7 FEB 175

MEMORANDUM FOR: Unit Chiefs

SUBJECT   :   FY 1976 Curriculum

I approve the attached FY 1976 Curriculum as amended in
the covering memorandum from the Chairman of the Curriculum
Committee. I urge all Unit Chiefs to take immediate steps
to carry out the recommendations of this report. The Regis-
trar/OTR should use this document as a basic paper for
preparing OTR's contribution to the FY 1976 catalog.

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Alfonso Rodríguez
Director of Training

Att

7 February 1975

MEMORANDUM FOR: Members of the Curriculum Committee

SUBJECT : 1976 Curriculum

1. The Curriculum Committee met with the Director of Training and Deputy Director of Training on 6 February to discuss the FY 1976 Curriculum recommendations which were developed in the November ███████ Conference. The Director of Training approved the report with the following amendments or changes:

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    a. We will drop the Managerial Grid at the end of June or at such time as the Grid materials run out. The Director of Training requested that Blake and ██████ be informed of the fact that we are suspending use of their materials.

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    b. The Director of Training understands that the Advanced Operations course is under study and that new proposals will be forthcoming.

    c. A decision was made not to change the name of the Countering Terrorist Tactics course at this time. However, the other recommendations stand.

    d. With regard to the Intelligence Information Reports and Requirements course and the Intelligence Information Reports Familiarization course, the study of whether to move these courses to the ███ would hinge mainly on whether a slot saving would be effected by such a move.

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    e. FTD should attempt to find a better name for the Effective Writing course.

    f. The Effective Briefing course should be handled internally only if this results in a savings of funds.

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                        Chairman, Curriculum Committee

Course Name	:	Accounting Control
Course Objectives	:	Students should be able to understand the philosophy and mechanics of the Agency's accounting system and be able to develop and process accounting transactions reflecting agency operations.
Original Requirement	:	The Office of Finance policy to develop the capabilities of Finance careerists to assist in the management process. A continuing requirement and valid for FY 76.
Course Audience	:	(1) Students are drawn from all Agency components regardless of grade and working background;
		(2) Number eligible for course - indeterminate.
Student Maximum/Minimum	:	16/12
Proposed Number of Offerings	:	Four - Nov Feb Apr June
Length of Course	:	Six days
Instructor Personnel	:	~~Three~~ ONE man-years

Scheduled time — 38 hrs.
NR. students — 15 per class
Total Student hrs. — 570
Total dollar Cost — $ 2,777.86
Cost per student hr. — $ 4.87

Proposed Course for FY 1976

Course Name: Administration Directorate Review: Trends and
              Highlights

Course Objectives: The Directorate of Administration careerist
attending this course should increase his knowledge of current
activities, problems and trends in the Directorate and its
various offices.

Original Requirement: This course began in 1966 as a means of
updating Support Directorate careerists on developments within
the Directorate. This requirement is still valid for FY 1976.

Course Audience: The course is designed for DDA careerists in
grades GS-09 through GS-15 and senior secretaries GS-06 through
GS-08. Personnel with less than two years experience with the
Agency should not be enrolled in this course. Attendees at the
course ordinarily represent all the professional skills associ-
ated with the Administration Directorate. A limited number of
careerists from other Directorates are also invited to attend.
An estimate of the number of personnel eligible for this course
is approximately 4,500 ± 15 percent.

Student Maximum/Minimum: Class size should not be less than
25 students nor more than 55 students.

Proposed Number of Offerings: The course is offered four times
a year in June, October, January and March.

Length of Course: The course is four days, full time. Students
are expected to live ██████ during the running of the course.
They are also expected to attend the evening sessions that are
an integral part of the course.

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Scheduled time - 32 hrs.
# of students - 42 per class
Total student hrs - 1344
Total dollar cost - $5,032.98
Cost per student hr - $3.74

Instructor Personnel Devoted to the Course: Efficient   STATINTL
running of the course ████ requires assistance to the
Chairman in the form of a co-chairman or training assist-
ant. The Chairman should devote three weeks per class in
the planning, administering and wrapping up of the running.
If the assistant to the Chairman is a professional, the
total devoted to courses amounts to approximately one-third
(1/3) of a man-year annually. About one-sixth of a man-year
of clerical time is spent on the course.

Proposed Course for FY 1976

Course Name: Administration Directorate Survey

Course Objectives: The Career Trainee completing this course should understand in considerable detail the missions of the various elements of the Directorate of Administration and how they support the Agency in the conduct of its various activities.

Original Requirement: The course was designed specifically to meet the special needs of Career Trainees and provide them with exposure to the DDA. Originally, Career Trainees were enrolled in the then Management and Services Review: Trends and Highlights course. In early 1974, however, the then DDM&S indicated his views in a course that consisted primarily of DDA careerists with much more Agency experience than the Career Trainees. The first running of the Administration Directorate Survey course was held in August 1974 in the Chamber of Commerce Building.

Course Audience: Participants in this course would be limited solely to Career Trainees.

Student Maximum/Minimum: Each running would consist of an entire class, probably about 40 students.

Proposed Number of Runnings: Two runnings per year, one in May and once in September.

Length of Course: Three days, full time.

Instructor Personnel Devoted to the Course: The first running of the course required about 140 hours of planning, preparation

Schedule time — 21 hrs.
IR 7 students — 44 per class
Total student hours — 924
Total dollar cost — $4,210.68
Cost per student hr. — $4.56

and administrative time on the part of the Course Chairman.
Subsequent runnings may reduce the amount of time required
but a reasonable estimate would be approximately one-sixth
(1/6) of a man-year of instructor time devoted to this pro-
gram. Clerical time required for this course is negligible.

Course Name   : Administrative Procedures (Part I)

Course Objectives   : Upon completion of the first part of the
                               course students will be able to:

                               1. Describe the origins of the Central Intelli-
                                   gence Agency and its role in the United States
                                   Government;

                               2. Describe the organizational relationships of
                                   each Agency Directorate;

                               3. Identify major tasks of the DDO as authorized by
                                   National Security Council directives;

                               4. Use words and terms from the Glossary of Opera-
                                   tional Terminology;

                               5. Define code designations as a means of security
                                   in correspondence;

                               6. Prepare correspondence for the field in the
                                   prescribed format;

                               7. Prepare claims for domestic temporary duty travel
                                   and miscellaneous expenditures.

                           Part II - DDO Students will remain an additional day
                                     and learn to:

                               1. Name the three official files of the DDO, and,
                                   in general terms, describe the materials placed in
                                   the files;

                               2. Describe the records responsibilities in the DDO
                                   of the originator of operational correspondence and
                                   the Information Services Group;

                               3. Describe the correlation of the Main Index to name
                                   tracing and to the official files of the DDO Record
                                   System.

Original Requirement   : Began in 1947 and was a part of the Intelligence
                               School of OTR. At the time it was a four week course
                               (Three week Administrative Course and one week Staff
                               Indoctrination Course).
                               Operations Directorate would have to determine if this
                               requirement is still valid.

Scheduled time - 32 hrs.

27 students - 20 per class

Total student hrs. - 640

Total dollar cost - $2,175.50

Cost per student hr. - $3.40

Course Audience	: 1.	Mainly DDO; some DDI, DDS&T & DDA; GS-03 - GS-07; Clerks, Typists, Stenographers;
	2.	Unknown
Student Maximum/Minimum	:	20 Max/10 Min
Length of Course	:	Four days
Instructor Personnel	:	.75 man-year

Proposed Course for FY 1976

Course Name: Advanced Intelligence Seminar

Course Objectives:

Starting with a brief overview of significant develop-
ments and problems facing CIA and its place in the Intelligence
Community, members of the Advanced Intelligence Seminar should:

1. Increase their knowledge of selected inter-
   national trends that affect US foreign policy
   and national security interests; and

2. Obtain an understanding of important issues
   and problem areas in American Society which
   are relevant to CIA and to its personnel.

Original Requirement: During 1968 and early 1969 the DTR
authorized the then Intelligence School to develop a new
course by revamping the two-week Intelligence Review. This
new course was designed to "stretch the minds" of a more
senior level of Agency professionals by making them aware
not only of significant changes in the Agency and Intelligence
Community but also in the international world. The first AIS,
a two-week running, took place in November 1969, with about
35 students, and was scheduled on a twice-a-year basis.

In 1971 the AIS was expanded to 2-1/2 weeks and was run
three times with some 25 students per running.

In 1974, in order to avoid overlap with the Midcareer
Course, the AIS was modified in substance to: (1) concen-
trate the attention of the Seminar on increasing member's
knowledge of selected international trends and (2) on
obtaining their understanding of important problems facing
American society.

Scheduled time — 90 hrs.

IR of students — 28 per class

Total student hrs. — 2520

Total dollar cost — $24,589.30

Cost per student hrs

Since 1971 Senior Seminar--which attracts applicants
of more seniority--meets the needs of many professionals
who formerly would have attended the AIS. However, the
changes in the AIS in 1974 and the continuing interest
of applicants for each AIS running up to two times the
approximate 25-member limit--suggests a strong require-
ment for the AIS. It should be noted that of the total
number who have taken the AIS, there are relatively few
who have also taken the Midcareer Course or who go on to
take the Senior Seminar.

Course Audience: The AIS is designed to serve all com-
ponents of the Agency. In the last running in June 1974,
there were nine members each from the DDI and DDO, with
six and four respectively from the DDA and DDS&T. The
average grade of the members was just under GS-14, the
average experience of each student in the Agency was
18 years, and the average age of the participants was
45 years. Those attending the AIS are generally senior
analysts, branch chiefs, key staff and support officers.
Eligible for the course are those in the grades of GS-13
(minimum) through GS-15, with occasional GS-16's.

Student Maximum/Minimum: The AIS aims to have an average
of 25 students per running with a maximum of 28 and a
minimum of 20. The mean of 25 is optimum for providing
a good measure of discussion and participation by the
Seminar members.

Proposed Number of Offerings: Three runnings of the AIS
each fiscal year. As members of the Senior Seminar also
conduct the AIS, the schedule of both must be meshed.
The best spacing of these runnings in FY 1976 would
probably be: (1) last week of August into early September;
(2) late January or early February; and (3) June. In
FY 1975 we are running a course in December followed by
late January and June runnings.

Length of Course: The present length (2-1/2 weeks) seems
to be well received and efficient. This permits the initial

overall half-week out-of-town for a general briefing on
major Agency and Community developments, followed by a
week each in the Chamber of Commerce Building on foreign
and domestic issues of significance to Agency professionals.

Instructor Personnel: About 1-1/5 man-years is devoted to
the running of the AIS in each fiscal year:

    1.   OTR Coordinators - 24 weeks each for two
        coordinators during the fiscal year.
        (8 weeks per course)

    2.   OTR Training Assistant - 14 weeks during
        the fiscal year.

    3.   Chief, Senior Seminars Branch - approximately
        3-6 weeks of supervisory time devoted to the
        course during the fiscal year.

Proposed Course for FY 76

Course Name:

Advanced Operations Course (AOC)

Course Objectives:

This course is designed to broaden the knowledge and skills of
the experienced Operations Directorate officer and to improve his
ability to perform operational assignments in the field. The course
is operations oriented. Seminars on topics of current intelligence
interest and targets of priority concern attempt to upgrade the
attendees' general background knowledge and to explore operational
techniques available to accomplish objectives.

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In all of these
presentations, a systematic effort is made to draw on the past opera-
tional experience of course participants. A short review of intelli-
gence reporting is designed to make the officer aware of current
reporting content and format criteria and to review CRISIS reporting
mechanisms. Advanced tradecraft instruction emphasizes [redacted] STATINTL
techniques proven successful in the increasingly hostile environments
in which many officers must operate today. Advanced technical training

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Original Requirement:

The original requirement for this course arose in 1969 as a result
of the then DDP's concern that mid-level operations officers were not
utilizing the available technical tools of the trade because they were
not familiar with their operation or availability. There was also some
concern that while the younger officers were knowledgeable of this equip-
ment, their supervisors in the field were not. As a result, an eight-
week course was developed which was intended to provide mid-career

ADMINISTRATIVE - INTERNAL USE ONLY

Original Requirement (continued)

training for the operations officer. The first running of this course,
then called the Professional Development Program, was conducted from
23 February to 17 April 1970. In January 1974, the course was reorganized
to a six-week schedule. AOC #1/75, 9 September to 18 October 1974, com-
pleted the fifteenth running of the course. The course, as it is
currently structured, is intended as a refresher course for the experienced
operations officer where he has an opportunity to exchange his experiences
with other operations officers in order to improve his skills in both the
human and mechanical aspects of tradecraft. This requirement will
continue to be valid during FY 76.

Course Audience:

   1. The course is designed for the mid-level DO operations officer
who anticipates a field assignment within the near future. Recommended
grade level is from GS-11 upward. At least one overseas tour in an
operational capacity is also a prerequisite. .

   2. Subject to the availability of openings, the course has also
accommodated representatives from other elements of the DO than the
Operating Divisions. ███████████████████████████████ STATINTL
attended the course.

Student Maximum/Minimum:

      Minimum -- 10
      Maximum -- 15

Proposed Number of Offerings:

      The number of offerings is dependent upon the demand. It is
feasible to have five runnings of the course during one fiscal year.
However, on the basis of past attendance figures, it is probable that
three runnings of the course during the year will satisfy the require-
ment. The usual time frame for each running would be:

      Course No. 1 -- September to mid-October
      Course No. 2 -- January to mid-February
      Course No. 3 -- April to mid-May

Length of Course:

Six weeks

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ADMINISTRATIVE - INTERNAL USE ONLY

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Instructor Personnel Devoted to the Course:

Since the bulk of instruction is conducted by guest lecturers
from outside OTR, only 1645 man hours of instructor time (instruction,
preparation, administration) are devoted to each running of the course.
Assuming three courses per fiscal year, the total man years of instructor
time is 2.3 man years.

3

ADMINISTRATIVE - INTERNAL USE ONLY

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MINIMUM/MAXIMUM	Minimum 10; Maximum 17 (the maximum is determined by the fact that the last three days of the course are conducted at _____ whose maximum capacity is 17.
*NUMBER OF PERSONNEL ELIGIBLE	The total number of DDS&T professional personnel minus 275 who have already taken the course.
NUMBER OF OFFERINGS	two per year
LENGTH OF COURSE	Five days, full-time

INSTRUCTOR PERSONNEL DEVOTED TO THE COURSE - 20 days

2.

NAME OF COURSE	Anti-Narcotics Operations

OBJECTIVES — Upon completion of this course students will know:

(a) the physical and psychological effects of narcotics and dangerous drugs

(b) the narcotics problem in the US and the federal effort to combat it.

(c) traditional narcotics smuggling routes and smuggling techniques.

(d) the operational aspects of the narcotics target analysis

(e) legal problems involved in anti-narcotics operations

(f) the proceedure and ground rules for ccoperating with the DEA in the field.

ORIGINAL REQUIREMENT	This course was requested by the Chief of the Narcotics Coordination Group in January 1973.
COURSE AUDIENCE	All DO professional personnel who are or may become involved in anti-narcotics operations.
*NUMBER OF PERSONNEL ELIGIBLE	The DO professional population minus 52 who have already taken the course.
MINIMUM/MAXIMUM	Minimum 12; Maximum 35
NUMBER OF OFFERINGS	Two per year preferably in May and September
LENGTH OF COURSE	One week, full-time

INSTRUCTOR PERSONNEL DEVOTED TO THE CCURSE - 20 days

Scheduled time - 35 hrs,
NR of students - 25 per class
Total student Hours - 875
Total dollar cost - $2,398.62
Cost per student hr. - $ 2.74

Course Name	:	Applied Financial Management
Course Objectives	:	Students should be able to:

(1) Interpret and evaluate financial data;

(2) Know how to use the automated system for managerial planning and control purposes.

Original Requirement	:	The Office of Finance policy to develop the capabilities of Finance careerists to assist in the management process. A continuing requirement and valid for FY 76.
Course Audience	:	(1) Students are drawn from all Agency components regardless of grade and working background;

(2) Number eligible for course - indeterminate.

Student Maximum/Minimum	:	30/15
Proposed Number of Offerings	:	Two - Dec June
Length of Course	:	Three days
Instructor Personnel	:	ONE-HALF ~~Three~~ man-years

Scheduled Time — 21 hrs.
NR of students — 25 per class
Total student hours — 525
Total dollar cost — # 3,020.88
Cost per student hr. — $5.75

Proposed Course for FY 76

Course Name: Basic Operations Course

Course Objectives: The Basic Operations Course is designed to prepare the junior officer to perform the operational tasks of a field case officer. Upon completion of this course, the officer will have acquired the basic knowledge and skills essential to the conduct of most types of intelligence operations conducted by the Agency. He will understand the distinctions between, and the interrelationships of intelligence information collection, counterintelligence, and covert action programs as conducted by the Directorate of Operations.

Original Requirement: The original requirement to prepare the junior officer to perform the operational tasks of a field case officer remains valid for FY 76.

Course Audience: The DDO is the component served. The grade level for trainees generally runs between GS-7 and GS-13 (or the equivalent in contract terms). Trainees have worked on interim assignments with the DDO and the DDI in the case of trainees from OTR's Career Training Program; Internals from the DDO have worked variously as clerks, in Registry, intel- STATINTL ligence assistants, secretaries, security officers, ISG clerks, etc.; ▮▮▮▮▮ trainees have served as commissioned or non-commissioned officers with the military. The number of Agency personnel eligible for the course is estimated at approximately 100 per fiscal year.

Student Maximum/Minimum: The maximum number of students authorized is 40 but the course has been running between 47-50 for the past several runnings; no minimum number of students has been established.

Proposed Number of Offerings: Two, one starting in September of 1975 and the other in February of 1976.

Length of Course: 13 weeks.

Instructor Personnel Devoted to the Course: 26 in man years.

Proposed Course for FY 1976

Course Name: Chiefs of Station Seminar

Course Objectives:

1. The COS Seminar should assist members in
   their preparation for field assignments
   through a review of their responsibilities
   as designated Chiefs of Station, Deputy
   Chiefs of Station, and Chiefs of Base.

2. Members should obtain a better under-
   standing of pertinent operational and
   administrative subject matter and the
   importance of their management function.

3. Seminar members should add to their
   functional knowledge through the sharing
   of experience in discussion with each
   other and senior officials invited to
   give individual presentations.

4. Members should gain a better under-
   standing of the Agency's current
   policies, procedures, and operational
   goals.

Original Requirement: The original requirement to expand
previous administrative training for Chiefs of Station to
include a broader spectrum of subjects was generated by
correspondence between the DDP and the DTR in 1958. As the
COS Seminar is designed to train a continuous flow of DDO
and DDS&T/OTS officers designated each year to fill senior
management positions in the field and update training at
least every five years for those who previously attended,
the Seminar remains a valid requirement for FY 1976.

Scheduled time — 48 1/2 hrs.
NR of students — 22 per class
Total student hours — 1067
Total dollar cost — $9,832.88
Cost per student hr — $9.21

Course Audience: The Seminar principally serves the
Clandestine Service of DDO and to lesser extent DDS&T/OTS.
The grade level in each running usually comprises a range
from GS-12 through GS-17 preparing for senior managerial
positions in overseas stations and bases. New Chiefs and
Deputy Chiefs of OTS regional bases also attend. About
60 DDO officers on the senior assignments list and three
or four senior OTS officers are eligible each fiscal year
but only some 45 of these attend the Seminar. A few others
who have attended a past running update their knowledge by
auditing selected presentations.

Student Maximum/Minimum: A minimum attendance of 10 is
needed to justify a single running of the Seminar. An
effort is made to restrict attendance to a maximum of 20
but exceptions have been made to accommodate additional
candidates. The optimum number for each running is 15 to
18 officers.

Proposed Number of Offerings: If DDO were able to devise
a system for distributing the eligible candidates more
evenly to each running of the Seminar, three runnings in
the spring should suffice as follows: February, April
and June. A fall running has been offered by OTR but
there have not been enough candidates to justify holding
this fourth session. Special briefing and tutorials are
arranged by the OTR Coordinator for officers who miss the
June session but must depart prior to the February running.

Length of Course: Forty-two hours of instruction over a
two-week period is about right for each running of the
Seminar as half of the afternoon sessions must be left
free to permit officers leaving immediately for overseas
to process out of Headquarters.

Instructor Personnel: About one-half man year is expanded
on this course as follows:

    1.   OTR Coordinator - six weeks/course x 3 = 18 weeks

    2.   Training Assistant - 3 months

Proposed Course for FY 1976

Course Name: China Familiarization

Course Objectives:

The Intelligence Officer taking the China Familiarization course should:

1. Gain a general knowledge of the policies and capabilities of the People's Republic of China. He will do this:

    a. By surveying the fundamental physical and human environment; and

    b. By studying the current political and economic system, scientific and military capabilities and the foreign policy of China.

2. Acquire an elementary grasp of the structure of the Chinese language and systems of romanization.

3. Become acquainted with available resources for the study of Chinese affairs.

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Original Requirements: This course was originally offered in 1960 at the request of ██████████████ the Far East Division, DDP. It was later opened to all directorates.

Course Audience: The China Familiarization course is designed to serve all components of the Agency. Participants have been chiefly officers assigned to China related duties, either operational or analytical. Attendees have come from all units of the DDO; in the DDO primarily from EA████ but also from some other divisions and ISG; from NPIC, OTS, and OSI in the DDS&T; and from the Office of Security and the Office of

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Scheduled time — 35 hrs.

NR of students — 9 per class

Total student hrs — 315

Total dollar cost — $4,714.00

Cost per student hr. — $14.96

Medical Services in the DDA. The grade level has ranged from
GS-5 to GS-15. There is no good estimate of Agency personnel
eligible for the course.

Student Maximum/Minimum: The minimum number of students per
course is 8 and the maximum number is 25.

Proposed Number of Offerings: Four runnings each fiscal year,
generally in September, November, January and May.

Length of Course: One week, full time.

Instructor Personnel Devoted to the Course: Approximately
one-third of a professional man year is devoted to the China
Familiarization course during the fiscal year. Training
assistant time amounts to one-twelfth of a man year.

Proposed Course for FY 1976

Course Name: CIA Senior Seminar

Course Objectives:

1. Members of the CIA Senior Seminar should
    gain a broad understanding of pressures and
    problems facing CIA management, process of
    change within the Agency and trends affecting
    its external relationships.

2. Seminar members should acquire insight into
    their role as managers and sharpen their
    appreciation of others with whom they work
    or have contact.

3. Seminar members should increase their knowl-
    edge of current U.S. foreign and national
    security policies and those developments
    abroad which are CIA's intelligence col-
    lection and analysis targets.

4. Seminar members should obtain an under-
    standing of issues and trends in American
    society which are relevant to CIA as an
    organization.

Original Requirement: The need for a senior Agency course
became apparent in the late 1960's to the then Director of
Training. He observed that an increasing number of qualified
Agency applicants were being turned down for senior government
courses because of the limited number of slots. Further, the
external courses lacked direct applicability to Agency work
and interests. Accordingly, in December 1970 he proposed, and
the Director approved, the establishment of a senior course
for Agency officers on a par with State's Senior Seminar in
Foreign Policy and the top-level service schools, but with
its focus on CIA-related business, activities, and interests.

Scheduled time - 321 hrs.

Nr of students - 20 per class

Total student hrs - 6420

Total dollar cost - $126,537.24

Cost per student -

Based on the evaluations and feedback from the approximately 100 senior officers who have participated in the five Senior Seminars run between September 1971 and June 1974, the original requirement was proven valid and remains so today. In addition, the initial runnings of the Seminar were carefully scrutinized by top management before it was established on a regular basis. The Senior Seminar is now the apex of OTR's core courses.

Course Audience: The Senior Seminar is a course which accommodates both the generalist and the specialist from any component of the Agency. The original profile of the senior officer population from which participants would be selected showed well ████████officers of grade 15 or   STATINTL
higher who were under 53 years of age as of July 1971. As officers from this pool have attended the Seminar, its total potential is held fairly level through promotions and transfer. For the past two runnings, the DDO has not nominated numbers commensurate with its size. The issue has been raised for Management Committee review.

Student Maximum/Minimum: The Senior Seminar is limited to 20 maximum and will not run with less than 15.

Proposed Number of Offerings: Course schedules are now set in a twice a year schedule of a mid-September beginning (nine weeks prior to Thanksgiving) and a running which begins about 10 March.

Length of Course: The course runs nine weeks but can vary two or three days depending on holidays.

Instructor Personnel: For one running of the course as follows:

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1. ████████ - 20 x 2 runnings = 40 weeks

2. ████████ 26 x 2 runnings = 52 weeks   STATINTL

3. ███████ 11 weeks x 2 runnings = 22 weeks

4. ███████ - 11 weeks x 2 runnings = 22 weeks

5. ███████ - 11 weeks x 2 runnings = 22 weeks

6. ███████ 7 weeks x 2 runnings = 34 weeks

7. ███████ 14 weeks x 2 runnings = 28 weeks

Total instructor personnel time amounts to a little over three man-years per year and clerical time approximately 1.2 man-years per year.

Proposed Course for FY 1976

Course Name: CIA Today and Tomorrow

Course Objectives: Personnel attending this course should acquire a general understanding of recent developments and future trends in the Agency and the Intelligence Community.

Original Requirements: Developed by an OTR Task Force in 1972, this course was presented for the first time in March 1973. The course was designed to meet the needs of large number of employees who require periodic updating on Agency programs and developments, particularly personnel who have returned from assignments outside the Headquarters area.

   Now being run in the Headquarters Auditorium, it attracts an audience of between 200-300. High-level speakers from each Directorate, as well as the DCI, usually participate. With an annual audience of 1000, the program has already proven its value. The need for a short, general orientation program serving a large CIA audience is as valid for FY 1976 as it was in FY 1973.

Course Audience: The attendees consist of a sizeable number of DDO returnees, those who have not taken a training course in many years, and those who have not had an opportunity to take such courses as the Advanced Intelligence Seminar or the Midcareer Course. We are making an effort to redirect nominees to the IWA who EOD'ed two years earlier or more, into this course as a substitute. A wide range of Agency skills and grade levels are represented. In recent courses the grade range has been between GS-05 to GS-17.

Student Maximum/Minimum: There are no prescribed minimum/ maximum figures for this course. Any enrollment over fifty (50) would have to be held in the Auditorium. A maximum

Scheduled time - 18½ hrs.

NR of students - 235 per class

Total student hrs - 4347 ½

Total dollar cost - $ 8,646.00

Cost per student M - $ 1.98

enrollment of 300 or more would place severe administrative strains on the staff and the facilities.

Proposed Number of Offerings: In FY 1975 we will have run the course four times. Our recent experience with the 15-17 October running and the data derived from the Annual Personnel Plan indicates that three runnings per year in the Auditorium are sufficient. It may be that the backlog of personnel waiting to take the course has leveled off. Accordingly, we propose to schedule this course in October 1975 and in March and June 1976.

Length of Course: Three days, full time. A fourth day for DDO personnel only has been conducted by the Intelligence Institute since 1973.

Instructor Personnel Devoted to the Course: Each course usually requires two to three instructors on a rotating basis. About 80 hours is needed for the planning and administration of each course for two people and 40 hours for the third. If the course is run four times per year, this amounts to a little less than one-half (1/2) of a man-year of professional time. About one-third (1/3) man-year of clerical time is required. The fourth DDO day requires a proportionate amount of effort.

CONFIDENTIAL

10 September 1974

MEMORANDUM FOR: ████████████████████   25X1A

SUBJECT   : Proposed Courses for FY 76 (Clandestine Operations
                  Orientation for DDS&T, Anti-Narcotics Operations, and
                  Operational Indoctrination for OTS.)

        Submitted herewith is the requested information for the above courses for
FY 76. No substantive changes are planned for any of these courses other than
the usual updating, nor is there any proposed change in the number of offerings.

/. | COURSE NAME | Clandestine Operations Orientation for DDS&T

OBJECTIVES | Upon completion of this course the students will be
able to:

(a) Know how to deal effectively with the DDO through
understanding of its mission and organization

(b) Understand the techniques employeed in the
collection of S&T intelligence and the difficulties
inherent therein.

(c) Recognize the capability and limitations of
Clandestine S&T intelligence collection.

(d) Form more meaningful S&T requirements for
clandestine collection.

ORIGINAL
REQUIREMENT | This course was established at the request of the
Director of OSI in 1966. The following year one of
its two annual runnings was incorporated into the
overall DDS&T Career Training Program. The spring
running of the course is still devoted to DDS&T
career trainees while the fall running is for DDS&T
professionals who are not in the career training
program.

COURSE AUDIENCE | It consists of professional level DDS&T personnel
in grades GS-9 through GS-17.

Scheduling time - 35 hrs.
IR? students - 17 per class

Total student hours - 595
Total dollar cost - $ 2,863.74

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Cost per student hr. - $ 4.81

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MINIMUM/MAXIMUM — Minimum 10; Maximum 17 (the maximum is determined by the fact that the last three days of the course are conducted ████████ whose maximum capacity is 17.

25X1A

*NUMBER OF PERSONNEL ELIGIBLE — The total number of DDS&T professional personnel minus 275 who have already taken the course.

NUMBER OF OFFERINGS — two per year

LENGTH OF COURSE — Five days, full-time

INSTRUCTOR PERSONNEL DEVOTED TO THE COURSE - 20 days

2. NAME OF COURSE — Anti-Narcotics Operations

OBJECTIVES — Upon completion of this course students will know:

(a) the physical and psychological effects of narcotics and dangerous drugs

(b) the narcotics problem in the US and the federal effort to combat it.

(c) traditional narcotics smuggling routes and smuggling techniques.

(d) the operational aspects of the narcotics target analysis

(e) legal problems involved in anti-narcotics operations

(f) the proceedure and ground rules for cooperating with the DEA in the field.

ORIGINAL REQUIREMENT — This course was requested by the Chief of the Narcotics Coordination Group in January 1973.

COURSE AUDIENCE — All DO professional personnel who are or may become involved in anti-narcotics operations.

*NUMBER OF PERSONNEL ELIGIBLE — The DO professional population minus 52 who have already taken the course.

MINIMUM/MAXIMUM — Minimum 12; Maximum 35

NUMBER OF OFFERINGS — Two per year preferably in May and September

LENGTH OF COURSE — One week, full-time

INSTRUCTOR PERSONNEL DEVOTED TO THE COURSE - 20 days

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Course Name	:	Counseling
Course Objectives	:	At end of course, student should be able to:
		Counsel employees whenever recommended or requested in the evaluation process or other typical counseling situations.
Original Requirement	:	Memorandum from Chairman, DD/A Personnel Resources Committee to MATB/FTD dated 15 July 1974.
Course Audience	:	From all Directorates GS-09 through GS-17. Estimate 150 - continuous
Student Maximum/Minimum	:	15/12
Proposed Number of Offerings	:	Quarterly runnings - Jan Apr Jul Oct
Length of Course	:	Three day course, Wed through Fri eight hours and evening sessions
Instructor Personnel	:	PSS = .15 man-year OTR = .077 man-year .10

Original Requirement:

STATINTL
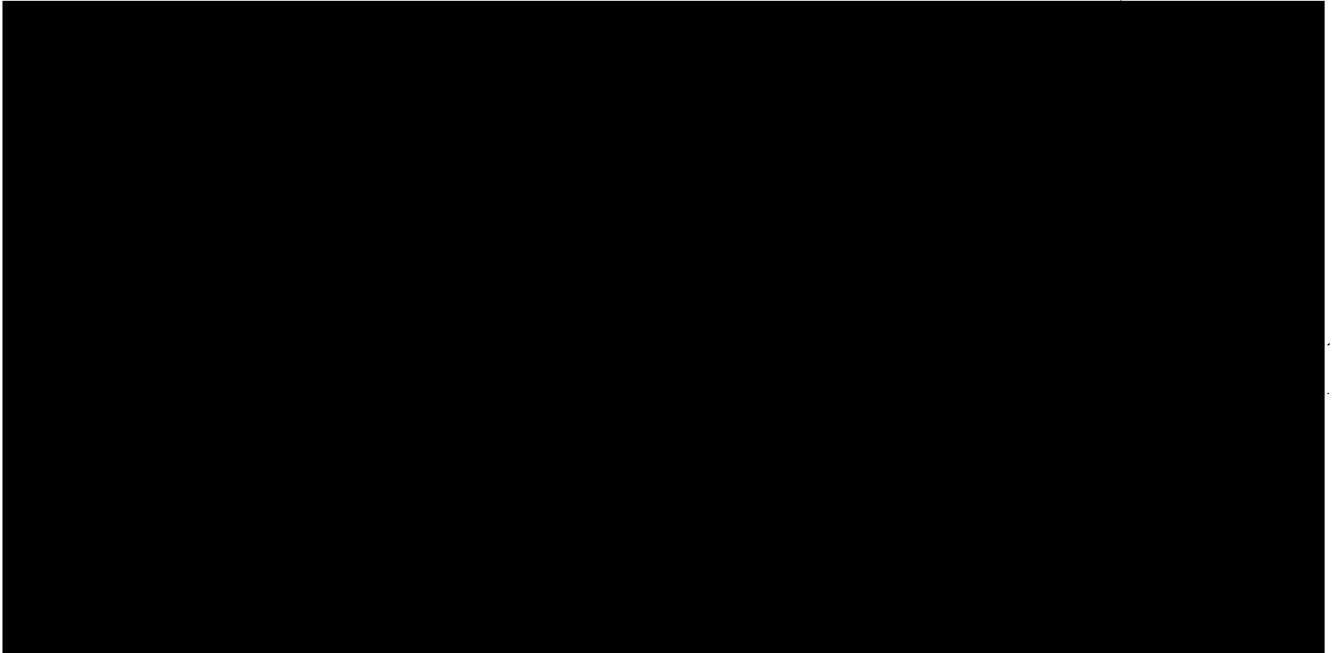
Course Audience:

    A. 'Internal - All Agency Directorates are served by this course. Grade levels range from GS-05 to GS-15 and above. Job requirements performed by participants include: Station Chiefs and Base Chiefs, Field Case Officers, Technical and Administrative Support Elements. Number of Agency personnel eligible for the course is determined by DDO assignments abroad.

    B. External - The course also serves participants from other executive agencies of the U.S. Government including the State Department, Secret Service, and the FBI.

Student Maximum/Minimum:

    Student maximum - 20; minimum - 10

Proposed Number of Offerings:

    Twelve runnings per calendar year programmed consecutively on a monthly basis (January through December). Course is normally scheduled on the third week of each month. Special runnings can be arranged as necessitated by ongoing requirements.

Length of Course:

    One week - full time.

2

Instructor Personnel Devoted to the Course:

    .2 Man years per course.

    2.4 Man years for 12 courses.

3

Possible Course for FY 1976

Course Name: Dependents Orientation Course

    The Administration Directorate Advisory Group has recommended to the DDA that he consider establishing a short orientation course for spouses of new Agency employees. The Chief, Intelligence Institute on 17 October prepared a memorandum for the DTR to send to the DDA suggesting that the proposal be adopted to the extent that we conduct experimental runnings in March and May 1975. Based on this experience, the DTR would then recommend to the DDA whether or not the new course should become part of the regular OTR curriculum.

    The degree of interest by spouses of new Agency employees in such a course is not known. The actual demand for such a course in view of problems associated with working spouses, babysitting, and transportation problems further cloud the requirements picture. We would enroll 40 in the experimental offerings; we do not know at this point how many regular runnings would be required per year.

    Our present plans call for running this course using only OTR personnel, existing films, and other training aids. Films which might be used would include Need to Know, Future Shock, Damage Report, the Printing Services film, and possibly the Director's welcoming address filmed for the IWA. Detailed plans for the course have not as yet been developed, but it is likely that ███████████ would be assigned the task of organizer and administrator. Now that Joan has conducted the POA a number of times, her current workload would permit her assignment to this new course. In this connection, her experience with spouses attending the POA should also be valuable.

STATINTL

PROPOSED COURSE FOR FY 76

Course Name: DIS-CIAC (Civilian Intelligence Analyst Course)
SYSTEMATIC ANALYSIS BLOCK

Course Objectives:

1. To identify and describe the processes, tasks, methods, and concepts which constitute Information Science, and to show the relationship and application of these to Intelligence.

2. To identify some of the capabilities and limitations in the application of Information Science to Intelligence, and to illustrate the value and utility of Information Science applications to Intelligence, with a few examples.

Original Requirement:

Letter request from Commandant, Defense Intelligence School, DIA. The Information Science Center, OTR, has been providing this instruction since about 1971. Instruction is conducted in Information Science Center facilities, Chamber of Commerce Building.

Course Audience:

Entry level civilian intelligence analysts from DIA.

Student Maximum/Minimum: 20/12

Proposed Number of Offerings: Two per year, about May and November 1975.

Length of Course: 0.6 week

Instructor Personnel Devoted to Each Presentation of the Course: 0.05

Scheduled time — 15
NR of students — 20 per class
Total student hours — 300
Total dollar cost — $1,470.
Cost per student hr - $4.90

PROPOSED COURSE FOR FY 76

Course Name: DIS-NSIC (National Senior Intelligence Course)
                 MANAGEMENT SCIENCE/ADP BLOCK

Course Objectives:

     1. To acquaint the student with the terminology and basic
techniques of Management Science and computers.

     2. To identify capabilities, limitations, and applications of
Systematic Methods of Analysis in management, support, operations,
and intelligence.

     3. To improve the student's ability to communicate and
collaborate with systems professionals on more difficult applications
of Information Science.

     4. To provide a fuller range of rational alternatives to the
manager and his staff in the analysis of problems and in decision
making tasks.

Original Requirement:

     Letter request from Commandant, Defense Intelligence School,
DIA. The Information Science Center, OTR, has been providing this
instruction since about 1971. Course is conducted in DIS facilities.

Course Audience:

     Senior intelligence officers from the military services, DIA,
CIA, NSA, and State. Civilian grades GS-14 and 15, military grades
04 to 06.

Student Maximum/Minimum: 60/40

Proposed Number of Offerings: One per year. About April 1976..

Length of Course: One week

Instructor Personnel Devoted to Each Presentation of the Course: 0.08

scheduled time - 30
NR of students - 60 per class
Total student hrs - 1800
Total dollar cost - # 3,678
Cost per student hr - # 2.04

PROPOSED COURSE FOR FY 76

Course Name: DIS-PGIC (Post Graduate Intelligence Course)
                INFORMATION SCIENCE TRAINING BLOCK

Course Objectives:

    1. To identify and describe the processes, tasks, methods, and concepts which constitute Information Science, and to show the relationship and application of these to Intelligence.

    2. To identify some of the major capabilities and limitations in the application of Information Science to Intelligence, and to illustrate the value and utility of Information Science applications to Intelligence, with a few examples. ,

Original Requirement: STATINTL

    Informal request from ███████████████████████ on behalf of Commandant Defense Intelligence School, DIA. First offering of this new course was in the Fall of 1974. Course is conducted in DIS facilities.

Course Audience:

    Intelligence officers, both military and civilian, of the military services, DIA, CIA and NSA. This course is 10 months long and leads to a Masters Degree in Intelligence.

Student Maximum/Minimum: 140/100

Proposed Number of Offerings: One per year, about October 1975

Length of Course: 0.7 weeks

Instructor Personnel Devoted to Each Presentation of the Course: 0.06

Scheduled time - 21
NR of students - 120 per class
Total student hrs - 2520
Total dollar cost - $ 4882.
Cost per student hr. - $ 1.94

Course Name	:	Effective Briefing
Course Objectives	:	The Students will learn:

1. The use, design and production of visual aids;

2. The principles of impromptu speaking;

3. The use of examples in briefing;

4. The techniques in reading from prepared text;

5. How to handle questions;

6. How to give a speech of introduction.

Original Requirement	:	Began in 1954. The large number of Agency personnel engaged in briefings was the moving force in the establishment of this course.
Course Audience	:	This course is open to all employees who have briefing responsibilities or who anticipate such assignments in the future.
Student Maximum/Minimum	:	16/11
Proposed Number of Offerings	:	three-September; January; March
Length of Course	:	ten weeks, part-time, Friday mornings. Total class time - 25 hours
Instructor Personnel	:	One-fifth man year *(Plus Contractor)*

Scheduled time — 40 hrs.
Nr of students — 16 per class
Total student hrs. — 640
Total dollar cost — $ 3,158.10
Cost per student hr. — $ 4.93

Course Name	Effective Writing
Course Objectives	: On completion of this course, the participant will:

1. Be able to communicate in writing his ideas and findings to administrators, the public, and other specialists;

2. Have developed the ability to analyze his writing critically.

Original Requirement	: (Unknown) No official document can be found as the basis for the establishment of this course.
Course Audience	: The course is open to all Agency employees who require basic training in writing.
Student Maximum/Minimum	: 12/8
Proposed Number of Offerings	: At the present time there are eight runnings conducted per year. I recommend, however, that by FY'76 this be increased by two to accommodate the increased demand.
Length of Course	: Two weeks, part-time, total hours 24. Format: Monday - half day; Wednesday - half day; Friday - half day; Monday - full day; Wednesday - half day; Friday - full day.
Instructor Personnel	: One-fifth man year *(plus Contractors)*

Scheduled time — 30 hrs.
NR of students — 12
Total student hrs — 360
Total dollar cost — $3,103.04
Cost per student hr. — $8.62

Course Name	:	Employee Development Course for Office Workers

Course Objectives : To improve job performance and employee development for the office worker (GS-05-07) through the study of patterns of communication, office management, motivation, and human relations.

At the end of the course, each participant should be able to:

1. better manage his office work; i.e., plan, do, and follow through on his office work;

2. improve his on-the-job communications by recognizing patterns of communication used by his supervisor and his co-workers and by developing and applying solution: to improve communications with each group;

3. establish positive work relationships with his supervisor and co-workers by being aware of and dealing with negative and positive feedback;

4. understand what is meant by EEO, the Agency's record in EEO, and opportunities available for women and minorities in the Agency.

Original Requirement : Requests from Agency Training Officers, Senior Secretari and the Director of Training;

Interviews with supervisors and subordinates throughout the Agency.

Course Audience : All components; office workers (GS-05-07)
GS-05 310; GS-06 447; GS-07 365 (1122 in metropolitan area)

Student Maximum/Minimum: 20/16

Proposed Number of Offerings : Ten per year

Length of Course : Four days

Instructor Personnel : 1.5 man-year

Scheduled time — 28 hrs.
NR of Students — 20 per class
Total student hours — 560
Total dollar cost — $3,157.36
Cost per student hr — $5.64

Course Name	:	Equal Employment Opportunity (EEO) for Supervisors (Being Developed)
Course Objectives	:	Upon completion of course, each participant will be able to describe:

1. What the EEO Program is and reasons for its existence;

2. A supervisor's responsibilities in implementing the programs;

3. The procedures for processing EEO complaints;

4. Management's dedication to the principles of EEO;

5. The Agency's past record and future Affirmative Action Plans.

Original Requirement	:	The Agency's Affirmative Action Plan for calendar year 1974 submitted to the Civil Service Commission, 1 November 1973. (Part D, Objective5): the Director of Training has been charged with the responsibility to "establish the training required to provide specific and practical instructions to all newly appointed supervisors at all levels to ensure an understanding of and sensitivity to the goals of equal employment opportunity."
Course Audiences	:	Current and prospective supervisors from all Directorates.
Student Minimum/ Maximum	:	20/30
Proposed Number of Offerings	:	The initial running will be in November 1974. Thereafter, it will probably be offered on a regular basis (once a month) in OTR or upon request from components.
Length of Course	:	One to three days depending upon requirements
Instructor Personnel	:	One and one-fourth man years

scheduled time — 14 hrs.

No of students — 25 per class

Total student hrs. — 350

Total dollar cost — $1,810

cost per student hr. $5.17

Course Name : Executive Seminar (Being Planned)

Course Objectives : Overall: to upgrade the executive capabilities of super-grade managers.

Upon completion of the course, each participant should:

1. Know his own managerial strengths and weaknesses and understand ways to increase his executive effectiveness in the light of those strengths and weaknesses;

2. Know in depth selected broad problem areas with which CIA's top management must deal in the upcoming years;

3. Be able to lead the problem solving process with greater effectiveness.

Original Requirement : The DCI (and other senior officers) have expressed a need for some form of training program in executive assessment and development.

Course Audiences : All super-grades in the Agency

Student Maximum/Minimum : Not yet determined

Proposed number of Offerings : Not yet determined

Length of Course : Not yet determined

Instructor Personnel : One-fifth man-year to date in exploring alternative concepts.

Course Name   : Field Administration

Course Objectives   : Upon completion of this course, students
                         will be able to:

                         1. Interpret regulations and apply techniques
                            and procedures pertaining to finance, logistics,
                            foreign travel, personnel, physical security,
                            emergency destruction and civil disturbances
                            at a field station;

                         2. Maintain the financial accounting system
                            used at a Class B or Class C station;

                         3. Maintain Type II property accounts;

                         4. Compute and prepare foreign travel vouchers.

Original Requirement   : This course has evolved over the past twenty
                         years from various requirements levied at
                         different times by the Director of Finance and
                         the DDO, the most recent of which was a memorandum
                         from the DDO to the DDA in January 1960, requesting
                         that all personnel responsible for maintaining
                         accounting records overseas take the course before
                         leaving for their overseas assignments.

STATINTL   The requirement will remain valid as long as the
                         ███████████████ require the maintenance of
                         property and financial records at field stations.

Course Audience   : The various Divisions of the DDO, the Offices of the
                         DD/A, and occasionally an Office of the DDI. The
                         average grade of attendees is GS-07, functional cat-
                         egories of attendees: logistic, financial, and
                         administrative personnel.

Student Maximum/Minimum : 15/6

Proposed Number of   : Six per year
        Offerings

Length of Course   : Three weeks, full-time

Instructor Personnel   : Three-fourths man-year

Scheduled time — 112 1/2 hrs.
Hr of student — 11 per class
Total student hrs — 1,237 1/2
Total dollar cost — $ 4,632
Cost per student hr. — $ 3.74

Course Name   : Files Procedures Seminar

Course Objectives   : Upon completion of course, student will be
                            able to:

                            1) establish a filing system following Agency
                                approved methods;

                            2) requisition properly record keeping equip-
                                ment and paperwork supplies;

                            3) improve the administration of component
                                files and related activities.   STATINTL

Original Requirement :   1) CIA Headquarters Regulation ███████

                         2) CIA Records Training Program (paper from
                             Chief, Support Services Staff to Acting
                             Director of Training dated 23 Feb. 1972).
                             This requirement is valid through 1976.

Course Audiences   : Representation from all Agency components and
                            DCI area. Grade span GS-03 through GS-14.

Student Maximum/Minimum: 30/15

Proposed Number of   : Four Seminars per year (Extra sessions when necessary)
          Offerings

Length of Course   : One day full-time

Instructor Personnel   : Contractor

Scheduled time — 7 hrs.
MR 7 students — 25 per class
Total student hrs. — 175
Total dollar cost — $974.04
Cost per student hr. — $5.56

Course Name	:	Forms Analysis and Design
Course Objectives	:	Upon completion of this course, the student should:

   1) know the terminology and basic techniques of forms analysis and design;

   2) know how to apply these techniques to meet the requirements of his own component;

   3) know how to work effectively with the Agency's Records Administration Branch concerning the creation and management of forms.

Original Requirement	:	1) Federal Records Act of 1950;

   2) CIA Headquarters Regulation ███ STATINTL

   3) CIA Records Training Program (paper from Chief, Support Services Staff to Acting Director of Training dated 23 Feb 1972). This requirement is valid through FY 1976.

Course Audiences	:	All Agency components and DCI area should be represented. Grade span GS-05 through GS-13.
Student Maximum/Minimum	:	15/9
Proposed Number of Offerings	:	Three per year
Length of Course	:	Six days, Full-time
Instructor Personnel	:	1/10 man-year, plus contractor

Scheduled time — 50 hrs.
NR. Students — 25 per class
Total student hrs. — 1250
Total dollar cost — $572.88
Cost per student hr. — 46 ¢

Course Name   : Forms Management Seminar

Course Objectives   : Upon completion of this course, student will
                           know how to:

                           1) analyze the requirements of his component
                              for forms;

                           2) design forms which will meet requirements;

                           3) follow the principles of forms management
                              and CIA procedures governing the creation
                              and design of forms required for office
                              operations.

Original Requirement   : 1) Federal Records Act of 1950;

                           2) CIA Headquarters Regulation ███████   STATINTL

                           3) CIA Records Training Program (paper from
                              Chief, Support Services Staff to Acting
                              Director of Training dated 23 Feb. 1972).
                              This requirement is valid through FY 1976).

Course Audiences   : Representation from all Agency components and
                           DCI area. Grade span GS-03 through GS-14.

Student Maximum/Minimum : 25/15

Proposed Number of   : Four Seminars per year
       Offerings

Length of Course   : Two days, Full-time

Instructor Personnel   : 1/20 man-year (plus contractor)

Scheduled time — 13 hrs.
NR students — 25 pu class
Total student hrs. — 325
Total dollar cost — $ 275.52
Cost per student hr. — 84 ¢

Course Name   : Fundamentals of Budgeting

Course Objectives   : Students should be able to:

                                      (1) prepare budget requirements using various techniques and;

                                       (2) enter data into Agency's automated budget system.

Original Requirement   : The Office of Finance policy to develop the capabilities of Finance careerists to assist in the management process. A continuing requirement and valid for FY 76.

Course Audience   : (1) Students are drawn from all Agency components regardless of grade and working background;

                                       (2) Number eligible for course - indeterminate.

Student Maximum/Minimum: 16/12

Proposed Number of   : Four - Oct Jan Mar May
      Offerings

Length of Course   : Six days

Instructor Personnel   : ~~Three~~ ONE man-years

Scheduled time — 43 hrs.

NR of students — 15 per class

Total student hrs — 645

Total dollar cost - $ 2,275.94

Cost per student hr. — $ 3.53

Course Name : Fundamentals of Supervision & Management (FSM)

Course Objectives : At the conclusion of the course, students should be able to:

1. Approach employee productivity in terms of simple motivational principles and consider the possibility of applying motivational techniques to improve performance;

2. Communicate more effectively;

3. Apply a basic model for problem solving and decision making;

4. Discuss the basic elements of MBO;

5. Relate the Agency's EEO program to their jobs and deal with EEO problems at the primary level;

6. Implement the Agency's performance evaluation program in their spheres of responsibility;

7. Consider the applicability of various styles of leadership as a means of dealing effectively with on-the-job situations.

[handwritten notes in left margin: Scheduled time – 44 hrs.; NR of students – 35 per class; Total student hrs – 1540; Total dollar cost – $6,068; Cost per student hr – $3.94]

Original Requirement : This course began in the Fall of 1971. It replaced management and supervision courses at various levels that had been given since the mid-fifties. With the passage of time, the contents of these courses had grown closer together to the point where the overlap was very high.

Course Audience : Serves all Directorates; average grade GS-09; increasing enrollment of women and minorities; methodologies include lectures (minimized), films, role playing, team exercises, case studies, readings. The real methodology is to provide the structure that will allow the students to share their experiences.

Student Maximum/Minimum : 40/20 (35 average)

Proposed Number of Offerings : 6-8 per year. Sept Oct Dec Jan Mar Apr May June.

Length of Course : Full-time, five days, Mon through Fri

Instructor Personnel : 1 man-year

Course Name: INFORMATION SCIENCE FOR FINANCIAL MANAGEMENT

Course Objectives:

Upon completion of the course the student will be able to:

     1. Apply systems concepts to moderately complex problems in the financial and administrative area.

     2. Identify the fundamental techniques of Management Science and their use as a powerful analytic tool in problem-solving and decision-making.

     3. Use the computer capabilities from a time-sharing terminal.

     4. Communicate with professionals in the systems field in elementary technical terms and to understand the problems and nomenclature inherent in systems work.

Original Requirement:

     Requested by Office of Finance in late CY 72 for presentation in fall of CY 73 and fall of CY 74. Future runnings anticipate two courses in FY 76.

Course Audience:

     Any employee requiring knowledge of information systems for management applications. Majority of students have come from the Audit Staff, Office of Logistics, Office of Finance, Comptroller, Office of PPB, Office of Personnel, and one external seat for each of NSA and DIA, without grade limitation. Normally 14-18 Agency employees per offering.

Student Maximum/Minimum: 20/12

Proposed Number of Offerings: September 1975
                                  March 1976

Length of Course: Four weeks.

Instructor Personnel Devoted to Each Presentation of the Course:

     0.5 man years

Scheduled time   — 120
NR of students   — 16
Total student hrs. — 1920
Total dollar cost — $21,266
Cost per student hr.

Proposed Course for FY 76

Course Name: INFORMATION SCIENCE FOR IMAGERY ANALYSIS

Course Objectives:

Each participant will be able to:

1. Apply systems concepts to moderately complex problems in imagery analysis.

2. Apply computer library programs to imagery analysis problems.

3. Use a remote terminal in a time-sharing computer system in performing basic and specific programming techniques.

4. Explain systems problems and use technical terms and nomenclature with sufficient skill to communicate effectively with experienced systems professionals.

Original Requirement:

Discussions with imagery analysis groups began in 1972. After a senior IAS officer completed the Functions course, formal joint planning was initiated at the request of IAS. The course was first presented to IAS officers only in April 1974, and, at their request, was repeated in July 1974 with some attendees from NPIC as well as IAS.

Course Audience: Imagery analysts in CIA, NPIC, DIA, NSA, the military services and related organizations.

Student Maximum/Minimum: 25/12

Proposed Number of Offerings: December 1975
March 1976

Length Of Course: Two weeks.

Instructor Personnel Devoted to Each Presentation of the Course:

0.3 man years

Scheduled time — 60 hrs.
NR of students — 20 per class
Total student hours — 1200
Total dollar cost — $14,414
Cost per student hr — $12.01

Proposed Course for FY 76

Course Name: INFORMATION SCIENCE FOR INTELLIGENCE FUNCTIONS

Course Objectives:

Each participant will be able to:

1. Identify and define information science problems in his professional field.

2. Apply the methodology and techniques of information science to solve actual, logically synthesized, intelligence problems on the computer.

3. Use the terminology and basic techniques of information science so that he can consult intelligently with Information Science professionals on more advanced problems and requirements.

4. Pursue the development of their own and their agencies' information science capabilities.

Original Requirement:

The course originated in 1965 in response to a recommendation of the President's Foreign Intelligence Advisory Board.

Course Audience:

This course is open to professional intelligence officers throughout the Intelligence Community.

Student Maximum/Minimum: 35/15

Proposed Number of Offerings: October 1975
                                 January 1976
                                 May 1976

Length of Course: Four weeks.

Instructor Personnel Devoted to Each Presentation of the Course:

0.40 man years

Scheduled time — 170
NR of students — 40 per class
Total student hrs — 6800
Total dollar cost — $ 23606
Cost per student hr. — $ 3.47

Proposed Course for FY 76

Course Name: INFORMATION SCIENCE FOR MANAGERS I

Course Objectives:

Each participant will be able to explain:

    1. The elementary use of computer terminals and the application of computer programs to management, support, and intelligence problems.

    2. Forecasting, probability, decision trees, correlation and regression analysis, network analysis, linear programming, resource allocation, PERT, decision-making, and other systematic methods of analysis and management science.

    3. The roles of the manager, the user, and systems professionals in defining, developing, and utilizing information systems.

    4. Rational approaches to the analysis of problems and the decision-making tasks of his organization.

Original Requirement:

    The need for this course was perceived by the ISTB in 1972 and the course was a part of the original program of Information Science courses approved by the Executive Director/Comptroller. The course has been offered twice annually since, and has been heavily over-subscribed for each offering.

Course Audience:

    This course serves all agencies of the Intelligence Community although it is primarily designed for personnel of CIA, DIA, NSA, and Intelligence Officers from the Army, Navy, and Air Force. Priority in accepting students is given to senior officers GS-14 and above and military equivalents. The course is appropriate for officers from all offices of CIA and other agencies, and is applicable to those who work in any functional or professional area including intelligence, operations, support, management, or administration.

Student Maximum/Minimum: 30/12

Proposed Number of Offerings: October 1975
                                    February 1976

Length of Course: One week.

Instructor Personnel Devoted to Each Presentation of the Course:

0.13 man years

Scheduled time — 30
IR 3 students — 30
Total students

Total dollar cost — $3,502
Cost per student hr — $3.89

Course Name: INFORMATION SCIENCE FOR MANAGERS II

Course Objectives:

Each participant will be able to:

1. Identify the capabilities, limitations, and applications
of systematic methods of analysis in management, support, operations,
administration, and the collection and production of intelligence.

2. Use a computer terminal to apply the terminology and basic
techniques of management science, in simple applications in his own
field.

3. Use the terminology and basic techniques of information science
to communicate effectively and collaborate with systems professionals on
more difficult problems and requirements.

4. Apply a wider range of rational choices in the analysis of
problems and in the decision-making tasks of his organization.

Original Requirement:

The need for a two-week course to acquire a basic capability in the
application of Management Science has frequently been cited by students
in the one-week Information Science for Managers I course, and by potential
customers. A two-week course was proposed in 1974, and approved by the
Curriculum Committee. The course was offered twice in 1974, was over-
subscribed, and was most successful.

Course Audience:

This course serves all agencies of the Intelligence Community
although it is primarily designed for personnel of CIA, DIA, NSA,
and Intelligence Officers from the Army, Navy, and Air Force.
Students are mainly GS-11 and above. The course is appropriate for officers
from all offices of CIA and other agencies, and is applicable to those
who work in any functional or professional area including intelligence,
operations, support, management, or administration.

Student Maximum/Minimum: 30/12

Proposed Number of Offerings: December 1975
April 1976

scheduled time - 60
NR of students - 30 per class
Total St. hrs - 1800
Total $ Cost - $ 6,606
Cost per student hr. - # 3.67

Length of Course: Two weeks.

Instructor Personnel Devoted to Each Presentation of the Course:

0.28 man years

Proposed Course for FY 1976

Course Name: Intelligence in World Affairs

Course Objectives:

A member of the Intelligence in World Affairs course is
expected to:

1. Gain a basic understanding of CIA, its organiza-
    tion and functions, and a general grasp of other
    elements in the Intelligence Community;

2. Become familiar with the fundamentals of intelli-
    gence and the relationship of the intelligence
    process to US foreign policy;

3. Acquire a limited degree of knowledge about
    important operational and analytical factors,
    significant problems of intelligence concern,
    and key intelligence targets of the world.

Original Requirements: This is the basic orientation course
for professional employees. Its origins go back at least to
the early 1950's. This is the one OTR course required of all
new professional employees by Agency regulation.

Course Audience: Course participants are drawn from new pro-
fessional employees with less than two years Agency experience,
normally GS-07 through GS-15. We believe that most employees
with more than two years have in fact been oriented, and recom-
mend they attend CIA Today and Tomorrow. The participants are
drawn from all Directorates and include all professional back-
grounds and skills. The number of personnel eligible for the
course varies depending on the level of recruitment and the
promotion of clerical or sub-professional employees to pro-
fessional status. In addition, there are 60-80 Career Trainees
each year who are required to take the course.

Scheduled time - 102

NR ? students - 43 per class

Total student hrs. - 4386

Total dollar cost - $22,220.72

Cost per Student -

Student Maximum/Minimum: We have set the minimum number of
students per course at 20 and the maximum at 40, although we
have gone up to 45 in the face of recent heavy demands for
the IWA.

Proposed Number of Offerings: The course is offered seven
times per year in the following months: July, September,
October, December, January, March and May. The July and
January runnings of the course are reserved for Career
Trainees. Under the pressure of demand, we would admit
non-CTs to the July and January runnings, but prefer not to.

Length of Course: Three weeks, full time.

Instructor Personnel Devoted to the Course: Assignment of
instructors to the Intelligence in World Affairs course has
been flexible and on a rotating basis. Each running of the
course averages about 280 hours for the Course Chairman and
240 hours for the Co-Chairman. This amounts to two (2) man-
years of professional time and clerical time accounts for
approximately three-fourths of a man-year.

COURSE NAME

Intelligence Information Reports Familiarization (IIR Fam)

COURSE OBJECTIVES

To gain sufficient familiarity with the basic principles of
organization, style, and format of intelligence information reports
to be able to render support to a reports officer and, in case of
necessity, to be able to produce intelligence information reports.

ORIGINAL REQUIREMENT

Presumably, as now, to provide a basic familiarization with reports
procedures for support personnel or others who may have occasion to write
reports and for whom it would be useful to have a basic background. The
requirement is valid for FY 1976.

COURSE AUDIENCE

DDO personnel, support/secretarial types, occasionally case officers.
No estimate of eligible persons is available, but approximately 60 takes
this each year. The grade range is GS-4 to 13.

STUDENT MAXIMUM/MINIMUM

10-6

PROPOSED NUMBER OF OFFERINGS

The course is offered six times annually -- August, October, December,
February, April, June.

LENGTH OF COURSE

One week (full time).

INSTRUCTOR PERSONNEL DEVOTED TO COURSE

One-third man-year.

Shedduled time - 32
MR of Students - 8
Total student hours - 256
Total dollar cost - $ 1,231.62
Cost per student hr. - $ 4.81

COURSE NAME

Intelligence Information Reports and Requirements (IIRR)

COURSE OBJECTIVES

1. To acquire the specialized competence necessary to ensure that intelligence information responsive to requirements reaches the consumer quickly, in clear language, and in its most useful form.

2. To gain an understanding of the nature and function of the requirements system and to apply that system as it pertains to a reports officers daily tasks.

3. To acquire sufficient information about the clandestine records system to ensure that information reports are appropriately indexed and filed.

ORIGINAL REQUIREMENT

Today the aim is to make sure that reports officers are sufficiently trained in writing reports and are knowledgeable of policy and procedures so that they may efficiently carry out a reports officer's assignment in the DDO. It is presumed that this is close to the original requirement, which may have stemmed from the decision in the late 1950's to have reports written in final form in the field station. ████████ STATINTL This requirement continues valid for FY 1976.

COURSE AUDIENCE

DDO personnel slated for reports officer assignments or others who in the course of other assignments will also be responsible for reporting in intelligence information format. No estimate of eligible persons is available, but approximately 40-50 persons take this training each year. Grades of students range from GS-4 to GS-13.

STUDENT MAXIMUM/MINIMUM

10-6

PROPOSED NUMBER OF OFFERINGS

The course is offered five times annually -- September, November, January, March, May.

LENGTH OF COURSE

It has been 3 weeks (full time), but in September a 2 1/2 week trial period was successfully run, and that duration will remain in effect.

INSTRUCTOR PERSONNEL DEVOTED TO COURSE

Two-thirds man-year.

Scheduled time — 75
HR g Students — 10
Total Student Hrs — 750
Total dollar Cost — $2,361.88
Add'l Student hrs 000- $3.15

COURSE NAME

Intelligence Production Course (IPC)

COURSE OBJECTIVES

1. To help the young professional become more knowledgeable about various facets of the production of finished intelligence: information requirements; sources for collection and exploitation of needed information; processing, storage, and retrieval of intelligence information; analysis, interpretation, and presentation of the finished product.

2. To explain the role of CIA in the intelligence production cycle and the relationships of the Agency with other components of the intelligence community.

3. To afford opportunity for limited orientation on certain new methodologies in the analysis of intelligence information, including the use of the computer.

4. To help the student understand the role and significance of intelligence support to national security decisionmaking.

ORIGINAL REQUIREMENT

The Intelligence Production Course was established in the late 1950's as the basic in-depth orientation to the intelligence process with emphasis on intelligence production for those career trainees who were being assigned to the production units in the Intelligence Directorate.

Initially the IPC ran for up to three months duration and required a faculty of 10 professionals to handle the heavy emphasis on methodological exercises. By the late 1960's the course was reduced to seven or eight weeks, and in 1974 reduced first to seven and then to approximately five weeks. The requirement remains valid for FY 1976.

COURSE AUDIENCE

The course serves selected career trainees who have opted for a career in the Intelligence Directorate and junior professionals nominated by their components for an in-depth examination of the topics covered by the course. Selected new professionals who are already assigned to collection, processing, or analytical activities in the Directorates of Intelligence, & Science and Technology, and Operations are invited to attend after the group of career trainees in current classes are enrolled. The grade range of students has been GS 8-12. No meaningful data are available on eligible personnel, but estimates on the number of analysts at all grade levels range up to 1,000, including a CT potential of 60-70 per year.

Scheduled time — 190 hrs.
1. Of Students — 20 per class
Total student hours — 3800
Total dollars cost — $27,951/92
Cost per student hr — $7.35

STUDENT MAXIMUM/MINIMUM

The maximum number of students for any one running of the course is about 20, and the minimum number is 8 to 10.

PROPOSED NUMBER OF OFFERINGS

The course is offered twice annually with plans underway to increase the number of runnings to accommodate more CT's.

LENGTH OF COURSE

The course is conducted for approximately five weeks, full time.

INSTRUCTOR PERSONNEL DEVOTED TO COURSE

One and one-half man-years.

COURSE NAME

Intelligence Writing Techniques Course for Career Trainees

COURSE OBJECTIVES

The course familiarizes career trainees with major intelligence writing and analytical reporting concerns of the DDI. Students are furnished samples of key intelligence production of selected DDI offices, and must complete writing assignments based on actual, current intelligence information from these offices. They are also involved in an extensive intelligence coordination exercise based on a large, current collection of raw and finished intelligence information, and they participate in an examination of analysis and intelligence production with members of two panels from major DDI offices.

ORIGINAL REQUIREMENT

The course was instituted in mid-1971 as a successor to the Intelligence Techniques Course for Career Trainees. That course represented a long-standing effort to provide career trainees with an overview of the DDI. The presentation was handled by teams of instructors and ran for 3 weeks. Its major weaknesses were lack of focus, uneven quality of instruction, and an apparent inability to adapt course content to the rapidly changing conditions of DDI responsibilities. The successor course is handled by only one instructor, is carefully aimed at the most vital areas of the DDI mission, brings the students in close working contact with current DDI raw information and finished intelligence, and exposes career trainees to the actual, on-going analytical and production activities of the Intelligence Directorate. This requirement is valid for FY 1976.

COURSE AUDIENCE

Career trainees who have completed the Intelligence and World Affairs Course. Approximately 70 to 80 individuals are eligible each year, depending on the size of the two annual career trainee classes. In most instances the grade range is GS 8-9, but has been as high as GS-12.

STUDENT MAXIMUM/MINIMUM

Class size is dictated by the size of each career trainee class, but generally fluctuates between 15 and 20 students.

Scheduled time — 40 hrs.
No. of students — 20 per class
Total student hrs — 800
Total dollar cost — $8,314.20
Cost per student hr — $10.39

PROPOSED NUMBER OF OFFERINGS

The course is presented four times annually. The schedule by month varies according to the CT Program.

LENGTH OF COURSE

One week, full time.

INSTRUCTOR PERSONNEL DEVOTED TO COURSE

One-half man-year.

-2-

Course Name : Managerial Grid

Course Objectives : Upon completion of the Grid, students will be able to:

(1) understand and evaluate managerial styles;

(2) Develop and utilize team action skills;

(3) Improve and use communication's as a tool for effective management;

(4) Use critique as a problem solving techniques.

Original Requirement : OTR was directed, in March 1964, to incorporate the Grid into the Agency's Management Training Program.

Course Audience : First and second line supervisors throughout the Agency (GS-07 through GS-14).

Student Maximum/Minimum: 40/30

Proposed Number of Offerings : Six per year

Length of Course : One week, Full-time

Instructor Personnel : .25 man year

Scheduled time — 54½ hrs
NR of students — 40 per class
Total Student hrs — 2180
Total dollar cost — $7,073
Cost per student hr — $3.24

Course Name : Management By Objectives (MBO) (Being Developed)

Course Objectives : Upon completion of course, the student will have an understanding of the origins and nature of the MBO management system, its application within CIA, and its methods and utility as a tool for more productive management. Specifically he should be able to:

1. State the benefits of MBO to the organization, the boss, and the subordinate;

2. Use the MBO method to improve his own work performance;

3. Identify the characteristics of a well-defined objective;

4. List the key responsibilities of his current position;

5. Write objectives for each of his key responsibilities;

6. Develop a concrete-measurable action plan for each objective.

Original Requirement : DCI level objective for FY 75/76 (AS7502)

Course Audience : 1. All components of Agency, GS-07 and above; all ~~supervise~~ ~~categories of~~ job assignments;
2. All GS-07 and above employees (~~several thousand~~ *supervisors*)

Student Maximum/Minimum : 35/20

Proposed Number of Offerings : Eight per year (Feb Mar Apr May June Oct Nov Dec)

Length of Course : Three days (FT)

Instructor Personnel : 1 man-year plus outside contractor

NOTE: This course does not now exist. Thus all of the above data (except original requirement) are estimates. To date, MATB has covered MBO as part of our regular management courses).

Course Name   : Management Seminar (MS) (Formerly Advanced Management
                                                                    Program)
Course Objectives   : To improve the Management performance of the middle-
                                  level manager in CIA. Upon completion of this course,
                                  participants should:

                                  1. Know a good deal more about their own strengths
                                      and weaknesses as managers and know how to optimize
                                      their effectiveness as managers taking into account
                                      their personal strengths and weaknesses (Greensboro wee

                                  2. Know the concepts and purposes of the MBO system
                                      and possess better management skills in planning
                                      and controlling in terms of objectives, action plans,
                                      LOI's, and review procedures of the MBO system.
                                      (MBO lectures and exercises)

                                  3. Know how to analyze and solve problems in a more
                                      rational and effective manner. .(CIA "live" case studie

                                  4. Understand better the Agency's management climate
                                      and practices (Guest lecturers from within CIA)

Original Requirement   : Memo from DD/A in June 1972, to DTR requesting that
                                  OTR substitute a new course for the ESD Contractual
                                  Course.

Course Audience   : Middle Managers, grades GS-13-15, who are second line
                                  supervisors. Potential student body-several hundred.

Student Maximum/Minimum: 16/12

Proposed Number of   : Five per year
         Offerings

Length of Course   : Three weeks

Instructor Personnel   : .1.5 man-year

Scheduled Time — 32 hr·
NR of Students — 14 per class
Total Student hrs — 448
Total dollar Cost — $ 4,026.74
Cost per student hr — $ 8.99

Proposed Course for FY 1976

Course Name: Midcareer Course

Course Objectives:

Midcareer Course members are expected to:

1. Gain a broad understanding of the Agency as a whole, the Directorates and components other than their own, and issues of current concern to Agency management.

2. Increase their knowledge of the other elements of the Intelligence Community and the policy making process.

3. Obtain insight into national and international developments of significance that bear on the US foreign intelligence effort.

Original Requirement: The concept of a training course for middle level officers to broaden their professional horizons was first brought forward in 1961 by the then Executive Director. The first running was held in October 1963. After more than 11 years and 42 runnings, the original requirement is as valid now as it was in 1961. With a strong endorsement of the DDA, the number of course runnings has been increased recently from four a year in FY 1973 to five in FY 1974 to six in FY 1975.

Course Audience: Participants in the Midcareer Course are middle level officers from all Directorates and the Director's Area representing all professional skills. The grade range of the attendees is from GS-12 to GS-14. There is no good estimate of the number of personnel eligible for the course, but demand from each Directorate remains high.

Scheduled time — 180 hrs.
UR 7 students — 30 per class
Total student hrs. — 5400
Total dollar cost — $ 36,882.00

Cost per student hr. — $ 6.83

Student Maximum/Minimum: Each running of the course is
limited to thirty students. Directorate quotas are estab-
lished by OTR according to the distribution of GS-12 to
GS-14 employees.

Proposed Number of Offerings: In FY 1975 the course is
offered six times per year and the starting months are
August, October, November, February, March and May. As
past experience indicates that a summer running has dis-
advantages, six runnings require a compressed schedule;
some runnings have an interval of two working days.

Length of Course: The course is five weeks long, full
time. The first two weeks are held ████████ and the last   STATINTL
three weeks are conducted in the Chamber of Commerce
Building.

Instructor Personnel Devoted to the Course: Each course
offering requires two staff personnel for twelve weeks
each to properly plan, administer and conclude each
running. Thus, six runnings a year require a full-time
team of two instructors to run four classes--one, three,
four and six--and "relief" teams to handle the second
and fifth classes. The increase in the number of runnings
to six has created significant staffing problems in the
Intelligence Institute. Two and one-half man-years of
instructor personnel are required to administer this pro-
gram effectively. One Training Assistant is required full
time; she needs additional assistance at various times,
particularly when she is handling different aspects of
three courses at the same time.

If our experience with the three runnings this fall
shows too much stress on the personnel and an unacceptable
frequency of significant problems, I plan to request a
reduction in the number of runnings in FY 1976 to five,
instead of the six indicated above.

Course Name : Office Management Seminar

Course Objectives : Student will be able to:

1. Understand and apply the principles of effective office management;

2. Develop and employ better communications and motivation skills;

3. Develop positive attitudes to increase her ability as an assistant to an executive;

4. Improve her interpersonal relationships with her immediate supervisor as well as with other employees.

Original Requirement : In June 1970, the DDA Problem Solving Seminar recommended to management their idea for a new course for Support Directorate clericals in basic consideration of vertical and horizontal communications, teamwork, and trying to do more with less. They achnowledged that some of their proposals had Agency-wide ramifications. The result of this group's recommendation--"The Office Management Seminar"--does in fact involve the four Agency Directorates and the Office of the DCI.

During the latter months of 1971, the Director of Training discussed with the DDA a proposed training course for senior secretaries.

Then in April 1972 an Office of Training Weekly Activities Report item was submitted to the DDA with a progress report on the designing of the course.

A proposed two-page memo for the DDA from the DTR, subj. "Proposed Training Course for Senior Secretari dtd. July 1972, with background information about the course was written. It was decided by Mr. Rodriguez that we need not send the memo forward, as he had verbally briefed the DD/A.

The Office Management Seminar had an original subscription of approximately 188 employees in the GS-08 to GS-12 senior secretarial range. As of May 1974, 119 employees had attended. Therefore, the original schedule of six runnings per year was cut to two runnings a year beginning FY 75 and continuing for FY 76.

Course Audience	:	All four Directorates and the Office of the DCI, GS-08 - GS-12, senior secretaries/admin. assistants, Quota of 14 per running
Student Maximum/Minimum	:	14/10
Proposed Number of Offerings	:	Two per FY. One in November and one in May.
Length of Course	:	Four days
Instructor Personnel	:	.2 man-year

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3 NAME OF COURSE   Operational Indoctrination for OTS

OBJECTIVES   Upon completion of the course the student will be able to:

(a) Analyze the security aspects of an operation

(b) Know the techniques of clandestine communication

(c) Understand the coordination that must be in effect at the desk and the station before and during an operation

ORIGINAL REQUIREMENT   This course was established at the request of the Director of OTS in May 1972.

COURSE AUDIENCE   OTS technicians who will be engaged in TDY operations or are scheduled for assignments to overseas stations. Grades range from GS-9 to GS-14.

*NUMBER OF PERSONNEL ELIGIBLE   The total number of OTS technicians minus 44 who have already taken the course.

MINIMUM/MAXIMUM   Minimum 8; Maximum 12

NUMBER OF OFFERINGS   two per year preferably in May and October

LENGTH OF COURSE   nine days, full-time

INSTRUCTOR PERSONNEL DEVOTED TO THE COURSE - 36 days

*The above figures taken from the Office of the Registrar do not reflect accurately the total number of students who have taken the course, because the names of those who have retired or left the Agency are not included in the totals.

25X1A

NOTE

The Clandestine Scientific and Technical Collection Course was established in 1964 at the request of ▮▮▮▮▮▮▮. It was conducted twice a year regularly for 14 runnings and 275 students completed it. During the past two years special advance surveys by the DDO/TRO have not indicated sufficient prospective enrollment to warrant conducting the course. The OTR catalogue states that this course will be offered once a year if a preliminary survey shows that there will be at least 10 enrolles. It is possible based on the experience of the past two years that it might be advisable to drop it altogether.

Scheduled time - 63 hrs.
18 students, - 12 per class
Total Student hrs. - 756
Total dollar cost - $3,580.52
Cost per student hr. - $4.73

25X1A

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Scheduled time - 14
NR 7 students - 40 per class
Total student hrs - 560
Total dollar cost - $1,649.78
Cost per student hr. - $2.95

27 August 1974

25X1A

MEMORANDUM FOR: ██████████

SUBJECT : Proposed Courses for Fiscal Year 76 (Operational Records
Courses I, II, III, and Operational Records and Desk
Orientation

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1. Submitted herewith is the required information for these courses
for FY 76. There are no substantive changes in the courses, nor is there
any proposed change in the number of offerings.

COURSE NAME   Operational Records I

OBJECTIVES   The objective of this course is to increase the operational
effectiveness of DO officers through better understanding of
the DO records system. The central themes are the officer's
responsibility to the records system and the services which
its elements can provide in return. The course reviews the
DO records mission and the logic and structure of the system
itself. The students receive how-to-do-it instruction in
the input, maintenance, and retrieval of information, as
well as in records retirement and destruction. They also
are introduced to the various machine programs associated
with the records system, and to the management cycle by
which records policy is controlled and modified.   25X1A

ORIGINAL   This course was generated within OTR by the Chief Instructor
REQUIREMENT   and ██████████, in lieu of the old "Records Officer Course".
It was based on their experience in working with DO records,
both at Headquarters and abroad, and on their belief that
uniform instruction in operational records procedures was a
prime necessity. Since this and related courses have been
consistently over-subscribed for the past several years, the
requirement can be taken as valid for FY 76.

COURSE AUDIENCE

COMPONENTS: All DO Divisions and Staffs

WORK PERFORMED BY STUDENTS: All forms of DO records activity, whether
origination, maintenance, retrieval, or destruction.

25X1A

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COURSE AUDIENCE

COMPONENTS SERVED: Records Officer appointees, GS-07 and above with
                     a minimum of four years with the DO designated by
                     the various DO desk and staff units.

WORK PERFORMED BY STUDENTS: All students are expected to perform the
                     duties of a unit records officer in addition to their
                     regular assigned tasks.

NO MAXIMUM/NO MINIMUM

NUMBER OF OFFERINGS: Four. Experience has shown that this number of
                     offerings balances the annual loss in unit records
                     officers through resignation or overseas assignments
                     PCS.

LENGTH OF COURSE   One day, full time

COURSE NAME   Operational Records and Desk Orientation   25X1A

OBJECTIVES

ORIGINAL   This course was created to provide DO career trainees with
REQUIREMENT   records instruction, since no other records instruction was
                  available in their curriculum. Its present purpose is twofold:
                  to prepare the student for his DO interim assignment; and to
                  provide uniform records training for the BOC, to which this
                  course is a prerequisite.

COURSE AUDIENCE: DO career trainees

MAXIMUM/MINIMUM: As many as are provided in the CT program. The
                       average has been 12 students per course.

NUMBER OF OFFERINGS: Four

LENGTH OF COURSE: One week

COURSE AUDIENCE

COMPONENTS SERVED: Records Officer appointees, GS-07 and above with
a minimum of four years with the DO designated by
the various DO desk and staff units.

WORK PERFORMED BY STUDENTS: All students are expected to perform the
duties of a unit records officer in addition to their
regular assigned tasks.

NO MAXIMUM/NO MINIMUM

NUMBER OF OFFERINGS: Four. Experience has shown that this number of
offerings balances the annual loss in unit records
officers through resignation or overseas assignments
PCS.

LENGTH OF COURSE   One day, full time

25X1A

COURSE NAME   Operational Records and Desk Orientation

OBJECTIVES

[REDACTED]

ORIGINAL
REQUIREMENT

This course was created to provide DO career trainees with
records instruction, since no other records instruction was
available in their curriculum. Its present purpose is twofold:
to prepare the student for his DO interim assignment; and to
provide uniform records training for the BOC, to which this
course is a prerequisite.

COURSE AUDIENCE: DO career trainees

MAXIMUM/MINIMUM: As many as are provided in the CT program. The
average has been 12 students per course.

NUMBER OF OFFERINGS: Four

LENGTH OF COURSE: One week

Scheduled time - 35
NR of students - 15 per class
Total student hrs - 525
Total dollar cost - $2,752.56
Cost per student-hr - $5.24

OPERATIONAL RECORDS I

MONTH	GS LEVEL (Average)	LENGTH OF SERVICE (Average)
September	4-13 (7)	1-25 (3)
October	4-14 (7)	3 mos. - 22 yrs. (4)
December	4-13 (6)	1-22 (2)
January	3-11 (6)	3 mos. - 19 yrs. (4)
February	4-13 (7)	1-26 (4)
April	3-13 (6)	3 mos. - 26 yrs. (4)
May	3-10 (5)	2 mos. - 26 yrs. (5)

OPERATIONAL RECORDS II

MONTH	GS LEVEL (Average)	LENGTH OF SERVICE (Average)
September	4-11 (7)	1-9 (5)
October	4-10 (6)	3 mos. 15 yrs. (1.8)
December	4-12 (7)	3 mos. - 20 yrs. (1)
January	3-11 (7)	3 mos. - 13 yrs. (3.5)
March	4-13 (7)	1-26 (4)
April	4-10 (7)	1-23 (4)
May	4-10 (5)	2 mos. - 26 yrs. (3)

OPERATIONAL RECORDS III

MONTH	GS LEVEL (Average)	LENGTH OF SERVICE (Average)
September	7-11 (8)	4-15 (11)
December	6-11 (9)	4-20 (11)
February	6-13 (9)	4-26 (8)
June	6-12 (8)	5-22 (11)

Records & Desk Orientation

MONTH	GS LEVEL (Average)	LENGTH OF SERVICE (Average)
August	7-10 (9)	3 mos. 7 yrs. (less than one
November	7-10 (8)	less than one year
February	7-11 (9)	" " "
June	7-11 (8)	" " "

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ADMINISTRATIVE - INTERNAL USE ONLY

Proposed Course for FY 76

Course Name:

Operations Support Course (OSC) -- Recommend name of course be changed to Operations Familiarization Course (OFC)

Course Objectives:

To provide Directorate of Operations personnel and selected personnel from other Agency components, who are preparing for their first overseas assignment, with a basic understanding of how to assist DO officers in the field in the conduct of Station/Base operational activities.

Original Requirement:

The original requirement to train DO personnel going overseas to assist in the conduct of field operation activities is still valid for FY 76.

Course Audience:

1. Primarily Directorate of Operations personnel going overseas for the first time as Operations Support Assistants with a grade range of GS-04 to GS-07.

2. Unknown number of Agency personnel eligible for the course.

Student Maximum/Minimum:

Maximum -- 24
Minimum -- 10

Proposed Number of Offerings:

Six -- Starting in September, November, January, February, April, and June.

Length of Course:

Three weeks

Instructor Personnel Devoted to the Course:

Three man years

Scheduled time — 125 hrs — 124
IR 7 students — 24 per class — 16
Total student hrs. — 3,000 — 1984
Total dollar cost — $25,643.47 — $19,611.
Cost per student hr. — $8.54 — $9.88

ADMINISTRATIVE - INTERNAL USE ONLY

Course Name : Orientation & Office Skills Program

Course Objectives : The first day the student will be able to know the Organization of the Agency and the general administrative procedures applicable to clerical employees. The second day stenos and typists will become familiar with Agency memoranda, cables, dispatches and basic telephone procedures.

Original Requirement : Stated in Agency regulations - ███████ STATINTL

Course Audience : 1. All components for newly hired clerical employees (couriers to stenos);

2. Determined by the level of recruitment by the Office of Personnel.

Student Maximum/Minimum : Typists/Stenos: 15 Max/8 Min
All Clerical : 30 Max/8 Min

Proposed Number of Offerings : (July through June at the request of the Office of Personnel providing they meet minimum student requirement for enrollment...normally about 40 times/year.

Length of Course : T, FT
W, 4 - 6 hours (4 hours if there are no assignments to DDO; 6 hours if assignments include DDO)

Instructor Personnel : .75 man-year

Scheduled time — 12 hrs.
Nr of Students — 15 per class
Total Student hrs — 180
Total dollar cost — $204.32
Cost per student hr. — $1.14

Course Name	:	Practical Supervision for OC Careerist
Course Objectives	:	At end of course, students should be able to:

1. Communicate more effectively;

2. Improve their delegation habits;

3. Implement the Agency's performance evaluation program in their spheres of responsibility.

Original Requirement	:	Memo Director of Communications to Director of Training, subject, courses in Writing and Supervision for OC personnel dated 20 June 1972.
Course Audience	:	OC Staff Communications and OC Engineering Divisions GS-08 through GS-13, Specifically designed for overseas field commo station personnel. Several hundred potential students.
Student Maximum/Minimum	:	12/8
Proposed Number of Offerings	:	Eight - ten runnings per year
Length of Course	:	Four day course - Tues through Fri (eight hours)
Instructor Personnel	:	.4 man-year

Scheduled time — 32 hrs.
IR 7 students — 12 per class
Total student hrs — 384
Total dollar cost — $1,412
Cost per student hr. — $ 3.68

Proposed Course for FY 1976

Course Name: Preparing for Overseas Assignment

Course Objectives:

    Phase I - Overseas Service for CIA

        Personnel attending this phase are expected to:

        a. Gain a better understanding of cover,
           medical, security and legal problems,
           which CIA employees might encounter
           during service abroad; and

        b. Acquire a limited feeling for important
           cultural differences which may be en-
           countered in working and living among
           foreigners.

STATINTL

Original Requirement: There were two predecessor courses to
the current course now being offered. The first was an
"Americans Abroad Orientation" course which was offered to

Scheduled time — 27 hrs.

NR of students — 28 per class

Total student hrs. — 756

Total dollar cost — $2,126.96

Cost per student hr. — $2.81

staff employees and spouses from 1959 to 1965. This course
was superseded by the "Orientation for Overseas" course.
In March 1974, the course was reorganized and renamed
Preparing for Overseas Assignment. As now structured, it
is divided into two phases. The first phase, lasting two
days, is a general orientation to overseas living for
Agency employees and spouses going abroad for the first
time. The second phase, covering one and one-half days,

STATINTL

Course Audience: Course participants are from all Directorates
and cover a wide range of skills.' It is open to adult depen-
dents of staff employees going overseas for the first time
under Agency auspices. There is no good estimate of the
number of personnel eligible for this course.

Student Maximum/Minimum: The minimum number of students per
course running is eight (8) and the maximum is thirty (30).

Proposed Number of Offerings: Six per year, one each in July,
September, November, February, April and June.

Length of Course: Three and one-half days, full time.

Instructor Personnel Devoted to the Course: Approximately
one-fourth of a man-year is devoted to the running of this
course. About one-twelfth of a man-year in clerical time
is required for this course.

Course Name	:	The Project Officer in the Contract Cycle
Course Objectives	:	After taking the course, scientists, engineers, and other technical personnel will be able to participate more efficiently and more effectively in the contracting process, particularly in contracting for research, development, and engineering. Specifically, those who have taken the course:

1. Will have a basic understanding of the legal authoritie: policies, and procedures under which the Agency does its contracting;

2. Will have a basic understanding of the Agency's organization for contracting;

3. Will understand their role in the contracting cycle, particularly as it relates to the other members of the contracting team;

4. Will understand the basic legal considerations and practical techniques involved in:

    a. selecting sources;
    b. preparing the request for proposal (RFP);
    c. evaluating RFP's;
    d. negotiating and awarding a contract;
    e. monitoring a contract during its performance phase, and
    f. terminating or settling a contract.

5. Will have knowledge which should make them more effective in dealing with both Agency and contractor personnel during the contract cycle in obtaining contracts which produce the desired result within cost constraints.

Original Requirement	:	The then DD/S was directed "to develop a contract management training program for technical officers" in a memo (DD/A 70-3776 dtd 11 Sept 1970) from the Executive Director-Comptroller. This directive was forwarded to DTR by the DD/A in a memo (DD/A 70-3901) dated 24 Sept 1970.

Scheduled time - 39 hrs.
NR of students - 22 per class
Total student hours - 858
Total dollar cost - $7,410
Cost per student hr. - $8.63

The requirement will remain valid as long as there are technical personnel who have not taken the course.

Course Audience : 1. Components served are:

DDS&T, DD/A, DD/O, DD/I, O/DCI

2. Average grade of attendees: GS-12/13

3. Functional categories of attendees: engineers, scientists, technicians, auditors, procurement officers, and administrative personnel connected with R,D, & E activities.

Student Maximum/Minimum : 26/15

Proposed Number of : Three per year (Oct Dec Feb)
      Offerings

Length of Course : One week, Full-time

Instructor Personnel : 0.3 man-year

Course Name   : Records Disposition Seminar

Course Objectives   : Upon completion of this course, student should
                             know how to:

                             1) conduct a file survey for disposition
                                 purposes;

                             2) prepare a records retirement schedule
                                 for periodic disposition of records;

                             3) retire inactive records to the Records
                                 Center, following proper procedures;

                             4) transfer records of historic value to
                                 the Archives for "permanent retention."

Original Requirement   : 1) Federal Records Act of 1950;

                             2) CIA Headquarters Regulation ▆▆▆▆▆   STATINTL

                             3) CIA Records Training Program (paper from
                                 Chief Support Services Staff to Acting
                                 Director of Training dated 23 Feb. 1972).
                                 This requirement is valid through FY 1976.

Course Audiences   : Representation from all Agency components and DCI *Area.*
                             Grade span GS-03 through GS-14.

Student Maximum/Minimum: 30/15

Proposed Number of   : Four Seminars per year (Extra sessions when necessary)
     Offerings

Length of Course   : One day, Full-time

Instructor Personnel   : Contractor

Scheduled time — 7 hrs.
AR 7 students — 25 per class
Total student hrs. — 175
Total dollar cost — $ 591.72
Cost per student hr. — $ 3.38

Course Name	: Records Management Survey Seminar (Being Developed)
Course Objectives	: Upon completion of this course, the student should:

1) know the proper techniques to follow in conducting a records management survey of files in his organization, including:

   a. planning for a survey (defining authority, scope, time schedule, etc.);

   b. Do's and don't of conducting a survey;

   c. preparation of the final report on the survey;

   d. follow-up on actions recommended.

Original Requirement	: 1) Federal Records Act of 1950;
	2) Agency Headquarters Regulation ▮ STATINTL
	3) Report of Agency Training contained in memo from Chief, Support Services Staff to Acting Chief, Office of Training.
Course Audiences	: Representatives from all Agency components and DCI area. Grade GS-07 through GS-14.
Student Maximum/Minimum	: 25/15
Proposed Number of Offerings	: Four per year
Length of Course	: Four hours, 1/2 days
Instructor Personnel	: Contractor

Scheduled time — 4 hrs.
NR of students — 25 per class
Total Student hrs — 100
Total dollar cost — $252.48
Cost per student hr. — $2.52

25X1A

| COURSE AUDIENCE | All Agency personnel going overseas are eligible including those scheduled for "A" areas of the world (considered non-hazardous posts) although for them attendance is not mandatory. |

MAXIMUM/
MINIMUM   The maximum number of students that can be conveniently
accommodated is 40; minimum number 10, although classes have
been conducted in the past with greater and lesser numbers.
Tutorial sessions are conducted for Non-Official Cover (NOC)
personnel where an individual is scheduled to depart for over-
seas prior to the next regular ROC running.

PROPOSED NUMBER OF OFFERINGS: Scheduled sessions are held bi-weekly, on
alternate Wednesdays, 26 times per year. Tutorial sessions
are conducted as necessary. During calendar year 1973, 38
tutorial or "unscheduled" sessions were held with 149 students
attending.

LENGTH OF COURSE: One day, from 0900-1630.

INSTRUCTOR PERSONNEL DEVOTED TO THE COURSE: One-half of a man year.

25X1A

Att: as stated

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Course Name   .   : Survey of Financial Management

Course Objectives   : Student should be able to better understanding the Agency's Financial Management Process.

Original Requirement   : The Office of Finance policy to develop the capabilities of Finance careerists to assist in the management process. A continuing requirement and valid for FY 76.

Course Audience   : (1) Students are drawn from all Agency components regardless of grade and working background;

                      (2) Number eligible for course - indeterminate.

Student Maximum/Minimum: 50/15

Proposed Number of Offerings: Two - Sept & Jan

Length of Course   : Three days

Instructor Personnel   : *One-half* ~~Three~~ man-years

Scheduled time — 20 hrs.
NR of students — 40 per class
Total Student hrs. — 800
Total dollar cost — $1,480.96
Cost per student hr. — $1.85

Proposed Course for FY 76

Course Name: SURVEY OF INTELLIGENCE INFORMATION SYSTEMS

Course Objectives:

Each participant will be able to:

1. Identify in terms of his current on-the-job responsibilities; the contents, usefulness, and limitations of the major intelligence handling systems in the Intelligence Community.

2. Use a computer terminal for storage and retrieval, and the application of these skills to intelligence tasks.

3. Apply basic systems concepts to on-the-job intelligence problems.

4. Select among the choices of methods in decision-making, problem solving, and the analytical tasks of intelligence.

Original Requirement:

The course originated in 1965 in response to a recommendation of the President's Foreign Intelligence Advisory Board.

Course Audience:

Members of the Intelligence Community, especially those analysts and managers concerned with the capabilities, limitations, availability, and other characteristics of information science assests in the community.

Student Maximum/Minimum: 35/15

Proposed Number of Offerings: November 1975
February 1976
June 1976

Length of Course: Three weeks.

Instructor Personnel Devoted to Each Presentation of the Course :
0.32 man years

Acheduled time — 90
NR of students — 35 per class
Total student hrs - 3150
Total dollar cost - $13,888
Cost per student hr $4.41

Proposed Course for FY 76

Course Name: SYSTEMS DYNAMICS: PRINCIPLES AND APPLICATIONS

Course Objectives:

Attendees will be able to:

1. Decide confidently when the use of the Systems Dynamics methodology would be beneficial in analytic or management problems.

2. Evaluate effectively the potential capabilities and limitation, and other factors of importance, which foreign and domestic organizations are likely to encounter when using the Systems Dynamics methodology.

3. Use a remote computer terminal and apply some of the techniques that are now being used in exploratory analytical intelligence studies.

4. Communicate intelligently with the representatives of organizations who are using the Systems Dynamics methodology to study important problems, e.g., natural resource/trade flow relationships.

Original Requirement:

Initiated by ISTB in the fall of 1973. With joint sponsorship of ORD, a three-day course was presented in September 1973, and the two-week courses began in January 1974.

Course Audience:

Officers in the Intelligence Community whose responsiblities for analysis, management, support or elsewhere may require a knowledge of the Systems Dynamics methodology. No previous technical or scientific education or training is necessary.

Student Maximum/Minimum: 25/12

Proposed Number of Offerings: October 1975
                                  January 1976
                                  April 1976

Length of Course: Three weeks.

Instructor Personnel Devoted to Each Presentation of the Course:

0.3 man years (This presumes increasing participation of ISTB in presenting lectures in this course.)

Scheduled time — 90

NR 7 students — 22 per class

Total student hours — 1980

Total dollar cost — $22,092.

Cost per student hr — $11.16

Proposed Course for FY 1976

Course Name: USSR Country Survey

Course Objectives:

The course member is expected to gain the kind of broad
understanding of the Soviet Union which is appropriate for
both the analyst and the operations officer. In specific
terms, the member should acquire an appreciation for the
geographic, intellectual and institutional environment in
the USSR within which:

1. Decisions on political, economic, foreign
policy and other significant official con-
cerns are made and executed;

2. The daily experience and needs of the Soviet
citizen are determined; and

3. The USSR's potential for national growth--
economic, military and technological--may be
estimated.

Original Requirement: The USSR Country Survey course has
been presented since 1957 to provide substantive background
on the most important target area for intelligence collec-
tors, analysts and those engaged in their direct support.
A recent survey confirms the requirement for the course.

Course Audience: The USSR Country Survey course is designed
to serve all components of the Agency, particularly the DDI
and the DDO. The course is designed for those persons working
on Soviet related matters. The grade level of attendees has
been between GS-5 and GS-15. There is no estimate of the
number of Agency personnel eligible for the course.

Scheduled time — 62 1/2 hrs.

Nr of students — 14 per class

Total student hrs. — 875

Total dollar cost — $6,222.00

Cost per student hour — $7.11

Student Maximum/Minimum: The minimum number of students per
course is eight (8) and the maximum number is 25.

Proposed Number of Offerings: It is proposed that the course
be offered twice a year, once in October and once in May.

Length of Course: Two weeks, full time.

Instructor Personnel Devoted to the Course: Approximately
one-fifth (1/5) of a professional man year is devoted to
the course during the fiscal year. Clerical/training
assistant time amounts to one-twelfth (1/12) of a man year.

COURSE NAME

Writing Better Reports

COURSE OBJECTIVES

The course attempts to improve the students' understanding of the principles of effective Agency writing and provide them (a) a better grasp of the analytical processes and associated problems in writing for CIA and (b) a clear understanding of key elements in good writing practices, as these are applied in the various Agency directorates. Students are expected to master such aspects as clarity, accuracy, logic, and structure. They are further required to complete several assignments based on actual, current documentation from different Agency components.

ORIGINAL REQUIREMENT

The course was developed from the Intermediate Writing Workshop in early 1971. The old course had been little more than an elaboration, frequently redundant, of the remedial basic writing workshop. The revised course, renamed "Intelligence Writing Workshop," developed into an intensive mission-oriented instruction that focused on the various approaches to writing in the four CIA directorates. Course content now reflects as accurately as possible the writing needs of the Agency. This requirement is valid for FY 1976. The Intelligence Writing Workshop was renamed "Writing Better Reports" in July 1974 to eliminate a widely held misconception that the course is aimed only at the DDI.

COURSE AUDIENCE

The course serves virtually all those components employing personnel in the professional and subprofessional levels whose duties encompass writing responsibilities. Grades generally range from GS-07 up, although individuals with lower grades are accepted if they are slated by their supervisors for professional-level work involving writing. This course is not concerned with basic remedial areas of grammar, spelling, or rhetoric. Approximately 7,000 Agency employees are therefore eligible to enroll in the course.

STUDENT MAXIMUM/MINIMUM

The maximum number of students for any one running of the course is 10 to assure adequate individual counseling by the instructor. The minimum enrollment is set at six students, except for the midsummer (July) running of the course, when the minimum number is four. Leave schedules in July tend to reduce enrollment, but those who do attend the course usually need the training for urgent and high-priority assignments following the conclusion of the running. It would not be equitable or practical to delay attendance by such personnel until the October running of the course.

Scheduled time - 24
Nr of students - 10 per class
Total student hrs - 240

Total dollar Cost - $5,228.76
Cost per student hr - $21.79

PROPOSED NUMBER OF OFFERINGS

     The course is offered five times annually -- January, March, May, July and October.

LENGTH OF COURSE

     The course is conducted for 4 weeks, on Tuesdays and Thursdays from 0900 to 1200 hours.

INSTRUCTOR PERSONNEL DEVOTED TO COURSE

     One-half man-year.

LANGUAGE COURSES PROJECTED FOR FY 1976

Language	Full Time	Part Time (CoC)	Part Time (Hqs)
Arabic	X		
Bulgarian	?		
Chinese (Mandarin)	X	X	X
French	X	X	X
German	X	X	X
Greek	X	X	
Indonesian/Malay	X		
Italian	X	X	
Japanese	X		X
Lao	X		
Persian (Afghan/Dari)	X	X	
Polish	X or	X	
Portuguese (Brazlian)	X	X	
Romanian	X or	X	
Russian	X	X	X
Serbo-Croatian		X	
Spanish	X	X	X
Thai	X		
Turkish	X	X	
Vietnamese	X		