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17 February 1955

**MEMORANDUM FOR:** Chief, Regulations Control Staff, DD/c

**SUBJECT:** Statement of Organization and Functions -  
Office of Training

1. Attached hereto is a statement of responsibilities of the Director of Training which reflect recent enlargements of his functions and responsibilities as authorized by the Director of Central Intelligence.

2. This statement has been fully coordinated within the Office of Training and has my approval as representing the mission and functions of the Office of Training.

3. It is requested that you promulgate this Regulation as part of the new series of Deputy Director (Support) statements in the CIA Manual.

/s/

**MATTHEW BAIRD**  
Director of Training

**Attachment:**

Statement of Organization and Functions - OTR

OTR/LAS:mjs (16 Feb 55)

**DEFINITION:**

Orig & 2 - Addressee  
1 - DTR  
1 - C/PPS/TR  
1 - AO/TR

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ORGANIZATION  
February 1955

**ORGANIZATION AND FUNCTIONS  
OFFICE OF TRAINING**

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**1. MISSION**

The Director of Training, as the representative of the Director of Central Intelligence and the Deputy Director (Support) on all matters related to training, is responsible for the coordination, technical supervision, review and support of all Agency training activities, . He is further responsible for the development and direction of Agency training programs, and related activities as set forth below.

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**2. FUNCTIONS**

The Director of Training shall:

- a. Ascertain Agency training requirements and develop, review and coordinate plans, policies, standards and programs designed to meet such requirements.
- b. Develop and direct, within OTR installations, training programs related to:
  - (1) the skills and techniques required to carry out the specialized operational activities for which the Agency is responsible;
  - (2) the principles, objectives, and methods of producing national intelligence;
  - (3) the knowledge and understanding of the environment, peoples and languages of foreign areas, and other specialized subjects related to the intelligence, operational, administrative and support activities of the Agency;
  - (4) the executive, management and supervisory skills required to administer the Agency;

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- (5) the clerical and administrative skills required to support Agency activities;
- (6) the methods and techniques of instruction;
- (7) the indoctrination and orientation, through presentations of formal courses of instruction, of Agency and other authorized personnel, in the mission, functions, organization and procedures of the Central Intelligence Agency;
- (8) such skills and techniques other than those cited above as may be required to increase the capabilities of personnel to serve the Agency.

c.



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- d. Establish the criteria for, and assist in determining the physical facilities, personnel strength, logistic support, and budgetary provisions needed to meet the requirements of Agency training programs.
- e. Produce training publications of instructionally useful materials which convey and interpret the intelligence, operational, administrative and support doctrine of the Agency, and formulate dissemination policy governing the distribution of such training publications.
- f. Provide for Agency participation in training programs at appropriate external training facilities, governmental and private in the United States and abroad, in accordance with the applicable provisions of Public Law 110 (81st Congress, 1st Session) and such Agency policies governing their use as may be prescribed.
- g. Be responsible for the coordination, technical supervision, review and technical support of all Agency training activities in headquarters or at United States and foreign field installations of the Agency not under his immediate jurisdiction, including: review and approval of the qualifications of personnel nominated and assigned to serve as instructors or training staff officers; review and approval of all training doctrine, methods of instruction, training materials, testing, evaluation and assessment procedures to be used; headquarters coordination in planning, developing, review and inspection of training projects, programs, installations and activities; and, headquarters advice, assistance and technical support to such training activities, including on-the-job training.
- h. Provide psychological services to the Agency for operational and other purposes, including: the psychological assessment of individuals under consideration for specific duty assignments; the testing and evaluation of individual aptitudes and proficiencies, in training and other situations; and the development and application of psychological techniques and services for selection, training and operational purposes.

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- i. Direct a comprehensive program for the selection, professional training, and career preparation of Junior Officer Trainees (JOT's) in cooperation with appropriate components of the Agency.
- j. Submit periodic reports to the Director of Central Intelligence on the status of the Agency training effort.
- k. Establish the standards of performance to be met by Agency personnel in Agency training programs, and terminate the training of personnel for failure to meet prescribed standards of performance.
- l. Maintain in coordination with appropriate components of the Agency relationships with officials in Governmental and private institutions in the United States and abroad for the purpose of effective use of external training programs and for the purpose of strengthening and improving internal training programs and other related purposes.

3. ORGANIZATION

See organization chart, Figure 1.

FOR THE DIRECTOR OF CENTRAL INTELLIGENCE:

L. R. WHITE  
Deputy Director  
(Support)

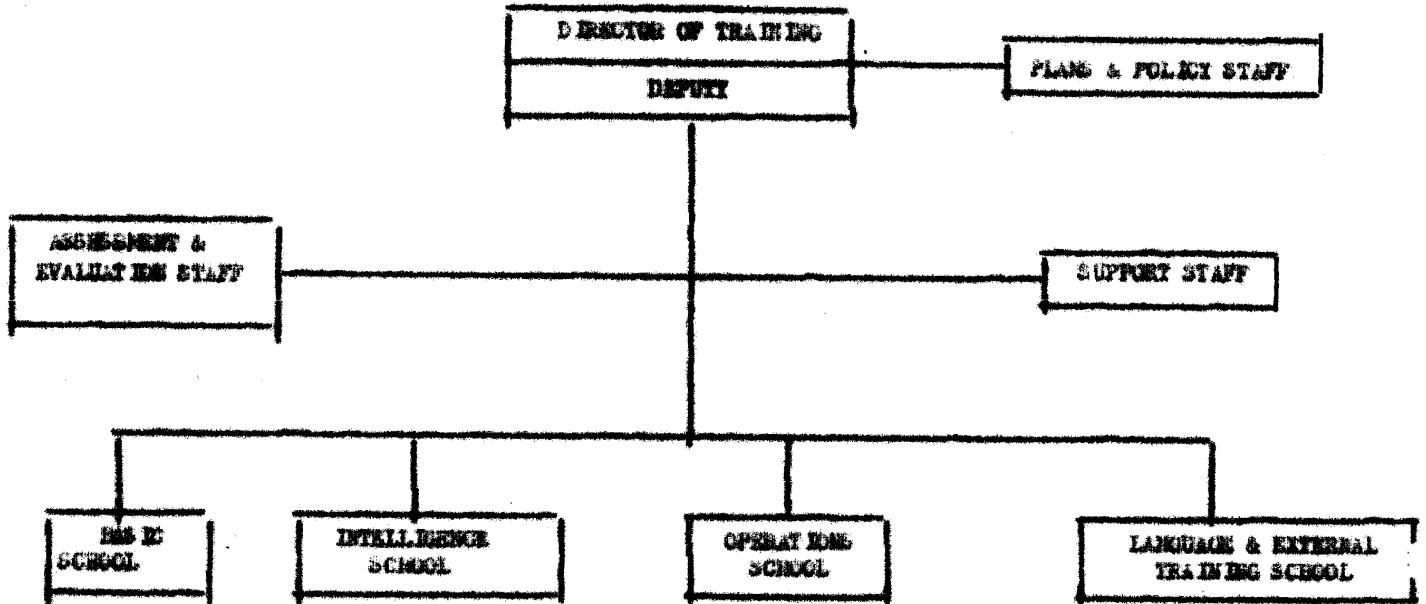
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**MEMORANDUM FOR:** Chief, Management Staff, DD/S

**SUBJECT:** Survey of Non-OTR Conducted Training Activities of the Agency

**REFERENCE:** Staff Study to DCI from DTR dtd 25 Apr 55, Subject, "Unresolved Problems of the Office of Training Problem 1: Responsibilities of the Director of Training for Non-OTR Conducted Training"

1. In accordance with the recommendation contained in paragraph 5 b. of the reference the Management Staff is directed to undertake surveys, within DD/S, DD/P and DD/I, of all headquarters and field training activities of the Agency,  which are not now conducted by the Director of Training.

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2. The purpose and objectives of these surveys is discussed in the reference in paragraph 2 b (3), 2 c, 2 d and 3 c. The Office of Training will make available to the Chief, Management Staff, a copy of the reference together with such additional reference material on this subject as may be required.

3. Since it is not feasible to conduct these surveys concurrently in view of the shortage of qualified manpower, they must therefore be conducted in succession. The composition of the teams will vary with each survey. Management Staff and Office of Training representatives will remain on the survey team until all four surveys have been completed. The DD/I, DD/S and DD/P members of the team will serve only for the duration of the survey of their respective components. In the case of the survey of non-OTR conducted training overseas, the DD/P member of the survey team will be designated by the Chief, Inspection and Review Staff, DD/P, and should in this instance serve as chairman of the survey team. The surveys should be conducted in the following order of priority: (1) DD/P, (2) Overseas, (3) DD/S and (4) DD/I.

4. The surveys shall be conducted to provide the data, where applicable, as contained in the checklist attached hereto. The checklist should be used as a guide. The objective of the survey is to

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provide the maximum amount of pertinent information about each training activity and program so that responsible recommendations can be made concerning:

- a. the current status of the Agency's training effort;
- b. how the training effort can be improved;
- c. the responsibility for direction of the training.

5. Upon completion of the surveys copies of the data together with survey team recommendations shall be provided to the Chief, Management Staff, and to the Director of Training for their review, analysis and recommendation to the Deputy Director (Support) through the Deputy Director concerned.

6. The survey team chiefs will submit monthly progress reports on the status of the survey to the Chief, Management Staff, and to the Director of Training.

LAWRENCE I. WHITE  
Deputy Director (Support)

Attachment:  
Checklist

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