

TRNG. 2-3
Agreement

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Chairman, **Clandestine Services Training Committee**

10 February 1954

Director of Training

CE Training Requirements

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NO CHANGE in Class.
 DECLASSIFIED
Class. CHANGED TO: TS S (C)
DPA Memo, 4 Apr 77
Auth: DPA RFG. 77/1783
Date: 8 Feb 79 By: 022

1. The following comments are in answer to a memorandum to you entitled "FE Training Requirements" of 15 December 1953 from the Training Officer of the FE Division. They will also answer a question asked by Mr. [redacted] of the FE Division at the latest Agency Orientation Course, which was not answered publicly for lack of time.

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2. The three possible ways of increasing enrollments in the CE course have been studied and found unsatisfactory:

a. To increase the number of students in any one running will, as is universally agreed, weaken the course. The nature of CE is such that it cannot be effectively taught by lectures to large groups, and the value of the course depends directly on the amount of participation in discussion by every member of the class. We have indeed increased the number from 15 to 20 for two runnings only, but are unwilling to accept permanently the assumption that the Agency is better served by poor training for a large number, than by good training for a few.

b. It is impossible to offer more runnings of the course for many months to come. As you know, Mr. [redacted] also gives the Operations Security course. There will be three runnings of CE and one of Operations Security between now and May. As it is, Mr. [redacted] will not have sufficient time to work on his third job as Chief of Training Development.

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c. It is, of course, impossible to schedule simultaneous extra runnings of the CE course until we get at least one more senior instructor of the highest caliber.

3. We are now arranging for the transfer to our staff of a case officer with good CE experience in Europe. When he has received the extra training he needs, he will be able to assist Mr. [redacted] if his work is satisfactory, we will consider raising the ceiling on enrollments so that the class can be divided into two seminars when appropriate. It will in any case be months before he is qualified to run a course on his own. We have also asked for other senior experienced CE officers by name and hope

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that one will be made available to us in mid-summer, 1954, and another about the beginning of 1955. We shall, of course, enlarge both the opportunities to take a basic CE course and to take new advanced CE courses as soon as possible, but we feel strongly that in this field more than in most others it is wrong to compromise our standards by offering less than the best training of which the Agency is capable.

4. In the matter of quotas, we must of course rely upon you to determine which members of the Clandestine Services have the most urgent needs. We have felt that in each recent running of the CE course, there have been two or three students whose need was not so urgent, perhaps, as that of some others. For your information, we are denying to several members of the Office of Training the opportunity, from which they could well profit, to take the CE course.

5. The size of the backlog for CE training is large and regrettable. It is the result of two facts:

a. The Office of Training was unable to give any CE training for well over a year, for lack of an instructor with sufficient experience;

b. The Clandestine Services, which are our only possible source of supply for such instructors, have made only one man available who would fill the bill.

FEB 11 1954
MATTHEW HAIRD

cc - Mr. [redacted]

Mr. [redacted]

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OTR/HTC:rr

Distribution:
0 and 1 - Chairman CS Training Com.
1 - DTR ✓

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On the second day Mr. [REDACTED] in his address expressed an opinion that the very nature of the Agency's work demanded more attention to the training of the intelligence officers. He cited the need for the training in CE. My question which was not acknowledged was to the effect:

Is the Office of Training providing means and facilities for an increased enrollment in the CE Course?

I wish to cite the case of the FE Division relative to the CE Course:

For the 8 Feb course we had 7 candidates but were limited to 3.
For the next course we have 12 candidates.

Sir, it would be appreciated if we had the answers or at least an acknowledgement from the moderator.

Sincerely,

[REDACTED]

FE Division