

CONFIDENTIAL

4 MAR 1966

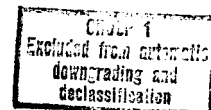
MEMORANDUM FOR: Executive Director-Comptroller

SUBJECT : Integration of Directorates

REFERENCE : Memo dtd 15 Feb 66 to ExDir-Compt
fr DD/S, same subject

25X1

1. This memorandum updates the information you received 16 February 1966 on the proposed program of inter-Directorate briefings. It also contains in paragraph 4 a recommendation for your approval.
2. On 24 February 1966 action officers from each of the Directorates met with [redacted] of the Office of Training, who is coordinating the briefings, to discuss tentative plans for the program and make recommendations concerning it. Suggestions from each Directorate for topics to be covered during the briefings had been consolidated and each action officer received the list appropriate to his Directorate.
3. After discussing various aspects of the program, the action officers concluded that:
 - a. Arrangements for each briefing should be worked out directly by the principals concerned to afford maximum flexibility in solving the problems of time, availability of personnel, special clearances, etc. It was thought that in some cases Directorates might choose to brief each other at a single sitting rather than to schedule two separate meetings for the purpose.
 - b. The program of briefings should begin before 1 May 1966 and be completed before 1 July 1966.
 - c. Action officers should keep the OTR coordinator informed as to the time, place, and other arrangements for each briefing and obtain from him any assistance needed with respect to space, equipment, etc.
 - d. With proper regard for security clearances and with the approval of the briefing Directorates, one or two senior members of the Office of Training should, if possible, audit (but not record) each

MORI/ODF Pages 1 and 2 and 20
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Subject: Integration of Directorates

briefing for the purpose of identifying new material that ought to be covered in training courses. Arrangements to incorporate such material in the proper course would be worked out later between OTR and the briefing Directorate.

4. It is recommended that the conclusions outlined in paragraph 3 be approved in principle and that the OTR coordinator and the Directorates be authorized to proceed with the briefing program along the lines indicated.

SIGNED Alan M. Warfield

Alan M. Warfield
Acting Deputy Director
for Support

The recommendation contained in paragraph 4 is approved. *

[Signature]

8 MAR 1966

L. K. White

Date

Executive Director-Comptroller

AEO-DD/S:WFV:hm (3 March 66)

Distribution:

Orig - Adse (for return to DD/S)

1 - ER

1 - D/TR

1 - DD/S Chrono

1 - DD/S Subject w/background

* However, care should be taken to ensure that these briefings are not too superficial. I doubt that Directorates briefing each other at a single sitting, as suggested in paragraph 3.a, or in less than the twelve sessions mentioned in paragraph 2 of your 15 February 1966 memorandum would be sufficiently comprehensive to comply with the spirit of the Director's request.

25X1

[Redacted Signature Box]

LKW

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DO 566-1169

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1 MAR 1966

MEMORANDUM FOR: Acting Deputy Director for Support

SUBJECT : Integration of Directorates

REFERENCE : Memo dtd 15 Feb 66 to ExDir-Compt fr DD/S,
same subj

25X1

1. Paragraph 5 of this memorandum contains a recommendation for your approval.

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2. In accordance with the recommendation contained in paragraph 6 of the reference memorandum, approved by the Executive Director-Comptroller on 17 February, a conference of action officers from the four Directorates was held on 24 February to discuss the inter-Directorate briefing program and to make recommendations concerning its implementation. Messrs. Warfield and [redacted] represented the DDS; [redacted] the DDP; [redacted] the DDS&T; and [redacted] the DDI. [redacted] represented OTR as coordination officers. The meeting was conducted by [redacted]

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A copy of the Agenda for the meeting is attached.

3. Responses to the Director of Training's 7 February requests for suggestions of the substance of the inter-Directorate briefings had been consolidated, and the action officer of each Directorate was given the consolidation appropriate to his Directorate.

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4. Discussion of implementation of the program resulted in these conclusions:

25X1

- a. that the schedule of briefings should be developed by means of Directorate-to-Directorate agreement -- each Directorate arranging with each other Directorate the time, place, and structure of the interchange of briefings;

(Comment: The members of the group agreed that the Directorate-to-Directorate method of scheduling briefings would provide greater flexibility in solving the problems of time, availability of personnel, and clearances and would enhance the value of the briefings by permitting closer continuity of interchange of information.)

- b. that the program of briefings should begin before 1 May 1966 and be completed before 1 July 1966;

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25X1

- c. that the action officer of each Directorate should report to the OTR action officer [redacted] the time, place, and structure of each briefing scheduled;
- d. that the OTR action officer should effect over-all coordination as necessary and provide support in arranging for space and equipment as requested; and
- e. that with proper regard for security clearances and with the approval of the briefing Directorate, one or more OTR observers should audit each briefing for the purpose of identifying substance which should be covered in training courses, such coverage subject to the approval of the briefing Directorate.

(Comment: The members of the group agreed that OTR's interest could well be served by monitoring, and that recording the briefings on tape or by stenographic means might impose restraints that might defeat the purpose of the briefings.)

25X1

5. It is recommended that the conclusions stated in paragraph 4 above be submitted to the Executive Director, Comptroller for his approval.

[redacted]

Chief, Intelligence School, OTR

Attachment:
As stated above

CONCUR:

25X1

fa: [redacted]

Director of Training

1 March 66

Date

The recommendation contained in paragraph 5 is approved:

Alan M. Warfield
Acting Deputy Director
for Support

Date

- Distribution:
- Orig - Addressee (Return to DTR) (w/attach)
 - 2 - DDS (w/attach)
 - 2 - DTR (w-1/Attach) (1 w/h)
 - 5 - (1 each action officer) (w/o attach)

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AGENDA

Meeting on Inter - Directorate Briefings

1D-1617 Headquarters 1430 - 24 Feb. 1966

1. Background

DDS memo to ED-C, 7 Dec. 65, and ED-C's handwritten comments

ED-C discussion in Executive Committee Meeting on 21 Jan. 66

DDS memo to DTR, 28 Jan., directing action

DTR memos to Directorates, 7 Feb., requesting suggestions

DTR memo to DDS, 9 Feb., proposing plan of action

DDS memo to ED-C, 15 Feb., recommending OTR plan

ED-C approval of plan, 17 Feb.

2. Present status

Briefing suggestions received, consolidated, distributed

General procedure approved by ED-C:

Each Directorate brief each other Directorate

Each briefing to be about 3 hours

3. Purpose of this meeting

To determine specific procedures

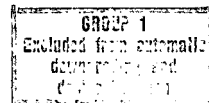
To make recommendation to ED-C

4. Scheduling procedures -- alternatives

a. Fixed schedule of 12 briefings, arbitrarily determined

b. Directorate-to-Directorate arrangements

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5. Problems

- a. Beginning date, intervals, sequence, time of day
- b. Place or places
- c. Clearances and secure areas
- d. Number and level of briefees
- e. Level of briefers
- f. Recording of briefings

6. Policy guidance on problems

- a. ED-C: "would like to move promptly"

DDS in memo approved by ED-C: 6 to 8 months

(including second-level briefings)

- d. ED-C approved: "senior staff level"

ED-C deferred: "second level"

- e. Clear inference of DD's and Office and Area Division heads

- f. OTR to use appropriate briefing substance in courses

7. ED-C direction to this group

"As soon as possible thereafter (this meeting) OTR will announce an appropriate schedule of briefings and begin preparations for holding them."

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DD/S REGISTRY
FILE ~~6-760~~
DD/S 66-0908

66-760

DD/S REGISTRY
15 FEB 1966
~~Meeting~~

MEMORANDUM FOR: Executive Director-Comptroller

SUBJECT : Integration of Directorates

REFERENCE : Memo dtd 7 Dec 65 to ExDir-Compt fr DD/S,
same subject

1. This memorandum contains in paragraph 6 a recommendation for your approval.

2. In line with reference and with our discussion of 21 January 1966, the Office of Training has developed a proposal for a series of briefings for senior officers in the Agency designed to bring about a greater understanding between Directorates. The proposal calls for a total of 12 sessions to enable each Directorate to brief the senior members of each other Directorate, with each session tailored to the specific needs and interests of the Directorate being briefed. Each session would be expected to last about three hours, including a period for questions and answers.

3. On 7 February 1966 OTR requested each of the four Directorates to indicate, with respect to such a briefing program, (a) what its senior officers want to know about each of the other Directorates, (b) what the senior officers of each of the other Directorates should know about it, and (c) the number of its senior officers to be briefed by the other Directorates. Responses to these requests are expected by the close of business on 17 February. OTR will consolidate them for each Directorate to use in designing the three briefings it will present.

4. It is proposed that a schedule for the briefings - their frequency and sequence - be worked out in a conference of action officers from the four Directorates during the week of 21 February. At that time each Directorate would receive the suggestions as to what others would like to know about it and could raise any questions concerning them. As soon as possible thereafter, OTR would announce an appropriate schedule of briefings and begin preparations for holding them.

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GROUP 1
Excluded from automatic
downgrading and
declassification

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5. Attached is a list of OTR courses which now contain subject matter designed to promote closer integration of Agency Directorates. Hopefully, the proposed series of briefings will generate a good many ideas and materials that can be used in these courses to enhance the objective of closer integration.

6. It is recommended that the proposals described in paragraphs 2 and 4 be approved in principle and that OTR be authorized to proceed with their implementation.

25X1

[Redacted Signature]

R. L. Dannerman
Deputy Director
for Support

Att: List of OTR Courses

The recommendation contained in paragraph 6 is approved.

25X1

[Redacted Signature]

L. K. White

Executive Director-Comptroller

17 Feb 66
Date

Distribution:

- Orig - Adse w/O atts (for return to DD/S)
- 1 - ER w/cc of atts
- 1 - D/TR w/cc of atts
- 1 - DD/S Chrono
- 1 - DD/S Subj w/cc of atts & background (w/held)

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OTR COURSES WHICH INCLUDE THE
PRINCIPLE OF "INTEGRATION OF DIRECTORATES"

<u>Course</u>	<u>No. of Total Hours</u>	<u>No. of Times Given Per Yr.</u>	<u>Students</u>
Introduction to Intelligence	80	6	All professional people after EOD
Career Training Program			
Introduction to Intelligence	80	4	CT's
Intelligence Techniques	120	4	CT's
Operations Familiarization	240	4	CT's
Intelligence Production	320	4	CT's
Understand Services Review	64	2	CS Officers
Intelligence Review	80	2	Professional personnel of all Directorates; GS-13 and up; 5-years in Agency
Chiefs of Station Seminar	80	3	Outgoing Chiefs and Chiefs of Base
Intelligence Research Techniques	160	2 or 3	Intelligence Research Analysts
Reference Techniques	24	2	Professional personnel of all Directorates
Effective Speaking	24	2	Professional personnel of all Directorates
Management Courses			
Supervision	40	3	GS-5 - GS-10; all Directorates
Management	40	6	GS-11 - GS-14; all Directorates
Senior Management Seminar	48	2	GS-15 and above; all Directorates

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<u>Course</u>	<u>No. of Total Hours</u>	<u>No. of Times Given Per Yr.</u>	<u>Students</u>
Mid-Career Executive Development	240	2	Selected GS-13's
Program for Agency Candidates Senior Officer Schools	20	1	Senior Agency officials
Miscellaneous Tutorial - Orientations for:			
NPIC			
SOD			
COMMO			

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DD/S 66-0908

15 FEB 1966

MEMORANDUM FOR: Executive Director-Comptroller

SUBJECT : Integration of Directorates

REFERENCE : Memo dtd 7 Dec 65 to ExDir-Compt fr DD/S,
same subject

1. This memorandum contains in paragraph 6 a recommendation for your approval.

2. In line with reference and with our discussion of 21 January 1966, the Office of Training has developed a proposal for a series of briefings for senior officers in the Agency designed to bring about a greater understanding between Directorates. The proposal calls for a total of 12 sessions to enable each Directorate to brief the senior members of each other Directorate, with each session tailored to the specific needs and interests of the Directorate being briefed. Each session would be expected to last about three hours, including a period for questions and answers.

3. On 7 February 1966 OTR requested each of the four Directorates to indicate, with respect to such a briefing program, (a) what its senior officers want to know about each of the other Directorates, (b) what the senior officers of each of the other Directorates should know about it, and (c) the number of its senior officers to be briefed by the other Directorates. Responses to these requests are expected by the close of business on 17 February. OTR will consolidate them for each Directorate to use in designing the three briefings it will present.

4. It is proposed that a schedule for the briefings - their frequency and sequence - be worked out in a conference of action officers from the four Directorates during the week of 21 February. At that time each Directorate would receive the suggestions as to what others would like to know about it and could raise any questions concerning them. As soon as possible thereafter, OTR would announce an appropriate schedule of briefings and begin preparations for holding them.

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GROUP 1 Excluded from automatic downgrading and declassification

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5. Attached is a list of OTR courses which now contain subject matter designed to promote closer integration of Agency Directorates. Hopefully, the proposed series of briefings will generate a good many ideas and materials that can be used in these courses to enhance the objective of closer integration.

6. It is recommended that the proposals described in paragraphs 2 and 4 be approved in principle and that OTR be authorized to proceed with their implementation.

SIGNED R. L. Bannerman
R. L. Bannerman
Deputy Director
for Support

Att: List of OTR Courses

The recommendation contained in paragraph 6 is approved.

151
L. K. White

17 Feb 66
Date

Executive Director - Comptroller

AEO-DD/S:WFV:hm (15 Feb 66)

Distribution:

Orig - Adse w/O atts (for return to DD/S)

1 - ER w/cc of atts

1 - D/TR w/cc of atts

1 - DD/S Chrono

1 - DD/S Subj w/cc of atts & background (w/held) DD/S 65-5799

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CONFIDENTIAL**OTR COURSES WHICH INCLUDE THE
PRINCIPLE OF "INTEGRATION OF DIRECTORATES"**

<u>Course</u>	<u>No. of Total Hours</u>	<u>No. of Times Given Per Yr.</u>	<u>Students</u>
Introduction to Intelligence	80	6	All professional people after EOD
Career Training Program			
Introduction to Intelligence	80	4	CT's
Intelligence Techniques	120	4	CT's
Operations Familiarization	240	4	CT's
Intelligence Production	320	4	CT's
Understate Services Review	64	2	CS Officers
Intelligence Review	80	2	Professional personnel of all Directorates; GS-13 and up; 5-years in Agency
Chiefs of Station Seminar	80	3	Outgoing Chiefs and Chiefs of Base
Intelligence Research Techniques	160	2 or 3	Intelligence Research Analysts
Reference Techniques	24	2	Professional personnel of all Directorates
Effective Speaking	24	2	Professional personnel of all Directorates
Management Courses			
Supervision	40	3	GS-5 - GS-10; all Directorates
Management	40	6	GS-11 - GS-14; all Directorates
Senior Management Seminar	48	2	GS-15 and above; all Directorates

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<u>Course</u>	<u>No. of Total Hours</u>	<u>No. of Times Given Per Yr.</u>	<u>Students</u>
Mid-Career Executive Development	240	2	Selected GS-13's
Program for Agency Candidates Senior Officer Schools	20	1	Senior Agency officials

Miscellaneous Tutorial - Orientations for:

- NPIC
- SOD
- COMMO

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TRANSMITTAL SLIP		DATE 15 Feb 66
TO: Mr. Banner <i>Banner</i>		
ROOM NO.	BUILDING	
REMARKS: Attached is a memorandum for Colonel White outlining OTR's proposals for conducting Directorate briefings. Colonel White is asked to approve these proposals in principle and authorize OTR to implement them. Recommend your signature. <i>W.F.V.</i>		
FROM:		
ROOM NO.	BUILDING	EXTENSION

FORM NO. 241
1 FEB 55

REPLACES FORM 36-8 WHICH MAY BE USED. ☆ GPO : 1957-O-439445 (47)

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00/566-0835

11 FEB 1966

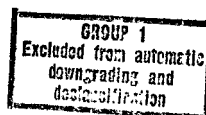
MEMORANDUM FOR: Deputy Director for Support

SUBJECT : Integration of Directorates

REFERENCE : DD/S Memo 66-0548 dtd 28 Jan 66 to
DTR same subj

1. In compliance with the direction contained in the reference, this memorandum presents a proposal for carrying out a program designed to improve integration of Agency Directorates.
2. The Office of Training has requested each of the four Directorates to submit statements of desired areas to be covered in a series of briefings. Responses to these requests will be received by OTR by close of business on 17 February 1966. OTR will consolidate these responses so that they will provide guidance to each Directorate in designing briefings for the other Directorates.
3. The objective of the program can best be achieved by a series of 12 briefings in which each Directorate briefs each other Directorate, each briefing tailored to meet the needs of the Directorate being briefed. Each briefing should be three hours long, including a period of time for questions and discussion.
4. It is suggested that the scheduling of the briefings -- the frequency and sequence -- be worked out in a conference of the action officers of the four Directorates, with OTR assuming the responsibility of arranging the conference, submitting the results for approval, and making the necessary space and time arrangements.

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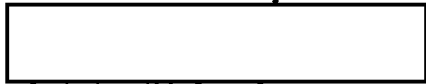


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5. With your approval, OTR will go ahead with action to provide the individual Directorates with the consolidated substantive guidance during the week of 21 February, to call a conference of the action officers of the four Directorates during the week of 21 February, to announce an approved briefing schedule as soon as possible thereafter, and to prepare to begin the series of briefings.

6. Attached for your information is a descriptive listing of the OTR courses that now contain subject matter designed to promote closer integration of Agency Directorates.

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John Richardson
Director of Training

Attachment:

As stated above

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CONFIDENTIALOTR COURSES WHICH INCLUDE THE
PRINCIPLE OF "INTEGRATION OF DIRECTORATES"

<u>Course</u>	<u>No. of Total Hours</u>	<u>No. of Times Given Per Year</u>	<u>Level or Type of Student</u>	<u>Course Objective</u>
Introduction to Intelligence	80	6	All professional people after EOD	Covers concepts of intelligence; the intelligence agencies of the U.S. Government; the Agency's responsibility for collection, pro- duction, and dissemination of intelligence; and the function of the four Agency Directorates in meeting this responsibility. Conducted by Intelligence School
Career Training Program				
Introduction to Intelligence	80	4	CT's	To develop understanding of the fundamental concepts of intel- ligence, of the role of the various intelligence agencies in Govern- ment, and of the function of the Directorates of CIA. Conducted by Intelligence School
Intelligence Techniques	120	4	CT's	Instruction and practice in techniques used in the production of finished intelligence and the overt collection of intelligence information. Designed to acquaint all CT's -- including those who will later be DDP and DDS officers -- with the Agency's production effort. Conducted by Intelligence School

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<u>Course</u>	<u>No. of Total Hours</u>	<u>No. of Times Given Per Year</u>	<u>Level or Type of Student</u>	<u>Course Objective</u>
Career Training Program (Cont'd)				
Operations Familiarization	240	4	CT's	Designed to familiarize all CT's -- including those who will become DDI, DDS, and DDS&T officers with the functions of the case officer and with the programs and operations of the Clandestine Services. Conducted by Operations School
Intelligence Production	320	4	CT's	Prepares the Career Trainee for assignment as an intelligence officer in the DDI and DDS&T; includes familiarization with the collection and support functions of the DDP and the DDS. Conducted by Intelligence School
Clandestine Services Review	64	2	CS Officers	For CS officers who have recently returned from an overseas assignment as well as officers who support the CS. Covers the organization and function of the four Directorates; DDP is treated in detail. Conducted by Operations School

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<u>Course</u>	<u>No. of Total Hours</u>	<u>No. of Times Given Per Year</u>	<u>Level or Type of Student</u>	<u>Course Objective</u>
Intelligence Review	80	2	Professional personnel of all Directorates; GS-13 level and up; 5-years in Agency	A discussion of current and prospective challenges to the United States is presented as a background against which intelligence activities are directed. Includes a thorough review of the functions of all Agency Directorates. Conducted by Intelligence School
Chiefs of Station Seminar	80	3	Outgoing Chiefs and Chiefs of Base	Designed for Chiefs of Station, Deputy Chiefs of Station, Chiefs of Base, and Support Chiefs of certain overseas stations. (Includes a review of the inter-relationships of the Agency's Directorates. Conducted by Operations School
Intelligence Research Techniques	160	2 or 3	Intelligence research analysts	Designed to increase the capability of the analyst to perform intelligence research by increasing his knowledge of Agency-wide resources and assets. Conducted by Intelligence School

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<u>Course</u>	<u>No. of Total Hours</u>	<u>No. of Times Given Per Year</u>	<u>Level or Type of Student</u>	<u>Course Objective</u>
Conference Techniques	24	2	Professional personnel of all Directorates	For employees who plan for and lead discussions and conferences. Discussion subjects are related to Agency-wide problems. Conducted by Intelligence School
Effective Speaking	24	2	Professional personnel of all Directorates	Covers principles of speaking as they relate to oral presentation. Subject matter of talks is related to Agency problems. Conducted by Intelligence School
Management Courses				
Supervision	40	3	GS-5 - GS-10 Personnel of all Directorates	For employees responsible for supervision at the first level. Covers problems in planning and directing the work of others. Conducted by Intelligence School
Management	40	6	GS-11 - GS-14 Personnel of all Directorates	Covers up-to-date practices and attitudes applied in planning, directing and managing the work of others. Conducted by Intelligence School
Senior Management Seminar	48	2	GS-15 and above Personnel of all Directorates	To familiarize higher-level managers with current management practices and procedures and to provide a review and re-examination of basic managerial concepts. Conducted by Intelligence School

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<u>Course</u>	<u>No. of Total Hours</u>	<u>No. of Times Given Per Year</u>	<u>Level or Type of Student</u>	<u>Course Objective</u>
Mid-Career Executive Development	240	2	Selected GS-13's	For designated midcareerists. Covers the activities of all components of the Agency and of the U.S. Government in its national and international setting. Conducted by Mid-Career and Senior Officer Staff
Program for Agency Candidates at Senior Officer Schools	20	1	Senior Agency officials	To prepare senior Agency officials for attendance at senior service schools and colleges in such matters as Agency's role and functions, problems within the Intelligence Community, and the understanding of the Agency image in official circles. Conducted by Intelligence School
Miscellaneous Tutorial - Orientations for: NPIC SOD, and COMMO				Special orientations include discussion of interrelationships between the Directorates. Conducted by Intelligence School

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DDS 66-0696

MEMORANDUM FOR: Deputy Director for Support

SUBJECT : Integration of Directorates

REFERENCE : Memo dtd 7 Dec 65 for ExDir-Compt fm DD/S,
same subj

1. The Office of Training has been directed to implement the program to achieve closer integration of Agency Directorates as outlined in the attached reference memorandum and approved by the Executive Director-Comptroller's notations on the memorandum.

2. To make the program responsive to needs, each of the four Directorates is asked to state (a) what its senior staff officers want to know about each of the other Directorates, (b) what the senior staff officers of each of the other Directorates should know about it, and (c) the number of its senior staff officers to be briefed by the other Directorates. 25X1

3. The information may be sent directly to [redacted] at 1D-1617 Headquarters. OTR will consolidate the responses of the four Directorates. The consolidated information will be used by the Deputy Director for Support in reporting to the Director of Central Intelligence on 15 February. Your action officer may reach [redacted] by phone on [redacted]. 25X1

25X1

[redacted signature box]

John Richardson
Director of Training

Attachment:

As stated above

Distribution:

- Orig & 1 - Addressee
- 2 - DDI
- 2 - DDP
- 2 - DDS&T

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GROUP 1
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D725168
DD/S 65-5799

Executive Registry
65-69421

7 DEC 1965

MEMORANDUM FOR: Executive Director-Comptroller

SUBJECT : Integration of Directorates

1. This memorandum is for your information only.

2. Reference is made to our earlier conversation concerning the decision to bring about a greater understanding between Directorates. I offer the following suggestions as to how this might be accomplished:

done by
Ex. Dir.
21 Jan 62
→

a. The DCI could, on an appropriate occasion such as an Executive Committee meeting, express his desire that each Directorate have a greater understanding and be knowledgeable of the programs, activities and problems of the other Directorates. This knowledge and understanding could promote greater appreciation of the mutual problems between Directorates and would encourage more team work and coordination on behalf of overall Agency interests. Development of the concept that all Agency activities, regardless of Directorate prerogative, have an impact and a contribution to the efforts and responsibilities of the other Directorates will bring about a greater understanding of their mutual efforts and permit more efficient and smoother accomplishment of Agency missions.

OK
→

b. In an effort to accomplish the above, each Directorate could arrange to brief the other Directorates at the senior staff level on its programs, plans, activities and problems. Areas of mutual interest could be highlighted and problems of interface, communications, and perhaps jurisdiction could be highlighted. I would suggest a discussion period following the presentation with a view to developing a format where areas of additional cooperation could be enhanced.

Defen
→
Let's see
how the first
level goes
first.

c. It is further suggested that a program of briefings not as extensive as (b) above be arranged for the second level of staff supervision of each Directorate. This would permit the briefing of the second

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supervisory levels of each Directorate on the programs, plans, activities, and problems of other Directorates, but without introducing discussions of broader policy questions in inter-Directorate relations. These briefings could be followed by a discussion period for the enlightenment of the participating personnel.

OK



d. The Office of Training could incorporate into certain of its review courses, condensations of these briefings which would develop and promote a better understanding of the overall Agency interests and interrelationships between Directorates in accomplishing the broad Agency mission.

e. If such a program is deemed appropriate to achieve this objective, I would think that the basic objectives could be accomplished within six to eight months. This program would reach the bulk of the first and second line supervisors of the Agency and they in turn could translate this through their command channels into a more effective program of coordination, cooperation, and Agency team effort. Through the OTR training programs, the substance of these briefings would be available to employees returning from overseas duty and to new professional employees entering on duty. In this manner, overall Agency coverage could be achieved.

2. If the above suggestions are acceptable, OTR can prepare a proposal to achieve these objectives.

25X1



R. L. Bannerman
Deputy Director
for Support

25X1

DDZ
Please proceed per
our discussion ^{at}
the morning meeting
of 21 Jan. I would
like to move promptly
and will want to show
DCI in reasonably near future
what we have worked out.

21 Jan 64

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STAT

Page Denied

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DD/S 66-0548

28 JAN 1966

MEMORANDUM FOR: Director of Training

SUBJECT : Integration of Directorates

**REFERENCE : Memo dtd 7 Dec 65 for ExDir-Compt fm DD/S,
same subj**

1. Please note the comments of the Executive Director-Comptroller on reference memorandum (attached) which set forth implementation action on subject program. The Office of Training is hereby assigned action for organizing this program and arranging the appropriate schedule of briefings. I would like to report to the Director of Central Intelligence by 15 February on how you propose to carry out this program.

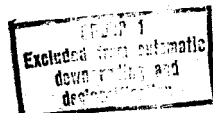
2. The Executive Director-Comptroller discussed this program at the Executive Committee meeting on 21 January. In the discussion that followed it was indicated that most senior officers of any given Directorate have a reasonably good understanding of the functions and responsibilities of the other Directorates. It was suggested that the briefings could be particularly beneficial if the Directorates could make known what areas of information and activities they would like to have the other Directorates cover in their briefings. This is predicated on the fact that there are certain activities of each Directorate which are little known to the other Directorates concerning which a full-scale briefing and explanation would be most helpful. In setting up the program it is suggested that each Directorate be queried along this line to obtain listings of those areas of activity for briefing purposes by the other Directorates.

SIGNED R. L. Bannerman

R. L. Bannerman
Deputy Director
for Support

Att: Ref Memo

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Page Denied

7 DEC 1965

Executive Director-Comptroller

7E-12 HQ

DD/S - CISTRY
FILE OCMI

Attached is a revision of the proposal we discussed. I hope this offers the basis for a program. If not, please let me know.

S/
R. L. Bannerman

STAT

Deputy Director for Support

7D-18 HQ

DD/S:RLB:hrm (7 Dec 65)

Distribution:

- Orig - ExDir-Compt w/O DD/S 65-5799
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- 1 - DD/S Chrono

DD/S 65-5799: Memo to ExDir-Compt fr DD/S (7 Dec 65)
Subj, Integration of Directorates

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DP/S 65-5799

7 DEC 1965

MEMORANDUM FOR: Executive Director-Comptroller

SUBJECT : Integration of Directorates

- 1. This memorandum is for your information only.
- 2. Reference is made to our earlier conversation concerning the decision to bring about a greater understanding between Directorates. I offer the following suggestions as to how this might be accomplished:

a. The DCI could, on an appropriate occasion such as an Executive Committee meeting, express his desire that each Directorate have a greater understanding and be knowledgeable of the programs, activities and problems of the other Directorates. This knowledge and understanding could promote greater appreciation of the mutual problems between Directorates and would encourage more team work and coordination on behalf of overall Agency interests. Development of the concept that all Agency activities, regardless of Directorate prerogative, have an impact and a contribution to the efforts and responsibilities of the other Directorates will bring about a greater understanding of their mutual efforts and permit more efficient and smoother accomplishment of Agency missions.

b. In an effort to accomplish the above, each Directorate could arrange to brief the other Directorates at the senior staff level on its programs, plans, activities and problems. Areas of mutual interest could be highlighted and problems of interface, communications, and perhaps jurisdiction could be highlighted. I would suggest a discussion period following the presentation with a view to developing a format where areas of additional cooperation could be enhanced.

c. It is further suggested that a program of briefings not as extensive as (b) above be arranged for the second level of staff supervision of each Directorate. This would permit the briefing of the second

*DONE BY
EXDIR
21 JAN 66*

*OK
→*

*DEFER →
LET'S SEE
HOW THE FIRST
LEVEL GOES FIRST*

** h/w by Col. WHITE*

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supervisory levels of each Directorate on the programs, plans, activities, and problems of other Directorates, but without introducing discussions of broader policy questions in inter-Directorate relations. These briefings could be followed by a discussion period for the enlightenment of the participating personnel.

d. The Office of Training could incorporate into certain of its review courses, condensations of these briefings which would develop and promote a better understanding of the overall Agency interests and interrelationships between Directorates in accomplishing the broad Agency mission.

e. If such a program is deemed appropriate to achieve this objective, I would think that the basic objectives could be accomplished within six to eight months. This program would reach the bulk of the first and second line supervisors of the Agency and they in turn could translate this through their command channels into a more effective program of coordination, cooperation, and Agency team effort. Through the OTR training programs, the substance of these briefings would be available to employees returning from overseas duty and to new professional employees entering on duty. In this manner, overall Agency coverage could be achieved.

2. If the above suggestions are acceptable, OTR can prepare a proposal to achieve these objectives.

SIGNED R. L. Bannerman

R. L. Bannerman
Deputy Director
for Support

DD/S:RLB:hrm (6 Dec 65)

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1 - ER

1 - DD/S Subject w/background

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*DD/S
AS PROCEED PER OUR DISCUSSION
AT THE MORNING MEETING OFF
21 JAN - WOULD LIKE TO
MOVE PROMPTLY AND WILL
WANT TO SHOW DCI IN
REASONABLY NEAR FUTURE
WHAT WE HAVE WORKED
OUT - \$ LKW
21 JAN 66*

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23 NOV 1965

MEMORANDUM FOR: Executive Director-Comptroller

SUBJECT : Integration of Directorates

1. This memorandum is for your information only.
2. Relative to your conversation with Mr. Bannerman and Mr. Baird on the subject of the Director's concern about bringing the Directorates closer together, Mr. Bannerman wanted to make the following suggestions:
 - a. The Director of Central Intelligence should, on one or more occasions at the executive meetings, express his views regarding the necessity for Directorates to cooperate and work together, especially in the collection and production of intelligence.
 - b. Since there may well be a failure of Directorates to appreciate each other's problems, objectives and points of view, briefings by the Deputies should be scheduled which would be focused on principal areas of overlapping concern.
 - c. Similar briefings to those mentioned in (b) above should be made a part of various formal Office of Training orientation courses so that middle management can acquire an appreciation of the problems.
 - d. The content of formal Office of Training courses should be examined to ensure that the interrelationship and interdependence of Directorates is properly presented.
2. It is my conviction that the attitudes and predispositions of Agency components are largely a reflection of senior management and that any significant results will come through the observable actions and statements of the Deputy Directors and their principal assistants.

SIGNED Alan M. Warfield

Alan M. Warfield
Acting Deputy Director
for Support

A-DD/S:AMW:nfa (23 Nov 65)

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