

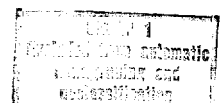
25 July 1966

MEMORANDUM FOR: Director of Training

SUBJECT : Advanced Operations Seminar

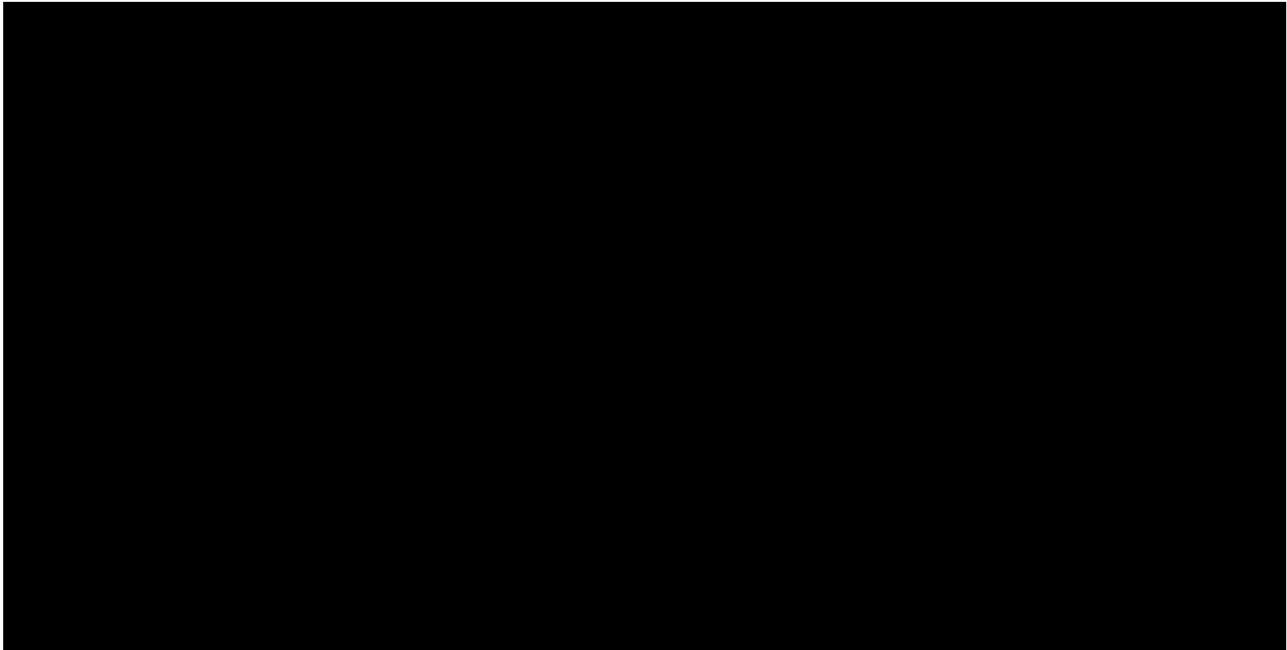
1. Background: The concept of an Advanced Operations Seminar has been discussed for many years within OTR, but no such course has been devised as a regular catalogue offering. (A successful operations seminar was given a single time at the instigation of WH Division and tailored to its specific needs.) We have now thoroughly re-examined the idea against the backdrop of existing advanced operational training and have formulated a seminar which we believe is truly responsive to DDP needs and complementary to the rather wide range of current courses. These latter, coupled with the technical courses given by TSD and the diverse courses, seminars, and orientations sponsored by various divisions and geared to their peculiar needs, treat the main aspects of the Clandestine Services mission with considerable rationality and precision. We have, for instance, a comprehensive CI operations course, a family of Covert Action courses, courses in [REDACTED] and a specially structured COS Seminar. Except for the last, which is broad-gauged for obvious reasons, "advanced" has meant "specialized" — and quite properly so — since our target officers are presumed to have a good grounding in the fundamentals of clandestine principles and techniques. At some point there may well be room and need for even further specialized training to fill certain gaps (e.g., physical surveillance), but, in our view, the determinants for an Advanced Operations Seminar lie in quite a different direction. Whereas existing advanced training offers a wide variety of specialized courses which afford the case officer an opportunity to enhance his understanding and skill in particular fields, we have nothing aimed at the mid-career generalist, the experienced operations officer whose responsibilities are often of a supervisory nature and cut across functional lines. In short, we feel that we should be concerned with the officer whose career development renders him perforce a generalist and who thus needs to broaden his perspective, update his knowledge of DDP activities in general, and engage in an intensive discussion of a variety of operational problems.

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2. Rationale for an Advanced Operations Seminar: The above concept of an Advanced Operations Seminar has emerged from an exhaustive review of all facets of current advanced training and the belief that a selective review of the principles and techniques of clandestine activities for experienced operations officers is desirable, that there should be a point at which such officers can sharpen disused skills, update their knowledge in dynamic technical fields related to their work, and gain insight into the lessons of world-wide Agency experience and operating conditions which may not be a part of the individual officer's professional experience. Attached as Annex "A" is a statement of course nature and objectives, a modified version of which could be used as a course description for Bulletin and Catalogus purposes.

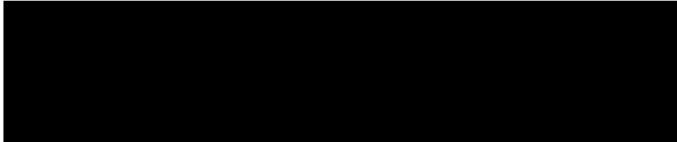


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4. Attached as Annex "B" is a skeletal course syllabus. A detailed schedule will be based on this general outline.

5. Addendum Note: Although the title "Advanced Operations Seminar" has been used above in accordance with previous discussions of this topic, the term advanced has, in our view, caused some confusion. It has been variously interpreted as referring to the level of experience of the prospective students, the depth and intensity with which various topics will be explored, and the nature (i.e., relative sophistication) of the topics to be discussed. It is suggested that the word advanced be dropped and that some other term be employed, such as Senior Operations Seminar or, even better, merely CS Operations Seminar.

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Chief, Operations School/TR

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HT/OS/TR/ [REDACTED] meh (25 July 1966)

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