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51-7

SECURITY INFORMATION

30 October 1951

TO : Director of Training
Attention - [REDACTED]

FROM : Training Liaison Officer, OCD

SUBJECT : Professional Administrative Officer Program

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Reference: Request for comment on your Memorandum of 17 October 1951

1. There appears to be a considerable diversity of opinion in OCD regarding the need and practicality of a CIA Training Program for administrative officers. Some would give it a very low priority in relation to other recruitment and training needs for new personnel, and to time used for such training by these now employed. This view reflects the current workload pressure, and possibly some scepticism as to the probable benefits of such training compared with on-the-job experience in administrative duties. Other officers believe that administrative training is a very definite need in CIA, and would give it at least equal ranking with training for other purposes.

2. OCD has no urgent or obvious need for additional trained administrative officers at present, but as our Divisions become larger the need may become more apparent. As a general rule, the administrative duties performed in the office of the Division Chief are now handled by his Assistant Chief and his secretary, with the assistance when necessary of Branch Chiefs or selected officers for occasional special purposes. The OCD policy has been to have administrative functions centralized in the Administrative Staff of the Office to a considerable degree.

3. The following suggestions are offered to promote thinking on the subject, and do not necessarily represent final conclusions or the official position of OCD:

(a) Provide facilities for training supervisory personnel, at all levels from Division Chiefs down, in the basic elements of good administrative practices.

This might take various forms and include lectures both within and outside of CIA, supplemented by a selected reading list.

(b) Provide facilities for training administrative officers and administrative assistants in the practical details of CIA administrative problems, as well as in general administrative techniques.

This would apply to newly recruited administrative personnel, to those already in such jobs, and to those being transferred from operational administrative duties.

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(c) Include a modicum of administrative training in the present CIA Intelligence School course, and possibly in the UTG/A General Intelligence course.

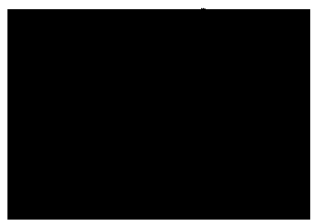
One or two lectures or panel discussions might be sufficient to give new personnel some familiarity with administrative problems and their relation to intelligence operations, which should be useful when they begin their new jobs.

(d) In the present training courses, and in prior recruitment, be on the lookout for administrative talent so that it will not be lost in the current emphasis on language aptitudes.

When such talent appears, especially if language aptitude tests show a low rating, it could more usefully be directed toward administrative training.

4. Attached are two memoranda on the subject containing further suggestions. One is contributed by the OCD Administrative Officer - [redacted] the other by [redacted] Asst. Training Liaison Officer for OCD, which reflects the observations of a recently graduated trainee from the CIA Intelligence School.

5. We are at your disposal for any further discussion of these suggestions that may be desired.



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