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PPS

OTR Comments on the Inspector General's Survey
of the CT Program, April 1967

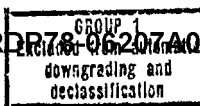
I. General

A. We were particularly pleased with the constructive tenor of the IG Survey and its conclusion that the CT Program is a success. We agree with the principle thrust of the Survey to reduce the training period for the Clandestine Services CTs, however we consider the time periods proposed by the IG Team as somewhat arbitrary and not responsive to the needed content and desired end product. We do not believe that the training cycles for non-CS CTs are too long.

B. In terms of the end product and needed content, we have carefully reviewed the present 13 week orientation package common to all CTs and plan to reduce it to 12 weeks. The orientation package will consist of two weeks of Intelligence Orientation, 4 weeks of Operations Familiarization, 3 weeks of Communism, and 3 weeks of Intelligence Techniques. In close concert with the DDP, we have reviewed a new syllabus for operations training. We plan to reduce the present 14-weeks Operations Course to 13 weeks and follow on with an 8-weeks Phase 2 block which will include special operations concepts and appropriate familiarization with paramilitary tools necessary to deal effectively with counterinsurgency.

C. We concur completely or in principle with 29 of the 33 specific recommendations. We had already implemented several of the recommendations before publication of the Survey. Attached is an index of the

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recommendations arranged by category of concurrence.

II. IG Recommendations

A. We completely concur with recommendations: 1, 3, 4, 5, 8, 9, 10, 11, 12, 14, 15, 16, 18, 20, 21, 23, 24, 25, 30, 31, 32, and 33.

B. We concur in principle with the following recommendations: 2, 6, 19, 22, 26, 27, and 28.

#2 -- (Improvement of CT Counseling) -- The objective is sound but the recommended means are questionable.

#2 a -- Only one CT Program officer is involved three times a year in the placement of DDI CTs. We believe that we would risk a qualitative loss in return for a small time saving if he dealt directly with the DDI Administrative Staff.

#2 b -- We encourage substantive counseling by instructors at

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However, we believe administrative and career counseling can

be best handled by CT Program officers spending more time

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Program officers are now scheduled two days a week

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#2 c -- One of the objectives of the initial training period is to provide information for the individual and the organization on which to base a meaningful career direction decision. To speed up the processing is to run the risk of falling into the "quota system" trap.

#2 d -- We agree that it would be generally desirable to have experienced ex-CTs to serve as program officers. They would not necessarily be better counselors; however, by virtue of having been

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through the Program in past years. Interest in and aptitude for the work are the determining factors; a "simpatico" manner may mean much more than technical competence. We believe the major cause of the weakness in the counseling function is the direct reflection of the fact that there are too few Program Officers in relationship to the many CTs.

#6 -- (CT Class Profile Data for Field Recruiters) -- Will be happy to provide summaries about the composition of classes but do not favor disseminating biographic data outside the Headquarters area.

#19 -- (Review IPC Objectives with the DDI and DDS&T) We concur but do not agree with the arbitrary time span proposed.

#22 a -- (DDP Review the Needs of the CS for PM Training) --
This review has been accomplished.

#22 b (1) -- (Make SOC Course Content Responsive to the Current PM Needs of the CS) -- We have been in contact with DDP on at least a weekly basis for the past six months in an effort to make the course wholly responsive to CS needs. Recent proposals for revising the course are currently being staffed through the Office of the DD/P. We have just received from the DDP a complete syllabus for a proposed eight weeks of special operations training -- the fruit of our past six months' dialogue. There is a wide variety of views among the Divisions of the CS on this question and it appears that these divergent views have been reconciled into a DDP position.

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#22 b (2) -- The disadvantages of combining (inter-meshing) the SOC and the OC into one course far outweigh possible advantages. By scheduling two discrete blocks of instruction we can use our manpower resources more efficiently, reduce the student load and have greater flexibility of scheduling both CT and non-CT student input into Special Operations training.

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#26 -- (Revise Language Policy for CTs) -- We concur with the objective of this recommendation. There is no question in anyone's mind that the CT would be better prepared linguistically if he obtained the training just before going to assignment in the country where the language is spoken. Our only concern with this recommendation is with the phrase "understanding that the CTs would be required to gain language proficiency prior to overseas assignment." We believe in addition to "understanding," strict enforcement machinery from the level of the component Deputy Director will be required.

#27 -- (Reduce Training Periods for CTs) -- We certainly concur with the objective of reducing the training period of CS CTs. However, we do not feel any particular concern about reducing the training period of non-CS CTs. Our principal reservation with this recommendation is the arbitrary time periods proposed. We believe the content needed and the end product desired should be the greatest concern.

#28 -- (CT Training Coordinator) -- A CT Training Coordinator was

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appointed on 5 April 1967. He will be carrying out most of the responsibilities indicated in the IG's Report.

C. We do not concur with the following recommendations: 7, 13, 17, and 29.

#7 -- (Caution Recruiters against Discussing Promotion Policy of CTs except for First Promotion) -- This merely avoids the problem.

We must develop a constructive feasible promotion policy which, of course, will depend on the starting salaries for CTs and the length of their training.

#13 -- (Include wives of CT Applicants in the Selection Process) --

We already find out a good deal about wives through interviewing and investigative procedures. While this objective is desirable, we believe further steps would be not only difficult but are probably unnecessary because we are unaware of any serious problem in this area.

#17 -- (Design a Six Weeks' Course to Be Held at Hqs to Familiarize CTs with the Functions of the Agency) -- This proposed six weeks' course when added to the present four weeks of Communism would mean a ten weeks basic course for all CTs. It further would mean an emasculated two weeks OFC which would not meet the requirements of non-CS CTs and would require our increasing our Ops instructor resources at Hqs. This proposal also either ignores or deprecates the important objectives of the present ITC and OFC to provide information for the individual and organization on which to base a meaningful career

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direction decision. It further proposes an arbitrary time period, the basis of which escapes us. We have rigorously reviewed the present 13-week orientation package and believe we can make a few substantive improvements as well as reduce its period to 12 weeks. We would include a little more DDS orientation in the IOC, retain the four weeks OFC and reduce Communism one week.

#29 -- (DDI Special Assistant to the DTR) -- We are not convinced of the utility of this recommendation. The DDI has qualified representatives in our Intelligence School. We look forward to the time when the DDI will be able to assign an officer either to head up the Intelligence School or to take over the number two job for specified tours of duty. This recommendation would unnecessarily undercut the Chief of the Intelligence School, and would create duplication and use up a needed position.

III. IG Observations

We would like to comment on several observations in the survey in order to clarify the record or to agree with suggestions contained therein.

A. Predetermined Period of Training for CS CTs (Page 4, para 2; page 54, para 4) -- We sharply disagree with the IG suggestion that courses were added to the Clandestine Services Career Training cycle in order to fill a predetermined period of two years. It is true that DDP took the decision in early 1965 to lengthen and intensify the span of training for Clandestine Services CTs with the objective of producing more professional officers.

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Various blocks of instruction were added on the basis of what was believed to be their intrinsic merit and their contribution to the production of well-rounded and better trained intelligence officers; for example, China Operations and Soviet Bloc Operations, and the two weeks of formal desk training. The Managerial Grid was an effort at sensitivity training and was aimed also at making the young officer not a manager but a more effective member of a rather large government organization. We have already canceled the Grid from the training of DDI and CS CTs. Language training of from three to four months to reach elementary skill or up to six months for intermediate skill is substantively necessary. The IG comment on a haphazard sequence of courses ignores practical problems of scheduling, management of faculty resources, and the need to bring the CT back to headquarters at periodic intervals for family or other reasons. Courses were not added merely to fill a predetermined period of time. Course content for Clandestine Services trainees, including the SOC, has been reviewed with the Clandestine Services frequently and laboriously. The course for DDS CTs was established in complete conjunction with the DDS Training Committee for CTs. Our Intelligence School has been in frequent consultation with DDI officers and 25X1 DDI representative, at the initiative of OTR was invited to spend several months reviewing Intelligence School programs. 25X1

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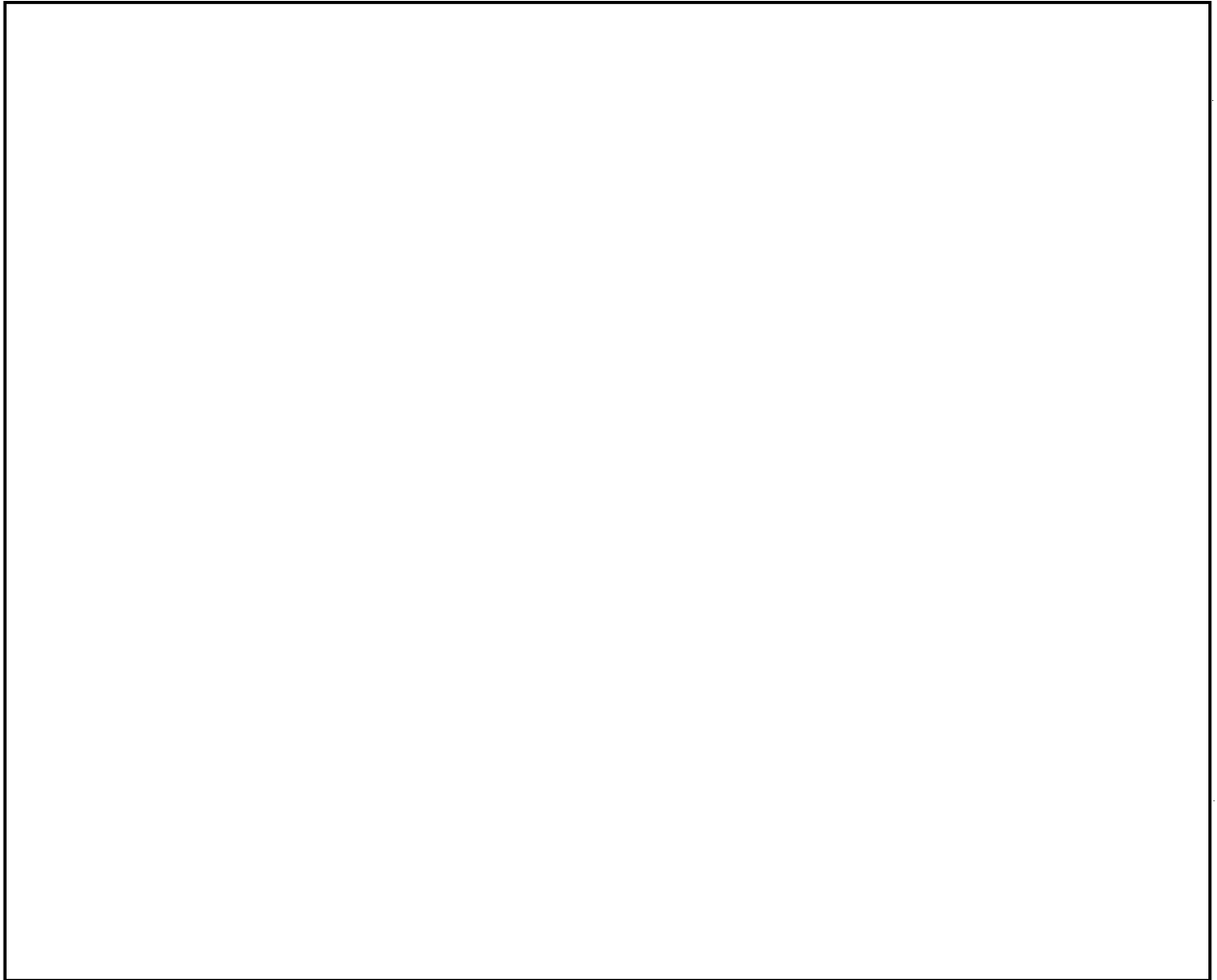
C. Costs - Pages 9-10, 86

1. While we don't completely agree with the methodology, we agree it costs a lot to train a CT. Our FY 67 estimate developed below is \$17-18,000 per CT which compares favorably with the Connecticut General Life Insurance figure of \$26,000 per new trainee.

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2. We would also like to note that the direct additional cost of language training is minimal and the budgetary issue is essentially internal bookkeeping -- a question of who budgets for CT salaries while they are in language training.

D. Attrition - Pages 99-102

1. We question the comparability of some of the statistics cited and wonder if there may not be mixture of apples and oranges. For example, what five year period is covered in the Chase Bank figure, a recent group, an early group? Are females included? Should we not compare this figure with a comparable five year CT figure rather than with the 1961 CT class

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which may be atypical? In any event, we welcome data which helps us assess our efforts.

2. Our data do not support the statement on Page 101, para 1, "Most attrition occurs while the CT is still a trainee."

E. Support Services Training (Pages 62, 66) We plan to increase the Support Services coverage in the IOC and to increase the emphasis on Headquarters duties in the Support Services Course.

F. Reduction of Training Cycle for CS Women CTs - Pages 93-94. We have not yet reviewed this subject with the DDP. It should be noted however, that much of the present training is specifically job-related and will be taken after the transfer to the CS.

G. Headquarters Desk Training and Attachment - Pages 81, 82 para 2. We plan to give the Headquarters Desk Course just before attachment to a DDP desk. The purpose of the trial desk attachment is to ensure proper placement. The period of attachment should be only that time necessary to accomplish the purpose. In most cases this period will be much shorter than six months.

H. Validation of CT Requirements - Page 18. On ¹⁴March 1967 we asked the Director of Personnel to validate the FY 68 CT requirement as well as a forecast for 1969-73.

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INDEX OF RECOMMENDATIONS

Concur with 22 Recommendations

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12	#1	34	#11 (accomplished)	70	#21 (accomplished)
20	#3	34	#12 (accomplished)	78	#23 (accomplished)
21	#4	47	#14	80	#24 (accomplished)
22	#5	48	#15	83	#25
28	#8	51	#16	93	#30 (accomplished)
30	#9	64	#18	97	#31
31	#10	59 69	#20	105	#32
				108	#33

Concur in principle with 7 Recommendations

<u>Page</u>	<u>Recommendation</u>	<u>Page</u>	<u>Recommendation</u>
16	#2	76	#22
23	#6	86	#26
66	#19	87	#27
		90	#28 (accomplished)

Do not Concur with 4 Recommendations

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25	#7	62	#17
41	#13	92	#29

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