Season's

Greetings

OTR BULLETIN

DEC 1968–JAN 1969

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BULLETIN
BOARD

NATIONAL INTERDEPART- MENTAL SEMINAR

The next session of the National Interdepartmental Seminar on Problems of Development and Internal Defense will begin on 6 January 1969 at the Foreign Service Institute, State Annex 16, Washington Building, Arlington Towers. The objective of this course is to familiarize key civilian and military officers assigned to command, staff, and departmental positions relative to developing countries with U.S. policy, doctrines, and capabilities applicable to the prevention and defeat of inimical subversion and subversive insurgency in those countries. Attendance at NIS is a prerequisite to assignment of CS officers to key positions in underdeveloped countries. The Agency's quota is eight. Form 136 should be submitted to OTR/RS/ETB, Room 835, 1000 North Glebe Road. The beginning dates for the next three sessions are: 6 January, 24 February, and 21 April. At present the course is under review. It is anticipated that in the near future a full description of the revised course will be published in the OTR Bulletin.

SUMMER JOBS IN FEDERAL AGENCIES

For parents of those dependents who are interested in Federal Government summer employment outside the Agency, the Office of Training publishes the pertinent information on the Civil Service testing dates for the "Summer Employment Examination." Announcement #414 "Summer Jobs in Federal Agencies," which fully explains the program and contains an application blank, is readily obtainable by calling the Civil Service Commission. The dates to remember are:

Applications received by	Will be scheduled for examination on:
6 December 1968	11 January 1969
3 January 1969	8 February 1969
30 January 1969	8 March 1969

SECRET
CIA INTERNAL USE ONLY

1

**CLERICAL
TRAINING
AND
TESTING**

COURSES

OTR's refresher courses in typewriting and shorthand will
be given:

13 January - 7 February   24 March - 18 April
17 February - 14 March   28 April - 23 May

Before taking either course, or both, an employee is
required to take a preliminary test or tests given by the
Clerical Training Faculty (CTF). The results are used
to determine the level of the course the employee should
take. These tests are given on Wednesday, typewriting at
9:30 a.m. and shorthand at 10:30 a.m. Dates for the
preliminary tests in the above courses are:

8 January   19 March
12 Feburary   23 April

Submission of a Form 73 to AIB/RS for refresher training
is all that is required to initiate testing. Training Officers
are notified directly by CTF as to time and place to report.

QUALIFICATION TESTS

The CTF gives the Agency's tests in typewriting and
shorthand to employees who want to qualify as typists and
stenographers. Training Officers or Personnel Officers
must arrange registration directly with CTF,
before 5 p.m. the Thursday immediately preceding the
desired Monday testing. Qualification tests in both type-
writing and shorthand are given on the same morning,
typewriting at 9 a.m. and shorthand at 10:30 a.m. CTF
notifies Training Officers or Personnel Officers of the
results of the tests.

25X1

Tests will be given on: 6 January, 20 January, 10 February,
24 February, 17 March, 31 March,
21 April, 5 May, 26 May

Applicants report to Room 416, Ames Building.

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LANGUAGE
PROFICIENCY
TESTING

Language proficiency tests are conducted by the OTR Language School to maintain a current inventory of the Agency's language capabilities. The following schedule is for the use of employees who have an untested claim still on the record, and for those whose previously tested proficiency is over three years old, in accordance with the Agency's Language Policy

25X1A

25X1A

25X1

Training Officers should arrange tests for employees by contacting the Language School,

Tests at Headquarters may be scheduled on the following dates:

French:
January 7, 10, 14, 17, 21, 24, 28, 31
February 4, 7, 11, 14, 18, 25, 28
March 4, 7, 11, 14, 18, 21, 25, 28

German:
January 10, 17, 24, 31
February 7, 14, 28
March 7, 14, 21, 28

Spanish:
January 7, 14, 21, 28
February 4, 11, 18, 25
March 4, 11, 18, 25

Spanish tests are offered on a space available basis at Arlington Towers on the following dates:

January 9, 16, 23, 30
February 6, 13, 20, 27
March 6, 13, 20, 27

Tests in other languages scheduled on request.

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OTR CALENDAR

JANUARY

S	M	T	W	T	F	S
			1	2	3	4
5	6	7	8	9	10	11
10	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

Administrative Procedures .... 13 - 17 Jan
ADP Orientation .... 28 - 30 Jan
Advanced Management (Planning) .... 19 - 24 Jan
CIA Review .... 14 Jan
Clerical Refresher .... 13 Jan - 7 Feb

25X1 [ ] 26 - 29 Jan

CS Records I .... 13, 15, 17 Jan
CS Records II .... 20 - 24 Jan
CS Records III .... 27 & 28 Jan
Field Finance and Logistics .... 6 - 24 Jan
Information Reporting, Reports & Requirements 6 - 24 Jan
Intelligence Techniques .... 6 - 24 Jan
Introduction to Communism .... 20 - 31 Jan
Introduction to Intelligence .... 6 - 17 Jan
Midcareer Executive Development .... 26 Jan - 7 Mar
Operations, Phase II .... 27 Jan - 4 Apr
Operations Familiarization .... 27 Jan - 20 Feb
Operations Support .... 27 Jan - 14 Feb
Orientation for Overseas .... 7 - 8 Jan
Soviet Bloc Operations .... 27 Jan - 14 Feb
Vietnam Area Course .... 13 - 17 Jan

25X1C [ ]

Vietnam Station Orientation .... 21 - 23 Jan

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              FEBRUARY
        S   M   T   W   T   F   S

                                1

        2   3   4   5   6   7   8

        9  10  11  12  13  14  15

       16  17  18  19  20  21  22

       23  24  25  26  27  28
```

Administrative Procedures	3 - 7 Feb
Advanced Management (Planning)	23 - 28 Feb

25X1C [   ]

Chiefs of Station Seminar	3 - 14 Feb
CIA Review	11 Feb
Clerical Refresher	17 Feb - 14 Mar
Counterintelligence Familiarization	24 Feb - 7 Mar
CS Records I (For CTs)	27 & 28 Feb
Geography of the USSR	3 Feb - 14 Mar
Information Reports Familiarization	3 - 7 Feb
Introduction to Communism	17 - 28 Feb
Introduction to Intelligence	3 - 14 Feb
Managerial Grid	2 - 7 Feb
Orientation for Overseas	4 - 5 Feb
Supervision	10 - 14 Feb
Vietnam Area Course	17 - 21 Feb
Vietnam Station Orientation	25 - 27 Feb
Writing Workshop (Basic)	4 - 27 Feb
Writing Workshop (Basic) (for NPIC)	10 - 28 Feb

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MARCH

S	M	T	W	T	F	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

Administrative Procedures	10 - 14 Mar
ADP Orientation	11 - 13 Mar
Advanced Management (Planning)	23 - 28 Mar
Challenge of Worldwide Communism	17 Mar - 4 Apr
Chiefs of Station Seminar	24 Mar - 4 Apr
China Familiarization	10 - 14 Mar
CIA Review	11 Mar
Clerical Refresher	24 Mar - 18 Apr
CS Records I	24, 26, 28 Mar
CS Records II	31 Mar - 4 Apr
CS Records II (for CTs)	3 - 6 Mar
CS Review	3 - 14 Mar
Effective Speaking	5 Mar - 7 May
European Operations	17 Mar - 4 Apr
Field Finance and Logistics	24 Mar - 11 Apr
Information Reporting, Reports, & Requirements	3 - 21 Mar
Intelligence Briefing (for NPIC)	3 - 26 Mar
Intelligence Production	3 Mar - 2 May
Introduction to Intelligence	24 Mar - 4 Apr
Management	17 - 21 Mar

25X1A

Orientation for Overseas	4 - 5 Mar
Orientation to Intelligence	3 - 14 Mar

25X1A

Soviet Bloc Operations	31 Mar - 18 Apr
Support Services	3 Mar - 11 Apr
Support Services Review: Trends & Highlights	3 - 7 Mar

25X1C

APRIL

S	M	T	W	T	F	S
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30			

Administrative Procedures	21 - 25 Apr
Basic Country Survey: USSR	28 Apr - 9 May
CIA Review	8 Apr
Clerical Refresher	28 Apr - 23 May
Counterintelligence Familiarization	28 Apr - 9 May
CS Records I	28 & 30 Apr - 2 May
CS Records III	7 & 8 Apr

25X1A ☐

Information Reports Familiarization	7 - 11 Apr
	21 - 25 Apr
Intelligence Review	21 Apr - 2 May
Intelligence Techniques	7 - 25 Apr
Introduction to Communism	7 - 18 Apr
JCS-DIA	16 - 17 Apr
Operations Familiarization	28 Apr - 23 May
Operations Support	7 - 25 Apr
Orientation for Overseas	1 - 2 Apr

25X1C ☐

Senior Management Seminar (Planning)	13 - 18 Apr
Supervision	28 Apr - 2 May
Support Services Review: Trends & Highlights	21 - 25 Apr
Vietnam Area Course	7 - 11 Apr

25X1C ☐

Vietnam Station Orientation	15 - 17 Apr

MAY

S	M	T	W	T	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

Administrative Procedures	19 - 23 May
Advanced Management (Planning)	18 - 23 May
China Familiarization	5 - 9 May
	12 - 16 May
CIA Review	13 May
	12 - 23 May
Counterintelligence Operations	12 - 23 May
CS Records I (for CTs)	28 - 29 May
CS Records II	5 - 9 May
Field Finance and Logistics	5 - 23 May
Information Reporting, Reports, & Requirements	5 - 23 May
Introduction to Communism	19 - 29 May
Introduction to Intelligence	5 - 16 May
Introduction to Map Reading & Imagery Analysis	5 - 21 May
Managerial Grid	4 - 9 May
Midcareer Executive Development	11 May - 20 June
Orientation for Overseas	6 - 7 May
Soviet Bloc Operations	19 May - 6 June
Vietnam Area Course	19 - 23 May
Vietnam Station Orientation	27 - 29 May
Writing Workshop (Basic)	6 - 29 May
Writing Workshop (Intermediate)	5 - 28 May

25X1

25X1

25X1A

JUNE

S	M	T	W	T	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30					

|	
Administrative Procedures	16 - 20 June
ADP Orientation	10 - 12 June
Advanced Management (Planning)	15 - 20 June
25X1 ☐	2 - 13 June
Chiefs of Station Seminar	9 - 20 June
CIA Review	10 June
Clerical Refresher	2 - 27 June
Counterintelligence Familiarization	16 - 27 June
CS Records II	16 - 20 June
CS Records III	23 & 24 June
Geography of Communist China	2 - 20 June
Information Reports Familiarization	9 - 13 June
	23 - 27 June
Intelligence Production	2 June - 1 Aug
Introduction to Communism	16 - 27 June
Introduction to Intelligence	2 - 13 June
Management	23 - 27 June
Operations, Phase I	2 June - 29 Aug
Operations Support	2 - 20 June
Orientation for Overseas	3 - 4 June
25X1 ☐	22 - 25 June
Senior Management Seminar (Grid)	8 - 13 June
Support Services	2 June - 11 July
Support Services Review: Trends & Highlights	9 - 13 June
25X1C ☐	
Writing Workshop (Intermediate) (for NPIC)	9 - 27 June

SECRET
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COMPUTER SCIENCE TRAINING
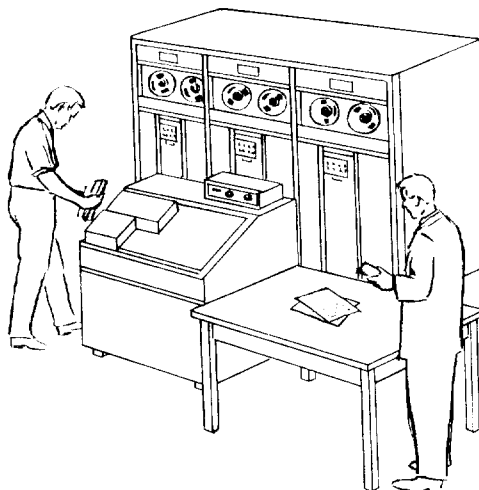
To meet the increased demands for competence in all aspects of automatic data processing and to reduce the cost of achieving this competence a total program of internal training in computer science for Agency personnel has been designed. Many parts of the program have been fully implemented. At present, the major parts of the program are ADEPT (A Developmental EDP Professional Training) Program, MICOT (Miniaturized Computer Technology), General ADP Orientation, User Analysts Systems Orientation, and Using Interactive Systems.

ADEPT

The ADEPT Program is designed to produce EDP professionals thoroughly competent with the IBM-360 system. The basic course is a 16-week course which trains the beginner to use the IBM 360 at the journeyman level of proficiency. Assembly, procedural, and job control languages are taught and the final weeks of the course include modular programming and programming design of medium size systems. The better graduates should be able to assume responsible professional roles within several months of graduation. Two basic courses are given per year, one in September and one in February. The fifth class will graduate in December 1968. The intermediate program consists of a series of courses which are designed for journeymen programmers and are meant to reinforce his present skills. Topics which provide the student with material useful in his daily assignments are addressed. These courses are advertised in the OTR Bulletin and each course is offered every 12 - 18 months. The senior program consists of courses which are not necessarily related to immediate problems. They are of an advanced nature and are comparable to those given at the graduate level in the computer science curriculum of major universities. Examples are topics such as operating systems, Real-time system

design, and Language Processor Design and Development. The first
of these courses will be offered in early 1969.

MICOT

MICOT is a program designed to train programmers and users of
miniaturized computers such as the IBM 4Pi. MICOT training consists
of a two-week basics course focused specifically upon miniature
computers for users, and a detailed fundamentals and programming
course for designers, programmers, and installers. Several ad hoc
courses have been given by using instructions furnished by the manu-
facturer. A regular schedule of such offerings is being planned for
1969.

General ADP Orientation

The most popular of the courses offered under this generic is the
three-day ADP Orientation given six to nine times per year. Other
orientation which may be required for special purposes is available
upon request. As an example, a 30-hour course is being prepared for
personnel who are located in areas which have terminals on-line to the
OCS Interactive Systems.

User Analysts Systems Orientation

This program includes various depth courses on the systems
development process. The most popular is the three-day course, "The
Systems Development Process," offered by Brandon Associates. It
has been given approximately four times per year. Another two-week
course has also been given. This total program is being evaluated to
meld better into Agency requirements.

Using Interactive Systems

This program is designed for analysts who will be using remote
terminals attached to the OCS Interactive (Time Sharing) Computer
System. Usage of such problem-oriented languages as SOLVE, TORQUE,
LINUS, and DESKCAL is taught. Conversational systems, on-line file
structures, user language processors, and interactive computational
constraints are included as topics. In addition to the several tutorials
which are presently being given, formal courses will be given after the
installation of the IBM 360/67 interactive system in January 1969.

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Use of EDP is expanding very rapidly in the Agency. The installation of terminals in the user areas which puts the full processing and computational power of the system within arms reach of the user undoubtedly will stimulate still another surge of growth. Eventually, most Agency employees will be in some contact with computers and their products. Agency ADP training plans to educate qualified employees from all Directorates to an understandable and useful level. Schedules of all courses will be published in the OTR Bulletin. Training Officers should be consulted for information on registration procedures.

HE IS THE VERY MODEL

"The designer is essentially a solver of problems, problems presented to him by the nature of the task, of the materials he is using, of the people who will be using his design, and of the market for which it is being produced.

"The model of man which emerges when we consider him as a problem solver - whether his problem is to land an aircraft or design a coffee percolator - is a data processing model. These words are operational, they define concepts in terms of what is done.

"Man is seen as a hierarchy of systems in which he receives data, processes data, and puts out data . . .

"This does not imply in any way that a man's mind works like a digital computer - though it does not deny the possibility. It does say that the relations between what goes into his head through his eyes and ears and what comes out through his voluntary muscles, often suggests what he does."

E. LLEWELLYN THOMAS
"Problem Solving in Design"
from Design and Planning,
Hastings House, New York, 1965

CUTTING
TRAINING
COSTS

Three trends have become observable on the training scene
recently: (a) The amount of necessary training is steadily growing;
(b) The cost of training per student is increasing; (c) The budgets
to pay for the training are getting tighter. This article is designed to
aid Training Officers in getting the most for their money by pointing
out the least expensive alternatives. It should be clearly understood
that often the most expensive solution is to avoid training or to utilize
training that doesn't really meet the employee's objectives.

The basic step in cutting training costs is to delineate accurately
the requirement. Frequently courses are taken that really are not
responsive to the student's needs or for which the student lacks the
necessary background. Once the requirements are defined the
following alternatives exist (Listed in order of consideration):

(a) Component training - e.g., on-the-job training (including
assigned reading)

(b) Internal training - these include both OTR courses and other
training provided within the Agency (e.g., Office of Communications,
Technical Services Division, Office of Computer Services, etc.)

(c) External training -

1. Other Government agencies
2. Academic institutions
3. Commercial facilities

Component Training

Presuming that neither "on-the-job training" nor assigned reading
provides a solution, there are a number of possibilities for economies
if the training problem is a general rather than an individual one. For
example, in one instance a retired staff employee was brought back on
contract to provide an advanced economics course; in another, a contract
was made with a commercial facility to provide a course in contracting;

in a third instance, the Training Officer arranged for the Management
Faculty at Fort Belvoir to provide a three-day course (at no cost) on
the PERT system. When the Agency provides the space and there are
sufficient students involved, appreciable savings are possible by
contracting out the teaching. In some instances components with
joint interests have shared such contracting costs. One other possibi-
lity exists when : (a) The training is of an academic variety, (b) is
given by either American University or George Washington University,
(c) and the employees concerned are overt. In this instance, the
component can request that the course be given as part of the Agency
Off-Campus Program.

Internal Training

Between OTR and the components there are a wide variety of
operational, technical and managerial courses made available to
employees within the Agency. Old courses are dropped periodically
and new ones added when sufficient demand exists. Recent examples
of this are new finance and budget courses scheduled to start early in
1969 and a series of ADP courses being planned by the Office of Computer
Services. When justified, tutorial instruction can be made available.
Essentially, internal training is conducted in response to known demand
and within the limitations of cost effectiveness. As in the component
training alternatives listed above, it is often preferable to contract for
courses of common interest (e. g., Reading Improvement) rather than
to build them into staff structures.

External Training

External training requires a careful matching of goals with course
objectives and it is rare that a perfect fit can be made. Timing is often
a critical factor in saving costs in external training. Identifying a
requirement early in the process can mean the difference between
being forced to go out of town although local courses are available, of
using relatively expensive external facilities when internal ones could
have been used (e. g., language training), in being able to take advantage
of non-tuition cost DOD programs rather than commercial ones. In
addition, careful planning is necessary to avoid paying either the
penalty fee or the full tuition charged by many facilities for late notice
cancellations. Therefore, attendance at a course should be a relative
certainty before a student is enrolled.

In general terms while other Government agency courses may not
be perfectly tailored to an Agency training need, they tend to be better
suited and sometimes cheaper than commercial ones. There have also
been instances where full advantage was not taken of courses in
maintenance and operation offered free to buyers of equipment. Normally

DOD courses are provided tuition free; but in some cases we have had to turn down quotas in these courses for lack of interest (e.g., management courses at Fort Belvoir). The GSA offers a number of records management, contracting and other logistics courses free of charge. There are dozens of excellent correspondence courses offered by DOD. Even the Foreign Service Institute (which is normally forced to operate on a prorated cost basis) on occasion will offer to the Agency spaces in a tuition-free Area Seminar in order to reach minimum class strength.

It is realized that, with the exception of a few rather high-priced commercial courses, one of the principal costs of training is student salary. The cost savings possibilities in after-hours courses are apparent. For the most part this applies to academic courses and correspondence courses. Often the latter are as effective and have cheaper tuition costs than the former. It is estimated that employees donate off-hours time gratis in academic and correspondence courses which approximates a quarter of a million dollars a year. A number of excellent academic courses are available at reduced rates because of Federal subsidies to educational institutions. This applies to both State and local adult education courses. The United States Department of Agriculture Graduate School courses, while not free, are both excellent and inexpensive.

Governmental policy expressed both in the Government Employee Training Act and in Executive Orders clearly encourages self-development by employees. While it is true that the Government inevitably benefits when an employee upgrades his skills, there are numerous instances where through increased promotional and job opportunities, this benefit accrues chiefly to the employee. Training and personnel officers can, by giving guidance on career development, benefit both the employee and the Agency.

Many Training Officers do not have a knowledge of source material or the time to become full cognizant of the many opportunities to cut training costs, but the Office of Training and specifically the Registrar Staff has the capability of servicing this need. In the sense of formalized communications there are a number of OTR-issued documents which can be of aid, specifically the OTR Bulletin, the bi-yearly Schedule of Courses, and the Training Officers Handbook which will be issued in the Spring of 1969.

In summary, utilization of the best and least expensive training is critical. Failure to train or failure to select courses that meet objectives could be the most expensive solution. Therefore, defining objectives and correctly selecting from a wide variety of alternatives are the key steps. The Registrar Staff, OTR, will be pleased to counsel and assist in this regard.

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NON-AGENCY

TRAINING

This section of the OTR Bulletin contains information

on non-CIA courses or programs related to career develop-

ment of CIA employees. Attendance may be sponsored by

the Agency or it may be self-sponsored. The Training

Officer must be consulted on Agency-sponsored training.

For additional information on the courses outlined in

this section of the OTR Bulletin or on other external courses,

25X1   call AIB/RS/TR, [   ] For information on   25X1

registration, call ETB/RS/TR, [   ]

REQUEST FOR EXTERNAL TRAINING

(FORM 136)

The Office of Training has received many inquiries on how best to complete the Form 136 (Request for Training at a Non-Agency Facility). We hope the following will be of assistance in answering these questions. A facsimile of Form 136 appears on page 18.

In addition to being a request for training, the Form 136 also serves as a contract for the expenditure of funds, a request for travel order (where appropriate), a request for security approval, and the input document for the computer.

Items 3 - 15 in the sample show the correct form for completing these blocks. Proper completion of these blocks facilitates processing the request and decreases the necessity for corrections.

In the past, occasionally the information supplied in items 23 through 25 has not been thorough. Item 23 should be as complete and accurate as possible (reference to course announcement or brochure would be helpful); item 24 should show the facility providing the training, and item 25 is the actual location (e.g. Boston) of the training site.

Description of course, item 26, should be a repetition of the facility's course description (if available) in sufficient detail to permit matching the training goals in item 30.

Item 30 should be a specific statement of objectives. In addition, it should provide a justification of the training requested and relate the employee's job responsibilities to the goals. It is often possible on the basis of information given here for the Office of Training to suggest an alternate course; in some cases, a less expensive one, or one which might better satisfy the goal.

25X1

for the requested training, the Form 136 must be forwarded to the Central Cover Staff prior to submission to the Office of Training.

If any questions arise concerning any item in the Form 136, please
25X1   call the External Training Branch,

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OFF-CAMPUS PROGRAM
1969 SPRING SEMESTER

Off-Campus Programs on Agency premises during the 1969 Spring Semester again will be conducted by the Office of Training through arrangements with George Washington University and American University. The programs enable Agency employees to further their professional capability by taking courses, undergraduate or graduate, at reduced rates and under convenient conditions. These programs also provide an opportunity for components to meet extensive requirements for particular categories of training.

Each three credit-hour course will cost $132. All classes will start during the week of 3 February and will continue for 15 weekly sessions. Only overt employees may participate. A person may enroll on his own or, if the course is approved as job-related or developmental, under Agency sponsorship. All instructors are Agency employees accredited by the universities. A majority of the courses will be conducted in the Headquarters Building.

Registration for the spring term will be in the Auditorium at Headquarters on Thursday, 23 January, from 10 a.m. to 3 p.m. A representative from George Washington University will be present to answer questions. American University will provide counseling on request. Further information on the courses or the Off-Campus Programs in general may be obtained by calling

25X1A [   ] of the OTR Registrar's office, [   ]   25X1

It is expected that the following courses will be offered on the days indicated. All elements of the program including the days listed, are tentative, however.

GEORGE WASHINGTON UNIVERSITY

Accounting

2 Introductory Accounting
Preparation, uses, and limitations of financial reports.
Introduction to managerial accounting-financial programming,
cost determination, and analysis of financial statements.
Prerequisite: Accounting 1. Monday.

Economics

2 Principles of Economics
Survey of the major economic principles, institutions, and
problems in contemporary life. Prerequisite: Economics 1.
Economics 1 and 2 are prerequisites for all other economics
courses. Thursday.

Mathematics

24 Calculus IV
Solid geometry, multiple integration and partial differentiation
with applications, line and surface integrals, differential
equations. Prerequisite: Math 23. Tuesday.

Psychology

8 Psychology of Motivation and Personality
Introduction to the psychology of personality. Principles
of motivation, personality development, social and
cultural factors, and assessment and description of
personality emphasized. Recommended as follow-up for
Psychology 1. Monday.

AMERICAN UNIVERSITY

Economics

19.521 Quantitative Economic Analysis
Intermediate mathematical analysis of economic phenomena,
elements of model building, game theory, and linear
programming. Thursday.

Economics (continued)

19.501   Income Theory
         This course will present the necessary elements of
         income theory for graduate students enrolled in the
         terminal M. A. program.   Tuesday.

Automatic Data Processing

69.202   Basic Statistics
         Classification Data, averages, dispersion, probability,
         frequency distribution, confidence intervals, tests of
         significance, simple regression and correlation.   This
         course is one of the required courses in the Certificate
         Program in Data Processing.   Tuesday.

55.633   Evaluation of Software
         Criteria used to evaluate the many facets of software are
         examined.   Based on restrictions of hardware selection,
         the nature of the data processing problem and system
         specifications, a variety of software packages are examined.
         Prerequisite: 55. 334 Computer Programming or equivalent.
         Wednesday.

55.310   Introduction to Data Processing
         An introduction to the problems, principles, and methods
         of data processing.   The course will generally survey
         types of data processing instruments, methods, systems,
         and the types and potentials of their applicational use.
         Tuesday.

55.530   Automatic Data Processing Systems
         Survey of the systems aspect of ADP.   Emphasis is placed
         on the computer organization and equipment operation, the
         concept of programming, data processing equipment,
         information and data systems, systems analysis, equipment
         acquisition and utilization, and data communications systems.
         Prerequisite: 55.410 or equivalent experience.   Tuesday.

55.411   Introduction to Management Mathematics
         For those students whose undergraduate mathematics
         preparation does not include advanced algebra.   This
         course will cover mathematical logic, elementary point
         set theory, finite probability, Markov chains, vectors and
         matrices and matrix games.   Prerequisite: 41.101.   Wednesday.

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Automatic Data Processing (continued)

55.511   The Systems Approach
Introduction to the systems analysis approach to the study
and design of managerial and operational organization and
process. This course is fundamental for anyone who expects
to be responsibly concerned with the managerial, operational,
or control organizations and processes of business or
government. Thursday.

55.561   Management of ADP Systems
Estimates of requirements, organizational amendments,
planning the total system, conversion problems, cost and
performance evaluation, the executive role in the achievement
of integration. Prerequisites: 55.530; and 10.456 or 53.353
or equivalent experience. Thursday.

55.660   Management Information and Reporting Systems
Related system performance requirements. Design and
installation of the responsive system. PERT, CPM, and
similar planning and control information systems. Problems
and techniques of executive use of the system product.
Workshop in the design and installation of actual and model
systems. Prerequisites: 69.400 Managerial Statistics and
55.530 ADP Systems. Thursday.

1969 SPRING SESSION SCHEDULES
WASHINGTON AREA UNIVERSITIES

Note to Training Officers: External Training Branch, OTR, must have requests for Agency sponsorship of employees (Form 136) in courses at the following universities a minimum of three weeks prior to registration. Retroactive approval, by regulation, is not allowed.

AMERICAN UNIVERSITY

30 January - 1 February 1969: Registration
5 February 1969: Classes Begin
8 June 1969: Classes End

CATHOLIC UNIVERSITY

22 - 29 January 1969: Registration
3 February 1969: Classes Begin (Undergrad.)
3 February 1969: Classes Begin (Graduate)
21 May 1969: Classes End

DUNBARTON COLLEGE

18 December 1968: Registration
15 January 1969: Classes Begin
9 May 1969: Classes End

DISTRICT OF COLUMBIA TEACHERS COLLEGE

To be announced: Registration
27 January 1969: Classes Begin
Week of 2 June 1969: Classes End

DEPARTMENT OF AGRICULTURE GRADUATE SCHOOL

18 - 25 January 1969: Registration
Week of 27 January 1969: Classes Begin
Week of 12 May 1969: Classes End

GALLAUDET COLLEGE

9 - 11 January 1969: Registration
13 January 1969: Classes Begin
7 May 1969: Classes End

23

SECRET

GEORGE MASON COLLEGE

3 - 4 February 1969: Registration
5 February 1969: Classes Begin
23 May 1969: Classes End

GEORGE WASHINGTON UNIVERSITY

30 January - 1 February 1969: Registration
3 February 1969: Classes Begin
20 May 1969: Classes End

GEORGETOWN UNIVERSITY

23 & 24 January 1969: Registration
3 February 1969: Classes Begin
14 May 1969: Classes End

HOWARD UNIVERSITY

30 & 31 January 1969: Registration
3 February 1969: Classes Begin
Week of 9 June 1969: Classes End

MONTGOMERY JUNIOR COLLEGE

28 - 30 January 1969: Registration
3 February 1969: Classes Begin
30 May 1969: Classes End

PRINCE GEORGES COMMUNITY COLLEGE

28 - 30 January 1969: Registration
3 February 1969: Classes Begin
29 May 1969: Classes End

UNIVERSITY OF MARYLAND

3 - 7 February 1969: Registration
10 February 1969: Classes Begin
27 May 1969: Classes End

UNIVERSITY OF VIRGINIA, NORTHERN VIRGINIA CENTER

15 January - 5 February 1969: Registration
Week of 10 February 1969: Classes Begin
Week of 2 June 1969: Classes End

NORTHERN VIRGINIA COMMUNITY COLLEGE

27 - 28 March 1969: Registration
31 March 1969: Classes Begin
9 June 1969: Classes End

CREDIT FOR COMPETENCE

In our credential-conscious society, individuals who do not
have a college degree often labor under a serious disadvantage,
no matter how competent they may be. Many opportunities for
job advancement require a college diploma to unlock the door.
At the same time, paradoxically, there are more opportunities
today than ever before for learning outside the classroom. An
estimated 30,000,000 Americans are regularly at work "impro-
ving themselves" through ETV, correspondence courses, on-
the-job training, or independent study.

In an effort to bridge the gap between competence and
credentials, the College Entrance Examination Board last fall
launched a new program that allows individuals with knowledge
and skills that are comparable to those of undergraduates, to
gain credit toward a college degree merely by taking an exam-
ination. The College Level Examination Program (CLEP) offers
two types of exams: General and Subject. The five General
Examinations measure achievement at the undergraduate level
in the basic areas of the liberal arts: English composition,
humanities, mathematics, natural sciences, and social sciences-
history. More than a dozen Subject Examinations are available
in areas as diverse as general psychology, introductory calcu-
lus, and money and banking. A variety of other examinations
are in the process of development. Information is available
from CLEP, Box 977, Princeton, New Jersey 08540.

Civil Service Commission courses and United States Department of Agriculture Graduate School Special Programs are listed below with their starting and ending dates, location, cost, and whenever possible, required GS Grade level. For course descriptions see your Training Officer or call

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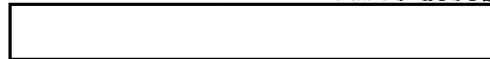
Civil Service Commission

Automatic Data Processing

ADP SYSTEMS ANALYSIS SEMINAR
5 Feb - 26 Mar   1900 E. Street, N. W. $175   GS-9 & above

ADVANCED SYSTEMS TECHNOLOGY FOR ADP SYSTEMS ANALYSTS
24 - 28 Mar   1900 E. Street, N. W. $160
    For Digital Computer Systems Analysts.

APPLICATIONS OF OPERATIONS RESEARCH FOR EXECUTIVES
5, 12, 19, 26 Mar   1900 E. Street, N. W. $175   GS-14 & above

DECISION LOGIC TABLE WORKSHOP
11 - 13 Mar
3 - 5 June   1900 E. Street, N. W. $ 95   GS-9 & above

EXECUTIVE SEMINAR IN INTERAGENCY MANAGEMENT INFORMATION SYSTEMS
1 - 2 Apr   1900 E. Street, N. W. $ 90   GS-14 & above

EXECUTIVE SEMINAR IN MANAGEMENT REPORTING SYSTEMS
24 - 25 Feb   1900 E. Street, N. W. $ 90   GS-14 & above

EXECUTIVE SEMINAR IN OPERATIONS RESEARCH
3 - 4 Feb   1900 E. Street, N. W. $ 90   GS-14 & above

EXECUTIVE WORKSHOP IN ADP PROGRAMMING
3 - 7 Mar   1900 E. Street, N. W. $150   GS-15 & above

EXECUTIVE WORKSHOP IN ADP SYSTEMS ANALYSIS
14 - 16 Apr   1900 E. Street, N. W. $135   GS-15 & above

FIELD WORK PROGRAM IN ADP SYSTEMS ANALYSIS
9 Apr - 28 May   1900 E. Street, N. W. $125   GS-9 & above

Civil Service Commission (continued)

MANAGEMENT INTRODUCTION TO ADP
24 - 25 Mar
21 - 22 Apr   1900 E. Street, N. W. $ 50   GS-11 & above

MATHEMATICS FOR MANAGERS
8 Apr - 17 June   1900 E. Street, N. W. $250   GS-14 & above

OPERATIONS RESEARCH ORIENTATION
24 - 26 Mar   1900 E. Street, N. W. $ 50   GS-9 & above

PRINCIPLES AND PRACTICES OF AUDITING IN THE ADP SYSTEMS
ENVIRONMENT
3 - 20 Feb
3 - 21 Mar
31 Mar - 18 Apr
28 Apr - 16 May   1900 E. Street, N. W. $160   GS-9 & above

SEMINAR ON ADP IN FINANCIAL MANAGEMENT
26 - 28 Mar   1900 E. Street, N. W. $120   GS-11 & above

SEMINAR ON ADP IN PERSONNEL MANAGEMENT
26 - 28 Feb   1900 E. Street, N. W. $120   GS-11 & above

SEMINAR IN ADP MANAGEMENT AND ADMINISTRATION
29 Apr - 1 May   1900 E. Street, N. W. $135
    See course description in annual Interagency Training Bulletin for
    eligibility.

SEMINAR ON ADP IN TECHNICAL INFORMATION SYSTEMS
23 - 25 Apr   1900 E. Street, N. W. $120   GS-9 & above

SYSTEMS ANALYSIS FOR COMPUTER PROGRAMMERS
7 - 11 Apr   1900 E. Street, N. W. $160
    For computer programmers and newly assigned analysts with
    programming experience.

SYSTEMS WORKSHOP FOR COMPUTER SPECIALISTS I - BASIC
17 - 21 Mar   1900 E. Street, N. W. $160
    For those who need a working knowledge of systems analysis
    techniques.

SYSTEMS WORKSHOP FOR COMPUTER SPECIALISTS II - ADVANCED
5 - 16 May   1900 E. Street, N. W. $375   GS-9 & above

TECHNIQUES AND METHODS OF OPERATIONS RESEARCH
5, 6, 12, 13 Feb
3, 4, 10, 11 Apr   1900 E. Street, N. W. $150   GS-9 & above

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Civil Service Commission (continued)

Financial Management and PPBS

COST/BENEFIT WORKSHOP
13 - 17 Jan
3 - 7 Mar
14 - 18 Apr   1900 E. Street, N.W. $165   GS-11 & above

EXECUTIVE ORIENTATION IN PPBS
11 - 13 Mar
17 - 19 June   1900 E. Street, N.W. $ 75   GS-14 & above

FINANCE IN AGENCY MANAGEMENT
20 - 24 Jan
7 - 11 Apr   1900 E. Street, N.W. $145
    Open to Federal Staff and managers who require a working knowledge
    of cost analysis.

MODELS FOR MANAGEMENT DECISIONS
11, 13, 18, 25 Feb and
4 Mar   1900 E. Street, N.W. $250   GS-14 or 15

PPB GENERAL ORIENTATION
4 - 5 Feb
1 - 2 Apr
3 - 4 June   1900 E. Street, N.W. $ 50   GS-13 & below

PPB SEMINAR
20 - 31 Jan   Univ. of Maryland (tentatively) $300
17 - 28 Mar   Univ. of Virginia (tentatively)
    Two week residential. Consult Training Officer for eligibility
    requirements.

Miscellaneous

INTRODUCTION TO SCIENCE AND ENGINEERING IN GOVERNMENT
14 Apr   1900 E. Street, N.W. $ 45   GS-5 - 11

MANAGEMENT AND THE NEGOTIATED AGREEMENT
17 - 19 Mar   1900 E. Street, N.W. $ 85
    See course description for prerequisites.

MANAGEMENT OF SCIENTIFIC AND ENGINEERING ORGANIZATIONS
3 - 7 Mar   1900 E. Street, N.W. $150   GS-15 & above

NEGOTIATING AND IMPLEMENTING AGREEMENTS
17 - 19 Feb   1900 E. Street, N.W. $ 85
    For those assigned management responsibility for negotiating
    agreements.

Civil Service Commission (continued)

SUPERVISION AND THE NEGOTIATED AGREEMENT
21 - 23 Apr   1900 E. Street, N.W. $ 85
    See course description for prerequisites.

U.S. Department of Agriculture Graduate School

    Special Programs

    All classes are held at the U.S. Department of Agriculture on Saturday
mornings at 8:00 a.m. to 12:00 noon except where otherwise stated.

ADP DOCUMENTATION AND WRITING
12 Apr - 17 May $ 75

ADP FOR EXECUTIVES
14 - 16 Apr $150   GS-13 & above
    Monday through Wednesday, 8:30 a.m. to 4:30 p.m.

ADP SYSTEMS ANALYSIS AND DESIGN
12 Apr - 21 June $100

ADP TRANSPORTATION APPLICATIONS
12 Apr - 21 June $120   Senior Analysts

ADVANCED CONCEPTS OF DATA PROCESSING
12 Apr - 21 June $ 75

BASIC CONCEPTS OF DATA PROCESSING
12 Apr - 21 June $ 75   High School
                                                            Graduate

COMPUTER SOLUTION OF STATISTICAL ANALYSIS PROBLEMS
15 Feb - 24 May $120
    Prerequisites: One course in college algebra, one course in basic
    statistics, and some concept of the use of electronic computers.

DEVELOPING ADP SPECIALISTS
12 Apr - 21 June $ 75   GS-12 & above

FEDERAL CONTRACT NEGOTIATION INSTITUTE
24 - 28 Feb
21 - 25 Apr $130   GS-9 & above
    Classes meet Monday through Friday, 9:00 a.m. - 5:00 p.m.

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U.S. Department of Agriculture (continued)

INFORMATION STORAGE, RETRIEVAL & DISSEMINATION
12 Apr - 21 June $100
   Participants should have completed at least one year of ADP analysis
   experience.

INTRODUCTION TO OPERATIONS RESEARCH
15 Feb - 31 May $120
   Prerequisite: Two years college mathematics and/or statistics.

SCIENCE INFORMATION AND COMMUNICATIONS
7 - 11 Apr $135   GS-13 & above

SOURCE DATA AUTOMATION
12 Apr - 21 June $ 75
   Prerequisites: Understanding of basic ADP systems and programming
   concepts.

STATISTICAL METHODS FOR FEDERAL EXECUTIVES
3 - 28 Mar $100   GS-13 & above
   Classes meet Mondays, Wednesdays, and Fridays 9:30 a.m. to 11:30 a.m.

TELEPROCESSING AND DATA COMMUNICATION SYSTEMS
12 Apr - 21 June $100
   Participants should have had at least one advanced data processing
   course or equivalent.

OTHER EXTERNAL TRAINING

Editorial Planning for Printing Production
17 Mar - 10 Apr   Government Printing Office   Free
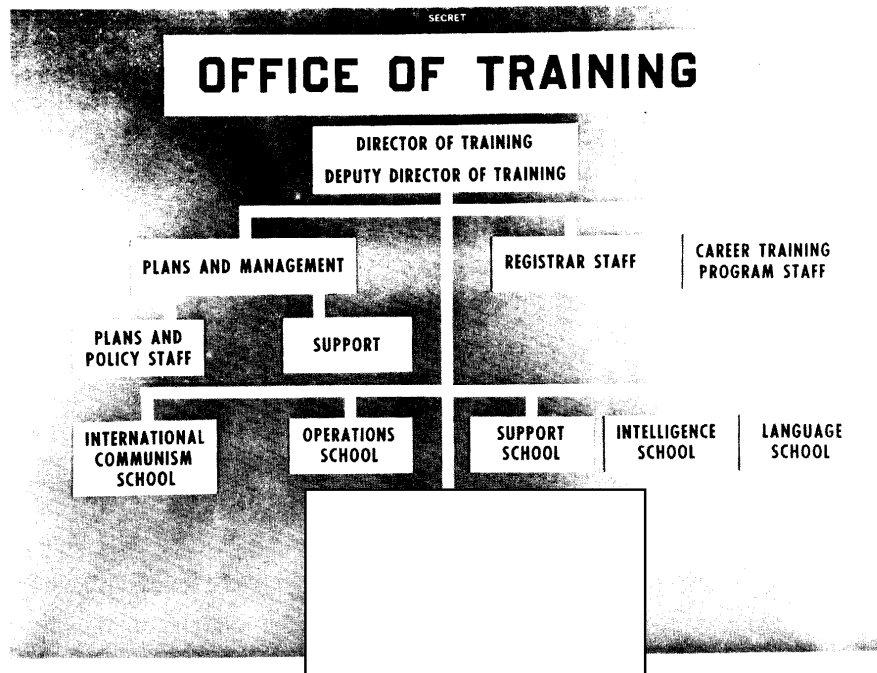   For course description consult your Training Officer.

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DIRECTOR OF TRAINING
DEPUTY DIRECTOR OF TRAINING

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REGISTRAR STAFF

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PROGRAM STAFF

PLANS AND
POLICY STAFF

SUPPORT

INTERNATIONAL
COMMUNISM
SCHOOL

OPERATIONS
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