modern practices and techniques in the conduct of the Government's business."

"The head of each agency shall plan, program, budget, operate and evaluate training programs in accordance with the GETA and with the policy set forth in section 102 of this order." Other key responsibilities of each agency head include: a) encourage self-development by employees; b) develop and use agency facilities for training; c) use interagency training programs where appropriate; e) regularly determine training requirements to bring about more effective performance at the least possible cost; f) establish training facilities and services as needed; g) establish criteria for the selection of employees for training.

### NON-AGENCY TRAINING

Each year, thousands of CIA employees attend some type of non-Agency training program. Since the requirements of the Agency touch on so many unusual and divergent fields, it is impossible for all training requirements to be met internally. In any one month employees will spend many manhours participating in external training, on a full or part-time basis, at a university or college, at a military facility or another Government agency, a commercial firm, or perhaps taking a correspondence course. Employees from all Directorates participate in external training. Locations of training sites are scattered from Washington and its immediate vicinity to New Mexico, from Taichung to London. The duration of these programs varies from three days to a year or more.

25X1A The Agency's external training program is administered and monitored by OTR's Instructional Support Staff; specifically, the Admissions, Information, and Records Branch (OTR/ISS/AIR). Public Law 85-507, the "Government Employees Training Act" (GETA), is the blanket authority for all Agency training, and Headquarters Regulation 25X1A [ ] "Training at Non-Agency Facility," defines Agency policy relative to GETA. [ ] states that the Director of Training "designate the non-CIA facility which can most appropriately and economically meet the requirement, and set the administrative requirements for Agency personnel in approved courses or programs."

Agency need is the principal criterion for determining who will be sponsored for external training. The GETA prohibits sending an employee to college primarily for the sake of earning a degree. If, however, the Agency needs a specific skill(s), and the individual selected for the training achieves a degree as a by-product, there is neither Agency objection nor GETA prohibition.

As the responsible office for carrying out this activity, ISS/AIR screens and processes requests for non-Agency training. It coordinates nominations and enrollments and handles the administrative details associated with the training, insuring that financial, budgetary, security, and cover requirements are met. ISS/AIR prepares travel orders, tuition/travel advances, and reimbursements, and certifies billings and invoices for payment. This financial processing is centralized and is not contingent upon budget location.

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For the duration of the training, ISS/AIR becomes the administrative office for employees sponsored for long-range programs outside the local area. ISS/AIR briefs trainees before their departure for these programs and for programs where Agency representation is a prime factor; when a training agreement is required; in external language cases; and for certain other specialized programs. For other sponsored programs, appropriate briefing sheets are provided.

The document for requesting external training, Form 136, "Request for Training at non-Agency Facility," serves as an authorizing contract for the expenditure of training funds, regardless of budget location. It is designed to meet OTR's requirements as well as those of other Agency components; i.e., one of the fanfold copies serves as official notification of a non-Agency activity to the Office of Security/Employees Activities Branch; another is retained by the Central Cover Staff if cover is involved; and the original contract is retained by the Office of Finance Certifying Officer if an expenditure of training funds, other than travel and per diem, is authorized. The Form 136 also serves as the input document to the Office of Computer Services for inclusion of the completed training program in the official Agency Training Record (ATR). (See page 14)

Each request is reviewed to insure that the training objective is valid and meaningful and that the training, if approved, would be in accordance with Agency regulations and policy and the Government Employees Training Act. Other factors which are considered before approving any application include the possibility of meeting the requirement through internal capabilities; the appropriateness and comparative cost; qualification of the employee in relation to course prerequisites; the availability of funds; and cover and security aspects. In certain cases a Continued Service Agreement, commonly known as a training agreement, is required: full-time academic training of three months or more, or training at any non-Government facility for which the combined cost of tuition, travel, and per diem exceeds \$1,000. ISS/AIR briefs employees required to sign such Agreements, witnesses the Agreements, and keeps the Office of Personnel and Office of Finance informed of such cases.

OTR/ISS/AIR coordinates enrollments in external courses in a variety of ways. Each case is treated individually, and in the majority of instances, AIR enrolls the employee directly. In some cases arrangements are made for the employee to be enrolled by the Central Cover Staff; in others, the employee is requested to enroll personally as a private individual; and sometimes the employee's component handles the enrollment. The latter is particularly true in cases of technical/maintenance training at factories and plants, where cleared contacts are available.

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General budgetary planning precedes any training activity. At one time OTR funded the Agency's entire external training program, but with the adoption of planning, programming, and budgeting in CIA, external training budgeting was decentralized. OTR now only budgets for Training Selection Board programs, courses at the Foreign Service Institute, with the exception of language training; and selected Department of Defense (DOD) weapons courses in which spaces are allocated to the Agency on a quota basis. At present, the following courses are included in this DOD budget block:

Nuclear Weapons Orientation Advanced, Defense Atomic Support Agency, Sandia Base, N.M.  
Ballistic Missile Staff Course, Strategic Air Command, Vandenberg Air Force Base  
Missile System and Logistical Support Orientation, Dept. of the Army, Redstone Arsenal, Alabama  
Fundamentals of Space Operations, Dept. of Air Force, Maxwell Air Force Base, Alabama  
Space Orientation, Dept. of Air Force, Maxwell Air Force Base, Alabama

OTR must insure that the necessary documentation for recording the completion of training at external facilities is submitted by the employee for incorporation in his individual personnel record and in the Agency Training Record. Evidence of completion may be in one or more of several forms; among them, a certificate issued by the training facility, grade report, certification signed by the employee, or training critique. The critique is useful to both the student and OTR in bringing the training into focus and in checking on the effectiveness and applicability of specific courses. It provides timely information about the facility and course, serves as a guide with regard to future participation, and as an administrative aid in future enrollments.

In summary, Agency policy, following the lead of the Federal Government, specifically recognizes the desirability of external training as a supplement to self-development and internal training. OTR/ISS/AIR can provide preliminary information on a wide range of training opportunities at non-Agency facilities, and will administer and monitor the training effort once a final decision is made to proceed with a specific program.



TRAINING SELECTION BOARD

The CIA Training Selection Board was established 1 January 1964 for the purpose of selecting candidates to participate in external training programs where effective representation of the Agency is considered by the Board to be a significant criterion for nomination. At present the Board operates in accordance with Headquarters Regulation [ ] As stated in this regulation, the mission of the Board is to: (1) Assure effective selection of candidates for non-CIA training programs where representation of the Agency is deemed by the Board to be a significant criterion for selection; and (2) evaluate training opportunities available through non-CIA facilities.

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The Chairman of the Training Selection Board is the Director of Training, who also is the representative of the Executive Director-Comptroller. Another ex officio member of the Board is the Director of Personnel, who at the same time is the representative of the Support Services. There are three other members of the Board, one representative each from the Directorate for Intelligence, the Directorate for Science and Technology, and the Clandestine Service. The Executive Secretary of the Board is assigned to the OTR Instructional Support Staff.

At present there are thirty courses and programs, including the Senior Officer Schools, under the purview of the Training Selection Board. Nominations for Senior Officer Schools, the Federal Executive Institute, and the Fellowships in Congressional Operations, after review and endorsement by the Board, are submitted to the Executive Director-Comptroller for final approval. Final selection of Agency representatives in the other courses and programs under its jurisdiction is the responsibility of the Training Selection Board. Courses and programs listed are those on which Training Selection Board action is required. Nominations are submitted to the Board through the Senior Training Officer of each Directorate.

TRAINING SELECTION BOARD PROGRAMS

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 (Civil Service Commission)

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

Conference for Federal Science Executives (The Brookings Institution)

Cornell Executive Development Program (Cornell University)

Educational Program in Systems Analysis (Civil Service Commission & Bureau of the Budget)

\*Executive Management Program (The Pennsylvania State University)

Executive Program in Business Administration (Columbia University)

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

Federal Executive Fellowships (The Brookings Institution)

Federal Executive Institute (Civil Service Commission, Charlottesville, Virginia)

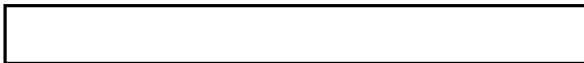
Fellowships in Congressional Operations (Civil Service Commission)

\*Foreign Service Economic Studies (Foreign Service Institute, Department of State)

General Administrative Conferences (The Brookings Institution)

\*Not included in OTR budget.

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Industrial College of the Armed Forces (Ft. McNair, Washington, D. C.)  
Institute for Public Executives (University of Wisconsin)  
\*Management Program, The (Northwestern University)  
Management Program for Executives (The University of Pittsburgh)  
\*Midcareer Executive Development Program, The (Syracuse University)  
M.I.T. Program for Senior Executives, The (Massachusetts Institute  
of Technology)  
National Senior Intelligence Course (Defense Intelligence School)  
National War College (Ft. McNair, Washington, D. C.)  
Naval War College - School of Naval Warfare (Newport, Rhode Island)  
Program for Management Development (Harvard University)  
Senior Seminar in Foreign Policy (Foreign Service Institute,  
Department of State)  
Stanford Executive Program (Stanford University)

For descriptions, see page 127.

\*Not included in OTR budget.

REGISTRATION

OTR COURSES            Form 73 (Request for Internal Training) used to apply for admission to OTR courses (unless otherwise noted.) This form is submitted by the Component Training Officer, who forwards two copies to OTR before the closing date of registration. Registrations close one week before the course begins. (See page 10)

COMPONENT COURSES    Form 73 is also used to apply for admission to most courses conducted by Agency offices other than the Office of Training. Consult the Training Officer of the Office responsible for the course for any special registration procedures.

NON-AGENCY COURSES    Form 136 (Request for Training at Non-Agency Facility) is used to apply for external training sponsored by the Agency. Agency sponsorship is dependent on the availability of funds, the benefit of the training to the Agency, and the compliance with the provisions of the Government Employees Training Act. Applications are submitted to OTR through the Training Officer according to instructions on the form. When approved by OTR, the form serves as the contract for authorization of expenditure of training funds, as the notification to the Office of Security, and as the training input document for the Agency Training Record. (See page 13)

TRAINING SELECTION BOARD    Enrollment in external courses in which effective representation of the Agency is considered a significant aspect of attendance requires nomination by the applicant's Career Board and selection by the Agency's Training Selection Board. A description of the functions of the Board and a list of courses for which the Board is responsible appears on page 6.

REQUEST FOR INTERNAL TRAINING  
(Form 73)

A model of Form 73 "Request for Internal Training," the form used to apply for admission to courses given by OTR or other components, is reproduced on page 10 for your convenience. Most blocks are self-explanatory, but noted below are several items which require careful and concise completion.

Item 1. The name appearing here is normally that used on all official records. If, for security reasons, an individual is to take the course under another name, it is to be entered here. The employee serial number should be provided in this block.

Item 4. The original EOD date is entered here, not an EOD resulting from a return from overseas, from a transfer between Agency elements, or from some other administrative action. This information has significance because admission to some OTR courses depends on total length of service.

Item 11. (Formerly Item 8) Careful thought should be given to the information submitted in this block. A general picture of the experience of the applicant plus an accurate description of his current or projected assignment help OTR provide appropriate training. The information serves a twofold purpose. OTR uses it to determine the qualifications and priority status of the applicant and instructors use this information to structure courses to the needs and experience of the students. Much valuable time is lost if instructors must wait until the first day of the course to obtain this information from the students.

NOTE: Full date and place of birth and Social Security number, when required for specific courses, should be entered in Item 11.

Item 12. This information is important and should be as accurate as possible.

Item 14. This date, estimated or otherwise, has a bearing on priority of admission to some OTR courses. It should be filled in whenever applicable.

Item 15 and 16. Copy Number 2 (pink), the instructor's copy, must be an exact duplicate of the original, including the required signature. The supervisor's name should appear in typewritten form along with the signature.

Item 18. Although the reverse side of the form is for OTR's use,

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REQUEST FOR TRAINING AT  
NON-AGENCY FACILITY  
FORM 136

The Office of Training has received many inquiries on the correct method of completing the Form 136 (Request for Training at Non-Agency Facility). The following should be of assistance in filling in the form. A facsimile of Form 136 appears on page 13.

In addition to being a request for training, the Form 136 also serves as a contract for the expenditure of funds, a request for travel order (where appropriate), a request for security approval, and the input document for the computer.

Items 3 - 15 in the sample show the correct form for completing these blocks. Make special note of the following instructions; unacceptable items appear most often in these spaces.

Item 5 - Use only M or F.

Item 6 - Give only the last two digits of the year the employee was born.

Item 7 - Use only two digits for the month and two digits for the year.

Item 8 - Listed below are Office symbols acceptable for computer input:

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Item 9 - Is to be filled in with only a two-digit numeric grade. Do not use the grade prefixed; e.g., GS, GSF, etc.

Item 10 - Listed below are service designations acceptable for computer input:

D	IA	IM	IT	S	SCD	SCS	SJ	SPA
E	IB	IN	IX	SC	SCN	SCT	SL	SS
EL	IC	IP	NA	SCA	SCO	SD	SM	ST
I	ID	IR	R	SCC	SCP	SF	SPI	UD

Items 11 and 12 - Use only two digits each for month, day and year, in that order.

Item 15 - Use only the abbreviations cited below:

FT; full time training.

PT; part time training.

COMB; training which is a combination of part and full time.

Item 23 - Should be as complete and accurate as possible. (Refer to course announcement or brochure for correct title.)

Item 24 - Should name the facility providing the training.

Item 25 - Should show the actual location of the training site.

Item 26 - Should be the facility's course description (if available) in sufficient detail to permit matching the training goals in Item 30.

Item 27 - When the Component is funding the training, this block must be signed by the Budget & Fiscal Officer. The Financial Account Number (FAN) to be charged should be cited here.

Item 29 - Applicant's title and extension must be inserted here.

Item 30 - Should be a specific statement of objectives. In addition, it should provide a justification of the training requested and relate the employee's job responsibilities to the goals. It is often possible on the basis of information given here for OTR to suggest an alternate course; in some cases, a less expensive one, or one which will better satisfy the goal.

Item 31 - Must be completed in all cases. External training requests for individuals who are under cover, or for whom cover arrangements are required, will be forwarded to Central Cover Staff before being transmitted to OTR. Early consultation with CCS on questions concerning cover status will minimize delay in processing the request.



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AGENCY TRAINING RECORD

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The Director of Training shall maintain the Official Training Record, for career management and other purposes, to show participation in and satisfactory completion of all Agency-sponsored training, except on-the-job training, approved by the Director of Training.

The Agency Training Record is a computerized listing of individual employee training, conducted or sponsored by the Agency. It includes OTR courses, most internal programs conducted by other components, courses given at Headquarters under contract with outside firms, and Agency sponsored training at non-Agency facilities. The Record does not reflect participation in informal or special-purpose training of short duration such as briefings, lectures, conferences, professional meetings, or orientation and familiarization tours; nor does it reflect training taken and paid for by a student.

The information for the Record is prepared and maintained by the Instructional Support Staff in OTR. Seven-year cumulative reports are computer-produced semi-annually. These reports are printed out in various forms:

1. Alphabetical listing of students by name.
2. Listing by office of assignment and then students alphabetically within the office, giving the course or courses taken. This report is distributed to Senior Training Officers and Component Training Officers.
3. Listing by service designation, with students recorded alphabetically within the service designation, giving the course or courses taken. This report is distributed to Senior Training Officers and Component Training Officers.

Another report by Service Designation is compiled annually by calendar year. One cumulative report was published in January 1969 and only annual supplements are now being issued. This listing is sent to selected Senior Training Officers and Component Training Officers.

Information for computer input is obtained from the Form 136, "Request for Training at Non-Agency Facility," Form 73, "Request for Internal Training," and rosters submitted to OTR on training given by components or under contract.

OTR COURSE CATEGORIES

I. INTRODUCTORY COURSES VALUABLE FOR PROFESSIONALS  
FROM ALL DIRECTORATES  
(Analysts, Collectors, Support Personnel)

Introduction to Intelligence  
Introduction to Communism  
Operations Familiarization  
Introduction to Map Reading and Imagery Analysis  
ADP Orientation  
Writing Workshop (Basic or Intermediate)  
Reading Improvement  
Effective Listening  
Intelligence and World Affairs  
Intelligence Techniques

II. COURSES VALUABLE FOR PROFESSIONALS AT MIDDLE GRADE  
FROM ALL DIRECTORATES

Writing Workshop (Intermediate)  
Intelligence Briefing  
Conference Participation  
Midcareer Executive Development Course  
Supervision  
Management  
\*Managerial Grid  
\*Advanced Management (Planning)  
\*Advanced Intelligence Seminar  
\*Special Orientation for Agency Representatives Attending Senior  
Officer Schools

III. COURSES VALUABLE FOR PROFESSIONALS AT SENIOR GRADES  
FROM ALL DIRECTORATES

Senior Management Seminar (Planning)  
Also see starred courses in Section II above.

IV. COURSES FOR SPECIALISTS IN SPECIFIC REGIONS

USSR

Basic Country Survey: USSR  
Geography of USSR

Communist China

China Familiarization  
Geography of Communist China

Vietnam

Vietnam Orientation

V. COURSES FOR CS PERSONNEL

See courses listed in Sections I, II, III, and IV, above.  
See Operations School courses.  
See Vietnam courses.  
Orientation for Overseas  
CIA Review

VI. COURSES FOR ANALYSTS

See courses listed in Sections I, II, III, and IV, above.  
Intelligence Research Techniques  
Intelligence Production  
Specially arranged seminars on research problems, techniques, and  
research on geographic areas or substantive subjects.

THE AGENCY'S ADVANCED COURSES

The career development of professional employees of the Agency can be expanded in a number of OTR advanced courses. By attending these courses, the employees' background can be broadened in relation to the overall Agency mission regardless of component or field of specialization. The programs, presently administered by the various Schools, should be examined in toto rather than by title or the School which administers it. A careful reading of the course descriptions, which give course content, will be of assistance in making a selection.

The subject matter of the courses relates to (1) the Agency, (2) the Intelligence Community, (3) the foreign policy making structure of the government and, sometimes, (4) international - and possibly domestic - affairs affecting intelligence.

Listed below are the major advanced courses. The School which has the responsibility for content is also given. Some of these are geared to the needs of and restricted to a single directorate; others are offered to officers of all directorates. The distinction is noted in the list.

1. Advanced Intelligence Seminar (AIS) - School of Intelligence and World Affairs (all)
2. Mid-Career Executive Development Course (MEDC) - Support School (all)
3. Advanced Operations Course (AOC) - Operations School (CS only)
4. Chiefs of Station Seminar (COS) - Operations School (CS only)
5. Support Services Review: Trends and Highlights - Support School (primarily for Support Services personnel)

Care should be taken to discriminate between the AIS and the MEDC. One is not a substitute for the other though they have much in common; thus a student should not go to both within a two year

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period. The AIS is a "volunteer" course designed for mid-level and senior officers while the Mid-Career, filled from Directorate quotas, is not open to senior officers.

The prospective student, his supervisor, and training officer should read the course descriptions carefully before submitting applications.

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### THE LANGUAGE SCHOOL

The mission of the Language School is: (1) to provide language training for Agency personnel; (2) to conduct proficiency testing required to maintain the Agency's inventory of language skills; and (3) to support the activities of the Agency's Language Development Committee.

Training in foreign languages is accomplished in a highly varied program ranging from intensive full-time courses of 52 weeks to short part-time familiarization programs. Instruction is offered in twenty-two languages including, under special circumstances, English as a foreign language. The School has a limited potential to offer training in eight other languages. Although most of the training requirements are for combined speaking, understanding and reading courses, the Language School also offers separate courses in speaking, reading, aural comprehension, and in certain specialized areas.

The bulk of internal foreign language instruction is presented in the Language School. [REDACTED]

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[REDACTED]  
immersion in the language, after they have had a thorough grounding in the basics of the language. For the most part, training is conducted by native speakers, many of whom are multi-lingual. The native speaker instructors are supervised by a staff of trained, experienced linguists.

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Two language laboratories, [REDACTED] in the Headquarters Building, are available to support this training effort. The laboratories are well equipped and include tapes in sixty different languages. The Headquarters laboratory is open 24 hours a day. The laboratory in the Language School is open 24 hours a day and is manned from 0800 to 1730 hours each day. The Language School library maintains a collection of language and linguistics books as well as a tape lending service. These services are available to all Agency employees through the Language School Librarian.

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The Agency Language Proficiency Testing Program establishes the current language competence among Agency employees, thereby giving management a register of language competence to measure against job requirements. The Language School routinely tests in

about thirty-five languages and can make use of certain external testing facilities for other languages under special circumstances. Ways to improve tests and testing methods are constantly being sought to insure an effective and accurate measurement of language competence.

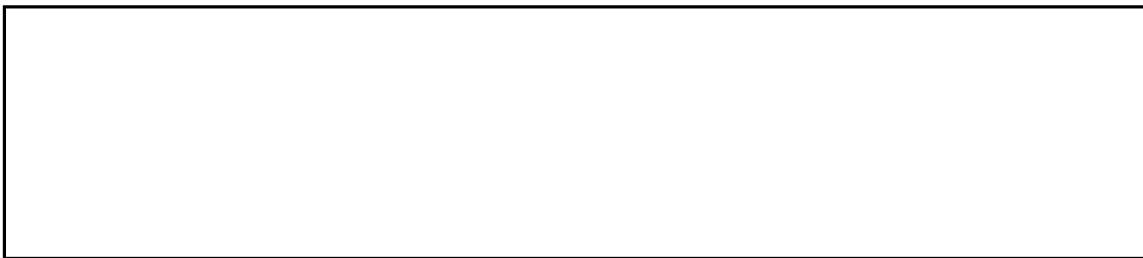
The Language School engages in research and study to improve the quality of language training. A continuing effort is made to acquire the best in texts and other training materials. When existing texts and supplemental materials are not appropriate, the Language School staff develops its own subject matter. Units of programmed instruction are regularly being added to one or another of the Language School courses. Language tapes are continuously being updated and improved. Application of Computer Assisted Instruction, video-tape and closed circuit television in language training is being studied. Cassette tape recorders are being provided to students for home study purposes, and the Language School is continuing to study the use of the cassette recorder as a language laboratory instrument.



LANGUAGE SCHOOL ADMINISTRATIVE NOTES

Courses offered by the Language School are listed in the Guide that follows. In addition to these languages, the Language School has a limited capability in Danish, Swahili, Lingala, Azerbaijani, Latvian, Estonian, Lithuanian and Hebrew.

Enrollment in all courses is accomplished by submitting a Request for Internal Training to OTR/ISS/AIR at least six weeks in advance of the scheduled training (see OTR Schedule of Courses). Language training should be requested by Course Title -- Language and number (e.g., Russian 753). Before the training begins, each student is required to take the Modern Language Aptitude Test (MLAT) administered by the Psychological Services Staff. Students should be well briefed by their components as to the expected accomplishment at the Language School so that all are in agreement concerning training goals.



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Three to six students usually comprise a class. The Language School reserves the right to cancel scheduled courses when less than three students are signed up for the course. Individual tutorial instruction is normally not offered, primarily for economic reasons. However, when instructors are free and space is available, such instruction will be considered.

Please note that "expected proficiencies" as shown in the course descriptions are for well motivated students of average language aptitude. Some students with higher aptitude may do better, those with less than average aptitude may not achieve the indicated proficiency level. Poorly motivated students will probably not achieve these levels.

In instances where courses are offered a specified number of times each year, see the Schedule of Courses for beginning dates.

In those instances where the offering is "to be negotiated," the responsible office and the Language School will work out the details of starting and ending dates, number of students and special problems. It is expected that students will remain in language training for the entire course. Early withdrawal must be by memorandum, approved by the Deputy Director concerned.<sup>1</sup>

In addition to those courses listed in the Catalog, other language training is available as follows:

a. Advanced Language Training. To the degree possible, advanced students will be accepted if they can be fitted into an ongoing class, or if space, instructors and availability of students with similar qualifications permit the forming of a special class. Only in exceptional cases will students be accepted for training above the "3" ("2" in Chinese and Japanese) level and no training will be offered above the "4" level.

b. Comprehension Training. Where listening and understanding are the prime requisites, full-time and part-time comprehension training can be arranged.

c. The Foreign Language and Area Studies Abroad Program. This is a Clandestine Service Program for CS Career Trainees and certain other junior officers designed to improve the CS foreign language inventory. This involves a minimum of one year's training abroad in a University or other approved language facility in the language, customs and operating environment of the country of assignment. Initial selection of participants is the responsibility of Chiefs of Divisions and Staffs. Final approval rests with the Deputy Director for Plans. It is expected that students in this program will reach an "S-3" level during the "training" period. Selection criteria for this program include an appropriate MLAT rating, a minimum of an "S-1" level of proficiency in the language of the country of assignment, and an ability to "live on the economy." The Clandestine Service Training Officer may be contacted for further details.

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<sup>1</sup> Executive Director-Comptroller memorandum for DDP, DDI, DDS, DDS&T, Subject: "The Foreign Language Development Program," dtd. 17 May 1968, Para 3c.

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d. Clandestine Service Language Maintenance Program.

The CS Language Maintenance Program is funded by the Office of Training and is managed by the CS Training Officer. The purpose of the program is to enable employees with a tested proficiency of at least an "S-2-2+" (depending upon the language) to maintain or improve their proficiency. Instruction is provided by competent staff employees tested and approved by the Language School. Classes meet twice a week throughout the year. Classes are organized if there is a sufficient demand for such training and if appropriate instructors are available. Enrollment in these classes is by application to the CS Training Officer.

Information on any of the programs listed, or special programs desired, may be obtained from the appropriate Department Chief of the Language School except as noted in c. and d. above.

Following is a guide to courses offered by the Language School. Use this guide to identify the language desired and to determine which of the courses offered in that language best fits the requirement.

GUIDE TO  
 LANGUAGE SCHOOL COURSES

Courses Languages	FULL-TIME			PART-TIME						
	100	120	500	110	510	610/ 615	710	730	735	750
Arabic	x				x		x			
Chinese	x		x	x				x	x	
Czech	x	x		x						
Farsi	x				x		x			
French	x	x		x	x	x				
German	x			x	x	x				
Greek	x			x	x					
Indonesian	x	x			x					
Italian	x	x		x	x					
Japanese	x									
Lao	x									
Polish	x			x						
Portuguese	x	x								
Romanian	x			x	x					
Russian	x			x	x	x				(1)
Serbo-Croatian	x			x						
Spanish	x	x		x	x	x				
Swedish	x			x	x					
Thai	x		x				x			
Turkish	x									
Vietnamese	x	x	x							

(1) Six part-time Russian Courses "Russian 751-756"

SERIES 100 COURSES  
 (Full-Time Beginners)

COURSE	LENGTH <sup>1</sup>	# OF OFFERINGS EACH YEAR	EXPECTED PROFICIENCY <sup>2</sup>
Arabic 100	52 Weeks	(To be negotiated)	S-2+, R-2+
Chinese 100 (Mandarin) <sup>6</sup>	44 Weeks	2	S-2, R-2
Czech 100	28 Weeks	3	S-2, R-2+
Farsi 100 <sup>4</sup>	36 Weeks	3	S-3, R-3
French 100	28 Weeks	6	S-2+, R-3
Greek 100	44 Weeks <sup>8</sup>	(To be negotiated)	S-3, R-3
German 100	28 Weeks	6	S-2+, R-3
Indonesian 100 <sup>7</sup>	24 Weeks	3	S-3, R-3
Italian 100	28 Weeks	3	S-2+, R-3
Japanese 100 <sup>6</sup>	44 Weeks	2	S-2, R-1
Lao 100	24 Weeks	(To be negotiated)	S-2, R-1+
Polish 100	28 Weeks	3	S-2, R-2
Portuguese 100 <sup>3</sup>	30 Weeks	3	S-2+, R-3
Romanian 100	35 Weeks	3	S-2+, R-3
Russian 100	52 Weeks <sup>8</sup>	3	S-3, R-3+
Serbo-Croatian 100	28 Weeks	3	S-2, R-2+
Spanish 100	28 Weeks	6	S-2+, R-3
Swedish 100	28 Weeks	(To be negotiated)	S-2+, R-3
Thai 100	32 Weeks	3	S-2, R-2
Turkish 100	40 Weeks	(To be negotiated)	S-3, R-3
Vietnamese 100	44 Weeks	3	S-3, R-3

PURPOSE: Series 100 Courses are intensive full-time Reading, Speaking and Understanding (RSU) Courses for beginning students who require a language competence which will enable them to communicate with reasonable fluency and accuracy with native speakers of the language on subjects to include social amenities, travel and day-to-day personal affairs; to discuss with some degree of fluency social, political, economic and cultural matters; to conduct day-to-day operations abroad; and to read and translate simple newspaper articles and documents pertinent to their assignments.<sup>5</sup>

SCOPE: These courses include training in a basic vocabulary of 2500-5000 words (depending upon the language), standard sound systems of the language and the major grammatical features of the language. Although speaking and aural comprehension are emphasized, reading and reading comprehension comprise a major part of the course. Sufficient writing training is included to enable the student to, at least, compose simple messages and letters.<sup>5</sup>

PREREQUISITES: Modern Language Aptitude Test

<sup>1</sup>Five days a week from 0845-1645.

<sup>2</sup>For well motivated students of average aptitude.

<sup>3</sup>Brazilian.

<sup>4</sup>Also available in Afghan Farsi on a negotiated basis.

<sup>5</sup>In Chinese and Japanese the student will be able to read and write simple classroom materials only.

<sup>7</sup>Indonesian may be a substitute for Malay.

<sup>8</sup>Should achieve S-2, R-2 level in 28 weeks.

SERIES 110 COURSES  
(Part-Time Beginners)

COURSE	LENGTH <sup>1</sup>	# OF OFFERINGS EACH YEAR	EXPECTED PROFICIENCY <sup>2</sup>
Chinese 110 (Mandarin)	1400 Hours	3	S-2, R-2
Czech 110	700 Hours	3	S-2, R-2+
French 110	400 Hours	6	S-2, R-2
German 110	500 Hours	6	S-2, R-2
Greek 110	700 Hours	3	S-2, R-2
Italian 110	400 Hours	6	S-2, R-2
Polish 110	700 Hours	3	S-2, R-2+
Romanian 110	550 Hours	2	S-2, R-2
Russian 110	700 Hours	3	S-2, R-2+
Serbo-Croatian 110	700 Hours	3	S-2, R-2+
Spanish 110	400 Hours	6	S-2, R-2
Swedish 110	400 Hours	6	S-2, R-2

PURPOSE Series 110 Courses are similar in purpose to Series 100 except that 110 Courses are part-time courses.

SCOPE Similar to Series 100 except that the vocabulary may be somewhat smaller.

PREREQUISITES Modern Language Aptitude Test.

<sup>1</sup>M-W-F or T-Th, 0900-1200 or 1300-1600.

<sup>2</sup>For well motivated students of average aptitude.

SERIES 120 COURSES  
(Full-Time Short Course)

COURSE	LENGTH <sup>1</sup>	# OF OFFERINGS EACH YEAR	EXPECTED PROFICIENCY <sup>2</sup>
Czech 120	12-14 Weeks	2	S-1+, R-1+
French 120	13 Weeks	6	S-2, R-2
Italian 120	13 Weeks	6	S-2, R-2
Indonesian 120	12 Weeks	(To be negotiated)	S-2, R-1
Portuguese 120 (Brazilian)	13 Weeks	3	S-2, R-2
Spanish 120	13 Weeks	6	S-2, R-2
Vietnamese 120	6 Weeks	(To be negotiated)	S-1+, R-0+

PURPOSE Series 120 Courses are full-time shortened versions of the Series 100 Courses and are for Agency employees who require only a limited capability in reading, speaking and understanding the language in order to handle routine social situations, normal day-to-day personal affairs and simple operational or operational support tasks abroad.

SCOPE Series 120 Courses are Reading, Speaking, Understanding (RSU) courses covering a basic vocabulary of 1000-2000 words (depending upon the language), standard sound systems and major grammatical features. Reading, and in some cases, translation is included but with less emphasis than is given speaking and aural comprehension. Writing is included only to the degree that a student must be able to write the language as an aid to reading and speaking.

PREREQUISITES Modern Language Aptitude Test.

<sup>1</sup>Five days a week from 0845-1645.

<sup>2</sup>For well motivated students of average aptitude.

SERIES 500 COURSES  
(Full-Time Reading)

COURSE	LENGTH <sup>1</sup>	# OF OFFERINGS EACH YEAR	EXPECTED PROFICIENCY <sup>2</sup>
Chinese 500 (Mandarin)	26 Weeks	(To be negotiated)	R-2+
Thai 500	36 Weeks	(To be negotiated)	R-3
Vietnamese 500	28 Weeks	(To be negotiated)	R-3

**PURPOSE** Series 500 Courses are intensive full-time reading (R) only courses. These courses are designed to prepare the student to read and translate, with a dictionary where necessary, correspondence, reports, ordinary non-technical and non-specialized publications, newspapers, documents or other materials. Further supervised on-the-job development as a translator would be appropriate if complete accuracy is expected.

**SCOPE** Series 500 Courses cover major grammatical features and the vocabulary most likely to be found in publications, newspapers and documents. In the case of Chinese, the student will learn to recognize about 2000 characters and 10,000 compounds formed from them. Where necessary, appropriate political, economic and military terminology will be included. Some speaking is included as an aid to learning the written language.

**PREREQUISITES** Modern Language Aptitude Test.

<sup>1</sup>Five days a week from 0845-1645.

<sup>2</sup>For well motivated students of average aptitude.



SERIES 510 COURSES  
 (Part-Time Reading)

COURSE	LENGTH <sup>1</sup>	# OF OFFERINGS EACH YEAR	EXPECTED PROFICIENCY <sup>2</sup>
Arabic 510	750 Hours <sup>3</sup>	(To be negotiated)	R-3
Farsi 510	400 Hours	(To be negotiated)	R-2+
French 510	400 Hours	2	R-3
German 510	500 Hours	6	R-3
Greek 510	600 Hours	3	R-3
Indonesian 510	250 Hours	(To be negotiated)	R-3
Italian 510	400 Hours	2	R-3
Romanian 510	550 Hours	2	R-2+
Russian 510	650 Hours <sup>4</sup>	1	R-3
Spanish 510	400 Hours	2	R-3
Swedish 510	400 Hours	3	R-3
Vietnamese 510	350 Hours	(To be negotiated)	R-3

**PURPOSE** Series 510 Courses are part-time reading (R) only courses. These courses are designed to prepare the student to read and translate, with a dictionary where necessary, correspondence, reports, ordinary non-technical and non-specialized publications, newspapers, documents or other materials. Further supervised on-the-job development as a translator would be appropriate if complete accuracy is expected.

**SCOPE** Series 510 Courses include major grammatical features and the vocabulary (2000-5000 words depending upon the language) most likely to be found in publications, newspapers and documents. Where necessary, appropriate political, economic, and military terminology will be included. Some speaking is included as an aid to learning the written language.

**PREREQUISITES** Modern Language Aptitude Test. See <sup>3</sup> below.

<sup>1</sup>Three or five half days a week.

<sup>2</sup>For well motivated students of average aptitude.

<sup>3</sup>Three 250 hour segments; satisfactory completion of one segment required for advancement to the subsequent segment.

<sup>4</sup>After 200 hours the student should rate R-1 and at 400 hours R-2. Student may opt for the 200, 400 or 650 hours schedule.

SERIES 610-615 COURSES  
 (Before-and-After-Hours "BAHLT")

COURSE	LENGTH	# OF OFFERINGS EACH YEAR	EXPECTED PROFICIENCY <sup>1</sup>
German 610/615	36/36 Weeks	1/1	S-1+/S-2
French 610/615	36/36 Weeks	1/1	S-1+/S-2
Russian 610/615	36/36 Weeks	1/1	S-1+/S-2
Spanish 610/615	36/36 Weeks	1/1	S-1+/S-2

**PURPOSE** Series 610 and 615 Courses are for personnel who desire language training in the most common languages but who are unable to participate in such training during the regular workday. The 610 Courses are for beginners. The 615 Courses are for those who have completed the 610 Course and desire to continue or for personnel with an S-1+ Proficiency who are too advanced for the 610 Series.

**SCOPE** The 610 Courses cover the sound system and the basic grammatical structures of each language and include a limited vocabulary. Although these are essentially speaking (S) courses, some reading (R) and writing are included as natural concomitants to the speaking and understanding. The 615 Courses are natural expansions of the 610 Courses.

**TIMING** Classes meet 6 hours per week on Monday, Wednesday, and Thursday 0730-0930 hours or 1600-1800 hours for two 18-week semesters per year for each series. The first semester begins with the first full workweek in September and the second semester begins with the second full workweek in February.

**LOCATION** Classes will normally be held at Headquarters but may (depending on the availability of space, demand, etc.) be held at some location in the Rosslyn area.

**PREREQUISITES** Modern Language Aptitude Test. For the 615 Series the student must either have satisfactorily completed the 610 Series Course or have a tested proficiency of S-1+.

<sup>1</sup>For well motivated students of average aptitude. S-1+ for the 610 Courses, S-2 for the 615 Courses.

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SERIES 710 COURSES  
(Part-Time Familiarization)

COURSE	LENGTH	# OF OFFERINGS EACH YEAR	EXPECTED PROFICIENCY
Arabic 710	30 Hours	(To be negotiated)	A demonstrated ability to transliterate to English
Farsi 710	30 Hours	(To be negotiated)	
Russian (See 750 Series)			
Thai 710	30 Hours	(To be negotiated)	

PURPOSE Series 710 Courses are primarily for Agency personnel who have a need for a very limited knowledge of the language for transliteration purposes. Students should be able to transliterate into English personal and place names and identify titles of publications and legends on maps.

SCOPE Emphasis is placed on a recognition of the alphabet and its application in identifying personal and place names, etc. A small amount of vocabulary and grammar, necessary for the practical objectives of this course, is also taught.

PREREQUISITES None.

SERIES 730 COURSES  
(Part-Time Specialized)

COURSE	LENGTH	# OF OFFERINGS EACH YEAR	EXPECTED PROFICIENCY
Chinese 730 (Mandarin)	40 Hours	(To be negotiated)	1

PURPOSE This course will enable the student to find a CHINESE CHARACTER in a Chinese dictionary or telecode book.

SCOPE In this course the student will be taught to recognize the radical in a Chinese character and count the strokes in the remainder of the character. He will learn the ten basic forms that count as single strokes and the variant forms of each. (Radicals and stroke counts are used to arrange Chinese characters in dictionary order.)

PREREQUISITES None.

<sup>1</sup>At the completion of this training the student should be able to find 95% of a list of randomly selected Chinese characters in an average time of 2-1/2 minutes per character.

SERIES 735 COURSES  
(Part-Time Maintenance)

COURSE	LENGTH <sup>1</sup>	# OF OFFERINGS EACH YEAR	EXPECTED PROFICIENCY
Chinese 735 (Mandarin)		(To be negotiated)	2

**PURPOSE** This is a maintenance course only and is designed for those Agency employees who are able to speak Chinese Mandarin at the "3" level and wish to maintain their spoken skill.

**SCOPE** This is essentially a free-conversation course and is not particularly structured since it is a Maintenance course. The class meets and discusses current events, problems of translation, or other matters of interest, all in Chinese.

**PREREQUISITES** A proficiency level of S-3 or better. Exceptions may be made if the circumstances of a particular case warrants such action.

<sup>1</sup>This course meets twice weekly for a total of three hours. Due to space and instructor limitations, this course is subject to cancellation without notice.

<sup>2</sup>The student should maintain his S-3 or better capability.

SERIES 750 COURSES

(Part-Time Russian)

(Given at Headquarters)

NOTE: Except for Russian 751, which is offered primarily in the interests of SB Division, the remainder of the 750 Russian Courses are scheduled in the interests of OER. All Russian Series 750 Courses are presented in the Headquarters Building.

RUSSIAN 751 (Russian Conversation)

This is a reading, speaking and understanding (RSU) part-time<sup>1</sup> course for SB personnel who have an S-2+ to 3 proficiency and who wish to preserve or improve their speaking and reading skills. The program consists mainly of free conversation supplemented by reading contemporary Russian authors. Prerequisite: S-2, R-2+ proficiency and an interview with the instructor.

RUSSIAN 752 (Russian Familiarization)

This is a 24-hour, 2-hour per week, course in which students learn to transliterate from Russian to English according to the Board of Geographic Names system. Students also learn a small amount of vocabulary and grammar.

RUSSIAN 753 (Russian Grammar)

This is a 200-hour, one hour a day, five days a week, course which includes presentations on the fundamentals of Russian grammar along with a vocabulary of general as well as technological, economic, and political terms. The objective is to give the student the tools (both grammar and vocabulary) which will enable him to read and understand, with the aid of a dictionary, Russian political-economic literature at the "1" level.

<sup>1</sup>This is a continuing course and students with an appropriate S and R proficiency level may join any of the several groups which meet one-half hour per day five days a week.

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RUSSIAN 754 (Russian Reading Level II)

This is a 200-hour, one hour a day, five days a week, course designed to achieve a "2" level of proficiency in reading. This course represents a continuation of the Russian Grammar course, which is considered pre-requisite to enrollment in this course. Equivalent knowledge of Russian gained by other means will suffice for entrance to this course. Readings include history, literature, and economic geography subject matters.

RUSSIAN 755 (Economic and Political Reading - Russian Reading Level III)

This is a two-semester (100 hours per semester), one hour a day, five days a week, course designed to achieve a "3" level of proficiency in reading (with the aid of a dictionary). This course is a continuation of Russian Reading Level II (Russian 754) which is considered a prerequisite to enrollment. Equivalent knowledge of Russian gained by other means will suffice for entrance to this course. The readings consist of articles from current Soviet economic and political journals and newspapers.

RUSSIAN 756 (Advanced Russian Reading)

This is a two-semester (60 hours per semester), three hours per week (one hour each day) M-W-F course designed to achieve a "3+" level of proficiency in reading (with the aid of a dictionary). This course is a continuation of Russian 755 which is considered a prerequisite. This course consists of reading and analyzing Russian texts from the standpoint of grammar, thus serving as a comprehensive review of grammar.

NOTE: It has been estimated that two hours of outside study will be required for each hour of class participation in Courses 752-756. Only those individuals who are able to maintain an excellent attendance record should apply for admission to these courses.

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NOTES



SCHOOL OF INTELLIGENCE & WORLD AFFAIRS

The School of Intelligence & World Affairs (SIWA) conducts training programs for professionals from all parts of the Agency on the following subjects:

Intelligence Orientation  
International Affairs  
Communications Skills and Techniques  
Research and Analysis Skills and Techniques  
Area and Overseas Orientation

The School also provides briefings and briefing support on these subjects for both Agency and non-Agency audiences, and participates in covert tutorial training programs.

SIWA programs provide not only basic orientation and familiarization but also remedial or upgrading training for junior grade officers, especially in communications, research, and analysis skills and techniques. Other programs focus on the needs of middle- and senior-grade officers, such as Intelligence Briefing, Conference Participation, and the Advanced Intelligence Seminar.

Faculty members also lecture and participate in panel discussions in courses given by other OTR schools, in training programs of other components of CIA, and in schools of other agencies. For example, briefings on the Intelligence Community, CIA, Communism and overseas orientation are given for the Office of Communication's Student and Wives' Overseas Orientation Program (SWOOP).

Each year a number of courses are given for professionals from a single office. Some of these use the same content and method as courses given for employees from all offices; others are adapted to the specific needs of the individual office. The latter are provided in response to requests and require, in addition, a survey of the specific needs and problems of the office. Courses which have been given for individual offices in the last few years include Writing Workshops, Intelligence Research Techniques, Introduction to Map Reading and Imagery Analysis, Intelligence Briefing, Conference Techniques, Introduction to Intelligence, and Introduction to Communism.

ORIENTATION COURSES AND ADVANCED INTELLIGENCE SEMINAR

SIWA gives all of OTR's basic intelligence orientation courses for professional employees. The largest continuing enrollment in any SIWA course is that in the four-week Intelligence Orientation, of which Introduction to Intelligence and Introduction to Communism are the principal components. This four-week course is required for all new Agency professionals. SIWA also gives a five-week Intelligence and World Affairs Course for Career Trainees and others by nomination of their office. A short reorientation, the monthly CIA Review, is given to recent returnees from overseas.

Special orientation courses or short refresher briefings, planned to meet the needs of groups from one office, are given on request. Such courses have been given for groups of Clandestine Service contract personnel; a regular series of special orientation programs are given as part of the Office of Communication's training for personnel preparing to go overseas; and short refresher orientation briefings have been given in Office of Economic Research (OER) and National Photographic Interpretation Center (NPIC).

SIWA also offers the two-week Advanced Intelligence Seminar for middle- and senior-level personnel. This seminar focuses on major problems, trends, and developments in the Agency and the Intelligence Community and includes discussions of international and domestic problems affecting or likely to affect U.S. intelligence.

BRIEFING AND BRIEFING SUPPORT

The briefing and briefing support functions of SIWA, under the management of the Briefing Officer, are conducted in response to specific requests. Most briefings are on the mission, functions, and organization of CIA, the Intelligence Community, and the National Security Council; but briefings are also given on Communism, the intelligence process, production of current intelligence, national estimates, strategic intelligence, scientific intelligence, and the elements of national power. Such briefings are given to audiences both within and outside the Agency.

External briefings are given for senior U.S. and foreign officials and to both governmental and non-governmental training groups. Briefings for senior foreign officials are given at the request of the Clandestine Service and for ambassadors and other senior U.S. officials at the request of the Information Requirements Staff. Briefings of U.S. government training groups are given at the Foreign Service Institute, the AID Washington Training Center,

at Ft. Benning, Ft. Knox and Ft. Belvoir. Briefings are also given for academic, business, and professional groups when approved by Agency officials. Special tutorial programs, ranging in length from a few hours to several days, are also conducted, at the request of the CS, for foreign intelligence officers. These may involve not only SIWA personnel but also instructors from other OTR Schools and experts from the various Directorates of the Agency.

25X1A

The Briefing Support Officer assists the Briefing Officer in the coordination of external requests for CIA speakers, according to procedures in [redacted]. He is also responsible for the planning and administration of briefing programs for groups visiting CIA at which speakers generally come from the executive level of the Agency. Such groups include businessmen sponsored by the Brookings Institution, the JCS-DIA program, and the "Day at CIA" programs conducted for such groups as FSI's Senior Seminar in Foreign Policy and for NSA's Senior Cryptologic Course.

#### INTERNATIONAL AFFAIRS

Courses in international affairs are part of the introductory training of new Agency professionals. Introduction to Communism, part of the four-week Intelligence Orientation required for all new professionals, provides familiarization with the USSR, Communist China and with Communist parties world-wide, and with emerging world problems such as nationalism. Intelligence and World Affairs, the five-week introductory course for Career Trainees and others, covers world problems affecting U.S. policy interests and includes in-depth study of the Communist world.

#### COMMUNICATIONS SKILLS

SIWA provides opportunities for improving several types of job-related communications skills: writing, briefing, conference participation, reading, and listening.

In its Writing Workshops, SIWA provides training in the types of writing needed by CIA. These workshops are given at the basic and intermediate level for employees from all parts of the Agency. In addition, special Writing Workshops, planned to meet the specific writing needs and problems of an individual office, are given

on request. In preparing for such a course, an instructor studies the types of writing and the writing problems of the office. He may make suggestions for improving the office's written output--often including recommendations for the establishment of editorial standards by supervisors and editors--as well as for the development of a course. Employees who are unable to attend a regular Writing Workshop can be enrolled in a writing correspondence course, which is administered by SIWA.

Intelligence Briefing courses are normally offered for Agency professionals who have or will have briefing as one of their responsibilities. Some of the students' briefings are videotaped so that each student can see and hear himself as his audience does. When an individual office has a sufficiently large group of students, a special course may be given.

The Conference Participation course is available for supervisors and managers who either lead or participate in conferences. This course may be given for a single office when it has a large enough number of people to be trained.

The Reading Improvement course is usually given under contract by an outside organization. This course helps the student to increase both his reading rate and level of comprehension and to overcome reading problems.

An Effective Listening course, also conducted under contract by a non-Agency organization, after experimental offerings and determination of its value to the Agency, may be presented on a continuing basis.

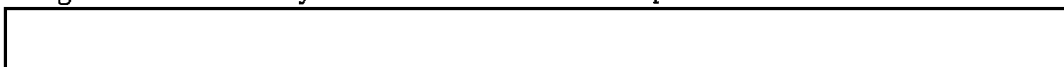
#### RESEARCH AND ANALYSIS SKILLS

Three courses given in SIWA provide detailed orientation to the Directorate of Intelligence and to the research and analysis techniques used in that Directorate in producing its finished intelligence reports. A fourth course deals with two basic research techniques (map reading and imagery analysis) which are of value in many parts of the Agency.

Two of the courses in research and analysis are given for CTs and others by nomination of their office: Intelligence Techniques, to familiarize them with the production of finished intelligence; and Intelligence Production, to prepare those whose careers will be in the Directorate of Intelligence. The latter is the only regular SIWA course given primarily for the Directorate of Intelligence.

The Intelligence Research Techniques course is generally given only upon request from an office having a sufficient number of students to constitute a class and is developed to meet the specific needs of that office. In the past, this course has been given in versions ranging from two to ten weeks, full-time, for analysts from Office of Scientific Intelligence (OSI), and in a two week full-time version for imagery analysts, research analysts, research assistants, and librarians from NPIC.

Special seminars for either junior or senior analysts on research problems or on research on particular substantive subjects or geographical areas will be developed and planned upon request. For example, OTR coordinated a seminar on Western Hemisphere problems for officers from one division. Such seminars might range in length from one day to a week. OTR can provide facilities either



25X1A

The Introduction to Map Reading and Imagery Analysis familiarizes professionals from any Directorate with these two basic research skills. Map reading is taught principally through the use of a programmed text; imagery analysis of photographs is taught primarily by laboratory type exercises using the photo interpreter's tools.

#### AREA AND OVERSEAS ORIENTATION

Detailed courses on the USSR and on Communist China are given for professionals and research assistants working on these two high priority countries. Basic Country Survey: USSR provides current coverage of Soviet strengths, problems, and policies. China Familiarization provides an orientation to Communist China and to the Chinese language. Geography of Communist China and Geography of the USSR provide detailed study of the geography of these countries.

The Orientation for Overseas is given for all personnel scheduled to go overseas for the first time and for their adult dependents. Registrants are provided readings on their country of destination and are given suggestions on adjustment to life overseas and to methods of relating successfully to people in other countries.

ADVANCED INTELLIGENCE SEMINAR

LENGTH Two weeks, full-time.

LOCATION

25X1A

PREREQUISITES Minimum grade of GS-13. Five years of experience in the Agency; preferably ten years. No more than two applications accepted from any one Office or GS Division. Prerequisites may be waived with special justification. Required special clearances are obtained for students who do not already have them.

FOR Experienced Agency personnel at the middle-to-senior grade from all Directorates who want a relatively brief high-level combination of "mind stretching" and the working level intelligence approach to selected problems. Nominees for Senior Officer Schools and similar levels of external training are urged to take the AIS. (Graduates of the Mid-Career Executive Development Course probably benefit most from the AIS after several years have elapsed.)

OBJECTIVES (a) To discuss major international and domestic trends affecting intelligence; (b) To assess changes in, and problems facing, the Intelligence Community and the Agency; (c) To examine the intelligence approach to selected substantive problems, and (d) To provide an opportunity, through discussions and seminars, for participants to appreciate the viewpoints and problems of their colleagues from other Directorates.

COURSE DESCRIPTION

To the maximum degree possible, the course is conducted in a seminar atmosphere. All members are expected to review reading materials provided and to participate actively in seminar discussions and panel sessions. The first week includes presentations by and discussions with guest speakers

from the academic and governmental worlds on critical and dynamic aspects of both international and domestic developments affecting intelligence. The second week focuses on current and projected developments within the Agency and the Intelligence Community, and on the application of intelligence resources to selected problems. Students will have the opportunity to discuss Agency problems with Senior officials.

ENROLLMENT           Maximum - 30.

FREQUENCY            Three times annually.

NOTES                 (1) This course supersedes the Intelligence Review.

                       (2) Request for Internal Training should be submitted no later than three weeks prior to the beginning of the course and preferably earlier.

                       (3) Request for Internal Training should include:

                         (a) Place and date of birth and Social Security number;

                         (b) Major educational, professional, substantive, and area competence; and current or projected duties (for use in planning seminars).

BASIC COUNTRY SURVEY: USSR

LENGTH Two weeks, full-time.

LOCATION Washington Area.

PREREQUISITES None.

OBJECTIVE To provide a comprehensive coverage of current strengths, problems, and policies of the USSR for employees working on the Soviet Union or on related subjects requiring knowledge of Soviet developments.

COURSE DESCRIPTION Following a short review of the historical development of the USSR, the course concentrates on current conditions in the USSR, including Soviet interpretations of Marxist-Leninist doctrine, Communist Party and government organization and relations, economic and military capabilities, the social system, and foreign policies. Lectures, assigned readings, and discussions are supplemented by films.

ENROLLMENT Maximum - 25.



CHINA FAMILIARIZATION

LENGTH One week, full-time.

LOCATION Washington Area.

PREREQUISITES None.

OBJECTIVE To familiarize Agency personnel with contemporary Communist China and to provide an acquaintance with the fundamentals of the Chinese language.

COURSE DESCRIPTION The language familiarization phase includes pronunciation of Chinese words, an introduction to the most widely accepted system of dictionary recording of Chinese characters and the telegraphic code. The area phase includes: cultural and historical development, geography and resources, economic development and problems, the political system, social change and control in contemporary China and foreign relations.

ENROLLMENT Maximum - 16.

CIA REVIEW

LENGTH Two hours.

LOCATION Headquarters Building.

FOR All employees returning from overseas for a PCS assignment in the U.S.

OBJECTIVE To update returnees' knowledge of major changes of policy and organization in the National Security Council (NSC), U.S. Intelligence Board (USIB), and CIA over the previous five years and of changes contemplated for the immediate future.

COURSE DESCRIPTION An overview of the major changes of policy and organization in the NSC, USIB, and CIA is presented by lecture and slides. A special half-hour presentation by the Office of Security follows. The program concludes with the film on CIA, "A Need to Know."

ENROLLMENT Maximum - 80. Employees who did not sign up for this course upon returning from overseas will be admitted on a space-available basis.

FREQUENCY Second Tuesday morning of each month.

NOTE No Request form is required for this course. All returnees from a tour of duty overseas, regardless of Directorate affiliation, should attend this program as soon as possible.

CONFERENCE PARTICIPATION

LENGTH	3-5 weeks, six to ten half-day sessions.
LOCATION	1000 N. Glebe Road, or elsewhere by special arrangement.
FOR	Those with some experience and/or responsibility for leading group discussions and conferences, generally at the middle grade.
OBJECTIVE	To develop skills necessary to conduct or participate in conferences.
COURSE DESCRIPTION	Planning and preparation for a conference are discussed and the leadership role is examined. Emphasis is on understanding the role of an effective participant, including questioning and listening.
ENROLLMENT	Maximum - 12.
NOTE	Usually given to meet special request of an individual office.

EFFECTIVE LISTENING

LENGTH	One full day session.
LOCATION	Selected for the convenience of participants.
FOR	All employees, regardless of position or grade, whose work effectiveness would be helped by increasing the ability to listen.
OBJECTIVES	To enable the participant: (1) to produce a complete, accurate summary, written or oral, of spoken information; (2) to analyze constantly what is being said; (3) to outline by the use of key words; (4) to ignore irrelevant materials and digressions; (5) to minimize the distracting effect of emotional and hurried delivery, ethnic and regional accents, background noise, and statements with which the listener may disagree; (6) to apply the improved listening skills in his work.
COURSE DESCRIPTION	Lectures, group discussions, films, and directed practice are utilized in developing effective listening. Course is given by a contract instructor.
ENROLLMENT	Maximum - 25.
COST	Cost for each student is assumed by the sponsoring component. With 25 students in a class, cost is approximately \$14 per student.
FREQUENCY	Given on demand.

GEOGRAPHY OF COMMUNIST CHINA

LENGTH                    Three weeks, MWF all day.

LOCATION                    1000 N. Glebe Road

PREREQUISITES            None, although China Familiarization course is desirable.

FOR                        Professional employees from all Directorates who have a job-connected responsibility for Communist China.

OBJECTIVE                To provide the professional with an intellectual framework of geographical knowledge about Communist China.

COURSE DESCRIPTION      Detailed study of Communist China's regions, followed by a systematic study of physical and cultural topics that have a bearing on Communist China's international position in economics, military strength, and international relations insofar as these concern the United States. Classes are a mixture of lectures and laboratory exercises, usually employing maps. The China Map Folio is the principal research tool used by students. Lectures are supplemented by slides and motion pictures. Student readings are assigned in a textbook, compiled by the course instructor, and in other sources such as the daily press.

ENROLLMENT                Maximum - 15.

FREQUENCY                Twice a year, or on demand.

GEOGRAPHY OF THE USSR

LENGTH                    Six weeks, MWF all day.

LOCATION                    1000 N. Glebe Road

PREREQUISITES            None, although Basic Country Survey: USSR is desirable.

FOR                        Professional employees from all Directorates who have a job-connected responsibility for the USSR.

OBJECTIVE                To provide the professional with an intellectual framework of geographical knowledge about the USSR.

COURSE DESCRIPTION      Detailed study of regions of the USSR, followed by a systematic study of selected physical and cultural topics that have a bearing on the USSR's international position in economics, military strength, and international relations insofar as these concern the United States. Classes consist of lectures and laboratory exercises, usually employing maps. Materials include academic texts, Soviet maps and atlases, motion picture films, slides, selected U-2 photos, and some classified materials, such as the Intelligence Map Series. Training is given in transliteration and use of Russian-language materials when necessary.

ENROLLMENT                Maximum - 15.

FREQUENCY                Offered on request.

INTELLIGENCE AND WORLD AFFAIRS (IWA)

LENGTH                    Five weeks, full-time.

LOCATION                    1000 N. Glebe Road.

PREREQUISITES            None.

FOR                        Career Trainees and others by nomination of their Office.

OBJECTIVE                To orient the student to a career in the U.S. Government and in the intelligence profession.

COURSE DESCRIPTION      The course covers U.S. intelligence and foreign policy against the backdrop of national goals and priorities. It also covers world problems affecting U.S. policy interests, including an in-depth study of the Communist world. The lecture-discussion method is used, supplemented by readings, seminars, and films. Presentations are given by speakers from CIA, from other governmental agencies, and from academic or other private groups.

ENROLLMENT                Maximum - 40.

INTELLIGENCE BRIEFING

LENGTH Four weeks, Monday and Wednesday mornings.

LOCATION 1000 N. Glebe Road (other locations considered).

FOR Agency professionals.

OBJECTIVE To identify each registrant's strengths and weaknesses as an intelligence briefer and guide him toward mastery of appropriate techniques for improved performance.

COURSE DESCRIPTION The first three of the eight sessions lay a foundation for improving performance by calling attention to good and bad habits and discussing effective briefing techniques. During the following two weeks, class members prepare and present four briefings which reflect the types commonly required in intelligence work. Adequate preparation of each briefing assignment requires three to four hours at a minimum. Special attention is given to problems of live communication, substantive organization of the message, coherence and clarification devices (including use of visual aids) and handling questions. The instructor and members of the class critique each performance, and the instructor provides guidance. Several briefings are video-taped so students can study and critique their own briefing performance.

ENROLLMENT Maximum - 10.

NOTES (1) On Request for Internal Training, show registrant's relevant prior experience, courses taken, and current briefing responsibilities.

(2) An office with seven or more registrants for this course at one time may request a special running.



INTELLIGENCE PRODUCTION

LENGTH	Eight weeks, full-time.
LOCATION	1000 N. Glebe Road and Headquarters Building.
PREREQUISITES	Intelligence and World Affairs, Intelligence Techniques Course.
FOR	Career Trainees and others by nomination of their Office.
OBJECTIVE	To familiarize the student with the functions of the Directorate of Intelligence and with the problems of producing finished intelligence in the Intelligence Community. The course stresses the close working relationships between units of the Directorate of Intelligence and other Agency and non-Agency offices.
COURSE DESCRIPTION	The course provides the student with personal contact with working analysts and office managers, opportunity to learn from the presentations of case studies by experienced analysts, and the challenge of carrying out a research project. Through readings and seminars the student is encouraged to synthesize these experiences into a workable understanding of production activities and of the role of the analyst.
ENROLLMENT	Maximum - 12, minimum - 8.
FREQUENCY	Twice a year.

INTELLIGENCE RESEARCH TECHNIQUES

LENGTH Two weeks, full-time; or four weeks, half-time.

LOCATION Headquarters, or elsewhere by special arrangement.

FOR Analysts, librarians, reference analysts, and research assistants.

OBJECTIVE To familiarize the student with research facilities and research processes used in the production of finished intelligence.

COURSE DESCRIPTION The course provides the student with personal contact with working analysts and first-hand knowledge of the capabilities of classified repositories in the Intelligence Community.

ENROLLMENT Minimum - 8, maximum - 15.

FREQUENCY As requested.

NOTE This course can be tailored to the needs of a group from one component. For instance, the course could focus on an intelligence research project if the students were research analysts.

INTELLIGENCE TECHNIQUES

LENGTH	Three weeks, full-time.
LOCATION	1000 N. Glebe Road.
FOR	Career Trainees and others by nomination of their Office.
OBJECTIVES	(a) To familiarize students with the various types of finished intelligence products and methods of production.  (b) To assist students in making a choice between a career in analysis and one in operations. For students who go into the Clandestine Service, this is their main chance to become familiar with the end products of the Intelligence Community.
COURSE DESCRIPTION	Familiarity with intelligence production methods and finished intelligence products is achieved through extensive reading, seminars, lectures, and written and oral exercises based on actual problems. Classes are divided into small sections in which instructors work closely with individual students.
ENROLLMENT	25 to 30.
FREQUENCY	Twice a year.

INTRODUCTION TO COMMUNISM

LENGTH Two weeks, full-time.

LOCATION 1000 N. Glebe Road.

FOR Professional EODs.

OBJECTIVE To familiarize professional employees with the doctrines, organizations, capabilities, and policies of the USSR, the People's Republic of China, and other Communist parties world-wide. To provide insight into additional emergent world problems (such as nationalism) which will confront the United States during the next decade.

COURSE DESCRIPTION This course covers the ideas of Marxism-Leninism and their various current interpretations; the history, organization, and present status of the "World Communist Movement"; the history, political dynamics, economic and military capabilities, social institutions, and foreign policies of the Soviet Union and Communist China. Such factors as "the new left," nationalism, the role of military elites, and other problems--particularly of "the third world"--are also presented. Included are lectures, panel discussions, seminars, selected readings, and films.

ENROLLMENT Maximum - 65.

INTRODUCTION TO INTELLIGENCE

LENGTH Two weeks, full-time.

LOCATION 1000 N. Glebe Road

FOR Agency professionals with less than two years service.

OBJECTIVES To familiarize the new professional with the Agency's role in the intelligence process and to orient him to a career in intelligence.

COURSE DESCRIPTION Through lectures, seminars, films, panels, symposiums, and discussion groups, the course covers the Intelligence Community (including the history of U.S. intelligence); fundamental concepts of intelligence; U.S. national security and world affairs; requirements; overt, clandestine, and technical collection; processing of intelligence information; production of finished intelligence; intelligence in U.S. society; CIA's culture; CIA's involvement overseas; the Third World; survey of a selected world area; and cross-cultural problems.

ENROLLMENT Maximum - 65.

FREQUENCY Six to eight times annually.

NOTE This course and Introduction to Communism are required under  for all new professional employees.

25X1A

INTRODUCTION TO MAP READING AND IMAGERY ANALYSIS

LENGTH Three weeks, MWF all day.

LOCATION 1000 N. Glebe Road.

PREREQUISITES None

FOR Professionals from all directorates who need to use maps effectively and to do simple photographic interpretation.

OBJECTIVE To enable the student to exploit maps used in intelligence collection, production, and planning; and to perform simple photo interpretation tasks.

COURSE DESCRIPTION Students work on map reading techniques and photo interpretation techniques concurrently. In addition to lectures and demonstrations, students also learn through the use of a programmed textbook (in Map Reading) and through practical exercises. The students make an aerial flight during which they photograph designated targets with Polaroid cameras and identify objects from the air.

ENROLLMENT Minimum - 10, maximum - 15.

FREQUENCY Twice a year, or on demand.

NOTE Agency employees who need only the map reading skill can request a copy of the programmed text in topographic map reading by calling the School of Intelligence and World Affairs. Those who pass the final examination will be given credit for the programmed map reading course.

ORIENTATION FOR OVERSEAS

LENGTH	Two days.
LOCATION	Washington Area.
FOR	All employees and their adult dependents preparing for their first overseas tour with the Agency.
OBJECTIVES	To orient registrants to some of the principal challenges in living and working abroad, and to provide practical suggestions on how to respond to these challenges.
COURSE DESCRIPTION	Briefings are given on: security, cover, medical, and legal aspects of preparing for an overseas assignment and of living abroad on the assignment; contrasts between the Agency's roles at home and abroad; and significant differences in overseas working conditions which may be encountered by employees and dependents. Instruction aims for a deeper understanding of some of the common psychological problems associated with overseas life and work. Appropriate films, reading materials, and discussions are included.
ENROLLMENT	Maximum - 40.
FREQUENCY	Monthly (First Tuesday and Wednesday).
NOTE	On Request for Internal Training, sponsoring component should indicate registrant's assigned post, previous residence abroad, and college-level social sciences or behavioral sciences courses taken. A separate Request for Internal Training should be submitted for employee's wife and should contain comparable information.

READING IMPROVEMENT

LENGTH Five weeks, two 2-hour sessions a week.

LOCATIONS Selected for the convenience of participants.

FOR All employees, regardless of position or grade, whose work effectiveness would be increased by improved reading skills.

OBJECTIVES To develop a more organized approach to job-related reading, with emphasis on improving speed, comprehension, and recall; and to develop techniques of skimming, scanning, and work analysis.

COURSE DESCRIPTION Techniques used include: directed reading assignments, timed exercises, and lectures. Student progress is determined by periodic testing for speed and comprehension. Stress is on individualized instruction. Students are expected to spend at least one hour a day in practice at home or at work. Given by a contract instructor.

ENROLLMENT Maximum - 22.

COST Approximately \$50 per student, assumed by the sponsoring office. The full price is charged after the first class session; no substitutions are permitted after the first session.

FREQUENCY Given on demand.



SPECIAL ORIENTATION FOR AGENCY REPRESENTATIVES  
ATTENDING SENIOR OFFICER SCHOOLS

LENGTH Three days, full-time.

LOCATION Washington Area.

FOR Agency officers who have been selected for attendance at Senior Officer Schools and similar programs at other schools.

OBJECTIVE To prepare Agency officials for their role as CIA representatives at the Senior Officer Schools.

COURSE DESCRIPTION Significant developments affecting national security policy, current U.S. Intelligence Community problems and priorities, CIA activities, and the CIA image are presented. Includes instruction in techniques of briefing and of conducting seminars. Provides an opportunity to meet recent graduates of Senior Officer Schools and senior officials of the Agency.

ENROLLMENT Maximum - 30.

FREQUENCY Once a year (usually late June).

WRITING WORKSHOP (BASIC)

LENGTH Four weeks, eight half-day sessions.

LOCATION 1000 N. Glebe Road.

FOR Agency professionals whose jobs require writing.  
Some non-professionals may attend.

OBJECTIVE To develop proficiency in the mechanics of writing.

COURSE DESCRIPTION Covers the basic principles of grammar, punctuation, sentence structure, and paragraph structure. The first half of each class session is usually devoted to discussion of textbook assignments and exercises and to class revision of faulty sentences and paragraphs drawn from student papers. During the second half, students write papers and confer individually with instructors.

ENROLLMENT Maximum - 15, minimum - 6.

FREQUENCY Three or four times a year.

NOTE Special Writing Workshops of varying length to meet the needs of particular offices or to solve particular writing problems can be designed and presented on request.

WRITING WORKSHOP (INTERMEDIATE)

LENGTH Four weeks, eight half-day sessions.

LOCATION 1000 N. Glebe Road.

PREREQUISITES Satisfactory completion of Writing Workshop (Basic) or qualifying score on Writing Workshop pre-test (see Note below).

FOR Agency professionals.

OBJECTIVE To develop proficiency in writing Agency reports.

COURSE DESCRIPTION This course covers the principles of effective writing, including clarity, accuracy, logic, and focus. The first half of each class session is usually given to discussion of textbook assignments and to revision of students' sentences, paragraphs, and outlines. During the second half of each session students write papers, preferably related to their jobs, and the instructor confers with students on their writing problems.

ENROLLMENT Maximum - 15, minimum - 6.

FREQUENCY Three or four times a year.

NOTES (1) Prospective students who have not taken the Writing Workshop (Basic) must take the Writing Workshop pre-test. For information on the scheduling of these tests call the Psychological Services Staff/Office of Medical Services.

(2) Special Writing Workshops of varying lengths, designed to meet the needs of particular offices, can be presented on request.

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## THE SUPPORT SCHOOL

Many of the courses offered by the Support School have general applicability throughout the Agency. Although the name may imply that this School is concerned primarily with the training of personnel from the Support Services, this is not the case. Only one of the courses -- Support Services Review: Trends and Highlights -- applies specifically to careerists of the Support Directorate.

Training responsibilities within the Support School are divided between a Deputy Chief for Management Training and a Deputy Chief for Administrative Training. Management Training offers training in different aspects of management and supervisory skills through the following courses: Supervision, Management, Managerial Grid, Advanced Management (Planning) and Senior Management Seminar (Planning). The Midcareer Executive Development Course is also included under Management Training. Administrative Training conducts courses in finance and logistics, administrative procedures (those employed by administrative personnel in the Headquarters environment), the Support Services Review: Trends and Highlights, and provides administrative assistance to the Director of Computer Services in offering orientation in automatic data processing. In addition, its Clerical Training Branch provides general instruction for clerical employees entering on duty as well as specialized training just prior to their assignment to a specific job; it provides refresher training in typewriting and shorthand for incumbent clerical employees, and administers the Agency's qualifications tests in clerical skills.

Although the bulk of the training provided by the Support School is presented through the formal courses described in the following pages, arrangements can be made for tailoring the subject matter of the courses to the needs of particular offices or for presenting it on a tutorial basis, primarily in the areas of clerical and support services training.

## MANAGEMENT TRAINING

Training in supervision and management has been given in the Agency since 1954. Since that time, it has undergone many changes in an effort to keep up with the best thinking in the field and the most effective techniques of instruction.

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In conducting management and supervisory training, the Support School has proceeded from the following assumptions. Managers ought to manage. Some do not do as well as they might. Intuition, common sense, or specialized or on-the-job experience may not be enough. A short course will not necessarily make a person an effective manager, but it can get him to think about management and his own way of going about it. It cannot give specific applications and rules of thumb for each person's unique situation, but it can offer a variety of concepts which an individual can relate to his own practices. The best learning takes place when students are actively involved; when a free exchange of ideas takes place; when there is no evaluation of the students; and when the instructor's role is that of guide and clarifier rather than dispenser of all wisdom and knowledge.

At the present time, five courses are being offered on a regular basis: Supervision, Management, the Managerial Grid, Advanced Management (Planning), and Senior Management Seminar (Planning); the latter is limited to personnel in grades GS-15 and above and is conducted by the "outside" consultant who designed the course.

#### SUPERVISION

This course, formerly limited to first-line supervisors between the grades of GS-05 through GS-10, has been changed to permit attendance by first-line supervisors of any grade as well as a number of non-supervisors. Since much of the learning is derived from group and team discussions involving mutual exchange of experience, a mix of not less than 40% current supervisors, with 60% either with past experience as Agency supervisors or anticipating early supervisory assignments, is preferred.

The essence of supervision is getting things done through people. More specifically, the goals of the Management Training Faculty are to enhance the supervisory effectiveness of students through:

- a. Facilitating exchange of experience between students through discussions and team exercises;
- b. Encouraging students' examination of their own styles, methods, and effectiveness as supervisors;
- c. Familiarizing them with the concepts, approaches and research findings of experts in the field.

The techniques employed which are designed to result in maximum student involvement include team exercises, discussions, and role playing as well as films and lectures. Among the subjects covered are

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motivation, communication, problem-solving/decision-making, supervisory responsibilities, performance appraisal and employee development. About 2 - 3 hours pre-course reading are required and a number of articles are assigned for reading during the week. Management Training Faculty emphasizes practical, rather than theoretical, problems encountered by Agency supervisors.

#### MANAGEMENT

This is a one-week program for persons of any grade currently in an assignment involving the management of supervisors or other managers (i.e., second level supervisors).

The objective of the Management Course is to point the way toward more effective management by providing participants an opportunity:

- a. To acquire up-to-date knowledge of various theories and concepts of management and managerial behavior;
- b. To develop basic skills characteristic of effective managers -- listening and communicating, problem-solving and decision-making, motivating, planning, controlling;
- c. To examine attitudes, assumptions and values about people and about work.

This course utilizes a variety of teaching methods and is designed to promote a maximum amount of individual involvement through the medium of team activity. Lectures are held to a minimum, and students are encouraged to learn by doing.

#### THE MANAGERIAL GRID

The Grid is given for GS-13's and above (GS-12's admitted on a space available basis). It also constitutes the first week of the Midcareer Executive Development Course, so if it seems likely that an employee will be attending the MEDC, he should not be enrolled in this Managerial Grid.

The Grid is a copyrighted course designed by Scientific Methods, Inc. It starts on Sunday afternoon and goes through Friday afternoon and includes evening work every night. The pace is intensive. Among the goals are familiarization with the Managerial Grid theories, team action, group dynamics and feedback on individual managerial style. The technique used is to have teams work on assigned tasks, first as individuals, then as a team. The teams report back in a general session, and the results are compared and contrasted. (It is desirable to take the Grid before the Advanced Management (Planning) course.)

ADVANCED MANAGEMENT (PLANNING) COURSE AND SENIOR MANAGEMENT SEMINAR (PLANNING)

25X1 These courses are offered to all line and staff officers who have a need for better understanding of systematic planning. They were designed for the Agency by consultants from [redacted]

25X1 [redacted] The Senior Management Seminar (Planning) [SMS (p)] is for GS-15's and above and is conducted by the [redacted] The Advanced Management (Planning) Course (AMP) is conducted for GS-13's and 14's by OTR and is the same course as the SMS(P) except for some minor modifications made in response to changing needs.

The training establishes a specific methodology for planning; identifies selected techniques used in planning; stimulates analysis of different planning styles; and outlines the Agency's system for planning, programming, and budgeting.

Required pre-course reading may consume twenty or more hours, and the week of in-residence training involves a tightly planned schedule of day and evening sessions.

The training is designed to increase individual effectiveness on the job by providing a better understanding of planning as a managerial skill and a familiarization with the Agency's planning system. Case studies emphasizing science-based management are taken from real organizations, including the Agency. As with the Managerial Grid, planning problems are assigned to small work groups and to smaller teams, where barriers to group and team effectiveness can be recognized (and perhaps weeded out as the week progresses).

The AM(P) is offered seven times yearly, and the SMS(P) twice a year.

MIDCAREER EXECUTIVE DEVELOPMENT COURSE

The Midcareer Executive Development Course was inaugurated in October 1963. The course, popularly known as the Midcareer Course, resulted from the intense interest of the then Deputy Director of Central Intelligence, the Executive Director-Comptroller, and the Director of Training.

The course provides generalist training to prepare midcareerists to assume broader responsibilities and executive positions. It is offered four times a year; the duration is six weeks. The thirty-four members of each course are from the four Directorates and the Office of the Director, each of which has an established quota.

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The Midcareer Course is divided into three phases. The first, conducted at the [REDACTED], consists of the Managerial Grid. The substance of this week is the same as that in the Managerial Grid Seminar.

25X1A

Phase II, conducted for the most part at the [REDACTED] [REDACTED] is concerned with the activities, problems, and interorganizational relationships of the Agency, and, to a lesser extent, with the activities of certain other members of the Intelligence Community. Senior officers of CIA and other organizations represented on the U.S. Intelligence Board discuss questions of intelligence collection, production, evaluation, and support at top levels of consideration. In addition to lectures, this phase includes group discussions, student presentations, selected readings, seminars, and some visits to installations of the Intelligence Community.

25X1A

Phase III focuses primarily on the involvement of the United States in international affairs, with some attention devoted to significant domestic matters. Classroom presentations are given at the Support School facilities or at Headquarters. Speakers for this segment are from agencies and departments of the U.S. Government and from the academic world. During this last phase a field trip is made to selected military bases and installations and space centers in the United States. Among these have been Strategic Air Command Headquarters at Omaha, Nebraska; the Minuteman Missile Complex at Cheyenne, Wyoming; North American Air Defense Command Headquarters at Colorado Springs, Colorado; the Manned Spacecraft Center at Houston, Texas; the Defense Atomic Support Agency's Field Command at Sandia Base, Albuquerque, New Mexico; and both NASA and U.S. Air Force installations at Cape Kennedy, Florida. The field trip serves as a dramatic manifestation of U.S. strategic offensive and defensive capabilities and problems, and of the Nation's commitment to the exploration and exploitation of space. The course usually opens with a welcome by the Deputy Director of Central Intelligence or Executive Director-Comptroller and concludes, after an address by a prominent United States official, academician, or private citizen, with a meeting with the Director of Central Intelligence.

#### ADMINISTRATIVE TRAINING

The Administrative Training elements of the Support School respond specifically to the training requirements of the Support Services and to requests for assistance in component-managed training given specifically for component personnel. In addition to the regular courses, a substantial amount of training within the general context of the Support School curriculum is given on a tutorial basis. The majority of students



in the Administrative Procedures Course and in the Field Finance and Logistics Course are Clandestine Service careerists. In the former, generally young clerks and typists receive additional training related to administrative support to the CS. In the latter, young men and women, on the eve of their overseas assignment to work as generalists in small stations and bases, receive training in a variety of support-type functions.

#### FIELD FINANCE AND LOGISTICS

This three-week course prepares administrative and support personnel to assume finance and/or logistics responsibilities at Class B or C, or Type II or III, stations or bases. The course includes a familiarization with regulatory provisions and their application to typical cases. Subjects covered in the finance phase are custodial responsibilities, field financial management, and the maintenance of appropriate financial records. The logistics phase deals with overseas housing, vehicle management, shipment and storage of household effects, and the procurement, recording, and disposition of property. Practical exercises include the preparation of a simulated voucher for foreign travel. Either the finance phase or the logistics phase may be taken separately, but applicants should be anticipating an overseas assignment with finance or logistics responsibilities.

#### ADMINISTRATIVE PROCEDURES

This course prepares students for work in Headquarters offices of the Clandestine Service, and in other offices of the Agency that work with the Clandestine Service and provide support to overseas installations.

The course is in two parts. All students attend the first three and a half days and receive instruction in the missions and functions of the Clandestine Service, security problems in overseas correspondence, dispatch, telepouch and cable procedures, domestic travel and reimbursement voucher preparation, and familiarization with operational terminology. Non-Clandestine Service-sponsored students complete the course with this instruction. Clandestine Service-sponsored students receive another day and a half of instruction in CS Records, name checks, and project procedures.

Most new employees are expected to spend from four to six weeks in their first assignment before being enrolled in Administrative Procedures. This gives the employee time to assimilate entrance-on-duty briefings and instructions and to become familiar with the appearance and tempo of the office.

SUPPORT SERVICES REVIEW: TRENDS AND HIGHLIGHTS

25X1A

25X1A This four and one half day course, given at the [redacted] [redacted] is for professional careerists in the Support Services in grades GS-09 through GS-15. (To assure a continuing input of women into the course, exceptions will be made on an individual basis to accommodate senior secretaries in grades GS-06, 07, and 08 from Offices and Divisions of the Support Services.) Developed at the specific request of the Deputy Director for Support, it is intended to accomplish two major objectives: to permit persons from the different Offices to learn more about components other than their own; and to permit persons from the different Offices to get to know one another personally.

Participants are exposed to aspects of Agency support activity, and attention is centered on significant trends and developments in the Support Services rather than on organization and mission. Senior officers from the major elements present their respective subjects, including presentations on automatic data processing, records management, and planning, programming and budgeting. A special feature is a demonstration of communications equipment and research and a visit to the Agency Records Center.

Enrollment is limited to forty-eight from the Support Services. In addition, two spaces each are allotted to the other Directorates.

CLERICAL TRAINING

The Clerical Training Faculty has responsibility for three instructional programs: Induction Training, given to employees at the time of entrance on duty with the Agency; Orientation Training, given after Induction classes have been completed and immediately preceding Agency assignment; and Refresher Training, available at any time it is required after employees are assigned to an Agency office. Although attendance in the Induction and Orientation classes is included in the regular entry-on-duty routine and no individual action is necessary to effect registration, admission to Refresher Training classes requires the submission of a "Request for Internal Training."

INDUCTION TRAINING

Induction Training is given weekly and stresses speed development and remedial work in shorthand and typewriting for those who fail to meet the Agency's standards in these skills. This training includes a review of English grammar and punctuation, a survey of certain geographical, political, and economic aspects of areas in Europe and Asia

(these continents are covered in alternate weeks); an introduction to the Agency's filing system; and a review of duplication processes, care of the typewriter, correction procedures, and other related office practices.

#### CLERICAL ORIENTATION TRAINING

Clerical Orientation is given weekly from Tuesday morning through mid-afternoon on Friday. This course covers the following topics: National security and the CIA, mailing procedures, publications, office protocol, safe operations, time and attendance, and supplies and services. Three workshops are conducted for the preparation of correspondence; telephone techniques are stressed in a lecture and in a film, and four laboratory sessions are given in the handling of the two more widely used types of Agency telephones.

#### CLERICAL REFRESHER TRAINING

Refresher Training is for Agency employees who need assistance in rebuilding typewriting or shorthand skills, or who require instruction to remedy faults related to these skills. This four-week program is given part-time, an hour and a half each morning for shorthand and an hour each morning for typing. Preliminary tests are required for both subjects. The results are used to determine the level of training each individual should have.

Two levels of shorthand instruction are available: intermediate and advanced. The goals at both levels are to build and stabilize shorthand skill, to enhance ability to take "Agency-type" dictation, and to review procedures applicable to various types of Agency correspondence. To be accepted at the intermediate level, the individual must perform at the rate of at least sixty words a minute, the transcription showing no more than twelve errors; at the advanced level, the test rating must be at least seventy words a minute, transcribed with not more than eight errors. It should be noted that the test an individual takes to meet the Agency's standards in shorthand is given to individuals at the advanced class, not the intermediate, level. To qualify requires the ability to take three minutes of dictation at eighty words a minute and to transcribe the material in twenty minutes with no more than five errors.

Typewriting review is designed to help persons who already know the touch system but whose speed is low, or to help those with a better-than-average speed but with an error count too high for an acceptable product. In this course, too, the employee can take the Agency's qualifying test in typewriting.

SECRET

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#### OTHER TRAINING

The Clerical Training Faculty instructs clerical employees who need short periods of specific job-related training after assignment to offices.

It also offers a typewriting course at the basic level for professional employees of the Agency. This is given before or after working hours, an hour each day for six weeks. The faculty has determined that for some students programmed instruction in typewriting is feasible. For example, Career Trainees who do not have the level of the skill required for their basic training are utilizing a modified form of this approach.

#### TESTING

As noted previously, the Clerical Training Faculty administers the Agency's qualifications tests for specific skills. In addition to tests given at the time a person applies for employment at the Agency, or in conjunction with training programs, tests are available to employees who may wish to record officially further qualifications.

Local persons applying for clerical employment with the Agency are given the Short Employment Test (which measures verbal, numerical, and clerical aptitude); tests to measure card-punch operator aptitude or ability as an IBM programmer; and typewriting and shorthand tests.

Clerical employees starting their Agency employment are tested the second day after they enter on duty. They are given typewriting or shorthand tests, or both, depending on their position classification. Results of these tests are sent to the Office of Personnel; anyone who fails to attain Agency standards must attend Induction classes in the deficient subjects.

Tests in typewriting and shorthand are also available to employees already on duty. Arrangements for these tests, which are given on two Mondays in every five-week period, are made by Personnel or Training Officers, to whom the results are forwarded.

ADMINISTRATIVE PROCEDURES

LENGTH 3 1/2 or 5 days (full time)

LOCATION Washington Area

PREREQUISITES None

OBJECTIVE To prepare employees for clerical and administrative responsibilities in Headquarters offices.

COURSE DESCRIPTION

The course is in two parts. All students attend Part I and learn to prepare cables, dispatches, and travel vouchers and learn the meanings and use of code designations and operational terminology. More time is devoted to the organization and work of the Clandestine Service than to the work of other Directorates because of the inherent responsibility of the CS for coordination or release of most cables and dispatches.

Part II is for students from the CS who need to learn about the flow and processing of documents to and from the field, the records system and project procedures of the CS. Students learn from lectures, Agency Regulations, Handbooks and instructions, specially prepared self-instructional materials, and practical work exercises.

ENROLLMENT Maximum - 15.

NOTE New employees derive greatest benefit from the course after spending several weeks in their first office of assignment but within the first two or three months of employment.

SECRET

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ADVANCED MANAGEMENT (PLANNING)

LENGTH One week, full time. (Sunday evening through Friday afternoon)

25X1A

LOCATION

PREREQUISITES Managerial Grid is recommended but not required. Participants should be in grades GS-13 or GS-14.

OBJECTIVE To increase individual managerial effectiveness on the job by providing (a) better understanding of planning as a managerial skill and (b) familiarization with the Agency's overall planning system.

COURSE DESCRIPTION

This course provides a systematic framework for managerial planning; identifies and analyzes basic styles of planning; covers selected techniques useful in planning, and provides an orientation on the Agency's planning, programming, and budgeting system. Developed under contract   this course features active learning through pre-course work, team problem-solving, and case study.

25X1

25X1

ENROLLMENT Maximum - 45.

- NOTE
- A. Pre-course reading may require as much as 20-30 hours.
  - B. Includes evening work.
  - C. Covers the same material as Senior Management Seminar (Planning).

CLERICAL INDUCTION

LENGTH One week, full time, minimum; five additional weeks, part time, maximum.

LOCATION Washington Area

PREREQUISITES Entrance-on-duty clerical personnel attend Clerical Induction classes in accordance with 25X1A  Full clearance is not required.

Attendance in the typing and/or shorthand classes is required if the clerical employee fails the Agency qualifying tests when he enters on duty. The Employment Information Agreement states that, if necessary, three weeks of training will be given. Additional training is dependent on the level of skill of the individual.

OBJECTIVES To meet Agency qualifications in typing and/or shorthand, if necessary.

To give EOD training in the following subjects: typing and shorthand (if qualification requirements were not met); area surveys (Europe and Asia); grammar; punctuation and capitalization; filing; and office practice.

COURSE DESCRIPTION Each course subject (except filing and office practice) is taught daily for a five-day period. Students who do not meet Agency standards in typing and/or shorthand within this five-day period receive further instruction in an attempt to meet the established qualifications. The second week of the course in area surveys is given to students who are awaiting assignments. It is possible that not all students are assigned to every course subject.

ENROLLMENT Dependent on the number of EOD clerical personnel.

NOTE No training request is required. This training, conducted every week, is a part of the prescribed entrance-on-duty instruction designed for clerical appointees.

CLERICAL ORIENTATION

LENGTH 3 3/4 days

LOCATION Washington Area

PREREQUISITES Entrance-on-duty clerical personnel attend Orientation Training classes in accordance with [redacted] Full clearance is required.

OBJECTIVES To give training in security procedures, Agency organization, correspondence format, mailing procedures, time and attendance records, logistics, publications, office protocol, and telephone techniques.

COURSE DESCRIPTION Students are assigned to their first jobs in the Agency the week following Orientation Training. The course subjects are job related, and the students are given an opportunity to participate in activities which closely resemble those they will become involved in when they are in their offices. The course includes instructor-directed practice in security procedures, telephone handling, mailing procedures, and correspondence preparation.

ENROLLMENT Minimum - 5. Maximum - 50. Dependent on the number of EOD clerical personnel who have completed Clerical Induction Training and who have received full clearance.

NOTE No training request is required. This training, conducted every week if a minimum enrollment may be expected, is a part of the prescribed entrance-on-duty instruction designed for clerical appointees.

25X1A



CLERICAL REFRESHER

ADVANCED SHORTHAND DICTATION

LENGTH Four weeks, part time, mornings.

LOCATION Washington Area

PREREQUISITES A preliminary test at 70 words a minute to be transcribed with eight or fewer errors.

OBJECTIVES To build and stabilize shorthand skill.

To enhance ability to take "Agency-type" dictation.

To improve transcription techniques.

To take dictation at 80 words a minute for three minutes and to transcribe with five or fewer errors in not more than 20 minutes.

COURSE DESCRIPTION The course includes daily work in shorthand speed building, vocabulary, and transcription practice. One official qualifying test is given in this class. This course is offered for on-the-job employees.

ENROLLMENT Maximum - 20.

NOTE Any system of shorthand is acceptable for entrance into the class.

CLERICAL REFRESHER  
INTERMEDIATE SHORTHAND DICTATION

LENGTH Four weeks, part time, mornings.

LOCATION Washington Area

PREREQUISITES A preliminary test at 60 words a minute to be transcribed with 12 or fewer errors.

OBJECTIVES To build and stabilize shorthand skill.

To enhance ability to take "Agency-type" dictation.

To improve transcription techniques.

To take dictation at 70 words a minute for three minutes and to transcribe with eight or fewer errors in not more than 20 minutes.

COURSE DESCRIPTION The course includes daily work in shorthand speed building, vocabulary, and transcription practice; it is offered for on-the-job employees.

ENROLLMENT Maximum - 20.

NOTE Any system of shorthand is acceptable for entrance into the class.

CLERICAL REFRESHER

TYPING TECHNIQUES REVIEW

LENGTH Four weeks, part time, mornings.

LOCATION Washington Area

PREREQUISITES A preliminary test. Also, an individual must know the "touch" system of typing.

OBJECTIVES To improve typing speed and accuracy.

To improve typing techniques.

To meet the Agency typewriting standards.

COURSE DESCRIPTION The course includes daily drills in accuracy and speed-building that are teacher-directed. One official qualifying test is given in this class. This course is offered for on-the-job employees.

ENROLLMENT Maximum - 20.

SECRET

FIELD FINANCE AND LOGISTICS  
(FF&L)

LENGTH Three weeks, full time

LOCATION Washington Area

25X1A

PREREQUISITES A minimum of six to twelve months Agency experience and anticipation of imminent assignment to a [redacted] [redacted] post where duties will include maintaining financial and property records. (The Field Operations Familiarization Course is usually appropriate for such personnel and can be taken before or after this Course.)

25X1A

OBJECTIVES Ability to:

1. Interpret Regulations and apply pertinent procedures as they pertain to finance, logistics, foreign travel, personnel, physical security, emergency destruction of records and civil disturbances at a small station or base.
2. Maintain the financial accounting system used at a Class B or C Station.
3. Maintain Type II or Type III Property Accounts.
4. Prepare foreign travel vouchers.

COURSE DESCRIPTION

The Course provides a general survey of field application of Finance, Logistics, Personnel, Security and Travel Regulations and procedures. It incorporates extensive use of practical problems designed to teach various skills to personnel who will be involved, at Headquarters or in the field, in support of operations requiring such skills. Headset personnel would be typical of those at the Headquarters level for whom the course is appropriate. The major segments of the course -- Finance and Logistics -- may be taken separately. Supplemental to these distinct modules are exercises on travel, personnel, and a visit to Physical Security for instruction and demonstration.

ENROLLMENT

Maximum - 15.

NOTE

It is most important that sponsors and prospective students alike understand that this course intends to emphasize the role, in its entirety, of the support officer or operational support assistant as he or she may expect to encounter it on the job overseas. Specific skills training within the course includes Type II and Type III property accounting and B and C Station financial accounting. In addition to indicating if and when the trainee is to go overseas, his intended post should be stated on the Request for Internal Training. Because of the sequential, skills-oriented nature of the course, Training Officers should endeavor to keep absences for physical exams, etc. to a minimum.

MANAGEMENT

LENGTH One week, full time.

LOCATION Washington Area

PREREQUISITES Work assignment that involves supervision of first line supervisors or other managers. (A limited number of persons anticipating such an assignment may also attend.)

OBJECTIVE To increase managerial effectiveness.

COURSE DESCRIPTION This course utilizes a multi-media approach designed to promote a maximum amount of individual involvement. Topics covered include communication, perception, motivation, conflict, managerial styles, and responsibilities of the middle manager.

ENROLLMENT Maximum - 32.

NOTE Approximately three hours of pre-course reading required.

MANAGERIAL GRID

25X1A

LENGTH One week, Sunday evening through Friday afternoon.

LOCATION

PREREQUISITES Grade GS-13 and above. A limited number of GS-12's will be accepted on a "space available" basis.

OBJECTIVE Familiarization with concepts of effective managerial behavior as delineated in Phase I of the Managerial Grid System of Organization Development.

COURSE DESCRIPTION An intensive learning experience emphasizing team action, open communication, critique, and feedback as requisites of improved managerial performance. Participants are actively involved as team members in problem-solving situations.

ENROLLMENT Maximum - 54.

NOTE

- A. Pre-course reading may require as much as 20-30 hours.
- B. Employees anticipating attendance at Midcareer Executive Development Course should not enroll.
- C. Priority given to a nominee whose supervisor has attended this Managerial Grid Course.
- D. Includes evening work.

MIDCAREER EXECUTIVE DEVELOPMENT COURSE  
(MEDC)

LENGTH Six weeks, full time. Four courses per year.

LOCATION First three weeks --   
Fourth & fifth weeks -- Headquarters Area  
Sixth week -- Field trip  
Final day -- Headquarters.

CANDIDATES Candidates for each course are selected by the Office of the Director and the Offices of the Four Directorates.

COURSE OBJECTIVES To provide an opportunity for promising officers at the Midcareer level and from all components of the Agency to widen their understanding of:

- Management practices;
- Current developments and problems in the Agency specifically and in the Intelligence Community as a whole;
- Major issues facing the Government, primarily in the international field, but with some attention to the domestic scene.

ENROLLMENT Maximum - 34.

NOTE A Biographic Profile should be forwarded for each Midcareerist selected for the Course.

25X1A



SENIOR MANAGEMENT SEMINAR (PLANNING)

LENGTH One week, full time. (Sunday afternoon through Friday afternoon)

25X1A

LOCATION

PREREQUISITES The Managerial Grid is recommended but not required. For individuals in grade GS-15 and above.

OBJECTIVE To increase managerial effectiveness on the job by providing (a) better understanding of planning as a managerial skill and (b) familiarization with the Agency's overall planning system.

COURSE DESCRIPTION

25X1A

25X1A

This course provides a systematic framework for managerial planning; identifies and analyzes basic styles of planning; covers selected techniques useful in planning, and provides an orientation on the Agency's planning, programming, and budgeting system. Developed under contract  and conducted by consultants from that firm, this course features active learning through pre-course work, team problem-solving, and case study.

ENROLLMENT Maximum - 45.

- NOTE
- A. Pre-course reading may require as much as 20-30 hours.
  - B. Includes evening work.
  - C. Covers the same material as Advanced Management (Planning).

SECRET

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SUPERVISION

LENGTH One week, full time.

LOCATION Washington Area

PREREQUISITES Assignment as first line supervisor. (A limited number of persons anticipating such an assignment may also attend.)

OBJECTIVE To enhance supervisory competence.

COURSE DESCRIPTION Accent is on "getting things done through people." Subjects include motivation, communication, performance appraisal, decision making, and employee development. Familiarization with concepts, research findings, and theories of experts in this profession. Methods include team exercises, films, class discussion, lectures, and reading.

ENROLLMENT Maximum - 32.

NOTE Pre-course reading requires 2-3 hours.

SUPPORT SERVICES REVIEW: TRENDS AND HIGHLIGHTS

25X1A

LENGTH	Five days
LOCATION	<div style="border: 1px solid black; width: 250px; height: 15px;"></div>
PREREQUISITES	GS-09 through GS-15. (Senior secretaries in Grades 06-08 are also included and are approved on an individual basis by the Course Administrator)
OBJECTIVES	<p>To provide a training framework in which officers of the Support Services will learn of significant programs and activities of Support Offices and Staff and, more broadly, of policies and trends in Agency support.</p> <p>To provide an environment in which professional members of the various career services within the Support Directorate may meet and get to know one another in order to enhance work relationships.</p>
COURSE DESCRIPTION	The Course is informal and comfortably paced. Lectures, tours and demonstrations are intermixed, highlighting the contemporary scene and offering projections and predictions of things to come in Support. Students are expected to remain for the entire week availing themselves of free time in the evening for socializing, reading, or just relaxing. There are presentations on all Offices in the Support Directorate and on Support Information Processing Systems (SIPS), records management, and Planning, Programming and Budgeting (PPB).
ENROLLMENT	Maximum - 52 on established quotas.
NOTE	Personnel new to the Agency should not be enrolled in this course short of two years service. Exceptions would be transfers from other government agencies and the military establishment.

OPERATIONS SCHOOL

STAFF TRAINING (ST) COURSES

1. Staff Training Courses are designed and presented principally to meet the training needs of the Clandestine Service (CS). The exceptions are: Project USEFUL which is exclusively for U.S. military officers, CI Survey which is open to students from all Directorates, Special Clandestine Operations Orientation for DDS&T officers only, Operational Interrogation Course for selected DDS officers who need this specialized kind of training, and Operations Support Course for selected DDS officers who are preparing for an overseas field station assignment.

2. The Chief of Staff Training and Staff Training instructors can be reached on extensions [REDACTED] Training officers and supervisors are encouraged to contact the Chief, Staff Training to discuss any matter, especially course content and sequence of training, relating to ST courses. These courses are under constant revision to reflect changes in emphasis and topical coverage.

25X1

OPERATIONS SCHOOL

LIST OF COURSES

Chiefs of Station Seminar  
Project USEFUL

Field Operations Familiarization

25X1 [REDACTED]  
Special Clandestine Operations Orientation  
for DDS&T

CS Records I  
CS Records II (Biographic Research)  
CS Records III (Records Officer Briefing)

Information Reports Familiarization  
Information Reporting, Reports, and Requirements

Introduction to Covert Action  
Covert Action Seminar

25X1A

[REDACTED]

Counterintelligence Survey  
Counterintelligence Operations

Clandestine Scientific & Technical Operations

25X1 [REDACTED]  
European Operations  
Soviet Bloc Operations

SECRET

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CS RECORDS I

LENGTH Three days, part time.

LOCATION Washington Area.

PREREQUISITES At least eight weeks with the CS on an operating desk, or the equivalent through Administrative Procedures or other OTR courses.

OBJECTIVE To increase the operational effectiveness of CS officers through a better understanding of the CS Records system.

COURSE DESCRIPTION The course is intended for operations officers and intelligence or clerical assistants who support operations through any form of records activity. The central theme is their responsibility to the CS Records system, and the services which its different elements can provide. The course reviews the CS records mission and the logic and structure of the system itself, and gives how-to-do-it instruction in the input, maintenance, and retrieval of records, as well as their retirement and destruction. The course includes an introduction to the various machine programs associated with the records system, and outlines the management cycle by which records policy is controlled and modified.

ENROLLMENT Maximum - 30, if the course is given at 1000 N. Glebe Road, or 40, if given at Headquarters.

NOTE This course is also of value to senior officers who supervise those who handle records.

CS RECORDS II  
(Biographic Research)

LENGTH One week, part time.

LOCATION Washington Area.

PREREQUISITES CS Records I. RID analysts who have had RID familiarization training are excepted.

OBJECTIVE To demonstrate the methods of recovering information about people of interest to the CS, as well as the skills needed for competent biographic research.

COURSE DESCRIPTION This course is for all levels of CS personnel involved in name-tracing at Headquarters. It represents a synthesis of the experience of professionals in the field of biographic research. It covers the principles, techniques, and specific procedures used in exploiting official records collections in the Agency, as well as other sources of information. The students conduct an actual name trace, beginning with the request from the field and ending with the dispatch summarizing the results of their search. The course is valuable not only to those who do name traces as part of their daily work, but also to those supervisors who must judge their results.

ENROLLMENT Maximum - 20.

CS RECORDS III  
(Records Officer Briefing)

LENGTH Two successive mornings.

LOCATION Washington Area.

PREREQUISITES CS Records Officer appointees must be GS-07 or above, must have three years operational experience, or equivalent experience approved by CI Staff, and must have completed CS Records I.

OBJECTIVE To acquaint the CS Records Officer appointee with his duties,

COURSE DESCRIPTION Each student is provided with sample CS documents from the area for which he will be responsible. Through these, and through discussion with qualified Records specialists, he is shown his responsibilities in desensitizing, correcting, or disposing of CS Records material; in opening, closing, or amending official files; and in providing guidance on proper Records handling to others in his unit. The effect of his work on operations is considered. Special attention is given to his relationship with Records Integration Division, the CS Records Review Group, and the CS Records Committee.

ENROLLMENT No limit.

NOTE Although primarily for Records Officers, the course is open to CS officers whose duties include considerable Records handling.

25X1A



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COUNTERINTELLIGENCE OPERATIONS  
(CI OPS)

LENGTH Two weeks, full time.

LOCATION Washington Area.

PREREQUISITES

- 1) Introduction to Intelligence, or equivalent experience. SI clearance required.
- 2) CS Records I and CS Records II.
- 3) Three or more years Agency operational experience, or equivalent operational service in another U.S. Agency, and operational training.
- 4) Assignment to a job in the CS in which specific counterintelligence training is necessary.

OBJECTIVE To prepare CS officers for counterintelligence assignments at Headquarters and in the Field. To prepare the student to do operational research and to produce finished counterintelligence, including the production of collation files, notebooks, and target studies. To identify the various components with which coordination and mutual support and co-operation must be established both at Headquarters and the Station.

COURSE DESCRIPTION Lectures, demonstrations, and discussion are used to teach the student effective collection, evaluation, interpretation, and dissemination of counterintelligence. Selected CS country desk supervisors describe the procedures used in their components, and participating professionals describe investigation and research in CI case analysis. Current counterintelligence concepts, techniques and tactics are discussed.

ENROLLMENT Maximum - 15.

NOTE If student does not have a current clearance, application must be received two weeks before the class begins.

COUNTERINTELLIGENCE SURVEY  
(CI Survey)

LENGTH One week, full time.

LOCATION Washington Area.

PREREQUISITES Introduction to Intelligence, Intelligence Orientation, or equivalent experience.

OBJECTIVE To acquaint Agency personnel not assigned to counterintelligence work with the spectrum of counterintelligence, as practiced by the United States and other countries, so that they may understand and work with officers assigned to CI tasks.

COURSE DESCRIPTION This course is a survey of counterintelligence, focused more on the strategy and tactics of this covert war than on the duties of individual participants. The student is shown the relationship between counterintelligence and non-counterintelligence activity in the Agency, and is encouraged to consider the mutual benefit inherent in a broader knowledge of the responsibilities of both sides. The course does not teach specific counterintelligence skills.

ENROLLMENT Maximum - 24.

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INFORMATION REPORTING, REPORTS  
AND REQUIREMENTS (IRRR)

LENGTH Three weeks, full time.

LOCATION 1000 N. Glebe Road.

PREREQUISITES Introduction to Intelligence, or equivalent in Field or Headquarters experience.

OBJECTIVE To provide the CS officer with the specialized competence necessary to ensure that information, responsive to United States Intelligence Board (USIB) needs, reaches the consumer quickly, in unmistakable language and in its most useful form.

COURSE DESCRIPTION The course covers official policies and procedures for preparing intelligence information reports. It is both Field and Headquarters oriented. Supervised practice to develop skills is given in the production of finished reports; in tailoring requirements into special assignments; and in observing, collecting, organizing, and communicating information. All practical exercises are individually critiqued. A detailed tour of the Intelligence Watch (IW) is included.

ENROLLMENT Maximum - 10.

NOTE A biographic profile sheet should be forwarded with the application form.

INFORMATION REPORTS FAMILIARIZATION  
(IR FAM)

LENGTH	One week, full time.
LOCATION	1000 N. Glebe Road.
PREREQUISITES	<u>Introduction to Intelligence</u> , or equivalent experience.
OBJECTIVE	To familiarize CS employees with the basic principles of organization, expression, style and format involved in the preparation of regular and cable information reports.
COURSE DESCRIPTION	The course covers official policies and procedures for preparing intelligence reports. It also includes instructor-directed practice in the preparation of information reports.
ENROLLMENT	Maximum - 10.
NOTE	A biographic profile sheet should be forwarded with the application form.

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SECRET

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PROJECT USEFUL

LENGTH                    One week, full time.

LOCATION                    Washington Area.

PREREQUISITES            For U.S. Military Officers (field grade and above). TS clearance required.

OBJECTIVE                To maintain and improve CIA-DOD cooperation by providing selected military officers the opportunity to become more fully and accurately acquainted with CIA's mission and capability in peace and war.

COURSE DESCRIPTION      Key CIA officials discuss the function of their components, with specific attention to CIA's role in areas of concern to the Intelligence Community. Special emphasis is placed on matters of direct interest to the Armed Forces, such as war and contingency planning, scientific and technical intelligence, and the coordination of foreign intelligence collection activities.

NOTE                      Project USEFUL is presented once a year, at the request of the Joint Chiefs of Staff, usually in September. There are normally 50 participants, nominated by military commands in CONUS and abroad.



25X1

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### INSTRUCTOR TRAINING

The Instructor Training Branch keeps abreast of new developments in instructional technology and makes recommendations on the extent to which such technology should be applied to the training requirements of the Agency. The Chief, Instructional Support Staff is responsible for managing the Agency's Program Assisted Instruction (PAI) and Computer Assisted Instruction (CAI) effort, and this Branch serves as the focal point in the Agency for the development of educational and instructional technology. From 1966 to 1968 a study by an outside contractor was made of new developments in educational technology which stressed the need for the development of behavioral objectives for all OTR courses, as well as courses taught by other components of the Agency. In addition, the need for the development and application of educational systems or a systems approach in the development of courses of instruction was emphasized. Presently the military, other Government agencies, and industry are employing a systems approach to their training.

Training which is job-oriented can be analyzed and developed through the use of an orderly process (systems approach) which involves the following steps:

1. Develop job standards
2. Make a task analysis (tasks performed on the job)
3. Determine measurable objectives
4. Develop curriculum
5. Select teaching methods and instructional materials
6. Present subject matter
7. Evaluate and get feedback
8. Revise instruction where necessary.

These are not discrete steps and cannot be followed in rigid order, but require a great degree of interaction. The process is not to be used as a check list or to depict an uninterrupted flow. Rather, it shows the usual steps one must take in building a training program.

Since September 1969 the Instructor Training Branch has been applying the above systems approach to training in the following manner:

1. Providing an Instructor Training Workshop for instructors, both new and experienced. This course includes instruction on how to develop a systems approach to training.

2. Visiting those instructors who have taken the Instructor Training Workshop on the job for the purpose of assisting them in preparing objectives and tasks, lesson plans, methods of instruction, instructional media, and evaluations.
3. Observing instructor performance in the classroom to determine whether the lesson objectives have been achieved, and if not, to suggest how they can be.

The Instructor Training Branch has also kept abreast of developments in programmed instruction and computer assisted instruction. OTR considers that programmed instruction, rather than being an independent instructional system, is a practical aid to instructors. Incorporated in the broader concept of program assisted instruction, it is an effective training technique which can be applied in selected areas of Agency training. Some Agency instructors have been trained to write PAI units which are being used in Agency courses and, as the need arises, additional instructors will be trained.

Several OTR persons have met with outside users of Computer Assisted Instruction in order to increase our knowledge of how it is used. It has not been determined yet that the time and money required to develop CAI would be cost-effective for Agency courses in view of the number of students to be trained in a particular subject. However, the consensus of the users of CAI is that the Agency should undertake a pilot project in order to:

1. Give our instructors a CAI proficiency, which will enable them to examine courses of instruction and determine where CAI can be employed effectively.
2. Determine whether CAI is applicable to Agency training.
3. Enable OTR to evaluate software and hardware.

The Branch also advises and assists instructors in the use of other media such as closed-circuit television (CCTV), motion pictures, student response devices, and other audio and visual aids.

Instructor Training Workshops are scheduled upon request. Additional information may be obtained by calling the Chief of the Instructor Training Branch. Anyone who desires assistance on curriculum development and other instructional matters is also welcome to call.

INSTRUCTOR TRAINING WORKSHOP

LENGTH Eight days, full time.

LOCATION Washington area, or at locations convenient for the component requesting the training.

PREREQUISITES Instructional responsibilities.

OBJECTIVES

- 1) To provide a knowledge of the major principles, methods, and practices of good instruction.
- 2) To provide an opportunity to develop skills as an instructor by applying this knowledge in an instructional setting.

Upon completion of the course, participants should be able to:

- 1) Analyze their audience and teaching objectives.
- 2) Prepare lesson plans.
- 3) Effectively present the material to be learned.
- 4) Evaluate the results of their training efforts.

COURSE DESCRIPTION Lectures and presentations are designed primarily to maximize student involvement. Major emphasis is on the application of instructional methods in the presentation of units of instruction by the participants. Each individual is expected to give a minimum of three lectures, demonstrations, or discussions during the course.

ENROLLMENT Maximum - 10.

OTR LIBRARY

The OTR Library has been established to maintain unclassified and classified source material primarily for students and faculty for whom it provides a reference service. In addition, the Library now retains the domestic college catalog collection and has the responsibility for satisfying requirements for information contained in the catalogs. Therefore, requests for name checks, college dates, course numbers, and the loan of catalogs, should be directed to the OTR Library. In some cases, catalogs may be borrowed for short term loans, but Agency personnel are welcome to use the catalogs in the Library at any time.

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TRAINING SELECTION BOARD

SENIOR SERVICE SCHOOLS

AIR WAR COLLEGE -- ten months (August to June), Maxwell Air Force Base, Montgomery Alabama.

The Air War College mission is to prepare senior officers for high command and staff duty by developing a sound understanding of military strategy in support of national security policy and to insure an intelligence contribution toward the most effective development and employment of aerospace power. The environment of the college is oriented toward a free expression of ideas and an opportunity for independent and group analytical and creative thinking. GS-14 and GS-15, 35 to 46 years of age.

ARMED FORCES STAFF COLLEGE -- five months, twice a year (February and August), Norfolk, Virginia.

The objectives are: To promote teamwork among the armed services; to prepare officers in the organization, planning and conduct of joint and combined operations; to prepare officers for duty in the higher echelons of the Armed Forces; to promote the development of understanding between higher echelons of the Armed Forces and those other agencies of the Government which contribute to national security; and to provide an appreciation of the related aspects of national and international security. GS-13 or above, 30 to 45 years of age.

ARMY WAR COLLEGE -- ten months (August to June), Carlisle Barracks, Pennsylvania.

Its mission is to prepare senior officers for command and high level staff duties, with emphasis on Army doctrine and operations, and to advance interdepartmental and interservice understanding. GS-14 or above, 35 to 45 years of age.

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INDUSTRIAL COLLEGE OF THE ARMED FORCES -- ten months (August to June),  
Fort McNair, Washington, D. C.

The mission of the Industrial College is to conduct courses in the economic and industrial aspects of national security and in the management of defense programs and resources in broad political, social, and military context. Interrelated military, logistical, administrative, scientific, technological, political, and social factors affecting national security are considered to the extent that they are pertinent. GS-14 or above, 35 to 45 years of age.

NATIONAL WAR COLLEGE -- ten months (August to June), Fort McNair,  
Washington, D. C.

The course of study is concerned primarily with the conduct of national security affairs. It involves detailed analysis of the various political, economic, psychological, and military factors included in national security policy making. The mission of the College also includes study of the nature of national power, the national interests and objectives of other nations, and ways to avoid armed conflict. GS-14 or above, 35 to 45 years of age.

NAVAL WAR COLLEGE -- ten months (August to June), Newport, Rhode  
Island.

The purpose of the School of Naval Warfare is to promote an understanding of seapower and maritime strategy, a comprehension of international affairs, an appreciation of the contribution to national security of each of the military services and other Government agencies, proficiency in planning and conducting naval, joint and combined operations, and sound military judgment. GS-14 or above, 35 to 45 years of age.



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SENIOR SEMINAR IN FOREIGN POLICY -- ten months (August to June),  
Foreign Service Institute, Department of State, Washington, D. C.

The Senior Seminar is the most advanced program of studies in international relations and foreign policy offered by the United States Government. The Seminar provides an opportunity for a free and vigorous inquiry into some of the complexities of foreign policy and U. S. domestic problems. It aims to broaden and deepen the thinking of its members with regard to domestic and foreign affairs. It seeks to stimulate their creative powers and to enhance their capacity to make thoughtful judgments. GS-15 or above (preferably GS-16), 40 to 49 years of age.

#### EXECUTIVE DEVELOPMENT - MANAGEMENT PROGRAMS

ADVANCED MANAGEMENT PROGRAM -- two 13-week sessions (spring and fall) plus additional programs of six weeks each in two consecutive summers. Harvard University, Boston, Massachusetts.

The Advanced Management Program is intended for executives who now occupy or will shortly assume positions at senior policy-making levels. Among the objectives of the program are the refinement of the skills, knowledge, and understanding essential for business leadership, development and reinforcement of specific capabilities such as the analysis of data for managerial control, performance measurement and decision-making, and a heightened perception and adeptness in dealing with the human elements of organizations. GS-16 or above, 40 to 50 years of age.

CORNELL EXECUTIVE DEVELOPMENT PROGRAM -- one six-week program in summer, Cornell University, Ithaca, New York.

This program is an intensive seminar for management executives who want to continue their education for professional and personal advancement. Participants explore the increasingly complex responsibilities of management in the face of accelerating technological, social, economic, and political changes. The Program is geared to administrators who now hold key management positions or are headed in that direction.

\*EXECUTIVE MANAGEMENT PROGRAM -- two four-week sessions in summer, Pennsylvania State University, University Park, Pennsylvania.

The Program is designed to develop a better understanding of the influence that economic, political, and social forces exert on management decisions; to probe policy problems from an organizational rather than from a departmental point of view; and to promote an effective grasp of the tools, techniques, and attitudes essential for outstanding executive leadership. Applicants should be those already serving in important executive posts and who appear to possess the abilities to advance further. Age range 35 to 50 years.

FEDERAL EXECUTIVE INSTITUTE (U.S. Civil Service Commission) -- five eight-week sessions during a fiscal year, Charlottesville, Virginia.

The major objectives of the Institute are: To heighten responsiveness to national needs and goals; to increase appreciation of the totality of the governmental system; and to improve knowledge of managerial processes. GS-16 or above, age range 40 to early 50's.

EXECUTIVE PROGRAM IN BUSINESS ADMINISTRATION -- three six-week sessions (spring, summer, and early fall), Harriman Campus of Columbia University, Harriman, New York.

The Executive Program in Business Administration is dedicated to the task of expanding the horizons of the modern business leader and developing the executive abilities essential to the continued successful performance of both the individual and the organization he represents. The Program is for the mature, experienced executive who has, or is about to assume, top management responsibility in his organization. It is not adaptable to junior level training. Age range 37 to early 50's.

\*Not included in OTR budget.

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MANAGEMENT PROGRAM FOR EXECUTIVES -- two eight-week sessions (spring and fall), University of Pittsburgh, Pittsburgh, Penna.

The Program is designed to increase a participant's understanding of himself and others, of his own function and its relationship to other company functions, of company operations as a total system, of the economic, social and political environment in which a company exists, of the organization and communications network of the administrative process, and of available and developing analytical aids. Age range 35 to 50 years.

\*MIDCAREER EXECUTIVE DEVELOPMENT PROGRAM -- one nineteen-week session (September to January), Syracuse University, Syracuse, New York.

Originally established for trainees from the Federal Aviation Agency, the Midcareer Program became a full multi-agency offering in 1966. The Program is a residential program which brings together personnel with both technical and general administrative backgrounds. It is designed to help upper and upper-middle managers prepare themselves for more effective performance and more responsible positions in the public service. GS-13 through GS-15.

M.I.T. PROGRAM FOR SENIOR EXECUTIVES -- two nine-week sessions (spring and fall), Massachusetts Institute of Technology, Cambridge, Massachusetts.

The Program is concerned with the qualitative and quantitative analysis of managerial decision-making under conditions of constant change and uncertainty. Developments in quantitative methods of analysis are offered as new concepts and not as vocational tools. In addition to a professional increase in competence, an individual may experience a personal growth -- a growth that is bound to add to his organization's effectiveness. Age range 38 to 50 years.

\*Not included in OTR budget.

PROGRAM FOR MANAGEMENT DEVELOPMENT -- two fourteen-week sessions (spring and fall), Harvard University, Boston, Massachusetts.

This program is designed to meet the requirements of younger men, currently filling responsible positions at the operating level, who have demonstrated by performance that they are potential top-echelon managers. The program is designed to aid managers in penetrating the functional barriers that limit a mutual appreciation of the capabilities, limitations, and problems of the basic operating units in a given business. GS-13 to GS-15, 30 to 40 years of age.

STANFORD EXECUTIVE PROGRAM -- one eight-week session in summer, Stanford University, Stanford, California.

The objectives of this Program are: to broaden business perspective; to stimulate fresh thinking through exposure to new ideas; to sharpen decision-making ability; to provide greater insight into the nature of the management process; to supply updated information in each basic area of business; and to relate the enterprise to the total environment affecting the conduct and success of the business. An applicant must have senior management responsibility or a position at the top level of a functional field. Age range 35 to 50 years.

\*THE MANAGEMENT PROGRAM -- one four-week session in the summer, Northwestern University, Evanston, Illinois.

This Program is designed to benefit the executive who is responsible for or measurably influences the interpretation and implementation of major phases of enterprise strategy. This program focuses on the quantitative and behavioral processes essential to effective operational planning and control within a changing strategic context.

\*Not included in OTR budget.

MISCELLANEOUS LONG-TERM PROGRAMS

CAREER EDUCATION AWARDS PROGRAM -- one academic year of graduate work at participating universities.

The Career Education Awards Program is administered by the U.S. Civil Service Commission. It offers an opportunity to broaden the outlook and deepen the understanding of capable young career men and women in the public service who have potential for high-level policy and management positions. It seeks to encourage early identification and rapid development of top program and staff personnel. The Program is for younger career officials with 5 to 10 years of civilian public service. GS-11 through GS-15.

EDUCATIONAL PROGRAM IN SYSTEMS ANALYSIS -- one academic year of graduate work at participating universities.

The Program is administered by the U.S. Civil Service Commission in cooperation with the Bureau of the Budget. The primary purpose of the Educational Program in Systems Analysis is to train analysts. It is designed to encourage agencies to identify and develop persons who are expected to make a major contribution to systematic program analysis in their departments and agencies. GS-9 to GS-13, 25 to 30 years of age.

FEDERAL EXECUTIVE FELLOWSHIPS -- The Brookings Institution, Washington, D. C.

The Federal Executive Fellowship Program affords an opportunity for independent study and research for senior men and women in the career civil service. The Fellowships ordinarily begin in January or July, with the length of each Fellowship determined by the candidate, the sponsoring agency, and Brookings. The basic purpose of the program is to increase the knowledge, proficiency, and skill of senior civil servants and to permit them to make a research contribution in their field. Nominees should have a minimum of ten years Federal Service and a demonstrated capacity for independent research.

FELLOWSHIPS IN CONGRESSIONAL OPERATIONS -- mid-November to September.

This program is administered by the U.S. Civil Service Commission in cooperation with the American Political Science Association. Young Federal executives selected for the Fellowships in Congressional Operations will have the opportunity to study and learn how the Congress functions. They will meet with scholars who have studied Congress and written about its operations, and with representatives from a variety of professions and interests who are in daily contact with the activities of Congress. They will spend the major part of the Fellowship year in office assignments with Members of both Houses and also the Committees of the Congress. GS-13 through GS-16, mid-twenties to early forties.

\*FOREIGN SERVICE ECONOMIC STUDIES -- two 22-week sessions (January and July), Foreign Service Institute, Department of State, Washington, D. C.

The Foreign Service Economic Studies is an intensive and comprehensive program of economic training designed to give participants the equivalent of a strong undergraduate major in economics. Participants are carefully selected on the basis of their record in the Foreign Service or other government agency, and on their motivation. GS-11 or above.

NATIONAL SENIOR INTELLIGENCE COURSE -- two 14-week sessions (February and September), Defense Intelligence School, Washington, D. C.

The purpose of the course is to enhance the preparation of selected senior military officers and key civilian personnel for important command, staff, policy-making positions in the international and national security structure. The course emphasizes the study of intelligence functions, intelligence in national security, management of intelligence, the national intelligence structure, joint/unified and allied intelligence staffs and the application of intelligence in the decision-making process. GS-13 or above.

\*Not included in OTR budget.

## CONFERENCES AND SEMINARS

CONFERENCES FOR FEDERAL EXECUTIVES ON BUSINESS OPERATIONS -- five one-week programs during a fiscal year, presented by The Brookings Institution.

The purpose of these conferences is to provide an educational experience which will sharpen the sensitivity of participants to the ways in which major corporations operate at the executive level, and the responsibilities and motivations of top managers. Also touched on are business-government relationships and the role of business in our national life. Each conference visits one or two major corporate headquarters cities. GS-16 or above.

CONFERENCES FOR FEDERAL SCIENCE EXECUTIVES -- three one-week programs during a fiscal year, Williamsburg, Virginia.

These conferences are conducted by The Brookings Institution for senior officers with scientific training who are working as research scientists, administrators of scientific activities, or as engineers engaged in scientific programs. GS-16 or above.

GENERAL ADMINISTRATIVE CONFERENCES -- three two-week programs during a fiscal year, Williamsburg, Virginia.

These conferences are conducted by The Brookings Institution for federal management and program officers. The conferences will assist senior career executives to meet their leadership responsibilities by providing opportunities for stimulating study and discussion of major issues of public policy. GS-16 or above.

EXECUTIVE SEMINAR CENTER PROGRAM -- two-week seminars, U.S. Civil Service Commission; Executive Seminar Centers at Kings Point, Long Island, New York; and Berkeley, California. (There are twelve different courses in the Center's curriculum.)

The objective of the Program is to broaden the conceptual understanding and to enhance the administrative abilities of selected mid-level government executives. It is designed for executives whose attained or potential position and responsibility

involves an expansion of their views, attitudes, and understandings beyond agency and functional boundaries. GS-13 or above (preferably GS-14 and GS-15).

INSTITUTE FOR PUBLIC EXECUTIVES -- two-week seminars during summer, fall, and spring, University of Wisconsin - Milwaukee Campus.

The Institute presents an opportunity for critical analysis of administrative systems, recent administrative research, and modern management technologies. It permits study of the means for application of organization theory, research, and technologies to the practical problems of administration in a rapidly changing environment. It is intended to meet the needs of the upwardly mobile younger executive as well as the seasoned administrator with many years of experience in management of complex organizations. GS-13 or above.



INTERAGENCY TRAINING

CIVIL SERVICE COMMISSION

Interagency training has proved to be one of the most effective means of improving program operations by providing developmental opportunities for employees. Following the recommendation of The Presidential Task Force on Career Advancement and the issuing of Executive Order 11348, the Civil Service Commission expanded the capabilities of its Training Center. CSC established five types of programs:

- Personnel Management
- General Management
- ADP Management
- Communications and Office Skills
- Financial Management and Planning Programming and Budgeting Systems

The annual Interagency Training Programs Bulletin contains information on these training courses available during any one fiscal year and is divided in three sections. The first section provides descriptions and dates (if known) of open interagency training programs. These are courses designed for use by all agencies with no restriction on attendance other than qualification prerequisites. The second section contains lists of limited interagency training courses and a contact point (used by OTR) for further information about each program. Limited interagency courses are those which are designed primarily for the employees of the sponsoring agency but available to others on a space-available basis. The third section lists general subject areas in which agencies plan to develop interagency training. Through these lists, it is hoped that agencies planning courses in similar areas will share their resources to develop the desired training. This sharing of resources may eliminate duplication of effort and result in savings for cooperating agencies.

In addition, Monthly Calendars, which list courses to be offered during a two-month period, are issued. For example, the calendar issued in June will list courses to be offered during July and August. The following calendar will list courses for August and September, and so on. Within the calendars, course information is divided into two parts. The first lists course dates, nomination deadlines, course titles, and page numbers of the Interagency Training Program

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Bulletin where detailed information about each course may be found. The second part of the calendar provides the following information about courses developed after the Bulletin has been printed:

- Course dates and titles
- Name of Agency offering the course and a contact point
- Brief description of course objectives
- Cost data

Both the Bulletin and the Monthly Calendar are distributed by OTR to all Training Officers, who retain these publications on file until updated material is received.

#### U.S.D.A. GRADUATE SCHOOL

The United States Department of Agriculture Graduate School (USDA), which is not really a graduate school or a part of the Department of Agriculture, has two types of programs. The night school is set up on a semester basis with classes held in the Department of Agriculture and other Government buildings. These courses are relatively inexpensive and are usually held one night a week. Although USDA strives to give courses of standard undergraduate and graduate quality, permission must be obtained from a four-year college before taking a course for credit to be transferred to that college. If transfer of credit is not a consideration, courses may be taken with the stated prerequisites, either under Agency sponsorship or self-sponsorship. Evening classes cover courses in eight categories:

- Biological Sciences
- Language and Literature
- Mathematics and Statistics
- Office Techniques and Operations
- Physical Sciences
- Public Administration
- Social Sciences
- Technology

Certified statements of accomplishment are offered in 14 fields to encourage a student to complete a well-rounded program in his chosen field of study. A Registrar is available to help the student plan a proposed course of study and, at its completion, the student is given a certified statement and a transcript of his record.

U.S.D.A. Graduate School also maintains a Special Programs Department, which offers "Institutes, Workshops, Seminars, and Special Courses designed to supplement in-service training programs of

Government agencies." These courses usually are given during daytime working hours and are primarily for government-sponsored employees, although non-government or self-sponsored personnel may enroll. Classes are listed under five major curricula. These are:

1. Curriculum for Executive Development, General Management, and Supervision.
2. Curriculum in the Computer and Management Sciences: covers Computer Technology, Computer Applications, and Management Sciences, which includes such courses as Introduction to Operations Research; Human Factors in Data Processing; Statistical Methods for Executives; Introduction to Planning, Programming, Budgeting; and Technical Information Systems for Management.
3. Curriculum in Professional Scientific and Technical Development suggests, among others, courses for Economists, Contract Managers, and Office Space Managers.
4. Curriculum in Communications and Modern Learning Methodology offers courses in Reading Improvement, Effective Listening, Oral Communications, and Effective Writing.
5. Curriculum in Secretarial and Office Management suggests such courses as Secretarial Techniques, ADP Orientation for Secretaries and Clerks, and an Executive Secretarial Seminar.

Training Officers receive the annual catalog for both the night school and the Special Programs Department, and the schedules of courses as they are received. OTR also has on file individual announcements for most of the Special Programs and will be glad to send them on request, or to answer questions on these courses.

#### MILITARY ORGANIZATIONS

The U.S. Military Organizations have complex and extensive training programs. Although the Departments of the Army, Navy, and Air Force each have large basic catalogs, these volumes do not begin to cover all training available at the various installations in each branch of the Military Service. Efforts are constantly made by OTR to obtain catalogs and schedules from military facilities which have many specialized courses. Because these courses are normally offered

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without cost, they are in great demand. As a result, courses are filled early and delays are experienced before attendance is possible. Reference copies of the U.S. Army Formal Schools Catalog, Formal Schools Catalog Bureau Naval Personnel, and USAF Formal Schools Catalog are available in OTR.

The U.S. Army Formal Schools Catalog is "the official source of information concerning courses of instruction offered at active U.S. Army Schools and training centers and for other courses conducted for the Army by various agencies of the Department of Defense."

The Navy Formal Schools Catalog is published "to improve inter-service coordination in military education and training in accordance with the established policies and procedures of the Joint Chiefs of Staff, which are intended to facilitate and promote the exchange of training information among the military services."

The USAF Formal Schools Catalog "contains information on formal professional, flying, and technical training available to military personnel and civilian employees of the Air Force."

EXAMPLES OF ARMY COURSES ATTENDED BY AGENCY EMPLOYEES

U.S. Army Missile and Munitions Center and School  
Redstone Arsenal  
Huntsville, Alabama  
    Missile Systems and Munitions Logistics Orientation (quota)

U.S. Army Military Police School  
Ft. Gordon, Georgia  
    Physical Security Course

U.S. Army Intelligence School  
Ft. Holabird, Maryland  
    Industrial Security Orientation

U.S. Army Management School  
Ft. Belvoir, Virginia  
    Army Installation Management

EXAMPLES OF NAVY COURSES ATTENDED BY AGENCY EMPLOYEES

Naval Material Command  
Washington Navy Yard  
    Defense Cost & Price Analysis and Negotiation Technique

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U.S. Navy Schools Command  
Motion Pictures Operators School  
Norfolk, Virginia  
    16mm. Sound Picture Projection Systems  
    16mm. Motion Picture Projection System Maintenance

U.S. Naval Schools Command  
Great Lakes Naval Training Center  
Great Lakes, Illinois  
    35mm. Motion Picture Projection

EXAMPLES OF AIR FORCE COURSES ATTENDED BY AGENCY EMPLOYEES

Vandenberg Air Force Base  
California  
    Ballistic Missile Staff Course (Quota)

School of Systems and Logistics  
Air Force Institute of Technology  
Wright-Patterson AFB  
    Graduate Logistics Management Program

Offutt AFB  
Omaha, Nebraska  
Photo Interpretation School  
    Defense Sensor Interpretation and Applications Training  
    Program

Air University  
Maxwell AFB  
Montgomery, Alabama  
    Fundamentals of Space Operations (Quota)  
    Space Orientation Course (Quota)

DEPARTMENT OF DEFENSE COMPUTER INSTITUTE (DODCI)

The Department of Defense Computer Institute functions under the Secretary of the Navy, who reports directly to the Secretary of Defense on the operation of the Institute. The staff of the Institute is composed of civilian employees and military personnel from all services. Authorities in the computer field are frequent lecturers. DODCI courses are conducted primarily for senior military and civilian executives within the Department of Defense, but personnel from other government agencies are accepted on a space-available basis. The Institute offers five computer courses, described below:

1. Senior Executive Course provides a comprehensive view of the computer field (GS-16 and above). In one week it covers fundamentals of digital computer capabilities, applications and limitations among others.
2. Intermediate Executive Course is similar to the Senior Executive Course but is a two-week course limited to GS-14/15's, who are involved in the management, operation and development of digital computer systems.
3. Command and Control ADP Systems Course is designed to provide specialized training for military and civilian personnel assigned to command and control ADP duties. It includes basic fundamentals of computer hardware and software, ADP systems, analysis and design, command and control workshops to teach systems analysis and design. It is primarily for GS-13's, but GS-12's and 14's are eligible.
4. Specifications for Selection Course provides GS-11 through 14's with a comparison of approaches to system development, explains the techniques for analyzing existing operations, stresses the documentation required for equipment specifications, etc.
5. Introduction to Computer Technology is a two-week course for GS-12 through 14's and covers computer fundamentals, computer instructions, programming process, Higher Level Languages, and Decision Tables.

#### SPECIAL NATIONAL SECURITY SEMINARS

The Industrial College of the Armed Forces (ICAF) offers a series of Special National Security Seminars. These are usually held each afternoon in the ICAF Auditorium during September. A student need not be present at all sessions, but in order to receive the Certificate of Attendance, he must attend more than half the sessions. The program covers the essential elements of our defense posture; the national and international environment as it affects our national security; resources, economic conditions, industrial capabilities and technologies of the United States and other nations; our research and development efforts; space and oceanographic programs, defense management systems; and how we stand as a nation among nations -- militarily, politically, and economically.

A detailed schedule is available early in August. For a copy of this schedule or further information contact the Training Officer.

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DEFENSE INTELLIGENCE SCHOOL

The Defense Intelligence School, in accordance with its assigned mission, provides courses in the following:

Intelligence Career Development Courses

National Senior Intelligence Course (14 weeks) (formerly Advanced Intelligence Course)  
Defense Intelligence Course (38 weeks)  
Intelligence Analyst Course (7 weeks)

Defense Attache System Courses

Attache Course (13 weeks)  
Attache Staff Operations Course (5 weeks)

Joint Intelligence Orientation Courses

Joint Strategic Intelligence Orientation Course (4 weeks) (formerly Strategic Intelligence Course)  
Defense Symposium on Strategic Intelligence (2 weeks) (Reserve Components)

Information Science Center Courses

Information Science in Support of Intelligence Function (length undetermined)  
Survey of Intelligence Information Systems (3 weeks)

NATIONAL SECURITY AGENCY

The National Security Agency (NSA), through its National Cryptologic School, offers courses related to the cryptologic functions. CIA frequently sends students to the National Senior Cryptologic Course (Quota), the National Communications Security Course, and the Standard Cryptologic Briefing. These and other courses are described in the NSA Cryptologic School Catalog which is on file in OTR/ISS/AIR.

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NATIONAL INTERDEPARTMENTAL SEMINAR

The National Interdepartmental Seminar (NIS) on Problems of Development and Internal Defense, focuses on policy problems. It deals with the process and consequences of change in the developing countries in relation to United States interests, policy objectives, capabilities and involvement. This three-week course emphasizes the development of greater sensitivity, analytic capability and understanding of the factors that Senior Officers must consider in making judgments on policy application and program direction. Detailed attention is given to:

1. Political, economic, and socio-cultural backgrounds and dynamics of country situations.
2. Institutional development in the frame of traditions, value systems, and requirements for modernization.

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3. Potentials and contradictions within modernizing sectors of society.
4. Economic, political, and strategic factors in relationships between developed and developing countries.
5. Changing conditions and requirements as they affect U.S. and other external economic, military and political assistance and influence.

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

CIA presently has a quota of 48 spaces per year in the NIS (eight in each of six runnings). Participating agencies pay a pro rata share on a fiscal year basis to support the Seminar. This is a fixed obligation and must be paid regardless of quota utilization. The funding is included in the OTR budget.

## HIGHER EDUCATION

### COLLEGES AND UNIVERSITIES

Because of the need for specialized education, the Agency frequently utilizes programs at colleges and universities throughout the United States. From research in catalogs maintained in the OTR Library and other sources, the location of appropriate courses can be ascertained and recommendations made to interested components. The Agency has sent students to such places as Massachusetts Institute of Technology, Harvard University, University of Southern California, University of Rochester, University of Virginia, Columbia University, and Carnegie-Mellon University. The courses taken were in such disciplines as economics, political science, physics, mathematics, area studies, electrical engineering, and photogrammetry.

This type of education usually is full-time for a year in residence at the institution. The request for this training is ordinarily initiated by management and is part of a career-development plan for the employee. The Agency's goals determine the need for the particular skill/knowledge to be acquired and are of prime consideration in approving or denying the proposed training.

In the Washington area, in addition to some full-time students at local colleges, the Agency sponsors many employees for part-time study. Because of the proximity of many institutions of higher education, the choice of courses is very broad and scheduling is quite flexible.

Five major universities in the District of Columbia participate in a consortium, with courses from each acceptable for credit by the others. These five are the: American University, Catholic University, Georgetown University, George Washington University, and Howard University. Transfer of credits within the consortium is relatively routine for those taking courses on-campus, but the privilege does not include the transfer of credits for courses taken in off-campus programs. Prior permission must be obtained from the degree-granting university before taking an off-campus course with another institution.

In addition to these five universities, many other institutions of higher learning are located in the District of Columbia and nearby

Maryland and Northern Virginia. Some of these have received either regional or professional accreditation while others have no accreditation. The objective of the training must be clearly defined before choosing a facility because credits from a non-accredited institution are, in many cases, not acceptable. The status of a college, university, or institute can be obtained from the Office of Training.

Listed below are some of the institutions frequently attended by Agency personnel and the accreditation status of each:

	<u>Regional</u>	<u>Profess.</u>	<u>None</u>
<u>District of Columbia</u>			
American University	X	X	
Benjamin Franklin University			X
Capitol Institute of Technology		X	
Catholic University	X	X	
D.C. Teachers College	X		
Georgetown University	X	X	
George Washington University	X	X	
Howard University	X	X	
Southeastern University		X	
Strayer Junior College		X	
<u>Maryland</u>			
University of Maryland	X	X	
Johns Hopkins University	X	X	
Montgomery Jr. College	X	X	
Prince Georges Community College			X
<u>Northern Virginia</u>			
Marymount College of Virginia	X		
Northern Virginia Community College	X		
Columbia Technical Institute			X
University of Virginia (U.Va.) (Charlottesville)	X	X	
U.Va. - Northern Virginia Center	X	X	
George Mason College of U.Va.	X	X	

Note that Junior Colleges and Technical Institutes have been included in the above list. Although these two types of institutions may not be accredited, in many instances some of their courses fill a particular requirement where accreditation is not a prime consideration. The course content, convenient location, scheduling, and low cost make the institution acceptable.

Junior Colleges and Community Colleges are supplying a much-needed segment of post-High School education--either in terminal training or in preparation for transfer to a four-year college. Because this type of institution is local, small, usually non-residential, and inexpensive, it has grown in popularity during the last few years. These colleges have mushroomed and new ones continue to be established at a rapid rate. A two-year terminal program prepares the student in a variety of careers for entrance into the work force, usually with an "Associate" degree. The curriculums encompass such disciplines as Accounting, Automotive Technology, Electronics Technology, Food Service Management, Mechanical Technology, Merchandising and Distribution, Police Science, Secretarial Science, Health Facilities Management, Computer Programming, and Medical Technology. The two-year "college parallel" course covers essentially the same subjects required during the first and second years in a liberal arts college. In this program the student should have some knowledge of the institution to which he expects to transfer and its policy regarding acceptance of credits.

Taking a glance at technical schools we find that in the local area Columbia Technical Institute and Lincoln Technical Institute offer such courses as Automotive Technology, Auto Mechanics, Automotive Air Conditioning, Electronic Technology, Air Conditioning Technology, and Architectural Technology.

Agency personnel frequently attend selected courses at these institutions in order to develop knowledge or skills needed in their jobs. Locating a facility which offers a desired course can be a time-consuming project. The Office of Training is equipped to assist in this search.

#### GUIDANCE AND COUNSELING SERVICE

In April 1963 a counseling service was established in OTR. In addition to providing informational assistance to employees and supervisors in planning and arranging for external training under Agency sponsorship, OTR is also prepared to assist Agency employees interested in scholarships, fellowships, grants, and loans at colleges and universities throughout the United States and abroad. This service also provides Agency employees with information about educational opportunities and financial aid for their children.

The counselor is limited to providing only informational and advisory service concerning the availability of various types of financial aid. At no time will she act in a brokerage capacity for

employees and their children. Scholarship information is maintained in OTR/ISS/AIR. This office assists employees in examining the material to locate scholarship opportunities and advises on procedures to follow in obtaining financial aid. Academic counseling may be arranged through OTR/ISS/AIR on an appointment basis.

College catalogs of institutions in which employees might be interested are maintained in the OTR Library. Under special circumstances, overnight loans of informational material can be arranged.

#### OFF-CAMPUS PROGRAMS

The University of Maryland, The American University and The George Washington University sponsor extensive evening programs held in various locations away from the campus. These programs, known as Off-Campus Programs, are given in schools, office buildings, and government buildings.

For the convenience of their employees, many government agencies in their own buildings hold after-hours academic courses for college credit. The sponsoring agency staffs these "off-campus" courses with its own employees. The instructors are accredited by the appropriate university and must follow its course outline. These courses may be taken either individually or as part of a degree program. The tuition is usually somewhat lower than for the same course given at the college (on campus). Most agencies will permit students not employed by them to enroll on a space available basis, but the Department of Defense limits participation in some cases to military employees of the Services.

In the past, CIA conducted an Off-Campus Program in cooperation with A.U. and G.W. The classes were held in the Headquarters Building and in other restricted areas in buildings convenient to the majority of students. The program was known to be CIA and staffed by Agency employees.

In the fall of 1969, the universities imposed certain restrictions which made it impossible to continue holding an Off-Campus Program for CIA employees only. In order to accommodate Agency needs, both universities are establishing Off-Campus Centers in McLean and the Rosslyn area, where they will service not only CIA needs but will offer courses designed to meet the requirements of other organizations in those areas. As a result, the identity of a CIA program will no longer exist, the classes will be as convenient as formerly, and personnel under cover will be able to attend if the usual cover considerations permit. All training requests for off-campus courses are forwarded to the Central Cover Staff. Refer to page 2.

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There are many excellent opportunities for after-hours, Off-Campus Academic Programs at other installations in the area. The programs cover a wide range of subjects with a number of universities represented. For example, A.U. conducts classes at the Pentagon, Andrews Air Force Base, Arlington Hall, Departmental Auditorium, Fairfax County Education Center, Montgomery County Education Center, etc. G.W. lists about 70 installations where the College of General Studies holds Off-Campus Classes. The University of Maryland offers many courses at military installations as well as convenient locations in various counties in the State.

The University of Virginia, Northern Virginia Center, presents classes in approximately 35 locations (high schools, elementary schools, churches, etc.) throughout Northern Virginia. These are treated as if taken on-campus at Charlottesville. Therefore, a student must meet university entrance requirements before being allowed to register at the Center. Also, one year of residence is required to qualify for a degree. This requirement is not imposed by other local universities which have Off-Campus Programs.

The courses conducted in certain military installations where registration is limited to military personnel (both military and civilian employees) [redacted] Courses are held in the Pentagon, Navy Annex, Main Navy, Nassif Building, Building T-7, Fort Belvoir, Fort Meade, and Fort Myer. A building pass for these places, if necessary, may be obtained from the Central Cover Staff. Except for these restricted places, any qualified student may enroll in the American University, George Washington University, or University of Maryland Off-Campus Programs.

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Courses may be taken with or without official sponsorship. Questions in regard to courses and schedules as well as requests concerning possible sponsorship should be directed to the Component Training Officer. Current catalogs for all local academic institutions sponsoring Off-Campus Programs are available in the OTR Library and ISS/AIR.

#### ADULT EDUCATION

The terms, Adult Education and Continuing Education, usually refer to non-credit "enrichment" courses. These are offered by various groups and facilities in the Washington area. For example, the University of Maryland and Catholic University have extensive programs designed to offer an opportunity to develop a cultured mind, to supplement lost or unused learning, and to keep the individual mentally alert. Arlington County and Fairfax County in Virginia have comprehensive programs administered through the Board

of Education and the Recreation Departments. Both the college and the county programs are offered in the evenings (Only a few, held in the mornings, are usually geared to the needs and interests of housewives) at convenient locations in schools, churches, and recreation buildings. Subjects cover hobby arts and crafts, physical activities, photography, investments, real estate, insurance, foreign languages, typing, shorthand, and automatic data processing. Attempts are made to obtain current literature and schedules of these courses, but if a brochure is not available in OTR, the requester can usually be directed to the appropriate source.

SCIENTIFIC/TECHNOLOGICAL COURSES (SUMMER)

Short intensive courses given by universities during the summer months present opportunities for enhancing knowledge with a minimum amount of time away from the student's office. Most of the offerings are in the scientific fields, last from one to two weeks, are relatively expensive, and usually require extensive academic backgrounds for admittance. Application for admittance must be made well in advance of the starting date because registrations usually exceed class limits, and acceptances are on a first-come basis.

Listed below are some of the universities and courses in which Agency personnel have expressed interest.

University of Michigan - Engineering Summer Conferences

Fundamentals of Infrared Technology  
Advanced Infrared Technology  
Probability and Random Processes for Engineers and Scientists  
Propagation, Detection and Analysis of Underwater Acoustic Signals  
Topics in Military Operations Research  
Minicomputers: Their Structure, Characteristics and Applications  
Foundations and Tools for Operations Research and the Management Sciences  
Noise Reduction in Mechanical Systems

University of California, Los Angeles - Short Courses at UCLA

Modern Optics: Systems and Applications  
Optimization of Stochastic Dynamic Systems  
Queueing Systems--Theory and Applications  
Inorganic Polymers  
Design and Analysis of Underwater Structures  
Plasma Physics: Experiments and Theory



Massachusetts Institute of Technology - Special Summer Programs

Composite Polymer Systems  
Strain Gage Techniques  
Recent Developments in Mechanical Vibrations  
Detection, Estimation and Modulation Theory  
Image Enhancement, Coding and Recognition  
Management Information Systems and Management Decision-Making  
Management of Human Resources  
Communication Technical Information  
Probability and Statistics for Civil Engineers

Cornell University - Engineering Short Courses

Application of Probability and Stochastic Processes  
High Voltage Pulse-power Engineering  
Technical Communications  
Electron and Light Microscopy

Pennsylvania State University - Engineering Seminars

Basic R & D Management  
Industrial Noise and Engineering Control  
Acoustics and Noise Control in Buildings  
Vibrations and Vibration Damping  
Underwater Acoustics

Rochester Institute of Technology

Fundamentals of Optics  
Photo Processing As Scientific Instrument  
Production Procedures

Rensselaer Polytechnic Institute

Technical Writers Institute

CORRESPONDENCE/HOME STUDY COURSES

Correspondence courses are only one of a number of techniques for education, no one of which is ideal in all situations. For certain subjects, for certain people, under certain conditions, correspondence courses are the ideal solution and can be highly effective. A well-constructed correspondence course has a variety of virtues; it: is an effective teacher, permits the user to proceed at his own pace, is customarily taken during non-duty hours, is often less expensive than a course taught in a classroom, and is available, in some instances, when a classroom is not.

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A poorly-designed course, on the other hand, can be a waste of time and money. The over-optimistic student can become frustrated easily and drop the course or spread it out over such a long period that its impact is virtually lost. Some of the programs can be quite expensive for the results obtained. For example, the expectation of substantial professional advancement based on a degree awarded by a correspondence school is specious. Granted, correspondence courses do serve a real purpose in filling a gap, however, the prospective student must be aware of the limitations imposed by the lack of "regional accreditation" for the schools. (See page 149.)

For those who are interested in further exploration of the availability of correspondence, or home study, courses, OTR maintains a collection of basic source books and catalogs. Some of these are listed for your information.

National Home Study Council

Directory of Accredited Private Home Study Schools

National University Extension Association

Correspondence Study - Home Study Institute Guide to  
Correspondence Study in Colleges and Universities

U.S. Department of Agriculture Graduate School

Independent Study Catalog

United States Armed Forces Institute

Catalog

Department of the Army

Army Correspondence Course

International Correspondence Schools (ICS)

Catalog

Agency components such as the Office of Communications, Office of Logistics and Technical Services Division use correspondence courses extensively to complement the training effort in formalized classroom courses. Since the latter are frequently not available to personnel in these and other offices, correspondence courses are utilized to keep informed of developments in their fields. The Office of Communications has recently published a Communications Correspondence Course Catalog which lists and describes courses given by Capital Radio Engineering Institute (CREI), RCA Institute, Cleveland Institute of Electronics, International Correspondence School, U.S. Department of Agriculture, and U.S. Military Organizations. For information on the Office of Communications catalog, please call the OC Training Officer.

On the following page is a facsimile of a training agreement which is to be completed upon embarking on a correspondence study program.

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TRAINING AGREEMENT FOR CORRESPONDENCE COURSES

\_\_\_\_\_  
DATE

MEMORANDUM OF AGREEMENT

SUBJECT: Correspondence Course: \_\_\_\_\_  
Request # \_\_\_\_\_

1. \_\_\_\_\_, \_\_\_\_\_, has been approved effective \_\_\_\_\_ by the Office of Training for a Correspondence course given by \_\_\_\_\_. The title of the course is \_\_\_\_\_; the cost will be \_\_\_\_\_.

2. The financial arrangements will be effected as follows:

3. In order that administrative requirements for adequate monitoring and control of this course be maintained the following provisions will obtain:

a. The course will be completed within a \_\_\_\_\_ period. Any extension of this period required will be requested and justified in writing by the student, concurred in by the component and the original forwarded to OTR for coordination.

b. The student will be required to report \_\_\_\_\_. Such reports will cover the work completed during the period, any grades received and a short evaluation of the effectiveness of the course and of the administrative support rendered by the facility during the reporting period.

c. The component agrees to monitor the program to ensure compliance with completion and reporting requirements.

4. The student has been notified that leaving the Agency for reasons of his own convenience may result in his being billed pro rata for portions of the course for which he has been advanced funds, but not completed the work.

FOR THE DIRECTOR OF TRAINING:

\_\_\_\_\_  
Student Signature

\_\_\_\_\_  
Component Signature

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## INDUSTRIAL FACILITIES

### MANAGEMENT

Commercial firms offer a large selection of courses in this field. Although the content is often business-oriented, Government personnel frequently attend because much of the material is pertinent. One of the organizations conducting extensive training courses is the American Management Association (AMA), with headquarters and a large training center in New York City. AMA also has centers in Chicago, Atlanta, San Francisco, Dallas, and Mexico City. The programs are either workshop seminars, orientation seminars or one-week courses, with such subject headings as:

- Administrative Services (includes ADP-related subjects)
- Finance
- General Management
- International Management
- Personnel
- Research & Development

AMA catalogs and brochures are available in OTR for reference or short-term loan.

Examples of American Management Association courses attended by Agency personnel are:

- Management Reporting Systems & Techniques
- Microfilm Information Retrieval System
- Protection of Property Against Industrial Espionage
- Recruiting (Scientist/college & Prof.)
- Managing Major Processing Facility, or Systems Engineering Projects
- Managing the Modern Medical Department
- Pre-retirement & Post-retirement Counseling Programs
- Establishing & Editing Employee Information Publications

Other facilities whose main concern is management training include:

- Scientific Methods, Inc. (Managerial Grid)
- National Training Laboratories of the National Education Association (Sensitivity Training)

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Institute for Business and Community Development  
of the University of Richmond  
AMR International, Inc. (Advanced Management Research)  
The New York State School of Industrial and Labor  
Relations of Cornell University (Manpower Planning,  
Management by Objectives, Role Playing, etc.)

There are many other firms giving short courses which occasionally are of interest to the Agency. Copies of course announcements are sent to Training Officers who have expressed an interest in this type of training.

#### AUTOMATIC DATA PROCESSING

In the field of Automatic Data Processing, the list of firms and schools offering courses is extensive. Some very good ones operate in the Washington, D. C. area, while others are located throughout the United States. The selection of the facility is determined by course content, an evaluation of previous experience with the course or the facility, cost, and various other factors. Because the field of ADP is expanding so rapidly and many new training centers are opening, it is sometimes difficult to analyze the worth of a particular course. It is particularly important, therefore, that an end-of-course report be submitted. OTR maintains a file of these reports to assist in making evaluations to send with course announcements to Training Officers.

Some of the more widely used facilities with a short description of each follows.

International Business Machines (IBM) - Management, Programming, Operation, and Systems Analysis functions. IBM also offers a course in Data Processing for Intelligence Community Executives at its Poughkeepsie, New York facility.

Control Data Corporation (CDC) - Control Data Institute, an educational division of Control Data Corporation, offers evening and daytime courses in Computer Technology and in Programming Technology. The Institute for Advanced Technology, also an arm of CDC, concentrates on three-day seminars in such subjects as Computer Operations Management, Data Communications Systems, Documentation and Debugging, Time Sharing Systems, The Mini-Computer Impact on the 70's, Multi-Media Information Systems, and Optical Character Recognition.

25X1 Brandon Systems Institute - This company presents a number of short seminars in Computer Operations Management and Control, Data Collection, Data Communication, Decision Tables, and Computer Systems Analysis Techniques. They also offer one-week workshops in Problem Analysis for Information Systems, Data Base Management, and Basic Business Systems Analysis. The latter course, tailored to the Agency's needs, [redacted] Information about future plans for the Systems Analysis Course can be obtained from the Office of Computer Services.

RCA Institutes - Although most of the RCA courses can be classified under engineering and will be more fully explained in that section, some, like Management Information Systems and Reliability of Integrated Systems, do meet some of the ADP requirements.

There are many small firms which present courses to satisfy particular needs, but they are too numerous to list here. OTR has published a comprehensive list of automatic data processing training programs. Such a compilation becomes out-of-date even before publication, but serves as an effective departure point for research. Most Training Officers have copies of this publication.

After distribution to interested offices, copies of all announcements are kept in OTR and Agency employees are welcome to research the file for suitable courses.

#### CONTRACTING

Federal Publications regularly presents one-week courses on Government Procurement in cooperation with distinguished universities throughout the United States. Agency employees have attended sessions at the College of William and Mary for such topics as Skills of Contract Administration, Subcontracting, Concentrated Course in Government Contracts, and Government Construction Contracting. Recently, Federal Publications initiated a series of two-day saturation seminars. They have covered Cost Principles and Formally Advertised Procurement and plan to cover other topics in future seminars.



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ASPR Institute "is a private organization formed to present seminars and training courses on government contracting courses and to provide advisory services on matters related to the Armed Services Procurement Regulation (ASPR)." It offers seminars and workshops in Program Performance and Measurement Systems.

National Defense Education Institute is a joint enterprise with the National Security Industrial Association. [redacted] organizes and presents for NDEI courses in: Contracting for Computer Services, Contract Terminations, Cost Estimating/Risk Analysis, and Government Contract Management.

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SCIENCE AND TECHNOLOGY



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ARINC Research Corporation specializes in courses on Systems Analysis and Cost Effectiveness, usually under contract to special groups.



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EXTERNAL LANGUAGE

The Agency prefers, for reasons of economy, cover, and security, to do its language training internally, but for a variety of reasons, this is not always possible. When requirements cannot be met internally, our first choice is to use the capabilities of other government agencies. This means using



The Defense Language Institute (DLI) is a combination of the former Army Language School and the Naval Language School. DLI presently teaches languages at three facilities: The West Coast Branch, Presidio of Monterey, California; East Coast Branch, U.S. Naval School (Anacostia Annex), Washington, D. C.; and the Support Command, Biggs Field, Ft. Bliss, Texas. The East Coast Branch is equipped to teach only romance languages,

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and basic Chinese; most other languages are taught at DLI's Monterey facility. The Biggs Field facility handles just specialized instruction in selected Southeast Asia languages.



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Normally, there is no tuition charge for DLI language training unless the requirement is a specialized one which has to be contracted out by DLI. Travel and per diem costs for a 47-week period must be covered, however, for training at DLI (WC) (Monterey).

When internal and government sources cannot fill the requirement, local non-government sources are used. Non-government facilities offering language courses fall into three basic divisions: academic institutions, commercial language schools and cultural, recreational or religious organizations.

All the major universities in the area offer degrees in foreign languages, and some offer non-credit courses. Adult educational centers offer evening language courses which are free in some areas and offered at a small cost in others. The Graduate School of the Department of Agriculture offers several European and Asian languages as well as Swahili in a non-credit program.

There are a number of highly competitive commercial language schools in the Washington area. Before a student can say, "audio-lingual," he might find himself signed up for several hundred dollars worth of promised proficiency. The Agency must be certain that the student will receive maximum training from the investment of time and money involved, so the selection of the appropriate school must be carefully made. Commercial schools offer great flexibility in scheduling because they can easily provide daytime or evening instruction and a varying degree of acceleration. Method is their major selling point. One well known school describes its method as "the art of teaching how to think in the new

language." Some commercial schools use language laboratories. Others disdain the use of language laboratories, and insist that the only way to teach a language is in the traditional personal one-to-one relationship of student to teacher.

These commercial language schools are also expensive. Most charge an hourly rate; some require contracts on a group lesson basis. Hourly rates average between \$6.00 and \$8.00 per hour, depending on the difficulty of the language. For some of the exotic languages, rates have gone as high as \$9.00 or \$10.00 per hour. In all cases, however, where such training is being considered, early consultation with the Central Cover Staff (CCS) and the Office of Training (ISS/AIR) is advised. All prospective students at commercial language schools are required to be briefed in OTR/ISS/AIR before contacting a school, and by CCS, if cover is a factor.

Of prime importance, though, in selecting any language training facility is the consideration of the effect that the training will have on the cover and security of Agency personnel. The CIA Language Training Survey Group, (composed of representatives from the Central Cover Staff, the Office of Security, and the CI Staff) concluded that available internal facilities of the Agency should be used whenever possible in the training of Agency personnel. Cost factors, use of alien instructors at most commercial schools, and our sensitive cover and security problems are among the factors that led to the conclusion that internal training is preferable to any other. (See Language School section.) Internal language training affords a more controlled environment and better immediate security than may be found at other training facilities.

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## COMPONENT TRAINING

Components other than the Office of Training conduct on-the-job programs and formal courses to meet specialized requirements. The on-the-job training can be described as an informal apprenticeship with instruction and close supervision provided by senior employees to new or junior employees actually engaged in desk work.

OTR's identification with component formal training is in the assigned responsibility of the Director of Training for the "coordination, technical supervision, review, and support of all Agency Training Activities." This responsibility is fulfilled in many ways; for example,

1. Contributing elements to specific component training programs and courses;
2. Correlating OTR courses to provide an integrated program with component efforts;
3. Giving advice and assistance to components in initiating and conducting courses.

The following pages contain examples of component training as conducted in each of the Directorates. These were prepared by Training Officers in the Offices providing training, and are presented as a sampling of general interest programs but are not intended to be an all-inclusive list. Course descriptions will be found beginning on page 174.

## OFFICE OF THE DCI

### BUDGET PROCESS COURSE

A need for a budget course was mutually articulated by O/DCI/OPPB and Office of Finance officers early in 1968. The intent was to provide training in the purposes and processes of Federal budgeting; emphasize detailed techniques of budget formulation and execution with particular attention to Agency forms and procedures and clarify the interrelationships of programming, budgeting and accounting activities. Students would be from the Office of Finance and OPPB. See page 180 for course description.

THE DIRECTORATE OF INTELLIGENCE

Training conducted within individual offices of the Directorate of Intelligence is developed on the basis of specific office needs and is related to the unique nature of each office's work.

Office of Basic and Geographic Intelligence

Tutorial training on work procedures is provided in the Office of Basic and Geographic Intelligence for new or reassigned professionals who will be working in the Cartography Division on cartography or graphics. Course length depends on individual background and experience; the course may continue for as long as eight weeks. Instruction emphasizes procedures, techniques, and standards required in the Cartography Division. It involves a series of exercises, concluding with the assignment of a production job.



National Photographic Interpretation Center

The National Photographic Interpretation Center (NPIC) provides courses on specialized techniques of imagery analysis. NPIC offers both Basic and Advanced courses in Analytical Photogrammetry, as well as a course in Photogrammetric Statistics and Adjustment of Observations. Personnel also have available the FORTRAN IV course to assist them in dealing with NPIC computer specialists. Two courses in the exploitation of new types of imagery which may have wider future potential are NPIC's Advanced Infrared Interpretation and Advanced Strategic Radar Interpretation courses. An orientation to NPIC's Integrated Information System is underway. This training program is divided into units; students are enrolled in those units related to their individual assignments. The Center conducts a training program consisting of on-site inspection of U.S. strategic industrial and military facilities and discussions with managers and engineers of these facilities. NPIC also has a Special Imagery Interpreter Writing Course.

Imagery Analysis Service

Imagery Analysis Services (IAS) provides a Mensuration Training Program.

Office of Economic Research

The Office of Economic Research offers an Introduction to Computer Applications in Economic Intelligence. This course familiarizes students with FORTRAN programming and its application to problems in economic intelligence. It also assists the analyst in applying computers and quantitative methods to their own problems in economic intelligence analysis.

CLANDESTINE SERVICE

TSD conducts training in special and technical subjects for its own and other selected Agency officers. TSD has its own catalog of courses, and the TSD Training Officer can be reached on extension

[redacted]

[redacted]

FE Division, [redacted] conducts orientation and operations training for Agency personnel in preparation for assignments [redacted] Training Officer is on extension [redacted]

SUPPORT SERVICES

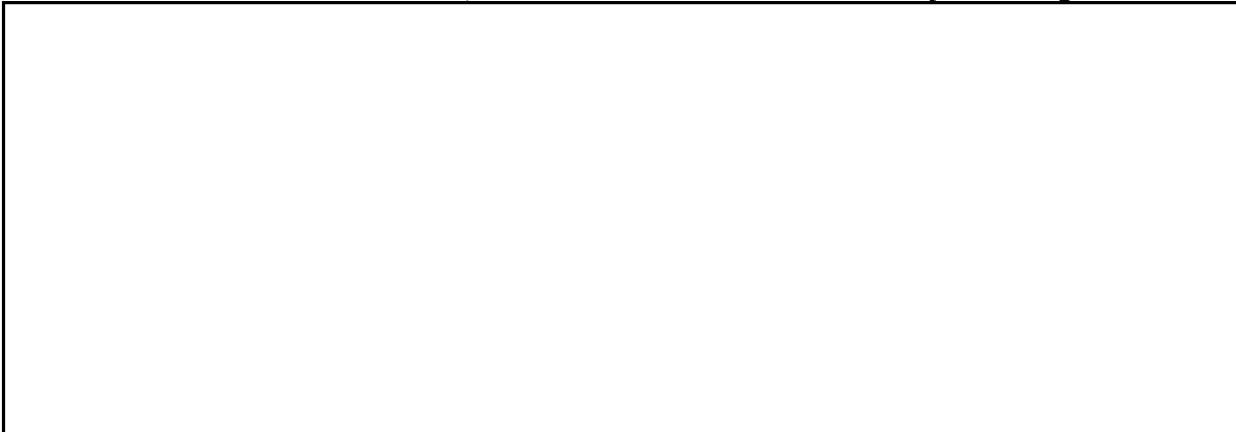
Office of Security

The Office of Security, in addition to its regularly scheduled indoctrination programs for new employees and reindoctrination programs for employees with Agency experience, conducts an intra-office curriculum of courses covering various security subjects. These courses are primarily for the training of Security careerists and are handled on both a formal and tutorial basis. Subjects include investigative techniques, physical security, audio countermeasures,

security clearance procedures, industrial security procedures, polygraph operations, a Security Officers Field Course for our overseas assignees, and related considerations.

Office of Communications

The Director of Communications shall: "Provide, in cooperation with the Director of Training, for training of selected employees in technical phases of electronic communications including the use of radio, teletypewriter, cryptographic systems, and other communications equipment, systems procedures, and means." The preceding is



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The complexity of communications equipment necessitates recurring training for OC personnel throughout their careers. A considerable portion of OC's training effort is devoted to this type of training. Although most of the courses of instruction are intended for OC personnel, there are twelve courses that are offered primarily for personnel from other components of the Agency. These are all cryptographic courses. The courses prepare individuals for assignments to offices, bases or stations where the number of messages generated is not sufficient to warrant the services of a full-time cryptographer from the Office of Communications. The cryptographic courses require from one week for a simple cryptographic system of relatively restricted use, to up to five weeks for a course that qualifies an individual in a machine cryptographic system employed at certain bases and stations throughout the world. All training courses conducted by OC for other than OC personnel are keyed to individual posts and slots and their designated incumbents. These courses are not of general interest and are not available to other personnel.

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Cryptographic training may sound interesting and perhaps a bit "cloak and daggerish" to the uninitiated. However, it is a repetitive type of work that quickly disenchant many students. When this happens, the length of the various cryptographic courses is frequently questioned. Students will claim that they have learned the mechanics of the cryptographic systems and that the drills and practice making up much of the training time are unnecessary. The length of courses is also questioned when other training must be fitted into an individual's processing schedule prior to departure for his new post. Sponsors of such individuals are reminded that the Director of Communications is responsible for the integrity of the Agency's electrical communications. He must be absolutely certain that all Agency Cryptographers meet the communications security standards of the National Communications Security Board, the National Security Agency, and those peculiar to the Central Intelligence Agency. These communications security standards require not only the correct employment of a cryptographic system but also the proper storage, accounting, and safeguarding of cryptographic material and equipment. All Agency cryptographers must know the precedence and methods of effecting emergency destruction of cryptographic materials. Repetitive demonstration of an individual's knowledge of cryptography and communications security is required before the Director of Communications is assured that an individual is competent to assume responsibility as an Agency cryptographer.

Schedules for cryptographic courses are furnished to interested component training officers. Scheduling is coordinated with the Office of Training so as to be compatible with the OTR courses most often attended by personnel being assigned to small stations or bases.

Requests for cryptographic training are submitted on Form 104, "Request for Staff Cryptographic Training." Training Officers should consult with the Communications Training Officer prior to submitting a training request to insure that the training requested will meet the current requirements of the individual's assignment.

#### Office of Medical Services

The Office of Medical Services (OMS) gives instruction in three areas. A ten hour first-aid course, open to all Agency employees, provides instruction in the care and handling of the sick and injured that can be accomplished before professional medical attention can



be obtained. OMS also provides individual or group instruction in the use of the Pneolator, an automatic artificial respiration machine used for resuscitation. Its third area of instruction is a 30-hour Individual Medical Support Course which equips employees assigned to isolated areas to cope with emergency situations where no professional medical assistance is available. The Office of Medical Services gives its instruction in all three areas either at its own facilities or in the requester's quarters, if the necessary equipment is available.

Office of Medical Services personnel are directly involved in "Enduring Enemy Detention" briefings as part of operations training. Additionally, speakers are provided for various courses and briefings regularly scheduled by the Office of Training.

#### THE DIRECTORATE FOR SCIENCE AND TECHNOLOGY

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

The program includes orientation and training by each Office in the Directorate, by the Office of Communications, the National Photographic Interpretation Center, and the Technical Services Division, and by the National Security Agency. It also includes attendance at OTR's Operations Familiarization Course. General areas of information covered by the program are the collection and processing of scientific and technical intelligence, analysis and production of scientific and technical intelligence, systems development and deployment, research and development, and operations.

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Much of the training is given at Headquarters, although there is substantial travel to areas outside Headquarters, including trips to non-Agency sites.

Office of Elint and Office of Scientific Intelligence

Within the DDS&T, the Office of Elint (OEL) and the Office of Scientific Intelligence (OSI), conduct orientations to acquaint new professional and technical personnel with the missions and functions of the respective component and to show the interrelations of its missions and functions with those of the Directorate, the Agency and the Intelligence Community. OEL presentations consist of a series of periodic one-hour lectures; the OSI program is a series of briefings and tours of related components. Both training programs are primarily for professional or technical employees, although other employees may participate.

Foreign Missile and Space Analysis Center

FMSAC initiated a training course in telemetry analysis under contract with a non-Agency facility in October 1968. The course is for DDS&T personnel who have requirements for understanding current techniques for deriving intelligence from intercepted foreign missile and space vehicle telemetry.

Office of Computer Services

The Office of Computer Services conducts training in Automatic Data Processing for all components within the Agency.

1. The primary training effort is in the Basic ADEPT course, which provides fifteen weeks of full-time schooling in computer programming. Students are taught two different programming languages and are provided thorough exposure to IBM operating systems and hardware. Programming techniques and documentation standards are also covered.
2. Periodically, a three-day ADP orientation is conducted by the Office of Computer Services with administrative support by OTR. It is programmed for users or potential users, at any grade level, of computer systems and other automatic data processing systems, particularly in their application to the Agency's management of information.

It is not a course in programming; it is not a course for professional data processing personnel, nor is it a course for the senior manager. It is intended to provide a basic understanding of the use of computers. As an orientation, it is intended: to arouse people's curiosity about computers and to stimulate their thinking about what ADP might do for them; to provide the concepts and vocabulary needed in exchanges on or communications about the use of computers; to provide a basic understanding of what a computer system is, how it works, and what it can and cannot do; to give an understanding of the needs, problems, and procedures of ADP personnel; to clarify the roles of the user, the ADP specialist, and the manager in computer applications; to acquaint employees with the uses of computers in CIA and the outside world and to give a glimpse at future probabilities; to offer an opportunity for "hands-on" experience with remote terminals at a Computer Center. Attendance at each orientation is limited to fifty. There are approximately six runnings each year.

3. A two to three-week course in Systems Analysis is offered, as needed, for individuals who are concerned with the techniques for problem definition, analysis and design of ADP applications. This course is broad enough in nature to provide a substantial framework for a wide variety of data processing applications.
4. Special seminars or tutorials are held from time to time to acquaint computer operators, programmers, and analysts with new computer hardware or software.

The content of all OCS training courses is under constant revision to reflect advancements in the state of the art or new requirements from the ADP managers.

The Chief of the OCS Training Staff and the members of the Training Staff can be reached on extensions  Supervisors who are aware of problems that may warrant either special courses or tutorials are encouraged to bring them to the attention of the Chief/ATS.

Further details concerning these courses are contained in pages 174, 178, 186, 190, 192, 194 and 196.

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Office of Research and Development

Of special interest is the Intelligence Processing Research and Development Program of DDS&T's Office of Research and Development. Utilizing its laboratory, in which it maintains a variety of computer equipment--analog, digital, graphic processing, and speech processing--this unit serves as a continuing training facility through its projects and through the use of employees from other Agency components who are there on rotational assignments. As its projects evolve, ORD organizes ad hoc computer-related training programs for its professional employees and for individuals in other offices of the Agency if they would benefit from them. Participants in the ADP Orientation Course visit the Intelligence Processing Research and Development laboratory as part of their familiarization with the Agency's automatic data processing activity.

ADP ORIENTATION

LENGTH Three days, full-time.

LOCATION Washington Area

PREREQUISITES None

OBJECTIVE To familiarize the student with the basic objectives, phases and problems in automating a particular problem.

COURSE DESCRIPTION This course provides basic exposure of the student who is unfamiliar with data processing to various aspects of computer history, programming, and usage.

ENROLLMENT Maximum - 50.

NOTE Applications (Request for Internal Training) should be submitted through normal channels. Enrollment deadline is four weeks prior to the start of the course.

ADVANCED ANALYTICAL PHOTOGRAMMETRY  
(NPIC)

LENGTH 16 weeks, three 4-hour sessions per week; during duty hours.

LOCATION Washington Area.

PREREQUISITES Advanced mathematics through Calculus II and Trigonometry and knowledge of photogrammetry.

FOR Open to all Agency employees.

OBJECTIVE To have the student able to obtain true ground measurements from photographs made by cameras producing images with continuously variable geometry, and to identify and correct distortions and establish the orientation of the photograph.

COURSE DESCRIPTION Lectures and discussions cover introduction to least squares, the normal distribution, error propagation, generalized approach to least squares, linearization of projective equations, space resection and orientation, relative orientation, space intersection, scale restraint, absolute orientation, aerotriangulation, auxiliary control, and continuous strip and panoramic photography. The student is given at least ten quizzes, a mid-term, and a final examination.

ENROLLMENT Maximum - 20.

NOTE This course is given under contract by a non-Agency facility. For further information, call the NPIC Training Officer.

ADVANCED INFRARED INTERPRETATION

(NPIC)

LENGTH One week, full-time, plus 7 updating sessions;  
during duty hours.

LOCATION Washington Area.

PREREQUISITES Basic Infrared Interpretation.

FOR NPIC Imagery Interpreters.

OBJECTIVES To develop the ability to obtain a maximum of  
information from imagery produced by the latest  
types of infrared sensors, and to maintain this  
ability through updating sessions as the state-  
of-the-art develops.

COURSE  
DESCRIPTION Lectures, practical exercises, and discussions  
on latest infrared imagery. Subjects covered  
include target analysis, photography/EEI cor-  
relations, and infrared/EEI analysis.

ENROLLMENT Maximum - 16.

CLEARANCE  
REQUIREMENTS Special clearances.

NOTE This course is contracted by NPIC. For further  
information, call the NPIC Training Officer.

ADVANCED STRATEGIC RADAR INTERPRETATION

(NPIC)

LENGTH One week, full-time, plus 7 updating sessions;  
during duty hours.

LOCATION Washington Area.

PREREQUISITES Basic Radar Interpretation Course.

FOR NPIC Imagery Interpreters.

OBJECTIVE To develop the ability to obtain a maximum of  
information from imagery produced by the latest  
types of radar sensors, and to know the limita-  
tions and advantages of this imagery.

COURSE  
DESCRIPTION Lectures and practical exercises on basic theory  
and concepts of side-looking radar, essential  
elements of information requirements.

ENROLLMENT Maximum - 18.

CLEARANCE  
REQUIREMENTS Special clearances.

NOTE This course is given under contract by a non-  
Agency facility. For further information call  
the NPIC Training Officer.



BASIC ADEPT COURSE

LENGTH Fifteen weeks, full-time.

LOCATION Washington Area

PREREQUISITES Approval by the appropriate Directorate Information Processing Coordinator (IPC).

OBJECTIVE To train the student for a full-time computer programming position.

COURSE DESCRIPTION The major areas covered include:

- a. Introduction to Computers
- b. Introduction to Problem-Oriented Language (PL/1)
- c. Introduction to System 360 Hardware
- d. Introduction to Assembly Language
- e. Introduction to Operating Systems
- f. EDP Projects and Problems

ENROLLMENT Maximum - 20.

NOTE Enrollment deadline is four weeks prior to the start of class. Applications should be submitted on Request for Internal Training.

BASIC ANALYTICAL PHOTOGRAMMETRY

(NPIC)

LENGTH 16 weeks, three 4-hour sessions per week; during duty hours.

LOCATION Washington Area.

PREREQUISITES Descriptive geometry and advanced mathematics through Calculus II and Trigonometry.

FOR Open to all Agency employees.

OBJECTIVE To develop the ability to obtain true ground measurements from unrectified photographs.

COURSE DESCRIPTION Lectures and discussions cover introduction to photogrammetry, scale and relief displacement, stereoscopic viewing and parallax, photogrammetric optics, photogrammetric cameras, photographic materials, analytic geometry and vector algebra, matrix algebra, linear equations and transformations, introduction to geodesy, object space coordinate systems, interior orientation, correction of observed image coordinates, exterior orientation, projective equations, oblique aerial photography, perspective grids, rectification, and terrestrial photography. The student is given at least ten quizzes, a mid-term, and final examinations

ENROLLMENT Maximum - 20.

NOTE This course is given under contract by a non-Agency facility. For further information call the NPIC Training Officer.

THE BUDGET PROCESS COURSE

(O/DCI/OPP)

LENGTH                    One week, half-time.

LOCATION                    Headquarters, Washington Area

PREREQUISITES            Involvement in budget formulation and execution phases of Agency financial management, including responsibility for component, program, or project budgets.

OBJECTIVE                To provide:

- 1) An understanding of the purposes and processes of Federal budgeting.
- 2) The interrelationship of programming, budgeting and accounting activities.
- 3) Detailed instruction in the techniques of budget formulation and execution with special emphasis on Agency forms and procedures.

COURSE DESCRIPTION      The course is designed to familiarize the student with programming and budgeting as conducted in the Agency and, more generally, in the Federal Government. Emphasis is on Agency budgetary policies and procedures, including relationships with Congress and the Bureau of the Budget, and with the Intelligence Community through the Consolidated Intelligence Resources Information System. Detailed presentations cover Agency budget formulation and execution.

ENROLLMENT                Maximum - 30 people.

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CARTOGRAPHY DIVISION PROCEDURES COURSE

(Office of Basic and Geographic Intelligence)

LENGTH	Up to 8 weeks, full-time.
LOCATION	Washington Area.
PREREQUISITES	Graphic or cartographic training or experience.
FOR	New or reassigned graphically- or cartographically-trained employees of Cartography Division, OBGI.
OBJECTIVE	To train a new or reassigned cartographically- or graphically-trained employee to perform his specific task according to the methods and procedures currently in use in the Cartography Division.
COURSE DESCRIPTION	Training is varied to fit the experience and prospective assignment of Intelligence Officer-Cartographers, Cartographers, Cartographic Draftsmen, and Visual Information Specialists. By means of numerous training projects, the student is introduced to the procedures, techniques, and standards of accuracy employed in the Cartography Division. He is trained in all aspects of the work procedures for which he will be responsible. A series of exercises concludes with the assignment of a production job. As required, the instructor provides up to full-time supervision of the student.
ENROLLMENT	Maximum - 3.
NOTE	Followed by three months on-the-job training.

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FIRST AID

(Office of Medical Services)

LENGTH 10 hours (4 hours for refresher course)

LOCATION Headquarters or as required.

PREREQUISITES Authorization.

OBJECTIVE To provide instruction in the care and handling of the sick and injured before professional medical attention can be obtained.

COURSE DESCRIPTION The course covers general first aid and procedures used to alleviate pain, prevent further injury, preserve resistance and vitality, and save lives.

ENROLLMENT Maximum - 12.

NOTE This training is arranged by contacting the Office of Medical Services, Operations Division.

FORTRAN IV

(NPIC)

LENGTH Six weeks, two 3-hour sessions a week; during duty hours.

LOCATION Washington Area.

PREREQUISITES None.

FOR Users of NPIC computers.

OBJECTIVE To teach photogrammetrists to use Fortran IV programming language in dealing with computer specialists on requirements for computer support.

COURSE DESCRIPTION Lectures and discussions on fundamentals of Fortran computations, transfer of control, subscribed variables, the DO statement, input and output, functions and specification statements, basic Fortran elements, assignment statements, control statements, format subroutine procedures, and data initialization. During the course students will prepare "toy" programs and be evaluated on those programs.

ENROLLMENT Maximum - 20.

CLEARANCE REQUIREMENTS Special clearances.

NOTE This course is given under contract by a private individual. For further information, call the NPIC Training Officer.

FORTRAN IV

(Office of Computer Services)

LENGTH	Two weeks, part-time.
LOCATION	Washington Area
PREREQUISITES	Enrollees should have previous programming experience.
OBJECTIVE	Students are trained in all aspects of the FORTRAN IV programming language.
COURSE DESCRIPTION	The topics covered include: constants, variables, arithmetic expressions, looping instructions, I/O instructions, format statements, and subroutines.
ENROLLMENT	Maximum - 15.
NOTE	Enrollment deadline, four weeks prior to the start of the course. Applications (Request for Internal Training) should be submitted to OTR through normal channels.



INDIVIDUAL MEDICAL SUPPORT  
(Office of Medical Services)

LENGTH 30 hours, full-time or part-time.

LOCATION Headquarters or as required.

PREREQUISITES First aid or equivalent medical training.

OBJECTIVE To provide Agency employees with sufficient fundamental medical and surgical knowledge and skill to handle the sick and injured under isolated field conditions.

COURSE DESCRIPTION This course covers first aid and medical procedures in depth. Upon completion of this training, an employee is usually capable of coping with most emergency situations in which medical attention is needed.

ENROLLMENT Maximum - 5.

NOTE This training is arranged by contacting the Office of Medical Services, Operations Division.

INTRODUCTION TO COMPUTER APPLICATIONS IN ECONOMIC INTELLIGENCE

(Office of Economic Research)

LENGTH 16 weeks -- two weeks, half days and 14 weeks,  
one 2-hour session per week.

LOCATION Washington Area.

PREREQUISITES Mathematics (including calculus).

FOR OER and OSR professionals.

OBJECTIVE To familiarize students with FORTRAN programming  
and its application to problems in economic  
intelligence.

COURSE  
DESCRIPTION The course is given through lecture, seminar,  
tutorial, and exercises using computers. The  
first two-week period, given by the Office of  
Computer Services, is an introduction to FORTRAN.  
In the remaining weeks, subjects include: intro-  
duction of Massager and Databank; index numbers  
and growth problems (writing a program, a func-  
tion, and a subroutine; use of object decks);  
regression analysis; matrix manipulation for  
input-output; and Job Control Language. The  
emphasis is on having analysts apply ADP and  
quantitative methods to their problems in  
economic intelligence.

ENROLLMENT Maximum - 20.

FREQUENCY Once a year.

NOTE This is a revised and up-dated version of the OER  
Workshop in Quantitative Methods for Economic  
Intelligence. For further information, call the  
OER Training Officer

MENSURATION TRAINING PROGRAM

(Imagery Analysis Service)

LENGTH One and one-half days.

LOCATION Washington Area.

PREREQUISITES None

FOR IAS imagery analysts.

OBJECTIVE To familiarize the student with Univac 494 Real-Time Mensuration System, and its application within IAS.

COURSE DESCRIPTION Techniques for preparing film chips, completing mensuration work sheets, use of ephemeral data, and operation of on-line mensuration devices. The student practices using a comparator and its associated hardware in an operational environment. Training is normally conducted on an individual basis.

ENROLLMENT Individual tutorial.

FREQUENCY On demand.

OPERATING SYSTEM/360

(Office of Computer Services)

LENGTH Two weeks, part-time.

LOCATION Washington Area

PREREQUISITES Programming experience.

OBJECTIVE To acquaint programmers with Job, Task, and Data Management concepts and OS/360 features.

COURSE DESCRIPTION The main topics covered include:

- a. Concepts and Facilities
- b. Job Management
- c. Linkage Editor and Loader Facilities
- d. Program Design
- e. Access Methods
- f. Debugging Techniques

ENROLLMENT Maximum - 15.

NOTE Enrollment deadline is four weeks prior to the start of the course. Request for Internal Training should be submitted to OTR through normal channels.

OPERATION AND MAINTENANCE OF PNEOLATOR

(Office of Medical Services)

LENGTH	Two hours
LOCATION	Headquarters or as required.
OBJECTIVE	To familiarize employees with the operations and maintenance of the pneolator.
COURSE DESCRIPTION	The pneolator is an automatic artificial respiration unit located in various component offices in the Agency. This course familiarizes employees with the proper use of this equipment.
ENROLLMENT	Maximum - 20.
NOTE	This training is arranged by contacting the Office of Medical Services, Operations Division.

PL/1 MACRO WRITING COURSE

(Office of Computer Services)

LENGTH One week, part-time.

LOCATION Washington Area

PREREQUISITES One year of PL/1 experience.

OBJECTIVE To acquaint the PL/1 programmer with the PL/1 Compile Time facilities.

COURSE DESCRIPTION PL/1 Compile Time facilities are presented in detail. Practical application of the macro facilities is shown with the use of a number of examples.

ENROLLMENT Maximum - 15.

NOTE Applications (Request for Internal Training) should be submitted through channels to OTR no later than one month before the course.

PHOTOGRAMMETRIC STATISTICS AND ADJUSTMENT OF OBSERVATIONS  
(NPIC)

LENGTH 18 weeks, two 2-hour sessions per week; during duty hours.

LOCATION Washington Area.

PREREQUISITES Basic and Advanced Analytical Photogrammetry.

FOR Open to all Agency employees.

OBJECTIVES

- 1) To demonstrate the application of modern probability theory to computing statistics from observational data.
- 2) To train the student to perform the following statistical operations: measurement of precision and accuracy associated with the reduction of mensural data, testing of mensural data, error propagation associated with the input parameters used to compute dimensional information from a remote sensor, and adjustment of observations by the method of least squares.

COURSE DESCRIPTION Lectures and discussions cover introduction to probability theory, random variables and probability distributions, specific probability distributions, sums of random variables, measures of precision, statistical estimating and testing, matrix algebra, multivariate normal distribution, error propagation, error ellipses and ellipsoids, and method of least squares and adjustment of observations. Student is expected to turn in eight problem assignments and take mid-term and final examinations.

ENROLLMENT Maximum - 20.

NOTE This course is given under contract by a non-Agency facility. For further information, call the NPIC Training Officer.

PROGRAMMING LANGUAGE/ONE

(Office of Computer Services)

LENGTH Ten days, part-time.

LOCATION Washington Area

PREREQUISITES Programming experience in some compiler language.

OBJECTIVE To train an experienced programmer in the complete set of PL/1 facilities.

COURSE DESCRIPTION This course covers all aspects of PL/1 programming including program definition, assignment and control statements, stream and record I/O statements, array processing, macro processing, and asynchronous processing.

ENROLLMENT Maximum - 15.

NOTE Applications (Request for Internal Training) should be submitted through normal channels. Enrollment deadline is four weeks prior to the start of the course.



SPECIAL IMAGERY INTERPRETER WRITING COURSE

(NPIC)

LENGTH Eight weeks, one 4-hour session per week; during duty hours.

LOCATION Washington Area.

PREREQUISITES None.

FOR NPIC Imagery Interpreters.

OBJECTIVE 1) To stress preparation for writing -- focus, format, and outlining -- for imagery interpreters and their supervisors;

2) To give practice in analytical intelligence writing.

COURSE DESCRIPTION The eight sections of this course deal with principles of clarity, education and writing, measuring readability, developing the idea, organizing the material, the Joseph system of outlining, how the page looks, and useful do's and don'ts. Lectures and discussions of samples of student writing comprise classroom procedures. Homework consists of writing short papers relating to the student's work.

ENROLLMENT Maximum - 20.

CLEARANCE REQUIREMENTS Special clearances.

NOTE This course is given under contract by a non-Agency facility. For further information, call the NPIC Training Officer.

SYSTEMS ANALYSIS - BRANDON

(Office of Computer Services)

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LENGTH Three weeks, full time.

LOCATION

PREREQUISITES Students should be in a data processing related job.

OBJECTIVE To provide user and systems personnel with an orientation in the systems development process.

COURSE DESCRIPTION The major topics include:

- a. A description of the phases of the Systems Development process.
- b. An explanation of the systems analysis and design function, sub-tasks, and techniques.
- c. A definition of areas of responsibility and the roles of the Management, User, Systems Designer, and Programmer.
- d. Some techniques to lessen problems between Users and Systems Designers.

ENROLLMENT Maximum - 30.

NOTE Applications (Request for Training at non-Agency Facility) should be submitted through normal channels to OTR. Enrollment deadline is four weeks prior to the start of the course.

GLOSSARY

Accredit	certify as meeting certain prescribed requirements.
Admission	acceptance of an applicant for attendance in a course or program at a school or educational institution.
Admission requirements	educational or personal qualifications established by a school, college, university, or training unit as requisites for admission.
Agency Training Record (ATR)	computerized facts about an employee's completion of training within the Agency or at Agency-sponsored training at a non-Agency facility.
Application	a form on which is recorded personnel data and justification for an individual's applying for admission to Agency or non-Agency training. ("Request for Internal Training"; "Request for Training at non-Agency Facility.")
Aptitude test	a device or test designed to indicate an individual's potential ability for performance of a certain type of activity; i.e., language training.
Audiovisual aid	a device which facilitates learning through the use of the senses of sight and hearing simultaneously; i.e., motion-pictures, filmstrips, television.
Briefing	a short oral presentation of the pertinent facts about a planned operation or a situation.
Briefing sheet	written instructions and advice setting out the procedures, requirements, and caveats associated with particular types of training, specifically at sites away from Headquarters and at non-Agency facilities.

Cancel a. deletion of a name which has been entered on the official class roster before or on the beginning date of a course;  
b. deletion of a course or training program from an announced or routine schedule.

Candidate an employee whose name has been put forward by his component or directorate to be considered with others for selection to participate in training, whether within the Agency or at non-Agency facilities.

Capacity the number of employees that can be professionally accommodated in a course or program.

Career Trainee a new employee, or one already employed in CIA, selected as a participant in the Career Training Program, a formal training and placement sequence through which selected professional employees are prepared for assignments throughout the Agency.

Completion the fact of an employee's having satisfactorily participated in a course or program as evidenced by the instructor's report, a certificate of completion, or other approved medium.

Computer-Assisted Instruction (CAI) a method of individualized instruction in which an instructional program is stored in a computer and material is presented to the student by any one or any combination of the following: typewriter, cathode-ray tube, optical projection, or audio tape. The student interacts with the program of instruction by means of a typewriter keyboard, light pen, or other response device. Many of the principles of Program Assisted Instruction also apply to CAI -- determining specific and measurable behavioral objectives, self-pacing, and active participation by the student.

Constructive credit certification of achievement which is the equivalent of specific training, whether through experience or comparable activity, or through the development or the presentation of the course itself.

Correspondence Course training effected through the completion of prescribed readings or exercises which the student receives and reports on through the mail and on an individual basis rather than in formal classroom contact; such training may or may not terminate in a final monitored examination.

Course organized subject matter in which instruction is offered within a given period of time and for which credit or certification is usually given.

Course schedule a plan depicting the order of presentation of the various courses, normally showing the specific time and place.

Credit certification of a student's successful completion of a course or program within or outside the Agency.

Critique an analysis and evaluation of a course or training program by a student.

Deferment postponement of required training where circumstances warrant, whether the subject training is normally a prerequisite to other training or is a specific assignment.

Directed training training suggested by the parent office to be taken by the employee during duty hours.

Drop removal of a student from a class because of excessive absence (more than 20% of class meetings) or consistent failure to do satisfactory work. (See Withdrawal)

Duty hours time computed in compiling an individual's 40-hour workweek.

Educational aid financial assistance through grants of money (scholarships, fellowships) and loans to be used for educational purposes.

Enrollment process leading to the certification of all requirements for being admitted to a course or training program.

Entry collective information introduced as a line or block into a record; i.e., data input to the Agency Training Record.

Evaluation a. "grading" students by instructors on the basis of the individual's performance in a course of instruction.  
b. a student's assessment of specific training from the point of view of its usefulness to the individual or the Agency.

External training training conducted by or at a facility other than the Agency. (See Non-Agency training)

Facility a school, university, institution or other establishment that provides instructional programs.

Familiarization Course a course which acquaints one with the major aspects of, or the tools and language of, a subject. It can also serve as a guideline in the selection of further courses of study.

Full-time student an individual enrolled for a full academic program at a school or university; an employee engaged in training during all of his duty hours for a full workday or more.

Grade a. a rating or evaluation of a student's achievement;  
b. the pay or position level of employees falling under the classification act.

Green sheet a common term used in referring to the "Request for Internal Training," derived from the color of the original sheet.

Internal Training all courses or training programs conducted officially by the Agency itself for its employees.

Monitor a. the act of observing a course or activity to check its character;  
b. a person who performs the act of monitoring.

Nomination the naming of an employee as a candidate for training under circumstances in which there is a quota or a further selection process, whether within or outside the Agency, before an individual is actually designated for training. (See Candidate)

Non-Agency Training training conducted by or at a facility other than the Agency in which an employee participates at Agency expense.

Off-Campus Program a program in which established courses of a university are conducted under its auspices, for full credit, at a site or sites other than its own regular facilities.

Off-duty hours any time, day or night, not computed in compiling an individual's 40-hour workweek.

Off-duty training training obtained during off-duty hours, (which may or may not be paid for by the Agency). (See Voluntary training.)

Orientation a course which acquaints one with the major aspects of, or the tools and language of, a subject. It can also serve as a guide in the selection of further courses of study.

Part-time student an individual enrolled for one or more courses, but less than the full-time academic load, at a school or university; an employee undertaking training during duty hours, but devoting less than a full eight hours a day to the training itself.

Performance a. actual accomplishment as distinguished from potential ability, capacity, or aptitude.  
b. Execution of a specific skill achieved as a result of instruction.

Prerequisite any requirement that must be satisfied as a preliminary to admission to a course.

Program

- a. a systematized sequence of learning activities; i.e., courses of study arranged in proper sequence.
- b. a presentation of educational material, usually in book form, in carefully sequenced small segments so that the learner, largely on his own, at his own speed, and on the basis of immediate awareness of the success of each step in his efforts, makes cumulative progress toward a fixed goal.

Program Assisted Instruction (PAI)

instruction that utilizes programmed instruction in which the instructor is present to assist the student when necessary as he progresses through the program.

Programmed

instruction that is accomplished by using material programmed in definition "b" of "Program," above.

Publication

- a. any printed or duplicated device used to notify Agency Training Officers and employees of training opportunities and procedures for availing themselves of these opportunities; i.e., the OTR Bulletin, Special Bulletin, the OTR Catalog, the OTR Schedule of Courses, and the ISS Weekly Newsletter.
- b. any published material used as training tools or to disseminate the product of educative research.

Records

any of the various documents related to the administrative aspects of training; i.e., application forms, class rosters, faculty lists, schedules, the Agency Training Record System.

Schedule of Courses

a comprehensive listing of OTR courses, normally a 12-month projection, showing the titles of the courses and the dates on which they will be held.

School

each of four of the major instructional units of OTR: The School of Intelligence and World Affairs, The Support School, The Operations School, and the Language School.



Self-sponsorship           undertaking non-Agency educational or training activities at an employee's own expense.

Senior Training Officers       the representative in each Agency Directorate and the Office of the Director of Central Intelligence who has primary responsibility for training matters within that sphere.

Special courses            an adaptation of a regular course to the specific requirements of a particular Agency component or group of Agency employees, whether for a single presentation or for repeated presentations; the presentation of a regular course for an exclusive consumer; the organization of a training program in response to specific requirements for presentation only once or a limited number of times.

Sponsored training        training at a non-Agency facility that has been recommended, approved, and paid for by the Agency.

Training Officer          the employee within the component who has primary responsibilities for training matters in that component.

Training Selection Board    a body of Agency officials which selects candidates to be nominated by the Agency for attendance at non-Agency training programs where effective representation of CIA is considered a significant factor.

Tutorial Instruction       a system of instruction in which the instructor teaches one student.

Voluntary training        training undertaken by the individual during off-duty hours whether sponsored or not.

Waiver                    the act of setting aside a prerequisite.

Withdrawal                deletion of a name from a class roster because of circumstances which arise during the course that prevent the student's continuing in the course.

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