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24 OCT 1960

MEMORANDUM FOR: Deputy Director (Support)

SUBJECT: Comments on the Inspector General's Report on Training in CIA

REFERENCES: (a) Inspector General's Survey of the CIA Training Program, dated August 1960

(b) Memorandum from Deputy Director (Support), dated 5 October 1960, "Responses of DD/S Office Heads and Staff Chiefs to the Inspector General's Report on Training in CIA"

1. This memorandum is for information only; particular reference is made to paragraph 2.

2. As requested in reference (b), the Office of Logistics offers the following comments with respect to the report on training and further comments on specific recommendations contained in the report:

a. The report as a whole indicates a thorough study of the Agency training program, although it would appear that the report is primarily directed to training activities involving the DD/P.

b. Recommendations:

(1) "The Directors of Personnel and Training together with representatives from operating components take a fresh look at the over-all problem of clerical usage and make recommendations for a more effective system. This should be followed by an OTR reassessment of the clerical training program."

We concur. Although continuing efforts are made to properly utilize clerical personnel, it is apparent that requests are frequently submitted for personnel having skills that can not be fully utilized in a specific position. We believe a re-examination of the need for stenographic ability would result in a decreased requirement for stenographic recruitment. We also believe that the over-all qualifications of many clerical employees may be too high for actual Agency requirements. A certain percentage of qualified stenographers should continue to be recruited, but many routine clerical

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positions may be quite competently handled by high school graduates qualified in typing.

(2) "OTR experiment with the concept of a board of overseers composed of senior grade professional officers as a means of improved communication with an indoctrination of consumers, and to promote the development of more effective policies on curriculum and enrollment."

We concur. An adequate training program requires the support of senior command officials in order that personnel be released from job assignments for periods of training. The proposed board of overseer might prove useful in initiating senior officials into the advantages of an adequate Agency training program, and thus secure their continuing cooperation.

(3) "The OTR confer with the Commanding Officers of the Army and Air Reserve units to see if more practical reserve training, e.g., International Communism, could be handled by OTR for the reservists."

We concur. Since the majority of reserve officers employed by the Agency will continue with the Agency at the time of mobilization an effective Agency-services training program for these officers should be developed for their more practical utilization during mobilization.

(4) "The DCI establish as Agency policy that all junior professional officers enter Agency employ through the JOFP."

The Office of Logistics does not concur with this recommendation. The concept of the JOFP Program, involving the recruitment of top flight college graduates who are considered to have the potential to ultimately develop into senior officers, also requires that these individuals be given special handling, that they be closely watched, and that they advance as rapidly as they are capable of developing in order to retain and increase their initiative. Such a program, as applied in many private businesses, usually involves a handful of carefully selected individuals. In the Agency program, the present high standards of the JOFP should continue for a similar small and select group some of whom should be Logistics specialists. At the same time there are many job areas within the organization, and especially in Support components, where normal recruitment outside of

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the JOTF should be continued. We have in mind specifically certain areas where positions call for specialized knowledge and technical skills -- accountants, procurement officers, engineers, etc. Many of these positions require several years of on-the-job training in addition to formal schooling, and progression may taper off at the GS-12/13 level. Personnel brought in under the present high JOTF standards would not have the opportunity for satisfying personal advancement in many of these job areas. Therefore a parallel recruitment program, outside of the JOTF, should be continued in order to provide an influx of qualified candidates for training in these specialized areas. Whatever the basic method of recruitment, it is desirable that all new junior officer personnel be given the full benefit of basic training courses in Agency functions, and basic intelligence procedures.

(5) "The DTR establish a JOT Selection Panel composed of line officer representation from the three Deputy Directorates together with appropriate representation from the Office of Personnel and Training. The Chief, JOTF, should chair the panel."

We concur. Representation of such a panel could assist the Director of Training in the selection of JOT's particularly adapted to the requirements of the DD/I and the DD/S, along with the DD/P.

(6) "The DTR should give consideration to the feasibility of the use of outstanding public citizens in the panel selection process recommended above."

We do not concur with this recommendation. Senior personnel within the Agency are certainly familiar with Agency problems and man power requirements, while public citizens could not materially contribute to the selection process. The Agency also is the target for a number of outside committees, investigations, etc. and this proposal would further increase the number of outside groups becoming involved in the Agency's functioning.

(7) "The DCI authorize and direct the establishment of a mid-career training course for officers at the GS-12 and -13 level in order to prepare them for broader responsibilities particularly in the field of command, to refresh their motivation in the intelligence service and to broaden their under-

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standing of the interrelationship of Agency functions."

* We concur in the concept and heartily endorse it. We would strongly favor development of training programs which would prepare qualified officers to assume broader responsibilities, particularly in the field of command. Consideration should be given to developing managerial skills in officers at this level. We believe the possession of such skills should be the primary criterion for their advancement. Presumably, the possession of substantive knowledge and skills has brought these officers to the GS-12/13 level, however their assignment to positions of greater responsibility should be facilitated through expanded training in management and supervision.

(8) "The DCI authorize and direct that a senior officer program be established to develop more officers capable of formulating and evaluating comprehensively policy concerned with intelligence in the U.S. Government generally in keeping with the outline described above."

In this recommendation we also concur with generally the same criteria as expressed in the preceding paragraph.

3. The Office of Logistics will continue to take advantage of pertinent training courses provided by the Office of Training, especially for personnel rotating to or from overseas. We have in mind such courses as language training, "Americans Abroad", administrative subjects, area briefing, and dependent briefing. At the same time we will develop and revise formal courses, and on-the-job training, within the Office of Logistics in order to improve the specialized performance of our career employees.


JAMES A. GARRISON
Director of Logistics

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