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AGENDA

Clandestine Services Training Board

Meeting #3 - 8 June 1965

1. Minutes of Meeting #2
2. Training Guidance Memos  
(Drafts attached)
3. Two Year JOT Training  
(Mr. Baird's statement and TSD memo attached)



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5. Basic PM Course  
Status Report on Revision
6. Evaluation of JOTs  
Refer to para 7b minutes of meeting #2  
and attached memo, same subject.

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25 May 1965

MINUTES

CLANDESTINE SERVICES TRAINING BOARD

Meeting No. 2 - 25 January 1965

Present:

Mr. Matthew Baird, Chairman

[Redacted Name]

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Member  
Member  
Member and

Executive Secretary

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1. The second meeting of the Clandestine Services Training Board convened at 1430 hours 25 January 1965 in Room 3 C 28, Headquarters Building.

2. The minutes of the previous meeting were read and approved with the following correction: The last sentence of paragraph 4 was changed to read "...at which time 6 months of full time language training should be prescribed...".

3. The Executive Secretary reported to the Board on conversation with ADDP relating to the means by which Board decisions, conclusions or recommendations might be published. It was the ADDP suggestion that a series of notices or training guidances be circulated for the information of CS components. After some discussion of the effectiveness of this method of establishing training standards, the Board reserved opinion. The Executive Secretary was requested to prepare drafts of the proposed issuances and circulate these drafts for Board member comments.

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4. Copies of the [Redacted] proposal for revision of the Basic PM Course were distributed to the Board members. (Refer para 3 of minutes, meeting #1). Mr. Baird reported that conversations had taken place between [Redacted] and OTR representatives and that few differences existed. The [Redacted] proposal will be forwarded to the DTR for further study and discussion at the next meeting of the Board.

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5. Copies of a proposal for a CS Counterintelligence [Redacted] Course had been previously distributed to the members. After discussion, the Board agreed to approve in principle the establishment of such a training course, the details to be worked out by representatives of the OTR, the CI Staff and the DDP/TRO. Certain salient points were made

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in discussion - (a) that [ ] is an intelligence tool not limited to counterintelligence activities, (b) a competent Chief Instructor should be assigned, and (c) during CY 1965 three presentations of the course would be the maximum feasible number.

6. The Board reviewed and discussed the ADDP proposal for a two-year Junior Officer Training Program. Mr. Baird proposed a different version of the expanded training for JOTs, emphasizing that he had no objection to the additional time devoted to training and was agreeable to retaining JOTs on OTR rolls for 24 months. Pointing out that the British have long used the pattern of formal training interspersed with on-the-job training, Mr. Baird suggested the following JOT chronology. (Copy attached)

7. New business -

a. The Executive Secretary invited the attention of the Board to a memorandum from DC/EE Division to DDP/TRO concerning the conduct of interviews by senior CS officers with JOT candidates. The DC/EE recommended that such interviews be conducted in camera, that is, without the presence of a JOTP representative. After discussion, it was agreed that such a procedure was not feasible, based primarily on the necessity for the JOTP to be aware of all conversations with or commitments made to the candidate.

b. Mr. Baird reported that the Operations School faculty believed they were prohibited from "flunking" any JOTs in the Operations Course. The Board disagreed with this attitude and commissioned the Executive Secretary to discuss this matter with the ADDP in order to establish a CS position concerning rating and evaluation of Operations Course students.

8. The meeting adjourned at 1550 hours.

[ ]

Executive Secretary,  
Clandestine Services Training Board

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Training Guidance Memo #2

SUBJECT: Management Training of CS Officers

1. Concern has been expressed by senior officials of the Agency concerning the efficient management of Agency assets, be they men, money or materiel. A reflection of this interest has been the development of the Senior Management Seminar presented three times during FY 1965 and attended by over 100 senior officers from all components of the Agency.

25X9 2. Knowledge of management techniques should not be limited to senior officers but is required of middle-grade officers as well. A recent survey of training records of all GS-13 officers in the Clandestine Services revealed that, of the  total, only 48 had been exposed to management training. Review of the records of middle-grade officers of the CS in connection with the Mid Career Training Program provides an excellent vehicle for determining the desirability of management training, among other courses of instruction, for these officers. Such training should be scheduled for middle-grade officers who may assume positions of COS, DCOS, or COB overseas and Branch Chief or above at Headquarters immediately upon assignment to such positions.

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[redacted] h  
26 May 1965

Training Guidance Memo #3

SUBJECT: Language Training of Junior Officers

1. A useable fluency in at least one foreign language is important to the CS officer in conducting operations. Recent emphasis placed by [redacted]

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[redacted]

Increasing attention is being given to language capability or aptitude in the selection of young officers for the Career Training Program. Acquiring an acceptable level of proficiency in a foreign language, however, requires planning by supervisors and application by the student.

2. Under normal circumstances a Career Trainee (CT), formerly known as a JOT, will undergo eleven months of training before being assigned to the Clandestine Services. During that period, facilities are available for the young officer to maintain a level of competence in a foreign language but rarely is the time available to increase that fluency. Upon assignment to a CS desk, much is to be learned by the neophyte concerning Headquarters procedures in support of field operations. Language training, at this time, has limited profit. At the end of this year of on-the-job training, the junior officer

should begin preparing for a tour overseas. At this time, intensive language training should be scheduled. Where possible, six months full time language training should be the rule. This determination is based upon previous experience which shows that full time application produces results far exceeding that of any part time application.

3. Addressees are requested to apply these standards in appropriate cases .

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Training Guidance Memo #4

SUBJECT: Clandestine Service Name Check Training

1. The progress made in improving the CS records system has led to many innovations in the procedures for recovery of information. Exploitation of such a sophisticated records system requires a high level of proficiency and specialized knowledge. The management and exploitation of the CS Records System are responsibilities which every officer must share and which can be discharged effectively only by fully trained personnel. There are, in fact, few things more important to the CS officers than a full understanding of all major aspects of CS records management, and complete competence in records exploitation. With due regard to operational demands it must be emphasized that formal training of senior as well as junior personnel is clearly essential.

2. It is expected that supervisors and Training Officers, in conjunction with their Records Management Officers, will take the measures necessary to assure systematic training of CS personnel engaged in performing or supervising name checking operations.

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Baird Statement

I am not opposed to keeping JOTs on OTR rolls for 24 or 36 months or longer.

I am not opposed to a 24-month or longer training program.

But I am opposed to a continuous 24-month formal training program because:

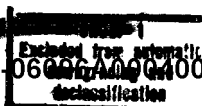
1. Such a program will disaffect at outset and during many eager beaver excellent CS prospects.
2. Many of best young CS prospects have had nothing but training-school, college, grad-college, military and are fed up with formal training.
3. The best CS prospects want to get on with job; (the security-of employment seekers, i.e. the run-of-mill JOTs will accept unenthusiastically.)

I am heartily in favor of a combination on-the-job and formal courses training program of any required duration because:

1. Antioch College system is soundest method of education.
2. Most meaningful training is to CS internal JOTs , next most meaningful training JOTs who have spent 3 or more months on a CS desk, least meaningful training is to brand new EODs.
3. Combination program offers for more accurate screening mechanism. Misfits can be weeded out sooner; remainder can be more effectively assigned to appropriate spots.

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An ideal training program could consist of:

First year

1. A 4-month Course for all CIA JOTs to include something like present 10 weeks Introd. Hqtrs JOT course and like present 6 weeks OFC.
2. The 17 weeks PM Course for CS JOTs  
TOTAL - 34 weeks or 8½ months
3. 3½ months minimum on the desk training.

Second year

4. An agent-handling Operations Course of approx. 12 weeks
5. A combination of on-the-desk and lang. & area training pertinent to an overseas assignment of 9 months.  
TOTAL - first and second years 24 months

Third and fourth year

6. Immediate 2 year overseas junior case officer assignment

Fifth year

7. Return to Hqts. and resume appropriate formal training to include such courses as:  
TSD skills courses  
CI Ops Course  
CA Ops Course

Lang refresher course

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TOTAL - 6 to 9 to 12 months

8. Second overseas tour if appropriate and
9. permanent assignment to CS.

BPAM will probably object.

"Ideal" program will require strong "front office" management control and good planning.

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At any time in 5 year Program failure to meet standards will be cause for forced resignation - at least from CS "Ideal" program.

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TRNG Memo #65-19  
15 March 1965

MEMORANDUM FOR: DDP/TRO  
THROUGH : Chief, TSD  
SUBJECT : Proposed TSD Training of JOTs Assigned to the DDP

1. The succeeding information stems from a survey which the Clandestine Services Training Advisory Board was directed to make by the ADDP related to the extension of the current JOT training program from one to two years. Of immediate interest and concern to TSD is the inclusion of TSD training within the framework of such extension.

2. As background material, the subject was first brought to the undersigned's attention during a meeting with the DDP/TRO on 16 December. At that time, the DDP/TRO indicated that such extension of the JOT training would be explored and that C/TSD would be apprised of same in the near future because the extension may include TSD participation. The matter immediately was reported to C/TSD in memo form. Subsequent to the latter, C/TSD was also informed by the ADDP that consideration is being given to the extension of the JOT training program and that the parties concerned would be asked to indicate what such an extension would mean in terms of feasibility, as well as in terms of manpower, funds, facilities and material.

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3. Pursuant to the preceding, the undersigned met with [redacted] Deputy Director of Training, on 1 February 1965, and with [redacted] on 3 February 1965, for purposes of discussing the extended JOT training program. During these conversations, mention was made that the extension currently under consideration envisages the inclusion of the following training within the proposed two year schedule for JOTs assigned to the DDP:

Operational Training: 27 weeks  
Paramilitary Training: 17 weeks  
CI/FI/CA Training: 6-9 weeks  
Headquarters Desk Training: 3-4 months  
TSD Training: As much time as required but not  
to exceed 6-9 weeks  
Language Training: 6 months

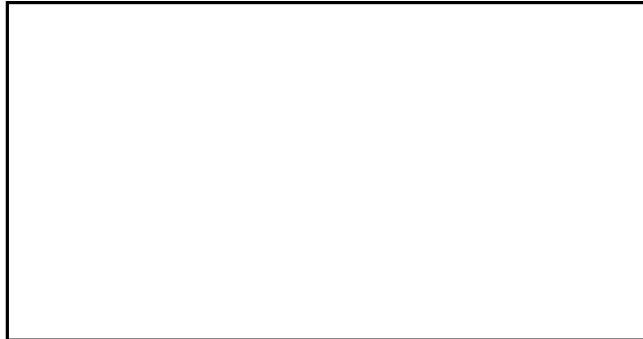
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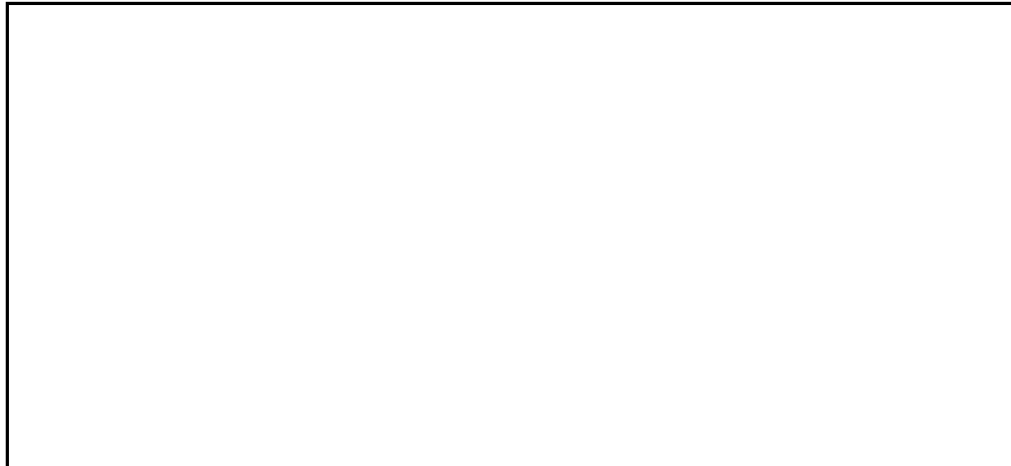
4. As currently envisaged, approximately 45 DDP assigned JOTs would require the TSD training every six months. Thought is currently being given to the scheduling of such TSD training to take place during the second year of the two year program.

5. Related specifically to the TSD training, our present facilities are such that we can accommodate the following number of students per each regular running of the following courses of instruction:



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6. Related to technical training for the DDP assigned JOTs, it is deemed advisable that TSD focus its attentions upon subject matter which, most likely, would prove to be of greatest immediate value and need to such JOTs. Therefore, it is recommended that the TSD portion of such training include the following subject matter:



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In all, the training which is being recommended will entail approximately 23 work days. The training could be arranged so as not to conflict with other training requirements and, with an assist along logistical lines (provision of bus transportation), in all probability can be provided in TSD's present training facilities and handled by personnel presently assigned to TSD/Training.

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7. In our opinion, the training which is being recommended would be useful, as well as timely. Related to timeliness, for example, it is our feeling that it would not be appropriate to expose the new JOT to the present three week audio management course since, in all probability, the average JOT will not be immediately involved in the planning and management of audio operations. For this reason, we feel that it would be sufficient to supplement the audio training currently being received by the JOT during the Operations Course at [redacted] with specialized lectures and discussions related to the role of the area divisions, the FI Staff, the CI Staff and TSD vis-a-vis audio operations; a familiarization with currently available audio equipment (equipment display); a discussion of problems encountered in the planning and implementation of audio operations; unilateral versus bilateral operations (audio); and case officer and audio tech responsibilities related to audio operations.

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8. Related to photography, the undersigned has been conducting a random survey of graduate JOTs in an attempt to determine the amount of photo training, which is provided during the Ops course at [redacted] is retained by the JOT. The results, although inconclusive, reveal that a minority of an average JOT group undergoing ops training at [redacted] appear to retain a good deal of what they have been taught about photography. This is accomplished by devoting as many extra hours in the photo lab as is possible, mostly at night or on the weekends. The majority of such groups, either because they don't have the time available or for other reasons, appear to retain considerably less. Therefore, recognizing the fact that photo has always represented an excellent intelligence collection media, as well as an intelligence tool, and since photo can prove to be of considerable value to a new as well as the experienced ops officer, it may prove of extreme value to provide the JOT with about two weeks of photo training. Such training would include the use of three types of 35mm cameras, the use of an exposure meter, telephoto lenses, document copy equipment (including sub-miniature cameras), concealed camera techniques, film development and print processing.

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*Strongly agree*

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9. Related to secret writing and [redacted], in view of the minimal likelihood that the JOT will be involved in such activities, the past exposure to these subjects which the JOTs receive during the Ops Course would be supplemented by pertinent discussions related to this subject matter. Such discussions would not exceed one day for each of the two subjects. Such presentations could be provided to larger groups (15) at a time.

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