



SECRET

15 December 1954

MEMORANDUM FOR: Assistant Director for Operations

SUBJECT : Additional Briefing Material for Clark Committee

REFERENCE : Secret memo from AD/O dated 27 November 1954,
subject as above.

1. Attached is the report of the Office of Training containing additional briefing material for the Clark Committee as requested in referenced memorandum.

2. The functional statements contained in Tab A are based on the organizational structure of the Office of Training effective 1 December 1954. This structure provides for a Director of Training, Deputy Director of Training, Plans and Research Staff, Assessment and Evaluation Staff, Support Staff, and four Schools. The Schools represent a consolidation of the eight Divisions which formerly conducted or arranged all training courses and programs. The Schools do not have branches since each has a faculty of instructors to conduct all courses assigned to that School.

3. The personnel figures shown in Tab B are based on the on-duty strength of 31 October 1954 adjusted to the organizational pattern of 1 December 1954. Budget figures for Fiscal Year 1955 have likewise been adjusted to the new structure.

4. Publications, digests and manuals prepared by the Office of Training are included in Tab D.

[Redacted Signature Box]

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MATTHEW BAIRD
Director of Training

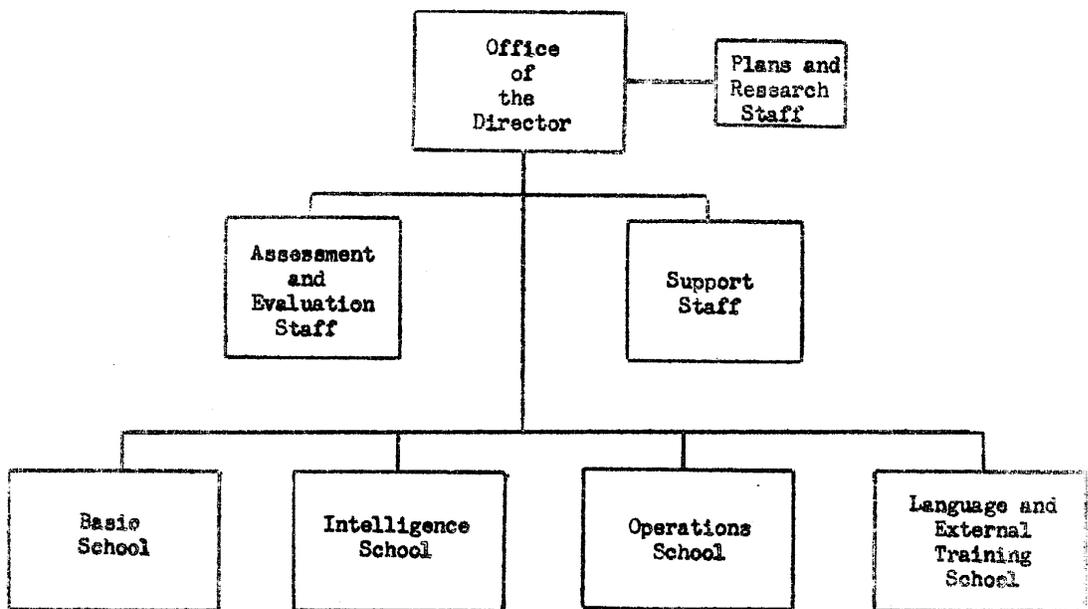
Attachment:
OTR Report for Clark Committee

A

S E C R E T

Organisation Chart

Office of Training

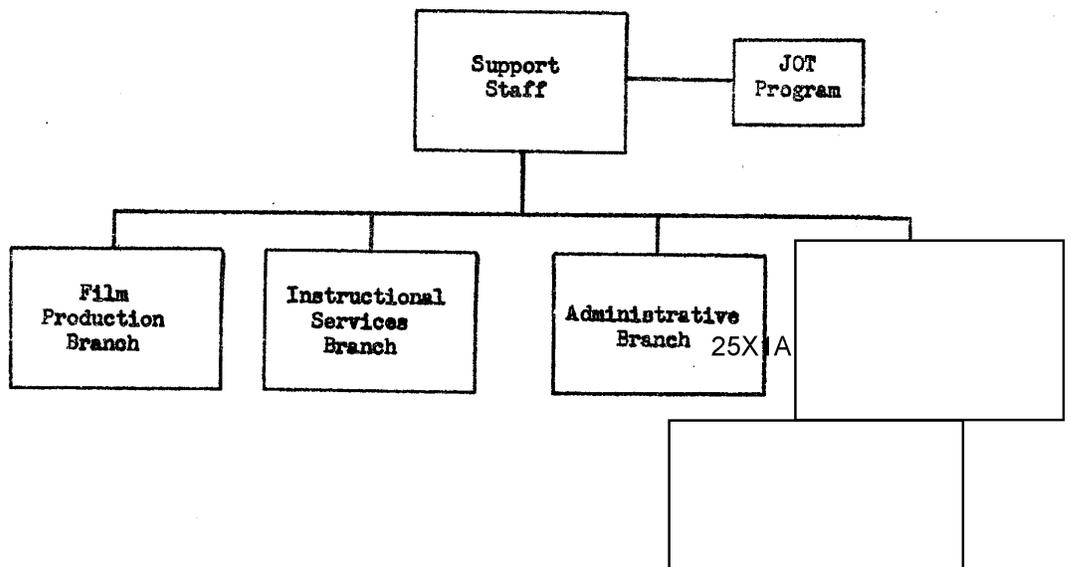


S E C R E T

S E C R E T

Organization Chart

Support Staff



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d. Organize, supervise, and administer a Training Evaluation Branch to participate in the analysis of training evaluation requirements, primarily to determine how various psychological techniques may best be utilized, and to develop training evaluation procedures in order to provide a meaningful and complete record of what a student learned and what personality characteristics he revealed during training. This record is used by OTR, the student's supervisor, the Personnel Office, and various Agency boards concerned with selection.

e. Organize, supervise and administer a Research Branch to: develop and supervise the pre-training testing program, the Junior Officer testing training program, and the language aptitude testing programs; maintain liaison with all non-Agency psychological research activities in order to take advantage of new developments and new techniques which may be used; develop new testing and research programs; and provide technical support to other branches of the Staff in experimental design, statistical evaluations, machine record procedures, and other technical matters.

f. Organize, supervise and administer a Testing Services Branch to: conduct all testing programs for clerical applicants and clerical personnel entering on duty, including a test of their skills to determine whether clerical training is required; and to conduct testing programs for professional personnel when requested by the Agency Personnel Office in connection with the original assignment or the re-assignment of such personnel.

g. Organize, supervise, and administer special task force psychologists in the Office of the Chief to provide for those psychological services which are not reasonable functions of any of the three branches.

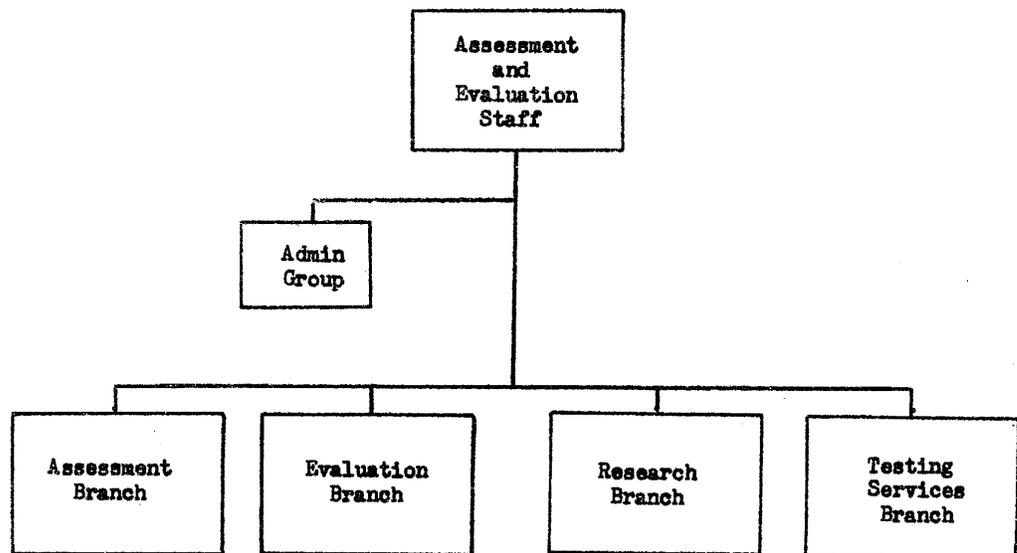
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S E C R E T

S E C R E T

Organisation Chart

Assessment and Evaluation Staff



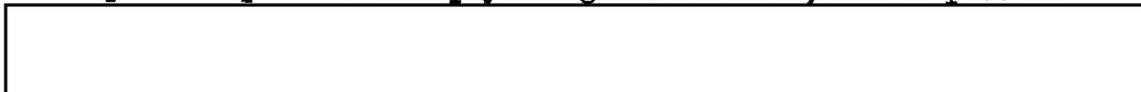
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Plans and Research Staff. The Chief, Plans and Research Staff, in an advisory capacity to, and under the general direction of, the Director, shall:

- a. Review and analyze the training implications in policies, plans, proposals and projects initiated within or without the Agency and make appropriate recommendations for action by the Director of Training.
- b. Ascertain Agency training requirements and develop, review and coordinate policies, plans, programs and standards designed to meet such requirements.
- c. Develop and coordinate training materials and publications for use in all courses of instruction in order to present the intelligence process and operational doctrine of the Agency, and formulate dissemination policy to control the distribution of such publications.
- d. Review and evaluate the training effort of the Agency in terms of established training policies, standards and approved doctrine and make appropriate recommendations.
- e. Provide liaison and coordination with other Agency components in matters affecting training programs.

Assessment and Evaluation Staff. The Chief, Assessment and Evaluation Staff, under the general direction of the Director, shall:

- a. Organize, supervise, and administer programs, staffs, and facilities within the United States adequate to provide competent headquarters professional psychological services, and to provide



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- b. Provide professional psychological assistance to special Agency boards and task forces and, when requested, to other components of the Agency.
- c. Organize, supervise, and administer an Assessment Branch to provide intensive psychological assessment of individuals referred, to help determine their suitability for certain types of positions, particularly those of a critical or sensitive nature, and to analyze psychological factors important for the jobs for which assessment is conducted.

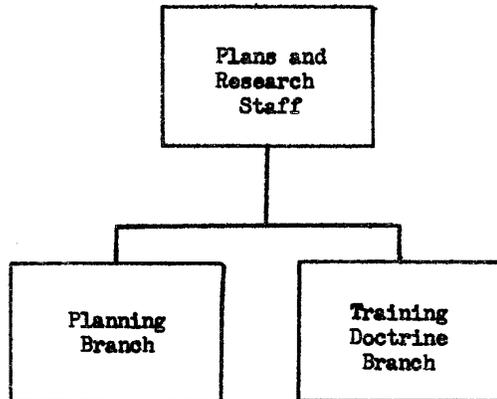
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S E C R E T

S E C R E T

Organization Chart

Plans and Research Staff



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S E C R E T

OFFICE OF TRAINING

MISSION AND FUNCTIONS

The mission of the Office of Training, as stated in Agency Regulation
[redacted] is as follows:

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"The Director of Training shall develop and direct Agency training programs and review Office training programs; represent the Director of Central Intelligence on subjects related to training; participate in the formulation of the policies and plans of the Career Service Board; determine requirements for Agency training facilities in the United States; in accordance with the applicable provisions of Public Law 110 (81st Congress, 1st Session), provide for Agency participation in training programs at appropriate external facilities, public and private, in the United States and abroad; and establish and maintain standards of achievement for Agency personnel in Agency training programs."

The Office of Training is in every sense a service organization for all of the Offices of the Agency. Its basic purpose is to improve the capability of personnel to serve the Agency. New professional personnel recruited by the Agency must be regarded as laymen in the field of intelligence no matter how qualified they may be in their respective professional fields. They must be taught new knowledge, new substantive concepts, and new skills and techniques. Through training, their particular professional competence must be related to the field of intelligence and subordinated to it so that they will use their professional competence as intelligence officers.

The mission of the Office of Training must be appraised against this background. Not only must an extensive and diverse training effort be continued but research and planning must go hand in hand with that effort, both in established and contemplated areas of Training. To this substantive and administrative task must be added the requirement for close coordination and liaison with every office of the Agency and with the Departments of State and Defense and appropriate non-governmental institutions.

The Office of Training consists of the Director of Training, Deputy Director of Training, three Staffs and four Schools. Training is conducted [redacted]

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[redacted] Organization charts and a brief description of the functions of each component of the Office follow.

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Support Staff. The Chief, Support Staff, under the general direction of the Director, shall:

- a. Serve as Executive Officer to the Director of Training.
- b. Exercise general supervision over the operation of the Junior Officer Trainee and the Junior Career Development programs.
- c. Supervise the operation of the Film Production Branch.
- d. Provide headquarters supervision of [redacted]

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e. Provide support to OTR training elements in the fields of library services, reproduction, audio and visual aids, and photographic services.

f. Provide, in coordination with Agency components having primary responsibility, administrative service to OTR headquarters elements in the general fields of personnel, budget and fiscal, supply and transportation, and records and registration, and furnish guidance, when requested [redacted]

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g. Review, for OTR concurrence, all proposed OTR and Agency regulatory issuances.

h. Provide for OTR compliance with Security, Records Management and Emergency Evacuation programs of the Agency.

Junior Officer Trainee Program. The Chief, Junior Officer Trainee Program, shall:

- a. Determine Agency requirements for Junior Officer personnel, evaluate and select recruits, and arrange for their entrance into the program.
- b. Evaluate and assist in the selection of Agency personnel nominated as trainees under the Junior Career Development program.
- c. Develop, coordinate and supervise schedules of training and duty assignments appropriate for individual trainees.

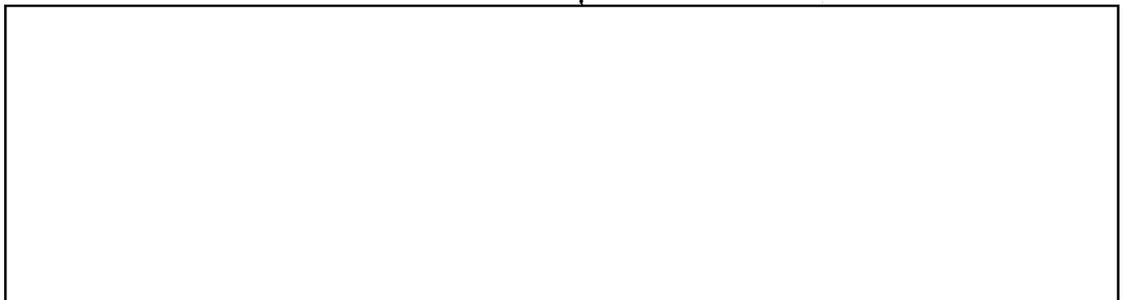
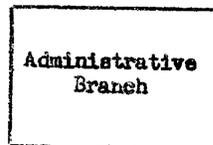
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S E C R E T

S E C R E T

Organisation Chart

Administrative Branch
(Support Staff)



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d. Correlate assessments and evaluations of trainees while in training and duty status and make recommendations concerning permanent duty assignments within the Agency.



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Film Production Branch. The Chief, Film Production Branch, under the general direction of the Chief, Support Staff, shall:

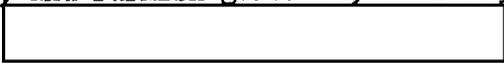
a. Develop plans and projects to meet long range requirements of OTR for the production of motion picture films.

b. Produce scripts for training films; assure conformance to Agency operational doctrine and effectiveness of the presentations as training media; and obtain necessary coordination and concurrence in the finished scripts and plans.

c. Arrange for the production and filming of approved scripts and for the necessary casts, supporting personnel, materiel and funds.

d. Assure that all plans and activities of the Branch conform to current OTR policies, projected requirements and training plans.

Administrative Branch. The Chief, Administrative Branch, under the general direction of the Chief, Support Staff, shall:

a. Provide, in coordination with Agency components having primary responsibility, the following administrative support to OTR headquarters elements, and furnish guidance, when requested, to corresponding elements 

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1. Personnel: Maintain records concerning OTR civilian and military T/O's; provide for preliminary screening and referral of applicants; process and record all OTR personnel action documents; maintain time, attendance and overtime records; provide OTR personnel relations service; collaborate in the operation of the OTR Career Service Board and the Promotion Panels; and perform incidental services common to other secondary Personnel elements of the Agency.

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Basic School: The Chief, Basic School, under the general direction of the Director, shall:

- a. Develop, coordinate, and conduct:
 1. Introductory, intermediate and advanced courses for clerical, stenographic and typist personnel.
 2. General and specialized administrative courses concerning the techniques and procedures pertinent to support assignments in headquarters and overseas.
 3. Courses for executive and supervisory personnel, concerning management principles and techniques and their application.
 4. Basic orientation courses relating to clandestine activities and the intelligence process.
 5. Courses for the training of instructors and others concerning recommended methods and techniques of instruction and the use of training aids.
- b. Provide general orientation and indoctrination for newly employed Agency personnel; briefings for new senior Agency personnel, Service Attaches, and others; and lectures and presentations outside the Agency as required.
- c. Provide, in conjunction with the Assessment and Evaluation Staff, for the necessary testing and evaluation of students, courses and training results.

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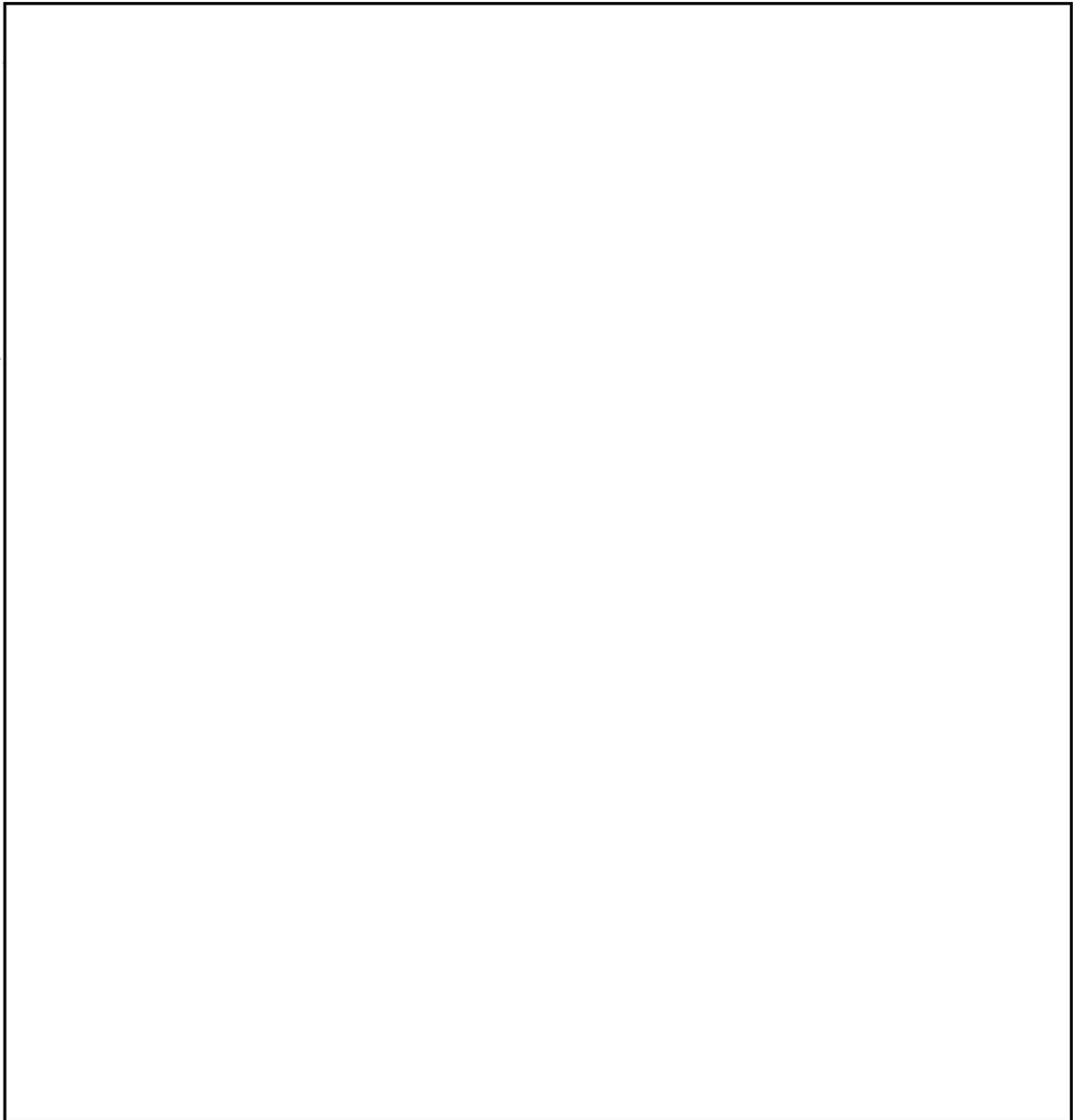
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d. Provide for the editing, reproduction and distribution of OTR internal training publications; the distribution of Agency training type publications; and the reproduction and distribution of OTR regulatory material.

e. Furnish guidance, when requested, to corresponding activities of the Field Training element.

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2. Budget and Fiscal: Maintain budget and fiscal records for OTR; record allotments received, obligations incurred, and expenditures made; institute controls to assure that the Director of Training does not over-obligate nor misapply his authorized funds; and prepare and/or consolidate OTR budget estimates and all incidental reports.

3. Supply and Services: Forecast, requisition, distribute, and dispose of supplies, material and equipment for OTR operations; determine space requirements, arrange for moves and, in conjunction with appropriate Agency components, arrange for real estate and building acquisition, maintenance, reconstruction and disposal; provide mail control and courier service at OTR headquarters elements;



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b. Provide student registration service for OTR and maintain central records of courses, schedules, enrollments, performance, etc.

c. Arrange, in collaboration with Language and External Training School and appropriate Agency components, for the cover, travel, and financing of students taking external training.

d. Provide OTR compliance with such Agency programs as Records Management, Disaster, Forms and Reports Control, etc.

Instructional Services Branch: The Chief, Instructional Services Branch, under the general direction of the Chief, Support Staff, shall:

a. Operate the OTR Library; obtain material appropriate to the support of training courses and instructors; and provide library research and compilation services.

b. Develop, construct, acquire, and maintain, audio and visual aids equipment, materials and supplies for OTR and provide consulting service for OTR personnel in the application, operation and techniques of such training aids and devices.

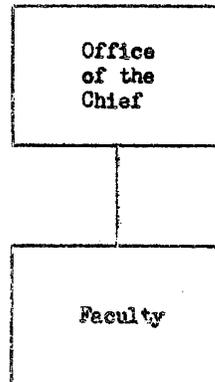
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Organization Chart

Basic School



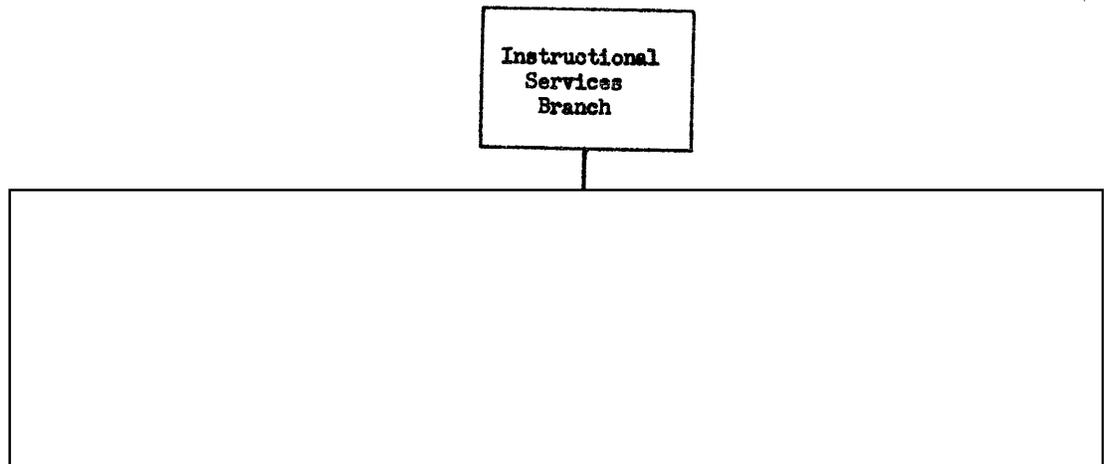
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Organisation Chart

Instructional Services Branch
(Support Staff)



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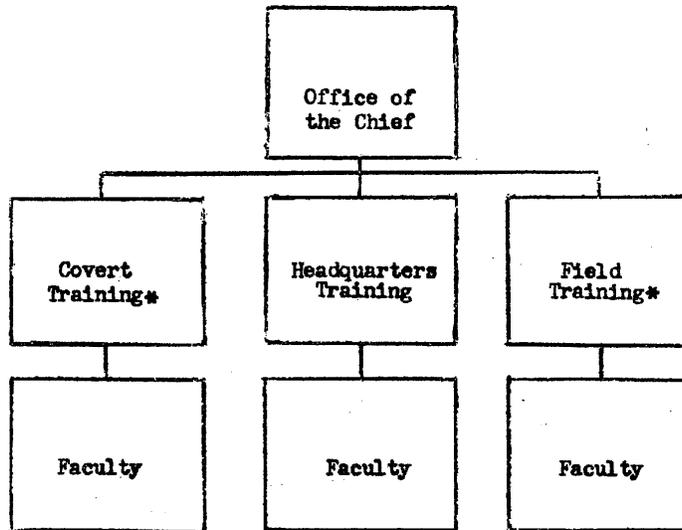
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Organization Chart

Operations School



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Language and External Training School: The Chief, Language and External Training School, under the general direction of the Director, shall:

- a. Develop, coordinate, and conduct:
 1. Basic and intermediate courses in foreign languages, both spoken and written.
 2. Basic and intermediate courses in the political, geographic, economic and sociologic aspects of foreign areas having particular significance to the Agency.
- b. Arrange for and supervise all advanced and specialized training provided to Agency staff personnel at appropriate external facilities, public and private.
- c. Provide guidance and advice to Agency components and individuals in connection with self-study and other training problems in the fields of language and area knowledge.
- d. Provide, in conjunction with the Assessment and Evaluation Staff, for the necessary testing and evaluation of students, courses and training results.
- e. Maintain a language laboratory equipped with audio and visual aids, for use in support of language courses.

Operations School: The Chief, Operations School, under the general direction of the Director, shall:

- a. Develop, coordinate, and conduct:
 1. All advanced and specialized clandestine operations courses presented at headquarters.
 2. All OTR clandestine operations training presented

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- b. Provide, in conjunction with the Assessment and Evaluation Staff, for the necessary testing and evaluation of students, courses and training results.

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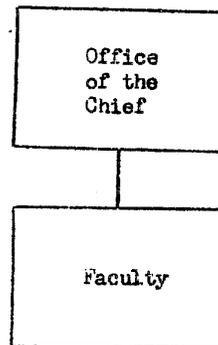
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Organization Chart

Language and External
Training School



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Intelligence School: The Chief, Intelligence School, under the general direction of the Director, shall:

a. Develop, coordinate, and conduct:

1. Intermediate and advanced courses designed to instruct Agency personnel in the specific skills and methods involved in the production of intelligence material.

2. Courses to provide Agency personnel a general orientation in world Communism, its theory, structures, organization, strategy, tactics and operation.

3. Courses to improve employee efficiency in reading, writing and speaking.

b. Provide, in conjunction with the Assessment and Evaluation Staff, for the necessary testing and evaluation of students, courses and training results.

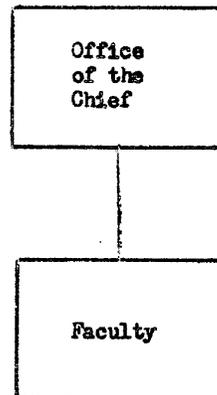
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Organization Chart

Intelligence School



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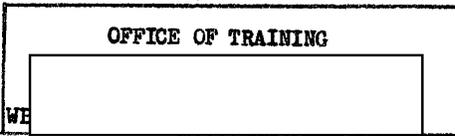
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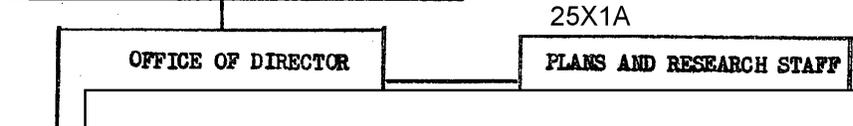
LEGEND: P - Professional
 C - Clerical
 WB/CPC - Wage Board and Crafts, Protective and Custodial
 O - Mil: Officers
 EM - Mil: Enlisted Men
 SA - Staff Agent
 T - Total

OFFICE OF TRAINING

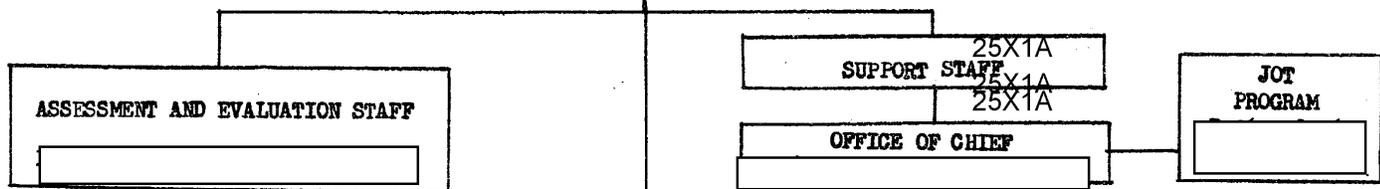


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RECAP: P -
 C -
 WB/CPC -
 O -
 EM -
 SA -
 T -



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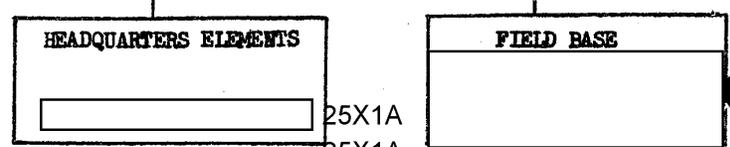


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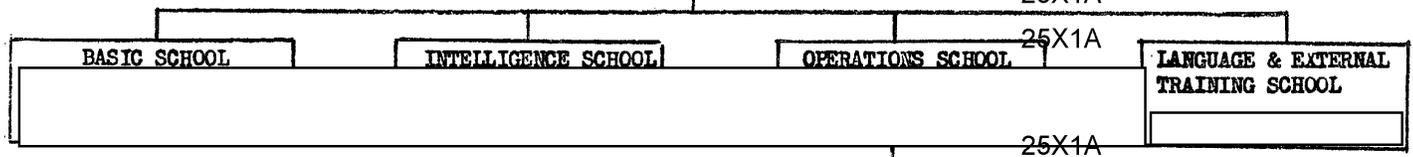
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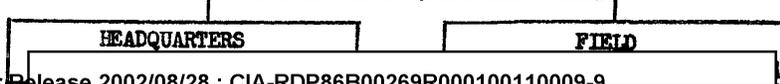
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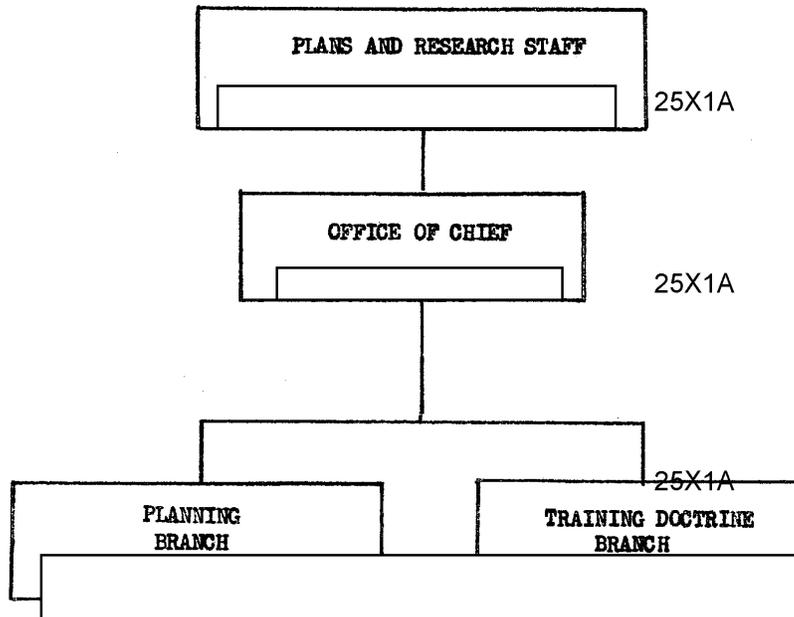
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LEGEND: P - Professional
C - Clerical
T - Total

OFFICE OF TRAINING
On-Duty Strength - 31 October 1954
(Adjusted to Organization of 1 December 1954)

RECAP: P -
C -
T -



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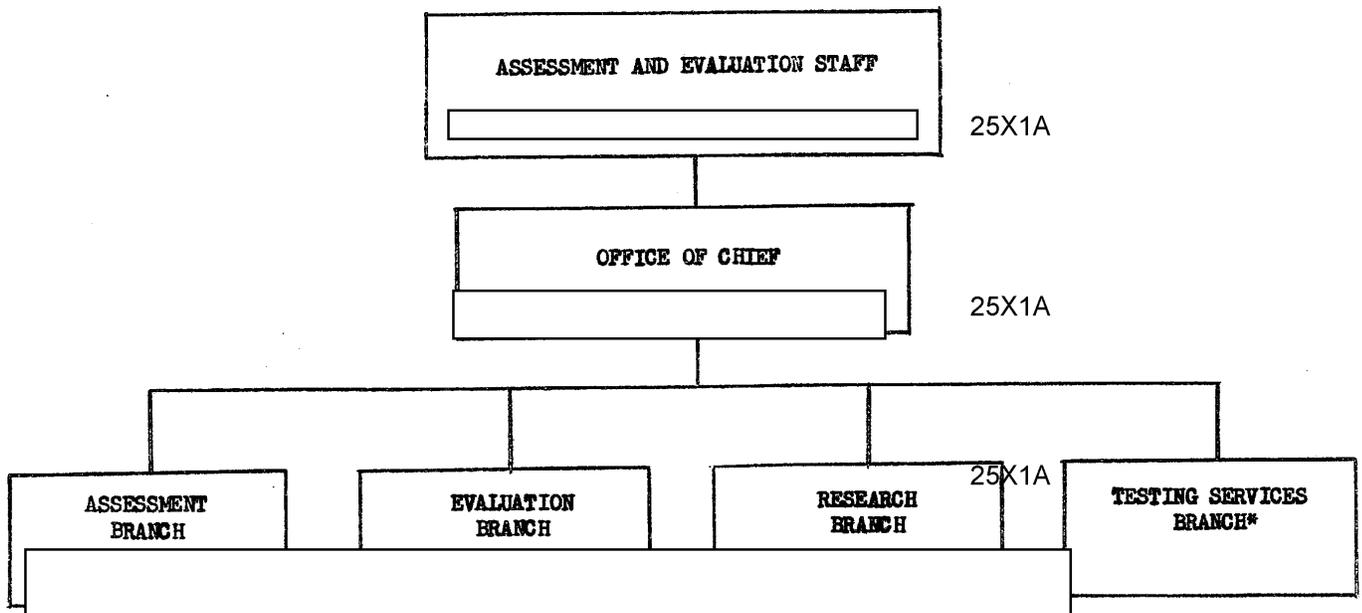
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LEGEND: P - Professional
C - Clerical
T - Total

OFFICE OF TRAINING

On-Duty Strength - 31 October 1954
(Adjusted to Organization of 1 December 1954)

RECAP: P
C
T



*Transferred to Office of Training subsequent to 31 October 1954

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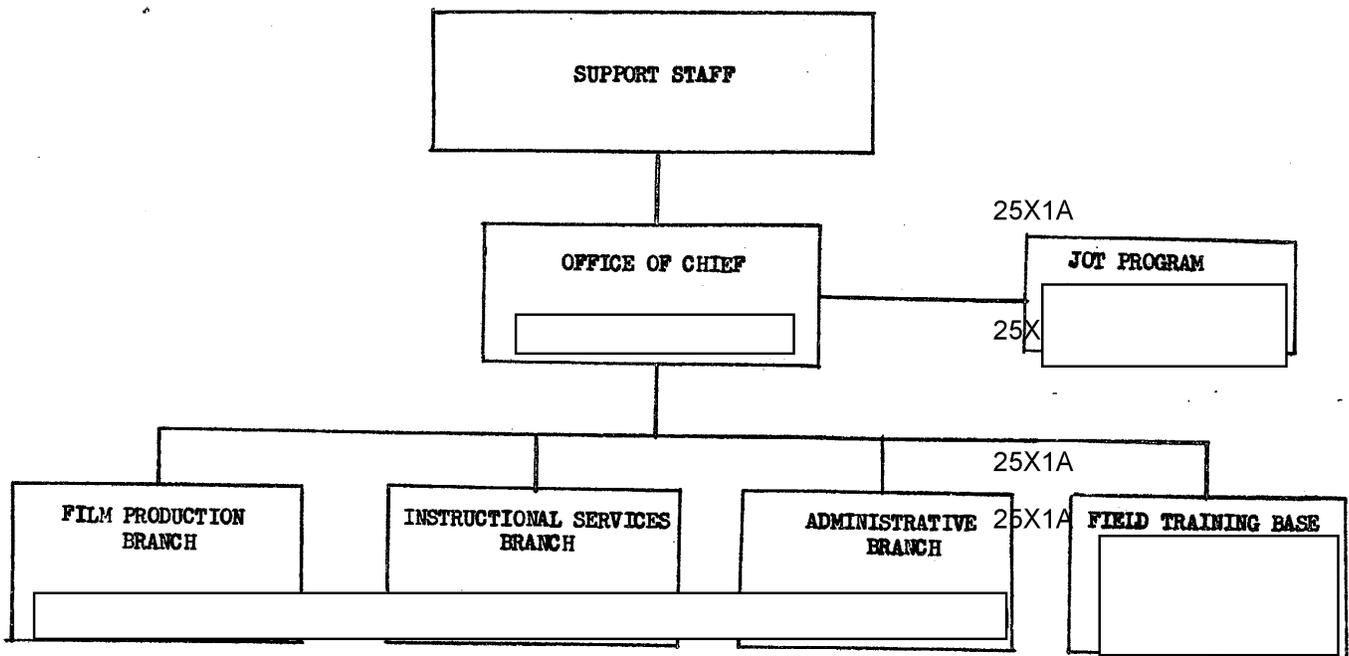
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LEGEND: P - Professional
 C - Clerical
 WB/CPC - Wage Board and
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 O - Mil: Officers
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 SA - Staff Agent
 T - Total

OFFICE OF TRAINING
 On-Duty Strength - 31 October 1954
 (Adjusted to Organization of 1 December 1954)

RECAP: P -
 C -
 WB/CPC -
 O -
 EM -
 SA -
 T -



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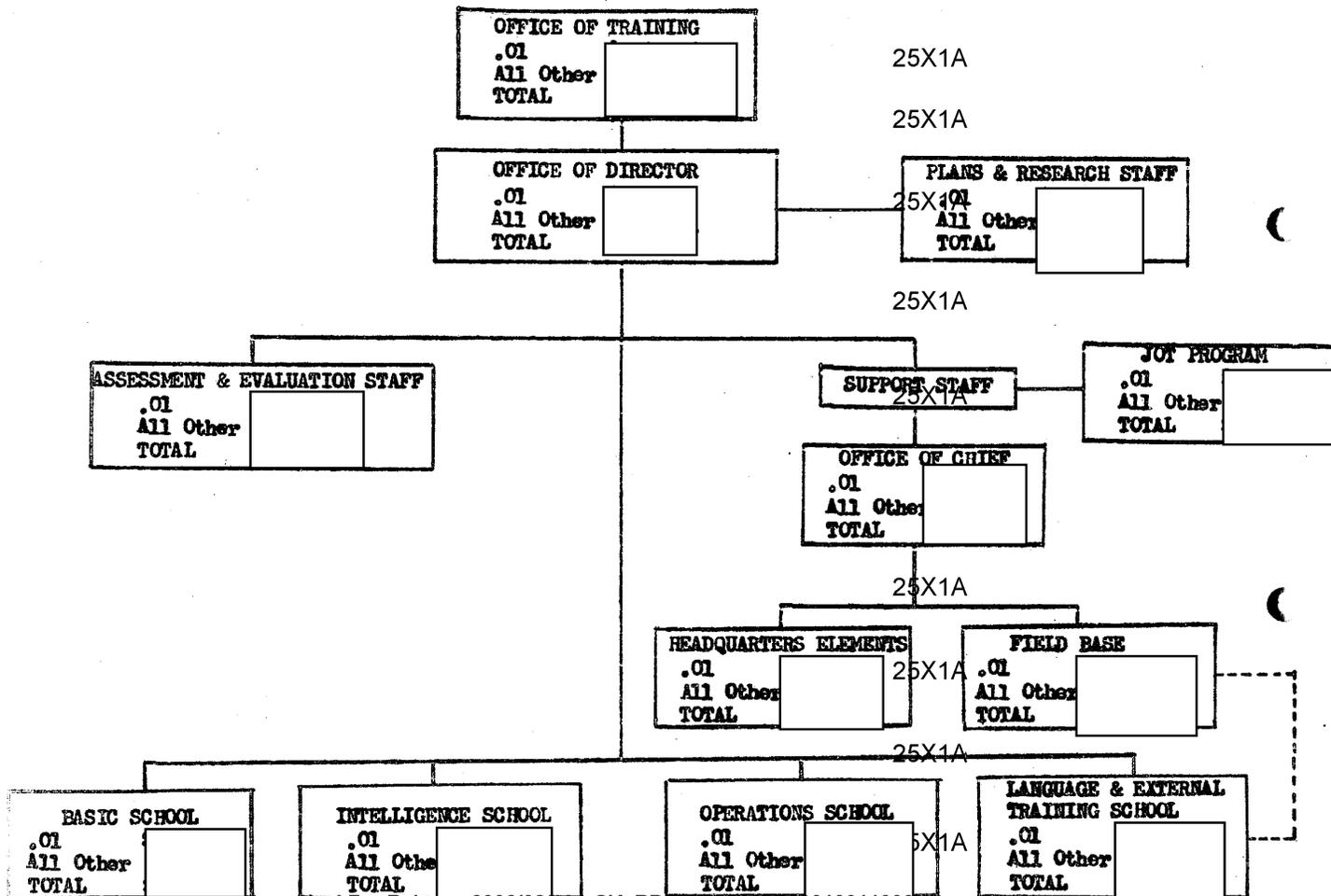
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OFFICE OF TRAINING -- BUDGET STATEMENT FISCAL YEAR 1955



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PUBLICATIONS OF THE OFFICE OF TRAINING

(The various publications of the Office of Training are prepared almost exclusively for use in support of the training mission, either by instructors for reference purposes or by students as reading material supplementing the formal lectures and problems. Most of the supplementary and reference material used in the Office of Training is obtained from other government departments and agencies as well as private organizations. However, there is no adequate material available on certain subjects, particularly those relating to the activities of the Clandestine Services. In such instances, it is necessary that the material be developed internally. All publications of OTR are issued pursuant to Agency Regulation [redacted])

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PERIODICALS

a. Instructors' Guide to Current References - Reference Manual O-3; Secret; issued every two (2) weeks; eighty (80) copies per issue. An annotated bibliography of intelligence literature issued as a research tool.

b. Catalog of Courses - CC 100-1 (three revisions); Secret/CIA Officials Only; issued annually with course schedules and revisions as required; five hundred (500) copies per issue. A summary and schedule of all courses of instruction conducted by OTR.

c. Bibliographies - Reference Manual O-500 series; various classifications; compiled and issued on requests from OTR instructors; eighty (80) copies per issue. [redacted]

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REFERENCE AND INSTRUCTIONAL MANUALS

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c. Collection of Information for Intelligence Purposes - Intelligence Manual O-1; Secret; five hundred (500) copies. A survey and analysis of the organization and methods of the intelligence community.

d. Glossary of Intelligence Terminology - Reference Manual O-1; Secret; fifteen hundred (1500) copies. Prepared as a student reference.

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