CIA HISTORICAL STAFF

The DCI Historical Series

CIA Support Functions:

*Organization and Accomplishments
of the DDA—DDS Group, 1953-1956
Volume III (Chapter III-Part 2)*

Secret

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July 1960

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THE DCI HISTORICAL SERIES

HS   3

CIA Support Functions:

Organization and Accomplishments of the DDA-DDS Group
1953-56

Volume III (Chapter III-Part 2)

by

25X1A

███████████████

1960

Historical Staff
Central Intelligence Agency

CIA SUPPORT FUNCTIONS:
ORGANIZATION AND ACCOMPLISHMENTS OF THE DDA/DDS GROUP,
1953-1956

25X1A   by ███████████████ DCI/HS

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ORGANIZATION AND ACCOMPLISHMENTS OF THE DDA/DDS GROUP,
1953-1956

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by ██████████████ DCI/HS

CHAPTER III. MANPOWER MANAGEMENT

C. Training for Career Service

1. General Considerations

a. Concept of Training

Shortly after being appointed Director of Central
Intelligence, Mr. Allen Dulles emphasized again as he
had on previous occasions the importance of training.
At a general orientation meeting in February 1953, he
said: "We have a pattern which can produce intelligence.
That is why the work that Matt Baird in the Office of
Training and those that work with him is so important,
because no blueprint of this kind is of any value what-
soever unless we have trained people to carry it out."[1]/
Again, some weeks later, he said: "Since I place much
emphasis, in fact top emphasis, upon individual capabil-
ities, I realize that the training programs that Matt
Baird and his associates have set up here are a vital and
essential part of our work."[2]/

1/ This chapter was drafted by Mr. ██████ in June 1960.

2/ Office of Training, Training Bulletin No. 5, 31 March
   1953, Remarks of Allen W. Dulles at the Ninth Orien-
   tation Course 13 February 1953, SECRET, in OTR files.

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From the beginning of the Career Service Program in
1951, Mr. Baird had an important role in the development
of manpower management policies.[1] As indicated above,
the Office of Training had a leading role in the initia-
tion and administration of the Junior Officer Trainee
Program.[2] As an enthusiastic educator and firm believer
in his program, Mr. Baird tended to stress the training
approach to manpower problems. This approach involved
the careful selection of young recruits and the use of
Agency controlled training programs to prepare them for
specific assignments in the Agency. The JOT Program was
the ultimate application of this philosophy but as was
pointed out above this program only produced a fraction
of the professionals recruited during the period. The
office heads in the DD/I group in particular tended to-
ward the philosophy that it was more economical for the
Agency to recruit persons trained in physical and social
sciences and in language and area knowledge by universi-
ties and research institutes.

1/ Office of Training, Training Bulletin No. 10, 23 Novem-
    ber 1953, Remarks of Allen W. Dulles at Twelfth Agency
    Orientation Course on 6 November 1953, SECRET, in OTR Files.

2/ The original report, A Program for the Establishment of
    a Career Corps in the Central Intelligence Agency, 7
    August 1951, SECRET, was prepared under his supervision.
    See Office of Personnel, Records Center Job 58-166, Box 1.

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The Office of Training liked to stress the newness
and the uniqueness of the profession of intelligence. It
claimed that unlike other professional fields, there was
no prescribed academic curriculum leading to a degree in
the field of intelligence. Further, many of the skills,
methods, and techniques peculiar to the intelligence pro-
fession could not and should not be taught outside the
secure circle of the intelligence community.[1] The Office
of Training took the position that academic institutions
in the United States did not offer courses of instruction
in the field of the social sciences, particularly area
and language training, on a sufficiently broad cross-
cultural basis, with the consequence that personnel of
outstanding academic achievement recruited by the Agency
normally did not meet all requirements for intelligence
duties without further training in their fields of spec-
ialization. At no time during the period, however, could
the Office of Training Program compete with some of the
advanced academic area and language programs.[2]

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[1] Office of Training, Survey of the Office of Training, Part
I, General Statement, August 1953, Prepared for the Inspec-
tor General, SECRET, in Records Center Job 56-403.

[2] The University of Michigan program in Japanese studies in-
volved four years of advanced study including thorough
training in the language and field study in Japan. See
below, p. 323 for discussion of the Agency area and lang-
uage training.

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Below are some excerpts from a statement made
by the Office of Training in 1953 on its concept of
training in the Agency:

> e. The conduct of the United States
> intelligence effort requires extraordinary
> executive, managerial, and supervisory skills
> at all echelons to insure that the full impact
> of a substantive decision is not impaired in
> its execution.

> f. Newly recruited personnel must be
> regarded as laymen in the intelligence
> profession, even though they may be highly
> qualified in one of the sciences or in a
> technical or administrative field. For
> example, the trained economist gives effective
> support to the Agency only in so far as he
> applies his knowledge of economics primarily
> as a professional intelligence officer.
> Similarly, a technician, a personnel officer,
> or a supply officer, regardless of the quality
> of his previous competence, must acquire
> professional competence in intelligence as it
> relates to his specific responsibilities in
> order to give effective support to the Agency.

> g. The Agency training problem then is
> twofold, in terms of personnel and in terms of
> substance. New personnel recruited by the Agency
> must be trained in the principles, methods and
> techniques of national intelligence so that they
> will relate their various competences to the
> profession of intelligence. On-duty personnel
> must also be trained in order to acquire further
> competence in intelligence. Both new and on-duty
> personnel require training to increase their
> knowledge in depth in cross-cultural area and
> language fields and in specific functional fields.
> Both require training to enable them to perform
> their present jobs more effectively, and commen-
> surate with their growth potential, to undertake
> jobs of increasingly greater responsibility.

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Such training must provide for increasing their understanding of the relationship of their specific tasks to those of collateral and higher echelons of the Agency, broadening their understanding of the mission and objectives of the Agency as a whole, and developing their planning, managerial, and supervisory skills. Training must be continuous and intensive as well as be combined with tours of duty at various stages throughout the career of the professional intelligence officer, if the objectives of the intelligence profession on a career service basis are to be effectively met.1/

Problems of Training

In 1953 the Office of Training also presented the following list of its problems:

Problem 1. To devise a method for insuring that qualified intelligence officers who have had effective operational experience in the Clandestine Services, and who possess the requisite skills for teaching are made available to the Office of Training for tours of duty as instructors.

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Problem 3. To devise a method of providing 'lead time'in the preparation of personnel of the Clandestine Services so that they will be given, in addition to tradecraft

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1/ Survey of the Office of Training, "Part 1," General Statement," August 1953, prepared for the Inspector General by the Office of Training, SECRET, in Records Center Job 56-403.

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training, adequate area-language training
commensurate with the requirements of their
overseas duty assignment.

Problem 4. To clarify the role of the
Director of Training vis-a-vis field training

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███
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Problem 6. To establish an advanced level
intelligence training program for senior analysts
who are engaged in the production of high-level
intelligence reports and estimates the objective
of which would be to provide a critical analysis
of the estimating process and develop doctrine
to make it more directly useful to policy and
strategic planners. (Reference: ███████████   25X1A
Committee Report).

Problem 7. To establish the requirement
for a broader scale of training effort in the
executive, management supervisory field
particularly in the higher levels within the
Agency.

Problem 8. To accomplish within the Agency
a wider use of training as a consequence of the
effective use of Junior Officers in releasing
on-duty personnel for training assignments.

Problem 9. To expand the language-area
training effort and the use of language-area
programs throughout the Agency at basic,
intermediate and advanced levels.

Problem 10. To inaugurate surveys
throughout the Agency which are designed to
appraise the capabilities of the individual
against the requirements of his job so that a
more effective means of establishing the
resultant training requirements can be put
into effect.

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Problem 11. To review the status of
Training Liaison Officers throughout the
Agency as to quality and grade level in
order to enhance the network of communication
through the Training Liaison Officers between
the Office of Training and the operating offices
of the Agency.

Problem 12. To review the status of on-
the-job training within the Agency in order
to appraise its effectiveness and where
deficient, to meet the projected training
objective in suitable means.1/

The above analysis recognized that the Office of

Training was only one of several parts of the Agency

actively conducting formal training. In addition to

the overseas installations, there were several offices

which conducted formal training. During the years

1953-1956 efforts were made to concentrate responsibility

for the setting of Agency training standards in the

Office of Training. The progress made toward solving

the above problems during the period will be discussed

under the appropriate sections that follow.

1/   "Survey of the Office of Training," Part IV,
      "Analysis of Training Problems," August 1953,
      prepared for the Inspector General by the Office
      of Training, SECRET, filed at Records Center,
      Job 56-403.

S E C R E T

2. Organization of the Office of Training

   a. Location of Office of Training

There was discussion during the period regarding the location of the Office of Training in the organizational structure of the Agency. At the beginning of the period OTR was in the Office of the Director of Central Intelligence and the Director of Training reported to the DCI.[1] In practice the reports of the DTR were sent to an Assistant to DCI.[2] Regarding this arrangement, OTR claimed: "This placed what was essentially an experimental device, the new office, in an advantageous position for growth and development."[3] It may be inferred, however, that this arrangement was contrary to the administrative objective that there should be a unified system of support for the entire Agency and to the objective that the number of people reporting directly to DCI should be kept at a

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[1] Historical Staff, "Organizational History of CIA, 1950-1953," SECRET, (1957), Chapter X, p. 76, in O/DCI/HS files.

[2] Weekly Summary Reports from Director of Training, SECRET, filed in O/DCI/ER "Training" file.

[3] Office of Training, Fifth Anniversary of Office of Training, 1955, SECRET.

minimum in accordance with sound principles of span of control.[1]/ DCI on his own initiative decided to concentrate responsibility for personnel matters in DD/A.[2]/ The Inspector General recommended that OTR should also be placed under DD/A. This was done by CIA ███████████ 25X1A dated 3 February 1955, which also changed the name of DD/A to Deputy Director for Support (DD/S).[3]/

While the transfer of OTR from O/DCI to DD/S was looked at with some misgivings by some elements in OTR, in practice it meant that OTR was placed under a Deputy who attended the meetings of the Deputies held by DCI and who reported back to the component parts of DD/S regarding developments which took place at these meetings. The new arrangement also provided OTR directly with logistical support and at the same time it permitted the independence necessary for working with other offices in

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[1]/ Memorandum for DCI from DD/S, 20 August 1956, Subject: Report of the Inspector General's Survey of the Office of the Deputy Director (Support), the Management Staff and the Office of the General Counsel, SECRET, in O/DCI/ER "DD/S" file.

[2]/ Historical Staff Interview with Col. L. K. White, DD/S, 6 October 1958, SECRET.

[3]/ In Records Center.

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its task of clarifying Agency doctrine and disseminating
that doctrine through its schools.[1]/

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[1]/ 5th Anniversary, Office of Training, SECRET, 1955.

b. <u>Internal Organization of Office of Training</u>

The internal organization of OTR, as it stood in

January 1953$\underline{1/}$ and as it remained until December of

that year (with changes noted below), was as follows:

        Director of Training
            Support Staff
                Administrative Services
                Registrar
                Training Aids

        Deputy Director of Training (General)
            Plans and Policy Staff
            Program Division
            Junior Officer Training Division
            Management Training Division
                Clerical Training
            Orientation and Indoctrination, renamed Orien-
                tation and Briefing Division
            Language Services Division
            Intelligence Training Division
                Intelligence School
                Reading Improvement$\underline{2/}$

$\underline{1/}$ Office of Training, 5th Anniversary of Office of
Training, 1955, SECRET, has a page entitled "Or-
ganization of OTR 1951-55" which gives a 1953 chart
but does not attempt to show changes which took
place in 1953. OTR Regulation 70-1, 12 November
1952, Mission and Functions, SECRET, in Records
Center Job 56-403.

$\underline{2/}$ The "Reading Improvement" program disappeared from
the Telephone Directory by October 1953, but con-
tinued on during the period as a part of the In-
telligence School. See course "I-7" in OTR <u>Bul-
letin</u>, April 1957, p.28.

S E C R E T

Deputy Director of Training (Special)
  Plans and Programs Staff
  Training Development Staff
  Assessment and Evaluation Staff 1/
  Basic Training Division
  Advanced Training Division
  Project Training Division

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The organization of the Office of Training described

above had obvious limitations. There were duplicate plan-

ing staffs under the two highly compartmented Deputy

Directors. The Director of Training was unable under

the dual organization to delegate some of his overall

responsibilities. The Inspector General's survey of

the Office of Training made in 1953 recommended the

strengthening of central direction.

The Office of Training itself in materials collected

for the Inspector General stated: "Immediate reorganiza-

tion of the Office of Training will occur upon the imminent

departure of the Deputy Director of Training (General).

As a consequence of his departure the Office of Training

will be reorganized with a single deputy." 2/

1/   See below for changes in the location of this staff.

2/   "Survey of the Office of Training," August 1953,
      SECRET, prepared for the Inspector General by
      the Office of Training, filed at Records Center, Job
      56-403.

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The two Deputies, one for intelligence and administrative training (DDTR/General) and the other for operational training (DDTR/Special), were discontinued, and replaced by a single Deputy Director (DDTR). It was claimed that establishing a single Deputy Director of Training permitted the consolidation of plans, policy, programs and training development functions.[1] It was also another step in the extension of control by the Director of Training over operational training. Mr. ███████████████   25X1A who had been DDTR/Special, was the first incumbent of this new position.[2]

The December 1953 reorganization established a single Planning and Research Staff by combining the former Plans and Policy Staff, Office of Training (General), and the

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[1]   CIA, Estimate of Requirements Fiscal year, 1956, Bureau of the Budget Presentation, 15 September 1954, SECRET, p. B-1-2. In Records Center, Job 58-436.

[2]   According to Office of Training Notice 10-53, 9 April 1953, CONFIDENTIAL, Mr. ████████ was appointed   25X1A Deputy Director of Training (Special) 13 April 1953. At the time of the December 1953 reorganization, he was designated as the Deputy Director of Training by OTR Notice No. 33-53, SECRET, in OTR files.

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Plans and Programs Staff and Training Development Staff, Office of Training (Special).[1/] This new Staff was responsible for reviewing and analyzing the training implications in policies, plans, proposals and projects initiated within or without the Agency and making appropriate recommendations concerning action which might be taken by the Director of Training.

At the beginning of 1953 there was an Assessment and Evaluation Staff under the Deputy Director of Training/Special.[2/] In February 1953, this Staff was transferred to the Office of the Director of Training in order to broaden its responsibility to the entire Agency for all assessment and all training evaluation.[3/] Under the reorganization of OTR of December 1953, the Assessment and Evaluation Staff was continued in the Office of the Director of Training.[4/]

1/ OTR Notice No. 33-53, SECRET.

2/ See above, p.   and OTR Notice 26-52 Organization of the Office of Training (Special), 1 December 1952, SECRET, in OTR files.

3/ OTR Reg. 70-1/1, "Transfer of the Assessment and Evaluation Staff," 9 February 1953, SECRET, in Records Center Job 56-403.

4/ Office of Training, History and Organization, 1954, SECRET, in OTR files; OTR Notice No. 33-53, 4 December 1953, SECRET, in OTR files.

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Another accomplishment of the December 1953 reor-
ganization was the administrative and functional amal-
gamation of language and area training through the con-
solidation of the Language Services Division and the Pro-
grams Division (external training) into a new External
and Language Training Division.[1] The theory behind
this union of the two programs was that a language in-
structor could also be an area specialist and an area
instructor should be familiar with the languages of his
area. In discussing the selection of instructors for
the combined program, those in charge of the new Divi-
sion said: "First, we seek persons who are what we call
'bi-competent,' that is, they have ability and interest
in contributing training in both language and area.
Primary reason for this policy is our belief in the
superior value, as well as effectiveness in terms of the
Agency's mission, and of economy, of integration of
training in language and area."[2]

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[1] OTR Notice No. 33-53; CIA, Estimate of Requirements
Fiscal Year 1956, Bureau of Budget Submission, SECRET,
p. B-1-12, in Records Center Job 58-436.

[2] Office of Training, Language and Area School, "Our
Policies," compiled September 1956, CONFIDENTIAL, in
LAS files.

Lastly, the December 1953 reorganization joined
together to form a Specialized Training Division the
former Advanced Training Division and ████████████   25X1A
Training Division, both of which had been under the
Deputy Director of Training (Special.)

While the IG registered general approval of the new
plan of organization, especially the creation of a single
line of command, it did not concur in the actual chart
of the organization designed to implement the plan since
it objected to the creation of "divisions" with very
small staffs (less than 16.) $\underset{}{\overset{1/}{}}$ It also questioned the
use of the conventional type of organization, e.g.,
division and branch, for managing the OTR functions.
Later reorganizations of OTR took these criticisms into
consideration and established "schools."

The reorganization of the Office of Training which
took place on 1 December 1954 was based upon a survey
by the Management Staff which was initiated at the re-
quest of the Director of Training who desired to imple-
ment the recommendations of the IG and to lessen the

1/ Memorandum for DCI from IG, Subject: Survey of the
Office of Training, 20 April 1956, SECRET, in OTR files.

amount of paper work and administrative detail which
were consuming his time and that of his Deputy Director.[1]/
The reorganization reduced the training elements from
eight to four, each having a more clearly defined field
of interest. All support and administrative activities,
including the operation of the ██████████████████   25X1A

25X1A   ██████████████████████ were made the direct respon-
sibility of the Executive Officer, as Chief of the Sup-
port Staff. The Plans and Research Staff, attached
directly to the Office of the Director was directed to
serve in an advisory capacity without any command or
directive authority. The new organization aimed to
provide the Director with a strong secondary level of
command in the persons of his Executive Officer, rep-
resenting all support and administrative acitivity, and
the Chiefs of the four training elements called "schools"
each representing a specific segment of the overall
training responsibility. Another aim was to simplify
and clarify channels of command within the Headquarters
structure, between Headquarters and ██████████████   25X1A

1/ OTR Notice No. 28-54, 1 December 1954, Reorganization
     of Office of Training, SECRET, in OTR files; Management
     Staff, Report of Management Survey, Office of Training,
     14 January 1955, SECRET, in MS files.

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The Basic School was composed of the former Orientation and Briefing Division, the Management Training Division, Phase I and the Administrative Training Branch of the Basic Training Division, Part I of the former Basic Intelligence Course of the Intelligence Training Division, and the Instructional Techniques Course of the former Instructional Services Staff.$\underline{1/}$ It is thus apparent that the Basic School combined elements of the former general and special training functions.

The Intelligence School succeeded the former Intelligence Training Division, less Part I of the Basic Intelligence Course. The Course on World Communism was also transferred to this School.$\underline{2/}$

The Operations School was composed of the former Specialized Training Division, the Project Training Division, the Training Division of the ████████████   25X1A

25X1A   ███████ including the former Phase II and Phase III of

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1/ OTR Notice No. 28-54, 1 December 1954, Reorganization of Office of Training, SECRET, in OTR files.

2/ Ibid.

the Basic Training Division, and the Refresher Branch

of the Basic Training Division.$\underline{1/}$ This school had

charge of the technical and trade craft training for

the clandestine services.

The former External Language Training Division

was elevated to the status of a school and called the

Language and External Training School. While this

school was responsible for both language and area

instruction, it was not staffed at this time for

area training. It arranged for such training at

outside facilities.

As given in the Office of Training, Notice No. 30-54,

17 December 1954,$\underline{2/}$ the new organization of OTR was as

follows:

       Office of the Director
       Plans and Research Staff
       Assessment and Evaluation Staff
       Support Staff
            Office of the Executive Officer
                JOT Program
            Film Production Branch
            Instructional Services Branch
            Administrative Branch

1/ Ibid.

2/ In OTR files. A description of the new organization
     is given in Management Staff, Management Survey-
     Office of Training, 14 January 1955, SECRET, in
     files of Management Staff. A detailed listing of
     courses given by four schools may be found in 5th
     Anniversary, Office of Training, SECRET, and in
     OTR Catalogs, SECRET.

Time and operating experience served to correct

most of the major problems. Applicable Agency regu-

lations were published, the mission and functions of

██████████████ firmed up, personnel were rotated, on the

job experience was gained, working realtionships were

clarified, and the necessary placement of responsibility

and authority were determined through practice and ex-

perience. The Report of the Management Staff assisted

the Director of Training in more fully documenting assign-

ments and delegations.$\underline{1/}$ Supervision on the part of

Headquarters elements became less extensive. This was

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Two important changes in the system of "Schools"

were made in June 1956.$\underline{2/}$ The First was the combina-

tion of the Basic and Intelligence Schools into one

school: The Intelligence School, and the second was

the creation of a new school, the School of International

1/ Management Staff, Report of the Management Survey,
    Office of Training, 14 January 1955, SECRET, Tab P-4,
    in Management Staff files.

2/ OTR Notice No. 20-56, 15 June 1956, OTR Organizational
    Changes, SECRET, in OTR files.

Communism. The Faculties that previously had been part
of the Basic School were shifted to the Intelligence
School, including several non-intelligence Faculties
such as Administrative Training, Clerical Training,
and Management Training. The origins of the School of
International Communism can be traced back to the courses
on Communism which were started in 1950. In a memo-
randum to DCI, dated 29 May 1956, the Director of Train-
ing proposed the establishment of a School of Communism.
He recommended that in the initial phase, the School
should concern itself with the broadening and intensi-
fication of instruction within CIA, in its second phase,
the School could well assume responsibility for pro-
viding instruction in this field required by other
agencies, and in the third phase, the School might pro-
vide such orientation and training as may be desired out-
side the government.[1]/ The Acting Director of Central
Intelligence approved phase one of the plan, agreed to
phase two with qualifications which were apparently

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1/ Memorandum for the DCI from DTR, Establishment of
   School of International Communism, 29 May 1956.
   SECRET, in O/DCI/ER, Training file.

based on considerations presented by DD/P, and withheld
approval of phase three pending further experience with
the implementation of phases one and two.[1]

3. Training Activities

The internal organization of the Office of Training
changed during the period but at each stage it revealed
that the Office engaged in two main training activities,
i.e., training proper and the staff support of training.
By training is meant the actual giving of courses of in-
struction on topics which concerned the Agency's mission.
Support of training included the provision of such in-
structional aids as: library facilities; training pub-
lications of instructionally useful materials which convey
and interpret the intelligence, operational, administra-
tive, and support doctrine of the Agency; visual aids in
the form of charts, graphs and films; audio-aids in the
form of records and recording machines for language
training; materials on training methods; psychological
testing and evaluation services; and administrative

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[1] Memorandum for DTR from DDCI, same subject, 30 August
1956, SECRET, in O/DCI/ER, Training file and Memorandum
for DCI from DD/P, same subject. August 1956, SECRET,
in O/DCI/ER, Training file.

services including the administration of career service
training programs such as the Junior Officer Trainee
Program.

a. Training Support Activities

The Library Staff continued to expand during the
period its reference and research services. The hold-
ings of the main OTR Library and the six sub-libraries
grew at a rapid rate.[1] Each year from twenty to fifty

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Advisory, editorial and publishing services were
furnished to the various OTR schools and training branches
of other offices in the production of training manuals,
case studies, and illustrative materials. Annual issu-
ances totalled nearly 6,000 pages.[2]

The Film Branch augmented the excellent collection
of existing motion pictures that were of use for training

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[1] Office of Training, Survey of the Office of Training,
August 1953, Appendix VIII, Training Aids Branch,
SECRET, in Records Center Job   and Office of
Comptroller, Estimate of Requirements Fiscal Years
1955, 1956, 1957 and 1958, Bureau of Budget Presenta-
tion, SECRET, in Records Center Jobs 58-436-437, and
59-417.

[2] Ibid.

purposes and produced training films for air operations

and for tradecraft. Over a thousand films were shown

each year.[1]/

The work of the Assessment and Evaluation Staff in

developing psychological tests for use in connection

with recruitment and assignment of personnel has been

discussed above.[2]/ This Staff also engaged in training

evaluation for the Agency. It helped instructors tell

whether the objectives of a course were being achieved

and it helped them devise exercises and tests to find

out what was learned. One psychologist was assigned

25X1A full time ██████████████████████████ for regu-

lar two year tours of duty. Beginning in December 1954

a student training evaluation program was developed for

the Operations Course. Its principal objective was to

measure the performance of a student by providing an

accurate record through the use of multiple-raters of the

facts, principles and skills the student was expected

to learn.[3]/

1/ Ibid.

2/ See p. 195.

3/ Memorandum to A/DCI from DTR, 21 June 1955, Weekly
    Summary Report, SECRET, in O/DCI/ER Training 1955.

S E C R E T

     The activities of the Agency in recruiting Junior Officer Trainees have been discussed above.[1] The training program and guidance services rendered during the period by the Junior Officer Trainee Program staff are discussed below following the description of the activities of the various schools.[2]

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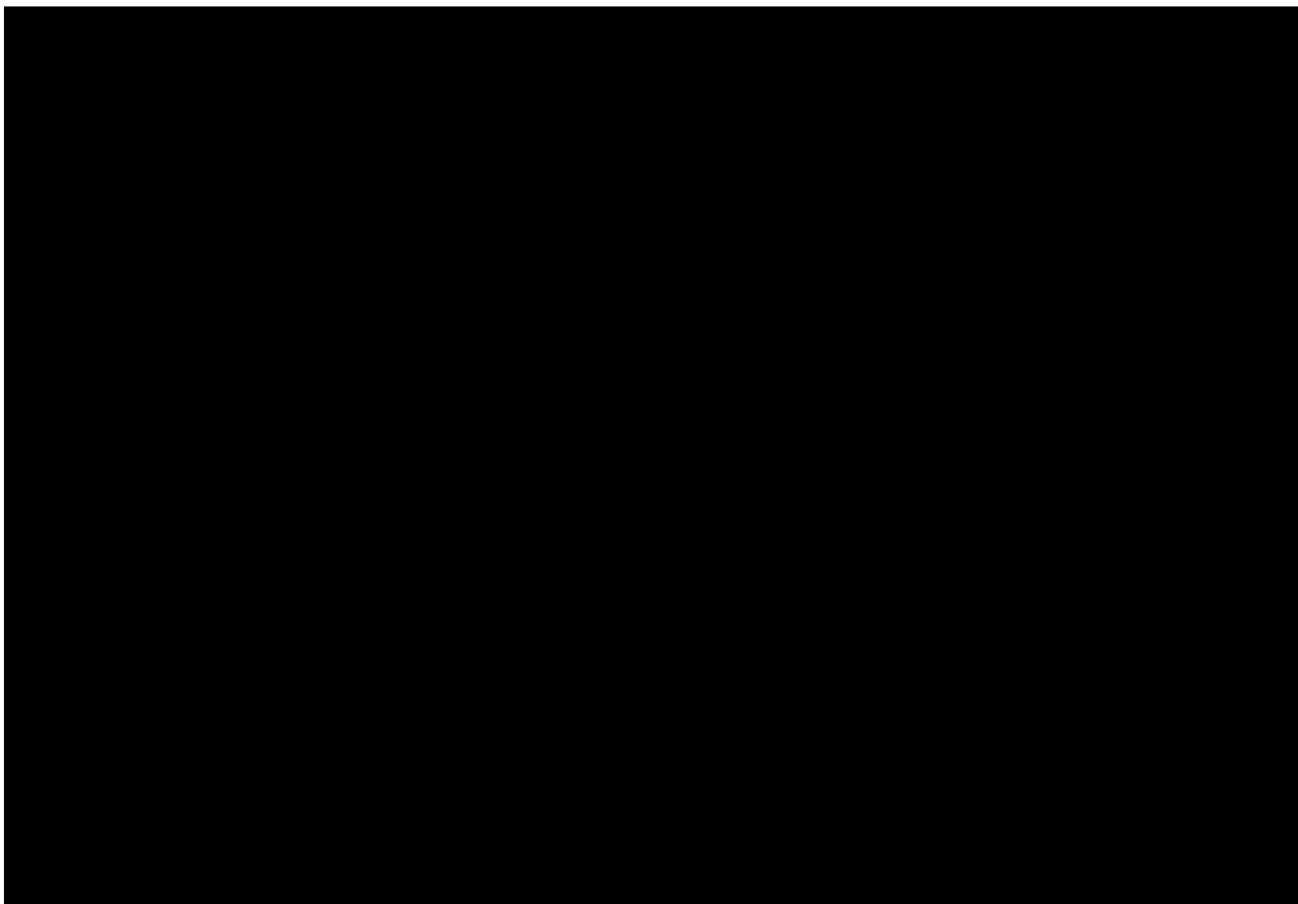
1/ See p. 197.

2/ See p. 329.

S E C R E T

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in all aspects of action operations and then be

available for action anywhere in the world. The

full proposal was not implemented during 1955 and

1956 due to ceiling limitations. OTR's Action Cross
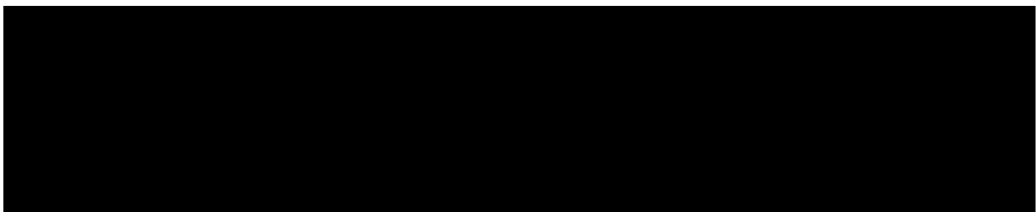
Training program described above was a step in the

direction of such a unit but during the period OTR

did not get the extra slots it sought for the pro-

posal.

During the four year period there was a steady

decline in the total number of students taking

courses that in 1954 and later years were placed in

the Operations School. During the calendar year

1953 there were ███████████ full-time students in   25X9

these courses and during the calendar year 1956 there

were ████████ both full-time and part-time. Only   25X9

a small fraction of the students taking these courses

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were part-time students.1/ A number of explanations
may be offered for this decline in the number of
students taking operational courses. The number
entering on duty in 1953 ███████ greater than in
1956.2/ The combination of two courses into a new
and longer Operations Course made recruitment of
students more difficult. A larger proportion of
the employees working with the Clandestine Services
had had operational training in 1956 than in 1953.

OTR was also involved in project training in
which it gave instruction to staff and contract

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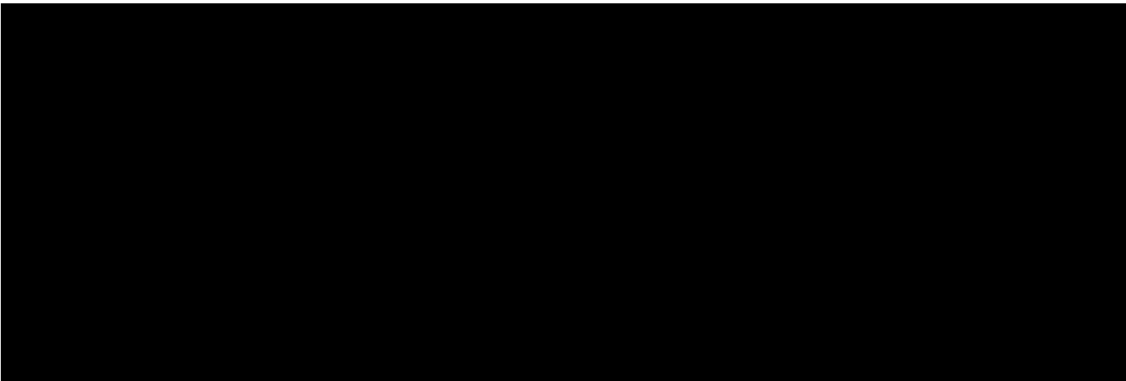
1/ The figures for 1953 were taken from Memorandum
for DCI from IG, dated 20 April 1954, Survey of
the Office of Training, SECRET, in OTR files and
the figures for 1956 were furnished by OTR to
Historical Staff. Only total number of students
was given for CY 1956 but for CY 1954 and CY 1955
over 95 percent of students were full-time.

2/ Table 5.

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They took the view that they could obtain these skills

more cheaply by purchasing them from universities and

research organizations than by establishing elaborate

training programs of their own. On the job training

was their chief reliance for fitting new employees to

their tasks in the Agency, supplemented in the case of

ORR by two office courses-Physical and Economic Geogra-

phy of the USSR and Industrial Photographic Intelligence-

which were given throughout the period.[1/]

Intelligence training undertaken by the Office of

Training consisted in orientation programs and in train-

ing in intelligence research techniques for beginning

analysts and journeymen. The purpose of such training

was to instruct new professional employees in the fun-

damentals of intelligence work and thereby provide the

offices with personnel equipped to receive on-the-job

training and capable of quickly becoming producing mem-
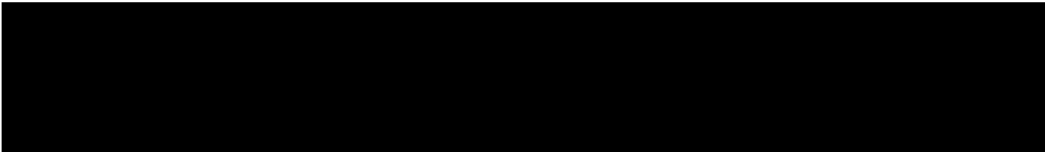
bers of their organizational units.

1/ These two courses were listed by IG in Memorandum
    for DCI from IG, 20 April 1954, Survey of the Office
    of Training, SECRET, in OTR files and in OTR Cata-
    log, TR CC 100-1, January 1957, SECRET, in OTR Files.

From 1951 until September 1955 a 12-hour National
Intelligence Orientation Program was conducted quarterly
for the purpose of broadening comprehension of the in-
telligence process and the governmental intelligence com-
munity on the part of all employees of the Agency GS
grade 5 and up. Presentations were made by DCI, DDCI,
and other key officials within and without the Agency
including top military intelligence officers, Congressman
Judd, and Vice President Nixon.[1] During the Fiscal
Year 1953 some 2,156 attended this program and during
the Fiscal Year 1955 some 1,485.[2] In September 1955
this program was discontinued in part because of diffi-
culties encountered in maintaining security with so

25X1A   1/   ████████████████████████████
FIDENTIAL, in Records Center, and CIA, printed sched-
ules for Agency Orientation Course, CONFIDENTIAL, con-
taining program and biographical sketches, partial
file in HS.

2/   Training (General) Budget Narrative Fiscal Year 1954
and CIA Estimate of Requirements for Fiscal Year
1957, Bureau of the Budget Presentation, 30 Septem-
ber 1955, p. D-11-13, SECRET, in Records Center Job
58-436.

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many employees brought together in an auditorium not under Agency control and in part because the Director of Training felt it was "unnecessary to continue a separate, large-scale orientation and time-consuming activity which has become largely-redundant."[1]

During the period instruction in intelligence was given regularly under various names. What ended up as Intelligence Orientation Course had been variously called Basic Orientation Course, Basic Intelligence Course, and Basic Orientation.[2] During Fiscal Year 1953 the course was known as Basic Intelligence course and it lasted six weeks. It gave instruction in the principles, methods and techniques of intelligence primarily for the Junior Officer trainees and the new professional employees of the DDI.[3] Some 165 students took the

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[1] Memorandum for DCI from DTR, 2 September 1955, Termination of National Intelligence Orientation Program, CONFIDENTIAL, in O/DCI/ER, Training.

[2] OTR-IBM Master Code of Courses, SECRET.

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[3] CIA Regulation No. ████ dated 13 March 1953, Basic Intelligence Training, SECRET, in Records Center.

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course during Fiscal Year 1953.[1]/ During the next fis-

cal year the course was conducted ten times with a total

enrollment of 369 students.[2]/ In December 1954 reorgan-

ization the course was split and the first part went in-

to a Basic Orientation course given by the new Basic

School.[3]/ This course became the general orientation

course for all professional employees and its annual en-

rollment rose to around 1,000.[4]/ After the Basic and

Intelligence Schools were combined in 1956 a four-week

Intelligence Orientation Course was organized. The

first half on introduction to intelligence was given by

the Intelligence School and the second half on communism

by the School of International Communism.

Intermediate and specialized intelligence courses

were also given during the period. In 1953 a 40 hour

1/ Training (General) Budget Narrative Fiscal Year
1954, SECRET, in Records Center Job 56-403.

2/ CIA Estimate of Requirements Fiscal Year 1956,
Bureau of the Budget Presentation, SECRET, p. B-1-16,
in Records Center 58-436.

3/ OTR Notice No. 28-54, 1 December 1954, Reorganiza-
tion of the Office of Training, SECRET, in OTR Files.

4/ CIA Estimate of Requirements Fiscal Year 1958,
Bureau of Budget presentation, in Records Center
Job 59-419.

Research Methods Course and a 160 hour Scientific

Intelligence course were presented. The latter course

was organized at the request of AD/SI and it provided

by means of lectures, seminars, and research projects,

instruction in skills needed to exploit scientific data

for intelligence purposes. 1/ Twenty-two employees com-

pleted this course during Fiscal Year 1954. 2/ Courses

were also given on intelligence writing, intelligence

briefing and conference leadership. The combined

enrollment of these three courses was around 100 during

Fiscal Year 1956. 3/ Courses on reading improvement

were also continued during the period.

    e. <u>Management and Administrative Training</u>

    During the period management training given by

OTR was successively under the Management Training

Division. Basic Training Division, Basic Training

1/ Memorandum for DCI from IG, dated 20 April 1954,
    Survey of the Office of Training, SECRET, in OTR
    files.

2/ Training (General) Budget Narrative Fiscal Year
    1954, SECRET, in Records Center Job 56-403.

3/ CIA Estimate of Requirements Fiscal Year 1958,
    30 September 1956, Bureau of the Budget
    Presentation, SECRET, p. D-10-20, in Records
    Center Job 59-419.

School, and Intelligence School.[1] Other management

courses were given by other components to fit special

needs.[2]

In 1953 management training was started under what

was called the Human Resources Program which was an at-

tempt in a 4 1/2 hour program to present to supervisors

an introduction to management principles and problems.[3]

The course emphasized problems of staff coordination,

inter-office communication, relations between security

and efficiency, definition of responsibilities and prin-

ciples of personnel management. Upwards of 600 super-

visors took this program.[4] The course encountered

1/ For discussion of organizational changes, see above
    p. 279.

2/ See below, 320.

3/ This course is described in detail and outlines are
    furnished in Office of Training, Survey of the Office
    of Training, Part II, Activities, Tab E, August 1953,
    SECRET, in Records Center Job 56-403 and in Memoran-
    dum for Assistant Director for Communications, from
    Chief, Management Training Division, OTR, 23 June
    1953, Summary Report on Initial Phase of Human Re-
    sources Program, CONFIDENTIAL, in Records Center.

4/ Office of Comptroller, Budget Estimates for Fiscal
    1956, Congressional Presentation, SECRET, in Records
    Center Job 58-436.

opposition in the DD/P area because of its emphasis up-
on inter-office communication and its criticism of what
it called handicapping security practices.[1]/ The IG in
his survey of the Office of Training said this course
laid too much stress on the weaknesses of CIA and too
little on specific methods for improving management. He
recommended an increase in the quality and quantity of
management and supervisory training.[2]/ The Human Re-
sources Program was discontinued in July 1954.

In January 1954 the first Basic Management Course
was organized and given on the basis of lectures, cases,
and discussion of personal experiences. This 40 hour
course furnished an opportunity for middle managers--
branch chiefs and deputy branch chiefs, to discuss pro-
blems of management, planning, and support. In practice,
the course did not always attract branch chiefs exclu-
sively and many students were supervisors or coordinators.[3]/

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1/ Memorandum for the Record on Interview with █████████
    ███████ Chief, Intelligence School OTR, 9 January
    1959, SECRET, in HS files.

2/ Memorandum for DCI from IG, Survey of Office of
   Training, 20 April 1954, SECRET.

3/ Memorandum for the Record, 9 January 1959, loc. cit.

The course was given half days for two weeks. Some
153 trainees took this course during Fiscal Year 1955
and 158 took it during Fiscal Year 1956.[1]/

Beginning in October 1954 a course in Basic
Supervision was given regularly at the level of the
first-line supervisor, GS-11 and under. This was a
management course for specialists with no previous
management experience who were working with a team or
task force. During Fiscal Year 1955 there were 154
students in this course and during Fiscal Year 1956,
there were 195.[2]/

Beginning November 1954 the operations support
faculty began to offer an Operations Support Course
which consisted of 200 classroom hours instruction in
clandestine tradecraft, administrative organization and
management, budget making, and operations support es-
pecially designed for officer personnel supporting DD/P

1/ CIA Estimate of Requirements Fiscal Year 1957,
    Bureau of the Budget Presentation, 30 September
    1955, SECRET and CIA Estimate of Requirements
    Fiscal Year 1958, Bureau of the Budget Presentation,
    30 September 1956, SECRET, in Records Center Job
    58-437 and Job 59-419.

2/ Ibid.

activities both in headquarters and in the field.[1]

During the Fiscal Year 1956 this course was offered six

times to a total of 291 students. Sterilization and

condensation of a comprehensive case history was com-

pleted, and the case made the basic training document

for the course.[2]

The Office of Training did not attempt to offer

all the courses in administrative management that var-

ious components of the Agency felt were needed. It co-

operated with various components of the Agency in plan-

ning and furnishing support for specialized management

courses. The Comptroller's Office gave special courses

on budget and accounting on which OTR gave advice and

support. The Office of Communications had its own com-

munications school at a special location. A six-weeks

Logistics Support Course in Agency supply, procurement,

transportation, real estate and printing services and

organization was given at headquarters ▮▮▮▮▮▮▮▮ 25X1A

1/ OTR-IBM Master Code of Courses and OTR Catalog,
    SECRET, in OTR files.

2/ CIA Estimate of Requirements Fiscal Year 1958, dated
    30 September 1956, SECRET, in Records Center Job
    59-419.

by the Office of Logistics. Class sessions were sup-
ported by films, seminars, and student participation in
a field support problem. The Office of Personnel gave
instruction on personnel administration. OTR assisted
these offices in making the courses teachable.

During the years 1953 through 1956 clerical training
courses were under the supervision of the OTR unit that
also, under various organizations and names, gave courses
on administrative management. The so-called Administra-
tive Procedures Course which started in November 1954
provided 120 classroom hours of instruction preparing
clerical employees better to perform administrative
duties at headquarters and in the field. It was the
successor to Administrative Courses which were started
back in 1947. These courses tried to keep up with the
growing complexity of the rapidly expanding CIA Regu-
lations and Handbooks. During the Fiscal Year 1956
the Administrative Procedures Course was given six
times to a total of 218 students. [1]

OTR also offered courses on typing and stenography.
Such courses were deemed necessary since the system of

1/ Ibid.

clerical examinations in operation did not produce steno-
graphers, typists, and clerks with the necessary skills.
Clerical examinations were given locally, sometimes by
secretarial schools, and the results were not regarded
as satisfactory in many cases. There was a time during
the period when if more rigid standards for recruitment
of clerical employees were enforced the supply of cleri-
cal help would have dried up. The high rate of separa-
tion of clerical employees as compared with other CIA
employees has been commented on in another connection.[1]/

During the period OTR gave a one-week Clerical In-
duction Program for clerical employees who had not met
Agency standards in typing and shorthand, a two-day
Clerical Orientation Program which was required for all
new cleared clerical personnel--a necessary program in
any case since it was an introduction to the Agency pro-
cedures including the security regualtions, and a Cleri-
cal Refresher Program with flexible time limits which
was designed to encourage on-duty personnel to improve

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1/ See above, p. 212.

their skills and to train themselves for more specialized

jobs including accounting.$\underline{1/}$ For the Fiscal Year 1956   25X1A

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ing Fiscal Year 1953.$\underline{3/}$

f. Language and Area Training

During the period several staff studies were made on

the problem of how language and area training requirements

could be met on a planned and orderly basis.$\underline{4/}$ These re-

ports pointed out that existing regulations were inade-

quate, that insufficient effort had been made to relate

language skills to job qualifications, and that the urgency

that had existed in placing personnel on duty assignments

1/   OTR, Survey of the Office of Training Activities,
      August 1953, Part II, Activities, SECRET, Tab E,
      Programs of the Clerical Training Branch, April 1953,
      RESTRICTED, in Records Center Job 56-403 and OTR   25X1A
      Catalog CIA Regulation No.████████ Clerical Training
      16 November 1953, CONFIDENTIAL, in Records Center.

2/   Op. cit., p. D-10-17.

3/   Training (General) Budget Narrative Fiscal Year 1954,
      SECRET, in Records Center Job 56-403.

4/   Memorandum for DDCI from DTR, dated 26 June 1954;
      Memorandum for DCI from DTR, dated July 1955.

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had prevented both an orderly scheduling of language

training and recognition of its importance in training.

In January 1956, the Director of Central Intelligence

directed that a plan be designed to encourage Agency

and employees to attain and maintain proficiency in

foreign languages.[1] As he put it later, "We are far

short of our goal in developing the language competences

we should have to become the finest professional service."[2]

The Foreign Language Development Program, prepared by a

committee consisting of representatives from all major

components of the Agency, was approved by the CIA Career

Council in February 1956, and by the DCI in March.[3]

A CIA regulation was issued to implement the plan where-

by employees might earn initial and recurrent cash awards

as an incentive to entering the field of language study.[4]

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[1] Office of Training Bulletin, September 1956, SECRET,
     p. 11, in O/DCI.

[2] CIA Notice No. ███████ dated 4 February 1957, CON-
     FIDENTIAL, in records center.

[3] Memorandum for DCI from Chairman, ad hoc Committee
     on Foreign Language Development Program, 17 February
     1956, SECRET, in O/DCI/ER Training file.

[4] CIA Regulation No. ██████ dated 4 February 1957,
     Language Development Program, CONFIDENTIAL, in
     Records Center.

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The regulation also provided for a Language Specialists Program for a small number of unusually qualified employees for special training.

An important trend in language and area training during the period was the shift in emphasis from the use of external facilities to the greater use of internal facilities. At the beginning of the period most of the language training and practically all of the area training was furnished by external facilities, some private and some governmental.[1] In 1953 the ratio of internal to external language trainees as shown by monthly averages was roughly 1 to 3 and in 1956 the ratio was almost the reverse, 3 to 1. The total number of language trainees had increased by 50 per cent over this period ending in 1956 with a monthly average of 290 trainees.

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[1] In 1953 ORR conducted specialized training courses in scientific and technical Russian ████████ 25X1A FDD/OO conducted courses in Russian and Chinese throughout the period. Memorandum for DCI from IG, 20 April 1954, Survey of the Office of Training, SECRET, in OTR and CIA Estimate of Requirement Fiscal Year 1958, Bureau of the Budget Presentation, 30 September 1956, SECRET, in Records Center Job 59-419.

The decline in the use of external private facili-
ties for language training was due to the growing rec-
ognition of the weaknesses of the contract method with
private institutions. Agency consumers found that they
could not exert adequate influence over the substance
of such training programs, that the costs were higher
than internally administered programs, that the security
protection required by many of the students was constant-
ly in jeopardy, and that there was greater resistance on
the part of supervisors to external than to internal
training.<u>1/</u>

The first step taken in the fall of 1953 resulted
in the reduction of the use of private facilities and
the increase in the use of the language schools of other
agencies. A number of full-time students and more part-   25X1A

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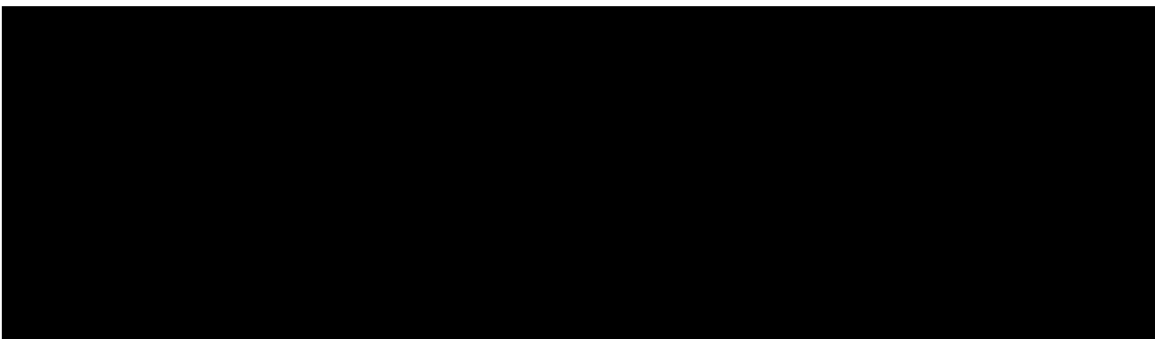
1/ Language and Area School, "History," originally
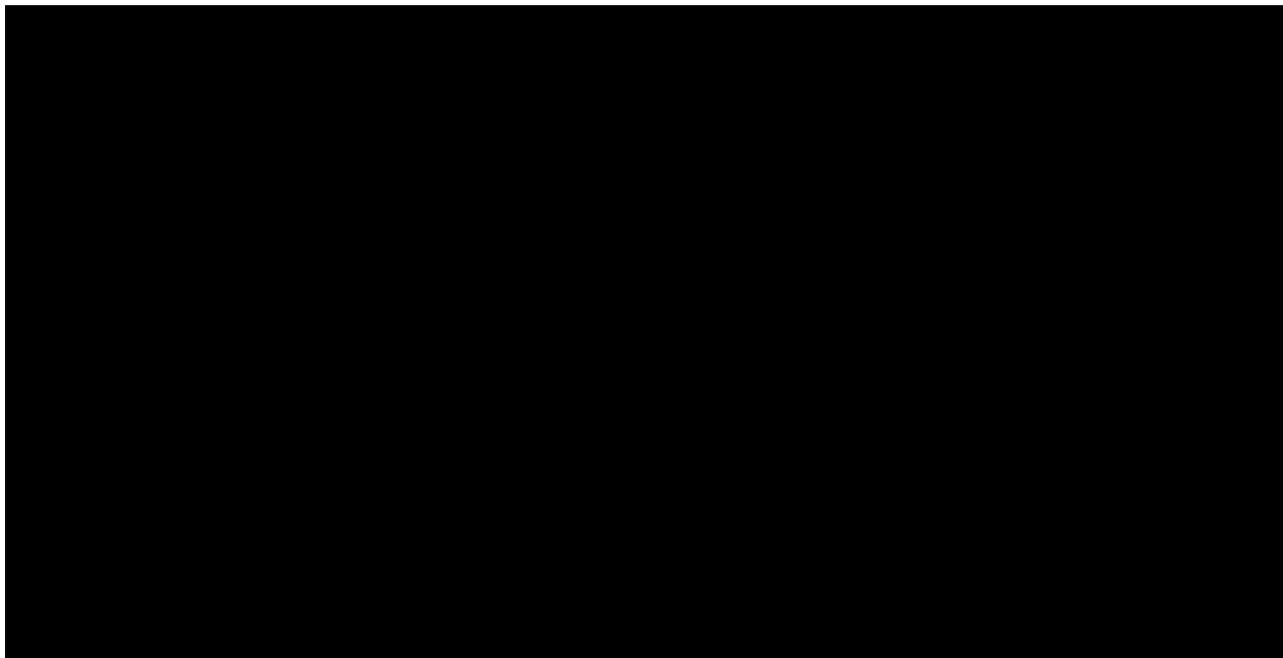   compiled September 1956, CONFIDENTIAL, in OTR files.

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During the period (1953-1955), OTR also experimented with providing area training both externally on contract and internally. At the beginning no internal area training was given. The cost of external area training in terms of participation was exorbitant, substance was not oriented toward the needs of intelligence, and security was constantly in jeopardy.

By the end of 1956, the Language and Area School had made progress in developing internal area training specifically designed for the intelligence profession. The courses made extensive use of specialists employed elsewhere in the Agency, intelligence community, or government. Integrated language area courses (i.e., an

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area course conducted in the foreign language) were

given in : Russian,   25X1A

were given on Russia,

Middle East. The School admitted limited area compe-

tence for Eastern Europe, Central Asia, Scandinavia,

and China and little or no competence for South Asia,

Southeast Asia, Africa, Korea and Latin America. Area

training in the last mentioned regions was still given

externally.

g. Training Program for Junior Officer Trainees (JOT's)

The recruitment of Junior Officer Trainees has

been described above in section on recruitment policies

and practices.$\underline{1/}$ The Junior Officer Trainee Program

was administered as a whole but for purposes of presen-

tation the part on training is discussed here.

Immediately after entering on duty the Junior

Officer Trainee in 1953 was placed in the six weeks'

Basic Intelligence Course which at first was limited to

1/ See above, p. 197.

JOT's but was soon opened to new recruits outside the
program.[1]/ The curriculum at that time covered the
mission, organization and functions of CIA and the IAC
agencies; the principles and methods of intelligence
work, particularly as they related to the production
of national intelligence; and the current world situa-
tion, with emphasis on the theory and practice of Commu-
nism and the USSR. The course was conducted by lectures,
readings, group discussions, and trainee projects and
exercises. The reports and estimates of the faculty and
the Assessment and Evaluation Staff regarding the stu-
dents were used in planning the specific training that
came next.

During the next four years the initial common train-
ing program for all JOT's took advantage of the various
courses offered by OTR. When the Basic Intelligence
Course was discontinued in 1954 the JOT's took in its
place the Basic Orientation Course of 4 weeks and the
Intelligence Principles and Methods Course of 4 weeks.[2]/

1/ Office of Training, Survey of the Office of Training,
   August 1953, loc. cit.

2/ Draft of JOT Program prepared by ████████, 25   25X1A
   January 1955, SECRET, and OTR-IBM Master Code of
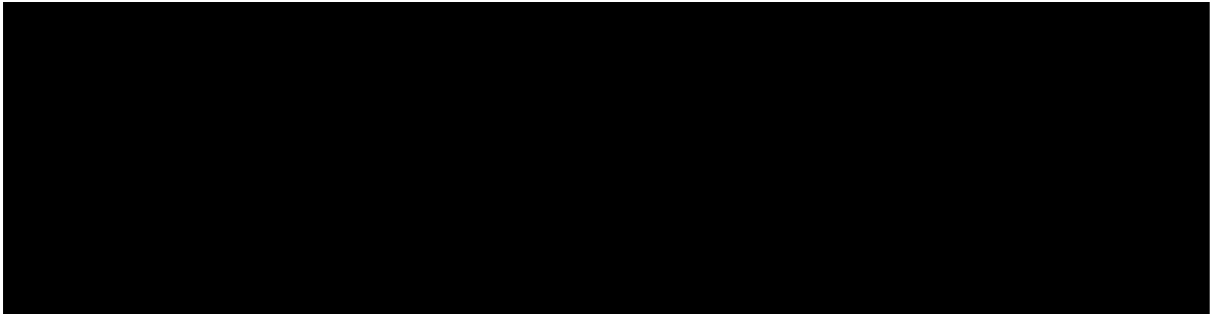   Courses, SECRET, in HS files,

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The final step in the Program was the location of
a position which needed to be filled which called for
the abilities, attitudes, interests, temperament, and
intellectual background which the trainee seemed to
possess. It was assumed that effective placement would
result after the individual had learned about the Agency
from contact with its work and personnel and after the
assessment and evaluation of his qualifications by ex-
perienced people in that field and by his supervisors.$\underline{2/}$
In 1953 the IG found that the Director of the JOT Pro-
gram was required to do too much job-shopping for his
trainees, due to lack of knowledge about the program on
the part of some components, and he recommended closer
meshing of the Program with the Personnel Placement

25X1A $\underline{1/}$ Memorandum for the Record, 14 January 1959, Conver-
sation with ███████████, Director, JOT Program,
SECRET, in O/DCI/HS files.

$\underline{2/}$ Survey of the Office of Training, August 1953, Part
II, Activities, Tab D, in Records Center Job 56-403.

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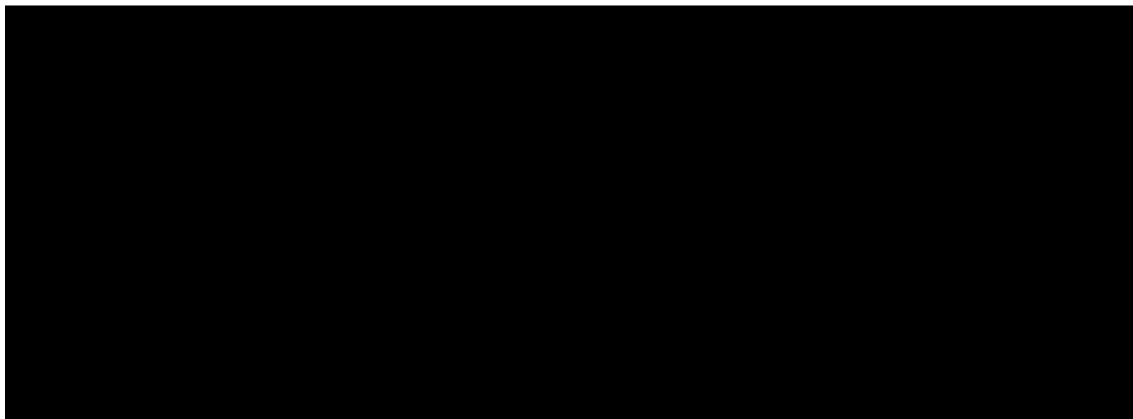
It is still (1959) much too soon to tell what the long range impact of the Program will be. The IG found the JOT's an above average group, mature mentally, attractive personally, generally motivated toward a career in CIA, and extremely good potential for future Agency leadership.[1] The promotion rate of JOT's was considerably higher than for the Agency as a whole.[2] In 1958 the Director remarked in opening the Program for the year that he hoped to select the future key executives of CIA from the ranks of the JOT's.[3]

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[1] Memorandum for DCI from IG, 20 April 1954, Subject: Survey of the Office of Training, SECRET, in OTR files.

[2] Table 12, Annual Promotion Rates of Staff Personnel, 1953-1956, SECRET, furnished HS by Office of Personnel, 19 January 1959, and Survey of the Office of Training, August 1953, Part II, Tab D-8, SECRET, in Records Center, Job 56-403.

[3] Memorandum to HS from Chief, Plans and Policy Staff, OTR, 28 January 1959, SECRET, paragraph 10.

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4. Making Employees Available for Training

One problem facing the Office of Training which be-
came more clearly defined during the period was the lack
of students for certain specialized courses in fields
where the need for trained personnel was most urgent.
The Management Staff pointed out the need for a firm
Agency policy, supported by implementing directives,
which would define the specialized training which the
Agency considers necessary for each category of position
in the various major fields of Agency activity or as a
prerequisite to overseas assignment, with some means
devised to provide a reasonably uniform flow of students
through the training process.[1]/

Impressed with the great importance of training,
the Office of the Director initiated the 5% quota policy
in September 1954 which required 5% of on-duty civilian
staff employees at Headquarters to be in training status
at all times. This requirement applied at first to the

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[1]/ Management Staff, Report of Management Survey,
     Office of Training, 14 January 1955, SECRET, p.4,
     in MS files.

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DD/P area but it was later extended to all Headquarters

civilian staff employees.[1]/ When he issued this recom-

mendation, General Cabell recognized the limitations

of the scheme. He wrote:[2]/

> 7. The quota system is a short-range,
> probably temporary device for facing the fact
> that the Agency has not trained and is not now
> training enough people, intensively enough, to
> carry out our grave and increasing responsibil-
> ities. It will operate until further notice,
> but should be recognized as only the first stage
> of a strenuous campaign to develop our capabil-
> ities. The quotas should be superseded by man-
> power and career planning which identifies 1)
> requirements of future operational plans for
> specific numbers of people with specific skills,
> 2) the people who will satisfy these needs, and
> 3) the training they will need. Arbitrary quotas
> will carry us in the right direction for a while,
> but as soon as possible we must tailor training
> plans to the needs of each individuals and each
> operation, and not be satisfied with an arbitrary
> quota approach.

The net results of the 5 percent quota system are

hard to evaluate. During the first half of the calendar

1/ Memorandum for DD/P, DTR, AD/P, from DDCI, 1 October
   1954, Subject: Clandestine Services Training Quotas
   SECRET, in O/DCI/ER, "Training" file; CIA Notice ███ 25X1A
   ███ 29 October 1955, CONFIDENTIAL; CIA Regulation
   18 July 1956, SECRET, in Records Center.

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2/ Memorandum of 1 October 1954, cited above.

year 1956, the 5 percent ratio was attained.[1] In de-

fense of the plan General Cabell said, "It is a tangible

way of demonstrating that training is an important part

of our business, and that we <u>must</u> pay the price for it

by devoting <u>manhours</u> to it . . . We have provided our

executives with a tool -- with an understood and speci-

fied standard, below which they are not supposed to fall."[2]

The General recognized that the plan had its defects. The

artificial stimulation of registration of students did

not mean that the training program was better than it

was before. The operational courses designed to meet

pressing requirements did not have larger enrollments

than before. Some executives tended to send to training

those who could be spared and to hold back on those who

needed special training on the ground that they were in-

dispensable. Some offices used external training credits

which OTR regarded of questionable value.

1/ Comptroller, Bureau of the Budget Hearings on FY 1958
    Budget, p. 25, SECRET, in Records Center Job 59-419.
    The prepared answer read: "During the third quarter
    of 1956, 5.3 percent of the total amount of man hours
    of headquarters on-duty staff personnel were spent in
    a training status."

2/ "Address by the Deputy Director of Central Intelligence
    Given to the Assembled Personnel of the Office of Train-
    ing at the Annual Christmas Meeting," <u>Office of Train-
    ing Bulletin</u>, January 1957, SECRET, p.2.

External training continued during the period but at a declining rate. Whereas some 992 Agency employees took external training courses in calendar 1953, only 647 did so in calendar year 1956.[1] As indicated above, a large part of this decline may be traced to the building up of internal language and area training facilities and the lessened need for external language and area courses.[2] The Agency continued to maintain its quota of a dozen or so places in the eight senior Defense colleges.[3] The demand for external training in management, economic and industrial, scientific and technical, and other specialized courses continued at about the same level.[4] External training in management was furnished by such universities as Harvard University, University

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[1] Memorandum for DCI from IG, 20 April 1954, Survey of the Office of Training, SECRET, in OTR files. Figure for CY 1956 furnished HS by OTR.

[2] See above, p. 325.

[3] Agency quotas were given in OTR Catalog, TR CC 100-1, January 1957, SECRET: National War College, 2 to 3; Industrial College of the Armed Forces, 1; Air War College, 2; Naval War college, 1; Naval Intelligence School, 1; Strategic Intelligence School, 3; and Armed forces Staff College, 1.

[4] External Training Requirements FY 1954 and FY 1955, given in OTR Survey of the Office of Training, August 1953, SECRET, Appendix IV, in Records Center.

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of Washington, Stanford University, Columbia University, and University of Pittsburgh.[1/]   Scientific and technical training was given at George Washington University, American University, Catholic University, Johns Hopkins University, MIT, and University of Maryland.   Area Specialization courses were given at Georgetown University, School of Advanced International Studies, Columbia University, and University of Washington.   The largest ex-

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5.   Staffing the Training Function

As of June 30 1953 the T/O for the Office of Training contained around ▆▆ positions of which ▆▆ slots were for Junior Officer Trainees.   Of the ▆▆ remaining positions, about one-third were for instructors.   The maintenance and development of the training base at

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1/   OTR Catalog, TR CC 100-1, January 1957, SECRET.

2/   OTR Survey of OTR, 1953 part II, SECRET, Summary of
   of External Training, IBID.

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The on-duty strength of the Office of Training as of

June 30, 1953 was ▮▮▮▮ civilians. This was just over one-

half of the T/O as of that date. The Director of Train-

ing explained the discrepancy between the on-duty strength

and the authorized strength on the following grounds:

the low priority of the Office of Training on recruitment,

the over-all Agency clerical shortage, the delay in im-

plementing the Junior Officer Trainee program, the delay

in approval of the maritime training program, and the

difficulties encountered in recruiting operationally ex-

perienced personnel as instructors for the operational

courses. In 1953 the Office of Training had a large over-

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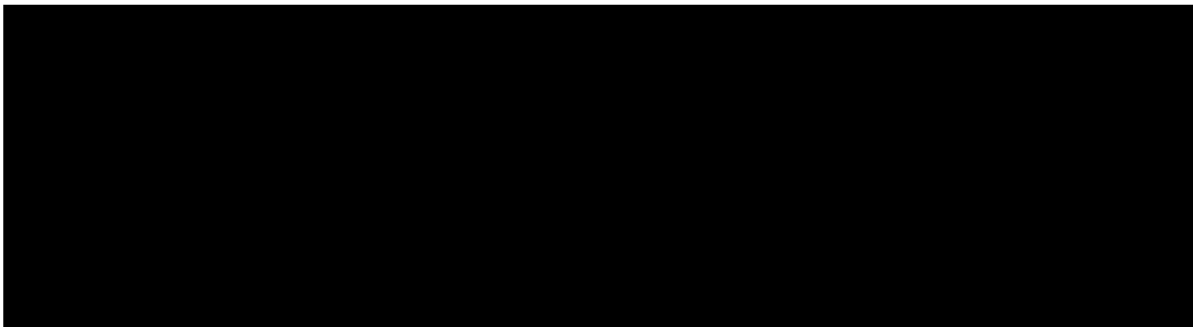
1/ OTR, Survey of the Office of Training, August 1953,
    Appendix I, Organization, Responsibilities and Regulatory
    Issuances, SECRET, in Records Center Job 56-403, this
    appendix gives the full T/O as of June 30, 1953.

2/ Memorandum for DCI from DTR, 1 July 1953, Projected Per-
    sonnel Cut, SECRET, in O/DCI/ER Training File.

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about ███████████████ Thus, there was no longer a big
gap between the on duty strength and the authorized
strength. The on duty strength increased during the
period and the T/O was decreased.

Among the conditions contributing to this trend was
the growing recognition on the part of officials in the
Clandestine Services of the need for releasing experienced

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operators, either for temporary duty or by rotation, for

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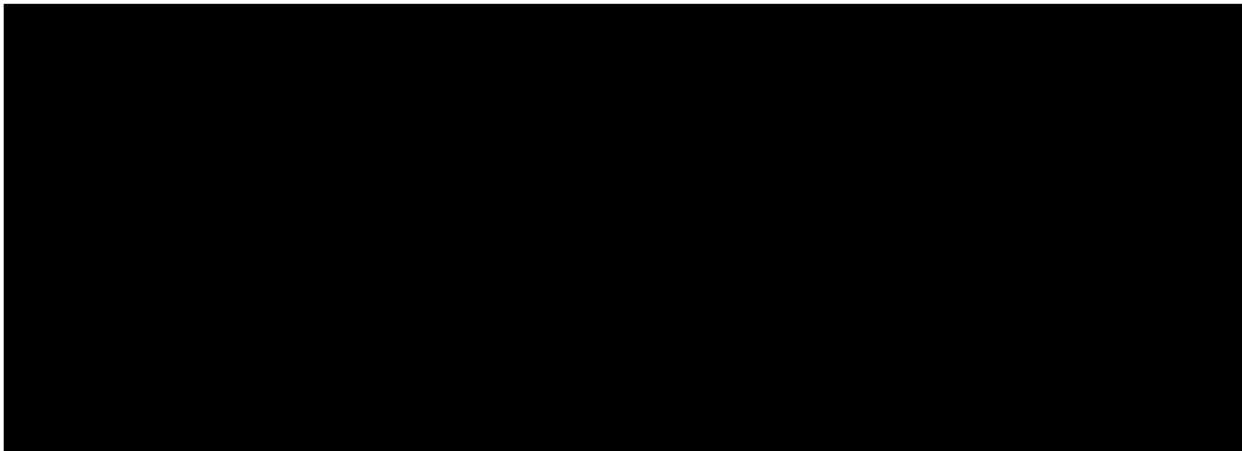
The Career Service program emphasized the distinc-
tion between temporary and permanent employees of OTR.
The permanent staff or professional employees was small
in relation to the tasks to be performed. The Office of
Training Career Service Board considered its primary

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1/ ███████████████

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objective to be career planning for progressive develop-
ment of all permanent members of the OTR staff.[1]/
Career development programs were compiled for individual
members of the staff which incorporated the self-analysis
and aspirations of individuals and the considered judg-
ment of supervisors and reviewing officers as reflected
in the personnel fitness reports. The Office of Training
Career Service Board reviewed development plans for in-
dividuals with training as their career designation in
terms of their training, assignment, advancement, rotation,
and promotion.

The Language and Area School illustrated how a small
permanent professional staff could direct instruction in
a large and increasing number of courses. External in-
struction facilities were used throughout the period.
The School used private institutions on a contract basis
and obtained full assistance from other government
agencies with well-established language and area train-
ing facilities. Internal instruction expanded more rapidly
than external. To the small regular School staff were

1/ Office of Training Notice No. 13-33, 20 April 1953,
Career Designations, SECRET, in Records Center.

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added in increasing numbers during the period of con-
tract employees on detail to the School, and staff em-
ployees serving as volunteer language instructors in
the out-of-hours Voluntary Language Training Program.
Expanding area courses relied upon an increasing number
of guest lecturers from within and without the Agency.

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D.   Personnel Statistical Tables

1.   Number of Civilian and Military Personnel Employed by the Central
     Intelligence Agency as of 31 December 1952

2.   Number of Civilian and Military Personnel Employed by the Central
     Intelligence Agency as of 31 December 1956

3.   Grade Distribution of Male and Female Staff Personnel of the Central
     Intelligence Agency, 31 December 1952 and 31 December 1956

4.   Number of Negro Personnel in the Central Intelligence Agency,
     30 September 1953 and 30 April 1958

5.   Number of Supergrade Personnel in the Central Intelligence Agency,
     31 December 1952 and 31 December 1956

6.   Vacancies and EOD's in the Central Intelligence Agency, 1953-56

7.   Annual Separation Rates of Staff Personnel of the Central Intelligence
     Agency

8.   Number of Civilian Separations From the Central Intelligence Agency, by
     Factor, 1953-56

9.   Recruitment of Personnel to Fill Staff Positions in the Central
     Intelligence Agency, 1953-56

10. Reasons for Cancellations of Applications for Employment With the
     Central Intelligence Agency, 1953-56

11. The Junior Officer Training Program in the Central Intelligence Agency

12. Number of Staff Personnel Accepted into the Central Intelligence
     Agency Career Staff, 1953-56

13. Annual Promotion Rates of Staff Personnel in the Central Intelligence
     Agency, 1953-56

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