

1 July 1966

MEMORANDUM FOR: Director of Medical Services

SUBJECT : Committee on Alcoholism

1. On 13 May 1966 the Committee met with [REDACTED] of the Support School of the Office of Training. The purpose of this meeting was to discuss with [REDACTED] the suggestions that the Office of Training might have for educating supervisors concerning problems of alcohol within the Agency. [REDACTED] pointed out that there are four areas within his purview in which courses are now being given which might serve as vehicles:

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- A. The Support Course for Career Trainees
- B. The Chief of Station Seminar
- C. Management Training
(Broken down into courses for supervisors, middle level supervisors and senior supervisors.)
- D. Mid-Career Training Course

In the first two courses the problem of alcohol arising in a secretary in a small overseas station is presented in the form of a skit in which class members participate. In the Management Training and Mid-Career Courses there is no specific mention of alcohol as such, although in the Mid-Career Course the matter may arise in the course of the various discussions which are held. [REDACTED] pointed out that the Support School's program is designed around small classes and would require time in order to reach any significant proportion of the Agency population. [REDACTED] suggested that the Committee might send an observer to form impressions about the conduct of one of the ongoing courses with respect to the manner in which the problem of alcohol is dealt with.

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2. At the meeting of the Committee on 20 May it was agreed that [REDACTED] would request [REDACTED] to attend the Career Training Support Course on Thursday, 2 June. [REDACTED] would report on his impressions to the Committee.

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3. On 10 June [REDACTED] presented the members of the Committee with his impressions of the manner in which the problem of alcohol had been approached in the Career Training Course on 2 June. While the movie concerning the effects of alcohol upon behavior was stimulating, there was no discussion or critique. "The Watkins Case" was then presented. The students had previously been provided with information concerning the details of a secretary at a small overseas station who had been drinking progressively more intensely. The secretary was played by a female employee who was experienced in presenting this role. A series of four Career Trainees took 15-minute parts in succession as the Chief Support Officer discussing the matter of the secretary's conduct. The individual Trainee varied in his approach. Subsequently, the approaches were discussed and many questions were raised by the students, including the responsibility of the Agency, the responsibility of the employee, and the nature of the cable traffic to Headquarters. [REDACTED] of the office of the DDS served as the moderator of the critique.

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4. It was the opinion of the Committee that it would be useful if the film and "The Watkins Case" were to be discussed in the framework of a Medical, Security, Personnel Panel presentation. The skit presentation of a live problem utilizing role participation by the students seemed to be a useful device. Points which the medical representative on the Panel might make to the students could include:

- A. Factual information concerning the early signs of alcoholism and the importance of serious consideration of such behavior as lateness, early departure, and absenteeism.
- B. Supervisors suspecting alcoholic excess are better able to deal with the problem after it has been considered with a trained individual who has some ability to view the situation objectively.
- C. Facilities for advice to supervisors exist in the Medical Office.
- D. The supervisor is not making a diagnosis when he discusses a problem concerning alcohol with the Medical Office.

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5. A measured, deliberate approach to the problem would seem to be a reasonable method of educating Agency employees about this matter. Such a course of action might include the extension of the attention given to alcohol to the middle and senior levels of the Management Training Course and to the Mid-Career Training Course offered by the Support School of the Office of Training.

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Chief, Psychiatric Staff
Chairman, Committee on Alcoholism

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7 FEB 1966

1. Introduction

- a. The uses of alcohol
- b. Possible problem areas
- c. The problem drinker

2. Manifestations of the Problem Drinker in the Agency

- a. Difficult management cases
 - b. Retirement cases
 - c. Fitness-for-Duty cases
 - d. Cases of secondary illness
- } increasing
incidence

3. Formation of Ad Hoc Medical Study Group

- a. Study of incidence
- b. Study of existing organizational programs
- c. Consideration of problem drinking characteristics
- d. Evolved concept of Agency action

4. Factors Relating to Proposed Agency Action

- a. General Basic Characteristics of Chronic Misuse
 - (1) Progressive compulsion to drink
 - (2) Use of denial
 - (3) Social tolerance or cover up
- b. Characteristics of Agency Use
 - (1) Social usage
 - (2) Diplomatic exchange
 - (3) Tradecraft
 - (4) Availability

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c. Official Agency Attitude

- (1) Code of conduct

5. Suggested Action - Agency Program

- a. Policy reaffirmation
- b. Fixing of responsibility - supervisory level
- c. Establishment of counseling service
- d. Educational efforts

OMS/JRTietjen:jv (7 Feb 66)

This outline was used by D/MS for briefing on Alcoholism to be held Tuesday, 8 February 1966, at 1000, in the DCI Conference Room with the following Agency officials in attendance:

- (1) Executive Director-Comptroller
- (2) DD/S
- (3) DD/I
- (4) DD/P
- (5) DDS&T
- (6) General Counsel
- (7) Inspector General
- (8) Director of Personnel
- (9) D/MS

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