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## OFFICE OF TRAINING

## CATALOG OF COURSES

### WARNING

This material contains information affecting the National Defense of the United States within the meaning of the espionage laws, Title 18, USC, Secs. 793 and 794, the transmission or revelation of which in any manner to an unauthorized person is prohibited by law.

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## Foreword

The Office of Training publishes the CATALOG OF COURSES to assist Agency staff personnel to plan training for their professional development. The catalog describes courses given by the Office of Training and some of the training offered by other Offices of the Agency. It also includes some general information on non-Agency training programs.

The listing of OTR courses is alphabetical; other Agency courses are arranged by Offices. The descriptions include course titles, length, prerequisites if any, location of the training, and a brief statement of objectives and content. Training Officers and others should carefully note the information in these descriptions, particularly prerequisites, before sending applications to the OTR Registrar.

Inserts for this catalog will be sent to users to announce changes in course content or requirements. The OTR BULLETIN and Special Bulletins will continue to publish supplementary information on both Agency and non-Agency training and course schedules.

The Agency courses described in the catalog are planned for formal classroom instruction. To meet special requirements, some courses, or portions of them, can be taught tutorially. Arrangements for tutorial instruction are made directly with the chief of the school or office responsible for the course.

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## REGISTRATION

OTR Courses: Form 73 (Request for Internal Training) is used to apply for admission to OTR courses (unless otherwise noted). Training Officers send the original and the instructor's copy to the OTR Registrar before the close of registration for the course. For Headquarters courses, registration closes on the Tuesday before the course begins; for courses given away from Headquarters, registration closes two weeks before the course begins.

Courses of other Offices: Form 73 (Request for Internal Training) is also used to apply for admission to 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 procedures for registration in these courses.

Non-Agency courses: Form 136 (Request for Training at Non-CIA Facility) is used to apply for external training sponsored by the Agency. Agency sponsorship is contingent on assurance that the training will benefit the Agency and is in accord with the Government Employees Training Act. Applications are submitted to the OTR Registrar according to directions on the form. When approved by OTR, the application serves as authorization for expenditure of training funds, and as the external training input for the Agency Training Record.

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 Training Selection Board. A list of courses on which the Training Selection Board will act is on page 68. In some cases, particularly for long or expensive courses, a continued service agreement is required.

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## Agency Training Record

Headquarters Regulation [REDACTED] subparagraph d (2)(c)  
states:

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The Director of Training shall maintain the Official Agency 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 computer listing of individual employee training conducted or sponsored by the Agency. It includes OTR courses, many internal programs conducted by other components, and Agency-sponsored training at non-CIA 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.

The Agency Training Record is prepared and maintained by the Admissions and Information Branch of the OTR Registrar Staff. Annual cumulative reports and quarterly supplements are produced by the RCA 501 computer. AIB sends Senior Training Officers copies of the reports covering their Directorates; to Training Officers it sends copies of the reports on training in their Offices or Components.

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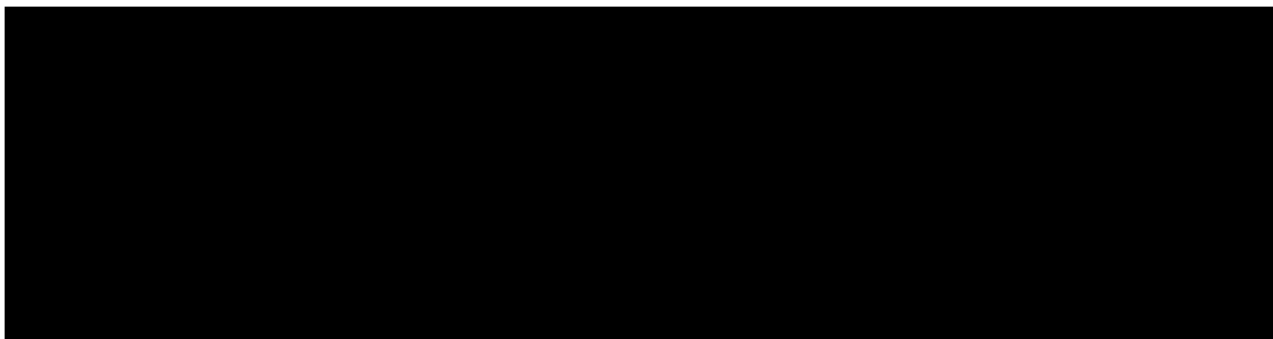
## COURSES OF THE OFFICE OF TRAINING

ADMINISTRATIVE PROCEDURES      two weeks, full-time, at Headquarters. Prerequisite: TOP SECRET clearance.

For clerical and stenographic personnel supporting the Clandestine Services. The organization, functions, and general administrative regulations and procedures of the Agency are presented with particular emphasis on the Clandestine Services. Included in the instruction are names checks; projects; operational files and records; dispatch, pouch, cable, and message writing procedures; foreign travel; an introduction to tradecraft terminology and familiarization with clandestine activities. All subjects are handled from both the headquarters and field aspects.

Conducted by the Operations School.

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AMERICANS ABROAD ORIENTATION      two to four and a half days, full-time, at Headquarters.

These area briefings are for employees and dependents who are being assigned to a particular foreign post for the first time. The selection of material and the "pitch" of the presentation are tailored as far as possible to suit the academic backgrounds, job experience, and present levels of responsibility of those enrolled.  
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Emphasis is placed on the "Americans Abroad" problem and its implications for the employee, the dependent, and the Agency; practical advice on successful personal adjustment to the everyday problems of living and working in a given area; and guidelines for understanding its major problems. Information on the area includes an overview of its physical structure, institutions, value system, and current conditions. Its problems are discussed in both contemporary and historical perspective.

The course includes lectures, panel discussions, films, slide commentaries, and selected readings for a recommended program of self-study. Employees and dependents who have recently returned from overseas help provide current information, considered personal judgments, and advice on desirable American behavior for the area concerned.

The Deputy Director of Central Intelligence, in HN [REDACTED] dated 23 October 1963, has directed Operating Officials and Independent Office Heads to insure enrollment in this course of employees who are assigned to an area for the first time. Employees are made responsible for insuring that their adult dependents are enrolled unless there are compelling reasons why they cannot attend.

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Conducted by the Language and Area School.

ANTICOMMUNIST OPERATIONS four weeks, part-time, at Headquarters. Prerequisites: TOP SECRET clearance; assignment in the Clandestine Services.

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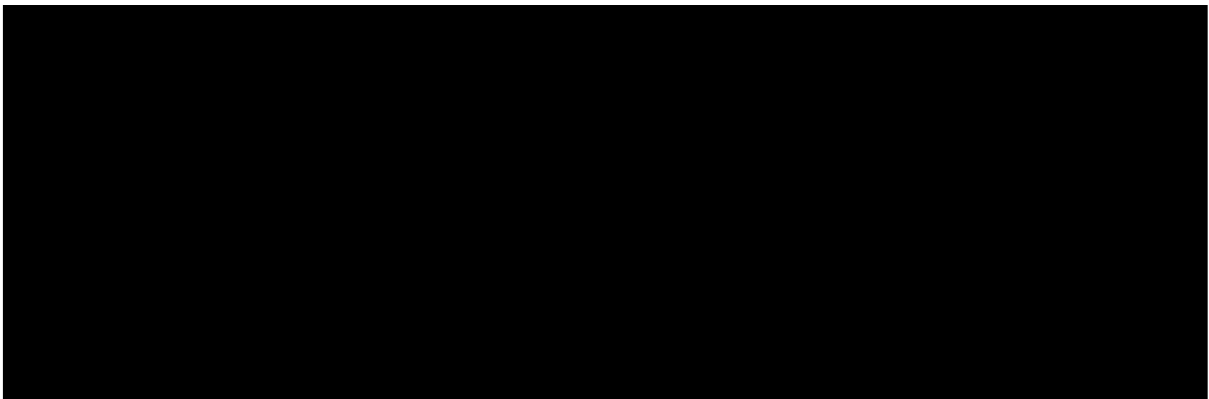


BASIC COUNTRY SURVEY: USSR two weeks, full-time, or four weeks, part-time, at Headquarters. Prerequisites: TOP SECRET clearance; professional status.

For all personnel whose work requires a basic and comprehensive knowledge of the Soviet Union. The course includes a brief study of Czarist Russia, with emphasis on conditions which led to revolution, and on significant developments within the USSR since the Communist seizure of power. Major emphasis is on current conditions and developments--political, economic, geographic, social, and military.

Conducted by the School of International Communism.

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BUDGET AND FINANCE PROCEDURES three weeks, full-time, at Headquarters. Prerequisites: TOP SECRET clearance; satisfactory completion of Operations Support Course or Administrative Procedures Course.

This course is for administrative assistants or support officers who will maintain budgetary, financial, and property records at [REDACTED]. It covers functions of the Comptroller, Auditor, Office of Finance and Office of Logistics; financial budgetary and logistical responsibilities of the [REDACTED] payments (cont.)

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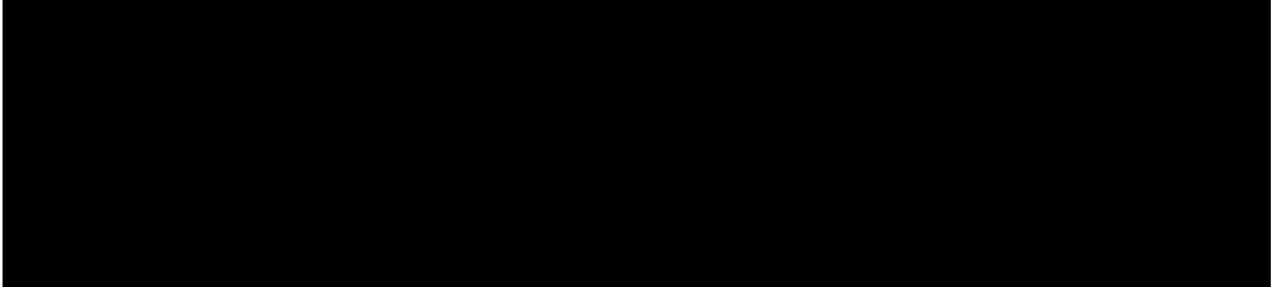
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CHINA FAMILIARIZATION one week, full-time, at Headquarters. Prerequisite:  
TOP SECRET clearance.

The course is designed for all Agency personnel whose present or prospective assignments would benefit from a sound basic understanding of the China problem and acquaintance with the Chinese language. The aim is familiarization, not specialization. The course focuses on mainland China, not Taiwan. In language familiarization, training is given in the pronunciation of Chinese names and in the use of the most widely accepted system of recording Chinese characters in dictionary order. In the area phase the stress is on functional information regarding China's history and development as it influences her current position, on identification and recognition of the major geographic and economic factors and ability to locate the major industrial areas, on understanding of the dynamics of the party-government relationship in the Communist regime, and on China's role in foreign affairs.

To facilitate maximum achievement in language familiarization, enrollment is limited to 15 in each offering of the program.

Conducted by the Language and Area School.

CIA INTRODUCTION three hours, part-time, at Headquarters. Prerequisites:  
SECRET clearance. No Form 73 needed.

Mandatory for all EOD personnel. An introduction to intelligence and the U.S. intelligence community, and to the mission, functions, and organization of the Agency.

Conducted by the Intelligence School.

CIA REFRESHER two hours, part-time, at Headquarters. Prerequisite: TOP  
SECRET clearance.

Conducted on request for experienced headquarters personnel. Covers the current status and current trends--substantive and organizational--in the intelligence  
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community and in the Agency. To assure maximum effectiveness, it is conducted for homogeneous groups--for personnel from a particular staff, office, or operating division organized in groups of senior, middle, or junior level.

Conducted by the Intelligence School.

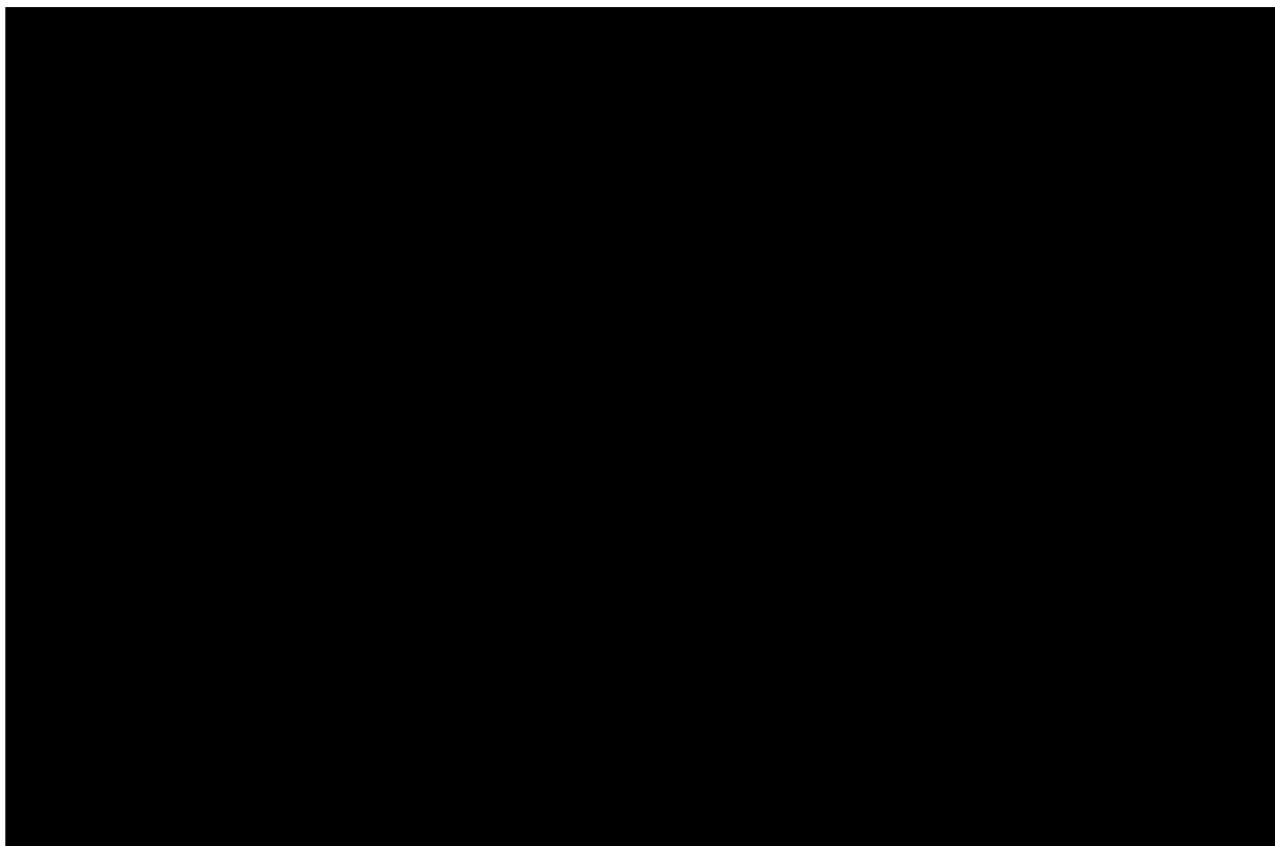
CIA REVIEW two hours, part-time, at Headquarters. Prerequisites: TOP SECRET clearance; recent overseas tour (PCS). No Form 73 needed.

This monthly briefing, designed for all overseas returnees, covers highlights in the Agency's development within the past two years, stressing (1) the current status of the Agency's external relationships with the intelligence community, the NSC, and the Congress; (2) the current organizational structure of the Agency, including personnel and organizational trends.

NOTE: Returnees are automatically scheduled by Central Processing/OP.

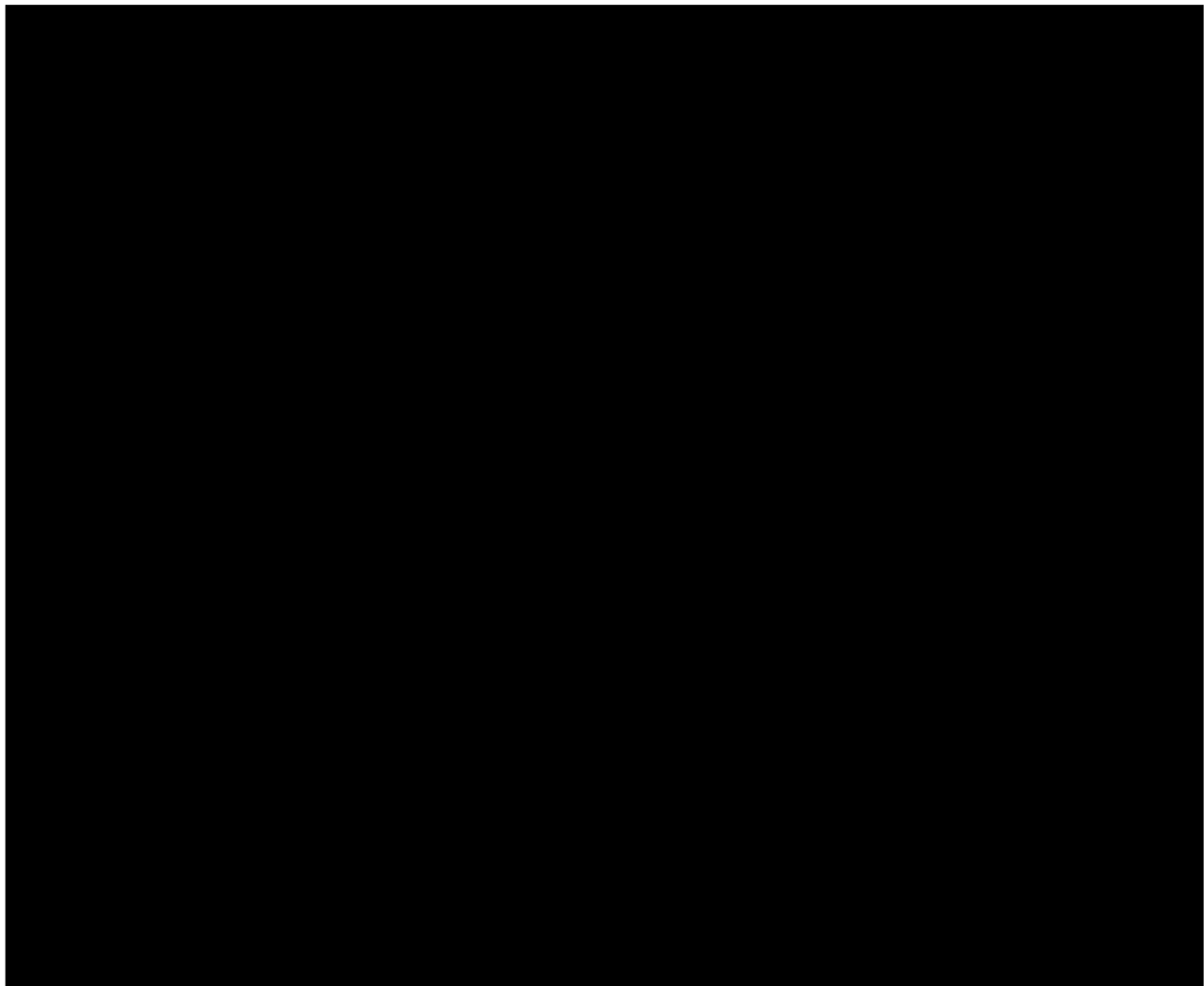
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**CLANDESTINE SERVICES RECORDS OFFICERS** five days, part-time, at Headquarters. Prerequisites: TOP SECRET clearance; present or projected assignment as a CS Records Officer or assignment requiring judgment in handling and disposition of CS records.

The course presents a review of the operational factors and relationships upon which the decision to destroy or retain Clandestine Services operational records is based. Instruction covers the development of the CS records system, general records management, indexing, cross-filing, consolidation of files, destruction, (cont.)

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and duties of the Records Officer. Primary concentration is on the destruction procedure and the CS/CI equity in records.

Completion of this course is required to qualify as a CS Records Officer.

Conducted by the Operations School.

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**CLERICAL INDUCTION** one week minimum, full-time and part-time, at Headquarters. Prerequisite: at least provisional clearance. No Form 73 needed.

The course is designed to prepare new clerical employees for effective Agency service. Exercises and drills assure that students meet Agency standards in typewriting and in shorthand. Other objectives are to review basic principles of grammar and punctuation; to study the geography and politics of the countries of Europe and Asia; to review duplication processes, care of the typewriter, and related office practices; and to become familiar with the Agency's filing system.

Conducted by the Intelligence School.

**CLERICAL ORIENTATION** three and a half days, full-time, at Headquarters. Prerequisite: SECRET clearance. No Form 73 needed.

This course is given to clerical employees just prior to their first assignment in the Agency. It includes the organization of CIA, a security briefing, instruction  
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in correct telephone techniques and practices, the preparation of correspondence, mailing procedures, time-and-attendance records, logistics, regulatory issuances, and protocol.

Conducted by the Intelligence School.

**CLERICAL REFRESHER** four weeks (1 1/4 hours five days a week), part-time at Headquarters. Prerequisites: TOP SECRET clearance; pretest.

The courses offered in this program are Intermediate Shorthand Dictation, Advanced Shorthand Dictation, Typing Techniques Review, and English Usage Review. Improvement in accuracy and development of speed are the main objectives in the skills courses. English Usage Review presents principles of grammar, punctuation, and capitalization.

Conducted by the Intelligence School.

**COMMUNIST PARTY ORGANIZATION AND OPERATIONS** four weeks, part-time (occasionally two weeks, full-time), at Headquarters. Prerequisites: TOP SECRET clearance; professional status; completion of Introduction to Communism Course, or equivalent in Headquarters or field experience.

This course provides information on the organization and activities of Communist parties outside the Sino-Soviet bloc. It is available to Agency intelligence officers who require such information in their present positions or in connection with development of their overall professional competence.

The course is introduced by a brief survey of the basic principles of Communist Party organization and the application and development of these principles through the history of the movement. This segment of instruction is followed by an intensive examination of the national and intermediate-level structure and organizational activities and of the various tactics (political, mass action, etc.) through which the CPs attempt to exploit their organizational assets to attain immediate and long-term ends. Interparty relations are examined as an aspect of the larger problem of coordination of the international Communist movement.

Conducted by the School of International Communism.

**CONFERENCE TECHNIQUES** six weeks, part-time (24 hours), at Headquarters. Prerequisites: TOP SECRET clearance; professional personnel.

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This course is for Agency officers who are responsible for planning and for leading various types of group discussions and conferences. The role of an effective participant is also emphasized.

In the first two sessions the instructor discusses the ways and means of planning and conducting successful group conferences, giving special attention to the solution of problems and the control of the participants. In the remaining sessions each student leads the group in a 40-45 minute discussion. An intensive critique follows each discussion.

Conducted by the Intelligence School.

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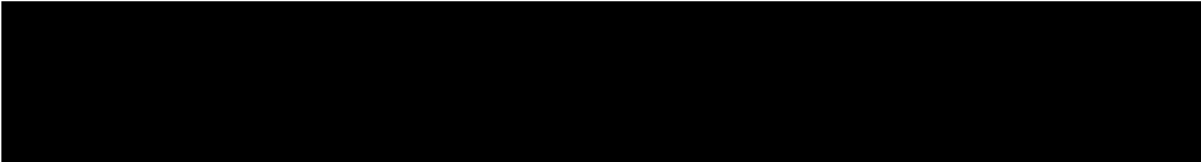
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**DEPARTMENTAL BRIEFING** three hours, part-time, at Headquarters. Prerequisites: TOP SECRET clearance; approval of Office of Security. No Form 73 needed.

A bimonthly briefing on the Agency's role in the intelligence community. It is primarily for personnel from member agencies of the USIB, USIA, and from the Office of the Chief, Special Warfare, U.S. Army. Agency personnel may attend on special request.

Conducted by the Intelligence School.

**DEPENDENTS BRIEFING** two afternoons, six hours total, at Headquarters. Prerequisite: Adult dependent of Agency staff employee assigned PCS under official cover to overseas post. No Form 73 needed.

A series of related briefings on intelligence, security, cover, and medicine. There are also briefings on overseas conduct and on preparation for life overseas.

NOTE: The Deputy Director/Plans expects wives of all Agency staff employees assigned PCS to overseas posts under official cover to attend this briefing.

Conducted by the Intelligence School.

**EFFECTIVE SPEAKING** six weeks, part-time (24 hours), at Headquarters. Prerequisites: TOP SECRET clearance; professional personnel; present or future assignment requiring proficiency in effective speaking.

The course covers principles of speaking as related to oral presentation of intelligence, including selection and use of graphic aids. Early sessions in the course emphasize basic principles and fundamentals of effective speech. Students prepare short speeches for presentation before the class. These are analyzed and constructive suggestions are offered in class discussion. Tape recordings of several presentations assist both instructor and student in further analysis. Later in the course students give longer speeches on topics related to their own responsibilities. Class critiques emphasize fine points of delivery, organization of content, proper use of graphic aids, and general effectiveness.

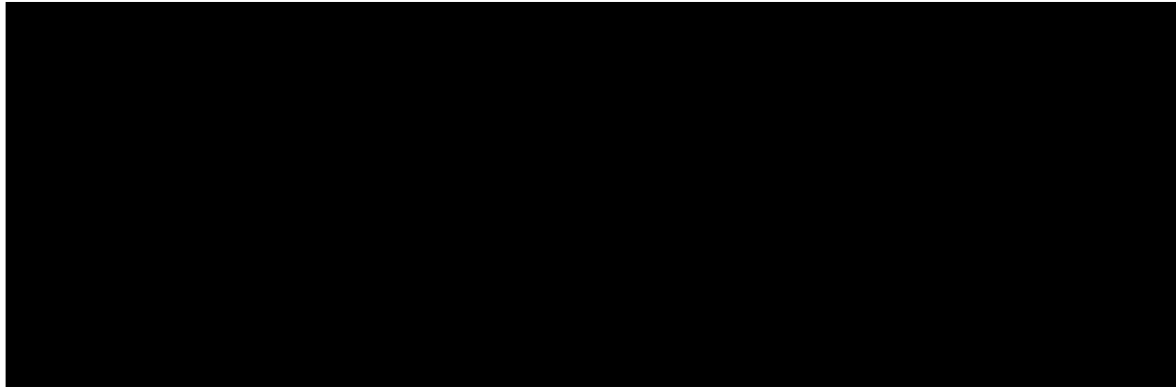
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**FILING WORKSHOP** one day, full-time, at Headquarters. Prerequisite: TOP SECRET clearance.

The workshop covers the selection and installation of a file system, file supplies and equipment, the Agency Records Program, and solutions to office filing problems. It emphasizes the Agency's Subject-Numeric filing systems for administrative files. Other special files and filing procedures are also studied.

Separate workshops are offered for personnel of each of the Directorates because of the unique filing problems in each component. They are recommended for records officers, secretaries, analysts, and administrative officers as well as supervisors and other personnel working with files.

Conducted by the Intelligence School.

**GEOGRAPHY OF THE USSR** six weeks, part-time (120 hours), at Headquarters. Prerequisite: TOP SECRET clearance.

The purpose of this course is to provide a geographical background for specialized knowledge about the USSR. The course deals with the physical and cultural geography of the country as a whole and with each region in some detail. These aspects will be related to the military geography of the USSR to the extent needed to bring about an understanding of the main outlines of the military geography. Students work with classified and unclassified maps and aerial and ground photographs to provide a visual image of each region. Readings include selections from classified and unclassified sources. Films are also shown.

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**INFORMATION REPORTING, REPORTS AND REQUIREMENTS**      three weeks, full-time, at Headquarters. Prerequisites: TOP SECRET clearance; Intelligence Orientation Course or equivalent in Headquarters or field experience.

For Clandestine Services personnel directly responsible for reporting intelligence information. Lectures describe general principles and official policies and procedures. Practical exercises cover the entire cycle of reporting -- getting a general requirement, collecting information, making an operations report, writing a raw information report, and putting the raw report into finished form. Students are given outside reporting assignments to test their ability and resourcefulness as reporters.

Conducted by the Operations School.

**INFORMATION REPORTS FAMILIARIZATION**      two weeks part-time, or one week full-time (given either as a formal course or tutorially), at Headquarters. Prerequisite: TOP SECRET clearance.

This course is primarily for intelligence and administrative assistants in the Clandestine Services who are under consideration for assignment as junior reports officers or who have field assignments involving preparation in final form of CS-type and cable information reports. The official format of each and some of the reasoning behind its development are presented in lectures covering six hours. The rest of the time (34 hours) is devoted to laboratory practice in which students prepare cables and CS-type reports.

Conducted by the Operations School.

**INSTRUCTOR TRAINING**      one week or as necessary, full-time, at location required. Prerequisites: TOP SECRET clearance; present or anticipated assignment as an instructor.

This course covers the basic principles of learning and teaching and their application in the classroom, and the techniques of planning segments of instruction and full courses. Students prepare a lesson and present it before the class, using a method of instruction suitable to their assignment. Methods include: lectures, demonstrations, problem solving, practical exercises, discussions (conferences, panels, seminars), use of case studies, and role playing. Preparation and use of audio-visual aids is included.

The course can be designed to fit specified requirements of a requester.

Conducted by the Plans and Policy Staff.

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INSTRUCTOR WORKSHOP length as necessary, full-time, at location required.  
Prerequisites: TOP SECRET clearance; present or anticipated assignment as an instructor.

This is a refresher course for instructors and is organized according to their requirements. It is given at a time and place suitable to the requesting group. Topics considered as bases for a workshop are: improving presentation of lectures; designing, preparing and using audio-visual aids; techniques in audio-visual education; instructional programing; using role-playing in instruction; improving discussions; meeting the problem of individual differences in classes; improving demonstrations; using teaching machines; evaluating student performance, factors in rate of learning; using case studies; preparing lesson plans; planning a new course or revising an old one.

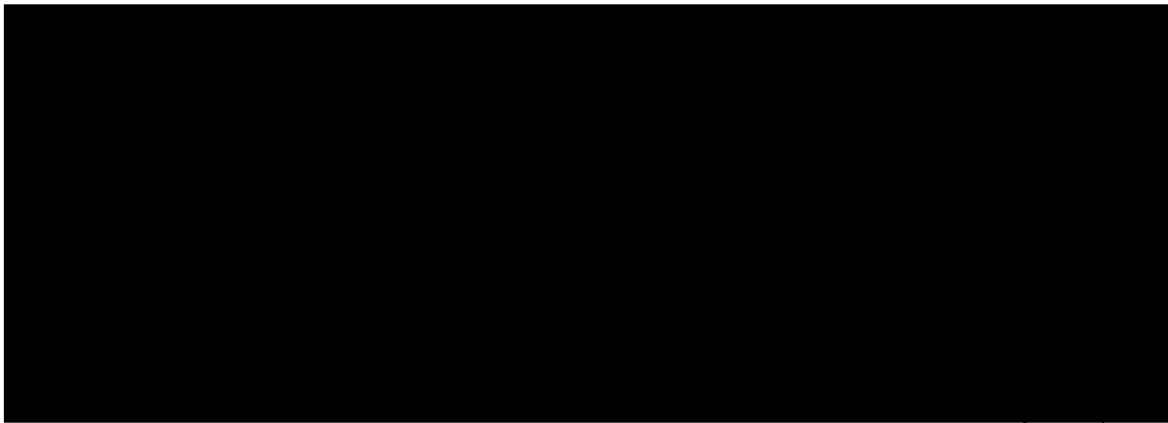
Conducted by the Plans and Policy Staff.

INTELLIGENCE PRODUCTION ten weeks, full-time, at Headquarters. Prerequisites: TOP SECRET clearance; Intelligence Techniques Course; JO Trainee.

This course prepares the Junior Officer Trainee for assignment as an intelligence officer in the DDI. It covers the nature and purpose of intelligence production in the DDI area by giving specific training and practice in the application of the techniques and skills required to produce intelligence. The course consists of lectures, demonstrations, orientation tours, discussions, and oral and written exercises. A major research report is produced during the course.

Conducted by the Intelligence School.

INTELLIGENCE RESEARCH (MAPS AND PHOTO INTERPRETATION) five weeks, part-time (50 hours), at Headquarters. Prerequisite: TOP SECRET clearance.



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Throughout the course, emphasis is on "learning by doing." A comprehensive map reading and photo interpretation exercise allows each student to demonstrate skills learned and to obtain additional experience in these skills.

Conducted by the Intelligence School.

**INTELLIGENCE RESEARCH (TECHNIQUES)** four weeks or six weeks, full-time or part-time (160 or 144 hours), at Headquarters. Prerequisites: TOP SECRET clearance; minimum of six months' experience as an intelligence research analyst, except in special cases.

This course is designed to increase the capability of the analyst to perform intelligence research by increasing his proficiency in the use of research facilities and techniques. Each stage in the intelligence research process from the origination of a research topic to writing a skeleton report is covered. Students apply this knowledge to a research project assigned by their supervisors. Classwork is conducted through reading assignments, discussions, and written exercises.

Reading assignments are given in a text, Intelligence Research Facilities and Techniques, written especially for the course. Discussions are based on these assignments and experiences of the students. The discussions emphasize the philosophy of intelligence research, terms of reference, filing systems, repositories of intelligence information, collection programs, the analyst's control of his in-box, methods of applying the analytical process to both quantitative and non-quantitative data, and the mechanics of producing a report.

There are written assignments on terms of reference for projects, project work schedules, requirements for collection of intelligence information, proposals for use of consultants, proposals for external research, and a skeleton report which summarizes progress on the student's research on markings, statistics, and traffic analysis.

Conducted by the Intelligence School.

**INTELLIGENCE REVIEW** two weeks, full-time, at Headquarters. Prerequisites: TOP SECRET clearance; Intelligence Orientation Course and five years in Agency, or equivalent experience.

A discussion of current challenges to the United States is presented as a background against which intelligence activities are directed. Intelligence objectives and requirements and the current status of the intelligence process are reviewed.  
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Broad categories are those of collection, communication, dissemination, research, and production. The Agency's development under the central intelligence concept and the present organization to meet its responsibilities are examined, followed by a review of the development and functioning of the intelligence community, the current problems of coordination, and future trends. This course is recommended for nominees to senior officer courses.

Conducted by the Intelligence School.

**INTELLIGENCE TECHNIQUES**      three weeks, full-time, at Headquarters. Prerequisites: TOP SECRET clearance; JO Trainee.

Instruction and practice in techniques used in the production of finished intelligence and the overt collection of intelligence information. The Junior Officer Trainee applies the instruction in written and oral exercises which are based on activities of the DDI.

Conducted by the Intelligence School.

**INTRODUCTION TO COMMUNISM**      two weeks, full-time, at Headquarters. Prerequisites: TOP SECRET clearance; professional status.

The course provides professional employees with an introduction to the doctrine, organization, and operations of the Communist movement. It provides an introduction to the historical background, development, and organization of the two most powerful Communist nations, the USSR and China, and concludes with a summary of the current status and objectives of the Communist movement.

**NOTE:** As the second phase of the four-week Intelligence Orientation program, this course is required for all professional personnel after EOD and for others advancing to professional status.

Conducted by the School of International Communism.

**INTRODUCTION TO INTELLIGENCE**      two weeks, full-time, at Headquarters. Prerequisites: TOP SECRET clearance; professional status.

The course is designed (1) to develop understanding of the fundamental concepts of intelligence; of the importance of intelligence in the national security framework, through a review of its evolution since World War II; and of its present responsibilities in support of national policy; (2) to develop understanding of the role of the various intelligence agencies in the U.S. Government, their interrelationships and responsibilities within the intelligence community; (3) to define and  
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describe the functions of CIA, its major components, and its responsibilities for the collection, production, and dissemination of intelligence, and for the conduct of other activities. Another objective of the course is to provide an opportunity for examination of fundamental American beliefs and practices.

Responsibilities and functions of various Offices are explained by guest lecturers and staff members. Students are given personal attention in a series of staff-conducted seminars and review exercises.

This course, as the first two weeks of the Intelligence Orientation program, is required for all professional personnel after EOD and for others advancing to professional status.

Conducted by the Intelligence School.

**MANAGEMENT** one week, full-time, at a training site away from Headquarters. Prerequisites: TOP SECRET clearance; present or anticipated managerial assignment, i. e., one involving the management of supervisors or other managers; GS Grades 11 to 13.

The objectives of the course are to orient and familiarize managers with the practical aspects of management which can be applied in the Agency. The underlying assumption is that management development is a process of growth on the job and that exchange of ideas will aid that process of growth.

The course aims (1) to help the manager to better understand his problems, not by providing answers but by providing an environment in which his problems are examined in relation to others; (2) to provide a related series of concepts drawn from both Agency experience and management theory against which the manager may check his own methods; (3) to develop a recognition that management problems are parallel throughout the Agency; and (4) to orient managers towards an understanding of the relationships between management and substantive activities in the various components of the Agency.

The course is conducted at two levels (GS-11 through GS-13, and GS-14 and above) so that managers of a given general level of responsibility work together. A limited number of students who are anticipating managerial assignments will be accepted in each course.

Conducted by the Intelligence School.

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**MANAGEMENT CONFERENCE** one to two weeks, full-time, at Headquarters or [REDACTED] Prerequisites: TOP SECRET clearance; present managerial assignment.

Content and schedule of this course are kept flexible. It is designed to meet the needs of Agency components for management training which cannot be met satisfactorily. (cont.)

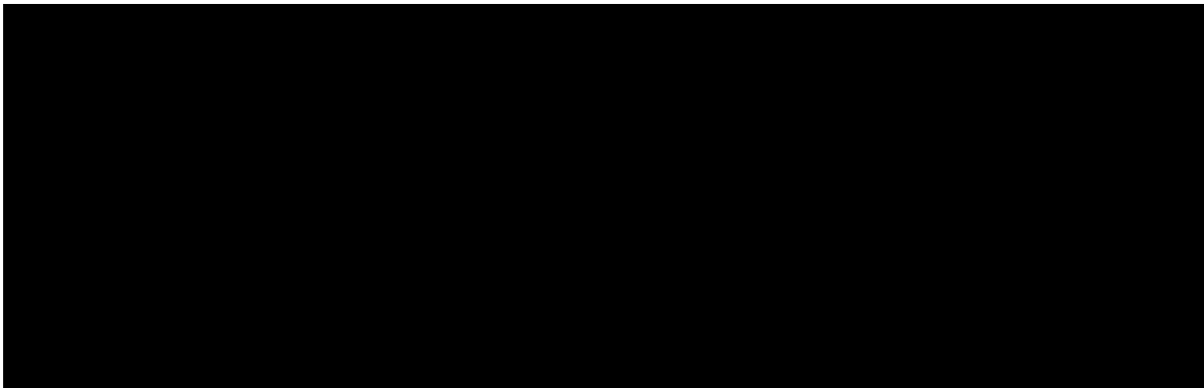
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factorily by the regularly scheduled presentations of the Management Course. The conference is presented only as requested by the component desiring the coverage, and developed by the Management Training Faculty in collaboration with the requesting component.

Conducted by the Intelligence School.

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MIDCAREER COURSE

six weeks, full-time: two weeks [redacted] two weeks at the Brookings Institution; two weeks at Headquarters. Prerequisites: TOP SECRET clearance; for selected GS-13's - 14's with a minimum of five year's Agency experience; candidates for this course are nominated by Deputy Directorates as part of the candidates' Midcareer Programs.

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The six-week course is divided into three major segments. During the first two weeks the participants study the work of the various components of the Agency and the inherent problems of management. During the third and fourth weeks the scope of the course widens to include study and discussion of the Government in its national setting, emphasizing the making of policy, public and legislative pressures on the policy makers, the handling and allocation of the Government's money, and other major aspects, both theoretical and practical, of the development and direction of national power.

In the last two weeks, prominent authorities and public figures express their views and lead discussions with the participants on such major issues as the formulation of strategy, developments in space technology, conflicts in the Communist Bloc, the movement toward European union, and other important trends in world affairs.

The course is designed specifically for those selected for midcareer training. They may also be enrolled in other courses, internal or external, which will

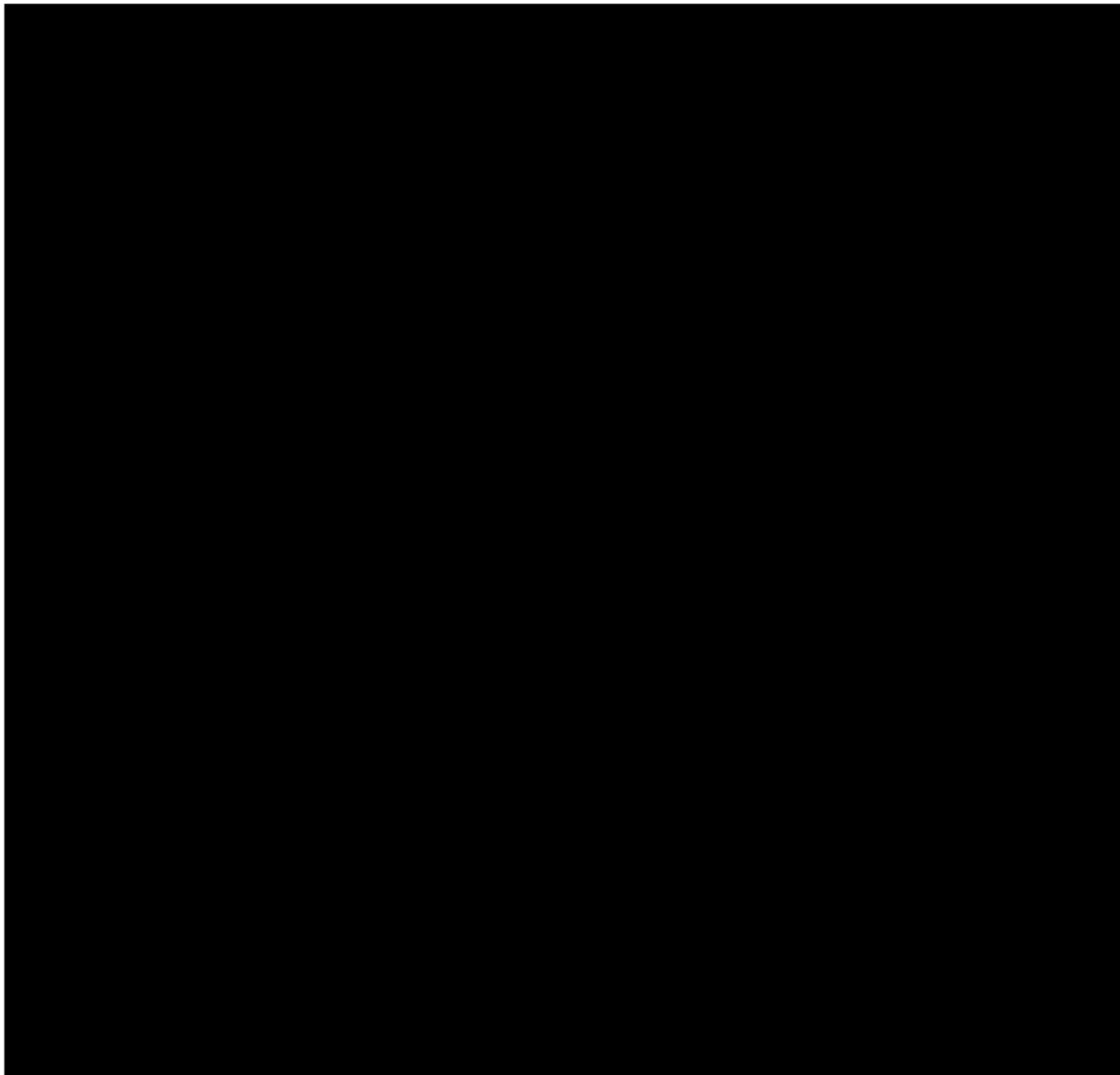
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increase their value to their Directorates. For those selected to take it, the Midcareer Course will be a part of their Midcareer Program.

Conducted by the Midcareer and Senior Officer Courses Staff.



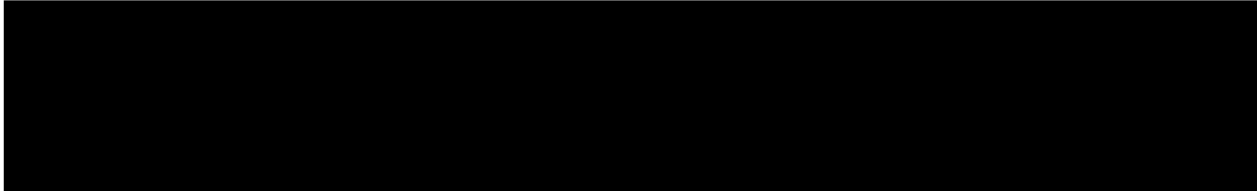
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**ORIENTATION FOR TRAINING ASSISTANTS**      one day, full-time, at Headquarters. Prerequisite: TOP SECRET clearance. No Form 73 needed.

This orientation is designed for Training Assistants and other employees who are responsible for supporting activities connected with the training of Agency personnel. Admissions procedures for both internal and external courses are detailed and the informational role of the Registrar Staff is outlined.  
Conducted by the Registrar Staff/OTR.

**ORIENTATION FOR TRAINING OFFICERS**      one and a half days (12 hours), at Headquarters. Prerequisites: TOP SECRET clearance. No Form 73 needed.

The orientation is designed for those who are responsible for planning training for personnel in their offices; it is also recommended for other employees who are concerned with training matters and who would benefit from an explanation of the organization and training capabilities of the Office of Training.

The orientation consists of an explanation of the Agency's interest in and provision for the training of its careerists; the support role of OTR; and the internal and external programs available to Agency personnel. It includes a review of OTR's admissions procedures, regulations pertaining to training, and service features which Training Officers need to know to make effective use of the resources and facilities provided by OTR. Chiefs of the OTR Schools and Staffs explain the functions and services of their offices.

Conducted by the Registrar Staff/OTR.

**PRINCIPLES OF OVERSEAS EFFECTIVENESS**      two weeks, full-time, at Headquarters. Prerequisites: TOP SECRET clearance; professional employee with five years experience related to foreign affairs and including an overseas tour.

The course is designed to provide a better understanding of problems in interpersonal and intersocietal relationships in overseas assignments. Its specific aims are: the recognition of problems of overseas effectiveness, suggestion of techniques for solutions to these problems, and the development of the student's awareness of talents which can increase his effectiveness.

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General coverage includes the challenge of overseas service, assets and liabilities of an American, factors of communication, application of effective characteristics in working with people and institutions, and problems and techniques of diplomacy, institutional administration, and information collection as they are related to the Agency's activities. Lectures are given by authorities in the behavioral sciences, medicine, psychology and psychiatry, and in policy and administration of the U. S. Government. They are also given by officials of the Agency and other Government departments and by leaders in private business.

Although the course is designed primarily for staff employees preparing for overseas assignments, it is also beneficial for employees who remain at Headquarters and who are required to analyze and interpret intelligence data.

Conducted by the Language and Area School.

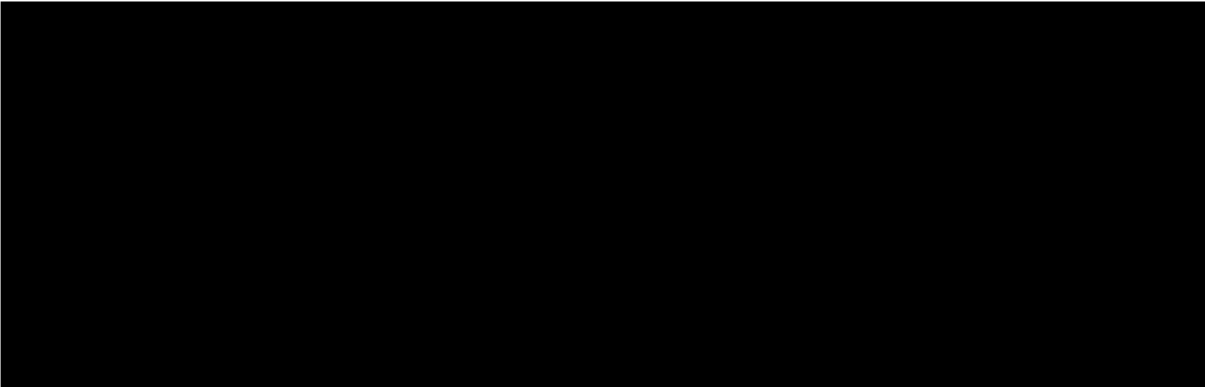
PROJECT USEFUL      two weeks, full-time, at Headquarters. Prerequisites: TOP SECRET clearance; U. S. military officer, field grade or above, or civilian employed by the military, GS- 13 or above. It is desired that the officer or civilian be engaged in planning, training, or operations [redacted] or intelligence.

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The primary objective of this program from the Agency's viewpoint is to maintain and improve Agency-Department of Defense cooperation and coordination through a more effective understanding of CIA on the part of the military. High ranking CIA officers from the Office of the Director and each of the four Deputy Directorates appear before the military group to explain their functions and capability to support the military effort in wartime and to let them know what types of support are needed from them in order for CIA to carry out its missions.

Conducted by the Operations School.



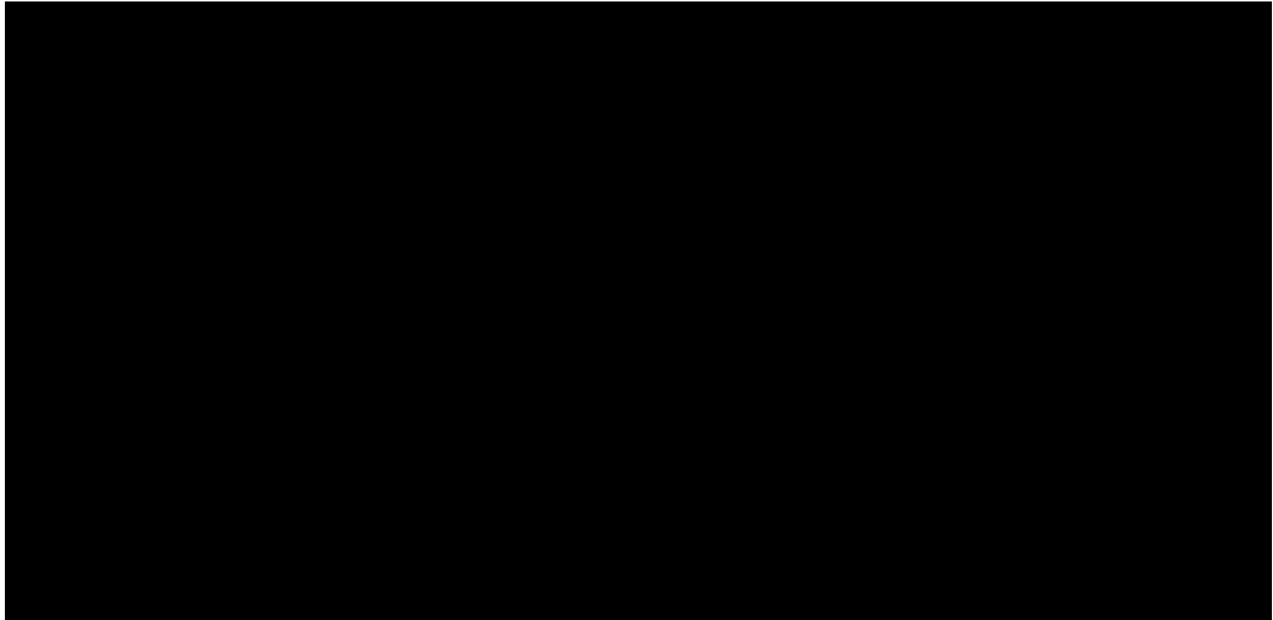
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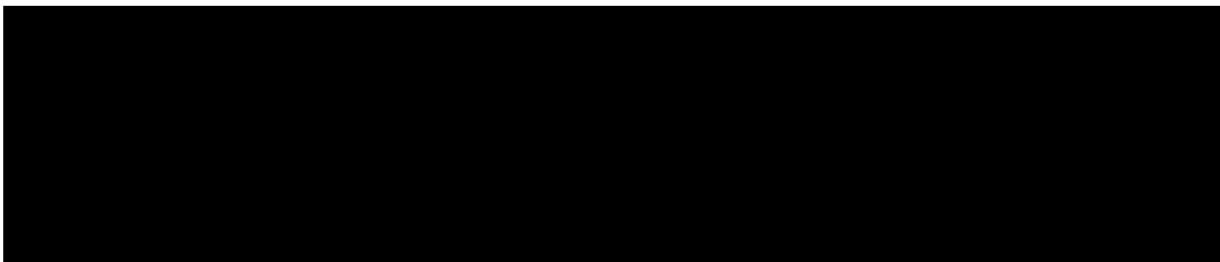
SEMINAR IN MANAGEMENT PRACTICES    approximately eight days, full-time, at a training site away from Headquarters. Prerequisites: TOP SECRET clearance; GS Grade 14 and above.

This seminar is presented to familiarize higher level managers with current management practices and procedures and to provide a review and reexamination of basic managerial concepts.

The content and schedule are kept flexible to permit use of qualified outside lecturers and management training experts in conjunction with material presented by the Management Training Faculty. This course is normally presented once a year, in late spring, for employees at the GS-14 level and above. Enrollment is limited to 30 officers nominated by major components according to quotas.

Conducted by the Intelligence School.

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**SUPERVISION** one week, full-time, at Headquarters. Prerequisites: TOP SECRET clearance; present or anticipated assignment as a first-level supervisor.

The course familiarizes first-level supervisors with the responsibilities of first-level supervision. Particular emphasis is on the person-to-person problems the supervisor meets in planning, communicating, training, and disciplining. Selected aspects of organization, leadership, and control are also examined.

First-level supervisors (GS-5 through GS-10) from all Agency components are eligible to attend the course. A limited number of students who are anticipating supervisory assignments will be accepted in each course.

NOTE: For Agency components whose needs are not met by scheduled presentations of the Supervision Course, a special course can be presented. This will normally run one week full-time; its content and schedule will be developed by the Management Training Faculty in collaboration with the requesting office. Requests should be sent to the Director of Training.

Conducted by the Intelligence School.

**TRAVEL PROCEDURES** one week, part-time (20 hours), at Headquarters. Prerequisite: TOP SECRET clearance.

For personnel in all components of the Agency who provide support services to Agency personnel as travelers. Instruction is given in the preparation of travel orders, travel vouchers and related documents, laws, regulations, and procedures involved in travel administration. Lectures, panel discussions, practical exercises, and critiques are based on actual situations of Agency personnel during domestic and foreign travel.

Conducted by the Operations School.

**TYPING FOR PROFESSIONALS (BASIC)** six weeks, part-time (30 hours) at Headquarters. Prerequisites: TOP SECRET clearance.

The objectives of this course are for professional personnel to learn the typewriter keyboard and to acquire speed and accuracy.

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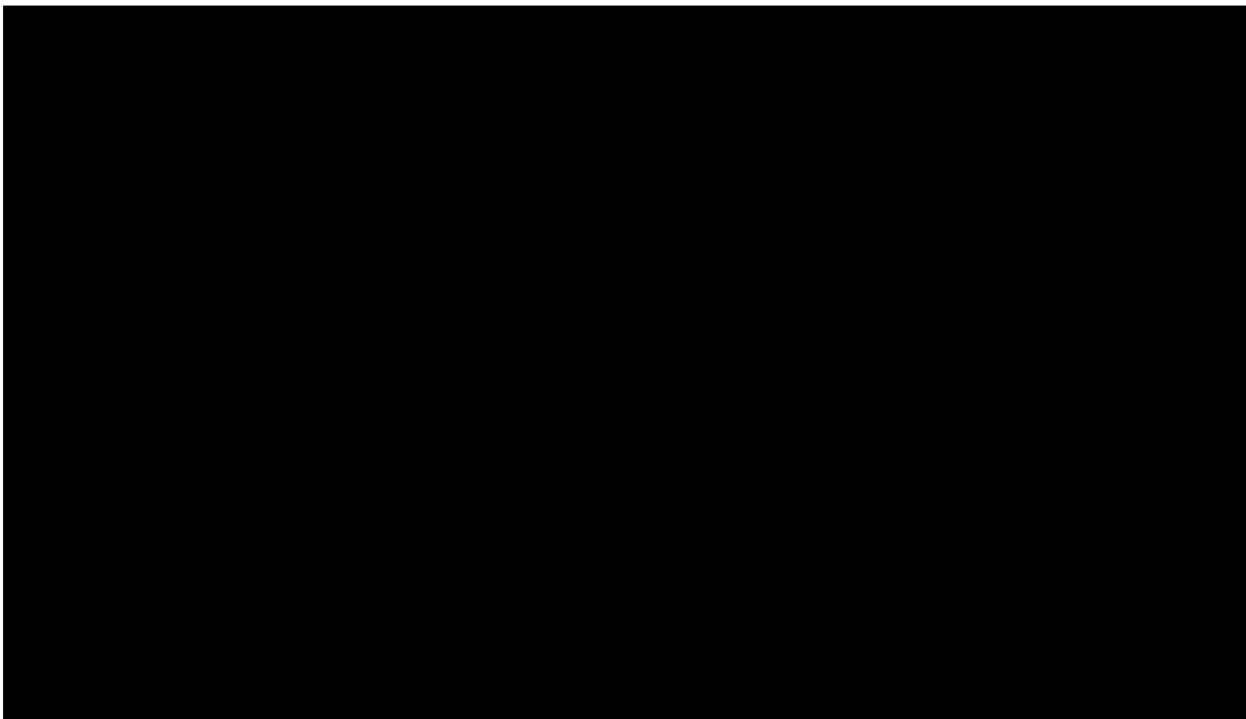
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Lectures and demonstrations introduce the keyboard and teach the parts of the machine, correct typing techniques, and typing shortcuts. The student applies this instruction on exercises, problems, and timed writings. Classes meet for one hour a day.

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WRITING WORKSHOP (BASIC) four weeks, part-time, (28 hours), at Headquarters. Prerequisites: TOP SECRET clearance; professional personnel; non-professional personnel admitted if there is a demonstrated need for professional writing skill.

A brief review of the basic principles of grammar and rhetoric with emphasis on elements of sentence and paragraph structure. Most of the course time is spent in writing exercises and in the instructor's analysis and critique of the student's writing.

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WRITING WORKSHOP (INTERMEDIATE)      four weeks, part-time (28 hours), at Headquarters. Prerequisites: TOP SECRET clearance; professional personnel; non-professional personnel admitted if there is a demonstrated need for professional writing skill; satisfactory completion of Basic Writing Workshop or tested writing competence.

This is a course in the principles of good intelligence writing. It stresses clarity and accuracy of expression and logical structure in written composition. For a greater part of the course the student practices composition and the instructor analyzes the student's work.

Conducted by the Intelligence School.

WRITING WORKSHOP (ADVANCED)      four weeks, part-time (28 hours), at Headquarters. Prerequisites: TOP SECRET clearance; professional personnel; GS-7 or above; satisfactory completion of Writing Workshop (Intermediate) or tested writing competence.

This course is designed to meet the needs of particular components of the Agency in intelligence reporting and report writing. It emphasizes formats, style, rules, and editorial practices of the component. A major part of the course time is spent in student writing and in the instructor's analysis and critique of individual writing problems.

Conducted by the Intelligence School.

#### WRITING WORKSHOP CORRESPONDENCE COURSE

The Writing Workshop Course may be taken by correspondence at the advanced, intermediate, or basic level. The correspondence course consists of nine assignments, with a maximum of two weeks allowed for completion of each. Within this limit the student is free to complete the course as rapidly as he wishes. Each assignment after the first requires revision of the previous theme, writing of a new one, an outline of the next theme to be submitted, and completion of a sentence exercise. Themes are returned with corrections, criticism, and suggestions. There is no final examination.

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## LANGUAGE AND AREA COURSES

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The courses catalogued here are given by the OTR Language and Area School in [REDACTED]. They are arranged alphabetically by languages and listed as basic, intermediate, or advanced according to the level of instruction. Reading courses and workshops are identified as such; comprehensive courses, which include reading, speaking, and writing, are indicated by the symbol RSW. Tutorial instruction in the languages listed here and in others can be arranged if Agency needs require it.

Registration is by Form 73 (Request for Internal Training). For information on schedules call extension 3271.

In addition to the formal language courses, there is a Voluntary Language Training Program of before- and after-hours classes. For further information on this program call extension 3271.

**ALBANIAN BASIC READING** two phases of fifteen weeks each, part-time (3 two-hour classes each week), at Headquarters. Prerequisites: TOP SECRET clearance; interview with instructor; Foreign Language Aptitude Test Battery.

The objective is to develop reading ability at the elementary level. The course includes complete grammatical exposition, reading and analysis of practice texts, and discussion of problems inherent in translation. Newspapers and other factual material are used for practice in reading. To develop pronunciation to the fullest extent possible, there is much emphasis on the sounds of the language.

Considerable further study will be needed to develop the speed and accuracy which will make the student's knowledge a useful tool for intelligence and other types of research.

**ALBANIAN INTERMEDIATE READING WORKSHOP** fifteen weeks, part-time (an hour of grammar review and a three-hour translation session each week), at Headquarters. Prerequisites: TOP SECRET clearance; basic reading course or equivalent; interview with instructor.

The purpose of the Workshop is to give employees who have an elementary or better knowledge of the language the opportunity to improve their reading ability and to practice translation. Materials are mostly current periodicals. Whenever desirable, students are also encouraged to work on materials in their fields of specialization. The workshop period will be used for discussions of translation problems, consideration of abbreviations and new terminology, and for checking student work.

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At the end of the course students should have improved their speed and accuracy in both translation and reading. Extensive practice is usually necessary to acquire reading ability at the advanced level.

ARABIC (CLASSICAL) BASIC READING      forty weeks, part-time (2 two-hour classes each week), at Headquarters. Prerequisites: TOP SECRET clearance; interview with instructor; and Foreign Language Aptitude Test Battery.

The objectives of this course are the ability to produce and distinguish the sounds of the language, complete familiarity with the alphabet and spelling system, a knowledge of all the essential grammatical forms and elements of syntax, a small store of basic vocabulary, and the ability to use a dictionary efficiently. The student's ability to read unvowelled texts is strongly emphasized. Reading materials deal mainly with public and international affairs. On completion of the course the student, with the aid of a dictionary, should be able to translate factual newspapers articles accurately, though slowly.

ARABIC BASIC RSW      three phases of twenty weeks each, part-time (3 two-hour classes plus nine hours of lab drill each week), at Headquarters. Prerequisites: TOP SECRET clearance; interview with instructor; Foreign Language Aptitude Test Battery.

The objectives of this course are to train the student to converse on a variety of everyday subjects, at a high elementary level, and to teach him the elements of the writing system. The major emphasis is on speech. The first phase is devoted to pronunciation drills, memorizing phrases and dialogues, pattern drills, explanations of grammar and other activities to aid the acquisition of conversational skill. Beginning with the second phase, the student is introduced to the writing system and begins to devote some time--though never more than about one-fourth--to developing reading and writing skills. Use of the language lab is an integral part of the course.

ARABIC (CLASSICAL) INTERMEDIATE READING WORKSHOP      twenty weeks, part-time (1 three-hour session each week), at Headquarters. Prerequisites: TOP SECRET clearance; basic reading course or equivalent; interview with instructor.

The aim is to develop and improve translation ability at the newspaper level. Students have the opportunity to do independent translation under the supervision of  
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an instructor. Newspapers are provided as reading materials, or the student may bring other materials in which he has particular interest. Basic structural features of modern written Arabic are reviewed.

**BULGARIAN BASIC READING** two phases of fifteen weeks each, part-time (3 two-hour classes each week), at Headquarters. Prerequisites: TOP SECRET clearance; interview with instructor; Foreign Language Aptitude Test Battery.

See description of Albanian Basic Reading Course.

**BULGARIAN INTERMEDIATE READING WORKSHOP** fifteen weeks, part-time (an hour of grammar review and a three-hour translation session each week), at Headquarters. Prerequisites: TOP SECRET clearance; basic reading course or equivalent; interview with instructor.

See description of Albanian Intermediate Reading Workshop.

**CHINESE BASIC READING** three phases of twenty weeks each, part-time (3 two-hour classes a week), at Headquarters. Prerequisites: TOP SECRET clearance; interview with instructor; Foreign Language Aptitude Test Battery.

The course provides sound elementary knowledge of Chinese for those who wish to concentrate on reading skills. A student who has successfully completed the entire course may be expected to have learned 800 to 1,000 characters and will be ready to begin training in the reading and translating of simple newspaper-level texts.

Although the major emphasis is on reading, there is intensive drill (especially in the first phase) on the sounds of the language. Students practice throughout the course by frequent exercises in reading aloud. The writing of characters is also taught as an aid to reading them and students are given some training in the use of the Chinese dictionary.

**CHINESE BASIC RSW (part-time)** three phases of twenty weeks each, part-time (3 two-hour-classes plus nine hours of lab drill  
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each week), at Headquarters. Prerequisites: TOP SECRET clearance; interview with instructor; Foreign Language Aptitude Test Battery.

See description of Arabic Basic RSW.

CHINESE BASIC RSW (full-time) forty weeks, full-time, at Headquarters. Prerequisites: TOP SECRET clearance; interview with instructor; Foreign Language Aptitude Test Battery.

Primary emphasis in this course is on developing the ability to speak and understand the language. The usual day's work consists of four to five hours of drills, guided conversation, and instruction in grammar in the classroom, and three to four hours of individual lab work. Two or more visits of three to five days each are scheduled to a site where the language is spoken exclusively. On completion of the course, the student should be able to converse in the language in many everyday situations.

Reading and writing are introduced gradually, but they never occupy more than about one-fourth of the student's time. By the end of the course the student should know about 1,200 characters.

CHINESE ADVANCED RSW forty weeks, full-time, at Headquarters. Prerequisites: TOP SECRET clearance; one year of experience in translating newspaper-level Chinese or demonstrated ability to do so; interview with instructor.

This course is for students who have spent considerable time studying Chinese and are able to translate newspaper-level Chinese with some ease and accuracy. The objective of the course is high competence in reading, translating, scanning, and summarizing (both in English and Chinese) current Chinese-mainland newspapers, political and economic periodicals, professional journals, and works of fiction. Emphasis throughout the course is on Communist terminology and on recognition of the new simplified characters. Students work with handwritten documents and are trained in the recognition and use of grass writing.

CZECH BASIC READING two phases of fifteen weeks each, part-time (3 two-hour classes each week), at Headquarters. Prerequisites: TOP SECRET clearance; interview with instructor; Foreign Language Aptitude Test Battery.

See description of Albanian Basic Reading.

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CZECH INTERMEDIATE READING WORKSHOP      fifteen weeks, part-time (an hour of grammar review and a three-hour translation session each week), at Headquarters. Prerequisites: TOP SECRET clearance; basic reading course or equivalent; interview with instructor.

See description of Albanian Intermediate Reading Workshop.

FARSI

(See Persian)

FRENCH BASIC READING      twenty weeks, part-time (3 two-hour classes each week), at Headquarters. Prerequisites: TOP SECRET clearance; interview with instructor; Foreign Language Aptitude Test Battery.

An introduction to the pronunciation and structure of the language and to techniques of translating into English. Classwork consists of grammatical exposition and drill in graded text materials. On completion of the course the student, with the aid of a dictionary, should be able to read and translate newspapers with moderate speed and accuracy.

FRENCH BASIC RSW (part-time)      three phases of ten weeks each, part-time (Phases I and II: 5 two-hour classes plus 10 hours of lab drill each week; Phase III: 3 two-hour classes plus nine hours of lab drill each week), at Headquarters. Prerequisites: TOP SECRET clearance; interview with instructor; and Foreign Language Aptitude Test Battery.

Major emphasis is on the ability to speak and understand the language in everyday situations. Activities include intensive drill in correct pronunciation, memorizing dialogues embodying the principal structural patterns of the language, guided conversations, and explanations of grammar. Individual work with tapes is an integral part of the course. Simple reading texts are introduced at various points, especially after the first phase, and by the end of the course the students should have developed elementary reading skill.

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FRENCH BASIC RSW (full-time) twenty weeks, full-time, at Headquarters. Prerequisites: TOP SECRET clearance; interview with instructor; Foreign Language Aptitude Test Battery.

An introduction to all phases of the spoken and written language. Each day there are four to five hours of oral drill in class and two to three hours in the language lab. Two visits of three to five days are made at a site where the language is spoken exclusively during the period of the exercise. On completion of the course the student should be able to use the language satisfactorily in a variety of conversational situations, to read newspapers with the use of a dictionary, and to write at a level and in a style corresponding to his speaking ability.

FRENCH INTERMEDIATE READING WORKSHOP ten weeks, part-time (an hour of grammar review and a three-hour translation session each week), at Headquarters. Prerequisites: TOP SECRET clearance; basic reading course or equivalent; interview with instructor.

The workshop provides a review of grammar and intensive practice in reading materials involving technical, special, and economic vocabularies. Only students who are fully qualified in grammar will be accepted for the supervised three-hour translation session. (This course may be repeated with the consent of the instructor.)

FRENCH INTERMEDIATE RSW (part-time) ten weeks, part-time (3 two-hour classes and nine hours of laboratory drill or outside preparatory work each week), at Headquarters. Prerequisites: TOP SECRET clearance; basic part-time course or equivalent; interview with instructor.

The course is a continuation of the basic part-time RSW course. The objectives are to refine the ability to produce and distinguish accurately all the sounds of the language, expand the student's stock of basic sentences and expressions with emphasis on their cultural implication, improve the ability to comprehend normal spoken language, and to expand general vocabulary.

FRENCH INTERMEDIATE RSW (full-time) ten weeks, full-time, at Headquarters. Prerequisites: TOP SECRET clearance; satisfactory completion of the basic full-time course or equivalent; interview with instructor.

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This course continues the basic full-time course. Its objective is to improve efficiency in using and understanding the more complicated structure and abstract vocabulary of cultural and political affairs and to increase the ability to read and understand at the level of newspapers and periodicals. In assigned talks on cultural and political topics the student engages in free discussions of these topics with the instructor and other members of the class. He also is given a review of the salient structural features of the language.

The course includes considerable reading and discussion of political, economic, and literary texts. The final week is spent at a site where the language is spoken exclusively. On completion of the course the students should be able to read and communicate with relative ease on everyday social, political, and cultural topics.

GERMAN BASIC READING    two phases of 10 weeks each, part-time (3 two-hour classes each week), at Headquarters. Prerequisites: TOP SECRET clearance; interview with instructor; Foreign Language Aptitude Test Battery.

The course is an introduction to pronunciation, structure, and techniques of translating into English. In the first phase, classwork consists of explanation of grammar and drill in applying grammatical principles to translation of graded text materials; in the second phase, grammatical principles are applied to newspaper-level materials.

GERMAN BASIC RSW (part-time)    two phases of 20 weeks each, part-time (3 two-hour classes and nine hours of lab work each week), at Headquarters. Prerequisites: TOP SECRET clearance; interview with instructor; Foreign Language Aptitude Test Battery.

See description of French Basic RSW (part-time).

GERMAN BASIC RSW (full-time)    twenty weeks, full-time, at Headquarters. Prerequisites: TOP SECRET clearance; interview with instructor; Foreign Language Aptitude Test Battery.

See description of French Basic RSW (full-time)

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GERMAN INTERMEDIATE READING WORKSHOP      ten weeks, part-time (an hour of grammar review and a three-hour translation session each week), at Headquarters. Prerequisites: TOP SECRET clearance; basic reading course or equivalent; interview with instructor.

See description of French Intermediate Reading Workshop.

GERMAN INTERMEDIATE RSW (full-time)      ten weeks, full-time, at Headquarters. Prerequisites: TOP SECRET clearance; satisfactory completion of basic full-time course or equivalent; interview with instructor.

See description of French Intermediate RSW (full-time).

GREEK BASIC RSW      three phases of 20 weeks each, part-time (5 one-hour classes per week, plus laboratory drill as directed), at Headquarters. Prerequisites: TOP SECRET clearance; interview with instructor; Foreign Language Aptitude Test Battery.

This course gives the student a balanced introduction to the language in both its spoken and written forms. Although the major emphasis is on acquiring oral skills, a good deal of attention is given to reading and to Katharevusa forms as they occur in written materials.

GREEK INTERMEDIATE RSW      three phases of 20 weeks each, part-time (5 one-hour classes each week and lab drill as directed), at Headquarters. Prerequisites: TOP SECRET clearance; Greek Basic RSW Course or equivalent; interview with instructor.

The course is a continuation of the Basic RSW Course. Its objective is to bring the student to the intermediate level as measured by standard proficiency examinations in speaking, reading, and writing. The course includes oral drills and conversation, discussion of assigned reading, and composition. Reading materials are on current political and economic affairs and are taken principally from periodicals. In this course more attention is given to Katharevusa forms than in the basic course.



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HUNGARIAN BASIC READING    two phases of fifteen weeks each, part-time (3 two-hour classes each week), at Headquarters. Prerequisites: TOP SECRET clearance; interview with instructor; Foreign Language Aptitude Test Battery.

See description of Albanian Basic Reading Course.

IRANIAN

(See Persian)

ITALIAN BASIC READING    twenty weeks, part-time (3 two-hour classes each week), at Headquarters. Prerequisites: TOP SECRET clearance; interview with instructor; Foreign Language Aptitude Test Battery.

See description of French Basic Reading Course.

ITALIAN BASIC RSW (part-time)    three phases of ten weeks each, part-time (Phases I and II: 5 two-hour classes plus 10 hours of lab drill each week; and Phase III: 3 two-hour classes plus nine hours of lab drill each week), at Headquarters. Prerequisites: TOP SECRET clearance; interview with instructor; Foreign Language Aptitude Test Battery.

See description of French Basic RSW (part-time).

ITALIAN BASIC RSW (full-time)    twenty weeks, full-time, at Headquarters. Prerequisites: TOP SECRET clearance; interview with instructor; Foreign Language Aptitude Test Battery.

See description of French Basic RSW (full-time)

ITALIAN INTERMEDIATE  
READING WORKSHOP    ten weeks, part-time (an hour of grammar review and a three-hour translation session each week), at Headquarters. Prerequisites: TOP SECRET clearance; basic reading course or equivalent; interview with instructor.

See description of French Intermediate Reading Workshop.

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ITALIAN INTERMEDIATE RSW (part-time) ten weeks, part-time (3 two-hour classes and nine hours of laboratory drill or outside preparatory work each week), at Headquarters. Prerequisites: TOP SECRET clearance; part-time RSW basic course or equivalent; interview with instructor.

See description of French Intermediate RSW (part-time).

ITALIAN INTERMEDIATE RSW (full-time) ten weeks, full-time, at Headquarters. Prerequisites: TOP SECRET clearance; satisfactory completion of the basic full-time course or equivalent; interview with instructor.

See description of French Intermediate RSW (full-time).

JAPANESE BASIC RSW (part-time) three phases of twenty weeks each, part-time (3 two-hour classes and nine hours of lab drill each week), at Headquarters. Prerequisites: TOP SECRET clearance; interview with instructor; Foreign Language Aptitude Test Battery.

See description of Arabic Basic RSW.

JAPANESE BASIC RSW (full-time) forty weeks, full-time, at Headquarters. Prerequisites: TOP SECRET clearance; interview with instructor; Foreign Language Aptitude Test Battery.

Primary emphasis in this course is on developing the ability to speak and understand the language. The usual day's work consists of four to five hours of drills, guided conversation, and instruction in grammar in the classroom, and three to four hours of individual lab work. Two or more visits of three to five days each are scheduled to a site where the language is spoken exclusively. On completion of the course, the student should be able to converse in the language in many everyday situations.

Reading and writing are introduced gradually, but they never occupy more than about one-fourth of the student's time. By the end of the course the student should have a firm command of the syllabary alphabets and of a few hundred Chinese characters.

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PERSIAN BASIC RSW      twenty-six weeks, full-time, at Headquarters. Prerequisites: TOP SECRET clearance; interview with instructor; Foreign Language Aptitude Test Battery.

The objective is to train the student to speak and understand the language in a variety of everyday situations and to read it at an elementary level. Throughout the course the major emphasis is on developing oral skills: The students spend four to five hours a day in class activities with a native-speaking instructor, and the rest of the time working with tapes in the language lab. Classwork includes drill in the recognition and correction pronunciation of the language, memorizing dialogues embodying the principal structural patterns of the language, drills to develop ability to use these patterns correctly and automatically in varying combinations and modifications, guided conversations, and exposition of grammar. After an initial period of exclusive concentration on the spoken language the elements of the writing system are introduced and the student begins to devote a small part of his time to reading simple texts. Two or more visits of three to five days are scheduled at a site where the language is spoken exclusively.

POLISH BASIC READING      two phases of fifteen weeks each, part-time (3 two-hour classes each week), at Headquarters. Prerequisites: TOP SECRET clearance; interview with instructor; Foreign Language Aptitude Test Battery.

See description of Albanian Basic Reading.

POLISH INTERMEDIATE READING      fifteen weeks, part-time (an hour of grammar  
WORKSHOP      review and a three-hour translation session  
each week), at Headquarters. Prerequisites:  
TOP SECRET clearance; basic reading course  
or equivalent; interview with instructor.

See description of Albanian Intermediate Reading Workshop.

ROMANIAN BASIC READING      twenty weeks, part-time (3 two-hour classes each  
week), at Headquarters. Prerequisites: TOP  
SECRET clearance; interview with instructor; For-  
eign Language Aptitude Test Battery.

See description of French Basic Reading.

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ROMANIAN INTERMEDIATE ten weeks, part-time (an hour of grammar review  
READING WORKSHOP and a three-hour translation session each week), at  
Headquarters. Prerequisites: TOP SECRET clear-  
ance; basic reading course; interview with instructor.

See description of French Intermediate Reading Workshop.

RUSSIAN BASIC READING two phases of 15 weeks each, part-time (3 two-hour  
classes each week), at Headquarters. Prerequisites:  
TOP SECRET clearance; interview with instructor;  
Foreign Language Aptitude Test Battery.

See description of Albanian Basic Reading.

RUSSIAN BASIC RSW (part-time) three phases of twenty weeks each, part-time (3  
two-hour classes and nine hours of language drill  
each week), at Headquarters. Prerequisites:  
TOP SECRET clearance; interview with instruc-  
tor; Foreign Language Aptitude Test Battery.

The aim is knowledge of the basic spoken and written language. Close attention is given to the sounds of the language and accurate pronunciation. Drill provides practice in basic sentences used in everyday situations. The essentials of grammar structure are presented and there are exercises in correct usage. Writing also receives some attention. Reading selections are taken from fiction and newspaper-type materials.

Students will need the full three-phase sequence to acquire a satisfactory control of the language at the elementary level.

RUSSIAN BASIC RSW (full-time) forty weeks, full-time, at Headquarters. Pre-  
requisites: TOP SECRET clearance; interview  
with instructor; Foreign Language Aptitude Test  
Battery.

The acquisition of reading, writing, and speaking skills is the object of this course. Initially, emphasis is on pronunciation and spoken language proficiency. Instruction includes classroom drill with native speakers, lab drill with recorded materials, exposition of grammar, reading practice, some writing, and area lectures (in English). There are two or more visits of three to five days at a site where the language is spoken exclusively.

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On completion of this course, the student should be able to speak the Russian language in a variety of conversational situations. He should also be able to read simple materials and write at the elementary level.

**RUSSIAN ECONOMIC AND POLITICAL READING (INTERMEDIATE)** two phases of fifteen weeks each, part-time (3 two-hour classes each week), at Headquarters. Prerequisites: TOP SECRET clearance; a year of basic Russian or equivalent; interview with instructor.

The objective of the course is to develop speed and accuracy in reading ordinary Russian political and economic materials. Selections from current periodicals, representing as far as possible the student's field of interest, serve as the basis for practice. The translation process and recent Soviet terminology and abbreviations are included. Grammar is reviewed when necessary.

On completion of this course the student should be able to read at moderate speed with the aid of a dictionary. Still more practice will be needed to function at the advanced level.

**RUSSIAN FAMILIARIZATION (BASIC)** twelve weeks, part-time (2 one-hour classes each week), at Headquarters. Prerequisite: TOP SECRET clearance.

This is a course for employees whose analytical, editorial, or secretarial work requires familiarity with Russian. A manual aids familiarization with the alphabet, the transliteration system, and several hundred nouns, adjectives, and other word types. Special attention is given to geographic and personal names. Sentence structure is discussed.

On completion of the course the student should know the alphabet, be able to transliterate accurately, find words in a dictionary, and locate items in an encyclopedia or a gazetteer.

**RUSSIAN INTERMEDIATE READING** two phases of fifteen weeks each, part-time, at Headquarters. Prerequisites: TOP SECRET clearance; basic reading course or equivalent; interview with instructor.

Emphasis is on reading factual material in economic, political, sociological, and general fields; considerable use is made of newspaper selections. Special problems of the translation process are considered throughout the course. Basic grammar and fundamentals of pronunciation are reviewed.

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On completion of the course the student should be able to read newspaper-type material at moderate speed with the aid of a dictionary. Those interested in conversational practice are invited to enroll in a two-hour oral discussion conducted once a week.

**RUSSIAN INTERMEDIATE READING WORKSHOP**      thirty two weeks, part-time (an hour of grammar review and a three-hour translation session each week), at Headquarters. Prerequisites: TOP SECRET clearance; basic reading course or equivalent; interview with instructor.

The purpose of the Workshop is to give employees who have an elementary or better knowledge of Russian the opportunity to improve their reading ability and to practice translation. Materials are largely current periodicals. Whenever desirable, students are also encouraged to work on materials in their fields of specialization. The work period will be used for discussions of translation problems, consideration of abbreviations and new terminology, and for checking student work.

At the end of the course students should have improved in their accuracy in both translation and reading. Extensive practice is usually necessary to acquire reading ability at the advanced level.

**RUSSIAN INTERMEDIATE RSW (part-time)**      three phases of fifteen weeks each, part-time (3 two-hour classes and five hours of lab drill a week), at Headquarters. Prerequisites: TOP SECRET clearance; basic part-time course or equivalent; interview with instructor.

Intermediate level proficiency in speaking and writing is the objective of this course. Phonological and grammatical essentials are reviewed and there is some attention to writing the language. Reading selections are largely from Russian periodicals and deal with economics, politics, international affairs, technology, and other topics of current interest; they approximate the reading required of intelligence officers and analysts. For additional conversational practice students are encouraged to join one of the informal seminars which meet for a two-hour period once a week.

After the three phases of the course the student should be able to converse in a wide range of everyday situations, read non-technical materials at moderate speed, and write in simple acceptable style.

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RUSSIAN INTERMEDIATE RSW (full-time) thirteen weeks, full-time, at Headquarters. Prerequisites: TOP SECRET clearance; basic full-time Russian RSW or equivalent; interview with instructor.

The objective of the course is to develop reading, writing, and speaking skills at the intermediate level. Realistic, informal conversation is emphasized. Students present oral reports on subjects of their choice. The course includes intensive reading and discussion of political, economic, literary, and tradecraft material; some written work is required. There are two or more visits of three to five days at a site where the language is spoken exclusively during the period of the exercise.

On completion of this course the students should be able to speak, read, and write the language with considerable facility.

RUSSIAN SCIENTIFIC AND TECHNOLOGICAL READING (INTERMEDIATE) two phases of fifteen weeks each, part-time (3 two-hour classes each week), at Headquarters. Prerequisites: TOP SECRET clearance; a year of basic Russian or equivalent; interview with instructor.

The objective of this course is to develop speed and accuracy in reading ordinary scientific and technological materials. Selections from current periodicals, representing insofar as possible the student's field of interest, serve as the bases for class practice. Problems of the translation process, recent Soviet terminology and abbreviations, and grammar are discussed.

On completion of this course the student should be able to read at moderate speed with the aid of a dictionary, but more practice will be needed to function at the advanced level.

RUSSIAN ADVANCED RSW two phases of fifteen weeks each, part-time, at Headquarters. Prerequisites: TOP SECRET clearance; at least two years of part-time training in Russian; interview with instructor.

The ability to read, speak, and write Russian at an advanced, non-native level is the objective of this course. It is designed for those who have already achieved high intermediate proficiency. Materials for written and spoken practice are taken from a variety of fields including economics, politics, sociology, literature, and daily life inside and outside the USSR. Extensive use is made of Soviet and

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non-Soviet periodicals. The problem approach is stressed, requiring the student to converse, write letters and reports, and function within situations approximating those he may encounter in dealing with Russians.

Throughout the course emphasis is on active control of spoken and written Russian and improvement of vocabulary and of the patterns and structure of standard colloquial Russian.

SERBO-CROATIAN BASIC READING two phases of fifteen weeks each, part-time (3 two-hour classes each week), at Headquarters. Prerequisites: TOP SECRET clearance; interview with instructor; Foreign Language Aptitude Test Battery.

See description of Albanian Basic Reading.

SERBO-CROATIAN INTERMEDIATE READING WORKSHOP fifteen weeks, part-time (an hour of grammar review and a three-hour translation session each week), at Headquarters. Prerequisites: TOP SECRET clearance; basic reading course or equivalent; interview with instructor.

See description of Albanian Intermediate Reading Workshop.

SLOVAK INTERMEDIATE READING WORKSHOP fifteen weeks, part-time (an hour of grammar review and a three-hour translation session each week), at Headquarters. Prerequisites: TOP SECRET clearance; basic reading course or equivalent; interview with instructor.

See description of Serbo-Croatian Intermediate Reading Workshop.

SPANISH BASIC READING twenty weeks, part-time (3 two-hour classes each week), at Headquarters. Prerequisites: TOP SECRET clearance; interview with instructor; Foreign Language Aptitude Test Battery.

See description of French Basic Reading.

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SPANISH BASIC RSW (part-time) three phases of ten weeks each, part-time (Phase I and II: 5 two-hour classes plus 10 hours of lab drill each week; Phase III: 3 two-hour classes and nine hours of lab drill each week), at Headquarters. Prerequisites: TOP SECRET clearance; interview with instructor; Foreign Language Aptitude Test Battery.

See description of French Basic RSW (part-time).

SPANISH BASIC RSW (full-time) twenty weeks, full-time, at Headquarters. Prerequisites: TOP SECRET clearance; interview with instructor; Foreign Language Aptitude Test Battery.

See description of French Basic RSW (full-time).

SPANISH INTERMEDIATE READING WORKSHOP ten weeks, part-time (an hour of grammar review and a three-hour translation session each week), at Headquarters. Prerequisites: TOP SECRET clearance; basic reading course; interview with instructor.

See description of French Intermediate Reading Workshop.

SPANISH INTERMEDIATE RSW (part-time) ten weeks, part-time (3 two-hour classes and nine hours of lab drill or outside preparatory work each week), at Headquarters. Prerequisites: TOP SECRET clearance; basic part-time RSW course or equivalent; interview with instructor.

See description of French Intermediate RSW (part-time).

SPANISH INTERMEDIATE RSW (full-time) ten weeks, full-time, at Headquarters. Prerequisites: TOP SECRET clearance; satisfactory completion of basic full-time course or equivalent; interview with instructor.

See description of French Intermediate RSW (full-time).

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**TURKISH BASIC RSW**      three phases of twenty weeks each, part-time (5 one-hour classes per week plus lab drill as directed), at Headquarters. Prerequisites: TOP SECRET clearance; interview with instructor; Foreign Language Aptitude Test Battery.

This course gives the students a balanced introduction to the written and spoken forms of the language. Major emphasis is on the acquisition of oral skills.

**TURKISH INTERMEDIATE RSW**      three phases of twenty weeks each, part-time (5 one-hour classes each week plus lab drill as directed), at Headquarters. Prerequisites: TOP SECRET clearance; basic course or equivalent; interview with instructor.

A continuation of the basic RSW course, this course brings the student to the intermediate level as measured by standard proficiency examinations. There are oral drills and conversation, discussions of the assigned reading, and work in composition. Reading materials on current political and economic affairs are taken principally from modern periodicals.

**UKRANIAN BASIC READING**      two phases of fifteen weeks each, part-time (3 two-hour classes each week), at Headquarters. Prerequisites: TOP SECRET clearance; interview with instructor; Foreign Language Aptitude Test Battery.

See description of Albanian Basic Reading.

**UKRANIAN INTERMEDIATE READING WORKSHOP**      fifteen weeks, part-time (3 two-hour classes each week), at Headquarters. Prerequisites: TOP SECRET clearance; interview with instructor; Foreign Language Aptitude Test Battery.

See description of Albanian Intermediate Reading Workshop.

**UZBEK INTERMEDIATE READING WORKSHOP**      ten weeks, part-time (1 two-hour class each week), at Headquarters. Prerequisites: TOP SECRET clearance; basic reading course or equivalent; interview with instructor.

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Students have the opportunity to do individual translation work under the supervision of an instructor. The objective is to develop and improve translation ability at the newspaper level. Newspapers and other textual material are provided, and students may bring other materials in which they have particular interest. Basic structural features of the language are reviewed.

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## COURSES OF OTHER AGENCY OFFICES

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## MEDICAL STAFF

**FIRST AID** ten hours (two hours per day), at Headquarters or as required. Prerequisites: SECRET clearance and authorization.

This course provides instruction in the care and handling of the sick and injured before professional medical attention can be obtained. Methods taught in the course do not take the place of professional medical or surgical attention but are measures to be taken to alleviate pain, prevent further injury, save life, and preserve resistance and vitality. The course prepares the individual to meet everyday emergencies and those emergencies encountered in disaster situations.

Conducted by the Medical Staff.

**INDIVIDUAL MEDICAL SUPPORT** thirty hours, full-time or part-time, at Headquarters or as required. Prerequisites: TOP SECRET clearance; first aid or equivalent medical training.

Provides Agency employees with sufficient fundamental medical and surgical knowledge and skill to handle the sick and injured under isolated conditions. Such training is necessary for persons whose work takes them to areas where there are no medical or surgical facilities. Upon completion of this training, an employee is usually capable of coping with most emergency situations in which medical attention is needed.

Conducted by the Medical Staff.

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## OFFICE OF CENTRAL REFERENCE

INTELLIGENCE SUBJECT CODE      four weeks, full-time, at Headquarters. Pre-  
requisite: SECRET clearance.

Designed to instruct all new document analysts and reference librarians as well as personnel from other intelligence agencies in the use of the Intelligence Subject Code. The course is open to anyone who needs basic orientation in the CIA Library Intellofax System with special emphasis on the use of the Intelligence Subject Code. It includes analysis of intelligence documents; selection and assignment of proper subject and area codes with related clear text entries; understanding of the IBM operations for retrieval of subject information; and familiarization with Library and other OCR facilities.

Conducted by the Office of Central Reference.

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## OFFICE OF COMMUNICATIONS

AS-3 OPERATING COURSE (MEDIUM three days, full-time [REDACTED]  
SPEED RADIO EQUIPMENT) [REDACTED] Prerequisite: SECRET clearance.

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25X1A

To instruct personnel in the operation of the field-end equipment associated with this system and the use of applicable operating plans and procedures. Reduced distance on the air exercises is included in the course. Those who need instruction in cryptographic procedures for use with the equipment should be scheduled for the appropriate cryptographic course or for tutorial instruction.

Conducted by the Office of Communications.

COMMUNICATIONS BRIEFING as required, part-time, at Headquarters. Prerequisite: Cryptographic clearance.

Conducted for [REDACTED] senior personnel who require a basic understanding of the communications activity and support at their

[REDACTED] Tailored to the specific needs of the individual, this briefing is not designed to qualify an individual to perform cryptographic duties nor does it serve as refresher training for previously trained personnel.

Conducted by the Office of Communications.

STAFF CRYPTOGRAPHIC SYSTEM three weeks, full-time [REDACTED]  
(MACHINE) [REDACTED] Prerequisites: Cryptographic clearance; Staff System (Manual) Course or equivalent.

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25X1A

Provides instruction and practice in the operation of teletype and machine cryptographic equipment. Each student operates from a [REDACTED] as determined by his assignment.

Conducted by the Office of Communications.

25X1A

STAFF CRYPTOGRAPHIC SYSTEM one week, full-time, [REDACTED]  
(MACHINE) REFRESHER [REDACTED] Prerequisites: Cryptographic clearance; ability to pass a Manual and Machine Staff Cryptographic Assessment.

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**25X1A**

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specific assignment and has two purposes: to review material covered in the Staff Cryptographic System (Manual) Course, and to acquaint personnel with new and revised cryptographic procedures.

Conducted by the Office of Communications.

STAFF CRYPTOGRAPHIC SYSTEM (MANUAL)--  
SPECIAL APPLICATIONS/ONE-TIME PAD

one week, full-time, [REDACTED]  
[REDACTED] Prerequisites: Cryptographic clearance;  
ability to touch-type approximately  
30 wpm.

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25X1A

Designed to qualify staff personnel from DDI and DDS components in the manual cryptographic procedures utilized at their specific stations.

Conducted by the Office of Communications.

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## OFFICE OF COMPUTER SERVICES

**FORTRAN** four weeks, part-time (80 hours), at Headquarters. Prerequisites: none; some background in mathematics helpful.

FORTRAN is a math-oriented computer language which can be used by persons who are not computer specialists. The course includes an introduction to ADP techniques and hardware, a visit to a computer center, a modified FORTRAN self-study course, preparation of a FORTRAN computer program, and an examination. The course is intended for individuals who will write FORTRAN computer programs to satisfy data processing requirements which can be solved by the use of a computer.

Conducted by the Office of Computer Services/DDS&T.

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## OFFICE OF FINANCE

**BUDGET EXECUTION** five weeks, part-time (20 hours), at Headquarters. Pre-requisites: TOP SECRET clearance; direct duties in Agency budgetary work; training or experience in Federal or Agency budgetary principles.

The course covers the use of funds and other resources required to conduct Agency programs after the approval of the budgetary estimates, and is aimed at the budget officer, administrative officer, and operational planning-officer level. The goal of the course is to give general guides that may be used in the solution of advanced problems and the development of Agency budgetary systems. Students write papers on problems of their components for seminar discussion.

NOTE: Open to both SF and non-SF employees. Special attention is given to the Agency Financial Management Program. The course is an expansion of the last half of the former Theory of Budgetary Techniques Course. Performance ratings in the course are important to SF employees.

Taught by the Office of Finance.

**BUDGET FORMULATION** five weeks, part-time (20 hours), at Headquarters. Pre-requisites: TOP SECRET clearance; direct duties in Agency budgetary work; training or experience in Federal or Agency budgetary principles.

The course covers the process of estimating and approving the amount of funds and other resources required to conduct Agency programs. It is aimed at the budget officer, administrative officer, and operational planning officer. The goal of this course is to give general guides that may be used in the solution of advanced problems and the development of Agency budgetary systems. Students write papers on specific component problems for seminar discussion.

NOTE: Open to both SF and non-SF employees. Special attention is given to the Agency Financial Management Program. The course is an expansion of the last half of the former Theory of Budgetary Techniques Course. Performance ratings in the course are important to SF employees.

Taught by the Office of Finance.

**SURVEY OF BUDGETING** five weeks, part-time (20 hours), at Headquarters. Pre-requisites: TOP SECRET clearance.

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This course covers major principles of the current Government budgetary system and of executive-legislative and political-economic relationships. The three major budget processes--preparation, approval, and execution--are explained. Applications and adaptations by the Agency are emphasized.

NOTE: Open to all staff employees who need a non-technical survey of the budgetary function. The course is especially designed for administrative officers and program planners, but ratings and evaluations are limited to SF and Audit Staff career employees.

Taught by the Office of Finance.

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## OFFICE OF LOGISTICS

**LOGISTICS ORIENTATION** one day to four weeks, full- or part-time, at Headquarters. Prerequisite: TOP SECRET clearance.

The scope of this training varies with requirements. It may be a one-day series of briefings or it may be a four week program. The course material will cover all aspects of the Headquarters logistics function (organization and responsibilities), or it may be a special program concerned with detailed briefings and discussions of a single unit or operation within the Office of Logistics.

Tutorial, in-service, and on-the-job training are provided in all phases of logistics operations. Training varies with each particular requirement and normally includes controlled participation in the day-to-day operations of Agency offices. Phases of tutorial and on-the-job training may include specialized areas of general supply procedures; Financial Property Accounting (FPA); general warehousing, receiving, and storage; field warehousing; packing and crating; transportation; courier and messenger training; logistics clerical procedures; telephone operator training; real estate activity; procurement procedures; contracts; and printing and reproduction processes, including press work, photography, typography, and binding.

Conducted by the Office of Logistics.

**LOGISTICS SUPPORT** three weeks, full-time, at Headquarters. Prerequisite: TOP SECRET clearance.

This course includes orientation in the functions and operations of logistics and practice in the skills, methods, and techniques of performing logistics duties. The course is a basic requirement for all Logistics Career personnel who will serve in a logistical assignment in an area division or overseas. It is also recommended for administrative personnel of other components who have or will have logistical responsibilities.

The course consists of lectures, discussions, and case problems dealing with the basic functions and organization of Agency supply, warehousing, procurement, contracts, transportation, and real estate; the special functions of Agency printing and photographic services; and the general principles of logistics supervision and management problems. Lectures and study materials deal with logistics planning, Type I and Type II Station Accountability, and the Headquarters-overseas responsibilities of the Logistics officer.

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The program is supplemented by films, demonstrations, seminars, field problems and exercises, and tours of the Agency's printing plant [REDACTED]

Conducted by the Office of Logistics.

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PRINTING SERVICES SEMINAR      three half-day periods, at Headquarters. Pre-requisites: TOP SECRET clearance; administrative personnel and officers responsible for ordering, authorizing, and preparing materials for printing and reproduction.

This Seminar familiarizes Agency personnel with the facilities, functions, responsibilities, and organization of the Printing Services Division. The program includes lectures on requisitioning and preparing material for printing and photo reproduction; discussion of printing plant facilities and capability; photographic reproduction and printing processes; economy in printing from the customer's point of view; job cost estimating; discussion of printing problems--the "why" and "how" of printing services in the Agency. A guided tour of the printing plant is included.

Conducted by the Office of Logistics.

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## OFFICE OF SECURITY

The Office of Security conducts an intraoffice curriculum of courses in various security subjects for the benefit of Security Career Service designees. Subjects include investigative techniques, physical security [REDACTED] security clearance procedures, industrial security procedures, and other topics, all designed to heighten the level of professionalism in security specialists or generalists.

Occasionally Agency personnel other than Security Career Service designees need briefings or limited tutorial training in one of the subjects within the sphere of security. In these cases, ask for information from the Training Officer in the Office of Security.

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## NON-AGENCY TRAINING

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## NON-AGENCY COURSES AND PROGRAMS

When it is uneconomical or impractical to teach a subject inside the Agency, students are sent for training to other government agencies or to courses in universities or programs offered by public institutions or private industry. The Government Employees Training Act (GETA) requires that our first choice in non-Agency training be in other government departments; if the requirement cannot be filled there, we must go next to private or public institutions wholly or partly financed by the U.S. Government; only after these sources are exhausted are we free to seek training in the rest of the academic world.

Agency regulations entrust to the Director of Training the responsibility for "approval and arrangement of training at authorized non-CIA facilities." His duties include insuring that Agency employees have the knowledge and technical skill to carry out the general and specific functions of CIA. The training requirements generated by these functions would strain the facilities of any university and obviously are beyond the capacities of OTR and the other Agency components which conduct training courses.

Need is the central criterion in determining who will be sponsored by the Agency for external training--not the need of the individual and his personal interests, but Agency need. CIA will not send an employee to college to earn a degree merely for the sake of the degree. If, however, the Agency needs a specific skill and the individual selected to go outside to learn it achieves a degree in the process, as a by-product, there is neither Agency objection nor prohibition by the GETA.

Multiple considerations are involved in the choice of a non-Agency course or school. Among these are the provisions of the GETA, the reputation of a school or of a faculty, previous good experience with the school or course, location (travel expenses must be considered), cover or operational problems, whether the prospective student can be spared from his desk, whether the course is part-time or full-time. And, of course, others. The OTR Registrar Staff is prepared to and

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has the responsibility of giving information, advice, and assistance in choosing non-Agency training and of arranging enrollment and other details. The External Training Branch of the Registrar Staff furnishes to the student in an outside training program whatever support and information he may need before and during the course.

Two main demands are made on the student going outside the Agency for training: that he perform creditably while in training, and that he prepare a report on his training and experiences.

Applications for outside training under agency auspices should be sent on Form 136 through Training Officers to the Registrar/OTR. An employee who wants to take outside courses at his own expense is required to make arrangements in accord with the provisions of HR [REDACTED] paragraph 7e.

25X1A

Enrollment in some external courses is controlled by the Training Selection Board. For further information on the scope of the Board's activity and the courses on which its action is required, see page 67.

## REFERENCES ON NON-AGENCY TRAINING

A collection of reference material maintained in the office of the Registrar provides information for Agency employees and their dependents on educational and training opportunities in the United States and abroad. Among the sources in this collection are:

Catalogs from U. S. and foreign colleges and universities and from trade and vocational schools; catalogs of courses offered by the U. S. armed forces, FSI, CSC, GSA, and other Federal agencies.

LOVEJOY'S COLLEGE GUIDE and FINE'S AMERICAN COLLEGE COUNSELOR AND GUIDE. Both give information on enrollments, tuition, degrees offered, accreditation, and other basic information on American colleges and universities.

INTERNATIONAL HANDBOOK OF UNIVERSITIES lists admission requirements, departments, language of instruction, degrees and diplomas, enrollments, etc. of all foreign universities except those in the British Commonwealth.

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COMMONWEALTH UNIVERSITIES YEARBOOK lists faculties by departments, and administrative officers, admission requirements, degrees and diplomas, fees, etc. in universities of the British Commonwealth.

THE COLLEGE BLUE BOOK, in three volumes, contains information on U.S. and foreign institutions of higher learning, standards and criteria for accreditation and recognition, financial support available to American students, an educational atlas of college towns and secondary schools in the United States, a register of educational organizations, and a list of educational periodicals.

A GUIDE TO STUDY ABROAD gives much useful information about opportunities for study in Europe, Latin America, and the Near and Far East--academic year, summer sessions, summer study tours, work-study programs, etc.

HANDBOOK ON INTERNATIONAL STUDY FOR U.S. NATIONALS and HANDBOOK ON INTERNATIONAL STUDY FOR FOREIGN NATIONALS. The first lists study opportunities for U.S. students abroad; the second is for foreign students in the United States. Both give sources of further information.

A GUIDE TO BOARDING SCHOOLS ABROAD is a directory of elementary and secondary schools in Europe, the Near East, and the Far East which regularly enroll American students.

SARGENT'S PRIVATE SCHOOLS gives information on enrollment, curriculums, and tuition at private elementary and secondary schools in the United States and abroad.

CATALOG OF INTERAGENCY TRAINING PROGRAMS. This lists training given by U.S. Government agencies for their own employees but made available to employees of other departments through the efforts of the Committee on Interagency Training.

Adult education programs. Fliers list courses offered by the District and Arlington school systems and by the YWCA.

Correspondence courses. Catalogs and brochures give information on courses offered by universities, the Armed Forces, technical institutions, and by the Calvert School and others on the elementary and secondary levels.

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Financial aid for higher education. Much information is available on scholarships, fellowships, grants, and loans at American colleges and universities. This is particularly helpful to Agency employees with dependents of college age.

Publications of the American Management Association include reports of various divisions of AMA; program outlines of seminars, workshops, clinics, and courses sponsored by AMA; and the monthly magazines MANAGEMENT REVIEW and PERSONNEL.

WORLD LIST OF FUTURE INTERNATIONAL MEETINGS. A quarterly listing covering a three year period; supplements are issued monthly.

WORLD CONVENTION DATES. A monthly which lists principally district, state, regional, and national meetings in the United States, with some foreign meetings included.

## THE OFF-CAMPUS PROGRAM

CIA, in cooperation with the George Washington University and The American University, offers Agency employees an opportunity to take college-level courses (for credit) in the Headquarters Building with all-Agency classes and Agency instructors. Courses may be offered in any subject for which there is sufficient demand. Tuition is two-thirds of that charged for the same courses on the campuses. Some students in the Off-Campus Program are sponsored by the Agency; most enroll at their own expense. Classes are held after work hours. Registration is handled by the universities involved, a fact which limits participation in these courses to overt CIA employees. Other arrangements can be made for non-overt employees to enroll in similar programs. For further information on the program, call the OTR Registrar.

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## INTERAGENCY PROGRAMS

In accord with the Government Employees Training Act, many Government Agencies have opened their training facilities and programs to employees of other agencies. INTERAGENCY TRAINING PROGRAMS is an annual bulletin which lists all courses open to employees of other than the sponsoring agencies, as well as courses developed for government-wide training by the Civil Service Commission, the Bureau of the Budget, and the General Services Administration. This bulletin is distributed to Training Officers by the OTR/Registrar.

The bulletin groups courses under the following headings: General Management, Supervision, Supply Management, Personnel Management, ADPS in Modern Management, Management Engineering Program, Administrative Operations, Communications, Safety and Protection, Civil Defense, The United States and World Affairs, Specialized Agency Programs, Mathematics and Physical Sciences, Skilled Trades and Crafts, Communicable Disease Control, and Environmental Sciences and Engineering Training. Programmed instruction given on teaching machines at the National Institutes of Health is also listed.

Principal Government agencies are represented on the Committee on Interagency Training. Members of the Committee make courses of their departments available for inclusion in the bulletin, advise the Civil Service Commission on interagency training matters, and serve as focal points of interagency training information and assistance in their respective agencies. The OTR Registrar is the CIA representative on the Committee. The program is administered by the Office of Career Development of the U. S. Civil Service Commission.

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## TRAINING SELECTION BOARD COURSES

Attendance at some non-Agency courses requires action by the CIA Training Selection Board. The notice which established the Training Selection Board is reproduced here:

TRAINING

18 December 1963

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### TRAINING SELECTION BOARD

1. Effective 1 January 1964 there is established a Training Selection Board for the purpose of selecting candidates to participate in external training programs where effective representation of the Central Intelligence Agency is considered by the Board to be a significant criterion for selection. The Director of Training is designated Chairman of the Board, and the Director of Personnel or his Deputy will serve as a permanent member. In addition, the Executive Director-Comptroller and each Deputy Director will designate a representative to act for him as a permanent member of the Board.
2. The Training Selection Board will be responsible for considering annually and recommending candidates to be nominated by the Agency for attendance at the Senior Defense Colleges, the Senior Seminar in Foreign Policy, and the Advanced Management Program at Harvard University. Candidates for these programs will compete for appointment in terms of their performance, need for the training in their present or proposed assignments, other qualifications as required by each institution, and their apparent ability to represent the Agency. Heads of Career Services will submit nominations in response to an annual solicitation by the Chairman of the Training Selection Board. Candidates who are available in the headquarters area will appear before the Board for personal interview during the selection process. Candidates and alternates chosen by the Board will be recommended to the Deputy Director of Central Intelligence for final selection.
3. The Training Selection Board will review continually the Midcareer Training Program and recommend to the Executive Director-Comptroller methods and procedures to ensure its continued and improved effectiveness.

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4. The Board will evaluate continually external training programs to select those of interest to the Agency. In consultation with Heads of Career Services, the Board will establish quotas and arrange with the sponsoring institution for the allocation to the Agency of a suitable number of billets in selected programs. Nominees for these programs will be screened by a committee of one or more Board members designated by the Chairman and candidates to represent the Agency will be selected by the Training Selection Board.

FOR THE DIRECTOR OF CENTRAL INTELLIGENCE:

L.K. WHITE  
Deputy Director  
for Support

The courses listed here are those on which Training Selection Board action is now required. The list may be shortened or lengthened in the future. In addition to the courses listed here, the Training Selection Board will act when a full year of study in an institution of higher learning is involved, when the training desired is a government intern program, and in cases where applications exceed the number of places available in courses which the Board does not ordinarily handle. Nominations for courses on which Training Selection Board action is required should be sent through the Senior Training Officer of the candidate's directorate to the Board.

Advanced Management Program (Harvard)	Interdepartmental Seminar: Problems of Development and Internal Defense
Air War College	Internship in Congressional Relations (CSC)
Armed Forces Staff College	Management Course (Army)
Army War College	Management Development for Federal Executives (USDA)
Career Education Awards (NIPA)	Management Orientation (Army)
Conference for Federal Science Execu- tives (Brookings)	Midcareer Course in Foreign Affairs (FSI)
Conference for General Administrator (Brookings)	Middle Management Institute (CSC)
Educational Program for Federal Offi- cials at Midcareer (Princeton)	National War College
Executive Development Program (CSC)	Naval War College
Executive Development Program (Cornell)	Program for Management Development (Harvard)
Executive Leadership Institute (CSC)	Senior Seminar in Foreign Policy (FSI)
Executive Program in Business Admin- istration (Columbia)	Summer Institute in Executive Develop- ment for Federal Administrators (Wisconsin)
Federal Executive Fellowships (Brookings)	Venture in Executive Development (Pittsburgh)
Imperial Defense College	
Industrial College of the Armed Forces	

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## Selected Non-Agency Courses

A number of non-Agency programs and courses are described below. Most of them would be useful to any component of the Agency because their subject matter is general, not designed to prepare for a specific skill. These include the senior officer schools of the armed forces and many executive development courses.

The Agency may sponsor training in many other fields, of course, such as banking, economics, geography, law, library science, medicine, political science, and others.

Information on courses available and more detail on those described here, as well as schedules, are available from the OTR Registrar Staff.

For information on application for and registration in non-Agency courses, see pages ii and 63 of this catalog, or call extension 3101 or 3137.

**ADVANCED MANAGEMENT PROGRAM** 13 weeks, twice a year, at Cambridge, Massachusetts. Prerequisites: GS-15 and above; 36-50 years of age. The Agency can send one to each program, subject to acceptance by the university. Training Selection Board action required.

The aim of the course is training in administrative practices and procedures designed to make the manager a more effective executive. Topics include business policy, administrative practices, business and world society, cost and financial administration, marketing administration, problems in labor relations.

Conducted by Harvard University.

**AIR WAR COLLEGE** ten months, at Maxwell AFB, Alabama. Prerequisites: TOP SECRET clearance; GS-14 and above; 35-45 years of age. Agency quota: 2. Training Selection Board action required.

This course is designed to prepare senior officers for high command and staff duty and to promote sound concepts of aerospace power development and employment. International relations, air warfare, and global strategy are studied.

Conducted by the U.S. Air Force.

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#### AMERICAN MANAGEMENT ASSOCIATION PROGRAMS

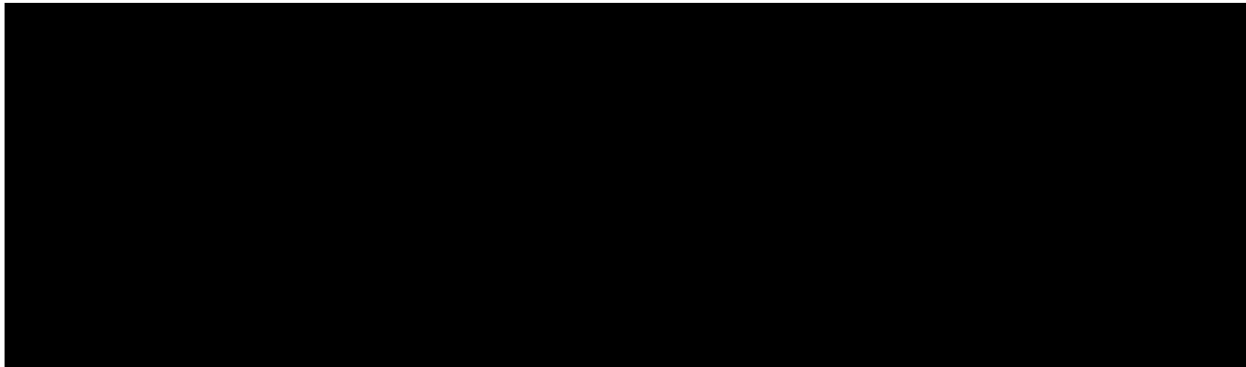
AMA's concept of management education is that managerial skills and techniques are best taught by those who are most familiar with them--experienced managers who are themselves full-time operating executives. Speakers and discussion leaders are selected from the leaders of today's management profession.

Among the means the association uses for management education are courses, seminars, and conferences.

AMA COURSES are regularly scheduled sessions, taught by experts, and covering a wide variety of topics under the following general headings: Management, Administrative Services, Finance, Insurance, Manufacturing, Marketing, Personnel, Purchasing, and Research and Development. Courses run from one to two weeks.

AMA SEMINARS are of two types, workshops and orientation. Workshop seminars, designed for experienced operating executives only, are small discussion groups where participants meet with other executives faced with similar problems and responsibilities to exchange experience, outline their problems and hear suggested solutions, and learn of successful systems and methods used in other companies. The orientation seminars are designed for executives, experienced or novice, who want or need a brief review of fundamentals or who wish to keep abreast of latest developments in their fields. These sessions are primarily instructional. Seminars cover many management topics under the following general headings: Administrative Services, Defense Industry, Finance, General Management, Insurance, International Management, Manufacturing, Marketing, Packaging, Personnel, Purchasing, and Research and Development. Seminars run from two to five days.

AMA CONFERENCES provide a quick summary of current management thinking in a general subject area. Authoritative speakers, panel discussions, demonstrations, and exhibits emphasize proven, practical ideas and their relationship to the general business environment.



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AREA STUDIES

Full-time, intensive area courses are available at many universities. Among them are Far East studies at UCLA at Berkeley and the East-West Center at the University of Hawaii, Southeast Asian Studies at Cornell, the Tibetan area program at the University of Washington, and Middle East studies at Johns Hopkins. Brief area programs are also available at the Foreign Service Institute.

ARMED FORCES STAFF COLLEGE      five months, twice yearly, at Norfolk, Virginia. Prerequisites: TOP SECRET clearance; GS-13 and above; 30-45 years of age. Agency quota: 2 each session. Training Selection Board action required.

The objectives are to promote teamwork among the services, to educate officers in joint and combined organization, planning, and operations, and related aspects of national and international security, and to prepare them for duty in all echelons of joint and combined commands.

Supervised by the Joint Chiefs of Staff and administered by the Bureau of Naval personnel.

ARMY WAR COLLEGE      ten months, at Carlisle Barracks, Pennsylvania. Prerequisites: TOP SECRET clearance; GS-14 and above; 35-45 years of age. Agency quota: 1. Training Selection Board action required.

The aim is to prepare senior military and civilian officers for responsible positions in policy, command, and staff functions. The overall topic is the design of a national strategy and a supporting military program. Special emphasis is given to the mission of the Army as a part of the Department of Defense.

Conducted by the U. S. Army.

ATOMIC WEAPONS ORIENTATION      one week, given frequently throughout the year, at Sandia Base, New Mexico. Prerequisites: GS-12 and above; TOP SECRET clearance; Q clearance. Quota for Agency attendance.  
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The aim of this course is to explain the national atomic weapons program. It covers their operation and physical characteristics, effects and employment, methods of delivery, testing, and future development; the stockpile sequence; organizations involved with the weapons; and estimates of Soviet nuclear capabilities.

#### AUTOMATIC DATA PROCESSING

A wide variety of courses in automatic data processing is available, both for executives and for the technicians who will operate the machines. Most of these courses are brief, one to two weeks. Among them are courses given by IBM, RCA, the Friden Corporation, and the Civil Service Commission.

#### BASIC CONCEPTS IN GOVERNMENT OPERATIONS one week. Prerequisite: GS-5 to 9.

Primarily for new government employees, the course explains how the Federal Government is organized, how it operates, and how employment in the government differs from employment in other organizations.

Conducted by the Civil Service Commission.

#### BASIC COURSE IN EMPLOYEE DEVELOPMENT two weeks. Prerequisites: none.

This course is for employees who are new in the work of employee development or who have had experience in the field but no formal training. The course covers such topics as the determination of training needs, training resources, psychology of learning, course content and organization, evaluation of training, the psychology of careers, and career development.

Conducted by the U. S. Civil Service Commission.

#### BUSINESS AND INDUSTRY

Some components send employees for on-the-job training or for maintenance or operations courses to various American businesses and industries. This is often done on a contract basis. Examples are the Martin-Marietta Corporation, General Motors, Space Technology Labs, Pan American Airways, the Ampex Corporation.

#### CAREER EDUCATION AWARDS (National Institute of Public Affairs)

Prerequisites: GS-12 to 14; 28 to 35 years of age; five to ten years of civilian government service; demonstrated potential for promotion to higher responsibility and policy-making

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position. Nominations due in January. Training Selection Board action required.

The awards give an academic year of graduate-level study at Chicago, Harvard, Princeton, Stanford, or Virginia. The study program selected should not focus on detailed techniques in any one field, but emphasize principles and policy and better understanding of the social, economic, and political problems confronting government administrators. It may also include subjects related to Agency responsibilities.

About 40 awards are announced in April each year. NIPA pays tuition and related costs.

CONFERENCES FOR FEDERAL  
SCIENCE EXECUTIVES

five days, three times a year, at Williamsburg, Virginia. Prerequisites: GS-15 and above; for scientists, engineers, and administrators of scientific and technical activities. Training Selection Board action required.

A companion series to the Conferences for General Administrators, this program is primarily for those in the fields of science and technology. Brookings places it under the general heading: "Executive Leadership in Democratic Government." The aim is to assist senior career executives in meeting their leadership responsibility by providing unique opportunities for study and discussion of major issues of public policy. Emphasis is on planning and administering scientific and related programs in the Federal Government.

Conducted by the Brookings Institution.

CONFERENCE FOR GENERAL  
ADMINISTRATORS

two weeks, three times a year, at Williamsburg, Virginia. Prerequisite: GS-15 and above. Training Selection Board action required.

Part of a series concerned with "Executive Leadership in Democratic Government," this conference is designed to assist senior career executives in meeting their leadership responsibility by providing unique opportunities for study and discussion of major issues of public policy. It is primarily for administrative and program officers.

Conducted by the Brookings Institution.

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#### CORRESPONDENCE COURSES

Many universities and corporations have correspondence course programs. Among them are the technical courses given by RCA, CREI, and Philco, and such courses as reading and technical writing. Some may be taken while overseas.

#### CURRENT AMERICAN SCENE      one week, twice a year. Prerequisites: none.

A useful course for those going overseas or training foreigners. It treats many aspects of current American life: political and economic conditions, science, music, art, education, architecture, the Peace Corps, and U.S. history.

Conducted by the Foreign Service Institute, U. S. State Department.

#### EDUCATIONAL PROGRAM FOR FEDERAL OFFICIALS AT MIDCAREER      one year. Prerequisites: GS-14 and above; 30 to 45 years of age; progressive advance over eight to twelve years of service in a government agency. Nominations due by mid-February. Training Selection Board action required.

This is a specially designed year of advanced graduate study which may or may not be "for credit". The program has been set up to improve the public service and further the careers of able government employees by enabling them to supplement their knowledge of the social sciences and humanities. The program concentrates on deepening understanding, broadening horizons beyond specialty and agency, and aiding development of sensitivity, foresight, and courage.

The program is conducted by the Woodrow Wilson School of Public and International Affairs of Princeton University. Tuition and some other costs are included in the grant.

#### EXECUTIVE DEVELOPMENT PROGRAM      two weeks, ten times a year, at King's Point, New York. Prerequisite: GS-14 and above. Nominations must be made at least one month in advance. Training Selection Board action required.

The program as a whole is planned as an integrated curriculum which can be taken through a series of related short courses over a period of years and which will provide an understanding of significant, continuing government responsibilities valuable to a career executive in any agency or function. Each topic listed below is treated in a two-week seminar offered one or more times each year.

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Seminar titles: Administration of Public Policy, Environment of Federal Operations, Public Policy and the National Economy, Skills and Goals of Management, Implications of International Conditions, Effects of Technological Development, Intergovernmental Programs and Problems, and Administrative Relationships.

Conducted by the U. S. Civil Service Commission.

**EXECUTIVE DEVELOPMENT PROGRAM** six weeks, in Ithaca, New York. Prerequisite: GS-15 and above. Nominations four months in advance. Training Selection Board action required.

This course is an attempt to explore management performance in the face of accelerating technological change and social demands. Participants consider the expanding consequences of management decisions, the elements of effective organization, ways of enlisting human effort, effective executive performance, management responsibilities, fitting programs to objectives, and adaptation to a changing environment.

Conducted by the Graduate School of Business and Public Administration, Cornell University.

**EXECUTIVE LEADERSHIP INSTITUTE** five days, several times a year. Prerequisite: GS-16 and above (or others at that level of responsibility.) Nominations three weeks in advance. Training Selection Board action required.

The program is designed for those executives who have had experience in the management of Federal programs and whose duties involve them in interagency relationships. It covers the basic framework of the U. S. Government, human motivations and values, means of influencing performance of government tasks, the role of a bureaucracy in the maintenance of democratic values, and the personal responsibility of career officials for the success of governmental institutions.

Conducted by the U. S. Civil Service Commission.

**EXECUTIVE PROGRAM IN BUSINESS ADMINISTRATION** six weeks, three times a year, in New York City. Prerequisite: GS-15 and above. Nominations three months in advance. Training Selection Board action required.

This course is calculated to deepen the executive's understanding of the interrelationships and internal operations of his organization and the national and interna-  
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tional economic forces which affect business; to strengthen his grasp of planning and decision making; and to develop his administrative ability.

Conducted by the Graduate School of Business, Columbia University.

**EXECUTIVE SEMINAR IN OPERATIONS RESEARCH** two days, three times a year. Prerequisite: GS-15 and above. Nominations close four weeks before the beginning of each course.

Coverage in this seminar is on the philosophy and capabilities of operations research: management problems to which it can be applied, its effects on various levels of management, evaluation of its effectiveness, and its future in government management.

Conducted by the U. S. Civil Service Commission.

**EXECUTIVE SEMINAR IN THE BEHAVIORAL SCIENCES** three days, two to four sessions a year. Prerequisite: GS-15 and above. Nominations close three weeks in advance of the course.

This program for government executives focuses on the management aspects of the behavioral sciences. Topics include the historical development of behavioral science research in management, administrative leadership in group behaviour, and the dynamics of organizational change.

Conducted by the U. S. Civil Service Commission.

**FEDERAL EXECUTIVE FELLOWSHIPS** length determined by candidate, his agency, and Brookings. Prerequisites: 10 years of Federal service and demonstrated capacity for independent research. Training Selection Board action required.

The fellowships ordinarily begin in January or July. They provide office space, local telephone service, limited secretarial assistance, and library, dining, conference, and seminar facilities. Fellows have the opportunity to participate in conferences and seminars with the Institution's staff and other Brookings fellows, and receive guidance from the Institution's research divisions.

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. Research projects should be in the fields of Brookings research

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activities (economics, government, or foreign policy) and should be of such scope as to require from six to twelve months of research and to result in useful reports, articles, monographs, or books.

Conducted by the Brookings Institution, Washington, D. C.

**FINANCIAL MANAGEMENT FOR OPERATING EXECUTIVES** two days, two or three times a year. Prerequisite: GS-15 and above. Nominations three weeks in advance.

A review of the field of financial management, including recent developments, the program emphasizes the multipurpose nature of the budgeting process in government, the development of and current stress on managerial accounting and auditing, and special problems of long-range budgeting.

Conducted by the U. S. Civil Service Commission.

**IMPERIAL DEFENCE COLLEGE** one year, in London, England. Prerequisites: GS-15 and above. Agency quota: 1. Training Selection Board action required.

This course was established as an opportunity for senior British and Commonwealth military officers and civil servants to learn and discuss British and free world problems, the threats to freedom in the world today, and potential military, political, economic, scientific, and humanist answers. The course includes visits to military and industrial installations in Great Britain and a six-week tour of one of the major areas of the world.

**INDUSTRIAL COLLEGE OF THE ARMED FORCES** ten months, at Ft. Lesley J. McNair, Washington, D. C. Prerequisites: TOP SECRET clearance; GS-14 and above; 35-45 years of age. Agency quota: 2. Training Selection Board action required.

This is a course in all phases of national and world economic, political, military, and psychological conditions and trends; logistics planning and economic mobilization in time of war; human, material, and economic resources; the impact of scientific research; and the relationship of all these to national policy and strategy.

Conducted under the supervision of the Joint Chiefs of Staff.

NOTE: Many of the lectures during this course are open to nonstudents, GS-14 and above. To attend, have your Training Officer call the OTR External Training Branch at least three days in advance of the lecture. ICAF issues a schedule giving date, time, topic, and speaker; this schedule is given limited distribution

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within the Agency. Call your Training Officer for further information. The "off-the-record" basis of these lectures must be respected, note-taking is not allowed, and visitors are not permitted to question the speakers.

INSTITUTE FOR EXECUTIVES OF SCIENTIFIC PROGRAMS      five days, three times a year. Prerequisites: GS-15 and above; for scientists, engineers, and administrators of scientific programs. Nominations close four weeks before the beginning of each institute; enrollment is limited to 40.

The institute gives scientists an opportunity to explore important concepts and current issues in the organization and administration of scientific and related activities of the Federal Government and some insight into recent advances in the management arts. Topics include fiscal policy and the science budget; technological innovation; scientific manpower problems, science in world affairs, and the role of management in decisions on scientific programs.

Conducted by the U.S. Civil Service Commission.

INTERDEPARTMENTAL SEMINAR: PROBLEMS OF DEVELOPMENT AND INTERNAL DEFENSE      four weeks, six times a year. Prerequisites: GS-14 and above; TOP SECRET clearance. Nominations three weeks in advance. Training Selection Board action required.

This is a program for senior officials concerned either in Washington or in the field with countries designated "critical" by the Special Group (CI) and with other areas of the world where there is active or incipient insurgency. Participants are from AID, CIA, DODS, State, and USIA. The subject matter includes study of developing nations, current insurgency, U.S. resources in countering insurgency, the development of internal defense plans, and functions of the U.S. country team.

Conducted at the Foreign Service Institute, Department of State, in collaboration with the other departments.

INTERNATIONAL LABOR AFFAIRS      four weeks, once a year. Prerequisites: none. Intended for those concerned with international labor affairs, this course covers labor in American society, the history of the U.S. labor movement, a survey of foreign labor movements and international labor organizations, and American international labor policy.

Conducted by the Foreign Service Institute, Department of State.

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INTERNSHIP IN CONGRESSIONAL OPERATIONS nine months, once a year. Prerequisite: GS-11 to 14. Nominations six weeks in advance. Training Selection Board action required.

This program affords an understanding of Congressional operations since each participant is assigned full-time to the office of a Senator and a Representative, successively.

The program is administered by the Civil Service Commission in cooperation with the American Political Science Association.

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LOGISTICS MANAGEMENT COURSE twelve months, at Wright Patterson AFB, Dayton, Ohio. Prerequisites: GS-12 to 14; BA in Business Administration or Industrial Engineering, a degree from a Service Academy, or extensive experience. Nominations eight weeks ahead.

This course in the management and administration of the USAF logistics system includes managerial theory and operations, human relations, economics and finance, packaging, procurement, and transportation.

Conducted by the U. S. Air Force.

MANAGEMENT COURSE (ARMY) three weeks, nine times a year, at Ft. Belvoir. Prerequisites: SECRET clearance; GS-13 and higher. Training Selection Board action required.

The aim is understanding of the fundamentals and components of Army management processes and illustration of the interdependence and correlation of the various systems and their components.

Conducted by the Army Management School.

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MANAGEMENT DEVELOPMENT. three segments of two days, nine days, and two  
FOR FEDERAL EXECUTIVES days, in Washington and Williamsburg; given  
three times a year. Prerequisite: GS-14 and  
above. Nominations due six weeks in advance.  
Training Selection Board action required.

This program is especially for the scientist or other specialist newly assigned to a position of executive responsibility and who has had little formal training in management. The program is conducted in three phases: a two-day orientation in Washington, a nine-day workshop in Williamsburg, and a two-day follow-up in Washington.

Conducted by the U. S. Department of Agriculture.

MANAGEMENT INSTITUTE FOR SUPERVISORY one week, four times a year.  
SCIENTISTS AND ENGINEERS Prerequisite: GS-11 to 14. Nomi-  
nations three weeks in advance.

This is a program for employees who are or will be supervising R&D programs. Topics include motivation of scientific personnel, flexibility in managing scientific groups, career development concepts applicable to scientists, and administrative and financial practices permitting most effective direction and control of scientific groups.

Conducted by the U. S. Civil Service Commission.

MANAGEMENT ORIENTATION one week, twice a year, at Ft. Belvoir. Prerequi-  
COURSE (ARMY) sites: SECRET clearance; GS-16 and above, with  
managerial responsibilities. Training Selection  
Board action required.

The purpose is to give senior officials an understanding of the fundamentals of Army management processes for nontactical matters and to illustrate the interdependence and correlation of these processes.

Conducted by the Army Management School.

MANAGEMENT SCIENCES ORIENTATION one week, scheduled as needed. Pre-  
requisite: GS-11 and above.

An opportunity to obtain information and develop ideas about the management sciences: automatic data processing, operations research, the behavioral sciences, management consulting fields, and the dynamics of organizational change.

Conducted by the U. S. Civil Service Commission.

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MIDCAREER COURSE IN FOREIGN AFFAIRS      twelve weeks, three times a year.  
Prerequisite: GS-11 to 13. Nomi-  
nations one month in advance. Agen-  
cy quota: 2. Training Selection  
Board action required.

The course is designed to develop background and thinking in the philosophy and conduct of foreign affairs, particularly concerning the position, policies, and programs of the United States vis-a-vis communism, neutralism, emerging countries, and international organizations. Problems and methods of assisting noncommunist countries to develop their internal defense against communist insurgency are presented. There is a review of political, economic, cultural, and religious trends to provide background and bring out the significance of each for the United States. Conducted by the Foreign Service Institute, U. S. State Department.

MIDDLE MANAGEMENT INSTITUTE      one week, four times a year. Prerequisite:  
GS-11 to 14. Nominations three weeks in ad-  
vance. Training Selection Board action re-  
quired.

The institute is an opportunity for middle-level managers to share current thinking on management concepts and techniques. It treats the manager's need to have a broad perspective and to be current on new developments affecting the management job. Changing technological and social developments are examined in the light of their effects on the structure of government and methods of operation.

Conducted by the U. S. Civil Service Commission.

NATIONAL WAR COLLEGE      ten months, at Ft. Lesley J. McNair, Washington,  
D. C. Prerequisites: TOP SECRET clearance; GS-14  
and above; 35-45 years of age. Agency quota: 3.  
Training Selection Board action required.

The mission of the National War College course is to help prepare selected personnel of the Armed Forces and the State Department for joint and combined high-level policy, command, and staff functions. Topics include the world situation, government agencies, national security policy and strategy, and the military, economic, scientific, political, psychological, and social factors of national power.

Under the supervision of the Joint Chiefs of Staff.

NOTE: Nonstudents are permitted to attend certain lectures during the course. The Agency has a quota of five, who must be in grade GS-15 or higher (GS-14's may attend if the quota is not filled by higher grades). Requests to attend should be made no later than one week before the date of the lecture; call the OTR External

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Training Branch. NWC issues a schedule giving topic, speaker, and date of each lecture. This schedule is given limited distribution in the Agency. For further information, call your Training Officer or the External Training Branch. The "off-the-record" basis of these lectures must be respected; no notes may be taken; and visitors are not allowed to question the speakers.

NAVAL WAR COLLEGE      ten months, at Newport, Rhode Island. Prerequisites: GS-14 and above; 35-45 years of age; TOP SECRET clearance. Agency quota: 1. Training Selection Board action required.

The objective of the course in Naval Warfare is to prepare officers for higher command through a better understanding of the fundamentals of warfare, international relations, and interservice operations. Emphasis is on the use of naval power to accomplish the Navy's mission and further national objectives.

Conducted by the United States Navy.

ORDNANCE GUIDED MISSILE MANAGEMENT      two weeks, about 10 times a year, at Redstone Arsenal, Alabama. Prerequisites: SECRET clearance and need to know. Quota for Agency attendance.  
ORIENTATION COURSE

The objective is to provide familiarity with guided missile systems and with Ordnance concepts for maintenance and supply support of missiles. The course covers the essential elements of a missile and the function of each; fundamentals of control and guidance, jet propulsion, launching devices, nuclear and other warheads, air defense, and other topics.

PERSONNEL MANAGEMENT FOR      eight days, five times a year, at the Harry Diamond Laboratories, Washington, D. C. Prerequisite: GS-13 and above. Nominations four  
FEDERAL EXECUTIVES      weeks in advance.

The purpose of this course is to develop a broad perspective of the personnel management job in relation to the whole management function, to improve human relations skills and insight into the personnel management responsibility of operating and staff officers.

Conducted by the Department of the Army.

PROGRAM FOR MANAGEMENT      sixteen weeks, two sessions a year, at Cambridge, Massachusetts. Prerequisite: GS-13 or 14.  
DEVELOPMENT      (cont.)

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Nominations six weeks in advance. Training Selection Board action required.

This is an intensive middle-level course which includes studies of general management, human behavior, finance, major problems facing business administrators, and the role of business in the national economy.

Conducted by Harvard University.

**PUBLIC PROBLEMS AND FEDERAL PROGRAMS** one week, twice a year. Prerequisite: GS-15 and above. Nominations three weeks in advance.

A course designed to improve decision making in the Government by providing senior executives with a general review of certain political, social, and economic forces affecting the nation, and of fundamental and long-range factors entering into the planning and conduct of public programs. The specific content of the course varies from one running to the next.

Conducted by the Civil Service Commission.

**SCIENCE AND TECHNOLOGY**

The Agency has sponsored attendance at scientific or technological courses at many universities, among them MIT, Carnegie Tech, Georgia Tech, UCLA, the University of California, Michigan, and Pennsylvania State. Advanced summer institutes at some of these schools are often used by S&T people to keep up to date in their specialties.

**SENIOR SEMINAR IN FOREIGN POLICY** nine months, at the Foreign Service Institute, Washington, D. C. Prerequisites: TOP SECRET, Q, and COSMIC clearances; GS-15 and above. Agency quota: 2. Training Selection Board action required.

The course prepares officers for positions of high responsibility in policy recommendation and execution and in executive management roles at home and abroad. It attempts to broaden and deepen their insight into both foreign and domestic affairs. Among the topics: U. S. foreign policy, life in the United States, external forces affecting U. S. policy, Communist insurgency doctrine and tactics, and management of diplomatic missions.

Conducted by the Foreign Service Institute, Department of State.

**SENIOR SEMINAR IN MANAGEMENT SCIENCES** one week, twice a year. Prerequisite: GS-15 and above. Nominations three weeks in advance.

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The subject matter of this seminar is automatic data processing, operations research, and the behavioral sciences. These are treated from the standpoint of their future in government management.

Conducted by the U. S. Civil Service Commission.

**SUMMER INSTITUTE IN EXECUTIVE DEVELOPMENT FOR FEDERAL ADMINISTRATORS** the whole program is six weeks; enrollment accepted in sets of two, four, or six weeks; given once each summer, at the University of Wisconsin. Prerequisite: GS-13 to 18. Training Selection Board action required.

The institute examines the value system of U. S. society and its relationship to Federal agencies; the nature, reliability, and accessibility of information on which decisions are based; the use of new devices, such as computers and systems technology, in large organizations; formal and informal structures of administrative communication; problems of delegation and control; and motives and incentives.

Conducted by the Center for Advanced Study in Organization Science, University of Wisconsin, Milwaukee.

**VENTURE IN EXECUTIVE DEVELOPMENT** two weeks, once a year, at Pittsburgh, Pennsylvania. Prerequisite: GS-14 and above. Nominations close five weeks before the course begins. Training Selection Board action required.

Planned as an intensive learning-growth experience, this course focuses on the behaviour, competence, and tasks of the executive; modern managerial concepts; and the needs of the executive. Simulation of management problems and gaming are used extensively.

Conducted by the Graduate School of Business and International Affairs of the University of Pittsburgh.

**WEAPONS ORIENTATION (CBR)** three and a half days, 25 times a year, at Dugway Proving Ground, Utah. Prerequisites: TOP SECRET clearance; GS-12 or higher. Quota for Agency attendance.

Purpose: A general knowledge of U. S. doctrine, policy, techniques, and capabilities in the field of chemical, biological, and radiological operations. The course covers current agents and weapons, R&D trends, concepts of employment, logistics, defensive equipment and techniques, operational applications, fallout problems, battlefield survival problems, and CBR policies and directives.

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