

Recommendation #2

Ref. B. Page 3, para II b.

Recommendation:

"DOB immediately cease the training in DOB of Redskin principal agent personnel."

SR & DOB Opinion

Concurrence within the limitations expressed in SR dissent to Recommendation #1. *plm*

Action Taken

No further Redskin principal agents have been accepted as a responsibility by DOB for training since publication of the I & R report.

See also action taken under Recommendation #1.

7 May 1954

DECLASSIFIED AND RELEASED
CENTRAL INTELLIGENCE AGENCY
SOURCE METHOD EXEMPTION 3B2B
NAZI WAR CRIMES DISCLOSURE ACT
DATE 2007

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Recommendations #3 & #4

Ref B. Page 3, para II b., 1 & 2.

Recommendation:

- #3 "1. The training of Redskin principal agent personnel recruited in the Western Hemisphere shall be the responsibility of Training which will provide such training for, and obtain whatever assistance it may need from SR Division or DOB in order to meet requirements and objectives.
- #4 2. The training of Redskin principal agent personnel recruited abroad shall be the responsibility of case officers abroad and except in unusual circumstances Redskin principal agent personnel will not be brought to the United States for training nor will such training be conducted in established training sites other than in individually and reportedly secure safehouses. Such material as may be required by case officers to train Redskin principal agent personnel will be furnished by DOB with the approval of the Office of Training."

SR & DOB Opinion

Concurrence.

Action Taken.

The policy expressed in these two recommendations is understood by SR Division branches and DOB. DOB will not assume responsibility for training of Redskin agents but will process SR branch training requests to OTR. Dependent on the circumstances involved, DOB may furnish safehouse support, training materials or instructor support, if requested by OTR for such cases. DOB will also furnish training or safehouse support to SR when the latter has determined that such support is necessary and not available from other sources

5/12/54

7 May 1954

Recommendation #5

Ref B. Page 3, para II c.

Recommendation:

"Familiarization of officials of foreign intelligence services be assumed by Training with such assistance or guidance from SR and DOB as the circumstances require."

SR & DOB Opinion

Agreement

Action Taken

This policy is understood by SR & DOB. DOB may furnish assistance to OTR in the training or familiarization of foreign intelligence officials but the responsibility and control in these matters will rest with OTR.

6 May 1954

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Recommendation #6

Ref. B. Page 3, para II d.

Recommendation:

"The spotting and assessment program of DOB, while not an integral part of the DOB training program, be approved without the provision for language professional personnel such as psychologists, psychiatrists, and medical personnel."

SR & DOB Opinion

Agreement

Action Taken

1. The spotting and assessment program has been fully described and included in Project AEACRE Amendment #2, which is now being processed through the FI staffs for retroactive approval covering FY 1954 and for FY 55.

2. No provision has been made in this program for language qualified specialists such as psychologists, psychiatrists, etc. The supporting staffs of CIA will continue to be used as in the past for such services.

NOTE: see also Recommendation #13.4 #16

6 May 1954

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Recommendation #7

Ref. B. Page 3, para II e.

Recommendation:

"There be established between DOB and the Office of Training direct liaison for the purpose of exchanging current training guides, aids, and material."

See also # 82
SR & DOB Opinion.

Agreement

Action Taken

While unofficial liaison did exist between DOB and OTR prior to the I & R report on exchange of training materials, etc., this relationship has been strengthened by personal conferences between members of both organizations as well as written requests for material and support which have been honored by OTR. Material produced by DOB will be furnished to OTR after collation.

6 May 1954

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Recommendation #10

Ref. B. Page 4, para h.

RECOMMENDATION:

"Authority and responsibility, in fact, be granted to DOB in the direction, administration, and execution of its training of Redsox agents with guidance from the Chief, Operations, SR Division. As case officers responsible for their agent personnel require the use of DOB, they will for DOB purposes be considered temporarily assigned to DOB and under the direction and responsibility of Chief, DOB, for administration, operational, and security reasons, and for that period for ratings on efficiency."

SR & DOB Opinion

Concurrence

Action

While this is more or less followed as a general policy it could stand some strengthening as a procedure as in the case of #18 by publication of the duties and responsibilities of case officer personnel temporarily assigned to DOB and educating the Branch Chiefs on the terms under which a junior or senior case officer is given a TDY at DOB. Further it could be required that a memo in lieu of travel order be signed off by SR/Admin and the branch chief concerned in each such case of TDY.

#10

SECRET

Recommendation #12

Ref. B. Page 4, para j.

Recommendation:

"The proposed budgetary and personnel increase requests for AEACRE be revised and reduced to conform to a program established along the above recommended lines, and not to exceed the present personnel complement, minus slots presently occupied by SAOP personnel. (See Section XI for specific ceilings on safehouses, covert associates, house trailers, and motor vehicles requested in Budget FY 1954.) This amounts to the approval of a T/O of 57 for DOB for the current FY which, with the redirection of operations toward Redskin and other orthodox means of espionage, should be again carefully reviewed at the end of the current FY."

SR & DOB Opinion

Concurrence

Action

No dissent has been made on this recommendation as SR & DOB action in rewriting & revising the project & budget for FY 1957 is considered to be in conformance with the intent of the I & R recommendations

I & R recommended a T/O of 57 plus 3 SAOP & DOB has asked for 57 plus 3 SAOP plus 3 Reason formerly carried by SR Hq plus one additional or extra slot of 1 in DOB supply This amounts to an actual increase of only 1 slot over I & R recommendations

I & R rec a total of 18 vehicles (17 Passenger & 1 Truck. DOB has asked for 3 more than the authorized total at the time of the survey or a total of 23. The case for this was made in the project

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Recommendation #13

Ref. B. Page 4, para II k.

Recommendation:

"The spotting and assessment program represents a single centralized control mechanism for seeking agents. Its stated objectives and procedures are logically sound for the purpose intended. While there is a belief in DOB that the lack of language qualified psychologists, psychiatrists, polygraph and medical assessors has posed problems of establishing rapport in DOB assessment of agents, cooperation with professional Agency personnel has been good. The necessity, therefore, of adding language qualified professional personnel to DOB, while desirable, appears unwarranted."

SR & DOB Opinion

Agreement.

Action Taken

See Recommendation #6.

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Recommendation #14

Ref. B. Page 5, para a.

Recommendation:

"Section V, Present Staff, sub-section, Contract Employees (Covert Associates), paragraphs 5, 6, 7, 8:

That covert associates under contract to other elements of the Agency not be intermingled with personnel under contract to DOB or housed in the same facility for any purpose.

SR & DOB Opinion

Concurrence.

Action Taken

The malpractices referred to in the full I & R report have been corrected. All covert associates having access to DOB contract personnel or DOB installations are now under contract to DOB and under its full control.

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#14

Recommendation #16

Ref. B. Page 5, para b.

Recommendation:

"Section V, Present Staff, sub-section, Spotting and Assessment Staff Contract Employees.

That DOB under no circumstances be permitted to place under contract any individual or mount any project for the expenditures of funds outside the United States without compliance with normal project procedures which would be required of any Area Division to accomplish similar purposes."

SR & DOB Opinion

Concurrence

Action Taken

This recommendation has been implemented as indicated in Recommendation #6 by defining and providing authorization for the spotting and assessment program of DOB in Project AEACRE, Amendment # 2.

This policy is understood also to apply to any other activities DOB may wish to activate which are not provided for by the existing project or charter of AEACRE.

6 May 1954



Recommendation #17

Ref. B. Page 5, para c.

Recommendation

"Section VI, Accomplishments, 4, (b)

That staff employees engaged in training operations for DOB be required to complete the basic training courses established by the Training Division in all instances in the future before entering upon duty. Those individuals at the base who have not undergone such training should be made available for that purpose as soon as possible."

SR & DOB Opinion - Concurrence.

Action Taken

This recommendation has been accepted as a standard operating procedure and is being followed by DOB in handling its personnel. Those individuals who have not completed basic training courses will be released for such training at the close of the current operations¹ season.

*Wp results
1.5.7.54*

Personal release has been requested previously

6 May 1954

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Recommendation #18

Ref. B. Page 5, para d.

Recommendation:

"Section VI, Accomplishments, 4, (d)

That DOB be responsible for the guidance and direction of senior case officers in the execution of their collateral function of giving on-the-job training to junior case officers serving under them, and require detailed reports on their efficiency and performance."

SR & DOB Opinion

Concurrence.

Action Taken.

Note for C/DOB. Further clarification and enforcement by DOB & SR of Senior CO responsibilities will have to take place before this becomes effective. The obtainment of detailed reports on junior case officers at the appropriate time can be made part of their duties and responsibilities when clarified and published.

6 May 1954

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#18

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Recommendation #20

Ref. B. Page 6, para f.

Ref. C. Page 31, para a.

Recommendation:

"That specific recommendations on physical security, safe houses, personnel, and cover set forth following the appropriate subsections of this portion of the survey be adopted in toto."

That the present DOB Regulation relative to the use of personal automobiles by personnel assigned to the DOB be rescinded by a new regulation stating that families or friends of personnel (unless they are also DOB employees) will not be permitted to drive them to or from the DOB."

SR & DOB Opinion - Concurrence

Action Taken

A DOB regulation has been published and enforced prohibiting families or friends to drive DOB personnel to or from the DOB Headquarters building.

7 May 1954

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Recommendation #21

Ref. B. Page 6, para f.
Ref. C. Page 32, para b.

Recommendation:

"That all personnel assigned to, or on temporary duty at the DOB or its installations, be acquainted with the DOB Regulations covering the use of official vehicles."

SR & DOB Opinion

Concurrence.

Action Taken

All personnel are required to read and sign the DOB regulations covering the use of DOB vehicles prior to their driving same.

7 May 1954

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Recommendation #22

Ref. B. Page 6, para f.
Ref. C. Page 32, para c.

Recommendation:

"That the register of visitors be standardized with columns showing at least the following information:

<u>Name</u>	<u>Badge No.</u>	<u>Time IN</u>	<u>Person Visited</u>	<u>Time Out</u>
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Entries concerning other than Agency visitors (i.e., telephone repairmen, etc.) should be filled in by the receptionist after she obtains their name(s) and necessary identifying information. Such entries should be made after the visitors leave her desk."

SR & DOB Opinion

Concurrence.

Action Taken

As recommended.

7 May 1954

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Recommendation #23

Ref. B. Page 6, para f.
Ref. C. Page 32, para d.

Recommendation

"That the Guard Force be rebriefed on the responsibilities of that position and the importance of thoroughly acquainting themselves with the operation of the alarm system in order to insure its operation during non-working hours."


SR & DOB Opinion.

Concurrence.

Action Taken

The responsibilities of Guard Force have been made a matter of record. All guard personnel have been thoroughly briefed on their duties, are periodically checked on their performance and are required to attest to their compliance with these regulations upon completion of each tour of duty.

7 May 1954



Recommendation #24

Ref. B. Page 6, para f.
Ref. C. Page 31, para e.

Recommendation

"That all ammunition except the nominal amount necessary for guard duty be removed from DOB immediately. Arrangements should be made for the storage of this ammunition at the military installations where firearms training is given in order to preclude its constant insecure transport between DOB and these installations."

SR & DOB Opinion

Concurrence.

Action Taken

Approximately 300,000 rounds of the ammunition referred to has been transferred to storage areas at military installations.

A request dated 26 March 1954 has been made to Logistics to relieve DOB of approximately 68,000 rounds of unservicable ammunition still stored on DOB Headquarters premises. This request has been verbally approved and DOB is awaiting implementation by Logistics of the necessary action.

*removed to Ft Meade
17 May 1954 - OAH*

7 May 1954

*initials of function
action for 19 May
[Signature]*

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Recommendation #25

Ref. B. Page 6, para f.

Ref. C. Page 32, para e. - 1.

Recommendation

"That DOB determine through SR/FE their need for the .50 calibre ammunition and other explosive material stored at DOB for that Branch, and if there is no need for the material that it be disposed of immediately through appropriate channels. If there is a need for it, arrangements should be made for its proper storage elsewhere."

SR & DOB Opinion

Concurrence

Action Taken

The 5000 rounds of .50 calibre belted ammo as well as all fragmentation grenades and flares formerly being held by DOB for SR/5 have been turned over to the Franconia warehouse for disposal.

7 May 1954

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#25

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Recommendation #28

Ref. B. Page 6, para f.
Ref. C. Page 32, para g.

Recommendation:

"In order to improve the security of the use of telephones, it is recommended that the DOB telephone operator be provided with a "visible list finder" which would contain on one side all aliases used by DOB personnel and on the other side all true names of the personnel. The alias cards could then be cross-referenced to the true names cards and vice-versa. Such lists would facilitate the telephone operator's handling of all calls. It is further recommended that the Security Office also maintain a similar list. These lists could then be enlarged to include the same information regarding case officers and other personnel assigned to temporary duty to DOB."

SR & DOB Opinion

Concurrence.

Action Taken

The recommended records have been instituted and are being kept current through administrative procedure.

7 May 1954



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Recommendation #29

Ref. B. Page 6, para f.
Ref. C. Page 33, para g.-1

Recommendation:

"That an immediate clearance request for the telephone company official be processed through the Agency Security Office by the Security Officer, DOB."

SR & DOB Opinion

Concurrence.

Action Taken

A request for clearance of the telephone company official was initiated 19 Oct 53 and approved 9 Feb 1954.

7 May 1954



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Recommendation #30

Ref. B. Page 6, para f.
Ref. C. Page 33, para h.

Recommendation:

"That the Security Office prepare separate files for each safehouse and for the DOB in order that a complete history of their use will be available. These files should contain information relative to housekeepers employed at each house, agents trained and the period covering such training, security matters pertinent to each house, and any other information found necessary for the Security Office to maintain regarding these facilities."

SR & DOB Opinion

Concurrence.

Action Taken

Implemented as recommended.
See also recommendation 32, 33, and 74-77.

7 May 1954

SECRET

#30

Recommendations #32 & #33

Ref. B. Page 6, para f.

Ref. C. Page 32 & 33, paras h-2 and h-3.

Recommendations:

#32 "That the Security Office make a matter of official record those security matters handled by that office, rather than conducting the major portion of its activities on a verbal basis as in the past."

#33 "That information regarding Agents be contained in the Security Office files. It would seem that for use in the event of an emergency, these files should contain at least the following information regarding Agents:

1. True name (when in country legally)
Cover name (when in country "black")
2. All aliases
3. Project cryptonyms
4. Agent pseudonyms
5. Agency Security Office case number
6. Staff C (SPB) case number

This information should be made available to the DOB at the time the request for training is made by the Area Branches."

SR& DOB Opinion

Concurrence.

Action Taken

The following files have been instituted and are among those being actively maintained in the Security Office of DOB:

CIA Security Regulations Manual
DOB Security Regulations and Procedures
Duty guards daily reports
Duty guards rosters
Entertainment and recreation procedures for agent trainees.
Entrance procedures for agent trainees.

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Name files (true, pseudonym, cryptonym and alias) on:

- a. Agent trainees
- b. Covert Associates
- c. Contract employees
- d. Staff employees
- e. Projects

Personnel intelligence files on visitors

Safe locations and combinations

Termination and Disposal procedures for agents, contract & staff personnel.

Individual vehicle security files

Individual safehouse security files.

7 May 1951

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Recommendations #34 - #41

Ref. B. Page 6, para f.

Ref. C. Pages 35 to 39

Recommendations:

Individual recommendations on disposal or retention of safehouses under control of DOB at time of the I & R survey. (See full I & R Report).

SR & DOB Opinion

Concurrence.

Action Taken

Implemented as recommended.

7 May 1954

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* 34 thru # 41

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Recommendations #42, ^{#43,} #44

Ref. B. Page 6, para f.

Ref. C. Page 39

Recommendations:

"GENERAL RECOMMENDATIONS REGARDING SAFEHOUSES:

#42 The locations of these safehouses should be jealously guarded by all DOB personnel aware of their locations. Dissemination of this information should be on a strict "need to know" basis.

#43 In view of the fact that most of the safehouses comprising the DOB are located in rural areas far removed from firefighting equipment, it is recommended that sufficient hand fire extinguishers to combat ordinary as well as kitchen fires be installed in those safehouses not already so equipped.

#44 In order to reduce the security hazards connected with training at these safehouses, it is recommended that all unusual forms of outdoor training (i.e., jump training) be given at military installations."

SR & DOB Opinion

Concurrence.

Action Taken

Implemented as recommended.

7 May 1954

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#42, #43, #44

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Recommendation #46

Ref. B. Page 6, para f.

Ref. C. Page 39

Recommendation:

"That the appropriate DOB officials explore the possibility of replacing the civilian safehouse-keepers with married enlisted men of the Armed Forces detailed to the Agency, whose wives would not object to housekeeping duties."

SR & DOB Opinion

Concurrence.

Action Taken

DOB has explored the possibility of replacing civilian housekeepers with married enlisted men whose wives would not object to housekeeping duties. Its conclusions are that the security difficulties of arranging pre-employment interviews to determine the suitability of enlisted men with their wives as a team for safehousekeeper duty are too difficult to overcome. These difficulties are not present in the case of civilians.

The deficiencies noted in the I & R report on this subject have been overcome by more adequate indoctrination, briefing and testing of civilian safehousekeeper personnel and more constant contact and supervision by the appropriate DOB Headquarters officials.

7 May 1954



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Recommendation #49

Ref. B., Page 6, para f.
Ref. C. Page 42

Recommendation:

"It is also recommended that a study be made by appropriate officials of the DOB Staff to devise a means to substantially decrease the amount of travel performed by DOB permanent and temporarily assigned personnel between the Base and Headquarters buildings."

SR & DOB Opinion

Concurrence.

Action Taken

The problem of traffic between DOB & CIA Headquarters has been and will continue to be a matter requiring close scrutiny. The amount of this traffic must be kept to a minimum but cannot be allowed to jeopardize the ability of DOB headquarters personnel to keep fully informed on day-to-day operational developments ^{at headquarters} affecting the work in which DOB is engaged.

This traffic however has been substantially reduced. Average number of visits in Sept 1953 between DOB & CIA Headquarters personnel was 6 per day. This was reduced by April of 1954 to an average of approximately $2\frac{1}{2}$ per day.

7 May 1954

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#49

Recommendation #52

Ref. B. Page 6, para g.

Ref. C. Page 47, para ~~2~~ 2, 3

Recommendation:

"See that [] acquires and uses a cash lock box."

SR & DOB Opinion

Concurrence.

Action Taken

Complied with as indicated in reference E, para 1 c

"In compliance with the suggestion of [] a cash box has been purchased and is being utilized by the DOB Finance Office".

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Recommendations #54, #55, #56

Ref. B Page 6, para g.
Ref. C Page 47, paras 5,6,&7.

Recommendation:

- #54 See that advances are properly controlled and confirmed.
- #55 Require project personnel to balance accountings with cash book before submission.
- #56 Determine whether a more practicable procedure could be adopted for handling travel claims.

SR and DOB Opinion

Concurrence

Action Taken

Reference E, para's le, lf, and lg stated:

"e. A cash journal has been purchased for entries of outstanding advances made on accounts of employees. This journal has been in use for at least two months, reflecting activity and balances both individually and collectively on a current basis."

"f. As of the date of the AEACRE audit, all accountings have been balanced with the cash book prior to their transmittal to the Finance Division."

"g. With the contemplated Class B station designation, it is still not probable that another arrangement could be formulated, since a certifying officer will not be present. If such were the case, then a cash payment could be accomplished immediately upon station pre-audit. The present arrangement of advancing travel funds at DOB creates no undue hardship and most certainly localizes the traveler's account. Since all reimbursement checks must clear through the Finance Staff at DOB, it is reasonable to assume that no financial activity will fail to be reflected in the maintenance of the individual account balances. Furthermore, such action was accepted as approved procedure by the PAPS conference for review of the Administrative Plan."

(re. for handling travel claims)

54, # 55, # 56

Recommendation #57

Ref. B, Page 6, para g 8.

Recommendation:

"That suspended items, the majority of which are entertainment of agents, be written-off in a manner satisfactory to the Finance Division in order that DOB may start afresh in their accountability for funds and subsequent audits will be meaningful."

SR and DOB Opinion

Concurrence

Action Taken

Subsequent to the approval of the AEACRE Administrative Plan by DD/P on 21 January 1954 accountings have been resubmitted, certified, and approved by the Finance Division for \$2,767.13 of suspended accountings. An approximately equal amount is in the process of re-submission. When these accountings are finally settled, the necessity for actual write-off of expense will be relatively minor.

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Recommendation #58

Ref. B Page 6, para g
Ref. C Page 47, para S9

Recommendation:

"Obtain the certified inventory sheets requested at time of audit."

SR and DOB Opinion

Concurrence

Action Taken

Certified inventory sheets as requested were forwarded to SR Logistics on 9 December 1953.

Recommendation #60

Ref. B Page 6, para g

Recommendation:

"Lastly, it is recommended that a re-audit of DOB be made in six months and that if the recommendations made in this survey have not been complied with, appropriate administrative action be taken."

SR and DOB Opinion

Concurrence

Action Taken

None necessary for SR or DOB.

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Recommendation #61

Ref. B Page 6, para h

Recommendation:

"That Chief, OPS, SR be the executive authority for resolution of differences between SR Branches and DOB regarding assessment of an agent where there is a variance of opinion as to whether the agent should be terminated or continued."

SR and DOB Opinion

Concurrence

Action Taken

This policy is understood by SR Branches and DOB. The decision of SR/COP is sought when variance of opinion on agent termination cannot be resolved by DOB with the Branch concerned.

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Recommendations #63 & #64

Ref B Page 7, para j

Recommendations:

- #63 "That DOB be represented in the early planning of operations in order that it may be better able to tailor the training to the specific requirements of the mission."
- #64 "That DOB have full and complete access to all information concerning agents accepted for training with the responsibility resting upon the branch to supply PRQ's, prior assessments, etc."

SR and DOB Opinion

Concurrence

Action Taken

This recommendation has been implemented by closer coordination between DOB, SR/COP, and the SR Branches prior to activation of a training unit. Agents are not accepted for training by DOB until the information referred to has been obtained.

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63, 64

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Recommendation #65

Ref B Page 7, para k

Recommendation:

"That an Administrative Plan be approved delegating sufficient authority to DOB to accomplish its mission, while at the same time maintaining full accountability with various elements of the Agency for action taken. Grade B station status would appear substantially appropriate for this purpose. See also Recommendations 66 thru 72."

SR and DOB Opinion

Concurrence

Action Taken

An Administrative Plan for AEACRE was approved on 21 January 1954. Actual designation of DOB as a Grade B station was not made in the Administrative Plan as this was felt to be a matter outside of the jurisdiction of the Project Administrative Planning Staff and wholly within the province of the Comptrollers Officer.

The question of the exact nature of the "field station status" of DOB is presently under study. Also being examined is the advisability of continuing DOB as a project or separating it from project procedures and making it answerable only to the pertinent established agency Field Regulations and Instructions.

#65

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Recommendations #66 thru #72

Ref B Page 7, para k
Ref C Page 85, para 4 a thru g

Recommendations:

- #66 "There be a clarification as to what operating expenses will include."
- #67 "Terminology used in referring to various categories of personnel be clarified."
- #68 "There be a clarification as to what types of equipment DOB may purchase."
- #69 "The section on travel and travel expense be examined. For example, "payments for damage to living quarters" are not travel expense, and their inclusion as items on a travel voucher does not seem to be the best way to take care of them."
- #70 "Travel orders issued and authorized by the Chief, DOB, have retroactive review by the Senior Staff as well as by SR; That repeated and foreign travel orders issued by SR Division be authorized by the Senior Staff."
- #71 "Messing provisions and charges be checked and clarified."
- #72 "Finally, we do not believe that the Agency should authorize, or intend to authorize, by this Plan the financing of types of entertainment which other elements of the Government oppose and prosecute."

SR and BOB Opinion

Concurrence

Action Taken

All of the above recommendations were considered in the writing of the AEACRE Administrative Plan.

a). Operating expenses are to be defined in detailed quarterly operating budgets to be submitted by DOB and approved by SR and the Comptrollers Office.

b). Terminology in respect to personnel is clarified in Section III of the plan.

c). DOB may purchase equipment as provided for in detailed operating budgets approved by SR, the Comptrollers Office, within the procedures for procurement as determined by SR and the Logistics Office. Special procedures are established for such as automobiles and the procurement of real estate.

Recommendation #73

Ref B Page 7, para L.

Recommendation:

"That DOB and Training Division combine their separate efforts in the survival fields. Personnel assigned to DOB should not independently embark on preparation of special manuals, training materials, etc., without prior determination from the Training Division as to the availability of prepared material."

SR and DOB Opinion

Concurrence

Action Taken

This recommendation has been implemented by closer coordination between DOB and OTR (see recommendation #7). It should be noted however that the majority of training materials prepared by DOB are in a foreign language and on subjects such as Soviet Reality on which little information is available in OTR.

Recommendation #74 thru #77

Ref B Page 7, para m, sub para's 1 thru 4.

Recommendations:

- #74 "That daily logs be kept at the safehouses carefully recording the happenings of the day, arrivals, departures, phone calls, etc."
- #75 "That weekly progress reports be submitted promptly and in detail summarizing the significant happenings of the week."
- #76 "That a careful formal record be kept of all training aliases."
- #77 "That all of the above records be prepared in triplicate and distributed as follows:"

Security Officer, DOB
Appropriate Branch Case Officer
Office of Operations, DOB

SR and DOB Opinion

Concurrence

Action Taken

Implemented as recommended.

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Recommendation #79

Ref B. Page 8, para m., subpara 6

Recommendation:

"That agents irrespective of determination of final mission be under contract during training with clear provisions re benefits and disposal if agent found unsatisfactory during training period, bonuses, gratuities, etc."

SR & DOB Opinion

Probable concurrence.

Action Taken

While DOB agrees to this recommendation it should be pointed out to C/SR that DOB has little control over the establishment of such provisions in an agent's contract. This is therefore action for SR and not DOB. We are also not certain that specifically defining such matters in a contract is psychologically correct with the agent types we deal with. The matter could possibly be better handled by making no commitments to agent and having a separate disposal plan agreed to by the Special Contracting Office.

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Recommendation #80

Ref. B. Page 8, para n.

Recommendation:


"That no case officer pool be established since this ostensibly amounts to stockpiling personnel. (See recommendations against proposed T/O)."

SR & DOB Opinion

Concurrence

Action Taken

No case officer pool has been or will be established by C/DOB. The use of this term and the implications of its meaning are in violation to all principles of proper personnel management.



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Recommendation #81

Ref. B. Page 8, para o.

Recommendation:

"That the Tradecrafts Section of DOB which has been literally operating in a vacuum as regards source material for training be included in the distribution of all material originating with the Support Section of SR which in any way would contribute to more efficient briefing of REDSOX agents."

SR & DOB Opinion

Concurrence.

Action Taken

While this recommendation is concurred in, its implementation leaves something to be desired. Through co-ordination with SR/6 and presentation to them of specific requests, certain materials have been obtained. DOB is not receiving all the material it should (viz. debriefings of recent defectors and other material from which can be deduced data on Soviet Reality). It appears to DOB that we will only receive such material after specific instructions are issued to SR/6 by SR/COP.



Recommendation #82

Ref. B. Page 8, para o.

Recommendation:

"That the Tradecraft Section, through the Support Section of SR and directly through liaison with the Training Division, and RQM/OIS, and other elements of the Agency develop other sources for source material for training."

SR & DOB Opinion

Dissent on recommendation
~~Concurrence on liaison with OTR but dissent on liaison with RQM/OIS.~~

Action Taken

See recommendations #7 and #8, and action taken thereto.

W

Recommendation #83

Ref. B. Page 8, para p.

Recommendation:

"That officers of the Fieldcrafts Section be present during all the final stages of preparation of an agent or team for dispatch."

SR & DOB Opinion

Concurrence.

Action Taken

Although concurrence is given to this recommendation, it has not been implemented in the only cases of dispatch since receipt of the I & R Report (viz. TU #105 & TU #226 in which a representative of the Fieldcraft section did not accompany the agents to the dispatch point) This recommendation should perhaps be strictly adhered to in the future in view of the fold-up of CSOB and its former facilities which were specially adapted to our needs.

SECRET

Recommendation #85

Ref. B. Page 8, para p.

Recommendation:

"That SR through its various branches attempt to keep the Tradecrafts Section informed of experience gained on these subjects from field operations."

SR & DOB Opinion

Concurrence.

Action Taken

Proper implementation of this recommendation will only occur if direction is given to it by SR/COP. It is suggested that SR/COP direct SR branches to make a written critique on the training of each agent or agent team ^{within 3-4 months} after dispatch. Such a critique should include such matters as an evaluation of the training methods used, adequacy of instruction on ^{the} subjects covered (viz. tradecraft, fieldcraft, commo, language, reality, etc.), evaluation of instructors involved, evaluation of agent equipment used in ^{training} ~~and the degree of its suitability under the circumstances, psychological and physical preparation of agent for dispatch, etc.~~ ^{equipment and the need of diploma.}

Such a critique addressed to SR/COP with a copy to DOB would consolidate and make a matter of record those ^{issues, concerns} ~~comments~~ which it only receives indirectly or second-hand at present. It would also furnish DOB with material on which could be based changes in training and curriculum. Under the present circumstances, DOB is pretty much out by itself in these matters and has little ground for judging the success of its training.

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SECRET

Recommendations #86 & #87

Ref. B Page 8, para q.

Recommendations:

- #86 "That all reports prepared by Commo personnel be prepared in sufficient copies to afford distribution to DOB and to the appropriate branch of SR for inclusion in the agent's master file. There should be no exception to this procedure."
- #87 "That Commo trainers expand their remarks on their monthly and final training reports to include general observations on the agent, to be given such weight as deemed appropriate by the senior case officer."

SR and DOB Opinion

Concurrence

Action Taken

These recommendations have been implemented but will require administrative follow up in the future by the ^{DOB} training staff. This could take the form of a published version of the duties, responsibilities and limits of authority of commo trainers on training projects.

Further, it should be drawn to the attention of C/SR that to our knowledge Commo has not seen the [] report and specifically the recommendations on Commo matters.

AKW

86 + 87

SECRET

Recommendation #88

Ref. B. Page 9, para q.

Recommendation:

"That where the physical assets permit, a Commo training area be established in the safehouse and retained exclusively for that purpose."

SR & DOB Opinion

Concurrence.

Action Taken

Implemented as recommended.

SECRET

Recommendation #89

Ref. B Page 9, para q.

Recommendation:

"That DOB, at the conclusion of each training cycle make a memorandum on the Commo trainer concerning his efficiency and adaptability to perform this type of work, which should be forwarded through SR to Commo for use in the preparation of the annual efficiency report on the employee."

SR and DOB Opinion

Concurrence.

Action Taken

✓] Action on this will only take place after Commo has seen the report, concurred in the recommendations and indicated that such reports are desirable. See action under #86.

Law

#89

SECRET

Recommendation #90

Ref. B. Page 9, para q.

Recommendation:

"That on-the-air W/T training be given all agents as an integral part of their preparation for dispatch."

SR & DOB Opinion

Concurrence.

Action Taken

Implemented as recommended.



#90

SECRET

Recommendation #91

Ref. B Page 9, para q.

Recommendation:

"That Chief, Training Branch, Commo, be held responsible for full utilization of Commo personnel."

SR and DOB Opinion

Concurrence

Action Taken

This is understood by SR/DOB but is action primarily for the Chief Training Branch of Commo. See action under #86.

#91

Recommendations #94 & #95

Ref B. Page 9, para t.

Recommendations:

#94 "That the Liaison Section be the Headquarters point of entry for visitors from DOB and the point of exit for visits by Headquarters personnel to DOB and that a complete log be kept of this exchange of visitors. There should be no exceptions to this procedure.

#95 That a request from DOB to the Liaison Section for services be in writing when time permits, and be confirmed in writing when made orally and that answers to these requests be submitted by the Liaison Section in writing or confirmed in writing."

SR & DOB Opinion

Concurrence.

Action Taken

Implemented as recommended.

RSK

#94 + 95