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both OSO and OPC.

b. The product of such development work would be released for use by all interested parties only with the prior approval of the Assistant Director responsible for the field concerned, and would be authenticated by such staff unit or units as are assigned the task by the respective offices.

c. The task should be approached through three lines:

(1) A first priority emergency program, aimed at the formalizing and reduction to writing of material at present in use by TRD, primarily in the fields of basic tradecraft and current operational problems, emphasis being placed upon the preparation of agent training material.

(2) A second, emergency, program, aimed at reducing to paper the operational fundamentals of each of the specialized fields of clandestine activity.

(3) A third, long-range program, aimed toward the orderly and continuous review of basic doctrine in order to assess its continued validity, and a continuing review of operational experience with the aim of developing material on new fields and new problems.

d. As has been proposed in a separate memorandum addressed to the Deputy for Staff Training, the first of these programs can be developed within the framework of existing TRD resources if a schedule readjustment can be made to free present staff from the current instructional load for a period of two weeks. Details of this proposal and the results to be achieved are included in the referenced memorandum.

e. The second of these programs can be implemented if the appropriate offices can be induced to provide personnel support by assigning a small number of trained, qualified staff members to work as a task force in TRD for a period of three to four months. It is estimated that a group of six suitable persons (grades 11 and 12), who are destined ultimately for field assignments, could, under adequate TRD direction and with TRD support, produce eminently satisfactory OPC operational manuals suitable for agent training, and with certain supplements, for staff officer guidance, training, and reference use. A similar product could be developed for OSO if two such persons could be given such assignments for a similar period.

In addition to the assignment of personnel, each office would be required to authorize the persons engaged in the program to have free access to all persons in the offices concerned and, through a proper

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procedure and control, to all but the most sensitive current operational information. It must be emphasized that this last requirement does not involve the direct inclusion of data concerning such operations into the final product, but rather provides a means of checking and testing the material included to ensure that it:

- (1) Covers current problems adequately and accurately;
- (2) Presents currently practical recommendations; and
- (3) Adequately reflects current facts of operational significance concerning present targets, opposition, and environments.

g. Implementation of the long-range aspect of this program will require the development of an adequately staffed and supported doctrine development staff within TRD. A statement of the proposed program and of the facilities required for its implementation is attached hereto.



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