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21 April 1954

MEMORANDUM FOR: Director of Central Intelligence  
SUBJECT : Survey of the Office of Training

I. The Office of Training

A. General

1. The Office of Training was organized in 1951. The basic nuclei for the Office was the training organization of the Office of Special Operations which concentrated on training for clandestine operations, the start of a Junior Officer Trainee Program, several independent training programs on the part of individual offices, and a general desire throughout the agency for more and better training. There was little or no agency-wide training at the time of the organization of the Office of Training. As was natural there was resistance on the part of the ADSC and ADPC to surrendering their training organization to an office not under their control. This was one of the factors involved in the decision placing the Office of Training directly under the Director. Since its creation the Office of Training has gradually developed its services to cover the training needs of the agency, with certain authorized exceptions, e.g., technical communications training, overseas training of indigenous personnel, etc. Naturally the greatest expansion of training has been on the overt side of the agency, which had little or no training program previously.

2. As of 28 February 1954 the Office of Training had a T/O of

[Redacted] The personnel [Redacted]

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[Redacted]

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14. Training evaluation mechanisms be formed by giving greater consideration to the desires of the operating components as to what factors, in what fashion, they wish evaluated.

15. The content and organization of the BIC(I) be reviewed with the purpose of:

a. placing greater stress on intelligence;

b. arranging the course on a "two-phase" basis, so individuals possessing substantive backgrounds in intelligence may be scheduled for a lesser period than the present complete six weeks.

16. The DD/P be advised that the Clandestine Services Training Committee is not satisfactorily performing as a policy and policy enforcement instrumentality; DD/P be encouraged to appoint a full-time staff representative for training matters, to be supported by the Clandestine Services Training Committee.

17. In order to provide for the assignment of the most experienced and competent operational personnel to OTR for tours of instructional duty, their assignment should be authorized at the GS rating they possess, regardless of the GS rating of any vacancies on the OTR table of organization.

18. Consideration should be given by DD/P to make available to OTR senior operational individuals returning from the field for a period of time sufficient to allow them to record their experiences and operational views, and additionally to allow them to assist in the presentation of at least one course in their field of speciality.

/s/ Lyman Kirkpatrick

Lyman B. Kirkpatrick  
Inspector General

LBKirkpatrick/JBlake :nj.

Attachments: Tabs A-K

cc: Director of Training  
DD/Plans  
Chief, Management Staff

F & File ✓