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OFFICIAL REPORT

on the
SIXTH AGENCY ORIENTATION COURSE

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1. Place

The Sixth CIA Orientation Course was conducted in the Department of Agriculture Auditorium on Tuesday, Wednesday, Thursday, and Friday, April 8, 9, 10, and 11, 1952. This was the second Agency Orientation Course conducted under Regulation directing that such courses be held once every three months. Because of the continuous growth in numbers of personnel, even with the capacity of the Department of Agriculture Auditorium and conducting the Course four times a year, we are still unable to catch up with Agency expansion. Besides the permanent 585 seats in the Department of Agriculture Auditorium, we erected about 25 additional seats to accommodate invitees who were not registered as participating in the Course.

2. Program

The substance of the Sixth Agency Orientation Course was broken down into four parts as follows:

- "Background"
- "Basic Components in the Intelligence Process"
- "The Production Process in Intelligence"
- "The Impact of Intelligence"

Under these four headings, we shortened all presentations to approximately one-half hour with five- or ten-minute question periods. This approach was possible because of our continuing to include in the printed program the precis of what the speakers were going to cover. This was the second time that we adopted the approach of including a few notes of the subject matter of each presentation. By doing this, the speakers were impelled to get into the "guts" of their material much faster.

The material of the Course was prepared with the objective of benefiting and being of current and lasting interest to persons who have been in the intelligence field for quite some time. Furthermore, since the Intelligence Indoctrination Course covers detailed organization and the place of CIA in the Federal Structure of Government, plus the Language of Intelligence, we eliminated from the program topics of this type that might tend to duplicate the material of the weekly Intelligence Indoctrination Programs.

3. Innovations

a) Substantive Presentation.

During the first day, under the general heading of "Background," we had a presentation by the Office of National Estimates on the subject, "The Essence of Today's World Crisis."

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b) We dropped the historical presentation which was given in previous Courses, since much of this is picked up during the weekly Intelligence Indoctrination Program.

c) The Federal Bureau of Investigation participated for the first time.

d) At the designation of Mr. Walter Wolf, Deputy Director (Administration), Colonel Lawrence K. White spoke on "The Administrative Support Function."

e) We inaugurated the system of panel discussion by a presentation on "Scientific Intelligence Production." This was chaired by Brig. General [redacted], who had as Panel members Messrs. [redacted]

f) On to the Course came our Inspector General, Mr. Stuart Hedden, to cover the timely topic, "Current Problems of the Agency."

4. Cooperation of Offices in CIA

As in the past, we received again splendid cooperation from all segments of the Office of Training and from other offices throughout CIA. In the absence of Miss [redacted] did a most efficient job in alerting all speakers to be at the Auditorium at the times designated. If this task were not done with efficiency and courtesy, our Program could not achieve satisfactory results. A special word of thanks should go to Captain [redacted] for his courteous and most efficient handling of the numerous details connected with visual aids and other items pertinent to proper staging. He was aided by Messrs. [redacted] of Training and [redacted] of I&S. Captain [redacted] displayed a sense of responsibility and enthusiasm which makes us hope that he will be able to help us on future programs. Mrs. [redacted] aided the personnel of the Orientation and Briefing Division in the distribution of materiel and in seeing to it that all classified material was removed before CIA vacated the Department of Agriculture officially each day. Miss [redacted] did a splendid job in covering phone calls and in seeing to it that all messages to the Orientations Office were handled with dispatch during the four days of the Course.

From the offices of the Deputy Director (Administration) came the administrative support necessary for the essential functions of prior security inspection of the Auditorium and then the supply of guards and special personnel from the Security Office during each of the four days of the Program. The Office of Security also conducted a very expeditious name-check and issued temporary badges to our guests from State, Army, Navy, and Air Force.

From Administrative Services came the efficient handling of all details connected with transportation of personnel and of materiel to and from the Department of Agriculture each day. Even the unavoidable inconvenience of Cherry Blossom crowds did not impede their efficiency. To Mr. [redacted] of Organization & Methods, we are most grateful for the time he spent in designing and printing the new Certificate of Registration for the Course. [redacted] to fit

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into the Machine Methods operation and thus afford us more flexibility in securing for the offices throughout the Agency the answers to questions about attendance of individuals and of groups and other types of inquiries which they may ask of us. It is our understanding that Mr. [] has turned all of this material over to Mr. [], of the Machine Records Branch, for full implementation.

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Again from the operating offices throughout the Agency came splendid cooperation in furnishing speakers to cover the subjects. Knowing the fullness of their normal schedules, this kind of support is most heartening and makes us feel that when busy people desire to participate they are lending an endorsement of the worthwhileness of the undertaking. From one office in particular, the Office of Research and Reports, came the very necessary assistance on development of visual aids. In each instance, the visual aid was discussed with the speaker, who made suggestions as to how the punch thought of his presentation could best be depicted. As the visual aids developed, they were examined frequently by the Orientation and Briefing Division, and in all cases the speakers had an opportunity to see the finished product before it was unveiled on the stage.

5. Cooperation of Departments Outside of CIA

a) U. S. Department of Agriculture.

The Department of Agriculture again gave us a sample of courtesy both before and during the Program. They gladly arranged for time to conduct a "dry run" which eliminated many "bugs" from the staging of the Program; and then during the conducting of the Course, all necessary lighting facilities and air conditioning were put at our disposal.

b) U. S. Department of State.

Because he did such a creditable job during the Fifth Orientation Course, we again called upon Mr. Fisher Howe to appear on our Program to cover the subject, "The Overt Collection Function." Mr. Howe was quite pleased to accept this invitation as an endorsement of his previous efforts, and again he gave us a very commendable presentation.

Also from the Department of State came Mr. Park Armstrong, the Special Assistant to the Secretary of State in charge of Research and Intelligence. He was our IAC official representative; and since he has been in the intelligence field of the U. S. Department of State practically all of the life of the Intelligence Advisory Committee, he was able to illustrate his lecture by dipping into personal experiences.

6. Audience Participation

The official attendance at the Course, after compiling initial and final

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cards and adding the 19 guests from the IAC Agencies, is 561. This is broken down into categories by office, by grade, and by old and new employees.

a) By Office:

D/CI.....	2
DD/I.....	1
DD/P.....	1
Administrative Staff (S).....	4
Training (S).....	12
Training (G).....	12
OO.....	67
OCD.....	39
OIC.....	1
ONE.....	3
OCI.....	21
OPR.....	61
OSI.....	38
OPC.....	98
OSO.....	30
Office of Communications.....	41
TSS.....	25
Auditor-in-Chief.....	1
General Counsel.....	3
Personnel Office.....	25
Comptroller.....	16
Procurement Office.....	8
Medical Office.....	5
General Services Office.....	11
Security Office.....	17
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	542
Guests from IAC Agencies.....	19
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	561

b) By Grade:

GS-3.....	4
GS-4.....	29
GS-5.....	128
GS-6.....	23
GS-7.....	104
GS-8.....	3
GS-9.....	71
GS-10.....	3
GS-11.....	51
GS-12.....	42
GS-13.....	32
GS-14.....	16
GS-15.....	9
GS-16.....	-
UG-9.....	1
Military.....	24
No Grade Indicated.....	2

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c) Old and New Employees:

We reiterate the fact that the Regulation as now written eliminates the distinction between "old" and "new" employees since it says that all employees of CIA are to take the Orientation Course. However, for purposes of planning and analysis of the composition of the audience, we have on this occasion arbitrarily adopted the yardstick that those who entered on duty more than six months before the date of the Course were to be classified as "old employees."

Old Employees.....	340	62.7%
New Employees.....	202	37.3%
	<u>542</u>	<u>100.0%</u>

NOTE:

Because of the new system by which we were able to find out without difficulty from the Machine Records Branch which initial and final registration cards do not match, 18 discrepancies were brought to our attention. Upon checking with the individual office in each instance, we have given credit to 7 of the 18 people since we have ascertained that they attended three-fourths of the Course. This has been the norm which guided us in the past.

Some of us also noticed many vacant seats in the Auditorium on both the second and third days of the Course. This raises the question as to whether we should not adopt a very simple attendance check for each of the days of the Course instead of depending solely upon the initial and final registration cards. Before the next Course is conducted, the Orientation and Briefing Division will make a recommendation to the Director of Training on this subject.

7. Evaluation

a) General.

Though we missed the tonic which comes to the Course from the personal presence of the Director, we were delighted with the unsolicited endorsement which we received from the Acting Director, Mr. Allen Dulles, who stated that the Orientation Program had so proven itself that it had now become a recognized segment of Agency endeavors. This type of statement will not be allowed to lull us into a sense of having attained perfection of product. As mentioned on previous occasions, we always desire to be our own most harsh critics, and under this approach there will be instances of where we will not be satisfied even with what is apparently pleasing to an audience because our standards will always be kept rigidly high.

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We have received many comments from persons of various levels throughout the Agency who attended the Sixth Orientation Course, and all such reactions have been uniformly good, most of them enthusiastic. These, also, we must take with tempered thanks for we realize that what may please one may bore someone else, and vice versa. Generally speaking, however, we feel that the end-product of our endeavors was satisfactory in that what we gave the audience was beyond the realm of mere interest and that the persons received information about subjects which should prove of benefit to them in their work for the Agency.

b) Outside Agency Participation.

During the Sixth Agency Orientation Course, we continued the system of inviting those most appropriate to cover certain subjects even though they were not within CIA, to appear on our Program. For example, Mr. Howe of the Department of State was back with us; and Dr. [redacted] even though he is no longer a member of CIA, came back, from the Psychological Strategy Board, to present his topic on "Foreign Intelligence Patterns."

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Realizing that the Course is for CIA personnel, to be conducted by CIA personnel, we must always keep such contributions by "outsiders" to a minimum. The sprinkling which we have inaugurated, however, is healthy. Furthermore, key personnel from Army, Navy, and Air intelligence organizations were most appreciative at being invited to attend this Course, along with individuals from the Department of State. Their being with us at our Agency Program tended to develop a sense of confidence and teamwork which should prove of benefit to the total intelligence field.

c) Duplication.

In planning for the Sixth Orientation Course, ^{we} were compelled to avoid duplicating the subject matter of our weekly Intelligence Indoctrination Programs. This was accomplished without difficulty by eliminating the historical and detailed organizational lectures from the Orientation Program; furthermore, by discussion with the various speakers and indicating to each what others were going to cover, plus the receipt of a synopsis from each one covering the highlights of what he intended to say. All blended to bring the very beneficial result of lessening unnecessary duplication to a minimum.

d) Standard of Speakers.

We must never forget that the lecturers at our Orientation Courses are, to a large degree, persons who do not like platform work and who are constantly beset by pressures from all sides to accomplish their normal responsibilities in the various offices of CIA.

Only the minority possess the ability to speak with effectiveness. Accordingly, we should be consoled that we are able to accomplish the type of

satisfactory result which has been ours even while working under this type of handicap. This is a factor which will always remain with us. We must always strive to attempt to match capacity of the person, position in CIA, and the need of the program, to come out with the best result. Guided by this goal, we will ever attempt to get persons of stature who simultaneously can put zest and life into the subject matter which we desire them to cover.

e) Visual Aids.

As on previous occasions, we attempted to view the central theme of each speaker with the visual aid prepared for that speaker. We still note many deficiencies in this field. It was most fortunate that, during the Fifth and Sixth Orientation Courses, Messrs. [] respectively were in attendance. These are the men with whom we work in the evolution of the visual aids. We have already had some discussions with them about the eradication of deficiencies and the improvement of even the good visual presentations. This whole approach is developing within the Office of Training a library of visual aids, which are retained in our vault and which can be utilized for purposes other than the Orientation Program itself.

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f) Questions.

During past Programs, we have given the persons in the audience the choice of asking questions orally or in writing. During the Sixth CIA Orientation Course, all questions were submitted in writing. We believe this is advantageous because it allows a screening process to be conducted -- sifting out the questions which might prove embarrassing or useless -- and furthermore, it tends to allow the moderator of the Program to control the element of time to be allotted for each question period. As in the past, the Orientation and Briefing Division is segregating questions according to subject matter, and we are setting up a file of such questions accumulative from Course to Course which will supply many ideas for various types of presentations to groups in and out of CIA.

g) Innovations.

1. The presentation of Mr. []

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It is our conviction that this substantive-type presentation on the first day of the Orientation Course lends a basic tone to the whole Course and should be continued during future undertakings. To a large degree, its appropriateness was underscored by the authentic and, at the same time, simple manner in which Mr. [] presented his ideas.

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2. The dropping of the detailed historical presentation did not create a void in the Program. In our estimation, historical items of American intelligence which happened in the last century or in the first thirty years of the twentieth century, even though they are of interest, are of very secondary current importance to the personnel in any of the components of CIA today.

3. The FBI on the Program.

We believe this is a beneficial addition to the Course, but we regret that the representative of the FBI did not possess the ability to present his ideas with more interest and conviction so as to bring out the very important constant relationships between CIA and FBI. If this part of the Program is to be included in the future, we might be able to get a more convincing representative from the FBI.

4. "The Administrative Support Function" by Col. Lawrence K. White.

This was a very welcome presentation from a man who has been in CIA for many years, thus knowing many of the basic reasons for organizational growth and change. He possessed the ability to take an otherwise dry subject and give it to the people in an easily digestible and interesting manner.

5. Panel Discussion.

The insertion of a Panel Discussion can have tangible results to change the format of the similarity of each day. In this case, however, we are convinced that, unless the Panel is chaired with more potency, it has a tendency to weaken rather than strengthen the subject matter. Hence, in any Panel of the future, we will lend additional stress and emphasis to the manner in which any such Panel will be chaired.

6. The Inspector General.

Even though we are aware that Mr. Stuart Hedden was somewhat disappointed with his presentation, we repeat in this evaluation what we heard from many persons throughout the audience that he achieved success because of his informality and his relaying to the personnel the conviction that the Director and those closely associated with him in the Administration Building are thinking of the intimate needs of the people throughout CIA. Everyone has a direct or indirect interest in such subjects as hospitalization, parking, office space, and the other items of this caliber which Mr. Hedden spoke about. We hope, therefore, that he will always be available for this kind of presentation during future Orientation Courses.

8. Conclusion

On purpose have I kept for the final item on this report a note of thanks which must be inserted for the little team of persons in the Orientation and Briefing Division. I refer specifically to [redacted] and [redacted], who on this occasion repeated their constant cooperation and arduous tasks to ensure the success of the Course. For many weeks prior

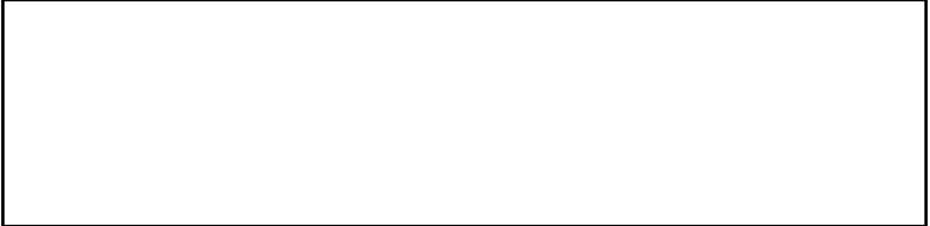
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to the actual day of the Program, innumerable items of substantive caliber were cropping up in unavoidable fashion to test the temper and courage and resourcefulness of each of these people. It was their good-will and patience, all cloaked in earnestness, which brought the kind of result that our Director of Training desired.

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CHIEF, ORIENTATION AND BRIEFING DIVISION

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