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1 APR 1955

TO: Deputy Director of Central Intelligence
THROUGH: Deputy Director (Support)
SUBJECT: Active Duty Training of CIA Reservists

1. PROBLEM:

To determine whether Agency training facilities are appropriate and should be used for active duty (15 days) training of military reservists.

2. FACTS BEARING ON THE PROBLEM:

a. The Agency wartime mission is in two basic categories:

- (1) Those tasks directed by the NSC independent of the military forces.
- (2) Unconventional warfare, in support of the Theater Commanders, as provided in the Command Relationship Agreement between the JCS and the DCI.

b. Training of Agency personnel for its peacetime mission, and for those wartime tasks in the first category above, is an Agency function for which the military services have no direct responsibility. Training of Agency Reservists for Joint Staff Duties and for U/W (including wartime espionage and counterespionage), in support of the military forces in wartime, is an obligation shared by both the Agency and the military services.

c. Except for attendance at service schools, reservists of organized reserve units normally take their active duty training as units or by attachment to those elements of the services which they will augment in wartime. The current system of active duty training of Agency Reservists is unorganized and in most cases is not subject to Agency control and guidance.

- (1) Active duty training tours are frequently arranged by individual reserve officers at various locations in accordance with their own wishes and available assignments.

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- (2) G-2, Department of the Army and the Director of Intelligence, U. S. Air Force have been the principal active duty training assignments for Army and Air Force reservists.
 - (3) No pattern is discernible in the case of the Navy Reservists.
 - (4) The Marine Corps Unit has assigned its Reserve Officers to active duty training in positions related to their CIA specialties
- d. For the past two years Agency Army Reservists have been detailed to duty with the Agency in connection with the administration of reserve affairs. Approximately 60 tours of active duty (15 days each) were so conducted.
 - e. Paragraphs 2 b and c of memorandum for Deputy Director for Central Intelligence, dated 19 November 1954 (Tab A) provide:
 - (1) "b. That the Assistant Director of Personnel prepare, in coordination with the Reserve Units and appropriate CIA Offices, a statement of the objectives of active and inactive duty training of CIA Reservists. This statement to be submitted to the DCI and, if approved, coordinated with the Department of Defense as a basis of support and guidance for CIA reserve activities."
 - (2) "c. That the Assistant Director for Personnel, in coordination with the Director of Training, assist CIA Reserve Units in securing active duty training for CIA military reservists, which training will have as its objective the preparation of the individual to serve the Agency in a military capacity."

3. DISCUSSION:

- a. Informal contacts with the military services indicate that favorable consideration would be given to a request from the Agency that a portion of Agency Reserve Officer training be conducted at Agency facilities for the purpose of qualifying reservists for mobilization assignments in a military status as required by the Agency wartime mission.
- b. The CIA position with respect to the mission for and training of Agency Reservists has been developed and coordinated with the reserve unit commanders for consideration by the DCI. It is considered that Agency reservists ought to be prepared for specific wartime assignments. This requires some training at armed forces installations to maintain and improve military proficiency as well as training at selected Agency facilities to prepare for

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unconventional warfare assignments. In the latter category only those training courses involving war planning and courses of a paramilitary nature are considered appropriate for active duty training of reservists for Joint Staff duties and for the wartime mission in support of military forces.

- c. Except for service schools, Agency Reservists are at some disadvantage in securing appropriate active duty training because:
 - (1) They are not available for mobilization assignment to suitable training offices; e.g., G-2, Department of the Army, NSA, Director of Intelligence, U. S. Air Force, or appropriate offices of the Department of the Navy.
 - (2) The Agency reserve units are not presently organized on the basis that will obtain during wartime.
- d. In the past, active duty training of reservists has contributed only indirectly to their qualifications to accomplish the Agency wartime mission.
- e. The proposal, made by the commanding officers of the Agency Reserve Units, to conduct a trial training program for Agency Reservists at [redacted] during May 1955 is considered good in that it will closely relate our training interests with those of the Services. This proposal is covered in more detail in Tab B. Informal contacts with the services indicate favorable consideration of this proposal. A tentative course outline of the proposed training program has been prepared by the Director of Training and is attached at Tab C. If necessary, this program could be modified in accordance with the training policies of the Defense establishment.

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4. **CONCLUSIONS:**

- a. Since mobilization planning within the Agency has progressed so that it will be possible in the near future to designate specific wartime roles for Agency Reservists, their training should be planned so as to qualify them effectively and efficiently to perform these roles.
- b. The proposal to conduct a trial training program at [redacted] as discussed in subparagraph 3 a, above, constitutes an appropriate test to identify any special problems that may be involved in the training of Agency Reservists at Agency training facilities. A further evaluation of the training of Agency Reservists can be made based on the results of this training program.

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5. **ACTION RECOMMENDED:**

- a. That the concept that the training of Agency Reservists should be

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oriented toward qualifying them for mobilization assignments in a military status as required by the Agency wartime mission be approved for planning purposes.

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- b. That the proposal to conduct a trial training program at [redacted] during May 1955 for twenty (20) Agency Reservists of the Clandestine Services be approved for implementation.

SIGNED

Harrison G. Reynolds
Director of Personnel

ANNEXES:

- Tab A - Memo for DDCI, 19 Nov 54, subj: "AD Tng of CIA Reservists"
- Tab B - Memo for AD/P, 5 Jan 55, subj: "AD Tng of CIA Reservists"
- Tab C - Tentative Outline of Trial Tng Program for Agency Reservists

CONCURRENCES:

SIGNED

Director of Training

(See memo att at Tab D)

Director of Security

ACTION BY APPROVING AUTHORITY:

APPROVED:

11 APR 1955

*15/C. P. Cabell **
Deputy Director of Central Intelligence

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MFD/[redacted] (30Mar55)

Distributions:

- Orig --D/Pers
- 2 - DD/S
- 1 - D/Trng
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- 2 - DDCI

/s/ C. P. C.

(See O/S concurrence below)

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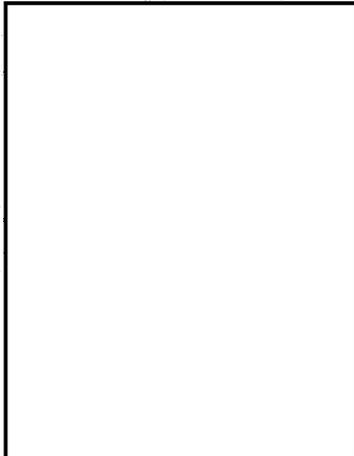
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19 November 1954

MEMORANDUM FOR: Deputy Director for Control Intelligence

SUBJECT: Active Duty Training of CIA Reservists

1. On 17 November 1954, a meeting was held to discuss a recommendation (Tab A) made by the Director of Training regarding Active Duty training of CIA military reservists. Also considered were other memoranda on this subject (Tabs B, C, D, E, F, and G). The meeting was called at the request of Assistant Director for Personnel, Director of Training, and the Unit Commanders, to resolve the differences of the various papers before presentation to you. Those present were:



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2. It is the recommendation of the group that the following actions, in the order named, are necessary to the clarification of the present reserve problems in CIA, and to the implementation of actions to resolve those problems:

- a. That the Assistant Director of Personnel complete a study of Agency Man-Day Manpower Requirements in terms of the effective use of Agency Reserve Personnel in the highest priority.
- b. That the Assistant Director of Personnel prepare, in coordination with the Reserve Units and appropriate CIA Offices, a statement of the objectives of active and inactive duty training of CIA Reservists. This statement to be submitted to the DDI and, if approved, coordinated with the Department of Defense as a basis of support and guidance for CIA reserve activities.

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c. That the Assistant Director for Personnel, in coordination with the Director of Training, assist CIA Reserve Units in securing active duty training for CIA military reservists, which training will have as its objective the preparation of the individual to serve the Agency in a military capacity.

3. Request your approval of this memorandum and that such approval be considered as a directive to the offices named in paragraph 2 to complete the actions outlined therein.

/s/

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[Redacted Signature]

CHIEF

/s/

CONCURRENCES:

Assistant Director for Personnel

/s/

Director of Training

APPROVED 26 Nov. 54

/s/

Deputy Director for Central Intelligence

[Redacted Signature]

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C

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24 March 1955

MEMORANDUM FOR: Chief, Military Personnel Division

SUBJECT: Tentative Outline of Trial Training Program for Agency Reservists

1. Attached is a proposed outline for the trial training program for Agency reservists, scheduled to be conducted at [redacted] in May 1955. This program is a composite of abbreviated versions of some of the specialized courses offered on a continuing basis at [redacted]

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2. Within the capabilities of OER facilities at Headquarters and [redacted] this schedule may be revised to conform to any policy agreement reached between the Agency and the Defense Department concerning the training of Agency reserve personnel at Agency facilities.

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3. I strongly recommend that the attached training program be limited to those reservists whose duty assignments with the Agency on and after M-day will be related to Clandestine Services support to military operations.

4. The overriding criteria for Agency training of its reservists should be a pre-determination of their M-day duty assignment in a military capacity with the Agency. Unless this determination is made, it would seem that the Agency's case in terms of Department of Defense acceptance of this proposal is weak.

MATTHEW HAIRD
Director of Training

Attachment:

(1) Proposed Training Schedule for Agency Reservists

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