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# Bulletin

OFFICE OF TRAINING

August

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### In this issue....

A major new program of career training for those on the middle management level will be inaugurated this fall. Details on page 11. . . And for those to whom advancement hasn't come as quickly as they expected, or who feel they are blocked in their career, some hints on page 17. . . Financing a college education can be tough and it's something most of us have to be concerned about whether the kids are still toddlers or graduating next year. The article beginning on page 5 suggests one way of raising the money and will be helpful to everyone facing this problem. . . There's another in our series on the Senior Officer schools, this time the Senior Seminar in Foreign Policy at FSI. See page 14. . . And an article on what is probably the most practical teaching machine ever invented, readily available in the home.

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# BULLETIN BOARD

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**OFF-CAMPUS PROGRAM** See External Programs section for Fall schedules of Off-Campus Courses of George Washington University and The American University.

**USE OF INTERPRETERS** A new booklet, **EFFECTIVE USE OF INTERPRETERS FOR TRAINING PURPOSES**, has been published by OTR. It contains guidelines for instructors and case officers who use interpreters in training foreign nationals. The booklet is a distillation of the experience of many instructors in working through interpreters combined with the application of good instructional principles. Concise and informal in style, this booklet gives suggestions on: selecting and training an interpreter; using the training interpreter most effectively; the use of instructional aids with an interpreter and foreign students; and some practical do's and don'ts to be followed in using interpreters for training purposes. Copies for Headquarters use may be obtained by calling the Educational Specialist, OTR, extension 6044; for copies for overseas use, call the Training Assistance Staff, extension 5172.

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This new booklet is an addendum to OTR's earlier publication, "Guidelines for Effective Training". Copies of the latter also are available at the same telephone extensions.

INTELLIGENCE  
REVIEW

A tentative program has been completed for the October running of the Intelligence Review. Flexibility in programming this seminar is maintained to meet special problems arising in the previous six months, but the basic objectives of the course remain: to review the current status of the intelligence profession; to study new developments in the community and within CIA; and to present an opportunity for experienced personnel to examine and discuss office and inter-office problems and relationships. One seminar is devoted to pertinent developments in international communism. Lecturers and panel groups review broad aspects of the intelligence process and lead discussion periods. Selected topics are chosen by seminar groups for more detailed study and presentation.

Enrollment is limited to professional personnel who have taken the Intelligence Orientation course and have a minimum of five years' duty with the Agency, or have equivalent experience. The Intelligence Review is a prerequisite for nomination to national service colleges.

Registration within the next month is advisable. For further information call [REDACTED] on extension 5943.

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PRETESTS:  
CLERICAL  
SKILLS

Pretests for clerical skills courses are given in the typewriting classroom in the Washington Building Annex of Arlington Towers at 9:20 A.M. according to the following schedule:

For the 9 September-4 October course:  
4 September--typewriting pretest  
5 September--shorthand pretest

For the 14 October-8 November course:  
9 October--typewriting pretest  
10 October--shorthand pretest

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For the 18 November-13 December course:  
13 November--typewriting pretest  
14 November--shorthand pretest

**CLERICAL  
SKILLS  
QUALIFICATIONS  
TESTS**

**CLERICAL SKILLS QUALIFICATIONS TESTS** are given in the typewriting classroom in the Washington Annex Building of Arlington Towers according to the following schedule: (those taking the tests will be notified of the time of the tests)

3 September	Typewriting
3 September	SHORTHAND
16 September	Typewriting
17 September	SHORTHAND
7 October	Typewriting
8 October	SHORTHAND
21 October	Typewriting
22 October	SHORTHAND

**ACADEMIC  
COUNSEL**

One of the functions of the OTR Registrar is to provide information and advice to Agency employees interested in college educational opportunities and scholarships, fellowships, grants, and loans for themselves or for their children. A library of publications on these subjects is maintained in the office of the Registrar, Room GC-03. The Registrar is available, by appointment, to give counsel in this field. Call extension 5513. A handy reference on college loans is contained in this issue of the BULLETIN, page 5.

**AMERICANS  
ABROAD  
ORIENTATIONS**

The Americans Abroad Orientations (AAO's) are now available for 75 countries. These briefings, which run full-time for an average of about two days, are given by the Area Training Faculty of the OTR Language and Area School to aid Agency employees and their dependents to make the adjustments required in living in a foreign country. They are required for all Agency employees going to a given area for the first time.

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AMERICANS  
ABROAD  
ORIENTATIONS

During fiscal year 1963 there were 213 AAO's on 61 countries. Enrollment reached 826, of which 268 were dependents. This was a 42% increase in registrations over the preceding year. Briefings on countries in Free Europe led with 269 enrollments; the Far East and South Asia with 238, were next; followed by Africa and the Middle East with 190 and Latin America with 129 (a 100% increase over the preceding year).

With these large enrollments, the total number of student man-hours in the AAO program came to almost 17,000, requiring an average of about 20 hours per week of teaching by each of three chief instructors. However, because about 75% of the registrations come during the peak spring season, the teaching load of the instructors was boosted as high as 30 hours per week for periods of a month or more. In order to ease this situation to the extent possible, OTR needs the full support of Training Officers in attempting to concentrate registrations for a given area into the smallest possible number of briefings. Training Officers are urged to phone in their requirements at the earliest possible date to [REDACTED] extension 3477, and to send registration form (Form 73) to the Registrar promptly.

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WANT  
AD

The Area Training Faculty of OTR's Language and Area School needs color slides of life overseas for its Americans Abroad Orientations. If you have any slides taken abroad which you no longer want, please send them to LAS/OTR, Room 2109, Washington Building Annex, Arlington Towers, or call extension 3477.

Color slides are a very effective way of illustrating life in foreign lands, the people, their environment, behavior, living conditions, etc. Any reasonably good color transparency which shows the local scene, racial types, native dress, housing, modes of transportation, and so forth, can be useful. If in doubt about the slides' value to us, please let us be the judges; the picture may have a detail, insignificant to you, which fits into one of our illustrated lectures. Identification of the country where the pictures were taken is always essential, of the city frequently so, and the date is almost as important.

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## **Obtaining**

## **Student**

## **Loans**

**What?**  
**Where?**  
**How?**

Few parents today find themselves in such a fortunate financial posture that the high cost of a collegiate education can be managed exclusively from resources on hand. Even in those cases where scholarships or grants are available, supplementary money is frequently needed. One source from which to fill the gap between students' financial resources and the amount needed to obtain a college education may be one of the student loan funds which have been established in recent years.

Conditions of eligibility, rates of interest, and re-



payment terms vary so widely that a careful comparison should be made before commitment to a particular student loan arrangement. Consideration should be given to the relative merits of seeking a student loan through one of the funds available at a particular college, of obtaining educational financing directly from a commercial bank, or of using the services of the Credit Union. Each has some advantages and some disadvantages.

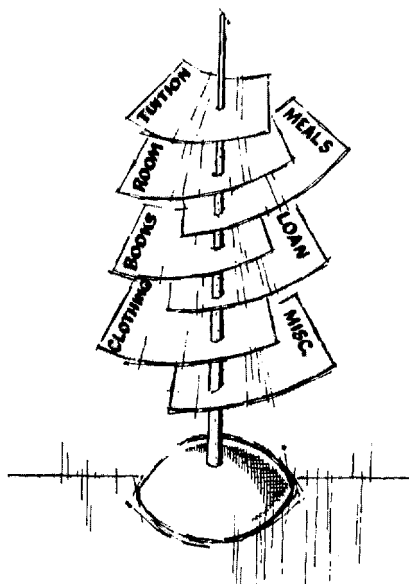
**NDEA LOANS** For a long-term loan, unquestionably the most advantageous financial arrangement is under the National Defense Student Loan Program. As set up by the National Defense Education Act of 1958, this program permits establishment of student loan funds in eligible colleges which provide 10% from their own sources to match the 90% made available by the Federal Government.

Before the NDEA program was instituted, fewer than 800 colleges had any form of loan plan, and in the early days of the new program there was a tendency for only less well-known colleges to participate in the loan provisions of the 1958 Act. However, according to a recent listing released by the Office of Education, a sizable group of prestige colleges has joined the NDEA program (Harvard, Yale, and Princeton among others) and the number of participating colleges has grown to 1,520.

In colleges which have elected to participate in the program, no student of demonstrated ability is denied aid under the NDEA. The law requires that special consideration in selection of loan recipients be given those of academic ability who express a desire to teach or to those with superior capacity or preparation in science, mathematics, engineering, or a modern foreign language; however, any full-time student who is a U. S. citizen and who is enrolled in a higher education institution in the United States or its territories is eligible.

Under the program a student may borrow up to \$1,000 per academic year, up to a maximum of \$5,000 during the entire course of his higher education. Whether the

full amount of \$1,000 or a lesser amount may be obtained in a given year is determined by the college. The institution itself selects student recipients, arranges the loans, and is responsible for their collection. Usually the official handling the loan program is the Director of Admissions.



The only disadvantage of this plan is the limitation on the amount of the loan in any year. However, the advantages are so significant that they may prove to be overriding.

For example, absolutely no interest accrues prior to the beginning of the repayment period and this period does not begin until one year after the borrower ceases to be a full-time student. During periods of military service (up to a total

of three years) no interest accrues and no repayment is required. Interest during the repayment period is at the rate of three percent per annum. The repayment period can be as long as 10 years. If a student borrower becomes a full-time teacher in public elementary or secondary schools, 10 percent of the loan (plus interest) is forgiven for each academic year of teaching service, up to 50 percent of the loan. In the event of death or permanent and total disability, the borrower's obligation to repay is completely cancelled.

These easy conditions contrast with other student loan funds, only a few of which forgive interest repayment until education has been completed (generally, these are state-wide loans guaranteed by enabling legislation passed by a particular state to facilitate the flow of low-interest loans to student residents), and many of which are set up for specific academic fields or have other restrictions.

**COLLEGE  
LOAN  
PROGRAMS**      Next to the National Defense Education Act loans, loans by the colleges themselves generally have the lowest interest rates and the most generous repayment schedules. Loan information should be requested by the student when he writes to the college for a catalog or other informational materials. To receive a college loan, it is usual that need be demonstrated. It is not uncommon for college loans to be denied to students in the freshman year, notwithstanding need.

Many colleges offer the services of Tuition Plan Inc. for those parents who prefer to pay tuition and other fees in equal monthly installments. The following plans are usually available at the cost indicated:

One Year Plan    ( 8 payments)-4% more than Cash Price  
Two Year Plan    (20 payments)-5% more than Cash Price  
Three Year Plan (30 payments)-6% more than Cash Price  
Four Year Plan    (40 payments)-6% more than Cash Price

The two-, three-, and four-year plans include Parent Life Insurance for qualified parents; this coverage provides funds for the remaining period of schooling covered by the contract if the parent who has signed the contract dies.

**CREDIT  
UNION  
LOANS**      Borrowing at the Credit Union offers a few advantages--the principal one being convenience. Moreover, it does overcome the one disadvantage of loans under the National Defense Student Loan program--for educational purposes the Credit Union will permit a loan as great as \$10,000. The rate of interest on an educational loan is at the lowest Credit Union rate, i. e., one half of one percent a month on the unpaid balance. To obtain a Credit Union loan, the student involved plus a parent or guardian must sign the note.

Unfortunately, Credit Union policy requires repayment of the entire loan within a one year period. Thus, it is of little benefit to the parent arranging to finance a son or daughter through successive years of education. However, there may be times of temporary need when a relatively short-term loan makes sense; in these cases the

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Credit Union plan may prove simplest and most advantageous. It is possible, too, that a combination of loan plans involving the Credit Union may prove valuable.

#### BANK LOANS

In some cases, local or hometown banks are the best source of student loans, for repayment arrangements are liberal, there is usually insurance protection built in, and coverage can be world-wide. Families with higher incomes who have adequate resources to pay for educational expenses may find it prudent to borrow from a commercial bank rather than disturb annuities or investments. Further, some of the commercial plans to finance education cover attendance at any scholastic level anywhere in the world up to limits of \$10,000 for four or five years' tuition. Interest costs in some plans are higher than appear on the surface.

A number of banks participate in the United States Aids (USA) Funds program. To be eligible for these funds, a student must have completed his freshman year of college and attend a college participating in the USA Funds program. A student may borrow up to \$1,000 a year and a combined total of \$3,000. Repayment starts within four months after the student graduates and payments are spread over 36 monthly installments. Application is made through a college's student aid official or hometown bank. If no hometown bank participates, the Indiana National Bank of Indianapolis handles loans for students attending colleges which are in the USA Funds program. Although the maximum charge is six percent simple interest from the date of the note, repayment of \$3,000 by 40 months after graduation can cost the student \$663 or roughly 22 percent of the amount borrowed.

The Assured College Education Plan, under the Wheeling (W. Va.) Dollar Savings and Trust Company is good any place in the continental United States. Students having less than two years of college remaining are not eligible. The bank deposits with the college at the beginning of each semester or term whatever amount was agreed upon in the loan program. Insurance protection costs depend upon the age of the borrower. The interest rate is five percent, figured at the time the college is

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paid. There is a minimum monthly repayment of \$40 plus insurance and a small service charge. Assuming payments start when the student enters college and continue until two years after graduation (72 monthly payments), the student will repay \$4,633 on a \$4,000 loan.

The Insured Tuition Payment Plan is a prepayment plan. State Street Trust Company of Boston serves as trustee of the funds. Monthly payments begin before the student enters college. For a plan that will pay the college \$2,000 a year for four years, for a parent between 40 and 60, monthly payment of \$170-\$175 for 48 months will cost about 4.6 percent of the total \$8,000 required. Thus this plan is much less costly than a number of other commercial educational loans.

Much depends on where you obtain a commercial loan. Costs on a loan of \$4,000 repaid in 72 months could cost \$579 in Illinois, \$911 in Michigan, \$659 in West Virginia, \$896 in Colorado, or \$594 in Pennsylvania, taking into account interest, insurance, and other charges as well as restrictions on monthly repayment amounts.

#### ORGANIZATION LOANS

In addition to the student loan program of the Federal Government, and the college loans, state loans, and selected bank loans mentioned, there is one other general loan source--organization loans. Alumni groups, church groups, corporations or business establishments, local PTA's, veterans' organizations, labor unions, or service clubs often have money to lend to college students, generally requiring little or no interest. Some family affiliation or identification with the group is often required.

#### FURTHER INFORMATION

Available within the Office of the Registrar, Office of Training, are pamphlets and source references which can save valuable time for parents or dependents faced with the problem of making more detailed comparisons on the varied loan programs available. These may be consulted, or when necessary, an appointment may be arranged for a conference with the Registrar. To confirm whether a specific college or university is participating in the National Defense Student Loan program,

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**MIDCAREER** What training would be best for those at the midcareer level in CIA? What, in addition to the experience and training they already have, will improve their performance and develop their ability to assume greater responsibilities? What courses answer their needs?

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These **A New** questions have been much discussed in the Office of Training and other parts of the Agency. Headquarters [REDACTED] of last March is at least a partial answer. This notice establishes the principle that there should be a formal training program for selected employees at mid-career, primarily but not exclusively GS-13's. It is the sense of this notice that the experience, accomplishments, **Program** and potential of each employee at this level should be critically evaluated. Where appropriate, according to the notice, a program of training, to be spread out over several years, will be planned—a program which will assure maximum opportunity for the individual and greatest use of his talents by the Agency. This program should be tailored to the individual officer's needs, taking into consideration his prior experience and training and probable future development and responsibilities. It will, of course, be subject to periodic review and modification.

The in- **for Agency** initiative and responsibility in this matter, as in any other question of an individual's training, belong to the Deputy Directors and Heads of Career Services, working through Training Officers. However, each officer at this mid-career level should **Personnel** think out for himself what are his hopes, his ambitions, his plans for his Agency career. Having done this, he will be ready to work out in consultation with the Training Officer of the Component a training program which will help advance those ambitions and plans. Before doing this, he will have considered the courses,

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either OTR courses or others available outside the Agency, in which he is interested and which will aid him to achieve the goals he has set and to increase his potential in the Agency. Approval of the planned training will be a function of his Career Board, as will scheduling of approved training to interfere as little as possible with his work and the plans of his office.

Each approved program will include attendance at a basic course conducted by the Office of Training. This six-week course is considered the "core" of the midcareer program. It is not a prerequisite for any other courses planned in an individual's program, but must be a part of each individual's plan. While other courses are parts of an officer's midcareer program, none of them may be substituted for any part of the Agency "core".

The purpose of the basic course is to broaden an Agency officer's knowledge of the intelligence business; nothing about the course is designed to add or increase specific skills. To accomplish this aim, a common block of courses will be given to all:

a) a review of the responsibilities of all major Agency components, including collection, estimative reporting, covert action, field station activities, paramilitary action, communications, administration of the Agency's resources, Agency participation in the NSC. (This course lasts five days, is given at [REDACTED] and includes lectures, discussions, and demonstrations)

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b) an analysis of management problems encountered in the Agency and other Government organizations (seven days, given at [REDACTED] through case studies, films, and lectures on such topics as communication, leadership, human relations, behaviour, and motivation).

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c) a study of the roles of the various elements of the Federal Government which are concerned with foreign affairs (two weeks, given at and by the Brookings Institute in Washington).

d) lectures and discussions on political, military, and scientific developments -- events, influences, intentions, and strategies in the Bloc and in the West; the Sino-Soviet rift; the United Nations; problems of underdeveloped countries--presented by outside guest speakers and Agency officials (two weeks, given at the new OTR headquarters in the Broyhill Building, Arlington, Va.).

Initially, 30 students will be enrolled in each course on the basis of quotas established for each Directorate. Each group will be made up of officers from each of the Components; one of the greatest values of the course is expected to be this meeting, talking, and exchanging of viewpoints by officers representing the different types of work done in the Agency.

The first "core" course will be given from 7 October through 15 November 1963. The same course will be given again starting 13 January, and again in the Spring, starting 13 April. Registration will be handled as for other OTR courses, i. e., a Form 73 should be sent to the Registrar Staff for each candidate.

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# Senior Seminar in Foreign Policy

Until Congress decides to establish a National Academy of Foreign Affairs, the Department of State's Foreign Service Institute will probably continue to be the closest thing to such an academy, with emphasis, of course, on training Department of State personnel, with considerable dependence on other institutions to furnish instruction not given at FSI, and with strong emphasis on language and area courses.

Among the courses offered at FSI, the highest level full-time training program in the field of foreign affairs and foreign policy is the Senior Seminar in Foreign Policy. This advanced course is an intensive period of preparation for senior executive positions; it assumes

that most of the Seminar participants will eventually be in important positions in the foreign policy making organs of the government. The aims of the Senior

Seminar are to provide the intellectual framework for a free and vigorous inquiry into some of the complexities of foreign affairs, and to stimulate these officers in the direction of creative thought and judgment.

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The Senior Seminar in Foreign Policy is not conceived of as a substitute for or in competition with the advanced courses given at the National War College and at the other senior service colleges; in a way it is a civilian counterpart of these schools. The State Department uses the same criteria in selecting its own students for the Senior Seminar as it does for its nominations to the various War Colleges.

The heart of the program is the three- to five-hour Seminar meeting based on selected readings and research and stimulated by the participation of outstanding authorities in relevant fields. Seminar speakers include judges, members of Congress, officials of the federal and local governments, military leaders, university professors, and experts from the fields of

## SENIOR SEMINAR

## SENIOR SEMINAR

business, labor, religion, arts, science, and public affairs. Discussions, reading, documentary films, oral and written reports, and book analyses are supplemented by individual and group attendance at meetings of professional and research organizations, visits to the United Nations and to military and industrial installations, and by domestic and foreign travel to gain first-hand knowledge of political, economic, and social problems at home and abroad.

The Senior Seminar is a 10-month course. It is divided into seven sections which provide a review of American foreign relations; U. S. national goals and foreign policy, and the domestic factors which bear on foreign policy; the basic concepts and practices of international relations and the United Nations Organization; communist theory and strategy; neutralism and the role of neutral and neutralist nations; problems of subversive insurgency in underdeveloped areas; and the administration of U. S. foreign policy by the executive arm of the government and the military, and the impact on it of public and Congressional support or opposition. Each participant in the Seminar prepares a major policy study during the last weeks of the course. Field trips

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in the United States and abroad are interspersed throughout the course to illustrate the issues raised during the Seminar.

In 1963-64, Seminar enrollment will be 26; usually there is one participant each from CIA, USIA, Agriculture, Commerce, Defense, and the Treasury, and one officer from each of the armed services; the balance are Foreign Service officers. The course was designed primarily for the Foreign Service, but State believes that officers from other agencies and services can both contribute to the course and receive from it beneficial training. State assigns to the Seminar only FSO's of the three top grades; nominees of other agencies must be university graduates between 40 and 49 years of age, GS-15 or higher, with at least 10 years experience in the Federal Government and a high potential for further advancement to positions of major responsibility.

## SENIOR SEMINAR

## SENIOR SEMINAR

CIA has participated in the five previous Seminars, and an Agency nominee has been accepted for the sixth course, beginning this August; Agency participation is based on a continuing review of the value of the course to the Agency and to the individual. Nominations by the Deputy Directors go to an ad hoc committee chaired by the Director of Personnel; this committee interviews the nominees, considers their qualifications, and recommends its selection to the DCI. Top Secret, Cosmic, and "Q" security clearances are required.

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## DEALING WITH EXECUTIVE ROADBLOCKS

Editor's Note: This article by Stanley Schuler is condensed from NATION'S BUSINESS, February 1963. Although it is directed to people in business or industry, it is obviously applicable (and is presented here as useful) to Agency employees on any level (except the top).

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**N**ot just once but usually several times in the course of his working life every executive runs up against a roadblock that seems to threaten his career. Sometimes the obstacle is created by the man himself or by his family. Sometimes it is raised by his company or by others in it. Sometimes it results from a combination of faults and circumstances.

**W**hatever the cause, the experience is at best upsetting and at worst shattering. Yet it is a normal experience, usually beneficial in the end because it forces him to clarify his thinking about himself, and it may make him take a long-overdue action.

**T**he first step is to analyze yourself and the situation.

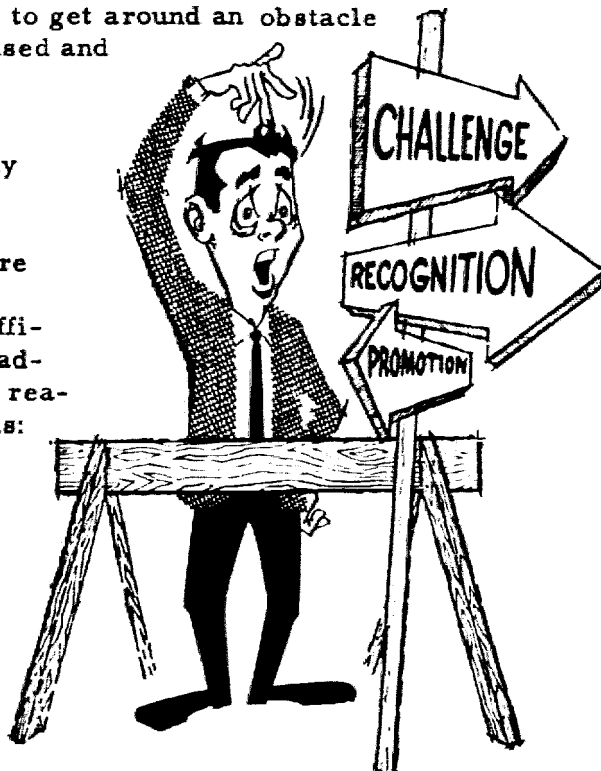
**W**hat are your objectives? You can waste a lot of time stewing about the roadblock if you don't know what you want in your business life. Many men have no goal.

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Some may admit this openly; countless others conceal the fact even from themselves. In any case, when such men hit a roadblock they are usually consciously or unconsciously relieved, because they do not want to assume additional responsibilities.

**M**any other men do have a goal in life, but it is nebulous. Such men know only that they'd like to wind up in some well-paying position in some good company in some interesting industry. They are not definite about which position, which company, or which industry. Because of this, they are often badly upset by roadblocks. Their efforts to get around an obstacle may be confused and ineffective.

**T**he relatively few men who know exactly where they are headed have much less difficulty with roadblocks. The reason is obvious: To be able to set a realistic goal for yourself, you must understand your own resources and be willing to correct shortcomings. You must know what will be expected of you, not only in the position you are aiming for, but in the positions leading up to it. In establishing an objective, you must also reckon with the competition you will meet



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and face the fact that there are more candidates than positions as you move toward the top. Above all, you must anticipate the problems you will encounter and be prepared to cope with them.

**W**hat is the nature of the roadblock?

**N**ot everything that looks like a roadblock is one in fact. The outlook may seem black when you don't get a raise or as big a raise as you think you merit; when the boss consistently walks by your desk without looking at you; when you never can get in to see the boss; when your ideas fall on deaf ears. The truth may be that there is nothing at all wrong as far as you're concerned. Perhaps the company is in a temporary profit squeeze and your raise is only delayed. Perhaps the boss is so swamped by work that he can focus only on his problems. Perhaps your ideas are not presented at the right time or have gone on to a man who is not capable of responding enthusiastically to anything.

**E**ven usually reliable indicators of a roadblock may be inaccurate. For instance, the fact that an associate was promoted to a job you expected may not mean that you have reached the end of the line. The company may be holding you for a new and even bigger job you don't know about. The fact that a man from outside is given a better job than yours may mean only that you lack the specific qualifications that job requires. The fact that you are being relieved of some responsibilities may mean that you are simply being freed for other work.

**O**n the other hand, you should accept at face value such obstacles as a permanently dwindling market for your products; a superior who is only three years older than you and is second in command; a power hungry associate who plays politics better than you; employees who make no bones about telling your superiors that they distrust your motives.

**I**f your roadblock is a fact, you must continue your questioning:

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What is the present position of the company? How does it compare with competition? What is the condition of the industry? What is the future of your department, company, industry?

What is your present job? If your employer has prepared a complete job description, review that. Otherwise make up your own description, listing objectives and responsibilities.

Who is the competition within the company? List all competitors. What are their strengths and weaknesses? How do they compare with you, and what are their chances? What road-blocks have they encountered?

What has been your progress to date? Has it been marked by genuine accomplishment? What routes have you traveled? Have you come along rapidly? At the same pace as your associates? Slowly?

What are your training, experience, outside activities? Are you deficient in any area? Could you stand broadening?

What are your personal qualifications? Analyzing these is one of the hardest parts of your soul-searching. Although an industrial psychologist says that most men see themselves pretty clearly, it is difficult not to overrate or under-rate yourself. And the list of questions you must answer is long:

1. Your personal qualifications--health, vitality, principles and policies, appearance, manners.
2. Your personal characteristics--adaptability, perseverance, self-reliance, initiative, loyalty, sense of humor, imagination, enthusiasm, tact.
3. Your ability--to analyze keenly, speak effectively, write clearly, originate ideas, listen.
4. Your job--do you understand it, know how to execute it, enjoy it? Are you adequate in all ways? Are you on the right track?

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5. Your working habits--punctuality, accuracy, neatness, thoroughness, follow-through.

6. Your motivation--does your satisfaction come from economic reward, personal recognition, service to others?

7. Your executive potential--how do you train others? Do you delegate authority? Are you cost- and profit-minded? Do you organize well? Are you a leader rather than a driver?

8. Your human relations--what do the people you know and with whom you work think of you? Are you friendly, cooperative, courteous? Do you inspire confidence? Are people comfortable with you? Do you value people?

**I**f you are still uncertain, the next step is to talk to a wise counselor. The counselor may be your wife, a personal friend, a business friend, a former teacher, or a guidance counselor. Sometimes you can talk with a superior, but unless you know that he is a man who deals with others sympathetically and objectively, this may involve some risk.

**I**f the answer is to seek a transfer to another department, join another company, or go into business for yourself, you should, like any man moving into a new field, analyze the new organization or business.

**Y**our answer may be to stay put. Perhaps your study and consultations show that your roadblock is only temporary and that, after a period of marking time, you will start moving ahead again. On the other hand, perhaps you must face the fact that you have finally reached the limit of your abilities. You may be unhappy and restive from time to time in the future; but deep down you may feel some relief that your struggle is over and that from now on you can do what you know you can do as well as you can. Or your answer may be to undertake a self-improvement program to correct the personal faults and deficiencies that raised the roadblock in the first place.

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CPYRGHT



## The Ultimate Teaching Machine

A new aid to rapid--almost magical--learning has made its appearance. Indications are that if it catches on, all the electronic gadgets will be so much junk. The new device is known as Built-in Orderly Organized Knowledge. The makers generally call it by its initials, BOOK.

Many advantages are claimed over the old-style learning and teaching aids on which most people are brought up nowadays. It has no wires, no electric circuits to break down. No connection is needed to an electric power point. It is made entirely without mechanical parts to go wrong or need replacement.

Anyone can use BOOK, even children, and it fits comfortably into the hands. It can be conveniently used sitting in an armchair by the fire.

(Reprinted from HARPER's, April 1963.)

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CPYRGHT

How does this revolutionary, unbelievably easy invention work? Basically BOOK consists only of a large number of paper sheets. These may run to hundreds where BOOK covers a lengthy program of information. Each sheet bears a number in sequence, so that the sheets cannot be used in the wrong order. To make it even easier for the user to keep the sheets in the proper order they are held firmly in place by a special locking device called a "binding."

Each sheet of paper presents the user with an information sequence in the form of symbols, which he absorbs optically for automatic registration on the brain. When one sheet has been assimilated a flick of the finger turns it over and further information is found on the other side. By using both sides of each sheet in this way a great economy is effected, thus reducing both the size and cost of BOOK. No buttons need to be pressed to move from one sheet to another, to open or close BOOK, or to start it working.

BOOK may be taken up at any time and used by merely opening it. Instantly it is ready for use. Nothing has to be connected up or switched on. The user may turn at will to any sheet, going backward or forward as he pleases. A sheet is provided near the beginning as a location finder for any required information sequence.

A small accessory, available at trifling extra cost, is the BOOKmark. This enables the user to pick up his program where he left off on the previous learning session. BOOKmark is versatile and may be used in any BOOK.



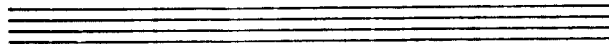
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The initial cost varies with the size and subject matter. Already a vast range of BOOKs is available, covering every conceivable subject and adjusted to different levels of aptitude. One BOOK, small enough to be held in the hands, may contain an entire learning schedule. Once purchased, BOOK involves no further cost; no batteries or wires are needed, since the motive power, thanks to the ingenious device patented by the makers, is supplied by the brain of the user.

BOOKs may be stored on handy shelves and for ease of reference the program schedule is normally indicated on the back of the binding.

Altogether the Built-in Orderly Organized Knowledge seems to have great advantages with no drawbacks. We predict a big future for it.



"Me take training? I've been swimming here for 20 years!"

# EXTERNAL PROGRAMS

## ADVANCED ENGINEERING

A Center for Advanced Engineering Study at MIT has been made possible by an Alfred P. Sloan Foundation grant of \$5 million. The Center will give practicing engineers in industry and professors of engineering an opportunity to study the new sciences that have emerged since their graduation. Plans call for one- to two-week courses in specialized fields, 10-week courses to provide breadth and depth in various disciplines, and one-year courses for the study of new sciences. Details about courses at the Center will be obtained and announced in the BULLETIN as they become available.

## CREI SPECIAL PROGRAMS

The Capitol Radio Engineering Institute (CREI), 3224 Sixteenth Street, N. W., Washington, D. C., has announced two new correspondence programs in electronics for engineers.

Special Program 800 is for all engineers who wish to add electronics to their engineering discipline. The program covers electronics technology from electron tubes to solid state devices, systems and related subjects. It gives sound preparation for additional specialization in the areas of electronics covered in the Options A, B, C and D under Special Program 900.

Applications will be accepted from men who hold a BS degree in engineering or science and from graduates of a technical institute accredited by Engineers' Council

for Professional Development. A knowledge of circuit elements and of mathematics through analytical geometry is required.

Special Program 900 is for electronics engineers who wish to remain current in the field of electronics. The program covers solid state devices, systems and related subjects plus specialization in one or more of the options listed below.

Applications for Special Program 900 will be accepted from men who hold a BSEE degree with an electronics or communications option or who are graduates of an ECPD accredited technical institute program in electricity with an electronics option. Knowledge of circuit elements, mathematics through analytical geometry, and vacuum tubes is assumed.

Option A: Communications

Applies the principles of electronics to the specialized field of communications. Information theory is included.

Option B: Radar

Comprehensive coverage of theory and application of devices, and systems in modern radar.

Option C: Aeronautical and Navigational Electronics

Significant developments in electronics navigational systems, such as VOR, ILS, TACAN and Decca, are emphasized.

Option D: Servomechanisms and Computers

Theory, components, systems and instrumentation in telemetry, servomechanisms, digital and analog computers.

CHINESE LANGUAGE	Beginning in September 1963, the Columbian College of Arts and Sciences at George Washington University will offer Chinese language instruction (Mandarin). Joseph Wang, formerly of the Army Language School, will be the instructor. Classes will meet on Mondays, Wednesdays and Fridays from 8:10 to 9:00 p. m. in Monroe Hall.
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**TAGALOG AT UCLA** Beginning in the fall of 1963, the University of California at Los Angeles will offer a course in beginning Tagalog each semester. The materials to be used were prepared by UCLA's Philippine Center for Language Study under a contract with the U.S. Office of Education.

**ENGLISH AS A FOREIGN LANGUAGE** The National Council on the Testing of English as a Foreign Language will begin development and overseas administration of English language proficiency tests for foreign students who wish to study in the United States. David P. Harris of Georgetown University is director of the program, which will be housed at the Center for Applied Linguistics in Washington, D. C.

Specialists in testing will prepare tests for the measurement of control of English structure, auditory comprehension, vocabulary and reading comprehension, and writing ability. It is planned to administer the tests in the student's country three times a year, using a new form for each administration. Publication, administration, and scoring of the tests will be carried out by Educational Testing Service of Princeton, New Jersey. The first form will probably be administered in early 1964. Services of the new program will be available to all institutions of higher learning in the United States.

**TRANSPORTATION INSTITUTES** The American University's School of Business Administration has announced the dates of its annual transportation management institutes during the 1963-64 academic year:

4-15 Nov 63	Air Transport Management Institute
13-24 Jan 64	Railroad Management Institute
9-20 Mar 64	Institute of Industrial Transportation and Traffic Management
27 Apr-8 May 64	Ocean Shipping Management Institute

USDA     The Department of Agriculture's Graduate School has  
SPECIAL   announced its Special Program for the 1963-64 Aca-  
PROGRAM   demic year. The courses are conducted during the day  
           and are designed especially for Federal employees.  
           Early nominations are recommended. Courses includ-  
           ed in the program are:

Critical Issues and Decisions: A Program for Fed-  
eral Executives

Phase I: 1 and 3 Oct (9:30 a. m. to 4:30 p. m.)  
Phase II: Six weeks beginning 15 Oct (Each Tues-  
day, seminar from 9:00-11:00 a. m. ;  
each Thursday, lecture from 1:30-2:30  
p. m. , followed by a two-hour seminar)  
(Follow-up 3 Mar, 2 Jun, 8 Sep, and  
2 Dec 1964.)

Nominations are due 9 September 1963. Partici-  
pation is limited to GS-14's (or equivalent) and  
above. A few promising young potential executives  
below that level are sometimes enrolled.

Automatic Data Processing for Federal Executives

1st course: 16 Oct-27 Nov (Classes meet on Wed-  
nesdays and Fridays, 9:30-11:30 a. m.)  
Nominations are due 9 September 1963.

2nd course: 18 Feb-31 Mar (Classes meet on Tues-  
days and Thursdays, 9:30-11:30 a. m.)  
Nominations are due 13 January 1964. Participation  
is limited to 30 Federal executives at the GS-12 (or  
equivalent) level and above. Early action on this  
course is particularly urgent.

Statistical Methods for Federal Executives

1st Seminar: 15 Oct-21 Nov (Seminars are held on  
Tuesdays and Thursdays, 9:30-11:30  
a. m.)

Nominations are due 9 September 1963.

2nd Seminar: 4 Mar-10 Apr (Seminars are held on  
Wednesdays and Fridays, 9:30-11:30  
a. m.)

Nominations are due 29 January 1964. This course  
is open to executives at the GS-13 (or equivalent)

level and above.

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Federal Contract Negotiation Institute

14-18 Oct (Nominations are due 9 September)

6-10 Apr (Nominations are due 24 February)

4-8 May (Nominations are due 23 March)

Participation in each institute is limited to 30 Federal officials GS-9 (or equivalent) and above.

Reading Improvement Program

28 Oct-17 Jan (excluding the period 23 Dec thru  
3 Jan)

20 Jan-27 Mar

30 Mar- 5 Jun

8 Jun-14 Aug

Classes meet on Mondays, Wednesdays, and Fridays  
for one hour: 9:30-10:30, 10:30-11:30 or 11:30-12:30.

Nominations are due four weeks before starting date.

Technical Writing

10 Feb-25 May (Classes will meet on Mondays, 10:00  
a.m. to 12:00 noon)

Nominations are due 24 January 1964. Participation  
is generally limited to 10-12 Federal employees in  
professional level positions.

CONFERENCES  
FOR  
EXECUTIVES

Johns Hopkins University's School of Advanced International Studies has announced its 1963-64 program of Conferences for Corporation Executives. These Conferences are designed to encourage mutual understanding between business executives, labor leaders, and government officials on matters affecting American business operations abroad. Conferences scheduled are:

17 October 1963 - Canada and the United States

12-13 December 1963 - India and Pakistan

2-3 April 1964 - The United Trade Negotiations

The Conferences will be held at the Brookings Institution's new building at 1740 Massachusetts Avenue, N. W. Employees of the Agency attend on a non-participating



basis and as guests of the Foreign Services Educational Foundation affiliated with SAIS. The Agency has a quota at each conference. Applications must be in the office of C/External Training Branch/RS/TR at least two weeks before the date of each conference. C/ETB will notify Training Officers of the applicant's acceptance.

OFF-CAMPUS COURSES      The George Washington University's College of General Studies has scheduled nine courses to be offered at CIA facilities during the fall semester 1963-64.

ALL SEMESTER      The courses are:

Econ 1	Principles of Economics	Thurs
Eng 1	English Composition (Pretest required. May be taken any time in Office of Registrar/TR)	Tues
Geog 51	Introduction to Geography	Mon
Hist 145	History of Russia	Thurs
Math 111	Mathematics for Engineers and Physicists I (Prerequisite: Calculus)	Tues
Pol Sci 9	Government of the U. S.	Wed
Pol Sci 171	International Politics	Tues
Pol Sci 212	Seminar: Comparative Government and Politics	Mon
Psy 1	General Psychology	Wed

The American University will offer three courses in economics:

19. 302	Intermediate Economic Analysis: Income	Wed
19. 307	Introduction to Quantitative Economics	Thurs
19. 514	Income Analysis (I): Concepts and Basic Theory	Tues

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Enrollment in these courses is limited to overt Agency employees.

Registration for GWU courses will be held on 12 and 13 September; registration for AU courses, on 13 September. The exact time and place will be announced in a Special Bulletin.

Mr. Michael Jessup, Assistant Director of George Washington University's Off-campus Division, will be available for counseling on Monday, 9 September, from 10:00 a.m. to 5:00 p.m. An appointment to see Mr. Jessup can be made by calling extension 5513.

GWU classes will meet from 5:45 p.m. to 8:15 p.m. on the evening indicated; AU courses, however, will begin at 5:10 p.m. and end at 7:30 p.m. Courses will carry 3 semester hours credit; special arrangements for an extra hour's credit may be made with GWU officials at the time of registration. The tuition rate is \$24 per credit hour.

CIA employees who wish to further their education but who cannot enroll in these courses because of cover considerations can get information about other local off-campus programs in the Office of the Registrar/TR. Schedules of courses to be given on university campuses are also available. Tuition rates for on-campus courses vary but are considerably higher than those for off-campus courses.

**PERT  
TRAINING**

The PERT Orientation and Training Center (POTC), which was established in the early part of 1963, has reorganized its course programs to improve content and instruction. In particular, the 64-hour Technical Training course and the 16-hour Instructor Training course have been combined into a 40-hour PERT Management Information System Program. Substantive content previously presented will be covered in the revised program.

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Sessions of the PERT Management Information System Program scheduled for the remainder of 1963 are:

9-13 September	12-15 November
16-20 September	18-22 November
7-11 October	9-13 December
14-18 October	16-20 December

POTC continues to offer its PERT/PERT Cost Orientation Programs for Industrial representatives (one-day session), for middle management in Government (through GS-15 and comparable military rank)(8-hour session) and for Government executives (GS-15 and above and comparable military rank)(3-hour sessions, either morning or afternoon).

There is a government in-house requirement for instructors in PERT. The PERT Coordinating Group is working on proposals for instructor development to meet this requirement. The training will probably include some kind of on-the-job training, possibly intern-type teaching under the auspices of one of the participating agencies.

#### RECORDS MANAGEMENT WORKSHOP

The National Archives and Records Service of General Services Administration will conduct three Records Management Workshops this fall: 16-27 September, 21 October - 1 November and 2-13 December. The workshops will be held at the National Archives Building, 7th and Pennsylvania Avenue, N. W., from 9:00 a. m. to 4:30 p. m. daily. The two-week seminar is primarily for records officers and management analysts who work in the areas of records and paperwork management, but administrative personnel who need a general orientation in this subject may also apply. Priority will be given to applicants in grades GS-9 and above.

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PROFESSIONAL MEETINGS	16-20 Sep	INTERNATIONAL MANAGEMENT CONGRESS, 13th, New York, 16-20 Sep 63. (Congress Director, CIOS XIII International Progress in Management, 247 Park Av., New York 17, N.Y.)
	16-22 Sep	INTERNATIONAL CONGRESS FOR SCIENTIFIC MANAGEMENT, 13th, New York, 16-22 Sep 63. (Council for International Progress in Management, 247 Park Av., New York 17, N.Y.)(International Committee of Scientific Management.)
	23-25 Sep	STANDARDS ENGINEERS SOCIETY (Robert Allen, 10410 S. Bluefield, Whittier, Cal.)
	23-25 Sep	INTERNATIONAL CONFERENCE ON PRODUCTIVITY, PROFITS AND HUMAN PROGRESS THROUGH INDUSTRIAL ENGINEERING. New York, 23-25 Sep 63. (American Institute of Industrial Engineers, 32 W 40th St., New York, N.Y.)(Follows the 13th International Management Congress 16-20 Sep)
	29 Sep-2 Oct	NATIONAL INSTITUTE OF GOVERNMENTAL PURCHASING (A.H. Hall, 1001 Connecticut Av., N.W., Wash 6, D.C.)
	2-4 Oct	AMERICAN COUNCIL ON EDUCATION (Logan Wilson, 1785 Mass. Av., Wash 6, D.C.)
	16-18 Oct	SOCIETY OF PHOTOGRAPHIC SCIENTISTS AND ENGINEERS (Ira Kohlman, 500 E. Monroe Av., Alexandria, Va.)
	12-15 Nov	INTERNATIONAL AIR TRANSPORT ASSOCIATION, Public Relations Conference, Washington, D.C., 12-15 Nov 63.

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(S. Ralph Cohen, Terminal Centre  
Bldg., 1060 University St., Montreal 3,  
Que., Canada)

- 18-24 Nov AMERICAN ROCKET SOCIETY, Inc.  
(R. L. Hohl, 500 5th Av., N. Y. 36, N. Y.)
- 20-22 Nov INTER-AMERICAN PRESS ASSOCIA-  
TION, General Assembly, 19th, Miami,  
Fla., 20-22 Nov 63. (Jorge Bravo,  
Manager, 667 Madison Av., New York  
21, N. Y.)
- 6-10 Dec INTERNATIONAL VISUAL COMMUNICA-  
TIONS CONGRESS, 7th, Cleveland, 6-10  
Dec 63. (John E. Sedan, Manager, 18465  
James Couzens Highway, Detroit 35, Mich-  
igan)(Society of Reproduction Engineers,  
American Institute for Design and Draft-  
ing and American Records Management  
Association.)

**LOAN  
PUBLICATIONS**

The following publications may be borrowed from the  
Registrar Staff:

COMPUTER-BASED MANAGEMENT FOR INFOR-  
MATION AND CONTROL (published by AMA)  
THE MANAGEMENT OF SCIENTIFIC TALENT  
(published by AMA)

**INTERAGENCY  
TRAINING  
PROGRAMS**

Copies of Interagency Training Programs have been  
distributed to all Agency Training Officers. This bul-  
letin describes courses offered by Government agen-  
cies. It is published by the Civil Service Commission  
and, beginning with this issue, will be published an-  
nually instead of semiannually. A few more copies are  
available.

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GSA The General Service Administration Institute has announced schedules of some of its courses. Those to  
INSTITUTE be given in Washington, D. C., are:

CALENDAR Forms, Analysis and Design, 9-20 Sep 9-20 Dec  
Procurement Contracting and Policy, 18-22 Nov  
Small Purchases, 9-13 Sep 16-20 Dec  
Inventory Management, 16-20 Sep 4-8 Nov  
Public Utilities Service Management 7-8 Oct  
9-11 Oct  
Source Data Automation Orientation, 5-6 Sep  
Refrigeration and Airconditioning, 9 Sep-4 Oct  
14 Oct-8 Nov 18 Nov-13 Dec 6-31 Jan 10 Feb-  
6 Mar 16 Mar-10 Apr 20 Apr-15 May  
Report Writing 14-18 Oct 18-22 Nov 9-13 Dec  
Stretching Federal Property Dollars, 9-13 Sep  
21-25 Oct

READING The University of Maryland will conduct a Reading  
IMPROVEMENT Workshop from 24 September to 10  
December 1963. The course is designed to improve comprehension, vocabulary, and reading rate. Sessions will be conducted in the College of Business and Public Administration on Tuesday evening from 7:00 to 9:00 p. m. A registration fee of \$55 will cover the cost of instruction, a textbook, and other necessary materials.

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# SCHEDULES OF OTR COURSES

(through 31 December 1963)

Courses marked with an asterisk are given away from headquarters; registration closes two weeks in advance. All other registrations close the Wednesday before the course begins.

As other courses are scheduled by the Office of Training, they will be announced in OTR BULLETINS. For further information call Admissions and Information Branch, extension 5203 or 5517.

COURSE TITLE	DESCRIPTION	DATES
Administrative Procedures	full time, 80 hours	16 Sep-27 Sep 14 Oct-25 Oct 25 Nov-6 Dec
Americans Abroad Orientation	hours vary	on request, call x3477
Anticommunist Operations (Party Penetration)	part time, 80 hours	4 Nov-27 Nov
Budget & Finance Procedures	full time, 80 hours	16 Sep-27 Sep 25 Nov-6 Dec
<div></div> 25X1C	part time, 60 hours	14 Oct-1 Nov
Cable Refresher	part time, 4 1/2 hours	on request, call x5113
China Familiarization	full time, 40 hours	in fall: dates undetermined
CIA Introduction	part time, 3 hours	for EOD's, every Monday afternoon
CIA Review	part time, 2 hours	10 Sep, 8 Oct, 12 Nov, 10 Dec

COURSE TITLE	DESCRIPTION	DATES
CI Familiarization	full time, 80 hours	9 Sep-20 Sep 4 Nov-15 Nov
 25X1C	full time, first week; part time second and third weeks 80 hrs	14 Oct-1 Nov
Clerical Refresher	part time, 20-30 hours	9 Sep-4 Oct 14 Oct-8 Nov 18 Nov-13 Dec (typing pretests given every Wednesday morn- ing before course begins; shorthand pretests given every Thursday morning before course begins)
Conference Techniques	part time, 24 hours	28 Oct-4 Dec
Counterinsurgency Program Planning 25X1C	full time & part time 80 hours	2 - 20 Dec (new dates)
	full time, 80 hours	2 - 13 Dec (new dates)
CP Organization & Operations	part time, 80 hours	7 Oct-1 Nov
CS Records Officer	part time, 20 hours	16 Sep-20 Sep 21 Oct-25 Oct 2-6 Dec
CS Review	full time, 64 hours	30 Sep-9 Oct
Dependents Briefing	part time, 6 hours	10-11 Sep, 1-2 Oct, 5-6 Nov, 3-4 Dec
Effective Speaking	part time, 24 hours	16 Sep-23 Oct
Geography of USSR	part time, 120 hours	4 Sep-14 Oct
Info Reports Familiarization	part time, 40 hours	21 Oct-1 Nov



COURSE TITLE	DESCRIPTION	DATES
Instructor Training	full time or part time	on request, call x6044
Intelligence Production for JOTs	full time, 520 hours	28 Oct-10 Jan 64
Intelligence Research (Map and Photo Interpretation)	part time, 50 hours	7 Oct-8 Nov
Intelligence Research Techniques	part time, 144 hours full time, 160 hours	25 Nov-20 Dec (for all offices) 23 Sep-8 Nov (for OSI)
Intelligence Review	full time, 80 hours	14 Oct - 25 Oct (new dates)
Introduction to Communism	full time, 80 hours	30 Sep-11 Oct 18 Nov-27 Nov
Introduction to Intelligence	full time, 80 hours	16-27 Sep, 4-15 Nov, 2-13 Dec (tent.)
IRR&R	full time, 120 hours	23 Sep-11 Oct 18 Nov-6 Dec
Language Courses	Please see June-July OTR BULLETIN	
*Management 25X1C	full time, GS 11-13 GS-14 and above	4-8 Nov 18-22 Nov
	full time, 720 hours	16 Sep-24 Jan 64
	full time, 240 hours	16 Sep-25 Oct
	full time, 160 hours	28 Oct-22 Nov
Supervision (GS 5-10)	full time, 40 hours	30 Sep-4 Oct 2 Dec-6 Dec

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COURSE TITLE	DESCRIPTION	DATES
USSR-Basic Country Survey	full time, 80 hours	4 Nov-15 Nov
Writing Workshops	part time, 27 hours	
Basic		10 Sep-3 Oct
Intermediate (DDS only)		19 Nov-12 Dec
Intermediate		19 Nov-12 Dec
Advanced (NPIC only)		10 Sep-3 Oct
Advanced (For DDS GS-15 and above)		22 Oct-14 Nov
Correspondence		Register any time; use Form 73

(Pretests, Int. and Adv., Room GD-0426 on last Monday of month. To register, call extension 6282.)

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## DIRECTORY OF TRAINING OFFICERS

SENIOR	DDI		7E-32	5277
TRAINING	DDP		3C-29	7327
OFFICERS	DDS&T		3E-14	6561
	DDS		7D-02	7726
		25X1A		
TRAINING	DCI			
OFFICERS	O/DCI		7D-6021	5678
	O/IG			
	Inspection Staff		7D-49	6565
	Audit Staff		2519 Qtrs. I	2061
	Comptroller		6E-69	5139
	General Counsel		7D-07	7531
	DDI			
	CGS		7F-35	4511
	OCR		2E-61	5401
			2E-61	5401
	ORR		4F-29	5081
			4F-29	5131
	ONE		7E-47	5628
	OCI		7F-21	7572
	OBI		2400 Alcott Hall	3595
	OO		402 1717 H	3033
STATSPEC	Contact		506 1717 H	2747
25X1A			414 1717 H	3661
			304 1717 H	2638
	NPIC		IN 423	3669

25X1A

DDS  
Communications

Logistics

Medical

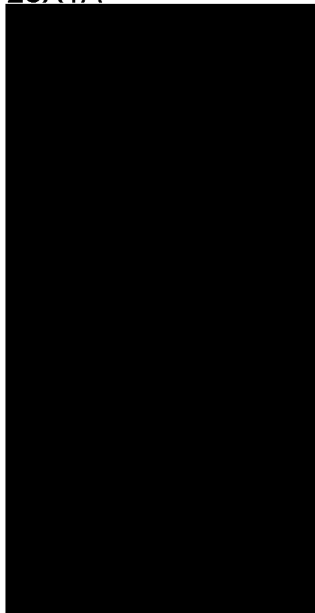
Personnel

Security

Training

DDS&T  
OCS (Office of  
Computer Services)  
OEL  
OSA  
OSI

25X1A



GA-08	6438
GA-08	6438
1311 Qtrs. I	2596
1311 Qtrs. I	2596
1D-4044	7792
1D-4044	7792
5E-56	6772
5E-56	6772
4E-71	7661
4E-71	7661
GC-03	5513

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## OFFICE OF TRAINING DIRECTORY

	Director of Training	Matthew Baird	1D-0418	7211
	Deputy Director of Training		1D-0418	7211
<b>SCHOOLS</b>	Intelligence School		1D-0011	5963
	Briefing Officer		1D-0023	5941
	School of International Communism		1D-1617	7371
	Language and Area (Arl. Towers)		2206 A. T.	3065
	Language		2206 A. T.	2381
	Tutorial		2206 A. T.	2873
	Voluntary Program	25X1A	2206 A. T.	2470
	Area		2210 A. T.	3477
	Operations		GD-5321	5191
<b>STAFFS</b>	Junior Officer Program		1D-0009	6093
	Plans and Policy		1D-0410	6044
	Educational Specialist		1D-0423	6044
	Registrar		GC-03	5513
	Deputy Registrar		GC-03	5513
	Admissions and Information		GC-03	5517
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