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PROJECT USEFUL NO. 3

SCHEDULE

15 - 25 October 1956

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ORIG COMP	11	OPI	11	TYPE	30
ORIG CLASS	2	PAGES	5	REV CLASS	5
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All Classes will be held in
Room 153, [REDACTED]

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Office Memorandum • UNITED STATES GOVERNMENT

TO : Chief, Operations School

DATE: 8 November 1956

FROM : Chief Instructor,
War Planning Course

SUBJECT: Final Report - Project USEFUL
Number 3

DOC	11	REV DATE	2-4-80	BY	029725
ORIG COMP	11	OPI	11	TYPE	02
ORIG CLASS	S	PAGES	3	REV CLASS	C
JUST	22	NEXT REV	2010	AUTH	HR 10-2

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1. Project USEFUL Number 3 was conducted in Room 153, Building between 15 October and 26 October 1956. It was attended by thirty-nine senior military officers.

2. The mission of this briefing, to provide selected military officers with an orientation of the capabilities and limitations of CIA to support military operations in wartime, was accomplished fully according to the critiques submitted by these officers on the last day of the briefing. The entire group was quite pleased with what they heard and felt that CIA had given them a very frank and forth-right picture of its capabilities to support them in wartime. This is a marked improvement over previous USEFUL Projects when the criticism was leveled at the Agency that our presentations gave the impression of a "negative" or "defeatist" attitude. Much of the credit for this change in attitude on the part of those briefing the Military goes to the Chief, PPC/DDP, who personally saw to it that the DDP presented their material in a more positive manner.

3. The course content, on the whole quite good, deserves some comment concerning specific areas of weakness which should be bolstered before the next offering of this project.

a. The inclusion of DDP Area Divisions in the schedule was a definite step in the right direction. The criticism of this portion of the briefing concerned the material presented by each and the manner of presentation. The lead-off by the FE Division was excellent. If all presentations could have been of this calibre and content the entire briefing would have been a tremendous success. This division really "laid it on the line" and this type of approach is exactly tailored for the military. The SE and EE Divisions presented the next best picture as far as specifics were concerned and in line with the mission to show our ability to support the military in wartime. The presentations by WE, SR and NEA were, by and large, too generalized to give these officers any picture of our capabilities. It is understood that SR Division was at a disadvantage and that NEA has a peculiar problem in the CINCNEIM area, but the WE Division held back much

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more information than was given by the Chief, WE, in the previous USEFUL Project. It is felt that future briefings may be able to overcome these deficiencies with coordination between the Area Divisions of DDP and PPC and, perhaps, an even greater understanding of the mission of the USEFUL Project.

b. The next subject to receive the most criticism was the FI presentation. The officers did not criticize the lecturer or what he said, but how much was left unsaid. Military personnel in this group represented a wider range of interests than heretofore. Many of this group were concerned, primarily, in the field of clandestine intelligence collection or planning such collection. They felt that much more could have been said concerning the role of FI in support of military operations in wartime.

c. The remainder of the course content was acceptable as given with some constructive suggestions made for tightening presentations, cutting out "the fat" in the material and a very definite suggestion by all concerned to cut down on the number of organizational charts presented. The men felt that they were "organized and charted" to death. Such suggestions and criticisms as presented on the remainder of the course can be handled between the Chief Instructor and the persons concerned without too much effort.

4. One suggestion affecting not only the course content, but the entire course, deserves comment. In the oral critique on the final day it was suggested that the entire course be tightened and reduced to five or six days following which the officers would meet in symposiums with various areas of interest. For example, if the entire presentation could be made in six days, officers from headquarters in Europe could then meet with the personnel in the European Branch, War Plans Division, PPC, and war planners from WE, SE, EE and SR Divisions of DDP. The purpose, according to the officers, would not be to delve or pry deeper into Agency operations in these areas, but to discuss mutual problems and attempt to receive a better understanding of the problems faced by the Area Divisions in that particular war planning area. It appears that these officers are suggesting something quite similar to the practice now being followed by the CIA war planners upon their return for the annual War Planner's Conference. A similar practice was followed by the Army during their World-Wide Guerrilla Warfare Conference at Fort Bragg in 1956. This matter was mentioned informally to the Chief, PPC, on the last day of USEFUL. If it appears worthwhile, it should be explored further by the DDP.

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5. The administration of the course appeared quite acceptable to all concerned. In fact, OTR has every reason to be proud of the manner in which these officers were handled while here. The following is a quotation from one officer's critique and when read in the light of the usual superb administration of most service schools, it speaks well of the OTR personnel: "I have never been so well received and looked after before. I think a pat on the back is due your staff for the excellent services we have received." The girls handling the administration deserve every bit of this praise.

a. One factor in the course administration deserves comment. It became evident, as the briefing progressed, that many of the officers were inadequately briefed by their headquarters as to their purpose here. Direct questioning by the Chief Instructor confirmed this fact. It has been decided between the Chief Instructor and the military officer from the Joint Chiefs of Staff who handled the invitations that future briefings can overcome this deficiency in the following manner. As each service recommends an officer, that officer will receive a communication DIRECT from JCS in which the purpose of this briefing will be stated. He may then refer this to his superior and determine if that command wishes to send him in light of this official, stated purpose. It was felt that some of these officers only bordered on the "need-to-know" and this fault was due to the command structure failing to get the word down to the officer concerned. This was especially true in the case of the Air Force.

b. The administration of the course was helped to a great degree by the smooth and efficient manner in which the Office of Security assisted in the clearance and processing of these officers. A separate letter of commendation for the work done by two individuals in the Office of Security is being forwarded soon.

6. In summary, this presentation of Project USEFUL was the most successful to date in that the military officers left the Agency with a better understanding of our capabilities and limitations, but beyond that, a feeling that the Central Intelligence Agency was really putting forth an effort to support US military operations in wartime. It is felt that the benefits accruing to the Agency have been greatly enhanced by the positive manner adopted by the guest lecturers in the briefing. If all DDP Area Divisions and the FI Staff will realize the great good that will result from such forthright presentations, this Agency will enjoy better and better relations with the Military Services from the efforts of Project USEFUL.

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