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TAB 10

Recommendation: "The courses on International Communism be given wider publicity and offered to the personnel of other agencies."

I believe that this action may not be necessary. Pursuant to paragraph 8 of a memorandum from the Director of Training to the Director of Central Intelligence, dated 26 May 1956, subject: Establishment of School of International Communism, selected members of the SIC instructional staff already carry a heavy schedule of training for personnel of other Government agencies. Over half of the training accomplished by SIC is non-CIA staff. They participate regularly in courses at the Foreign Service Institute, Strategic Intelligence School, Naval Intelligence School, the Air University, and others. Any appreciable, additional workload will necessitate an expansion of the SIC staff. In view of the constant pressure to reduce headquarters personnel strength, which is very likely to continue, I do not believe that it would be appropriate for us to seek authorization for new positions and personnel nor do I believe that we should devote more than fifty per cent of the SIC effort to non-CIA staff training.

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I believe, of course, that training policies and programs form an essential and inseparable part of the Agency personnel development program, including mid-career and senior officer development. The Director of Personnel has recently proposed that the Career Council be responsible for the total Agency personnel development program, and that the efforts of the Office of Training and the Office of Personnel toward the single objective be united under the aegis of the Career Council. Because the forthcoming Career Development Board may be a mechanism by which the Career Council ensures that training policies and programs are incorporated in the total development program, the Council has deferred activation of the Board as it was originally conceived. The Director of Training and the Director of Personnel believe that their programs can be effectively integrated and implemented through the functioning of the Career Development Board. They agree, for example, to alternate the chairmanship of the Board between them in accordance with the nature of matters before the Board. This type of arrangement to blend the efforts of these two support offices under the aegis of the Career Council is, in my opinion, an example of realistic planning for Agency use of the Director of Training and his resources.

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ORIGINAL DOCUMENT MISSING PAGE(S):

Missing Page TAB-11

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d. The Role of the Director of Training

The Director of Training and I do not concur in the Inspector General's statement that "the subordination of the Office of Training to the DD/S has also materially limited the power of the Director of Training to develop and control unified Agency training policy." As Director of Training, he is responsible to the Deputy Director (Support). In this capacity he and his Office, under my direction, are immediately responsive to training requirements levied by any office or Deputy Directorate. He exercises staff responsibility for the Agency in his functional specialty, and develops unified Agency training policy. I firmly believe that he makes as great a contribution to improving our Agency training program as is permitted by the Deputy Directorates, and I do not believe that he would have any more real control of the Deputy Directorates if he were placed in any other organizational alignment. I furthermore do not believe that he should exercise much more real control of the Deputy Directorates in his staff specialty. The ever increasing degree of coordination of Agency-wide training by the Director of Training, particularly during the last five years as a part of the DD/S organization, is a significant fact, as the Inspector General's report recognizes.

e. Manpower and Money Required

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The missions of the DD/S Offices generally are (1) to provide a service to the Agency and (2) to exercise staff responsibility for the Agency in their several functional specialties. The Director of Training is in a similar position to that of the Directors of Security, Communications, Personnel, etc. Given the Agency organizational structure, methods of operation, and personalities in senior positions, I do not believe that the Director of Training would have any more actual power if he were placed in any other organizational alignment. More specifically, I do not think that the Director of Training had any more real power when he reported to the DCI than he has had since becoming a part of the DD/S organization in 1955, even though a superficial glance at the organizational chart might give a contrary impression. In fact, as the Inspector General's report recognizes, I believe that "there has been considerable growth over the years in OTR responsibility to undertake Agency-wide coordination of training."

As I stated in my opening remarks, there is little in this Survey that is new etc. -----

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d. The Role of the Director of Training

Finally, I should like to make a brief comment on the role of the Director of Training. As Director of Training, he is responsible directly to the Deputy Director (Support), and in this capacity he and his Office are immediately responsive to training requirements laid down by any office or Deputy Directorate of this Agency. Under existing regulations "he is also responsible for the coordination, technical supervision, review and support of all domestic and foreign training activities." In other words, he is, by regulation, the Director's Staff Officer for Training. In actual practice, however, he does not perform this function ~~as~~ ^{except} *in a very limited way.* ~~prescribed in the regulations.~~ There are several domestic training programs for which he does not exercise staff responsibility, and with the exception of Saipan he does not exercise any staff responsibility in connection with overseas training programs. The Director of Training can and wants very much to lend whatever advice, guidance and suggestion his knowledge and experience afford to the serious problems of planning and improving our Agency training program. I firmly believe that he could make a far greater contribution if permitted ^{to do so} ~~to discharge this responsibility~~ by the Deputy Directorates. However, I do not concur in the Inspector General's statement that "the subordination of the Office of Training to the DD/S has also materially limited the power of the Director of Training to develop and control unified Agency training policy."

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e. Manpower and Money Required

It should be noted that approval and implementation of many of the recommendations presented in the Survey would result in an

increased commitment of Agency funds and/or manpower for training

purposes. ~~The Agency should not spin its wheels by approving proposals which would significantly increase the number of persons involved in the training effort, or which would substantially increase the cost of that effort, will not be approved unless and money are coming from.~~

~~the benefits so obtained would clearly outweigh the value of other~~

~~uses of these funds and persons.~~ This consideration must be a

factor in the review of the Survey's recommendations, separately

and as a whole.

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