

Chief, Communications Operations Division

10 April 1952

Chief, Communications Training Branch

Training Branch History, Calendar Year 1951

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Submitted herewith is a historical activities report of Communications Training Branch as compiled by [redacted]

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[redacted]

Acting

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cc:

[redacted]

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**ANNUAL REPORT
COMMUNICATIONS TRAINING BRANCH
1951**

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Introduction:

This report will summarize the program of the Communications Training Branch in fulfilling its mission of providing proper and adequate communications training to appropriate personnel. The scope of this report will cover such items as the development of the [redacted] and the concurrent reorganization of the branch; the establishment and growth of the uncleared training pool; the shift in covert training from singletons to project personnel and associated projects; the exploration and initiation of contracted training programs [redacted] the revision of courses to keep abreast of all developments; and the continually recurrent problem of personnel turnover.

Progress and steady improvement will be noted; but room for further development and improvement is apparent. The real achievements of this Branch cannot be substantiated by the medium of a report, but rather are dependent upon the quality of the product. Reorganization and planning are worse than useless if the quality of the product does not meet the requirements of the user.

Probably the most spectacular and noteworthy accomplishment of the Training Branch during the calendar year 1951 was the establishment and development [redacted] The sites of this Training Center [redacted]

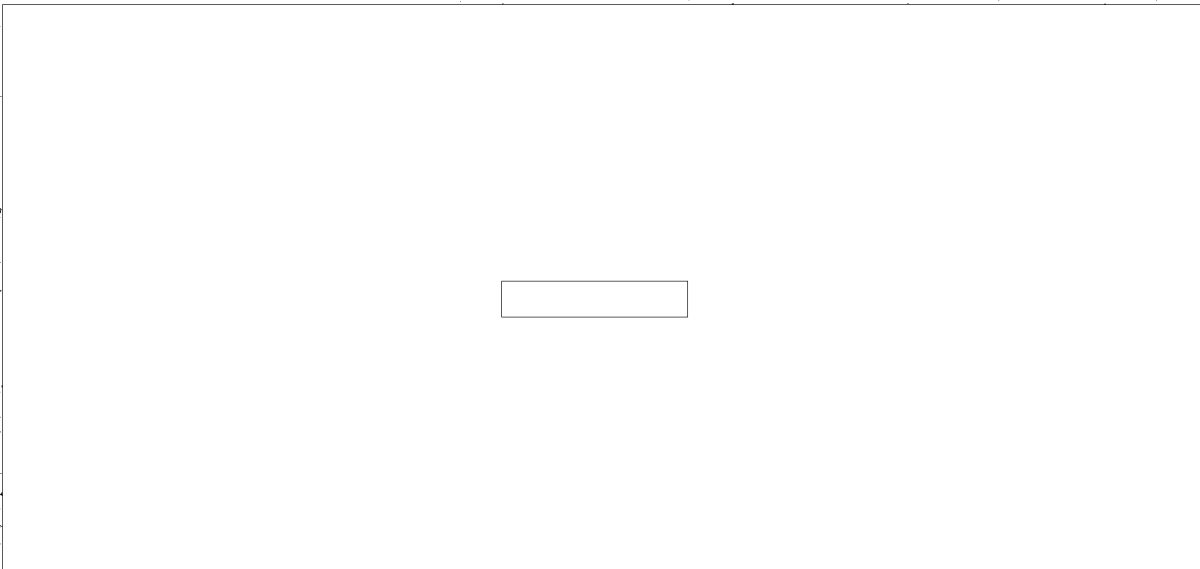
By dint of extensive remodeling and construction, these sites have been developed into a training facility capable of providing all types of communications training for a maximum [redacted] students. The lion's share of credit for the creation of this large efficient facility from a small group of empty buildings belongs to [redacted], who has been the driving force in this development. He has been ably assisted by [redacted]

The locations utilized for [redacted] were secured [redacted] Preliminary surveys were completed and plans made for the most effective utilization of this area. In January [redacted] were assigned to the [redacted] as Chief, Training Section No. 2 and Supervisor, Auxiliary Training Unit. At the time of this assignment, there were no training functions per se and the primary responsibility of this individuals was the establishment of a training center. In addition, these men were also charged with the responsibility of supervising [redacted] at the same location.

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By 11 October 1951, the [redacted] area was completed and all radio and auxiliary classes were transferred to this station. The task of moving personnel and equipment was completed without causing delay in the training program.

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Following this transfer, steps were taken to prepare the [redacted] [redacted] for teletype and cryptographic instruction, with a view to transferring the training facility [redacted] to this area early in 1952.

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The training staff was augmented in accordance with the increasing demands and by the year's end consisted of fifteen instructors conducting classes in teletype operating, teletype and power equipment maintenance, and radio operating and theory.

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The [redacted] has greatly increased the annual capacity of the Training Branch. Its full effect did not become apparent in 1951, however, as students entering in June were just leaving the pipeline by the end of 1951. By the end of 1952, approximately [redacted] fully trained radio operator technicians per year can be completely trained subject only to the rate of personnel procurement. The cryptographic training section will be capable of handling approximately the same number of non-Communications personnel in its new location.

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Reorganization:

A reorganization of Training Branch became necessary with the establishment of [redacted] In order to accurately reflect the functional responsibilities of the Branch. Prior to this establishment of the new training facility, the Branch was organized into 4 sections and a headquarters staff.

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25X1 These sections were: (1) the Auxiliary Training Section under the supervision of [redacted] 25X1
 25X1 (2) the Covert Training Section, [redacted]; 25X1
 25X1 (3) the Cryptographic Training Section, [redacted] and the Radio Training Section, [redacted]. 25X1
 25X1 When [redacted] was established, its curricula contained the Auxiliary training course and the basic portions of the radio training course. Thus, the functions of the Radio Training Section were divided between the [redacted] 25X1
 25X1 [redacted] This made possible the elimination of the Radio Training Section and a reorganization premised upon the category of students rather than upon the type instruction offered.

The new sections thus established were: Training Section No. 1 under [redacted] 25X1
 25X1 Training Section No. 2, [redacted] and the Covert Training Section, which remained under [redacted] supervision. 25X1

Training Section No. 1 now provided classified training in the fields of cryptography, teletype operating and the radio equipment course plus any additional radio operating and theory training required by the students. Training Section No. 2 provided training in power equipment, teletype maintenance, basic radio theory and radio operating. The Covert Training Section remained responsible for providing all forms of communications training to covert personnel.

25X1 By the year's end, all of the training functions of Training Section No. 1, with the exception of cryptographic training had been transferred [redacted] Plans were made for the transfer of this function in early 1952. This move will probably call for a reorganization of the Branch in order to adequately reflect the status of the Branch and to insure the clear demarcation of lines of responsibility and authority.

Special Projects:

The personnel being trained by the Covert Training Section have undergone an interesting shift in type. Prior to this year, the students trained by the section were "singletons" or a team of two. This required segregated training areas and all possible security precautions to prevent "contaminating" both sites and personnel.

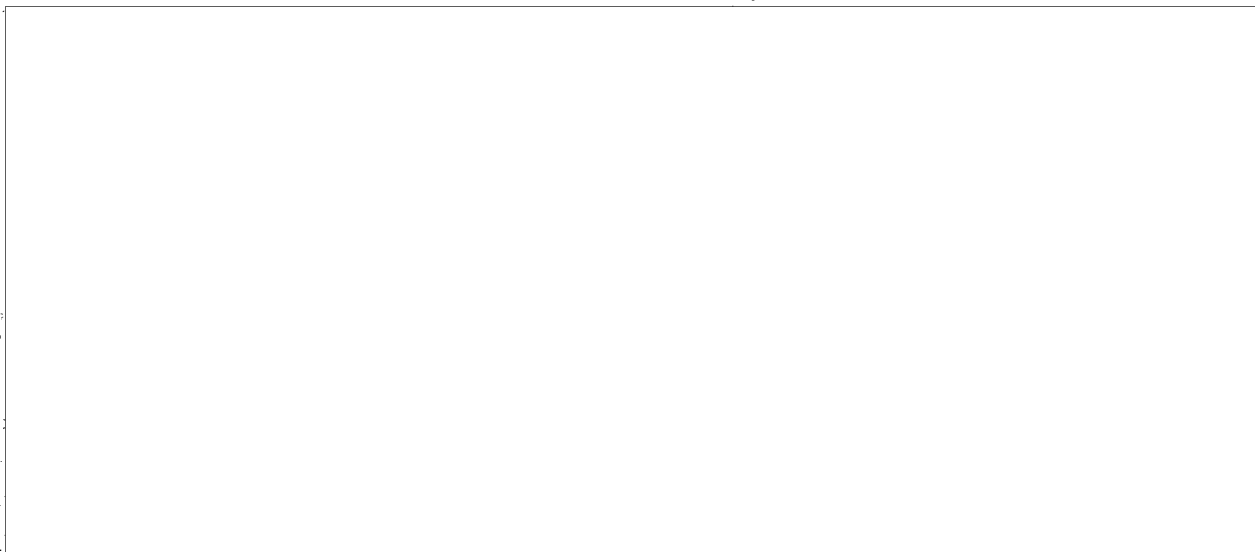
During the year, however, the emphasis gradually shifted from this basis to a group or class instruction. This was made possible by the initiation of training of teams of 5 - 8 students for various projects. Each team could be trained as a class, thereby effecting greater instructor utilization. The project students tended to be in training for longer periods of time, permitting more extensive training. At the same time, the more efficient utilization of instructors permitted the development of a special Training Course for overseas instructors, executed by this section.

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Project [redacted], which was conceived and developed in 1950, was in an inactive stage for 1951. Personnel were interviewed as instructors for the project, but with the project in a dormant state, only one person was hired in this capacity. The [redacted] phase of this project, communications briefing for selected personnel, was the only part of the program activated. This phase was completed in September. From all appearances, the communications training support requested for this project will be cancelled.

In conjunction with the growth of this project-type training, there was established a support structure on an unofficial basis. This structure consisted of a projects officer who prepared project Annexes, project briefs and developed support techniques for covert training facilities, both domestic and overseas, and a reports and scheduling officer who provides administrative support to the staff training structure. These functions will be established officially in the Table of Organization.

Uncleared Training Pool:

One of the personnel problems involved in recruiting personnel has been the time lag between interview and entry onto duty imposed by time involved or security clearance. This problem has had two aspects: (1) the loss of potential employees to other jobs during this waiting period and (2) the additional delay in getting the man to his assignment after he has been hired. Other components of the Agency had overcome this obstacle by establishing holding pools - a device for bringing personnel on duty and giving them useful instruction pertaining to their ultimate assignment. The subject matter of these established pools were of little or no value to communications personnel, so a Communications Uncleared Pool was begun.

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This pool originally served solely as a holding area for radio operators from the time of their entry onto duty until they received a provisional clearance permitting their transfer [redacted]

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On this basis, the pool was set up to provide code training and was supplied appropriate equipment. By means of the pool and a provisional clearance [redacted], it was possible to give radio operators three months of useful training prior to their full clearance.

Gradually, this pool became utilized for personnel other than radio operators. The curricula offered became more formalized and varied to meet these new requirements. At the time of this report, non-classified courses are being offered in radio operating, radio theory, cryptography, teletype operating and typing.

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During the year, the pool was supervised by temporarily assigned personnel, frequently students, due to a lack of personnel within the Training Branch. Especial mention should be made of the activities of [redacted]

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[redacted] in assisting in the development of a formalized curricula. It is planned to permanently assign a member of the Training Branch to supervise the function during 1952 and to formally establish the Uncleared Training Pool as Training Section No. 4.

Contract Training Programs:

It was realized that the facilities of the Training Branch were not adequate for the large-scale training that would be necessary in the event of whole-scale hostilities. Training Branch was authorized, therefore, to establish contact with various commercial radio schools with a view to ascertaining the capabilities of these institutions and of developing a pilot program with one or more schools. Accordingly preliminary contacts have been made with [redacted]

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contract was negotiated with [redacted] to begin 14 January 1952 establishing a training program for [redacted] students. Under terms of this contract, [redacted] made available for interview and screening by this Agency some [redacted] individuals. A screening of the records of these persons reduced the number to [redacted] and personal interviews eliminated [redacted] of the remaining candidates. Discussions with the other two organizations have been purely exploratory thus far.

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Miscellaneous:

A survey was made of training films available and lists of such films have been distributed to members of the domestic training staff. A catalogue of such films will be distributed to the overseas areas in 1952.

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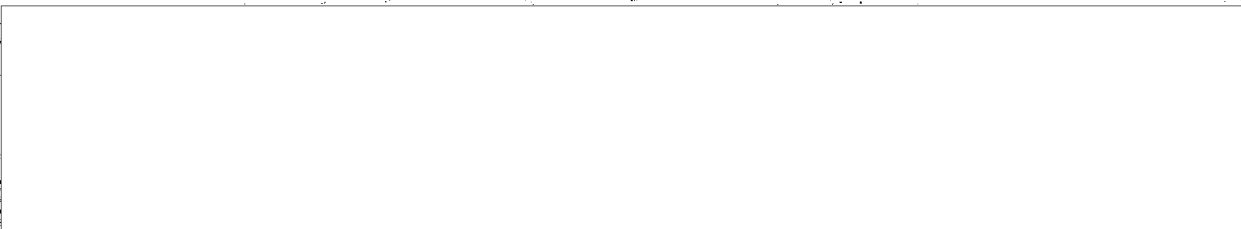
The Area Training Branch requested Communications Training support for the paramilitary program conducted at TC-1. Such support consisted of providing a 40 hour briefing in radio and cryptography approximately four times during the year. In September, the ATB indicated they would move their training location [redacted] and requested full-time support from the Communications Training Branch. Accordingly, a building plan was forwarded to ATB, a training curriculum planned, and a Table of Organization forwarded for approval to support this requirement. The program [redacted] is expected to activate approximately 1 June 1952.

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A document on clandestine communications training was prepared for distribution to the field. It is envisaged that this document will serve as a guide, particularly for those areas initiating new training programs. A similar document, written by the Luca Training Section, served as the basis for this document.

Personnel:



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The gross turnover rate of the Branch was 36.3%. This turnover rate does not reflect a true picture as it includes personnel transferred in accordance with rotational policy. Eliminating the six persons so transferred and the one individual who resigned at the convenience of the government, the adjusted net turnover rate is 20.5%.

The turnover rate varied greatly from section to section. In the Office of the Chief with six positions, only six persons were employed during the year. However, two of the six positions were unfilled while the 2 top positions had a 100% turnover. These are not reflected in the adjusted figure as both transfers were in accordance with rotational policy.

Training Section No. 1 has 12 positions and during the year, 19 persons occupied these positions. Seven persons transferred from the section and were replaced, bringing the section back to authorized strength. Of the transferees; one was transferred on a rotational basis; two were intra-office transfers at the request of the individuals; and the remainder were inter-office transfers at individuals' request.

Training Section No. 2 has had 20 individuals against 12 positions during the year. 8 persons left this section and it is now back to full strength. Of these 8 departures, 5 were transferred to the Covert

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Training Section, one was reassigned on rotation and two resigned, one at the convenience of the government.

The Covert Training Section had only 11 persons against its 8 positions during the year. There were three transfers and subsequent replacement, placing the Section at authorized strength. One of these transfers was intra-office on rotational basis; the other two were inter-office at individual's request.

The resignation and one of the requested transfers were for financial betterment. Two of the requested transfers were occasioned by the anticipated move of Training Section No. 1 [redacted]

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The remainder of the transfers were based upon the desires of the individuals concerned to enter into work more in line with their background. In only two of these cases were the individuals disgruntled with the policies of the Branch or Office.

It is to be noted then that only 8% of the 57 persons employed by the Branch during 1951 left because of financial or personal dissatisfaction. An additional 6% requested transfer on the basis of supposed misassignment and the remaining 6% requested transfer on the basis of a move in the location of one of the training sections.

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