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26 February 1955

MEMORANDUM FOR: Deputy Director (Support)

SUBJECT: Presentation to the Armed Services Committee

1. The basic objective of the Office of Training is to improve the capability of CIA personnel to serve the Agency. The manpower requirements of the Agency embrace a wide range of technical skills and professional competences of the highest qualitative level, many of which can be imparted to the individual only after he has reported to duty with the Agency. The nature of intelligence as a profession is such that final preparation of individuals as professional intelligence officers can proceed only in the secure environment of the intelligence community. It becomes necessary therefore through training to relate the skills and competences which the individual brings to CIA to the profession of intelligence so that he can function effectively as an intelligence officer. Not only must the individual be equipped with peculiar skills and techniques, but also he must be given training which imparts knowledge and understanding of the environment, peoples and languages of the countries for which he will have intelligence responsibilities. Many require training in the executive, managerial and administrative fields in order to provide adequate support to intelligence operations.

2. In order to meet the various training requirements of the Agency,

it has been necessary to develop training facilities within the Agency, at

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Headquarters and at field installations, to use those of other governmental departments and agencies, both domestic and foreign, and in some instances to use private academic institutions, both in the United States and abroad. The Agency makes extensive use of Department of Defense schools and colleges and processes its personnel into such schools in accordance with a quota system. In 1949 the 81st Congress enacted Public Law 110, Section 4 of which authorizes the Agency to pay the tuitions and related costs of training CIA personnel at private academic institutions, foreign and domestic. Such legislation is vital to the Agency in providing the means whereby essential training can be given to Agency personnel by topflight specialists in their respective fields.

3. In the use of external facilities, both governmental and private, the Office of Training has developed effective procedures and arrangements to insure that those selected for training have certified their intent to make a career of service with the Agency, that such training is required and related to their current and projected duty assignments, and that the individuals selected for such training have the qualifications to profit from the training and apply it in performance of their Agency tasks.

4. The training facilities within the Agency are made available to personnel of other governmental departments and agencies on a "need-to-know" basis, and when Agency-provided training can be given to non-Agency personnel without prejudice to the operational commitments of CIA. Personnel from Army, Navy, Air Force, Department of State, National Security

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Agency and United States Information Agency participate regularly in some basic intelligence courses offered within CIA. In addition, CIA and other departments and agencies of the government make intensive use of specialists as guest lecturers in their respective training programs. Through arrangements such as these, training within the intelligence community is appropriately coordinated and not duplicated.

5. Not all training activities of the Agency are conducted by the Office of Training. In order to insure that the experience and competence of this Office are brought to bear upon the Agency's training effort, the Director of Training is responsible for the technical supervision over and support to training activities in the United States or at overseas installations which are conducted by other Agency components. By this means the quality of training can be maintained at a high level, and the substance of training programs can be kept in conformity with developments in the intelligence, operational and support doctrine of the Agency.

6. In addition to directing and supervising the Agency's training efforts the Office of Training is responsible for the selection and career preparation of highly qualified Junior Officer personnel. Through secure arrangements with selected colleges and universities throughout the country, outstanding students are identified, selected and brought into the Agency, trained, detailed to the Armed Forces to fulfill their requirements for military service and returned to CIA for further career development and assignment.

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7. In view of the nature of intelligence activities, unusual measures are required to insure that personnel selected for intelligence duties are properly motivated and psychologically adjusted to carry out these unusual tasks. The investment of time and effort in training and preparing laymen to become professional intelligence officers is such that an intensive program of psychological assessment of individuals and testing and evaluation of their learning aptitudes and proficiencies is necessary to guarantee appropriate returns to the Agency. The Office of Training applies an assessment testing and evaluation program to Agency trainees for these purposes. Through this means the training effort of the Agency is expended only on those who show promise of becoming professional intelligence officers of the highest caliber.

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