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11 FEB 1966

MEMORANDUM FOR: Deputy Director for Support

SUBJECT : Integration of Directorates

REFERENCE : DD/S Memo 66-0548 dtd 28 Jan 66 to
DTR same subj

1. In compliance with the direction contained in the reference, this memorandum presents a proposal for carrying out a program designed to improve integration of Agency Directorates.

2. The Office of Training has requested each of the four Directorates to submit statements of desired areas to be covered in a series of briefings. Responses to these requests will be received by OTR by close of business on 17 February 1966. OTR will consolidate these responses so that they will provide guidance to each Directorate in designing briefings for the other Directorates.

3. The objective of the program can best be achieved by a series of 12 briefings in which each Directorate briefs each other Directorate, each briefing tailored to meet the needs of the Directorate being briefed. Each briefing should be three hours long, including a period of time for questions and discussion.

4. It is suggested that the scheduling of the briefings -- the frequency and sequence -- be worked out in a conference of the action officers of the four Directorates, with OTR assuming the responsibility of arranging the conference, submitting the results for approval, and making the necessary space and time arrangements.

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5. With your approval, OTR will go ahead with action to provide the individual Directorates with the consolidated substantive guidance during the week of 21 February, to call a conference of the action officers of the four Directorates during the week of 21 February, to announce an approved briefing schedule as soon as possible thereafter, and to prepare to begin the series of briefings.

6. Attached for your information is a descriptive listing of the OTR courses that now contain subject matter designed to promote closer integration of Agency Directorates.

JOHN RICHARDSON
John Richardson
Director of Training

Attachment:
As stated above

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OTR/IS/ [REDACTED] (10 Feb 66)

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**OTR COURSES WHICH INCLUDE THE
PRINCIPLE OF "INTEGRATION OF DIRECTORATES"**

<u>Course</u>	<u>No. of Total Hours</u>	<u>No. of Times Given Per Year</u>	<u>Level or Type of Student</u>	<u>Course Objective</u>
Introduction to Intelligence	80	6	All professional people after EOD	Covers concepts of intelligence; the intelligence agencies of the U.S. Government; the Agency's responsibility for collection, production, and dissemination of intelligence; and the function of the four Agency Directorates in meeting this responsibility. Conducted by Intelligence School
Career Training Program				
Introduction to Intelligence	80	4	CT's	To develop understanding of the fundamental concepts of intelligence, of the role of the various intelligence agencies in Government, and of the function of the Directorates of CIA. Conducted by Intelligence School
Intelligence Techniques	120	4	CT's	Instruction and practice in techniques used in the production of finished intelligence and the overt collection of intelligence information. Designed to acquaint all CT's -- including those who will later be DDP and DDS officers -- with the Agency's production effort. Conducted by Intelligence School

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<u>Course</u>	<u>No. of Total Hours</u>	<u>No. of Times Given Per Year</u>	<u>Level or Type of Student</u>	<u>Course Objective</u>
Career Training Program (Cont'd)				
Operations Familiarization	240	4	CT's	Designed to familiarize all CT's -- including those who will become DDI, DDS, and DDS&T officers with the functions of the case officer and with the programs and operations of the Clandestine Services. Conducted by Operations Scho)
Intelligence Production	320	4	CT's	Prepares the Career Trainee for assignment as an intelligence officer in the DDI and DDS&T; includes familiarization with the collection and support functions of the DDP and the DDS. Conducted by Intelligence School
Clandestine Services Review	64	2	CS Officers	For CS officers who have recently returned from an overseas assignment as well as officers who support the CS. Covers the organization and function of the four Directorates; DDP is treated in detail. Conducted by Operations School

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<u>Course</u>	<u>No. of Total Hours</u>	<u>No. of Times Given Per Year</u>	<u>Level or Type of Student</u>	<u>Course Objective</u>
Intelligence Review	80	2	Professional personnel of all Directorates; GS-13 level and up; 5-years in Agency	A discussion of current and prospective challenges to the United States is presented as a background against which intelligence activities are directed. Includes a thorough review of the functions of all Agency Directorates. Conducted by Intelligence School
Chiefs of Station Seminar	80	3	Outgoing Chiefs and Chiefs of Base	Designed for Chiefs of Station, Deputy Chiefs of Station, Chiefs of Base, and Support Chiefs of certain overseas stations. (Includes a review of the inter-relationships of the Agency's Directorates. Conducted by Operations School
Intelligence Research Techniques	160	2 or 3	Intelligence research analysts	Designed to increase the capability of the analyst to perform intelligence research by increasing his knowledge of Agency-wide resources and assets. Conducted by Intelligence School

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<u>Course</u>	<u>No. of Total Hours</u>	<u>No. of Times Given Per Year</u>	<u>Level or Type of Student</u>	<u>Course Objective</u>
Conference Techniques	24	2	Professional personnel of all Directorates	For employees who plan for and lead discussions and conferences. Discussion subjects are related to Agency-wide problems. Conducted by Intelligence School
Effective Speaking	24	2	Professional personnel of all Directorates	Covers principles of speaking as they relate to oral presentation. Subject matter of talks is related to Agency problems. Conducted by Intelligence School
Management Courses Supervision	40	3	GS-5 - GS-10 Personnel of all Directorates	For employees responsible for supervision at the first level. Covers problems in planning and directing the work of others. Conducted by Intelligence School
Management	40	6	GS-11 - GS-14 Personnel of all Directorates	Covers up-to-date practices and attitudes applied in planning, directing and managing the work of others. Conducted by Intelligence School
Senior Management Seminar	48	2	GS-15 and above Personnel of all Directorates	To familiarize higher-level managers with current management practices and procedures and to provide a review and re-examination of basic managerial concepts. Conducted by Intelligence School

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<u>Course</u>	<u>No. of Total Hours</u>	<u>No. of Times Given Per Year</u>	<u>Level or Type of Student</u>	<u>Course Objective</u>
Mid-Career Executive Development	240	2	Selected GS-13's	For designated midcareerists. Covers the activities of all components of the Agency and of the U.S. Government in its national and international setting. Conducted by Mid-Career and Senior Officer Staff
Program for Agency Candidates at Senior Officer Schools	20	1	Senior Agency officials	To prepare senior Agency officials for attendance at senior service schools and colleges in such matters as Agency's role and functions, problems within the Intelligence Community, and the understanding of the Agency image in official circles. Conducted by Intelligence School
Miscellaneous Tutorial - Orientations for: NPIC [redacted] and COMMO	25X1A			Special orientations include discussion of interrelationships between the Directorates. Conducted by Intelligence School

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MEMORANDUM FOR: Deputy Director For Support

ATTENTION :

[REDACTED]

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SUBJECT :

Integration of Directorates Briefings

1. This memorandum responds to [REDACTED] 7 February request, telephoned to [REDACTED] for suggestions of coverage in the proposed Integration of Directorates briefings.

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2. The coverage suggested by OTR components applies to all Directorates:

- a. The possibility of Directorates giving OTR earliest possible notification of changes of substantive and area emphasis and commitment of assets, thus permitting anticipation of training requirements.
- b. The possibility of Directorates projecting training requirements in terms of numbers of people and types of training.
- c. The possibility of better distribution of OTR notices and bulletins throughout the Directorates.
- d. The possibility of establishing in each Directorate a systematic mechanism to provide feedback after training, thus permitting OTR to maintain responsiveness to training requirements.

3. All OTR components suggest that all Directorates should understand that the effectiveness and currency of the training effort depends to a great extent upon the systematic assignment of fully qualified officers in the production and operational components to OTR for rotational tours of duty.

JOHN RICHARDSON

John Richardson
Director of Training

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OTR/IS [REDACTED] (9 Feb 66)

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MEMORANDUM FOR: Deputy Director for Support

SUBJECT : Integration of Directorates

REFERENCE : Memo dtd 7 Dec 65 for ExDir-Compt fm DD/S,
same subj

1. The Office of Training has been directed to implement the program to achieve closer integration of Agency Directorates as outlined in the attached reference memorandum and approved by the Executive Director-Comptroller's notations on the memorandum.

2. To make the program responsive to needs, each of the four Directorates is asked to state (a) what its senior staff officers want to know about each of the other Directorates, (b) what the senior staff officers of each of the other Directorates should know about it, and (c) the number of its senior staff officers to be briefed by the other Directorates.

3. The information may be sent directly to [REDACTED] at 1D-1617 Headquarters. OTR will consolidate the responses of the four Directorates. The consolidated information will be used by the Deputy Director for Support in reporting to the Director of Central Intelligence on 15 February. Your action officer may reach [REDACTED] by phone on 2326.

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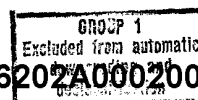
John Richardson
Director of Training

Attachment:
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