

I told Colonel White, our boss, that I didn't see how he could duck the question of the budget. I wasn't absolutely truthful with him, because one of the reasons why is, as far as you're concerned I'm the guy who's to blame for all this cutting back, and here's my chance to pass it on to somebody else. Colonel White, at a recent meeting of an activity of the Office of Training, had this to say about that activity. Better put my glasses on. I don't want to misquote him. "I'm willing to go to most any extreme to make it a successful program." Colonel White, just give us another five dollars.

COLONEL WHITE

Well, first of all, Matt, I think I've got two legitimate complaints to start out with. As you see, I have some notes here. I don't know whether you can call it a script or not, and one reason I prepared these notes is because I remembered very well last year that the hit of the day was Matt up here tearing up his script. So I thought that ought to be good for this year again, so I came down with a script. A second complaint is that contrary to the instructions he gave Mr. Dulles and General Cabell, he told me what to say. Furthermore, I was way ahead of him on why he wanted me to talk about the budget. When I tried to get out of this, I said, "Look. Mr. Dulles is going to speak and General Cabell is going to speak. Why don't I just say Merry Christmas and let it go at that?" He said, "No. You have to say something." And I said, "Well, what do you want me to say?" "Well," he said, "you ought to talk about the personnel ceiling and the budget, if nothing else." Well, I didn't go for that very much because I really felt that Christmas is a time to say something nice to everybody and not talk about the budget and personnel ceiling. But I had a personal experience that same evening. I went home and my two young sons were home from school, and they sing in a school chorus. Almost every day during the Christmas holidays they've been around singing at churches, women's clubs, and whatnot. As I walked

in the back door I saw one of my sons and I said, "Well, how'd the singing go today?" He said, "It was good, Pop. We had two old ladies crying." So maybe if you look at it in that context, this is the thing to do. I'll do one other thing which Matt asked me to do, and that's be brief.

As some of you, maybe not all of you, know the Office of Training will have been a part of the Support organization four years on the sixteenth of February. I'm extremely grateful for all the support that you have given me and the Agency during this four years, and I have come to know Training much better each year. I believe that the job you have to do is certainly one of the most interesting of any Support component because it cuts across all the lines and gets into every part of the organization. I think that I've come to know it better this year than ever before, thanks in part to [REDACTED] and the people of the Plans Staff who come up and fill me in once a week on what's going on in the Office of Training that they think I ought to know about or can be of any help to them.

Matt asked me to criticise as well as praise and I think both Mr. Dulles and General Cabell have taken care of that quite well. However, I do want to say a word or two to follow up on what they have said about budget, personnel ceilings, priorities, etc.

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I follow closer than I'm sure the people in the Intelligence School realize what goes on in the Intelligence School, because most of your basic courses are there and because buried in the Intelligence School are all the administrative courses or support courses, Management, Budget and Finance, Clerical Refresher, and a lot of others. As we look forward to 1960, I think we have to take a good hard careful look at the Intelligence School to see whether we have our priorities right. I have some question along this line about every school, and I'm not saying that we don't, but I think we may have some courses that might be a little more luxurious than we can afford in consideration of the over-all priorities. I have been extremely well impressed with the flexibility of this school, the ease with which you set up new courses, and the efficiency with which you carry them on, etc. But it may well be that we need to take a good hard look at some of the courses to see whether we need to carry them on at the same level which we are now carrying them on.

I spent an afternoon just last week with the School of International Communism and I was extremely well pleased with what I heard from them and impressed with the amount of activity which they have carried on during the past year. I was disappointed to learn that the Agency interest in the School of International Communism is apparently dropping off. It would seem to me that the Introduction to Communism and the

other basic courses would be a "must" for almost every individual in the Agency, regardless of what work he does, if he could possibly be spared to take the course. Much to my surprise, the Agency interest in those basic courses has apparently dropped off some 40 per cent within the past year and I think, as General Cabell has said, that this is one of the areas in which we need to inspire supervisors to allow more people to come into this school.

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The Language and Area School have also spent some time with and I think anything I could say in addition to what Mr. Dulles has said about what we think of the fine beginning would be anti-climactic. However, I am not sure in the language school that we are meeting the requirements of the Agency in accordance with our priorities. I think we have made an excellent beginning with a shotgun approach to get people to study languages and we've got a lot of people studying a lot of languages, but I'm not sure we have the right people studying the right languages. Here again I know that you are somewhat at the mercy of people. They send the people to study certain languages. There's not much that you can do about it. But here again I think we have to take the leadership in sharpening up the priorities to decide what languages we are going to teach and to try to get the people who need certain languages to take those languages. It's inconceivable to me, for instance, that we only have two people studying Chinese. I believe when I was there that several Russian language courses had been

canceled because of an inadequate number of students. So I think here we have a responsibility to bring this home to people in the Agency outside the Office of Training and to see if we can't sharpen up our priorities.

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I've been [REDACTED] several times and have seen some other aspects of the Operations School, and I am always extremely well impressed with the excellence of the instruction, as is everyone else who we take

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[REDACTED] I think in 1960, however, we have to ask ourselves again in the Operations School whether we are placing the emphasis on places where we can get pay dirt or whether we are still teaching old courses or placing too much effort in places that no longer pay off. This is a ^{question} ~~case~~ of constantly changing priorities and I think here again we have to take a very careful look at ourselves.

Matt quoted me a minute ago about a remark I made concerning the JOT Program, and I was quite sincere in that remark. I think our present JOT class is extremely outstanding. I think our new program for the JOT's is going to be a great improvement over what we have had in the past, and I think I can speak, not only for myself but for every other senior official in the Agency in saying that we support the JOT Program wholeheartedly. My one beef about it is that DD/S is not getting very many JOT's. Some day you people are going to wake up and find out it was the infantry who won the war and not the Air Force or the Navy.

Your A & E Staff continues to do a good job and I think this year there have been more and more people who realize the extreme importance of the contribution the A & E Staff can make in handling our people. It has become more and more of use, I believe, to senior supervisors and others, as well as security, medical, and information in the personnel files. Here again, however, in looking at our priorities, we've got about fifty people in that program and we may have to take a good hard look to see whether or not we can afford that many.

I've even gotten some good results from my dealings with the Support Staff this year. As you may or may not know we turned [REDACTED] [REDACTED] over to a private contractor and got some thirty-two people off the rolls and through that Staff we are trying to get some more people off the rolls. I've got more motive than is apparent on the surface I think in that because I'm certain there comes a time, I'm not exactly sure just where it is, but there is a time if you can get a hundred people, say, off the payrolls it takes one personnel clerk or maybe more and one fiscal clerk and one security officer and one of something else that you can also take off the rolls as you take off a hundred people. But I believe there is ore to be mined here and that we are going to push along with it with your Support Staff as the years go on.

I think all this adds up to two questions that we can ask ourselves for 1960, and to state them very generally, "Can we do any more than

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we are now doing on the same amount of money?" or "Can we do what we are not doing with less money?" Of course, this will always be an objective, but as Mr. Dulles has told you, our budget for the Agency is no increase over our present level. Priorities are highly competitive on an Agency-wide basis for the funds and for the people. So every component of the Agency is going to have to live within about this year's level and if there are increases in one component then, theoretically at least, there will have to be decreases in some other component. So while I don't think it's anyone's desire to reduce the level of our training program or to place any less emphasis on training than we are now placing, as far as money goes, it doesn't appear that we will have any more money to spend than we have had in the past, and we could well have less. I think the same thing holds with regard to personnel. I don't believe that we want to devote any less effort to training than we are now but I do think that we have to look very hard at the priorities of training. Now it's easy to say and in the Support side of the house I hear this ten times a day, "Well, I can't control this. I mean, it depends on what people ask me to do." I think in 1960 not only you in Training but the Support organization as a whole is going to have to take greater leadership in saying, "This is what we think you ought to do. These are our capabilities. We can't meet all the requirements that are placed upon us. This is what we can do." And then say to the person who is placing those requirements, "What

do you want us to do? We can't do it all, so we're going to have to set up these priorities." I think you in Training and other Support components are going to have to take the lead, rather than to say, "We can't honor this request." I can give you a very good example. During the Fiscal Year 1958 we issued 40,000 ball point pens in this Agency, because people can go to the supply room and get them for nothing. People will take ball point pencils and anything else if they can get them for nothing. But this also applies to Training. As long as external training doesn't come out of other people's budget, as long as all you've got to do is to say "I want this course given" and get it people are going to ask and expect things that they cannot, or they probably should not, have if we line everything up on a priority basis. So the two big problems, I think, facing us all, and it applies to you as much, if not more, than anyone else is, "Can we do more with the same amount of money?" or "Can we do what we are doing now with less?" and "Where do we stand with regard to priorities? Are the old courses still good, or should we have some new ones, or should we modify the ones we've got? Should we cut out some of them in order to take on new courses?" So within that framework this is the big challenge for 1960. I'm going to be down with Matt Baird shortly after the first of the year going over all these functions personally with

him and some of you to try to answer some of these questions in my own mind. I don't know the answers, but I know the questions are there.

Merry Christmas to you.