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# CATALOG OF COURSES

## OFFICE OF TRAINING

August 1962



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## INTRODUCTION

The *Catalog of Courses* is published by the Office of Training to assist Agency Staff personnel in planning training programs associated with their professional development. The *Catalog* contains descriptions of courses given by the Office of Training and by other Offices of the Agency. It also contains outlines and general information on external training programs.

Courses conducted by the Office of Training are described in Section I of the *Catalog*. In Section II are descriptions of courses given by other Offices of the Agency and in Section III are outlines of external programs, including Senior Officer Colleges and courses in executive development and management. Section III also includes a summary of interagency programs and annotated references on external training.

Agency courses are arranged in the *Catalog* according to the School, Staff or Office responsible for the instruction. The descriptions include the title of the course, length in hours and weeks, prerequisites for admission, tests and clearances, location of training, and a brief statement of the objectives and content. Courses are also identified as full-time or part-time. A full-time course is one which is the individual's only assignment for the duration of the instruction. Courses are considered part-time if taken by the individual while concurrently performing his other duties.

The Agency courses described in the *Catalog* are planned for formal classroom instruction. If there is a special requirement, arrangements may be made to conduct a course, or portions of it, tutorially. These arrangements are made directly with the Office responsible for the course.

To keep employees of the Agency informed of revisions of courses and of new courses and other training opportunities, the Registrar will continue to publish the *OTR Bulletin*, *Special Bulletins*, and the *Schedule of Courses* as supplements to the *Catalog*.

## REGISTRATION

### *Courses of the Office of Training*

Agency Form 73, "Request for Internal Training" is used to apply for admission to OTR's courses described in the *Catalog*. Applicants are required to submit the form in triplicate to their Training Officers who are responsible for sending the original and instructor's copy to the Registrar, OTR, before the close of registration for the course.

### *Courses of Other Offices*

Agency Form 73, "Request for Internal Training," is generally used to apply for courses conducted by other Offices of the Agency. The Training Officer of the Office responsible for the course should be consulted as to any special procedures for registration in these courses.

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*External Training*

Agency Form 136, "Request for Training at Non-CIA Facility," is used to apply for external training sponsored by the Agency. Agency sponsorship is contingent upon assurance that the training will benefit the Agency and that it complies with the provisions of the Government Employees Training Act. Applications are submitted according to directions on the form. When approved, the application serves as authority for advance of funds and reimbursement for training expenses.

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## COURSES OF THE OFFICE OF TRAINING

### Section I

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# OFFICE OF TRAINING COURSES

## INTELLIGENCE SCHOOL

**TITLE** ADMINISTRATIVE PROCEDURES  
**LENGTH** Phase I—two weeks, Phase II—one week  
**TYPE** Full-time  
**PLACE** Headquarters  
**PREREQUISITES** Top Secret clearance. Students may take Phase I or Phase II. For Phase II, satisfactory completion of Phase I within past three years and anticipated overseas assignment.



25X1A

projects; operational files and records; dispatch, pouch, cable and message-writing procedures; an introduction to tradecraft terminology, and familiarization with clandestine activities. All subjects are handled from the headquarters and field aspects.

Phase II is intended to prepare candidates for overseas assignments. It includes foreign assignments—shipment of vehicle and household effects; payments to overseas personnel and problems in Class B Accounting; Type II Property Accounting; and foreign travel.

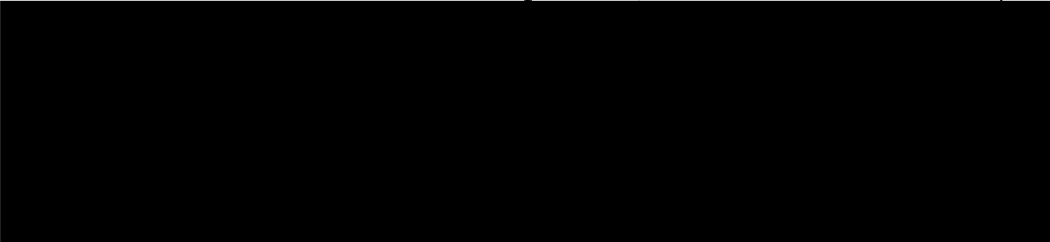
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**TITLE** BUDGET AND FINANCE PROCEDURES  
**LENGTH** Two weeks  
**TYPE** Full-time  
**PLACE** Headquarters  
**PREREQUISITES** Top Secret clearance. Satisfactory completion of Administrative Procedures Course or Phase II of Operations Support Course.

For administrative assistants or administrative officers who maintain budgetary, financial and property records at a

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Covers functions of Office of Comptroller and Audit Staff: Financial,



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TITLE                    CIA INTRODUCTION  
LENGTH                 Three hours  
TYPE                     Part-time  
PLACE                    Headquarters  
PREREQUISITE          Secret clearance

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

TITLE                    CIA REFRESHER  
LENGTH                 Two hours  
TYPE                     Part-time  
PLACE                    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 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.

TITLE                    CIA REVIEW  
LENGTH                 Two hours  
TYPE                     Part-time  
PLACE                    Headquarters  
PREREQUISITES        Top Secret clearance. Recent overseas tour (PCS).

This is a monthly briefing designed for all overseas returnees not immediately taking the Clandestine Services Review. 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, the President's Board, and the Congress; (2) the current organizational structure of the Agency, including personnel and organizational trends.

NOTE: Returnees are automatically scheduled by the Office of Personnel.

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TITLE CLERICAL INDUCTION  
 LENGTH Minimum of one week  
 TYPE Full-time and part-time  
 PLACE Headquarters  
 PREREQUISITE Provisional or full clearance

Designed to prepare new clerical employees for effective Agency service. Emphasis is given to the development of shorthand and typewriting skills, a review of grammar and word usage, and an introduction to the *Government Printing Office Style Manual*, with special coverage of punctuation and capitalization. Geographic, political, and economic aspects of countries of Europe, Asia, and Africa are presented. Filing systems and procedures as outlined in the Agency's *Handbook for Subject Filing* are introduced; exercises are given for the filing of correspondence and other documents. Among the topics covered in the office-practice class are the typing and correcting of masters most frequently used in the Agency's reproduction processes; proper care of the typewriter and methods of making acceptable corrections; and time-saving methods for on-the-job typing production.

TITLE CLERICAL ORIENTATION  
 LENGTH Three to three and a quarter days  
 TYPE Full-time  
 PLACE Headquarters  
 PREREQUISITE Secret clearance

Given to clerical employees when they are ready for their assignments in the Agency. Topics covered are Organization of the Agency; Security; Telephone Techniques and Telephone Laboratory; Mailing Procedures; Correspondence Handbook, and Correspondence Laboratory; Time and Attendance; Logistics; Agency Issuances; and Office Protocol.

TITLE CLERICAL REFRESHER  
 LENGTH Four weeks  
 TYPE Part-time  
 PLACE Headquarters  
 PREREQUISITES Secret clearance. Pre-tests.

This program contains five separate courses and an individual may enroll in one or more of them. These are English Usage Review (30 hours); Shorthand Theory Review (30 hours); Intermediate Shorthand Dictation (30 hours); Advanced Shorthand Dictation (30 hours); and Typing Techniques Review (20 hours).

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English Usage Review covers the rules of grammar, punctuation, and capitalization, plus a study of the levels of English, sentence structure, and word usage. *Self Aids in English Usage*, the *Government Printing Office Style Manual*, and *Webster's New Collegiate Dictionary* are the textbooks. Classes meet 1¼ hours a day for four weeks.

Shorthand Theory Review consists of a thorough review of the Gregg Simplified System. The objectives are to develop the student's ability to construct appropriate Gregg characters from dictation and to transcribe material dictated at 50 words a minute or faster, with 98 per cent accuracy. This class meets for 1¼ hours a day.

The objective of the Intermediate Shorthand Dictation course is to develop a student's ability to transcribe material dictated at 70 words a minute or faster, with 98 per cent accuracy. In the Advanced Shorthand Dictation course the object is to transcribe material dictated at 80 words a minute or faster, with 98 per cent accuracy. Those who demonstrate ability in either course to transcribe an official test dictated at 80 words a minute, with not more than five errors, automatically meet the requirements of the Agency's Clerical Skills Qualification Test. Each class meets for 1½ hours a day.

A basic knowledge of the keyboard is a prerequisite for Typing Techniques Review. Speed and accuracy are developed, and those who demonstrate ability to type an officially timed writing for 10 minutes with a net score of 40 or more words a minute, in accordance with the Agency's typewriting standards, automatically meet the requirements of the Clerical Skills Qualification Test. Classes meet for one hour a day.

TITLE	CONFERENCE TECHNIQUES
LENGTH	Six weeks
TYPE	Part-time (24 hours)
PLACE	Headquarters
PREREQUISITES	Top Secret clearance. Professional personnel.

For officers in all components of the Agency who are responsible for planning and 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 of a topic of Agency interest. An intensive critique follows each discussion.

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**TITLE** DEPARTMENTAL BRIEFING  
**LENGTH** Three hours  
**TYPE** Part-time  
**PLACE** Headquarters  
**PREREQUISITES** Top Secret clearance. Approval of Office of Security.

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

**TITLE** DEPENDENTS BRIEFING  
**LENGTH** Two days  
**TYPE** Part-time (6 hours)  
**PLACE** Headquarters  
**PREREQUISITE** Adult dependent of Agency staff employee assigned

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

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NOTE: The Deputy Director/Plans expects all wives of Agency staff employees assigned to attend this briefing.

**TITLE** EFFECTIVE SPEAKING  
**LENGTH** Six weeks  
**TYPE** Part-time (24 hours)  
**PLACE** Headquarters  
**PREREQUISITES** Top Secret clearance. Professional personnel. Present or future assignment requiring proficiency in effective speaking.

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 speaking. 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

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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.

TITLE	FILING WORKSHOP
LENGTH	One day
TYPE	Full-time
PLACE	Headquarters
PREREQUISITE	Secret clearance

Separate Filing Workshops are offered for personnel of the Directorates because of the unique filing problems in each major component. Workshops are conducted jointly by the Clerical Training Faculty and the Records Administration Staff.

Coverage is given to the selection and installation of a file system, file supplies and equipment, the Agency Records Program, and solutions to office filing problems. Workshops emphasize the Agency's Subject-Numeric filing systems for administrative files. Other special files and filing procedures are also studied.

These Workshops are recommended for records officers, secretaries, analysts, and administrative officers as well as supervisors and other personnel working with files.

TITLE	GEOGRAPHY OF THE USSR
LENGTH	6 weeks (120 hours)
TYPE	Part-time
PLACE	Headquarters
PREREQUISITE	Top Secret clearance

The purpose of this course is to provide a geographic background on, and a detailed visual image of the USSR. The course deals with the physical and cultural geography of the USSR as a whole and with each region in detail. Students work with maps and aerial and ground photographs to provide the visual image of each region. In addition to reading sections of selected textbooks, students read classified intelligence reports and use classified aerial and ground photographs. Films are also shown.

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**TITLE** INTRODUCTION TO INTELLIGENCE  
**LENGTH** One week  
**TYPE** Full-time  
**PLACE** Headquarters  
**PREREQUISITES** Top Secret clearance. Professional status.

This is the first week of the three-week Intelligence Orientation, required for all intelligence officers and other officers responsible for supporting Agency activities.

The course is designed (1) to develop understanding of the fundamental concepts of intelligence; the importance of intelligence in the national security framework, through a review of its evolution since World War II; and its present responsibilities in support of national policy; (2) to develop understanding of the role of the various intelligence agencies in Government, their inter-relationships, and responsibilities within the intelligence community; (3) to define and 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.

The 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. An Intelligence Products Exhibit is conducted as an aid to understanding the scope of the Agency's intelligence activities.

**TITLE** INTELLIGENCE PRODUCTION  
**LENGTH** Thirteen weeks  
**TYPE** Full-time  
**PLACE** Headquarters  
**PREREQUISITES** Top Secret clearance. Intelligence Techniques Course. JO Trainee.

This course prepares the student for assignment as an intelligence officer under the DDI. It covers the nature and purpose of the intelligence production effort in the DDI area by giving specific training and practice in the application of the techniques and skills required in the production of intelligence. The course consists of lectures, demonstrations, inspection trips, group discussions, and oral and written exercises and problems. A major research report is produced during the course.

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**TITLE** INTELLIGENCE RESEARCH (MAPS AND PHOTO INTERPRETATION)  
**LENGTH** Five weeks  
**TYPE** Part-time (50 hours)  
**PLACE** Headquarters  
**PREREQUISITE** Top Secret clearance.

Comprehensive course in use of maps, aerial and ground photography for intelligence purposes. The first phase offers instruction in determining coordinates, time, direction, distance, military grids, terrain profiles, vegetation, and cultural features from maps. Explanation and use of map projections, scale, contours, marginal data, and map indexes are also included. The second phase provides a general introduction to photo interpretation. Students, working with vertical and oblique aerial photography and also ground photography, receive instruction and experience in stereoviewing, in orienting and plotting photography, and in the techniques and processes leading to the identification and measurement of photographic images and the interpretation of the images.

Students go on an aerial photographic flight designed to provide training experience in the taking of intelligence photography from an aircraft under operational conditions. The flight also provides the student with the opportunity for aerial study of a variety of installations and surface features from the "photo interpreter's viewpoint." An industrial tour is also taken, giving each student the opportunity to compare his photo interpretation analysis of the facility made from aerial photography with the actual installations on the ground.

Throughout the course emphasis is on "learning by doing" through a series of practice exercises. A final comprehensive map reading exercise and photo interpretation exercise allows each student to demonstrate the skills learned and to obtain additional experience in these skills.

**TITLE** INTELLIGENCE RESEARCH (TECHNIQUES)  
**LENGTH** Four weeks or six weeks  
**TYPE** Full-time or part-time (160 or 144 hours)  
**PLACE** Headquarters  
**PREREQUISITES** Top Secret clearance. Minimum of six months' experience as an intelligence research analyst, except in special cases.

Course is designed to increase the analyst's capability to perform intelligence research by increasing his proficiency in the use of research facilities and techniques. Each stage in the intelligence research proc-

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ess from the origination of a research topic to writing a skeleton report is covered. Students apply this knowledge to a research project assigned to them by their supervisors. Classwork is conducted through reading assignments, discussions, and written assignments and 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 students' experiences and are usually conducted with the assistance of an expert in the topic under discussion. These discussions emphasize the philosophy of intelligence research, terms of reference, filing systems, repositories of intelligence information, collection programs, analyst's control of his in-box, methods of applying the analytical process to both quantitative and nonquantitative data, and the mechanics of producing a report.

Written assignments are given 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 techniques dealing with markings, statistics, and traffic analysis.

TITLE	INTELLIGENCE REVIEW
LENGTH	Two weeks
TYPE	Full-time
PLACE	Headquarters
PREREQUISITES	Top Secret clearance. Intelligence Orientation Course or five years in Agency.

An authoritative estimate of the world situation 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. Broad categories are those of collection, communications, dissemination, research, and production. The Agency's development under the central intelligence concept and the present organization to meet its responsibilities are examined and followed by a review of the development and functioning of the intelligence community and the current problems of coordination.

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TITLE	INTELLIGENCE TECHNIQUES
LENGTH	Three weeks
TYPE	Full-time
PLACE	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. Student applies the instruction in practical written and oral exercises which are based on activities typical of the DDI.

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TITLE	MANAGEMENT
LENGTH	Two weeks
TYPE	Part-time
PLACE	Headquarters
PREREQUISITES	Top Secret clearance. Present or anticipated managerial assignment; i.e., one involving the management of supervisors or other managers.

Orient and familiarize managers with the practical aspects of management which can be applied in the Agency. The underlying assumption of the course is that management development is a process of growth *on the job* and that the cross-fertilization of leads that occur in the course 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 wherein 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.

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**TITLE** MANAGEMENT CONFERENCE  
**LENGTH** One-two weeks  
**TYPE** Full-time or part-time  
**PLACE** Headquarters [REDACTED]  
**PREREQUISITES** Top Secret clearance. Present managerial assignment.

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Flexible content and schedule designed for Agency components to meet their needs for management training which cannot be met satisfactorily by the regularly scheduled presentations of the Management Course.

Presented only as requested by the component desiring the coverage, and developed by the Management Training Faculty in collaboration with the requesting component. Requests should be directed to the Chief, Intelligence School, OTR, and should provide sufficient time for preparation of the type of presentation desired.

**TITLE** OPERATIONS SUPPORT  
**LENGTH** Phase I—three weeks; Phase II—two weeks  
**TYPE** Full-time  
**PLACE** Headquarters  
**PREREQUISITES** Top Secret clearance. Student may take Phase I or Phase II. For Phase II, satisfactory completion of Phase I during the preceding year or its equivalent in Agency experience or formal training is required.

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For personnel charged with the responsibility of supporting activities of the Clandestine Services at headquarters or in the field. In Phase I the material is organized to enable personnel to recognize and apply elementary principles of clandestine activity, and emphasis is on inter-

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Phase II — This instruction is aimed at those who are responsible for originating material of a support nature. This phase covers foreign travel; foreign assignments—[REDACTED]—overseas allowances; finance and property accounting; dispatch, pouch, cable, and message-writing procedures. Practical problems have been developed to represent situations as they normally occur [REDACTED]

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<b>TITLE</b>	<b>SPECIAL SUPERVISION</b>
<b>LENGTH</b>	Varies
<b>TYPE</b>	Full-time or part-time
<b>PLACE</b>	Headquarters
<b>PREREQUISITES</b>	Top Secret clearance. Assignment as a first-level supervisor.

Flexible content and schedule designed for Agency components to meet the scheduled presentations of the Supervision Course.

Presented only as requested by the component desiring the coverage and developed by the Management Training Faculty in collaboration with the requesting office. Requests should be directed to the Chief, Intelligence School, OTR, and should provide sufficient time for preparation of the type of presentation desired.

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<b>TITLE</b>	<b>SUPERVISION</b>
<b>LENGTH</b>	Two weeks
<b>TYPE</b>	Part-time
<b>PLACE</b>	Headquarters
<b>PREREQUISITES</b>	Top Secret clearance. Present or anticipated assignment as a first-level supervisor.

Familiarizes first-level supervisors with the responsibilities characteristic of first-level supervision throughout the Agency. Particular emphasis is on problems of person-to-person relationships as the supervisor meets them in his responsibilities for planning, communicating, training, and disciplining. Selected aspects of organization, leadership, and control are also examined.

First-level supervisors from all Agency components are eligible to attend the course. Presentations are offered at two levels (GS-5 through GS-9; GS-10 and above) so that supervisors of a given general level of responsibility work together. A limited number of students who are anticipating supervisory assignments will be accepted in each course.

NOTE: Students are expected to do from 10 to 15 hours of outside reading.

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**TITLE** TYPING (BASIC) FOR PROFESSIONALS  
**LENGTH** Six weeks  
**TYPE** Part-time (30 hours)  
**PLACE** Headquarters  
**PREREQUISITE** Top Secret clearance

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

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

**TITLE** WRITING WORKSHOP (BASIC)  
**LENGTH** Four weeks  
**TYPE** Part-time (28 hours)  
**PLACE** Headquarters  
**PREREQUISITES** Top Secret clearance. Professional personnel. Non-professional personnel admitted if there is a demonstrated need for professional writing skill.

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

**TITLE** WRITING WORKSHOP (INTERMEDIATE)  
**LENGTH** Four weeks  
**TYPE** Part-time (28 hours)  
**PLACE** Headquarters  
**PREREQUISITES** Top Secret clearance. Professional personnel. Non-professional personnel admitted if there is a demonstrated need for professional writing skill. Satisfactory completion of Writing Workshop (Basic) or tested writing competence.

Study and practice of the principles of good intelligence writing. Stresses clarity and accuracy of written 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.

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TITLE	WRITING WORKSHOP (ADVANCED)
LENGTH	Four weeks
TYPE	Part-time (28 hours)
PLACE	Headquarters
PREREQUISITES	Top Secret clearance. Professional personnel. GS-7 or above. Satisfactory completion of Writing Workshop (Intermediate) or tested writing competence.

Designed to meet the needs of a particular component of the Agency in intelligence reporting and report writing. 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.

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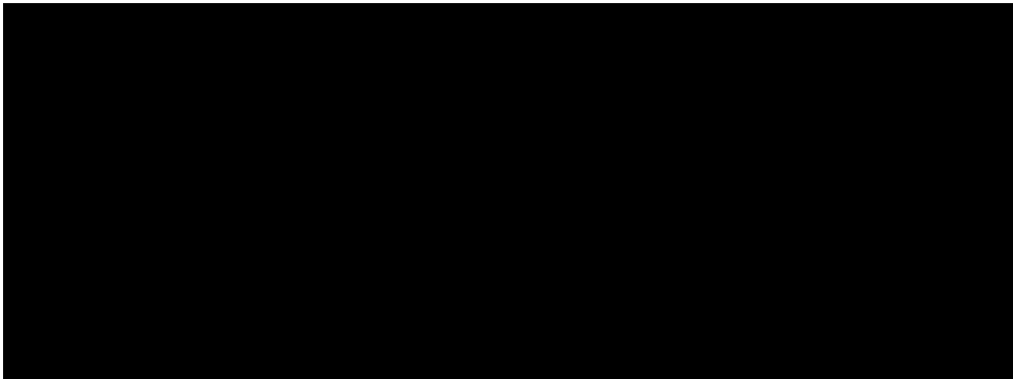
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### SCHOOL OF INTERNATIONAL COMMUNISM

TITLE	ANTI-COMMUNIST OPERATIONS
LENGTH	Four weeks
TYPE	Part-time
PLACE	Headquarters
PREREQUISITES	Top Secret clearance. Assignment in the Clandestine Services.



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TITLE	INTRODUCTION TO COMMUNISM
LENGTH	Two weeks
TYPE	Full-time
PLACE	Headquarters
PREREQUISITES	Top Secret clearance. Professional status.

Provides professional employees with an introduction to the doctrine, organization and operations of the Communist movement. Covers an introduction to historical background, development, and organization of the two most powerful Communist nations, the USSR and China. Concludes with a summary of the current status and objectives of the movement.

NOTE: As the second phase of the three-week course on Intelligence Orientation, this course is required for all intelligence officers and other officer personnel concerned with the support of Agency activities. As a separate course, it is normally a prerequisite to further courses in the School of International Communism.

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**TITLE** COMMUNIST PARTY ORGANIZATION AND OPERATIONS

**LENGTH** Four weeks

**TYPE** Part-time

**PLACE** Headquarters

**PREREQUISITES** Top Secret clearance. Professional status. Completion of Intelligence Orientation Course, Phase II, or equivalent in headquarters or field experience.

Provides information on organization and activities of Communist Parties outside the Sino-Soviet bloc. Available to intelligence officers from all components who require such information in their present positions or in connection with the development of their over-all 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 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. Finally, there is an examination of inter-Party relations as an aspect of the larger problem: of coordination of the international Communist movement.

**NOTE:** Occasionally a two week, full-time course.

**TITLE** BASIC COUNTRY SURVEY: USSR

**LENGTH** Two weeks. Ten weeks

**TYPE** Full-time (2 weeks). Part-time (10 weeks)

**PLACE** 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 an 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.

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**LANGUAGE AND AREA SCHOOL****AREA**

<b>TITLE</b>	AMERICANS ABROAD ORIENTATION
<b>LENGTH</b>	Varies
<b>TYPE</b>	Full-time
<b>PLACE</b>	Headquarters

These area briefings are primarily for employees and dependents who have been assigned to a particular foreign post for the first time. Included in the coverage are the "Americans Abroad" problem and its implications for the employee, dependent, and Agency; practical advice on successful personal adjustment to the everyday problems of working and living in the area involved, and guidelines in understanding the area's major problems. Information on the area includes an analysis of its importance to the United States, and descriptions of the people, institutions, and current living conditions.

The course offers 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 tours help in providing current information on conditions in particular areas.

<b>TITLE</b>	PRINCIPLES OF OVERSEAS EFFECTIVENESS
<b>LENGTH</b>	Two weeks
<b>TYPE</b>	Full-time
<b>PLACE</b>	Headquarters
<b>PREREQUISITES</b>	Top Secret clearance. Professional employee with 5 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 awareness of personal talents which can increase individual effectiveness.

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,

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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.

Language courses are grouped according to basic, intermediate and advanced levels. Within each level they are arranged alphabetically by single language and in groups of languages, based on the objectives of the course. Reading courses are identified as such in the title. Comprehensive courses, which include reading, writing and speaking, are indicated in the title as "RSW."

There are organized off-hours courses conducted as part of the Voluntary Language Training Program. This program is organized on a two-semester system, beginning in March and September. Classes meet five hours a week for twenty-one weeks.

Approximately eight hours are set aside for briefings by members of the Registrar Staff; the remainder of the time is used for visits to the Schools and Staffs of OTR for briefings by senior officers.

## **LANGUAGE**

### **Basic**

<b>TITLE</b>	<b>ARABIC (CLASSICAL) READING PT</b>
<b>LENGTH</b>	Forty weeks
<b>TYPE</b>	Part-time; 2 two-hour classes each week
<b>PLACE</b>	Headquarters
<b>PREREQUISITES</b>	Top Secret clearance. Interview with instructor.

The objective of this course is to develop 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 the elements of syntax, a small store of basic vocabulary and the ability to use a dictionary efficiently. Strong emphasis is on developing the student's ability to read unvowelled texts. 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 newspaper articles accurately, though slowly.

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**TITLE** CHINESE READING PT  
**LENGTH** Three phases of 20 weeks each  
**TYPE** Part-time; 3 two-hour classes a week  
**PLACE** Headquarters  
**PREREQUISITES** Top Secret clearance. Interview with instructor.

The course is designed to provide a sound elementary knowledge of Chinese for those who wish to concentrate on developing reading skills. A student who has successfully completed the entire course may be expected to have learned from 800 to 1000 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. As an aid to the recognition of characters, the writing of characters is also taught, with attention to stroke order and calligraphy. Students are also trained to use the dictionary.

**TITLE** FRENCH, ITALIAN, ROMANIAN, SPANISH READING PT  
**LENGTH** Twenty weeks  
**TYPE** Part-time; 3 two-hour classes each week  
**PLACE** Headquarters  
**PREREQUISITES** Top Secret clearance. Interview with instructor.

The course is an introduction to the pronunciation, structure and translation techniques applicable to translating the language into English. Classwork consists of grammatical exposition and drill in the application of grammatical principles to translation of 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.

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**TITLE** GERMAN READING PT  
**LENGTH** Two phases of 10 weeks each  
**TYPE** Part-time; 3 two-hour classes each week  
**PLACE** Headquarters  
**PREREQUISITES** Top Secret clearance. Interview with instructor.

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

**TITLE** KOREAN READING FT  
**LENGTH** Forty weeks  
**TYPE** Full-time  
**PLACE** Headquarters  
**PREREQUISITES** Top Secret clearance. Interview with instructor.

The course is designed to train the student to read and translate Korean. About four hours a day consist of formal instruction and about three hours are assigned to individual study, which includes work in the language laboratory. Classwork includes training in pronunciation, reading aloud, oral translation, grammatical exposition, translation and techniques drills, handwriting, and some composition. After the initial stage of instruction reading is preponderantly that of current North Korean materials, which treat of political, economic and international affairs. Included in the course are two or more visits of three to five days at a site where the language is spoken exclusively.

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**TITLE** ALBANIAN, BULGARIAN, CZECH, HUNGARIAN, POLISH, RUSSIAN, SERBO-CROATIAN, UKRAINIAN READING PT  
**LENGTH** Two phases of 15 weeks each  
**TYPE** Part-time; 3 two-hour classes each week  
**PLACE** Headquarters  
**PREREQUISITES** Top Secret clearance. Interview with instructor.

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. Practice in reading is based on factual materials, including selections from newspapers. Emphasis is also given to the sounds of the language in order to develop pronunciation to the fullest extent possible.

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

**TITLE** ARABIC, CHINESE, JAPANESE, KOREAN RSW FT  
**LENGTH** Three phases of 20 weeks each  
**TYPE** Part-time; 3 two-hour classes each week, plus 9 hours of laboratory drill each week  
**PLACE** Headquarters  
**PREREQUISITES** Top Secret clearance. Interview with instructor.

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 the development of speaking.

During the first phase the entire time is devoted to pronunciation drills, phrase and dialogue memorization, pattern drills, grammatical explanations, and, in general, to activities specifically designed for 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 laboratory for individual work with tapes is an integral part of the course.

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TITLE CHINESE, JAPANESE, KOREAN RSW FT  
LENGTH Forty weeks  
TYPE Full-time  
PLACE Headquarters  
PREREQUISITES Top Secret clearance. Interview with instructor.

The 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 class activities, including drills, guided conversation, and grammatical instruction, and three to four hours of individual laboratory work with tapes. Included are two or more visits of three to five days at a site, where the foreign language is spoken exclusively. On completion of the course, the student should be able to converse in the language in a variety of everyday situations.

Reading and writing are introduced gradually, after an initial period of exclusive concentration on the spoken language, but they do not, at any point, occupy more than about a quarter of the student's time. By the end of the course the student of Japanese or Korean should have a firm command of the syllabary alphabets and of a few hundred Chinese characters. The student of Chinese should know about 1200 characters.

TITLE FRENCH, GERMAN, ITALIAN, ROMANIAN, SPANISH RSW FT  
LENGTH Twenty weeks  
TYPE Full-time  
PLACE Headquarters  
PREREQUISITES Top Secret clearance. Interview with instructor.

The course is an introduction to all phases of the spoken and written language. There are about four to five hours of class per day, for oral drill, and two to three hours of assigned drill in the language laboratory. Included are two visits (of three to five days) 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 spoken abilities.

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**TITLE** FRENCH, ITALIAN, ROMANIAN, SPANISH RSW  
FT

**LENGTH** Three phases of 10 weeks each

**TYPE** Part-time; Phases I and II: 5 two-hour classes plus  
10 hours of laboratory drill each week; Phase III:  
3 two-hour classes plus 9 hours of laboratory drill  
each week

**PLACE** Headquarters

**PREREQUISITES** Top Secret clearance. Interview with instructor.

The objective of the course is to train the student to speak and understand the language in a wide variety of everyday situations. Activities include intensive drill in the recognition and correct production of the sounds of the language, memorization of dialogues embodying the principal structural patterns of the language, drills designed to develop ability to use these patterns correctly in many varying combinations and modifications, guided conversations, and grammatical explanations. Use of the language laboratory for individual work with tapes is an integral part of the course.

Although the major emphasis throughout the course is placed on the development of the ability to speak and understand, there is also work in reading. Simple texts are introduced at various points, especially after the first phase, and by the end of the course the student should have developed elementary reading skill.

**TITLE** GERMAN RSW PT

**LENGTH** Two phases of 20 weeks each

**TYPE** Part-time; 3 two-hour classes each week, plus 9  
hours of laboratory drill each week

**PLACE** Headquarters

**PREREQUISITES** Top Secret clearance. Interview with instructor.

The objective of this course is to train the student to speak and understand the language in a wide variety of everyday situations. Activities include intensive drill in the recognition and correct production of the sounds of the language, memorization of dialogues embodying the principal structural patterns of the language, drills designed to develop ability to use these patterns correctly in many varying combinations and modifications, guided conversations and grammatical explanations. Use of the language laboratory for individual work with tapes is an integral part of the course.

Although emphasis throughout the course is on the development of ability to speak and understand, there is also work in reading. Simple texts are introduced at various points, especially after the first phase, and by the end of the course the student should have developed an elementary reading skill.

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**TITLE** GREEK, TURKISH RSW PT  
**LENGTH** Three phases of 20 weeks each  
**TYPE** Part-time; 5 one-hour classes per week, plus laboratory drill as directed  
**PLACE** Headquarters  
**PREREQUISITES** Top Secret clearance. Interview with instructor.

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

**TITLE** PERSIAN RSW FT  
**LENGTH** Twenty-six weeks  
**TYPE** Full-time  
**PLACE** Headquarters  
**PREREQUISITES** Top Secret clearance. Interview with instructor.

The objective of the course 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 student spends four to five hours a day in class activities with a native-speaking instructor, and spends the rest of his time in individual work with tapes in the language laboratory. Class work includes drill in the recognition and correct production of the sounds of the language, memorization of dialogues embodying the principal structural patterns of the language, drills designed to develop ability to use these patterns correctly and automatically in varying combinations and modifications, guided conversations, and grammatical explanations. 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. Included in the course 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.

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**TITLE** RUSSIAN RSW PT  
**LENGTH** Three phases of 20 weeks each  
**TYPE** Part-time; 3 two-hour classes each week, plus 9 hours of laboratory drill each week  
**PLACE** Headquarters  
**PREREQUISITES** Top Secret clearance. Interview with instructor.

The objective of the course is to achieve a knowledge of the basic spoken and written language. Close attention is given to the sounds of the language and accurate pronunciation. Drill is provided in basic sentences used in everyday situations. Essentials of grammatical structure are presented, and there are exercises in correct usage. Some attention is also given to writing the language. Reading selections will be taken from fiction and newspaper-type materials, approximating the type of reading likely to be done by personnel in the organization.

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

**TITLE** RUSSIAN RSW FT  
**LENGTH** Forty weeks  
**TYPE** Full-time  
**PLACE** Headquarters  
**PREREQUISITES** Top Secret clearance. Interview with instructor.

The objective of the course is the acquisition of reading, writing and speaking skill. Initially, emphasis is on pronunciation and spoken language proficiency. Instruction includes classroom drill with native speakers, laboratory drill with recorded materials, exposition of grammar, and practice in reading. There is some work in the writing. Appropriate area lectures in English form part of the course. 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 student should be able to speak the language in a variety of conversational situations. He should also be able to read simple materials and write at the elementary level.

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TITLE RUSSIAN FAMILIARIZATION PT  
LENGTH Twelve weeks  
TYPE Part-time; 2 one-hour classes each week  
PLACE Headquarters  
PREREQUISITE Top Secret clearance

This is a course for employees whose analytical, editorial, or secretarial work requires familiarity with Russian. A familiarization manual is used as a basis for the alphabet and the transliteration system as well as several hundred nouns, adjectives, and other work-types. Special attention is given to geographic and personal names. Sentence structures are 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.

### **Intermediate**

TITLE ARABIC (CLASSICAL) READING WORKSHOP PT  
LENGTH Twenty weeks  
TYPE Part-time; 1 three-hour session each week  
PLACE Headquarters  
PREREQUISITES Top Secret clearance. Basic Reading (PT) or equivalent. Interview with instructor.

The course is designed to provide students the opportunity to do independent translation work under the supervision of an instructor. Its objective is to develop and improve translation ability at the newspaper level. Newspapers are provided as text materials, or the student may bring other materials in which he has particular interest. There is also a review of the basic structural features of modern written Arabic.

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**TITLE** ALBANIAN, BULGARIAN, CZECH, POLISH, RUSSIAN, SERBO-CROATIAN, SLOVAK, UKRAINIAN WORKSHOP READING PT

**LENGTH** Russian: 32 weeks; others: 15 weeks

**TYPE** Part-time; 1 hour of grammar review and 1 three-hour translation session each week

**PLACE** Headquarters

**PREREQUISITES** Top Secret clearance. Basic Reading (PT) or equivalent. Interview with instructor.

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

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

**TITLE** FRENCH, GERMAN, ITALIAN, ROMANIAN, SPANISH WORKSHOP READING PT

**LENGTH** Ten weeks

**TYPE** Part-time; 1 one-hour grammar review each week and 1 three-hour translation session a week

**PLACE** Headquarters

**PREREQUISITES** Top Secret clearance. Basic Reading, or equivalent. Interview with instructor.

The workshop is intended to provide grammar review and intensive practice of an on-the-job nature in reading materials involving technical, special and economic vocabulary. Only students who are fully qualified in grammar will be accepted for the supervised three-hour translation session. (This course may be repeated with consent of instructor.)

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**TITLE** RUSSIAN READING PT  
**LENGTH** Two phases of 15 weeks each  
**TYPE** Part-time  
**PLACE** Headquarters  
**PREREQUISITES** Top Secret clearance. Basic Reading (PT) or equivalent. Interview with instructor.

The objective of the course is to develop reading ability at the intermediate level. The course includes a review of basic grammar and the fundamentals of pronunciation. Emphasis is on reading factual material in the economic, political, sociological, and general fields, which approximate the material likely to be encountered by intelligence officers and analysts. Considerable use is made of newspaper selections. Special problems of the translation process are considered throughout the course.

On completion of the course, and with the aid of a dictionary, the student should be able to read newspaper-type materials at moderate speed.

Students interested in conversational practice are invited to enroll in a two-hour oral discussion group conducted once a week.

**TITLE** RUSSIAN ECONOMIC AND POLITICAL READING PT  
**LENGTH** Two phases of 15 weeks each  
**TYPE** Part-time; 3 two-hour classes each week  
**PLACE** Headquarters  
**PREREQUISITES** Top Secret clearance. One 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 insofar as possible the students' fields of interest, serve as the bases for practice in class. The translation process and recent Soviet terminology and abbreviations are included. Grammatical explanation is presented when necessary.

On completion of this phase 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.

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**TITLE** UZBEK WORKSHOP READING PT  
**LENGTH** Ten weeks  
**TYPE** Part-time; 1 two-hour class each week  
**PLACE** Headquarters  
**PREREQUISITES** Top Secret clearance. Basic R (PT) or equivalent.  
 Interview with instructor.

The course is designed to provide students with an opportunity to do independent translation work under the supervision of an instructor. Its objective is to develop and improve translation ability at the newspaper level. Newspapers and other textual materials are provided, and students may bring other materials in which they have particular interest. There is continuous review of the basic structural features of the language.

**TITLE** FRENCH, ITALIAN, ROMANIAN, SPANISH RSW  
**PT**  
**LENGTH** Ten weeks  
**TYPE** Part-time; 3 two-hour classes each week, plus 9 hours of laboratory drill or outside preparatory work each week  
**PLACE** Headquarters  
**PREREQUISITES** Top Secret clearance. Basic (PT) 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 expression with emphasis on their cultural implication, improve the ability to comprehend normal spoken language in a large variety of situations, and to expand general vocabulary.

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**TITLE** FRENCH, GERMAN, ITALIAN, ROMANIAN, SPANISH RSW FT  
**LENGTH** Ten weeks  
**TYPE** Full-time  
**PLACE** Headquarters  
**PREREQUISITES** Top Secret clearance. Satisfactory completion of Basic (FT) course or equivalent. Interview with instructor.

The course is a continuation of the Basic full-time course. The objective of the course is to improve proficiency in using and understanding the more complicated structure and abstract vocabulary of cultural and political affairs and increase ability to read and understand material 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 is also given a review of the salient features of the structure 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 foreign language is spoken exclusively.

On completion of the course the student should be able to read and communicate with relative ease on a variety of everyday social, cultural, and political topics.

**TITLE** GREEK, TURKISH RSW PT  
**LENGTH** Three phases of 20 weeks each  
**TYPE** Part-time; 5 one-hour classes each week, plus laboratory drill as directed  
**PLACE** Headquarters  
**PREREQUISITES** Top Secret clearance. Basic (PT) course or equivalent. Interview with instructor.

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

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**TITLE** RUSSIAN SCIENTIFIC AND TECHNOLOGICAL  
READING PT  
**LENGTH** Two phases of 15 weeks each  
**TYPE** Part-time; 3 two-hour classes each week  
**PLACE** Headquarters  
**PREREQUISITES** Top Secret clearance. One 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. Attention is given to problems of the translation process and to recent Soviet terminology and abbreviations. Grammatical explanation is presented when necessary.

On completion of this phase 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.

**TITLE** RUSSIAN RSW PT  
**LENGTH** Three phases of 15 weeks each  
**TYPE** Part-time; 3 two-hour classes each week, plus five  
hours of laboratory drill each week  
**PLACE** Headquarters  
**PREREQUISITES** Top Secret clearance. Basic (PT) course or equivalent. Interview with instructor.

The objective of this course is achievement of the spoken and written language at the intermediate level. There is review of phonological and grammatical essentials and extensive drill in conversation. There is some attention to writing in the language. Reading selections are taken largely from Russian periodicals and deal with economics, politics, international affairs, technology, and other topics of current interest, and which 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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TITLE	RUSSIAN RSW FT
LENGTH	Thirteen weeks
TYPE	Full-time
PLACE	Headquarters
PREREQUISITES	Top Secret clearance. Basic Russian (FT) or equivalent. Interview with instructor.

The objective of the course is development of reading, writing and speaking skill at the intermediate level. The course emphasizes realistic, informal conversation. Students are required to present oral reports on subjects of their own choosing. The course includes intensive reading and discussion of political, economic, literary and tradecraft material. Some written work (composition) is required. Area lectures in English are assigned at the discretion of the instructor. Included in the course 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 student should be able to speak, read and write the language with considerable facility.

#### Advanced

TITLE	CHINESE RSW FT
LENGTH	Forty weeks
TYPE	Full-time
PLACE	Headquarters
PREREQUISITES	Top Secret clearance. One year of experience at translating newspaper-level Chinese or demonstrated ability to do so. Interview with instructor.

The course is designed for students who have spent a considerable amount of time in the study of Chinese and are already able to translate Chinese at the newspaper-level into English with a certain degree of ease and accuracy. The objective of the course is to train the student to a high degree of 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 recognition and use of grass writing.

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<b>TITLE</b>	<b>RUSSIAN RSW PT</b>
<b>LENGTH</b>	Two phases of 15 weeks each
<b>TYPE</b>	Part-time
<b>PLACE</b>	Headquarters
<b>PREREQUISITES</b>	Top Secret clearance. At least two years of part-time training in Russian. Interview with instructor.

The objective of this course is to develop the ability to read, speak and write Russian at an advanced, non-native level. It is designed for those who have already reached a high intermediate proficiency.

Written and spoken practice is based on materials from a variety of fields, including economics, politics, sociology and literature, as well as on the realities of daily living both inside and outside the USSR. Extensive use is made of Soviet and 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 the patterns and structure of standard colloquial Russian.

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**PLANS AND POLICY STAFF**

**TITLE** INSTRUCTOR TRAINING  
**LENGTH** One week or as necessary. Adapted to meet specific requirements.  
**TYPE** Full-time  
**PLACE** Where required  
**PREREQUISITE** Present or anticipated assignment as an instructor.

Course covers the basic principles of learning and teaching and their application in the classroom, and the techniques in planning segments of instruction and full courses. Students are given opportunity to prepare and present a lesson before members of the class and in presentation use a method of instruction required of them in their assignment. These methods include: lecture; demonstration; problem solving; practical exercises; discussions (conferences, panels, seminars); use of case studies; and role playing. Preparation and use of audio-visual aids is included.

Course can be designed to fit specified requirements of a requester.

**TITLE** INSTRUCTOR WORKSHOP  
**LENGTH** As necessary. Adapted to meet specific requirements.  
**TYPE** Full-time  
**PLACE** Where 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 which may be considered as bases for a workshop are improving presentation of lectures; designing, preparing and using audio-visual aids; techniques in audio-visual education; using role-playing in instruction; improving discussions; meeting the problem of individual differences in classes; improving demonstrations; using teaching machines; evaluating student's progress; factors in student's rate of learning; using case studies; preparing lesson plans; planning a new course or revising an old one.

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### REGISTRAR STAFF

TITLE	ORIENTATION FOR TRAINING ASSISTANTS
LENGTH	One day
TYPE	Full-time
PLACE	Headquarters
PREREQUISITE	Top Secret clearance

This orientation is designed for Training Assistants and other Agency employees who are responsible for supporting activities identified with training Agency personnel. Admissions procedures for internal and external courses and the role of the Registrar's Office in providing information for internal and external programs are explained.

TITLE	ORIENTATION FOR TRAINING OFFICERS
LENGTH	Two days
TYPE	Full-time
PLACE	Headquarters
PREREQUISITE	Top Secret clearance

Designed for Agency employees who are charged with, or are about to assume responsibilities for planning training of individuals in their offices. The subject matter is also recommended for other professional employees who are concerned with training matters and for whom a refresher program in activities of the Office of Training would be beneficial.

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 employees of the Agency. It includes a review of OTR's admissions procedures, regulations pertaining to training, and service features which Training Officers need to know in order to make effective use of resources and facilities provided by OTR.

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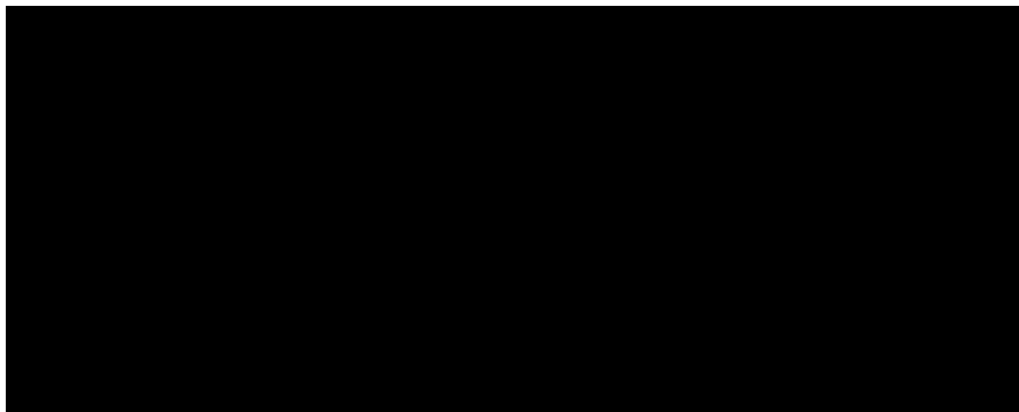
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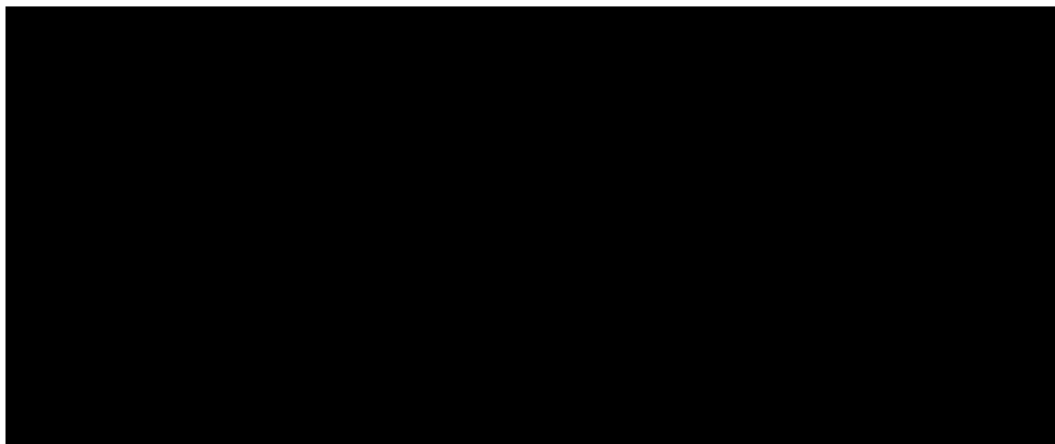
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### OPERATIONS SCHOOL

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<b>TITLE</b>	CABLE REFRESHER
<b>LENGTH</b>	Four and one-half hours
<b>TYPE</b>	Part-time
<b>PLACE</b>	Headquarters
<b>PREREQUISITES</b>	Top Secret clearance. Experience or previous instruction in writing cables.

Course consists of four lectures, illustrating how soundly organized and effectively phrased cables, as well as consideration for technical communication matters, can save time and reduce cable traffic.

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## COURSES OF OTHER OFFICES OF THE AGENCY

### Section II

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## COMPONENT-CONDUCTED COURSES

### OFFICE OF CENTRAL REFERENCE

TITLE	INTELLIGENCE SUBJECT CODE
LENGTH	Four weeks
TYPE	Full-time
PLACE	Headquarters
PREREQUISITE	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.

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OFFICE OF COMMUNICATIONS

In addition to the cryptographic courses the Office of Communications (OC) conducts other courses in technical communications subjects for its employees. The training program is included in the Communications Course Catalog, and inquiries should be directed to the OC Training Officer. To enroll in a course outlined in this section, Form 104, Request for Staff Cryptographic Training, should be forwarded in triplicate to OC. Because a cryptographic clearance is a prerequisite for this type of training, OC requires that applications be forwarded three weeks prior to the course starting date.

TITLE	COMMUNICATIONS BRIEFING
LENGTH	As required
TYPE	Part-time
PLACE	Headquarters
PREREQUISITE	Cryptographic clearance

25X1A

Conducted for [redacted] and other senior personnel who require a basic understanding of the communications activity and support [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.

25X1A

TITLE	STAFF CRYPTOGRAPHIC SYSTEM (MACHINE)
LENGTH	Three weeks
TYPE	Full-time
PLACE	[redacted]
PREREQUISITES	Cryptographic clearance. Staff System (Manual) Course or equivalent.

25X1A

Provides instruction and practice in the operation of teletype and machine cryptographic equipment. Each student operates from a simulated [redacted]

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### OFFICE OF THE COMPTROLLER

<b>TITLE</b>	<b>BUDGET EXECUTION</b>
<b>LENGTH</b>	Five weeks
<b>TYPE</b>	Part-time (20 hours)
<b>PLACE</b>	Headquarters
<b>PREREQUISITES</b>	Top Secret clearance. Direct duties in Agency budgetary work. Training or experience in Federal or Agency budgetary principles.

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 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 will be given to the Agency Financial Management Program. The course is an expansion of the last half of the former Theory of Budgetary Techniques Course. Ratings in the course are important to SF employees.

<b>TITLE</b>	<b>BUDGET FORMULATION</b>
<b>LENGTH</b>	Five weeks
<b>TYPE</b>	Part-time (20 hours)
<b>PLACE</b>	Headquarters
<b>PREREQUISITES</b>	Top Secret clearance. Direct duties in Agency budgetary work. Training or experience in Federal or Agency budgetary principles.

Course covers the process of estimating and approving the amount of funds and other resources to be required in the conduct of 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 will be given to the Agency Financial Management Program. The course is an expansion of the last half of the former Theory of Budgetary Techniques Course. Ratings in the course are important to SF employees.

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TITLE	SURVEY OF BUDGETING
LENGTH	Five weeks
TYPE	Part-time (20 hours)
PLACE	Headquarters
PREREQUISITE	Top Secret clearance

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

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

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### OFFICE OF LOGISTICS

<b>TITLE</b>	LOGISTICS ORIENTATION
<b>LENGTH</b>	One to four weeks
<b>TYPE</b>	Full-time or part-time, as applicable
<b>PLACE</b>	Headquarters [REDACTED]
<b>PREREQUISITE</b>	Top Secret clearance

25X1A

General scope of training varies with requirements. It may be a one-day series of individual briefings or it may be a program of four weeks. Material will normally 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 of 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's training; real estate activity; procurement procedures; contracts; and printing and reproduction processes, including press work, photography, typography and binding.

<b>TITLE</b>	LOGISTICS SEMINAR
<b>LENGTH</b>	Annual meeting (three days)
<b>TYPE</b>	Full-time
<b>PLACE</b>	Headquarters [REDACTED]

25X1A

Covers logistics functional operations in an attempt to stimulate ideas for the creation of broader logistical capabilities in the Agency; discusses logistical support problems; evaluates complexities of the current operations; logistical support of cold war contingency operations; development of requirements for hot war responsibilities; logistical planning and operational readiness; Agency logistics capabilities, and other topical support problems of mutual concern.

Programmed primarily for management-level participation in a planned conference meeting, the Seminar includes discussions, lectures,

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group briefings, demonstrations, selected training films, and the solution of logistics support problems by the case study method, "problem-solving" techniques, and "idea-tracking."

<b>TITLE</b>	<b>LOGISTICS SUPPORT</b>
<b>LENGTH</b>	Six weeks
<b>TYPE</b>	Full-time
<b>PLACE</b>	Headquarters—four weeks; [REDACTED]
<b>PREREQUISITE</b>	Top Secret clearance

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General scope of training includes orientation in the functions and operations of logistics and practice in the skills, methods and techniques in performing logistics duties. The course, consisting of two phases, 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 who have or will have logistical responsibilities.

Phase I 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 II Station Accountability, and the headquarters-overseas responsibilities of the Logistics and Supply officer.

Phase II consists of student participation in logistics field supply activity which includes Financial Property Accounting (FPA), field warehousing, stock control, M/R accounts, and field procurement problems.

[REDACTED]

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

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<b>TITLE</b>	<b>PRINTING SERVICES SEMINAR</b>
<b>LENGTH</b>	12 to 15 hours; 3 half-day periods
<b>TYPE</b>	Part-time
<b>PLACE</b>	Headquarters
<b>PREREQUISITES</b>	Administrative personnel and responsible officers responsible for ordering, authorizing and preparing materials for printing and reproduction. Top Secret clearance.

Familiarizes Agency personnel with the facilities, functions, responsibilities and organizations 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.

Enrollment in the Seminar is normally limited to administrative and support personnel who are responsible for preparing, ordering or authorizing materials for printing and reproduction.

<b>TITLE</b>	<b>PROCUREMENT FAMILIARIZATION</b>
<b>LENGTH</b>	Twenty to thirty hours
<b>TYPE</b>	Full-time or part-time as required
<b>PLACE</b>	Headquarters
<b>PREREQUISITE</b>	Top Secret clearance

Acquaints personnel with the basic responsibilities, functions, regulations and organization of the Procurement Division of the Office of Logistics. Covers Agency procurement, special procurement, field and military purchasing, general types of contracts, contract administration, contract negotiation, research and development contracts, procurement regulations, legal aspects of Agency and governmental contracting; and the various aspects of contract security and industrial security.

Lectures and discussions deal with all aspects of Procurement Division operations. The program is supplemented by group discussions, analyses, case histories related to purchasing and contracting, selected readings, and training films.

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<b>TITLE</b>	<b>PROCUREMENT LECTURE PROGRAM AND SEMINAR</b>
<b>LENGTH</b>	Lecture series scheduled on the basis of one or more lectures a month
<b>PLACE</b>	Headquarters
<b>PREREQUISITE</b>	Top Secret clearance

Lectures provide background information for procurement officers, contract negotiators, and administrative officials on inter-Agency and intra-Agency procurement relationships; government and military procurement practices; government contracting; legal problems in Agency contracting; contract administration techniques; industrial contract security; and current Agency problems in procurement and contracting. A discussion period at the end of each lecture stresses various aspects of the procurement and contracting activity within the Agency, and new techniques, practices and policies of procurement in private industry and other government agencies.

Since this continuing program is normally scheduled on a monthly basis, time and place of each lecture will be announced by the Office of Logistics.

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### **MEDICAL STAFF**

<b>TITLE</b>	<b>FIRST AID</b>
<b>LENGTH</b>	Ten hours (two hours per day)
<b>TYPE</b>	Part-time
<b>PLACE</b>	Headquarters or as required
<b>PREREQUISITES</b>	Secret clearance and authorization

Course is solely for the layman and provides instruction in the care and handling of the sick and injured before professional medical attention can be obtained. The course does not take the place of professional medical or surgical attention but instructs in measures to be taken to alleviate pain, prevent further injury, save life and preserve resistance and vitality. Prepares the individual to meet everyday emergencies and those emergencies encountered in disaster situations.

<b>TITLE</b>	<b>INDIVIDUAL MEDICAL SUPPORT</b>
<b>LENGTH</b>	Thirty hours
<b>TYPE</b>	Full-time or part-time
<b>PLACE</b>	Headquarters or as required
<b>PREREQUISITES</b>	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 an area 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.

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## **OFFICE OF SECURITY**

The Office of Security conducts an intra-office curriculum of courses in various security subjects for the benefit of Security Career Service designees. These courses include topics such as investigative techniques, physical security and audio countermeasures techniques, interrogation techniques, security clearance procedures, industrial security procedures, together with other topics, all designed to heighten the total level of professionalism in security specialists or generalists.

Occasionally, certain Agency personnel other than Security Career Service designees have a need for briefings or limited tutorial training in one of the subjects within the sphere of security. When such is the case, inquiries should be directed to the Office of Security Training Officer.

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FOREWORD

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## EXTERNAL TRAINING

### Section III

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## **INTERAGENCY PROGRAMS**

The interagency training program provides an opportunity to use existing resources within the Government. A bulletin, *Interagency Training Programs*, is published twice a year by the Civil Service Commission. Copies are distributed by the Registrar to Agency Training Officers. In the bulletin there are descriptions of programs in General, Supply, Personnel Management, ADP, Administrative Operations, Communications, Protection and Safety, Civil Defense, Management Engineering, Mathematics and Physical Sciences, Trades and Crafts, Communicable Disease Control, and in Environmental Sciences and Engineering.

## **SENIOR OFFICER COLLEGES**

### **ADVANCED MANAGEMENT PROGRAM**

<b>LOCATION</b>	Harvard University, Cambridge, Massachusetts
<b>LENGTH</b>	3 months
<b>SCHEDULE</b>	Two programs a year: spring and fall
<b>PREREQUISITES</b>	Senior manager, GS-15 and above. 36-50 years of age.
<b>QUOTA</b>	1—by invitation
<b>SELECTION</b>	Nominated by the DDS, selected by the Career Council and approved by the DCI
<b>OBJECTIVE</b>	To train in administrative practices and procedures designed to make the manager a more effective executive
<b>TOPICS</b>	Business policy. Administrative practices. Business and the world society. Cost and financial administration. Marketing administration. Problems in labor relations.
<b>METHODS</b>	Case study, lectures, discussions

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**AIR WAR COLLEGE**

**LOCATION** Maxwell Air Force Base, Alabama  
**LENGTH** 10 months  
**SCHEDULE** August-June  
**PREREQUISITES** GS-14 and above. 35-45 years of age.  
**QUOTA** 1  
**SELECTION** Nominated by a Deputy Director, selected by the Career Council and approved by the DCI  
**OBJECTIVES** To prepare senior officers for high command and staff duty with large Air Force units and to promote sound concepts of air power to assure its most effective development and employment  
**TOPICS** International relations. Air warfare—concepts and employment. Future global strategy.  
**METHODS** Seminars, lectures, forums, conferences, individual presentations, research, theses, critiques

**ARMED FORCES STAFF COLLEGE**

**LOCATION** Norfolk, Virginia  
**LENGTH** Approximately 5 months  
**SCHEDULE** Twice yearly: February-June and August-January  
**PREREQUISITES** GS-13 and above. 30-45 years of age.  
**QUOTA** 2 each session  
**SELECTION** Nominated by a Deputy Director, selected by the Career Council and approved by the DCI  
**OBJECTIVE** To educate selected officers in joint and combined organization, planning, and operations, and in related aspects of national and international security in order to prepare them for duty in all echelons of joint and combined commands.  
**TOPICS** Armed forces orientation. Joint and combined organization, planning and operations. National and international security considerations.  
**METHODS** Lectures, conferences, group study, group discussion, problem solving, practical exercises, demonstrations, collateral reading, individual study

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**ARMY WAR COLLEGE**

**LOCATION** Carlisle Barracks, Pennsylvania  
**LENGTH** 10 months  
**SCHEDULE** August-June  
**PREREQUISITES** GS-14 and above. 35-45 years of age.  
**QUOTA** 1  
**SELECTION** Nominated by a Deputy Director, selected by the Career Council and approved by the DCI  
**OBJECTIVE** To prepare senior civilian and military officers for responsible positions in policy, command and staff functions  
**TOPIC** The design of a national strategy and a supporting military program.  
**METHODS** Committees, lectures, research, seminar, theses

**INDUSTRIAL COLLEGE OF THE ARMED FORCES**

**LOCATION** Ft. McNair, Washington, D. C.  
**LENGTH** 10 months  
**SCHEDULE** August-June  
**PREREQUISITES** GS-14 and above. 35-45 years of age.  
**QUOTA** 2  
**SELECTION** Nominated by a Deputy Director, selected by the Career Council and approved by the DCI  
**OBJECTIVE** To enhance the preparation of selected military officers and key civilian personnel for important command, staff, and policymaking positions in the national and international security structure  
**TOPICS** Position of the United States today. Comparative political thought and government. Review of economics, warfare and strategic concepts. National security policies—programs and budgets. Human and natural resources. Materiel management. Economic stabilization. Contemporary international field studies. Plans and readiness.  
**METHODS** Committee reports, theses, lectures, seminars, research, consultations, field trips

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**NATIONAL WAR COLLEGE**

<b>LOCATION</b>	Ft. McNair, Washington, D. C.
<b>LENGTH</b>	10 months
<b>SCHEDULE</b>	August-June
<b>PREREQUISITES</b>	GS-14 and above. 35-45 years of age.
<b>QUOTA</b>	3
<b>SELECTION</b>	Nominated by a Deputy Director, selected by the Career Council and approved by the DCI
<b>OBJECTIVES</b>	To enhance the preparation of selected personnel for the exercise of joint and combined high-level policy, command and staff functions, and for the planning of national strategy
<b>TOPICS</b>	World situation. Factors influencing national power with particular reference to the United States. The formulation of United States national security policy, strategy and warfare. The Communist states, Free Europe and the Western hemisphere. Africa and Free Asia. Appraisal of national security policy. Development of national security policy. Development of national strategy.
<b>METHODS</b>	Guest lecturers, reading, discussion groups, committee problems, individual research papers, public speaking, field trips

**NAVAL WAR COLLEGE**

<b>LOCATION</b>	Newport, Rhode Island
<b>LENGTH</b>	10 months
<b>SCHEDULE</b>	August-June
<b>PREREQUISITES</b>	GS-14 and above. 35-45 years of age.
<b>QUOTA</b>	1
<b>SELECTION</b>	Nominated by a Deputy Director, selected by the Career Council and approved by the DCI
<b>OBJECTIVE</b>	To further an understanding of the fundamentals of warfare, international relations, and interservice operations, with emphasis on their application to future naval warfare, in order to prepare officers for higher command
<b>TOPICS</b>	International relations. Basic strategic factors in national power. Strategic areas of interest. Formulation of national interests, objectives and policies. A study of those agencies responsible for the formulation and execution of national security pol-

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icies. Military planning process. Fundamentals of command and decision. Service capabilities. War gaming. Operational and strategic planning from force to national level based on a background of cold, limited and general war.

**METHODS** Reading, lectures, group discussions, seminars, individual papers, group projects, informal discussions, operations problems and war games, global strategy discussions

**SENIOR SEMINAR IN FOREIGN POLICY**

**LOCATION** Foreign Service Institute, Department of State, Washington, D. C.

**LENGTH** 9 months

**SCHEDULE** September-June

**PREREQUISITES** GS-15 and above. 40-48 years of age.

**QUOTA** 1

**SELECTION** Nominated by a Deputy Director, selected by the Career Council and approved by the DCI

**OBJECTIVE** To prepare officers for high positions of responsibility in policy recommendation and execution, coordination, planning and administration at home and abroad, and in inter-agency and international organizations

**TOPICS** Review of American foreign relations and national goals. Recent developments in American policy. Studies of life in the United States. International relations. External forces affecting American foreign policy. Communist insurgency doctrine and tactics. American policy formulation and execution. Selected problems in American foreign policy. Selected problems in management of diplomatic missions.

**METHODS** Reading, research, seminars, discussions, documentary films, oral and written reports, field trips

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PREREQUISITE	GS-12—GS-14
QUOTA	By application
SELECTION	Nominated by an Office Head, recommended by a Deputy Director and approved by the Director of Training
OBJECTIVES	To provide participants with broadened understanding of the role of the Federal Government and the Federal executive in a democratic society; with increased knowledge of the relationships between Government and society; and with greater awareness of the complexities and forces involved in selected domestic and international issues of major concern to the nation
TOPICS	Foundations of government and society. National economic policy. National security and the Communist challenge. The role of the United States in world affairs. Case studies involving problems in U.S. metropolitan areas and problems of underdeveloped countries.
METHODS	Lectures, seminar discussions, extensive reading

VENTURE IN EXECUTIVE DEVELOPMENT WITH NEW DIMENSIONS

LOCATION	University of Pittsburgh, Pittsburgh, Pennsylvania
LENGTH	2 weeks
SCHEDULE	Annually
PREREQUISITE	Senior official
QUOTA	As requested
SELECTION	Nominated by an Office Head, recommended by a Deputy Director and approved by the Director of Training
OBJECTIVE	To develop executives, drawing on the best of public and private experience
TOPICS	Perceptions of the executive. The self as an executive. Executive behavior. Management games and decision simulation. The competences of the executive. Executive decisions.
METHODS	Organization situations, cases, role playing, and management gaming

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## GENERAL MANAGEMENT

### ARMY MANAGEMENT COURSE

LOCATION	Ft. Belvoir, Virginia
LENGTH	3 weeks
SCHEDULE	9 each year
PREREQUISITE	GS-13 and above
QUOTA	By application
SELECTION	Nominated by the DDS
OBJECTIVES	To impart to commanders, selected staff officers, and civilian employees of the Army an understanding of the fundamentals and components of the Army management processes and to illustrate the interdependence and correlation of the various systems and their components; to contribute to the development of a management point of view which will encourage all echelons to consider army-wide needs in appraising their own individual problems.
TOPICS	Functions of management. Functions of the manager.
METHODS	Case analysis, group action, seminars, practical exercises, lectures, and films

### ARMY MANAGEMENT ORIENTATION COURSE

LOCATION	Ft. Belvoir, Virginia
LENGTH	1 week
SCHEDULE	2 each year: spring and fall
PREREQUISITES	GS-15 and above. Management responsibilities.
QUOTA	By application
SELECTION	Nominated by the DDS
OBJECTIVES	To impart to senior commanders and staff personnel an understanding of the fundamentals of Army management processes for non-tactical matters; to illustrate the interdependence and correlation of these processes and their principal components.
TOPIC	Orientation to topics covered in Army Management Course—see above.
METHODS	Case studies and lectures

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### EXECUTIVE DEVELOPMENT PROGRAM

LOCATION	Cornell University, Ithaca, New York
LENGTH	6 weeks
SCHEDULE	1 session each summer
PREREQUISITES	GS-13 and above. 35-45 years of age.
QUOTA	By application
SELECTION	Nominated by an Office Head, recommended by a Deputy Director and approved by the Director of Training
OBJECTIVES	To increase awareness, develop new approaches and reshape the attitudes of men faced with broader responsibilities. Provides an opportunity for each participant to re-examine his self-development in terms of the requirements of today's managers.
TOPIC	Management operation, objectives, and responsibilities.
METHODS	Case problems, lectures, reading material, and discussions

### SUMMER INSTITUTE IN EXECUTIVE DEVELOPMENT FOR FEDERAL ADMINISTRATORS

LOCATION	University of Chicago, Chicago, Illinois
LENGTH	1 month; 2 weeks
SCHEDULE	2 one-month Institutes and 8 two-week programs held each summer
PREREQUISITE	Federal executive personnel, GS-13—GS-18
SELECTION	Nominated by an Office Head, recommended by a Deputy Director and approved by the Director of Training
OBJECTIVE	To broaden understanding of administration by providing insights into the interactions between individuals and organizations and the manner in which the resulting relationships influence the making of administrative decisions
TOPICS	Organizational decision-making and the execution of decisions. The administrator as a decision-maker. Modern organization. The context for decisions. The sociology of executive decisions. Human relations in organization. Administrative policy-making and validation of decisions. Communi-

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cation patterns in organization. Social science and administration. Ethics and the validation of decisions.

**METHODS**

Study, activity meetings, lecture-discussion sessions, and special projects.

**OTHER EXTERNAL PROGRAMS**

The Agency may sponsor training in various other substantive fields or academic disciplines. General categories, for example, are chemistry, foreign languages, medicine, engineering, banking, political science, geography, law, library science, economics, automatic data processing, and international affairs.

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## REFERENCES ON EXTERNAL TRAINING

In the office of the Registrar there is a file of references to assist Agency employees in obtaining information on American and foreign schools, correspondence courses, scholarships, educational foundations, meetings, conference and special programs. References include:

*Catalogues* Domestic and foreign colleges and universities; Army, Navy, and Air Force; trade and vocational schools.

*Lovejoy's College Guide* and *Fine's American College Counselor and Guide*

Basic information on colleges and universities in the United States.

*Lovejoy-Jones College Scholarship Guide*

Scholarships given by American colleges and foundations.

*Sargent's Private Schools*

Private, elementary and high schools in the United States and abroad.

*International Handbook of Universities*

Foreign schools except those in the British Commonwealth. BC colleges are listed in Commonwealth Universities Yearbook.

*Area Study Programs in American Universities*

Summaries of programs, directors of programs, countries in which they are given, the academic degrees granted, library facilities and special features.

*UNESCO's Study Abroad*

Scholarships, fellowships and grants given to foreign students by organizations within a country.

*Handbook for U.S. Nationals* and *Handbook for Foreign Nationals*  
Training opportunities in the U.S. and abroad.

*World List of Future International Meetings*

Meetings during a three-year period; monthly bulletins list new meetings and changes in three-year schedule.

*World Convention Dates*

Dates and locations of district, state, regional, national, and international meetings; includes names of executive officers.

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*American Management Association*

Reports of various divisions of AMA; program outlines of AMA seminars, workshops, clinics and courses. Monthly magazines are

*Management Review and Personnel.*

*Correspondence Courses*

For elementary and junior-high grades.

*Adult Education Programs*

Courses offered by the District of Columbia and the Arlington Public School Systems and by the Y.W.C.A.

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