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23 DEC 1955

Mr. Ross Pollock
Chief, Career Development Program
Civil Service Commission
Washington 25, D. C.

SUBJECT: Report on CIA Training

Dear Mr. Pollock:

In reply to your letter of 9 November 1955, I first wish to express my sincere appreciation for the recognition you give to the limitations which are imposed on any reporting of the training conducted by this Agency. The training conducted by my Office is directly related to the responsibilities laid upon the Director of Central Intelligence by the National Security Council. The training objectives which we strive to meet may be simply stated as the preparation of employees of CIA for their current or projected assignments.

I feel that I can report on certain aspects of Agency training without divulging the operational activities of the Agency; however, in doing so I must request that this report not be given dissemination, since I am not at liberty to invite lateral inquiry from other government agencies or research groups.

The Central Intelligence Agency has established the policy that all new employees must receive a general orientation as part of the entrance-on-duty procedure. This Office is responsible for providing the orientation programs required. All new clerical employees are tested on their skills. The results of these tests present a partial basis for determining Agency requirements for clerical training. The clerical employee is not usually assigned until his skills meet Agency standards of performance. Clerical refresher programs are also offered for employees who find it necessary to improve their skills after their assignment has been effected or when additional training is necessary in preparation for new assignments.

CIA has recognized the fact that professional employees may possess a high degree of competence in their specialized operational fields without having previously acquired the same degree of competence in the techniques of supervision and management. As a

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consequence courses of instruction have been established which satisfy this need. Instructors in the management training programs have access to the material developed and used in similar courses conducted by the Department of State. The use of the case method of teaching and a follow-up seminar arranged for supervisors approximately one year after completion of the course have produced excellent results.

The reading improvement program established by this Office has also produced some very dramatic results. Analysts who devote a high percentage of their time reviewing written material have found that they can increase their reading speed as well as their comprehension through participation in this training program. Instructors have recently made adaptations of the course content to meet the requirements of employees who were constantly working with written material in foreign languages and those who deal primarily with cable traffic. These adaptations have proved most effective.

It is hoped that this information is indicative of the fact that the Central Intelligence Agency does recognize the importance of training for its civilian employees. This Office is utilizing every means at its disposal to improve instruction methods and techniques and insure that all course content accurately reflects the policy and doctrine established by this Agency.

Sincerely,

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MATTHEW BAIRD
Director of Training

OTR/PPS/LBS:mjz (19 Dec 55)

- 0 & 1 - Addressee
- 1 - General Counsel ✓
- 1 - DTR
- 1 - PPS

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