

## Office Memorandum • UNITED STATES GOVERNMENT

TO : Chief, Operations School  
 VIA : Chief, Headquarters Training

FROM : Chief Instructor, Clandestine Services  
 Liaison Operations Course

SUBJECT: Final Course Report - Clandestine Services  
 Liaison Operations Course No. 14,  
 14 November - 6 December 1960

DATE: 9 January 1961

1. Synopsis: Ten full-time students were enrolled in Clandestine Services Liaison Operations Course No. 14 beginning 14 November 1960. The Thanksgiving Holiday ended the course on 6 rather than on 2 December. This class, in all likelihood, would have been cancelled as were the two previous ones, had the FI Staff not made a special effort to induce the operating divisions to provide a quorum of students. At the request of the FI Staff certain changes and modifications in the course were made. Students were prompt and regular in their attendance except for a few cases, cleared in advance where medical or processing requirements prevented their attendance. For the student roster please see Attachment I.

2. The assignments, grades, and career designations of the students follow:

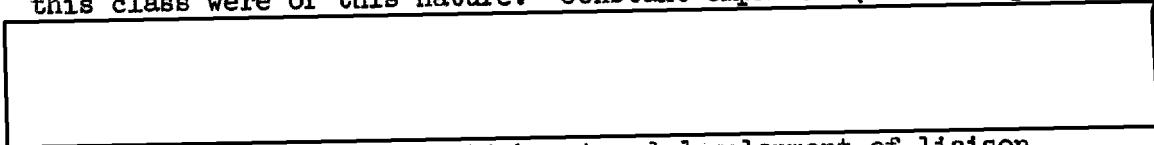
<u>Assignments</u>	<u>Grades</u>	<u>Career Designations</u>
SR. . . . 2	GS-14 . 1	D. . 6
EE. . . . 3	GS-13 . 2	DI . 1
WE. . . . 1	GS-12 . 5	DT . 2
TSD . . . 2	GS-11 . 2	I. . 1
OPSER/RID 1		
DDP/CCS . 1		

3. The assignments are current. Two of the EE officers are due to leave shortly [redacted] the WE officer probably to [redacted] in the next year. The third EE officer has been reassigned to FE and should be in [redacted] in early 1961. All four of these officers expect to be involved in liaison operations. A majority of the students were from operating divisions rather than staffs - a healthy sign. The grade level of the class was less top-heavy with rank than in earlier classes, averaging GS-12 rather than GS-13 or GS-14. By and large, students had more operational experience in the field than did those in the previous two CSLO's despite the fact that their average grade was lower. This class was noticeably receptive and responsive in terms of active participation in questions and discussions.

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ORIG COMP	-	OPI	11	TYPE	01
ORIG CLASS	5	PAGES	17	REV CLASS	5
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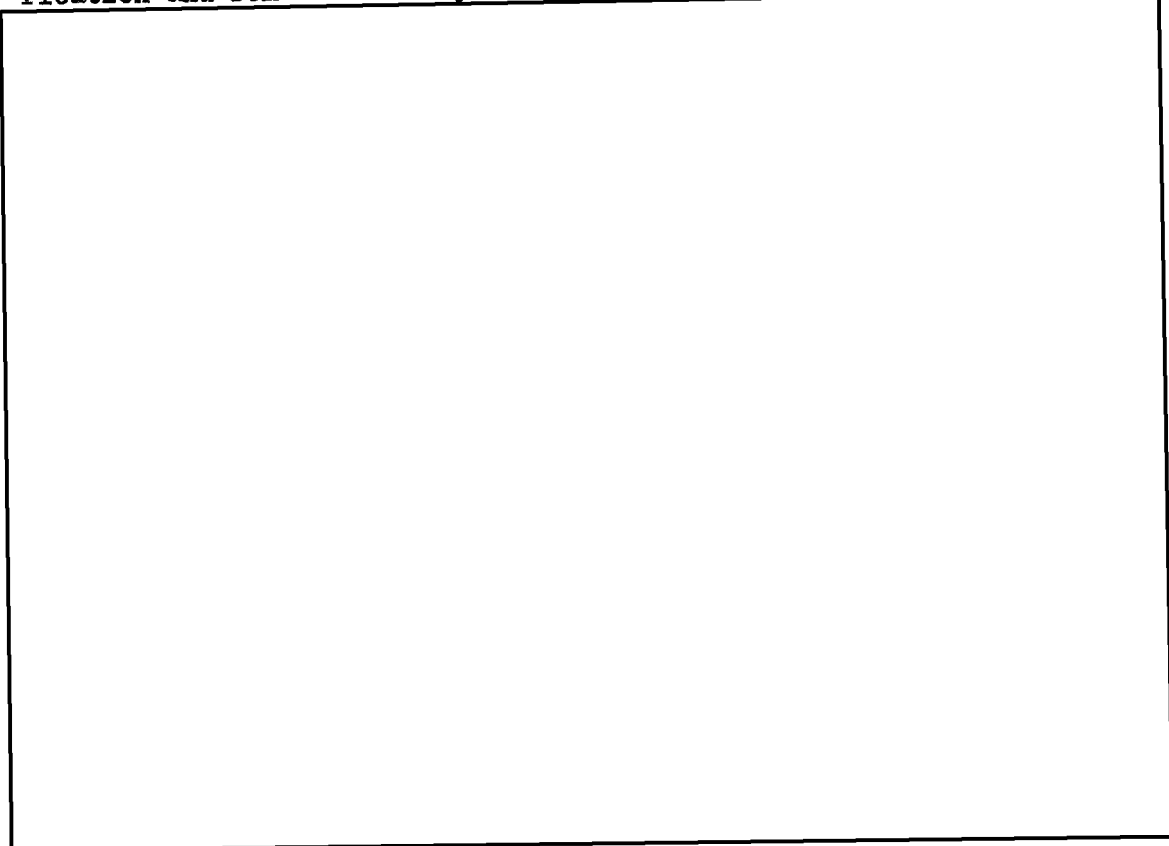
4. There were a series of changes in course content and presentation reflecting both the suggestions made by the FI Staff and the considered judgment of the instructional staff. Any dynamic and up-to-date course must move with time and changing conditions. This is certainly true of the CSLO. Many of the modifications in this class were of this nature. Constant emphasis (with examples)



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the CS officer in the establishment and development of liaison operations. In other words, a change of emphasis strengthened the course and facilitated the achievement of objectives a and d. - to increase the proficiency of the CS officer in liaison operations and to examine the doctrine and techniques of liaison operations. Mr. [redacted] set the general stage of the course by speaking on philosophical and operational approaches to liaison operations. In this he did a most competent job. The TSD joint presentation on 18 November showed increased realism largely because of simplification and removal of many of the charts and TSD organizational talk.

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5. Student Performance: This class, though it had occasional moments of unresponsiveness in the group discussions, was by and large a more active and interested class than the previous one. None of the students had had more than a one-time or an occasional contact with foreign liaison services despite an aggregate of considerable experience abroad in unilateral operations. Nonetheless, they asked questions, both during lectures and in the discussion periods, and without exception expressed surprise at the complexity and delicacy of liaison operations.

6. Student Comments: Without exception every student said that the course had accomplished its stated objectives and had been of value. (See below.) Written critiques, as well as oral comments, uniformly reflect a strong endorsement.

a. Accomplished the Objectives of the Course: All students said that the course attained its objectives. Several specifically emphasized that the course had been particularly effective in attaining objectives a and d - to increase the proficiency of the CS officer in liaison operations and to examine the doctrine and techniques of liaison operations.

b. Value of the Course: Most of the students felt the course was "informative," "interesting" "stimulating," and many referred to their surprise at the extent, scope, and nature of Agency world-wide liaison operations. Several also referred to the value to them of the "effective presentation of problems, pitfalls, advantages and disadvantages" of liaison operations. Almost all the students wrote that: 1) They wished they had taken the course much sooner, and 2) It should be a "must" for all officers going out on a liaison assignment abroad. One student, due to leave very shortly for a liaison operational assignment in the Far East, wrote that the course "enabled me to anticipate some of the problems I may encounter and has provided suggestions, comments, etc. pertinent to solutions of these problems." The following individual quotations from the critiques should be of interest:

"...gave me a new outlook on the value of liaison operations...."

"My concept of liaison operations as a 'paper exchange' has been completely altered." I am completely sold on this effort."



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"This has been a particularly rewarding experience for me. This course has stimulated me to the extent that I would welcome an assignment in a liaison capacity."

c. Reading Materials: Most of the students found the reading material both complete and pertinent or felt that the supplementary reading represented "a good selection." One student wants the ACCREDITATION File (57 pages) retyped with the pseudonyms and cryptonyms replaced with real names to make the reading easier. Several students felt the reading material contained too many regulations and complained that this was "heavy going," suggesting that more Operational Aids and case studies be included rather than regulations - a valid suggestion.

d. Guest, Instructor Lectures and Group Discussions: Some comment on guest, instructor lectures, and group discussions follow:

"Lecturers were generally good, some were excellent." [redacted] 25X1  
"A few lecturers suffered from lack of preparation." [redacted] 25X1

"Outstanding speakers: [redacted] [redacted] [redacted] 25X1  
talk could be more informal with more emphasis on legal operations. 25X1

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[redacted] first part was slow. He has a good subject."

"On the whole, all the lectures were very good and informative."

"The course is exceptionally well organized, moving as it does from the general to the specific."

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"The course is peppered with outstanding lectures: [redacted] 25X1

[redacted] own presentations as well as his guiding hand throughout the three weeks provided the catalyst 25X1 that tied the course into a cogent whole." "Mr [redacted]'s coverage of [redacted] liaison picture was well presented and extremely illuminating."

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"A number of guest lecturers were outstanding, notably [redacted] Instructor lectures consistently interesting.

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"Excellent selection of guest lecturers. Quite obvious too that in this instance the instructor is most qualified to conduct this course and capable of maintaining constant interest of the students. The group discussions were particularly interesting."

"The subject matter was well organized and the schedule was smooth-running and efficient. Mr. [redacted] stimulated group discussions and contributed greatly with his own knowledgeable observations, illustrations and summations of problems."

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e. Administration of the Course: There seems to be little to comment on here. Mrs. [redacted] did her usual fine job, and all the students have described her work and this aspect of the course as "excellent" or "very good." A few more examples:

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"To be commended for the ease and simplicity with which it was conducted."

"Perhaps the only generalization that can be made about course administration is that it is never in evidence unless it malfunctions."

7. Conclusion and Recommendations: Students' comments indicate that the CSLO is of value to the students, stimulating, interesting and well organized. They also say that it attains all its objectives. The complaints on the last class have apparently been completely removed or at least to such an extent that this particular class, with its own class personality, was not aware of shortcomings.

8. A real effort has been made to concentrate more on the "hows" of liaison. This effort has at least been partially successful. While the course is basically sound and strong, there remain the ever-present problems (in any course) of keeping good speakers lined up, organizing effective schedules and weaving these elements into a whole which has purpose and real content with a minimum of overlap. This is a regular commitment, and it appears the CSLO is in a good and healthy position. It has certainly had some good speakers who know their subjects. The same trend will be continued. It appears the course would benefit from a pruning in the reading material of some of the regulations, which are admittedly heavy reading. This will be done. They should be replaced with additional pertinent operational


aids or appropriate studies in the new series now being put out by the FI Staff.

9. The principal problem in connection with the CSLO lies not primarily in the course itself but in the lack of sufficient students of the right type. If the FI Staff continues to assist in providing a proper quota of the right sort of students, then it does not seem too optimistic to predict that this joint effort will be successful and OTR/OS will continue to improve the CSLO on a regular basis and specifically to give better support to the CS.



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Attachments

- I - List of Students
- II - Course Schedule
- III - Student Critiques (specifically requested by Mr. )

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