

4 JUN 1976

## MEMORANDUM FOR THE RECORD

STATINTL  
FROM : ██████████  
Secretary

SUBJECT: Minutes of the 27 May 1976 OTR Staff Meeting

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1. The 27 May 1976 OTR Staff Meeting convened at 1400 hours and adjourned at 1635 hours. The DTR opened the meeting by introducing ██████████ Deputy Chief, CIA Operations Center.

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2. ██████████ opened his remarks by noting that the Operations Center has an image problem in the Agency. About four years ago the staff of the Center reviewed their recruitment and training methods and established a minimum set of standards. The image problem surfaced recently when an individual, who knew very little about the Center except the old Watch Officer image, reviewed the PETB on a highly promising candidate and recommended against his assignment to the Center. ██████████ stated that the Center had been created to centralize the function with the latest technology. Concerning the caliber of the new officers: they are in the 20-26 age bracket; it is their first Agency assignment (17 of them currently); and they are all college graduates with a variety of degree subjects. They often can pursue graduate study while working in the Center. They are young, potentially very valuable Agency officers who keep bumping into the old image of Watch Officers working in a second class environment. The Center has embarked on an intensive briefing program during the last 18 months in an attempt to dispel this image.

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3. ██████████ briefly went through a series of slides to show the mission, activities, and support role of the Center. He noted that the physical layout of the Center resembles a newsroom. He is looking for young, articulate, poised individuals and will not take rejects from other components. After two years in the Center, a person will have a good grasp of the issues of the day and will have dealt with all echelons in the Agency. Five years is a maximum tour--more than that can be physically dangerous.

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██████████ requested that OTR instructors discuss the Center with their students in current terms, not in terms of the old Watch Office concept. The Center wants to project the image of a sober, professional group of people to outsiders. It cannot compete with other facilities, but it does emphasize the cooperation with other centers.

4. The DTR reported on the DDA's morning meeting. He then went around the table for the members' inputs.

5. Pending Actions. The DTR asked for status reports from the responsible action officers on items due or pending.

6. Letters of Instruction. The DTR noted that LOIs from the Unit Chiefs are due to the DDTR by 4 June (later amended to 14 June). They should be similar to the current ones but should reflect the new objectives and be related to the program for FY 1977. He stated his continued desire for a briefing on LOI. Chief, FTD, alluded to a particular problem here and offered to arrange for ██████████ to brief the group on this subject. This will be done prior to a regular 1640 meeting. The DTR noted that ██████████ should also brief ██████████ personnel (Action: Chief, FTD).

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7. The DTR will send copies of his draft LOI to the Unit Chiefs, since this will have some effect on their Letters. Chief, FTD, stated that the greatest benefit of the LOI is as an agreement between the employee and the supervisor. The DTR recalled the lack of job descriptions in technical offices in which he has served. There is a tendency to mix up LOIs and job descriptions. The DTR stated that we need to help OTR people improve. He cited the fact that individual skills have been inventoried in the computer by OJCS. ██████████ noted the Office of Personnel program of career profiles.

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8. OTR Instructions and Notices. The DTR stated that these documents need to be reviewed and either updated or rescinded. He charged the Unit Chiefs with reviewing those which apply to their components. He noted that the ██████████ Instructions and Notices are in good shape, and ██████████ should stand fast before reviewing theirs. He also stated that there should be a notice on the format for Instructions and Notices; EO/TR was charged with preparing this. The DTR also asked the Unit Chiefs to review any memoranda which should be transferred to the instruction format (Action: EO/TR).

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9. New Concepts in Training. The DTR referred to his recent conversation with the new DDO. The first point covered was the lack of training in liaison activities. The DTR summarized points covered in a paper prepared by the D/OT. The members discussed liaison training which had been given in the past and noted the inherent dangers in pulling out an old course for revival without a clear idea of the objectives. OTR's resources also bear on this problem. [REDACTED] suggested that he provide the DTR with a paper covering what is currently given on this subject in courses at [REDACTED]. The DTR asked [REDACTED] to add this subject to a Curriculum Committee Agenda (Action: [REDACTED]).

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10. The DTR next turned to the DDO's expression of concern about cover. The members discussed several facets of this problem, both from personal experiences abroad and from recent problems involving Career Trainees. Two suggestions were made for approaching this problem: that CSI undertake a project to study the overall problem; and that the D/OT meet with Chief, CCS, to ascertain any ways in which OTR could help to alleviate the problem. The DTR took these suggestions under advisement.

11. The final item on this subject was the matter of clandestine training, within the concept of the clandestine corps. The DTR requested the Curriculum Committee to consider this entire matter and come up with a response to the DDO. He stated that OTR should make recommendations to the DDO on how we can train these corps personnel. [REDACTED] suggested that OTR should sit down with the DDO to define what the corps concept means now and what it will mean in the future. The DTR asked [REDACTED] to arrange a meeting of [REDACTED] D/OT, Chief, FTD, and Chief, LLC, on this question (Action: [REDACTED]).

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12. Positive Indicators. EO/TR explained the background of this objective. The DTR stated that the DDA feels positive indicators will aid in determining where to make future cuts. [REDACTED] discussed the problem of coming up with qualitative indicators and asked for comments on the indicator list which had been circulated earlier. The members made some suggestions for changes and additions to the list during the overall discussion of the question. Several mechanisms for deriving qualitative indicators were suggested, including student evaluations (although they cannot and should not be standardized) and the repeated requests for briefings by outside groups such as Brookings. It was also agreed that CSI should attach a questionnaire to each study it sends out.

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OTR Staff Meeting


Thursday, 27 May 1976, 1400 Hours

Room 1001

AGENDA

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1. The CIA Operations Center

  
Deputy Chief, CIA  
Operations Center

2. The Day's Reports

3. Status of Pending Actions

4. Letters of Instruction

Mr. Fitzwater

5. OTR Instructions and Notices

Mr. Fitzwater

6. New Concepts in Training

Mr. Fitzwater

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