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SECURITY INFORMATION

5 December 1951

MEMORANDUM FOR: DIRECTOR OF TRAINING

SUBJECT: Rotation of TRC Personnel

1. Basic Considerations.

a. TRC supports the operations offices. It is likewise considered that TRC can be effective only to the extent that the operations offices in turn support TRC, particularly with respect to the furnishing of personnel qualified to be instructors.

b. In training individuals for service in the operations offices, the most effective instructors are, assuming a degree of pedagogical ability, persons with recent service in the field. Conversely, persons with recent instructional experience should render good service in the operations offices.

c. From the foregoing, it is concluded that the best interests of the CIA would be served by a continuing rotation of personnel from the operations offices into TRC, and from TRC to the operations offices.

2. Source of Instructors. To fill the authorized Tables of Organization of TRC, instructors would be obtained from the following sources:

- a. Direct recruitment of civilians.
- b. The operations offices.
- c. The military services.

Periodic review, sponsored by TRC, would be had to determine the proper proportion to be followed, and the most appropriate and desirable source to be utilized.

3. Operation of the Rotation Policy

a. The optimum length of a tour of duty as instructor in operational subjects in TRC is two years. Grounds for

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this conclusion are:

(1) The validity of the experience gained from field experience tends to become vitiated after two years, hence the knowledge used as instructional material likewise ceases to be significant.

(2) As with the freshness of his background knowledge, the interest and enthusiasm of the instructor tend toward exhaustion. Professional teachers by custom have ample chance for a renewal of their energies each year, the normal long vacation of three months, while such opportunity for re-creation cannot be provided for TRC instructors.

(3) The individual, benefited as he would be from his two years' practice in the theoretical, doctrinal aspect of CIA activities, would be more useful on field-service if that practice be not over-long.

b. An assignment to TRC should be preceded by a familiarization period of from two to four months duration. This period would be devoted to regular instruction, if desirable, to refresher training, to training in the techniques and practices of training, and general orientation in TRC operations. The total time, 26 to 28 months, of assignment to TRC should require the physical presence of the individual at TRC for that period; any time needed for the physical movement of the individual from or to the field or other jurisdiction of the operations offices would be additional thereto.

4. Exceptions to Rotation. Certain key personnel presently assigned to TRC, and filling executive and administrative posts, are considered generally as not being subject to this policy. Requirements affecting this category of personnel would be met on individual bases. Likewise, individuals who were directly recruited by TRC, or whose highly specialized duties make them unnecessary at this time to the operations offices are considered not subject to rotation.

/s/ [REDACTED]

Assistant Director of Training (Covert)

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