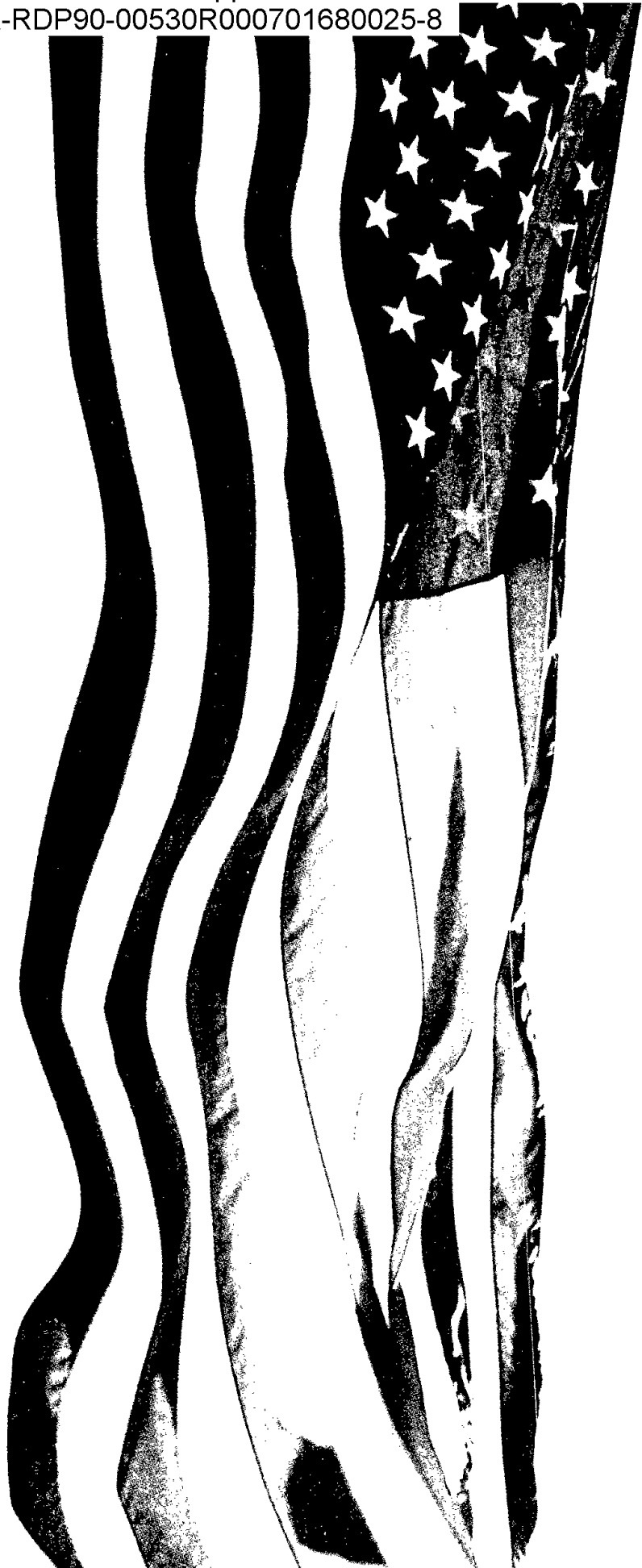


Training For Intelligence



"The commonwealth requires the education of her people as the safeguard of order and liberty."

—Thomas Jefferson



An Introduction to Training In the Central Intelligence Agency

You may come to the CIA with any specialty.

Your goal is to become an intelligence officer.

In college you may have studied accounting or biology or chemistry or demography or economics or foreign languages or geography or history or international relations, but college is not where you learn to become an intelligence officer.

That you learn in the CIA, on the job and in training.

Training is part of the job in CIA, not only at the beginning of your career but throughout it.

This is one of the things that make CIA service unique. You are always learning. You have to.

Through training you develop the special expertise you need to execute your special duties as an intelligence officer.

Training is key to your performance, your growth, your contribution to carrying out the mission of the CIA. CIA has a commitment to your continuing education.

The purpose of this brochure is to afford a quick look at the training opportunities for you, courses that can help you do a better job, develop the special skills of intelligence, enhance your understanding of the CIA mission and your role in it, and prepare you for more challenging assignments.

Here is a glimpse—and only a glimpse—at the training CIA offers you.

"The things taught in schools and colleges are not an education, but the means of education."

—Ralph Waldo Emerson

Orientation

"The foundation of every state is the education of its youth."

—Diogenes

Your CIA training naturally begins with orientation courses designed to acquaint you with the organization, its functions, and the contribution of each operating element to the intelligence process. These courses highlight your responsibility as an intelligence officer.

Through lectures, group discussions, and case studies you gain a better understanding of issues that affect each employee: personnel management, equal employment opportunity, upward mobility, and security. You view the Agency in terms of the functions it performs: the collection, production, and dissemination of intelligence. You learn how CIA components work together to support national security objectives. You gain an appreciation of the ethical concerns and cultural values of the intelligence family.

In addition to orientation courses with an Agency-wide scope, CIA provides introductory training to match the specific requirements of the element you are working for and the discipline you are working in.





Substance

*"A man always makes himself greater as he
increases his knowledge."*

—Samuel Johnson

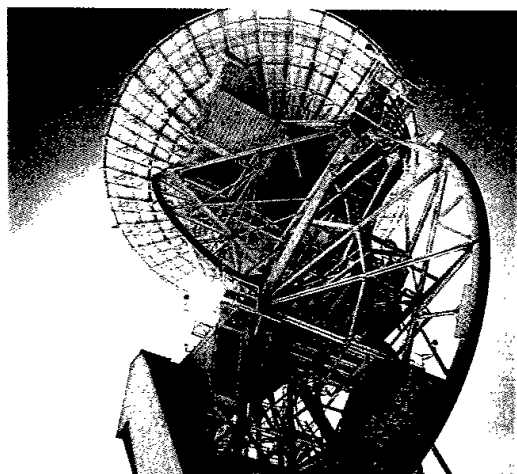
CIA's mission is foreign intelligence, and CIA's training stresses foreign studies in support of that mission.

Your responsibility as an intelligence officer is to become expert on the countries and regions of your assignment. In courses that focus on topical problems or geographic regions, you have an opportunity to exchange ideas and information with authorities from academe, private industry, and government.

The Regional and Societal Training Program, for example, presents courses such as the Seminar on Revolution in Latin America, Communism in the Contemporary World, and the Survey of Sub-Saharan Africa. The Soviet Realities Institute provides Agency officers tailored instruction on the USSR.

This training offers you a unique combination of exposure to academic thinking on a region or issue coupled with information and analysis available only through CIA.

The Rapidly Advancing Technologies and Defense Industries courses examine the latest technological developments, often using information gathered on field trips to domestic industrial establishments as a base of comparison for studying developments in other parts of the world.





"Languages are the pedigrees of nations."

—Samuel Johnson

For an intelligence officer, fluency in a foreign language can be as basic as breathing. This applies not only if you are working overseas but also in many tasks to which you may be assigned domestically. CIA tailors its language training to suit your specific professional needs, to equip you with reading, speaking, or listening skills for virtually any requirement.

Full-time training lasts from six months for languages like Spanish or Indonesian to a year or more for the more complex languages like Farsi or Chinese. In classes of two to six students, you learn to function both socially and professionally in the target languages.

Although the traditional grammatical foundation forms the core of virtually all courses, your professional capabilities will be developed from the start. You are taught specific functions (persuading, denying, contradicting, requesting) with ever increasing degrees of sophistication as the course progresses. For example, you might learn to persuade a foreign national, in his own language, to provide intelligence to the US government. You refine these skills in grammar drills, computer-assisted instruction, role-playing situations, and free and controlled conversations dealing with real-life situations and current events.

You experience cultural aspects from the first day.

Special exercises and videotapes have been designed to expand your cross-cultural insights and to reduce culture shock. You will also learn military, economic, political, and scientific terminologies as required. On occasion, total immersion programs supplement classroom instruction. Placed in an isolated environment, you speak, hear, and read only the target language. The detail gets down to a variety of accents. You may even be sent abroad for language training.



You also can enroll in part-time courses designed to accommodate your work schedule and individual circumstances. For employees and spouses whose responsibilities do not require a high degree of language proficiency, there are short familiarization courses. Having completed one of these, you should be able to use the target language in "survival" situations, such as when traveling, arranging meetings, or exchanging personal information.

To underscore its conviction that superiority in foreign language skills is essential to achieving superiority in foreign intelligence, CIA has a language incentive program which rewards you for learning a new language, for maintaining or increasing a language skill you already possess, and for using the language to meet a work requirement.





SKILLS

"Learning is the eye of the mind."

—Thomas Draxe

Clerk or manager, analyst or librarian, secretary or engineer, communicator or accountant, word processor or illustrator, clandestine operator or public affairs specialist—no matter what your assignment as an intelligence officer, CIA offers general skills training to help you do your job more effectively.

A principal objective of intelligence is accuracy, not just in conveying information to others but in getting right the information others convey to you. Thus there are courses and workshops on listening, on conducting interviews, on reading for speed and comprehension, and on other methods of acquiring information accurately.

Communications skills—clear writing and effective briefing—can make the difference between success or failure, in an operation or a career. CIA training stresses the development and refinement of these skills. You can take writing courses throughout your career, progressing from the essentials through the advanced and specialized. To meet the needs of those who must brief, CIA courses provide strategies for analyzing an audience, organizing material, and handling questions. You may be addressing your colleagues, or congressmen. All communications courses are designed to help you interpret and explain the issues we face in intelligence.

For clerical employees, CIA courses range from typing and shorthand to the latest and most sophisticated word processing techniques. Other courses prepare both clerical employees and managers to function in a paperless office.

Analysis

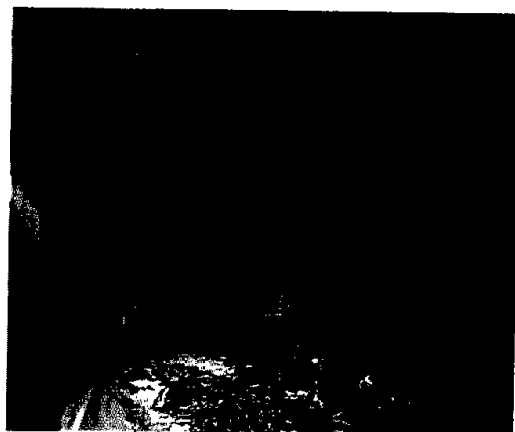
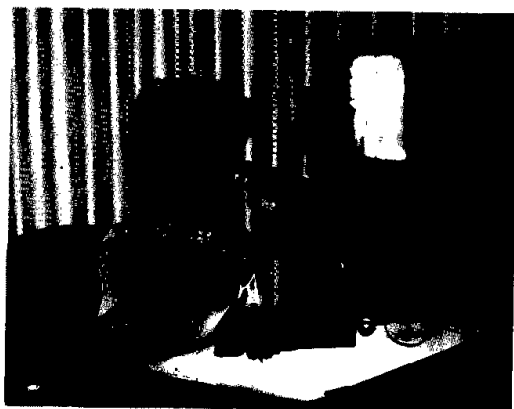
"The fact in itself is nothing. It is valuable only for the idea attached to it, or for the proof which it furnishes."

—C. Bernard

The scraps of raw intelligence reporting flow in from all sources—human, technical, clandestine or published. By themselves these items may seem meaningless, but you fit them together to form a clearer picture of what is going on. Then, with further evaluation and a presentation tailored to the policymakers' needs, you produce finished intelligence. You do not walk in off the street with this capability. You acquire it through experience and training. CIA has courses fashioned especially to help you master the art and science of intelligence analysis.

These courses cover research, collation, and presentation techniques for new analysts and, for supervisors, the special requirements of managing analytic programs. There are classes and seminars for military, economic, political, and science and technology specialists, plus guidance on how to weave the functional approaches into multidisciplinary analysis. The training involves exercises in modeling and simulation, case studies in intelligence successes and failures, and examinations of producer-consumer relations.





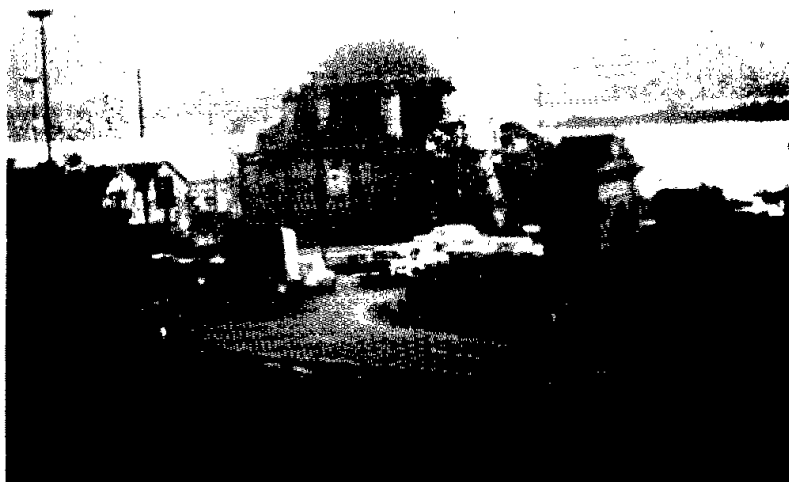


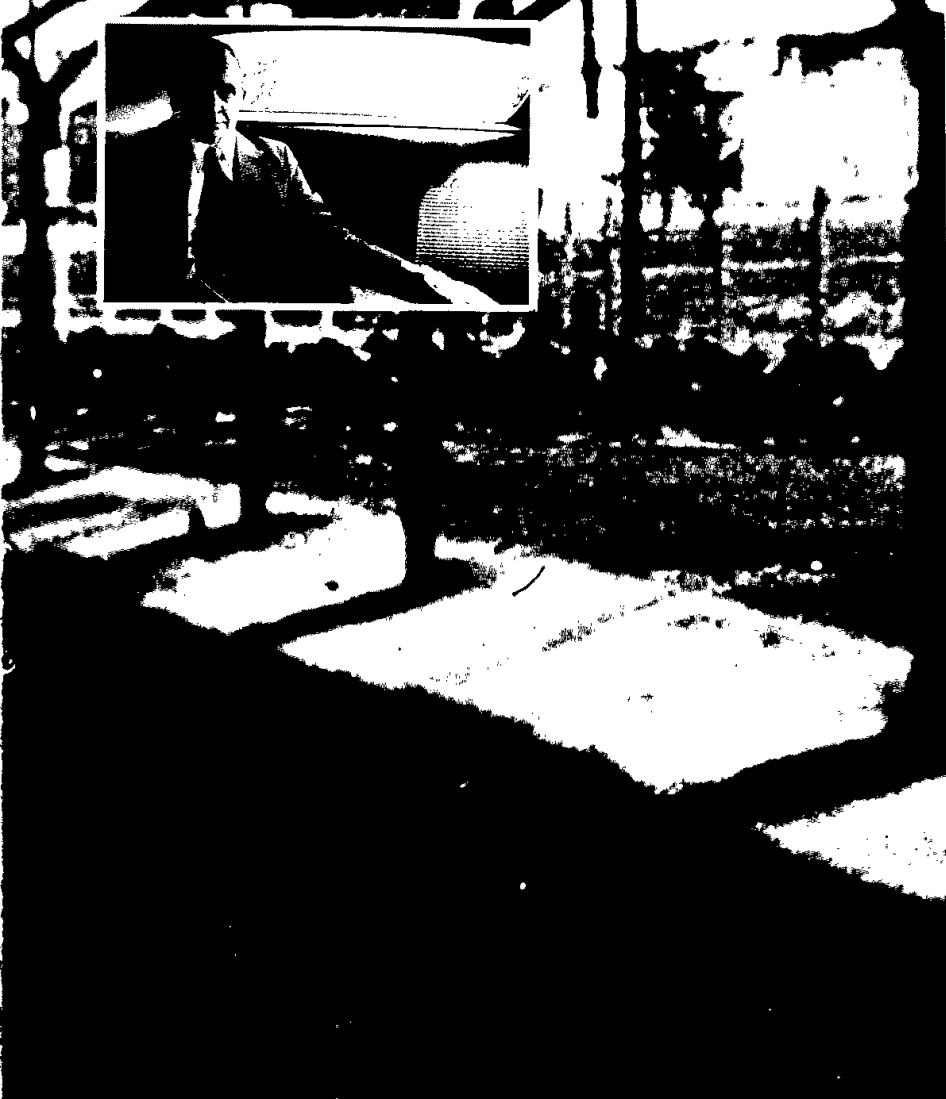
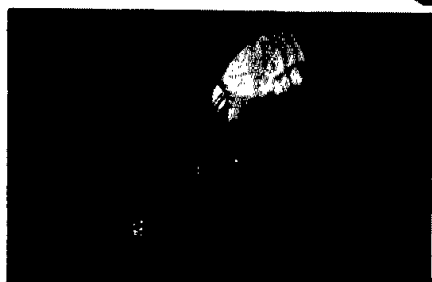
*"No man ever undertakes an art or a science
merely to acquire knowledge of it. In all human
affairs there is always an end in view—of pleasure,
or honor, or advantage."*

—Polybius

As an operations officer, you are expected to function in the international environment to collect information in support of American foreign policy. Courses in foreign relations, interpersonal skills, and clandestine activity help you develop the unique, professional capabilities you must command to apply your trade in every part of the world, often in challenging situations.

The techniques intelligence officers must master in certain endeavors extend beyond the skills of the office to those of the street, the workshop, the laboratory. You acquire these special skills only through CIA training.





Computer

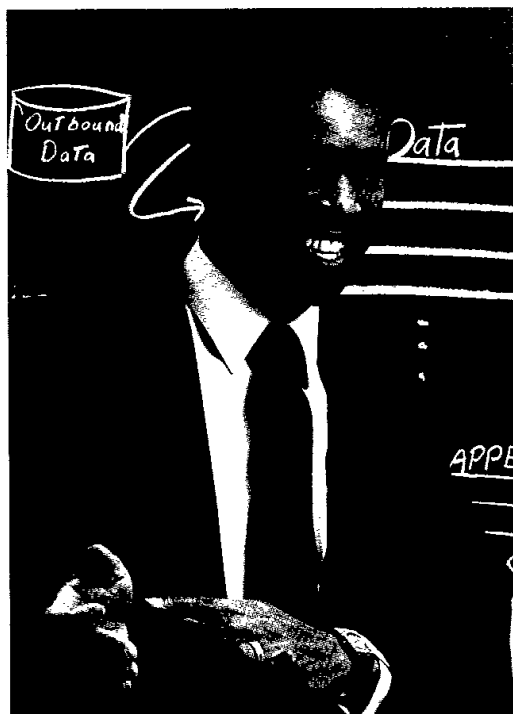
"The brighter you are the more you have to learn."

—Don Herold

In CIA, the computer terminal is almost as common as the pencil. You use the computer to write, to calculate, to draw, to send and receive mail, to compile data bases and to extract information, to support intelligence collection and analysis, for administration, for production, for memory, for speed, for precision, for efficiency.

The purpose of CIA information systems training is to equip you with the skills you need to use the CIA's computer capability effectively on the job. You take this training in classrooms with a terminal for each student, with emphasis on hands-on practical exercises. Introductory courses take a few days. Learning to operate the more complex systems requires sessions of one to two weeks.

For computer programmers and other automated data processing specialists, CIA has extensive course offerings both internally and externally. In special applications for intelligence, computer science advances constantly, and so does the training for it.





ADMINISTRATION

"Learning is a kind of natural food of the mind."

—Cicero

Intelligence is not glamor; it is realism, in all assignments and at all levels. Realism for you as an intelligence officer is to recognize that you work in a large, complex organization. You have to learn the bureaucratic functions, the nuts and bolts of government operations, the administrative procedures that make the organization run. CIA administrative training deals with the nitty-gritty of how to get you paid and placed where you are needed and supplied with what you must have to do your work. You may learn how to arrange travel or write regulations or prepare budgets.

Accounting, communications, logistics, records management—these and many more skills and procedures contribute to the smooth administration of a government unit, large or small. CIA administrative courses prepare you to handle the unique requirements of a unique organization.



Career

"Only the educated are free."

—Epictetus

CIA training is devoted to your career development. In addition to the specific skills training you take to learn your job and the substantive studies you pursue to broaden your understanding of the world, you take courses which help you become a more effective employee and which assist you in time management and stress control. As your career progresses, the training continues with courses adapted to specific stages of your professional development.

Many Agency professionals begin CIA service in the Career Training Program, a year which mixes formal courses with interim assignments for on-the-job experiences.

The goal of CIA management training is to help you improve your performance as part of an office team, to work productively for and with others, and to become an effective leader. Developmental courses focus on organizational dynamics and on the blending of career goals with organizational needs. In these courses you learn more about yourself, your co-workers, your boss, and how to integrate the strengths of all into a smoothly functioning unit.

CIA's executive development program is committed to preparing the new generation of senior officers to assume executive duties and responsibilities and to offer a continuing education for the Agency's top managers.

Finally, as you approach the completion of your career, CIA offers seminars to prepare you for retirement.

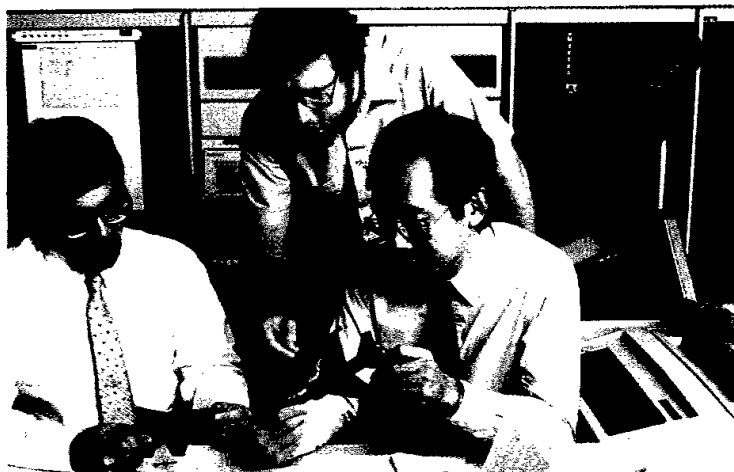


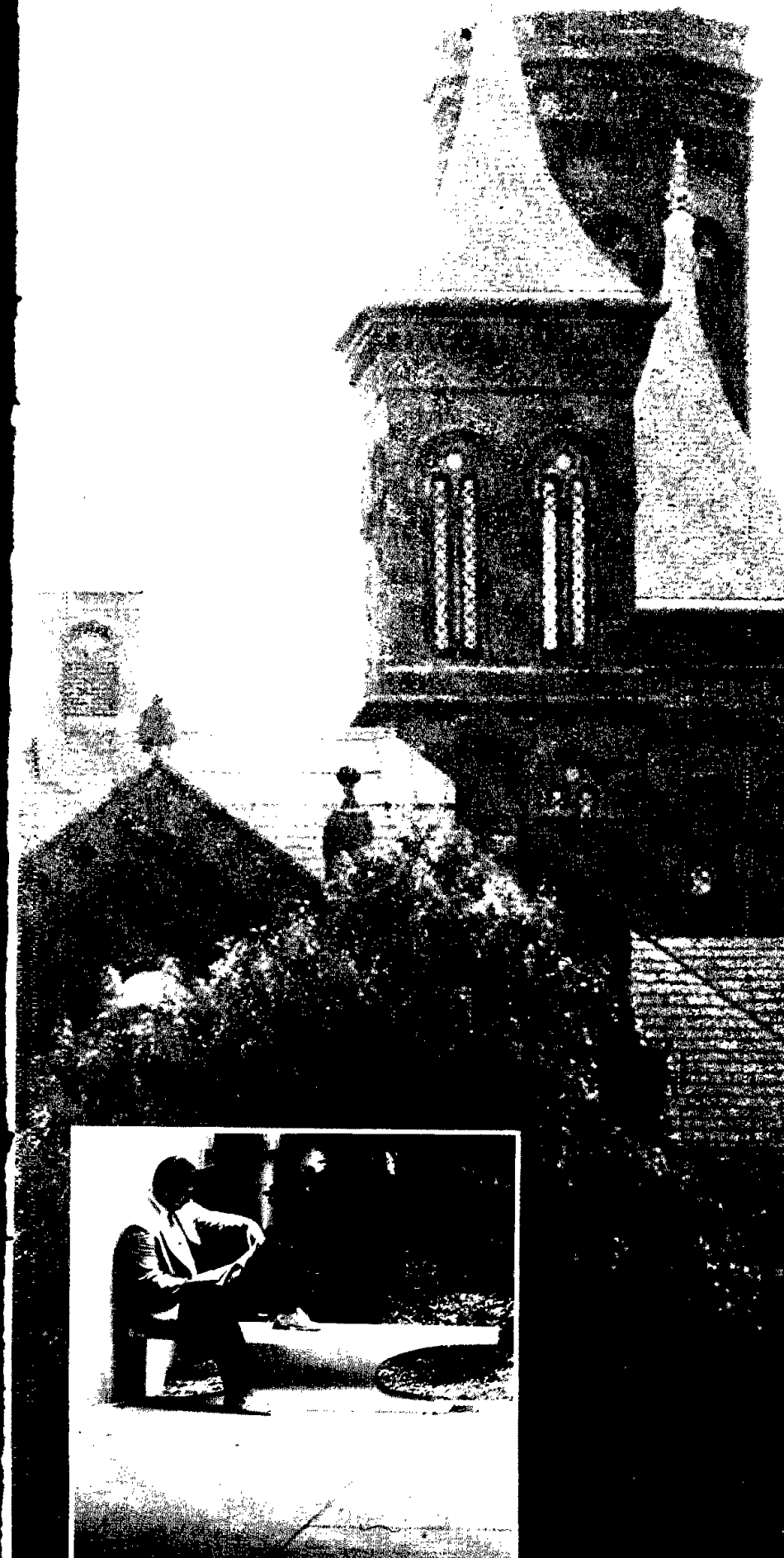
DOHUS

"Every man who rises above the common level has received two educations: the first from his teachers; the second, more personal and important, from himself."

—Edward Gibbon

Just as a large corporation may have regional or functional divisions, CIA has four major directorates. A person working in one of these corporate or governmental units may not have much opportunity to meet people from other units. One of the most significant advantages you gain from CIA training is the opportunity to move beyond the barriers of compartmentation that any large organization must erect. By taking courses with intelligence officers from other components, you stretch your understanding of the CIA mission beyond the limits of your own directorate. You learn how your own contribution complements those of others in your class. You see the other side of problems. You work with new colleagues to arrive at new solutions. You build your own network. You make friends who will be important to you throughout your career.







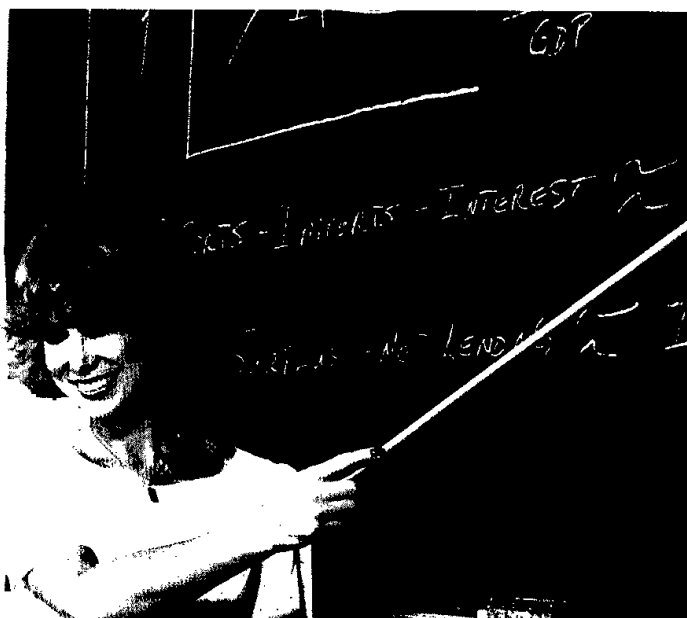
External

"The office of the scholar is to cheer, to raise, and to guide men by showing them facts amidst appearances."

—Ralph Waldo Emerson

CIA sponsors external training for its employees at universities and colleges. The arrangement usually is for a course two or three evenings a week, but it can extend to full-time sponsorship for a semester or more. CIA also sends intelligence officers off for training at government facilities such as the Foreign Service Institute of the Department of State, military bases and commands and the senior war colleges of the Department of Defense, and to courses at the National Security Agency, the Department of Energy, the Office of Personnel Management, the General Services Administration, the Smithsonian Institution, and the Library of Congress. In addition, CIA sponsors training for its employees at industrial installations and institutes in the private sector.

In another special program established for the convenience of employees, the Agency is the campus and its most competent and experienced officers, the instructors. For taking evening courses in Agency classrooms, you receive academic credits which can be transferred to most educational institutions. Current course offerings range from macroeconomics and human behavior in organizations to the foreign policy of the USSR and nonfiction writing.



What you see in this brochure is but a glimpse of the training CIA has for you. Course offerings change with the changing requirements of intelligence. What never changes is CIA's emphasis on training: it is part of the job, not only at the beginning of your career but throughout it.

"Those who refuse to go beyond fact rarely get as far as fact."

—T.H. Huxley

