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**OFFICIAL ROUTING SLIP**

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**Remarks:**

These papers provide background on the discontinuance of the AAOs. The memo Matt Baird sent to Colonel White, dated 19 Nov 1964, contains a summary of OTR's problems with the AAOs and Matt's reasons for recommending terminating the program.

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FROM: NAME, ADDRESS AND PHONE NO.	DATE
Director of Training	

# SPECIAL BULLETIN

OFFICE OF TRAINING

25X1

No.

12 January 1965

To: All Training Officers of the Agency

## DISCONTINUANCE OF AMERICANS ABROAD ORIENTATIONS

Effective 18 January 1965, the Office of Training will discontinue its current program of Americans Abroad Orientations. The subject matter of the AAO's hereafter will be included in OTR's regularly scheduled Dependents Briefing.

The Dependents Briefing is at present a six-hour program especially directed to wives who are going overseas under official cover. Its content will be expanded so as to direct it to both wives and employees, especially those preparing to leave for their first overseas tour. It will consist of lectures and discussions on the Agency's role in the intelligence community and in international problems, individual security, medical needs and care, living under a cover, and generally the everyday problems that are most likely to be encountered in a foreign country.

It is assumed that employees will have the required professional knowledge of the areas to which they are assigned. However, for those who have a special need for an introductory course on a particular area, the Office of Training will arrange attendance at one of the interdepartmental Area and Country Programs given by the Foreign Service Institute of the Department of State. The Area and Country Program is an intensive, three-week course, generally given monthly, on the principal regions of the world, except Western Europe. In addition to members of CIA, the programs are attended by officers of the Department of Defense, AID, USIA, NSA and other agencies or departments of the U.S. Government. Each program on a region (see Schedule at the end) includes the geography and history of the region, its economic, political and social structure, its religion and national character, and the problems of

(See other side, please)

GROUP 1  
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downgrading and  
declassification

cross-cultural communication. Lectures and discussions are presented by representatives from Government and from the academic and business world.

The Dependents Briefing is scheduled through June, 1965 at the Headquarters Building on the afternoons of 2 and 3 February, 2 and 3 March, 6 and 7 April, 4 and 5 May, and 1 and 2 June. Request for a dependent or an employee to attend will be made on Form 73, "Request for Internal Training," which is sent by the Training Officer to the Registrar/OTR. Registration closes on the Wednesday before the briefing.

The schedule of FSI's Area and Country Program, also through June, is:

	1-19 Feb	1-19 Mar	29 Mar 16 Apr	26 Apr 14 May	24 May 11 Jun	21 Jun 9 Jul
Eastern Europe and the USSR(2)	"			"		
Latin America(6)	"	"	"	"	"	"
Near East and North Africa(6)	"	"	"	"	"	"
Africa, Sub-Sahara(6)	"	"	"	"	"	"
South Asia(6)	"	"	"	"	"	"
Southeast Asia(6)	"	"	"	"	"	"
East Asia(3)	"	"			"	

Request to attend is made on Form 136, "Request for Training at a Non-CIA Facility," which is sent by the Training Officer through the required officers to the Registrar/OTR. Registration closes in the Registrar's office well in advance of FSI's deadline for admission, which is one week before the beginning date of a program.

Further information on the revised Dependents Briefing and on the FSI program will be published in OTR Bulletins.

S-E-C-R-E-T

OFFICE OF TRAINING

PPS  
S.S.  
FD  
WY

NOTICE  
NO. 1-65

12 January 1965

SUBJECT: Language Training School

25X1

1. Effective 18 January 1965, the Language and Area School is abolished. In place, thereof, there is established a Language Training School. Dr.  is designated to assume the responsibilities as Chief, Language Training School, effective on the above date.

2. The symbol for the new School will be LTS/TR.

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MATTHEW BAIRD  
Director of Training

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OTR - Key IC

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19 Nov 1964

MEMORANDUM FOR: Deputy Director for Support

SUBJECT : Americans Abroad Orientation

1. Paragraph 6 contains recommendations for your approval.
2. As part of our normal operating procedure, reviews are made periodically to determine if training courses are meeting objectives and if high standards of performance are being maintained. Consistent with this procedure, a recent review of our Americans Abroad Orientation Course (AAC) indicates that some major changes should be made. Unhappily, the job we are doing is neither adequate to service Agency needs nor good enough to maintain OTR's high standards. In order to do the job properly we would need a larger staff than is authorized at present. We must, therefore, seek solutions elsewhere to our problems.
3. Our trouble derives essentially from the fact that the course objectives are overly ambitious and unattainable. We try in two to four days time to instruct employees and their wives on not only problems of personal adjustment overseas but also on the historical, political and economic and social background of the country of interest as well. This is simply cramming too much into too short a time. Moreover, the great bulk of the work is done by only three instructors. With each specializing, they divide the world into three major blocs of instruction: Free Europe and Latin America, the Far East and South Asia, and the Middle East and Africa. Altogether they give courses on seventy-eight different foreign countries. This is itself an enormous task, even under the most ideal conditions, but much about our AAC is far from ideal. For example, the instructors have had such a multiplicity of course runnings (199 in FY 1964 and 213 in FY 1963) to deal with that they have sometimes had to resort to taped presentations. In addition, the student body has sometimes been so heterogeneous (393 students GS-3 through 8, 205 GS-9 through 15, plus 221 wives in FY 1964) as to make it impossible to pitch the content at a suitable level. To be quite frank, the net results have been far from satisfactory.

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4. After careful study, I believe that the Foreign Service Institute (FSI) of the Department of State offers the best solution for Area training. FSI is able to absorb and would welcome a significant increase in Agency participation. Its courses run for three weeks, cover the principal regions of the world (Eastern Europe, Latin America, Near East and North Africa, Africa Sub-Sahara, South Asia, Southeast Asia, East Asia, Western Europe and the Atlantic Community), and are designed to serve all departments and agencies of the government having any responsibility in the field of foreign affairs. This program requires a staff of eighteen, including eight highly qualified course chairmen and one overall program coordinator. In addition, heavy reliance is placed on lecturers from both outside and within the government. For example, in the first three runnings there were 240 lectures by outside scholars. Content emphasizes the people, geography, history, religion and economic and social structure of a given region. Transitional and sometimes revolutionary aspects are also stressed. Throughout a serious effort is made to relate content to U.S. policy objectives and their realization. To aid individual study, a fine area library has been put together of more than 4,000 new books. Viewed as a whole, the program is one of high quality. Tuition is \$285.

5. So far as I am aware, there is little outside assistance to be had when it comes to instructing our personnel in problems of overseas adjustment. FSI does have a course for wives of government employees going overseas, but it would be of value to only a limited number of Agency wives. We can, however, make several changes to bring our own efforts nearer the mark. We need to define more sharply what should be given and to identify more precisely those who should take it. Emphasis should be on the practical everyday problems that one is most likely to encounter while living and working in a foreign country as well as on how to cope with them effectively. The student body should be limited primarily to employees and their wives who are preparing to leave on their first overseas tour. Attendance in such cases should be mandatory. Attendance by others with one or more overseas tours behind them should be on a voluntary basis.

6. In view of the situation as outlined in paragraph 2 and as discussed in succeeding paragraphs, I feel that corrective action must be taken immediately. I have in mind two major changes which are as follows:

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a. I recommend that OTR discontinue area (country) training as heretofore given and that the Agency depend upon FSI for such training. Since attendance in the FSI program is government-wide, there is no cover problem that would prevent DDP personnel from attending it.



b. I further recommend that that part of our AAO Courses which is devoted to problems of overseas adjustment be combined with [redacted] dependents' briefing. The two together would comprise a new course for both employees and dependent wives. Heavy stress would be on problems of personal adjustment and overseas effectiveness. Attendance by employees and wives preparing for their first overseas assignment would be mandatory; attendance by others would be voluntary.

With one exception, I believe that these changes will make ample provision for the Agency as a whole. I refer specifically to the Office of Communications technicians who are in training [redacted] preparatory to going overseas. For this group I recommend a special briefing comprising both area information and problems of overseas adjustment. This briefing would be [redacted].

7. If you approve the foregoing recommendations, the functions of the AAO Staff will be abolished and the six positions (five professional and one clerical) used elsewhere within OTR as soon as they are vacated by the present incumbents. This will necessitate making several of the incumbents surplus to the needs of OTR. The six positions will be used to augment [redacted] unit and to help staff the expanded JOT Program, including the new Support Course. Ten new ceiling positions were authorized originally for this purpose; they not only failed to materialize but OTR's ceiling was cut by seven additional positions. It is essential, therefore, that the six AAO positions be retained by OTR, unless OTR's requirements for additional positions can be met from other sources.

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8. The foregoing recommendations and changes in our AAO program are for your approval in principle. The new program will be staffed out in detail with the Clandestine Services and with the Office of Communications, including the issuance of appropriate notices. The DDF/TRO has been kept fully abreast of our thinking and conclusions on this matter and he has given us his full concurrence.

SIGNED

MATTHEW BAIRD  
Director of Training

The recommendations contained in paragraph 6 are approved in principle:

*Approved 30 Nov 1964*

L. K. White

Date

Deputy Director for Support

25X1

FPS:  /hej (19 Nov 64)

Distribution:

- O & 1 - Adse
- 1 - FPS
- 2 - DTR

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11 JUN 1964

MEMORANDUM FOR: Deputy Director for Plans

THROUGH : Deputy Director for Support

ATTENTION : DD/P Training and Qualifications Review Officer

SUBJECT : Proposed Scheduling of Americans Abroad Orientation Program

25X1 1. Since the issuance of [ ] on 23 October 1963, the Office of Training has endeavored to meet the requirements of this Headquarters Notice by scheduling the Americans Abroad Orientation (AAO) programs on a demand basis. Although we have been able, thus far, to accommodate departees in this manner it has become clear that we cannot sustain a quality program at the present level with the existing staff.

2. In an effort to regularize the work load of the AAO staff and minimize the need for additional staffing we are considering a plan to schedule the various regional and country offerings of this program. If such a schedule is to coincide with your anticipated requirements for Fiscal Year 1965, it would be helpful if you could provide the Office of Training with an estimate of the number of anticipated PCS departees by country for each month of the coming Fiscal Year. If you find it impractical to provide valid estimates for the full Fiscal Year, we can plan our schedules on a six-month cycle.

3. The proposed schedule resulting from this effort will be coordinated with the DDP/TRO prior to publication.

MATTHEW BAIRD  
Director of Training

25X1

TR/PPS: [ ] mb (11 June 1964)

Distribution:

- 0 & 1 - Addressee
- 1 - DD/S
- 7 - OTR

1 - C/LAS

1 - AIB/R/TR

1 - C/AT/LAS

1 - R/TR

2 - DTR (1 w/h)

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### ROUTING AND RECORD SHEET

SUBJECT: (Optional)  
 Addendum to Memos entitled "AAO Course" and "Introductory Area Studies at FSI"

FROM: C/PPS	EXTENSION	NO.
		DATE 14 Oct 64

TO: (Officer designation, room number, and building)	DATE		OFFICER'S INITIALS	COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)
	RECEIVED	FORWARDED		
1. DDTR	14 Oct		JR	When you have a moment please let me know how far you wish to go with the AAO. I shall then prepare a covering memo to the DD/S for your approval.  1-2 I'll be inclined to vote for paras 3 & 4 after further talks with C/PPS & officers concerned. However, final may be more evolutionary & feasible at this time. JR
2. DTR				
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14 October 1964

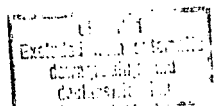
MEMORANDUM FOR: Director of Training

SUBJECT : Addendum to Memoranda entitled  
"Americans Abroad Orientation Course"  
and "Introductory Area Studies at the  
Foreign Service Institute"

25X1 1. The memorandum entitled "Americans Abroad Orientation Course" contained these two recommendations: (a) that the AAO Course objectives be limited to problems of personal adjustment overseas, and (b) that the student body be limited to employees and their wives who are leaving for their first overseas tours. If these recommendations were adopted, it is estimated that the number of students who are now required to attend the AAO (per Headquarters [redacted]) could be reduced by as much as seventy percent. If that should prove to be the case, it is believed that two instructors and one clerk would be sufficient to carry the work load, as compared at present with five instructors and three clerks. This staff should be sufficient to enable the instructors to substitute for one another in case of illness or other emergencies. They are not effectively able to do this under the present staffing arrangement.

25X1 2. The memorandum about FSI's Introductory Area Studies courses recommends that the Agency depend upon FSI for area and country training and that such coverage be discontinued in the AAO. Under this arrangement, it is unlikely that there would be any great increase in the number of Agency employees taking FSI's courses, since enrollment would continue to be on the basis of need. By way of a footnote, however, it should be observed that [redacted] stated that FSI would not only be able to absorb but would also welcome a significant increase in Agency participation. All other employees would be largely dependent upon their own resources in acquiring area and country background pertinent to their assignments. This approach is much less of a change than it first appears, for most employees at present are largely dependent upon themselves. At best the AAO can merely suggest

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and point the way. If more were to be done, it would involve a far larger commitment of manpower and resources. But it is believed to be neither practical nor desirable for the Agency to set up a country and area program of its own along lines parallel to those of the FSI.

3. If it should be decided that an AAO is no longer necessary, even along reduced dimensions as outlined above, it is believed that there would be no serious loss to operational effectiveness. If the AAO were discontinued, responsibility for briefing employees would become the sole responsibility of the Area Division/Country Desk. If looked at objectively, this is where the responsibility does and should lie, in any case. In fact, in certain areas such as sensitive administrative and operational matters guidance can be given only by the Division/Desk. To be sure, some Divisions/Desks now do and will continue to do a superior job of preparing their members for overseas duty. Others, admittedly, do not and will not do so well.

25X1 4. To develop the line of thought further, should it be decided to discontinue the AAO, it is recommended that  Dependents Briefing be revitalized and redesigned to fill a need that will remain for orientation and briefing in certain areas. Such a course would include coverage on not only the Agency and its mission but also on problems of personal adjustment overseas. The course would also be designed primarily for clerical-technician-level employees and their wives preparing to leave on their first overseas tours. It is also suggested that wives of officer-level employees be included in such briefings prior to their first overseas tour. It is further suggested that wives in this latter category be enrolled--cover permitting--in FSI's course for wives of government employees.

NOTE: FSI gives a course for wives of government employees preparing for duty overseas. This course is half days for a two weeks' period and is open to

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wives from various government agencies. In FSI's own language, "the course is intended to help an American wife envisage the importance of her individual role as a part of the total representation of the United States abroad, to appraise her opportunities and responsibilities in a new environment, and to assist her in meeting new situations of living in different parts of the world." Course content emphasizes U.S. historical, political, economic and cultural background, as well as significant aspects of contemporary American life, including America's role in world affairs. Emphasis is also placed on current history and developments in nations with which the U.S. maintains relations. The course is usually scheduled for one running each month. There is no tuition charge for attendance by Agency wives but few have attended it. If past practice prevails, however, the Agency could expect to be charged tuition if it begins using this course.

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Chief, Plans and Policy Staff

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### ROUTING AND RECORD SHEET

SUBJECT: (Optional)

Americans Abroad Orientation Course

FROM: Chief, Plans and Policy Staff *CS*

EXTENSION

NO.

*DTN 2292*

DATE

18 September 1964

TO: (Officer designation, room number, and building)

DATE

OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

RECEIVED

FORWARDED

1.	Deputy Director of Training	<i>4 Nov</i>	<i>JK</i>
2.			
3.	Director of Training	<i>4 Nov</i>	<i>WB</i>
4.	<i>C/PPS</i>		
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This memo is the first installment dealing with this subject. The second will deal with area/country content training. I shall hope to get it in to you once I have finished with Operation High Heels and as soon as I have had time to review thoroughly a considerable amount of background material given to me by Mr.   about <sup>the</sup> FSI Area Training Program. Meantime, I saw no reason for holding up this portion of the study.

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I should also add that the substance of the present memo has been reviewed informally with DDP/TRO and he has expressed full agreement with it.

*[Signature]*  
C/PPS

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18 September 1964

MEMORANDUM FOR: Director of Training

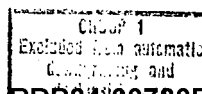
SUBJECT : Americans Abroad Orientation Course

1. The Americans Abroad Orientation Course (AAO) has been reviewed as requested and there are several comments and recommendations to offer for your consideration and possible approval. But first of all, it is desired to express appreciation for the cooperation and support of Chief, LAS and the members of his staff. They have been most helpful and have done everything possible to facilitate the review. It is also hoped that that which is herein reported will not be taken as criticism of their work in running this course. It is also noted that C/LAS has reviewed this memorandum and has expressed general concurrence with it.

2. The AAO staff endeavors to provide coverage on what really amounts to two separate levels of training. The first relates to problems of personal adjustment overseas and the second to area/country information. These are basically two different provinces of training and ideally should be covered in entirely separate courses. The second is far more extensive than the first and can merely be touched upon in a course of such short duration as the AAO. As already observed, the staff attempts nevertheless to give coverage on both.

3. In general, the findings indicate that the staff is over-committed and is without sufficient qualified personnel to carry the work load and maintain desired standards. This is especially evident in the multiplicity of course runnings, heterogeneous backgrounds of the student body, and in the all-inclusiveness of the course coverage. To sum up, the AAO staff is attempting to do too much and in too short a time. As a result, it sometimes fails to give the students that which would be most useful to them in preparing for their overseas tours. It is believed that this

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situation can be corrected by defining more sharply what should be given in such a course and by identifying more precisely who properly could benefit most from it. In this way, it is believed that the course can be brought within manageable limits and the Agency's needs serviced to greater advantage.

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4. The AAO course objectives as outlined in the OTR Catalogue, Headquarters  and the AAO Training Report Form are described in general, broad terms (See Tab A for the text). The Catalogue states, for example, that "emphasis is ... on the 'Americans Abroad' problem" -- "practical advice on successful personal adjustment" -- and "guidelines for understanding ... major problems" of a given area. It also adds: "Information on the area includes an overview of its physical structure, institutions, value system and current conditions. Its problems are discussed in both contemporary and historical perspective."

5. These objectives add up essentially to what may be accurately described as an ambitious program, perhaps even more accurately as overly ambitious. This observation, in turn, raises the question as to whether these objectives are attainable. In short, are they realistic when viewed in terms of the present AAO staff and student body? In seeking an answer to this question, it may be helpful to review certain facts which relate to both staff and students as they affect the running of the AAO.

a. The great bulk of the work is done by only three instructors. They divide the world among themselves into three major areas and together they give courses on seventy-eight different foreign countries. These courses vary in length from one to four days, with the average being about two days. In fiscal 1964 there were 199 separate course runnings with a total enrollment of 604 students (plus 221 dependents). For purposes of comparison, there were in fiscal 1963 213 separate runnings with a total enrollment of 588 (plus 268 dependents). In view of the large number of separate runnings and the fact that each of the three instructors is prepared to give presentations on only his area, it has meant on many occasions

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that one instructor has had to give two courses concurrently. He has been able to do so by a liberal use of tapes, films, and reading materials. In such doubling up, it has almost invariably meant a lowering of training standards, despite the instructor's commendable efforts to the contrary. The necessity for specialization has also meant that in case an instructor became ill OTR was temporarily without a capability to provide this training.

b. The students are from practically all levels in rank and experience. In fiscal 1964, for instance, there were 205 who were GS-9 through 15, while 393 were GS-3 through 8. The distribution was approximately the same in fiscal 1963 (See Tab B). This disparity presents no problem when the students are all at about the same level or when a class is very small. In a class of diverse backgrounds and experience, however, it becomes virtually impossible to pitch the course content at a level satisfactory to all participants. If it is pitched at the level of the GS-14 Ops Officer and his wife with two overseas tours behind them, the GS-7 and his wife without any overseas experience will be lost. By the same token, the GS-14 and wife will be likely to consider a course pitched at the GS-7 level a waste of time. This is a typical dilemma that often confronts the AAO instructor. Although this diversity of backgrounds and experience predates the issuance of Headquarters [ ] the requirement in it making attendance in the AAO mandatory for all employees going to a foreign country for the first time has the net effect of perpetuating this undesirable situation.

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6. In view of the several factors outlined above, it is apparent that both the course objectives and student body need to be redefined. The course objectives should be more specific and the student body more homogeneous. It is recommended, therefore, that approval be granted to revise the AAO Course along the following lines:

a. That the course objective be defined as "the AAO aims to assist personnel assigned to overseas duty in making the adjustment to living and working conditions in

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foreign countries." Since this language is merely suggestive, the important point is that the emphasis should be on the practical everyday problems that one is most likely to encounter while living and working in a foreign country as well as on how to cope with them effectively. To express it in still another way, the emphasis should be on orientation, not education. Background information about the foreign country should be included only if it is essential in placing problems within their foreign context and in making them meaningful to the students.

b. That the student body be limited primarily to employees and their wives who are preparing to leave on their first overseas tour. Attendance by employees in this category would be made mandatory; attendance by others would be made voluntary. Since the emphasis would be upon problems of personal adjustment, there would be little of benefit for most experienced employees with several overseas tours behind them. Employees preparing for their first overseas tours, however, would receive a great deal that would be of interest and benefit to them. Differences in rank or previous experience would be of no significant consequence in the training program as the students would all be on a common footing.

7. It is believed that re-alignment of the AAO as recommended would make it come nearer to servicing Agency needs in preparing employees for overseas duty. Only those employees would take the course who need it or could benefit from it. Additionally, the workload on the training staff would be well within the capability of the present AAO Staff. The net result should be mutually beneficial not only to the Agency but to OTR as well.



Chief, Plans and Policy Staff

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AAO COURSE OBJECTIVES

The AAO course objectives are described in the OTR Catalogue as follows: "Emphasis is placed on the 'Americans Abroad' problem and its implications for the employee, the dependent, and the Agency; practical advice on successful personal adjustment to the everyday problems of living and working in a given area; and guidelines for understanding its major problems. Information on the area includes an overview of its physical structure, institutions, value system, and current conditions. Its problems are discussed in both contemporary and historical perspective."

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Headquarters [redacted] dated 23 October 1963 and signed by the DDCI, states that the AAO "emphasizes the cultural environment in which the American will live, economic, political, and other related problems of the host country, as well as personal problems the individual may encounter while living and working overseas."

The Training Report Form describes the course objectives as follows: "This course helps to prepare Agency employees and their adult dependents for residence or travel in the general area and country of assignment. The aim of the course is to alert individuals to the broadest possible spectrum of area-related opportunities and problems which will bear on the effectiveness of the person in the country to which he is assigned. Briefings touch on the Americans-abroad 'problem' and its implications for the employee, the dependent, and the Agency; practical advice for successful personal adjustment to everyday working and living in the area; keys to significant information on the area; and guidelines for understanding its major problems. Advice includes cues for effective personal relations with local nationals of the particular country or region. Area information includes an analysis of the importance of the region to the United States. It also includes descriptions of the people, their institutions and living conditions."

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Approved For Release 2003/04/29 : CIA-RDP84-00780R004400020007-7

Approved For Release 2003/04/29 : CIA-RDP84-00780R004400020007-7

(This Notice Expires 1 December 1962)

Deputy Director (Support)  
Notice No. 18-1

TRAINING  
24 November 1961

#### ATTENDANCE AT AMERICANS ABROAD ORIENTATION

1. I have frequently emphasized the desirability of having all Support personnel and their adult dependents attend an Americans Abroad Orientation (AAO) before going overseas. The attendance of Support personnel has been steadily increasing, but in comparing the number who have attended with the number serving overseas it is apparent that many personnel with a DD/S service designation, as well as their dependents, did not have the benefit of an AAO.

2. The AAO program is designed to prepare personnel for duty overseas, and each AAO is a tailored briefing for one or more persons, including adult dependents, who are going to a specific foreign locale for the first time. The briefing emphasizes the cultural environment in which the American will live and highlights some of the problems he may encounter in living and working overseas. I believe that this type of information is of substantial aid and benefit to our personnel in their adjustment to their foreign surroundings, and in turn promotes the successful accomplishment of the Agency's mission.

3. I request that the Office Heads and Staff Chiefs take the necessary action to ensure that each employee who is scheduled for an overseas assignment, in an area in which he has not previously served, has the benefit of the AAO before his departure. You should also emphasize to all such personnel the importance we attach to attendance by adult dependents. In fact, I feel that every employee going to a new area has a responsibility to ensure that his adult dependents attend an AAO unless there are very compelling reasons why they cannot do so.

L. K. WHITE  
Deputy Director  
(Support)

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C-O-N-F-I-D-E-N-T-I-A-L