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13 July 1967

MEMORANDUM FOR THE RECORD

SUBJECT: Comments on Chiefs of Station Seminar No. 11

REFERENCE: Course Report/Chiefs of Station Seminar No. 10,
4 May 1967

I. Introduction

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1. The eleventh running of the Chiefs of Station Seminar (19 - 30 June 1967) was unique in that it had a guest chief instructor to direct it. [redacted] the last person to occupy the position on a regular basis, rotated back to the Clandestine Services before a successor could be made available. A temporary arrangement was devised to handle the contingency: [redacted] SB Division, recently returned from [redacted] where he had been chief of station, was loaned to OTR for this one running of the Seminar. Since he was previously committed to attend the SB Operations Course for the two weeks immediately preceding the Seminar, pre-course preparations were made by the undersigned who also attended the sessions themselves and functioned as an assistant to [redacted] 9a. The general skeleton of the Seminar was fashioned by Mr. [redacted] 9a before his departure, and he also briefed [redacted] and the undersigned on course management and conduct. A departure in form from previous runnings of the Seminar was also the manner of lining up the speakers. It had been 25X1A9a [redacted] custom to call on each one well in advance and to brief them on what and how he wanted subjects handled. In view of the undersigned's other job functions and the involvement of [redacted] in the SB Operations Course, it was impossible to attend completely to the personalized form of extending invitations to guest speakers. This proved not to be a serious 25X1A9a problem since most of the persons concerned had taken part in earlier

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seminars and needed little briefing that could not be given on the telephone. Also they were sympathetic to the problem and unusually cooperative in adjusting their schedules to meet ours. What could have been an awkward situation fortunately did not materialize. There remains, of course, the matter of follow-up. In a few instances, speakers went off the track, or otherwise did not quite hit the mark. They should be called on and helped to improve their performance if it is intended to ask them to talk in future sessions. It would not seem appropriate to request [REDACTED] to do this because he will not have a responsibility for such sessions. Probably the best way to take care of the matter is for the undersigned to see these individuals in company with the next chief instructor, who will no doubt want to talk with them in any case. Reference to past performances can be made at that time.

II. Highlights

2. A few specific points may be mentioned as significant and distinguishing in regard to COS Seminar No. 11. First, [REDACTED] was unusually effective in his role as chief instructor. Under very difficult circumstances he handled his job like a real pro. He welded the group together most adroitly; he smoothed out administrative problems with a calm ease; and he used his own considerable operational knowledge with purpose and effect. It is unfortunate that he cannot fill the chief instructor's role on a permanent basis.

3. A second point concerns the class members themselves. They were an impressive group--interested, vocal, animated, and clear in their minds that they had much to learn. The result was that with very few exceptions each hour of the course was useful and stimulating to both speaker and student.

4. A third point concerns the exceptions. A few of the speakers failed to appreciate the "seminar" concept we were trying to achieve. Some tended to present formal lectures, and the impression was created that these officers had a regular spiel they would give almost indiscriminately in the several courses they were assumed (correctly) to address. COS Seminar students tend to feel (again correctly) that they are a special group with particular needs and problems and that a talk in the course qualifies only if it is specifically aimed at such needs and problems. And

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even then they seem to want to talk these over and are less interested in being talked at. The remedial action here is somehow to get through to all the speakers (fortunately most are clear on the point) that what they have to say to the CSR, Midcareer, etc. courses is not what they should say to the COS Seminar--at least certainly not in the exact same form.

5. Another point concerns the additional amount of time given in this course to individual student presentations. The pattern seems well set now, and there is little doubt but that contributions, usually informally given, by the students themselves have a distinct value. Some of those given in the recently completed seminar were exceedingly interesting and very well given. For example, the officer in the [redacted] station initially responsible for handling [redacted] was a member of the class and provided an interesting insight into that particular case. Another member of the class provided a case study on a highly sensitive operation in [redacted] which was useful from the point of view of illustrating problems in dealing with high level agents in underdeveloped areas of the world. But perhaps the single most useful individual presentation was that given by [redacted] who was soon to become [redacted]. He spoke from the point of view of having been a ranking support officer in three divisions. He provided what seemed to be an endless stream of very useful tips for COS's to follow in their administrative relationships with Headquarters. The students in the class found his initial presentation of sufficient value to request that another period be set aside for him to continue his remarks. Many of them spoke after the course to suggest that the guidance a senior support person in a Division can give to outgoing COS's ought to be a regularized aspect of the COS Seminar.

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6. A final point in this tally of highlights concerns the portion of the course held at [redacted]. As we know from [redacted] observations, he felt that the [redacted] phase was extremely valuable and should, if possible, be continued. I would like to underscore that position. There is no doubt whatsoever but that the worth of the course is greatly enhanced by the informality and relative remoteness of the excellent facilities provided at [redacted]. It is interesting that in almost every single instance the students quietly objected to the prospect of going to [redacted] for four days. Within a matter of a very few hours no more grumbling was heard. On the contrary, there seemed little doubt but that

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25X1A6b all class members liked being at [REDACTED] By the time the sessions there were completed, all members of the class, I think it is fair to say, were strong converts to the concept. Most of them said they wished that they could return after the weekend for further sessions at the facility, and at the end of the course all recommended that future runnings have a

25X1A6b portion of the course held at [REDACTED] In discussing this subject with them informally, I referred to the objections to holding it at [REDACTED] 6b namely, the rather expensive investment in time required of senior CS officers to come so far to make their presentations. The response was usually that in view of the importance of the functions that these future COS's would perform, the investment would seem to be entirely worthwhile, that after all, if the training was as useful as it demonstrably was, the Agency will be well repaid by having better trained senior representatives abroad. The point seems valid that if we train junior officers with care and at considerable expense, certainly we should not stint on the training of those very individuals who will be ultimately responsible for directing the activities of junior officers in the field.

III. Discussion and Recommendations

7. A few changes were made in Seminar No. 11, principally the dropping of some talks given in Seminar No. 10. This was necessary to provide the additional time spent at [REDACTED] but in several cases 25X1A6b subjects were eliminated since they were deemed non-essential. For example, the "Background briefing on CIA" which had been given once before was not considered particularly useful to the purpose of the Seminar and was therefore discontinued. Two personnel problem discussions (drinking and pregnancy) were eliminated, mainly due to the time factor; however, the subjects as such came up in a number of other discussions and regularly scheduled presentations. Thus, it would seem that the formal scheduling of these topics for the future is not essential. In the past, it was customary to schedule a briefing on the [REDACTED]

25X1A8b [REDACTED] This was eliminated because of insufficient time. Future 25X1A8b planning should probably provide for the restoration of that session. Another topic not appearing in this course was that on the [REDACTED]

25X1C8a [REDACTED] This had never been judged to have unusual merit, and its absence from this schedule was not a serious loss.

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8. There were no new subjects added to the course schedule for this running, although we did provide additional time for student presentations as noted above. The experiment, I think, proved worthwhile and should be continued in the future.

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9. Note should be taken here of recommendations made in the course report dated 4 May and written at the conclusion of Seminar No. 10 (see paragraph 3). Mr. [redacted] had strongly recommended holding a part of the course at [redacted]. As indicated, this was done. Regarding the point that more free time be made available in the course for reading, discussion, and out-processing, I think we did accomplish a bit more ventilation in the recently completed Seminar than in previous courses. However, it might do well to follow up on suggestions made by several of the students. These generally took the line that we should try to have a two-hour free period in the middle of the day which would accommodate lunch and sufficient time for reading and the ever present problem of out-processing. This might be feasible and should be looked into in the future. As for the recommendation that questions for the DDP be collected later in the course than they had previously been, we did follow up on that with no particular problems involved. We frankly did not think the questions themselves were particularly penetrating, but they served a purpose.

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10. The suggestion that the course provide for additional [redacted] histories was followed up by asking [redacted] to present not only the [redacted]. Actually, this was not only a response to the earlier suggestion, but was also efficient use of a particular time in the schedule at [redacted]. The scheduling, it would have been difficult to [redacted] to speak. The sessions were a great success. In response to Mr. [redacted] on that we should provide for an ambassador to address the Seminar, we did make the attempt. Ralph A. Dungan, Ambassador to Chile, was asked by Mr. [redacted] to talk to the students. He indicated his interest in doing so but said his schedule would not permit. What he did not say was that he was about to resign from the Foreign Service and that presumably this would have precluded his taking part in the Seminar in any event.

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11. In Mr. [redacted] last course report he noted the suggestion of a student that a limited number of CS officers might be asked to audit selected portions of the course. Mr. [redacted] endorsed the idea. We did not follow

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through in Seminar No. 11, mainly because time did not permit to make necessary arrangements. As a matter of fact, it seems to me that there is some doubt as to the merit of the suggestion. I say this because in the one or two instances when guests audited a particular lecture, some of the class members expressed their displeasure to me. They felt that the presence of auditors, in some cases not known to them, was a disturbing and inhibiting factor.

25X1A9a 12. Again because of the time factor, we were not able to follow up on the suggestion that Mr. [REDACTED] endorsed to set up a panel of branch chiefs to discuss problems of Headquarters/Field relationships. We will mothball this proposal until a new chief instructor has had an opportunity to test it. Concerning the suggestion that we list guest speakers' titles in those instances where they had been chiefs of station (there had been some omissions in previous course schedules), we came within an inch of total success, failing in only one instance to note a speaker's former position.

IV. Conclusion

25X1A9a 13. This informal report has not been written in conjunction with [REDACTED] who will submit a formal course report. The decision to write separately is based on the possible gains from two viewpoints. The two together should constitute a fair record of Seminar No. 11. Not incorporated here is a compilation of student suggestions as made in their critiques. None is so unusual as to warrant quoting here. They will remain on file, however, for the benefit of the next chief instructor. But mention should at least be made at this time of the proposal made orally by several persons, namely, that some effort be made to segment the course into sections to avoid the apparent piecemeal presentation of subjects. Thus, all talks and sessions having to do with security would flow in sequence, all on relationships with the Department of State and other government elements, all on specific operational subjects, all on the managerial role of the COS, etc.--in groupings instead of the present dispersal throughout the course. Whether or not this would be possible and desirable is something to be considered in the near future.

[REDACTED]
Acting Chief, Operations School

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