

DTR 6149

3 June 1966

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MEMORANDUM FOR: DDP Special Group Officer

SUBJECT : Report of the [REDACTED] Review Board, Committee II (Training)

REFERENCE : Memo dtd 6 May 66 from DDP/SGO to DTR, same subject

25X1A 1. Attached herewith are comments submitted by [REDACTED] Chief, Operations School, Office of Training. In summary, he points out that Committee II of the [REDACTED] Review Board was highly laudatory in its comments on the Agency's [REDACTED] training. It found that 75 to 80% of the Agency's training instruction is considered relevant to [REDACTED] operations. The Committee was favorably impressed by career management programs, described the junior-level training program as "excellent," referred favorably to senior-level training, and stated that "while not entirely formalized, a considerable body of doctrinal guidance for use in CIA [REDACTED] training programs has been developed. This is continually updated from lessons learned in the field." (page A-11, paragraph 4)

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25X1A 2. Committee II made no recommendations for CIA action. However, note paragraphs 4, 6, and 7 of [REDACTED] memorandum. Please advise whether further specific action on the part of OTR is required.

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JOHN RICHARDSON
John Richardson
Director of Training

Attachment

cc: c/os

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2 June 1966

MEMORANDUM FOR: Director of Training

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SUBJECT : Report of the [REDACTED] Review Board, Committee II (Training)

REFERENCE : Memorandum dated 6 May 1966 from the DDP/ Special Group Officer to the DTR

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1. Reference memorandum suggests that the Senior Interdepartmental Group (SIG) is likely to request the Agency to examine the [REDACTED] Committee II Report and to implement internally those recommendations which are applicable.

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2. The [REDACTED] Committee II in reviewing CIA implementation of training requirements under National Security Action Memorandum 283 does not make any recommendations for CIA action. The Committee found that the CIA approach to this training problem [REDACTED] has been satisfactory.

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3. Attached as a matter of interest for the DTR are reproductions of those sections of the Committee II Report which pertain to the findings of that Committee on CIA training activities [REDACTED].

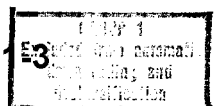
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be more clearly defined. This comment is included in Committee II Report since a re-definition of the above role would have implications for the CIA training program of such personnel. However, the task of

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re-defining the role of CIA would be the responsibility of an echelon higher than the Agency and thus does not represent a change which we can implement unilaterally and internally.

5. In passing please note that the report states on page B-21 that the Agency has a six-month, mid-career program for all officers attaining the GS 12-13 level.

6. The Report does criticize the existing procedure for the exchange of [REDACTED] training materials as follows:

" II-4, article 19. Although each department and agency appears to have an increasing quantity of training materials, the procedure for exchange of these materials among the organizations requires considerable improvement. Exchange is currently being carried out through informal, personal arrangements. An effective mechanism is required to provide all agencies with information on available materials as well as guidance pertaining to their orderly exchange."

This criticism is expanded on page III-22 and -23 of the Report and from the text it is clear that the Committee feels that the NIS should do more in the way of serving as a clearing house for [REDACTED] training materials and making it easier for agencies and departments participating in the program to keep themselves up-to-date on the existence of new training materials. No doubt there will be discussions of this point at the NIS Training Conference starting 6 June 1966. [REDACTED] may wish to comment on the above point. It is probable that the Agency does occasionally produce [REDACTED] training materials which should be made known to appropriate USIB agencies through the NIS clearing-house mechanism. Possibly the [REDACTED] publications might be a case in point. Formally speaking, the Agency does publish its Intelligence Publication Index periodically with a section on [REDACTED] in which intelligence periodicals and monographs (including Studies in Intelligence too) are indexed.

7. On page B-22 of the Report, the Committee makes the following recommendation:

"The scope and depth of CIA training in [REDACTED] operations is such that it would be highly desirable for selected

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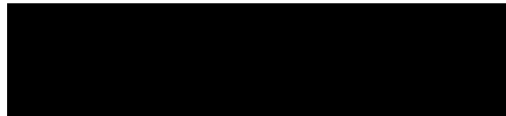
personnel from other U.S. agencies to attend those courses which existing security regulations will permit."

25X1A Comment: It is my understanding that the Agency made the decision in 1963 to discontinue inviting officers from other U.S. agencies to participate in the Agency [REDACTED] Program Planning Course on the grounds that we could not effectively teach CS techniques when outsiders were present. As I recall it, [REDACTED] was one of several voices raised at that time in favor of eliminating the outsiders from our course. I believe we should maintain this policy, and the Committee Report, it seems to me, provides us justification for doing so through the phrase "those courses which existing security regulations will permit".

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Attachments as stated

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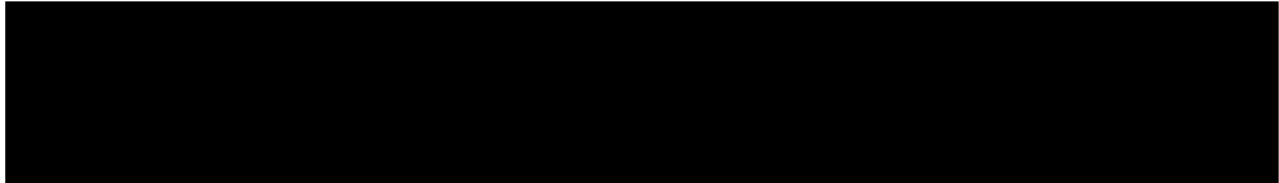
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E. CENTRAL INTELLIGENCE AGENCY.



2. The mission of the Central Intelligence Agency is prescribed by statute, National Security Council directives, and directives from other authorized sources. Such directives are normally highly classified and restricted in dissemination.

3. Junior Officer Training.

The CIA has an excellent junior officer training program for its new-hire career employees. The program is initiated by a two-week orientation on the activities of the Agency. The officer then receives intensive schooling in international communism and in communist tactics and strategy. This is followed by three weeks of training in the techniques of intelligence collection and eighteen weeks of operations training. Selected officers receive an additional seventeen weeks of training in [redacted] operations.

a. The instruction provided in this course places heavy emphasis on seminars and problem solving techniques; lectures are held to an absolute minimum. The facilities, training aids, and materials are outstanding. Well experienced and highly qualified instructors are used at a student-to-faculty ratio of 3 to 1.

b. The junior officer training program appears to be 75-80% relevant to the training being evaluated by this Committee. The student receives thorough instruction in U.S. policy and [redacted] operations for his subsequent operational responsibilities.

c. Language training is provided the junior officer as required by assignment. (Many are proficient in a foreign language at the time of employment) Such training is conducted in house, at [redacted], and through university or commercial sources.

4. Mid-Career Training.

a. The Agency has a six-month, mid-career program for all officers attaining the GS 12-13 level. The program is directed to broadening the officer's capabilities for increased responsibility. [redacted] instruction, both pure and related in nature, is a significant part of this instruction.

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b. The Agency utilizes a variety of outside sources of instruction for strengthening its personnel assets. Officers participate in various management and professional conferences and courses, and several officers are assigned each year to universities for advanced study. The Agency also encourages individual participation in government-wide training programs and offers a variety of internal management and professional improvement courses. (e.g. instructor training and report writing)

5. Senior Officer Training.

a. CIA conducts seminars and refresher courses in [REDACTED] [REDACTED] for its senior officers. Additionally, senior personnel are sent, on the basis of an average annual quota of 21, to the Department of State's Senior Seminar in Foreign Policy, The National War College, The Industrial College of the Armed Forces, the Armed Forces Staff College, and the senior military colleges. Likewise, grants are provided for selected senior officers to pursue graduate study at various universities throughout the United States.

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b. The CIA has designated 161 "key positions". Its quota for attendance at the National Interdepartmental Seminar is eight per class. As of October 1965, 159 senior officers had attended NIS. The Agency adheres strictly to the policy that the officer must attend prior to assuming a "key position".

6. Conclusion.

The Agency has an excellent program for providing [REDACTED] [REDACTED] training for its personnel at all career levels.

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7. Recommendations.

a. Within the scope of this review, there are no recommendations to improve the [REDACTED] training currently being conducted by CIA.

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b. The scope and depth of CIA training in [REDACTED] operations is such that it would be highly desirable for selected personnel from other U.S. agencies to attend those courses which existing security regulations will permit.

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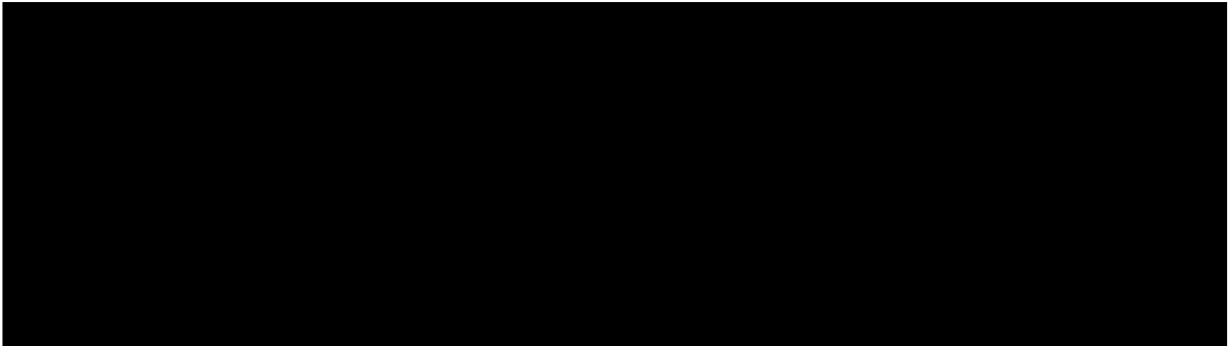
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E. CENTRAL INTELLIGENCE AGENCY.

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3. CIA has a series of interrelated specialist, career-development programs which interweave the threads of each officer's selection, training, experience and advancement as he moves through the successive stages of his service.

4. CIA has developed an effective personnel screening and assessment program, including psychiatric evaluation, in both its initial selection and personnel management processes. The art of persuasion is given strong emphasis in its training programs.


5. Detailed records are maintained on each officer. This process commences during initial training, proceeds through an extended probationary period (during which the individual's activities are monitored by a senior officer) and continues throughout the remainder of his service. CIA is moving toward full automation of personnel records so as to best match the training, skills and preferences of the officer with the needs of the Agency.

6. CIA has comprehensive, in-house training programs for all career levels. A highlight of its basic training program is the preparation of each officer as an instructor. CIA also seeks, for its officers at all levels, training opportunities afforded by other government agencies (including all the quotas it can obtain from service colleges) and at universities.

7. CIA maintains in-house facilities for language and area training. Its officers also utilize, for this purpose, the facilities  of non-government institutions.

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8. Conclusions.

a. CIA has a sound and effective program for the career development of its personnel in the field of .

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b. CIA's techniques of training each officer to be an instructor, of having senior officers monitor the development of each individual officer, and of placing emphasis on personality evaluation are commendable and could well serve as models for other agencies.

9. Recommendation.

Other departments and agencies should consult with CIA on the subject of career development to explore the possibility of adopting CIA procedures for their own use.

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