4 December 1950

MEMORANDUM FOR: Director of Training

FROM: Assistant Director, CD

SUBJECT: Training Program

1. You were good enough to ask, on 1 December, that I pass along to you any suggestions bearing upon the training program which might occur to me. The following is possibly worth consideration: it is an expansion of a suggestion made to me today at lunch by one of the Biographic Register analysts.

## 2. CIA JOURNAL (SECRET)

There is need for a medium by which <u>all</u> employees of the Agency, at any rate in the Washington headquarters, may receive guidance as to the thinking behind the Agency's various decisions as to working procedures, inter-agency coordination, assignment of functions, intelligence techniques, and the like. The Journal should freely discuss organizational matters in the non-covert Offices, and therefore would have to be classified SECRET.

## 3. What it should not contain:

No substantive matter of the sort published in most service journals, i.e. no intelligence, intelligence information, or estimates as such.

No purely administrative matter, such as answers to queries about time-leave-and-attendance, pay-schedules, and the like.

## 4. What it should contain:

An article in each issue, signed by the Director or one of the Deputies, on some broad aspect of intelligence work. Ideas as to what such articles might contain can be obtained from such unclassified publications as Sherman Kent's <u>Strategic Intelligence</u>, Pettee's <u>The Future of American Secret Intelligence</u>, Bush's <u>Modern Army & Free Men</u>, and many other such jobs. Also from suggestions and queries received from employees.

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A "Question and Answer" column, to which all hands might freely contribute questions. Answers of general interest might be published, if not too sensitive. If too sensitive, then the inquirer should receive a guarded answer by word of mouth, together with an explanation of the reasons for holding the answer out of circulation.

## 5. What purpose would it serve?

It is not sufficiently appreciated by the top level in CIA that even the very junior employees include a considerable leavening of people who are deeply and genuinely interested in intelligence as a career - people who read the available books on the subject, who in many instances do out-of-hours work in language and courses, and who urgently wish to know more about the attitudes and viewpoints of the Agency's leaders. These are the people upon whom a career intelligence service must be based. Commonly, they learn more about the Agency from seeing it attacked by newspaper columns, and then defended by other columns, than they do from the Agency itself.

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JAMES M. ANDREWS
Assistant Director
Collection & Dissemination

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