

TAB

THE JUNIOR OFFICER TRAINEE * OCS PROGRAM

BACKGROUND

The JOT/OCS program was General Smith's idea and one of his major interests. He felt that in the development of a Junior Officer Corps, academic achievements such as graduation from one of the better colleges was not sufficient. He believed that the discipline and character necessary to make effective intelligence officers could not be derived from the normal academic background and that such attributes, in modern times, could be developed only in military service.

General Smith envisaged a program by which outstanding personnel would be entered into the military who, although perhaps in some cases, not measuring up to standards desired by the services, would distinguish themselves during their military training and would thereby uphold the Agency's commitment to provide high calibre men for the program.

As originally set up by OTR in 1951, the program provided for the enlistment of draft eligible JOTs into the service of their choice, acceptance into OCS and, upon successful completion of OCS, their assignment directly to CIA or to a service school followed by immediate assignment to the Agency. As the program developed, however, it became apparent that the OCS program alone was not sufficient training for the purposes of the Agency. In order to consolidate and augment the experience, knowledge and leadership traits developed during OCS, it was felt by the Director of Training that a tour of duty with troops was essential. This idea has been incorporated into the program and a minimum of six months of troop duty before return to CIA is now included in the training of all JOT/OCS candidates. The general attitude of those currently on duty with troops is one of enthusiastic approval.

PURPOSE OF THE PROGRAM

A. Mission

The Junior Officer Training Division has been established to carry out the Director of Central Intelligence's requirement for implementing a program of career service training within the Agency. One of the principal responsibilities of this Division is the screening and selection of young personnel with high ability, motivation and potentiality for becoming capable career intelligence officers and who are otherwise draft eligible, for the OCS program. Such personnel receive intensive active-duty training and field experience before returning to the Agency.

B. Importance of the JOT/OCS Program

Desirable attributes for Junior Officer Trainees, as envisaged in a DCI directive, include:

1. Loyalty to the United States and desire for public service.
2. Strong moral character.
3. High academic achievement in college. (Minimum of Dean's list standing or equivalent)
4. Well rounded personality and versatility of interest, as indicated especially by participation in extra-curricular or community activities.

5. Such additional qualities as: emotional stability, and maturity; leadership and administrative ability; capacity for sustained, intensive effort; flexibility, facility, and objectivity of mind; skill in human relations; and perseverance in the face of difficulty.

In view of its attempt to secure personnel who meet these standards, the Agency derives great benefit from the participation of many Junior Officer Trainees in the Officer Candidate School programs of the military services. The numerous trainees who join the Agency fresh from college find in the military a valuable opportunity to broaden their competence beyond the limits of academic and intellectual pursuits. Service experience enables them to cultivate the more practical attributes mentioned above as desirable for the Agency's career intelligence trainees.

In other words, both the Agency and the individual are benefited by the JOT/OCS relationship. Advantages to the Agency of military training for JOTs are:

1. It provides trainees broad experience which, combined with their academic training, increases their value to the Agency.
2. It familiarizes the trainee with military procedures, attitudes, and terminology, adding to his potential effectiveness with a quasi-military organization.
3. It allows JOTD more time to assess the trainee before placing him in an Agency slot, and gives a greater chance for evaluating him as a prospective career employee.

At the same time, the trainee enjoys these advantages:

1. He is enabled to develop greater self-confidence, facility in personal relations, leadership potential, ability to work and make decisions under pressure, and emotional maturity.
2. He becomes acquainted with the missions and methods of the military establishment, one of the Agency's principal partners in the intelligence community.
3. After completion of military training and his return to the Agency, he has a chance to become familiar with Agency functions, and jobs within the Agency, and thus is better equipped to help work out a constructive career training pattern.

FUNCTION OF JOTD IN JOT/OCS PROGRAM

1. Reviews files, interviews and tests candidates.
2. Participates in selection of JOT/OCS candidates.
3. Submits requests for appointment of candidates, and initiates security clearance and indoctrination.
4. Familiarizes candidates with CIA organization and with military programs available.
5. Enters candidates in the Basic Intelligence Course.
6. Determines military program appropriate for each candidate and arranges for his enlistment therein.
7. Maintains contact with trainees in service, and keeps detailed, confidential personal record on each man.
8. Supervises testing and evaluation of returnees.
9. Re-orientes candidates upon their return from the military, and briefs them on Agency training available.

10. Arranges additional training for candidates where desirable within or outside the Agency.
11. Places candidates in on-the-job training slots (arranged prior to their return when possible).
12. Evaluates, in conjunction with the immediate supervisor, trainees' performance on the job.
13. Separates candidates from military at completion of enlistment period, and reinstates them as civilian Agency employees.
14. Negotiates permanent placement of trainees, and terminates their probationary appointment (ordinarily after one year back with the Agency)

DESCRIPTION OF THE PROGRAM

A. Operating Agreements

CIA has operating agreements with the Army, Navy, Air Force, and Marine Corps, under which a program was put in effect in July 1951, whereby a limited number of Agency personnel are enlisted for basic training, Officer Candidate School, commissioning in the appropriate reserves, and subsequent assignment to such duty as CIA requests and the services are able to provide.

1. Army (See Annex 1)
2. Air Force (See Annex 2)
3. Marine Corps (See Annex 3)
4. Navy (See Annex 4)

Personnel eligible for this program include draft-subject male college graduates who are not alumni of service academies, ROTC participants, or already on active military duty.

Candidates for this program may be personnel entering on duty with the Office of Training on the Junior Officer Program or personnel already assigned to other offices and sponsored by those offices.

B. Procedures

1. Chief of Junior Officer Training Division OTR will review files of prospective candidates for the OCS program along with files of regular Junior Officer Trainee candidates. The selection process here is identical with that outlined for non-OCS candidates except strong emphasis is placed on officer-like qualities in the case of the OCS applicant.

2. Placement Officer/OTR will arrange for testing of these individuals by the Office of Assessment and Evaluation and will arrange for interviews with Chief/JOTD. A brief description of tests given as well as test results of both a desirable and an undesirable candidate are included in Annex #5.

3. If the prospect is found to be desirable and otherwise eligible, the Chief/JOTD will forward an appointment action requesting provisional and full clearance through Personnel Office/OTR to Placement Officer/OTR.

4. The candidate is not normally entered on duty at this time unless his draft status makes such action necessary or unless personal financial problems warrant his being entered on duty. A distinct effort is made to make these cases the exception rather than the rule.

5. If the candidate is entered on duty at this time it is only after he has been granted a provisional clearance (For regulations governing use of provisional clearances, see Annex 6) at which time the candidate is granted a draft deferment (for deferment procedures, see Annex 7) and is placed in an unclassified training program to await full clearance.

6. After a full clearance has been granted, the individual is:

- a) entered on duty if not already on duty and enrolled in the Basic Intelligence Course.
- b) if already on duty in a provisional status, he is enrolled in the Basic Intelligence Course.

7. Heads of Offices, other than OTR, desiring to recommend an employee for the OCS Program, should do so by request in writing to the Director of Training through the Career Service Board concerned outlining the military training desired for the individual concerned. The information contained in this request must be incorporated into the subsequent letter to the Service requesting the training of this individual.

8. Prior to or early in the Basic Intelligence Course, or after receipt of the letter requesting training of an individual from a sponsoring office, the candidate is interviewed by Chief/JOTD concerning:

- a) service desired
- b) probability of candidate's success in military
- c) background for military service
- d) Agency and OTR expectations concerning candidate's military service:

i. Agency's primary interests in military accomplishment and Agency's desire that candidate profit as much as possible from his military training

ii. Agency's purpose for program is not a dodge for military service nor is it a program to train intelligence specialists. Agency envisages training of officers familiar with command duties, responsibilities and leadership functions.

e) Importance of military service to future career of candidate.

f) Possible requirements of individual in the way of deferment and/or waivers.

g) Chief/JOTD and Candidate will reach agreement on program.

9. In the case of candidates sponsored by other offices, arrangements for enlistment in the service desired will be made immediately after interview and acceptance for the program by Chief/JOTD in the form of a letter to the service incorporating the training program outlined by the sponsoring office. In the case of JOTs, arrangements will be made while the Candidate is in BIC in the form of a letter to the service concerned, incorporating the program agreed upon during interviews with Chief/JOTD. (See, Annex 8)

10. After enlistment arrangements are made, the individual is separated from CIA for military duty. In the case of sponsored Candidates, this is done by the sponsoring Office. In the case of JOTs, this is done by Personnel Office/OTR.

11. The Chief/JOTD, through military liaison officer, assures that the individual's military assignments are made according to plan.

12. Chief/JOTD corresponds with individuals, informally, discussing personal or administrative problems.

13. Military Liaison Officer is available in cases of emergency concerning training of individual.

14. Upon completion of scheduled military training, the individual is returned to CIA for duty in OTR for extended (on-the-job) training in the Agency. This training follows the normal JOT pattern.

15. Upon return from military training, individual is instructed to write a report relating and evaluating his military experiences from the point of view of personal advantage or disadvantage.

16. JOTD arranges for separation of the individual from the military upon expiration of service category and for reinstatement with Agency in civilian capacity.

17. For a complete procedural breakdown of the steps taken within JOTD in processing individual into military service, see Annex 9)

C. The military training involved in this program is as follows:

1. Army - 16 weeks basic training, 22 weeks OCS, six months troop duty and then assignment to CIA.
2. Air Force - 8 weeks basic, 24 weeks OCS, 12 months troop duty and then assignment to CIA.
3. Navy - no basic training, 16 weeks OCS, 12 months troop duty and then assignment to CIA.
4. Marines - 10 weeks basic, no OCS, 20 weeks officer training, 12 months troop duty and then assignment to CIA. For a more complete analysis of these OCS programs, see annex 10.
5. Due, in greater part, to the fact that the Army program places heavy emphasis upon development of leadership and personality traits as well as upon discipline and command responsibilities, JOTD has recently been making a conscious effort to "push" Army training.
6. For the records and achievements of JOTs during military training, see, Annex 11.

D. TRAINING OF OCS RETURNEES IN AGENCY

1. Number and status of returnees (See Annex 12)

2. Whereas the substantive offices now operate to solve their immediate requirements, it is the function of JOTD to anticipate future needs of the Agency and eventually to fill them. As the scope of all activities of the Agency increases, the complexity of requirements for adequately trained career personnel will grow. It will become more and more necessary that personnel be fully acquainted with the mission and functions of CIA, thoroughly trained in their jobs and determined to remain with CIA as a career employee. In order to accomplish these ends, with regard to returning OCS candidates, the JOTD:

- a) attempts to determine the work interests of the individual, by interviews, assessment and evaluation techniques, in order to place him in a job to his liking,
- b) arranges with substantive offices considered to be within the scope of the individual's interests for placement in these offices in a temporary training status for specified

- lengths of time. (For an example of such a program, see Annex 13)
- c) attempts to build up the individual's interest in intelligence as a career and plans individual's training for career service with the Agency.

NEW DEVELOPMENTS AND ACCOMPLISHMENTS - OCS PROGRAM

During fiscal 1953, the JOTD has initiated numerous improvements in the recruitment, assessment, placement, and training of Junior Officer Trainees.

A. Recruitment

1. In cooperation with Personnel Procurement Division, Institution of new procedures for interviewing and testing candidates in central locations in New England, New York, the Middle West, and the Far West.
2. Arrangement for bringing on board with provisional clearance draft-eligible OCS candidates who have been called up by their local boards. (See Annex 6)
3. Improvement of recruiter indoctrination to include discussing their nominees with them and reporting decisions on these cases in both Washington and their home stations.
4. Development in cooperation with PP/D of programs for briefing University Consultant Contacts.

B. Assessment

1. Provision for careful analysis of aptitudes of all JOT/OCS candidates upon return from service, through:
 - a. full assessment by the Assessment and Evaluation staff;
 - b. exhaustive reports by candidates' training supervisors;
 - c. personal conference with the Chief, JOTD.
2. Improvement in records-keeping to permit continuing evaluation of the program, preparation of statistical reports and staff studies, and general increase in efficiency of the operation.

C. Placement

1. Development of "tailor-made" on-the-job training programs for candidates shown by evaluation to be suited to such special training.
2. Improvement of procedures for placement of candidates returned from the military service, and for final placement of Junior Officers in permanent positions.

D. Training

1. Provision for careful evaluation and training of military personnel on duty with the Agency, to intensify their interest in their work and thus motivate them to request reinstatement as civilian employees upon completing military service.
2. Placement of trainees in intensive language-and-area programs in Arabic, Japanese and Thai, and preparation of other training candidates for Russian and Serbo-Croatian studies.

3. Prolongation of Junior Officer on-the-job training to provide better preparation for career service.
4. Expansion of the JOT program to train qualified Junior Officers in administration.

OBJECTIVES

Improvements along the following lines are contemplated as part of a continuing effort to enhance the JOT/OCS program's value to the Agency:

1. Testing and interviewing of recruits at centers throughout the country will be stepped up, and scheduled to enable recruiters to plan their activities most effectively.
2. Returning JOT/OCS personnel will be scheduled for the Basic Intelligence Course and/or other re-indoctrination activities to refresh their familiarity with Agency organization and procedures.
3. Careful follow-up will be made of JOT/OCS personnel returned for Agency duty, wherever they are placed, to keep track of their progress and help insure their continuance as civilian career employees of the Agency after completion of military service.
4. Effort will be made to broaden the scope of JOTD's liaison with other Agency offices, thus better acquainting this division with the training opportunities they might offer for Junior Officers.
5. Additional on-the-job training programs will be developed in cooperation with other offices to increase the scope of career service preparation available to JOTs.
6. The number of trainees participating in intensive language-and-area programs, and the number of such programs available, will be increased.
7. Critical analysis of all phases and procedures of the JOT/OCS program will be intensified, and improved methods developed for evaluating the program's over-all success.