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15 February 1966

MINUTES OF OTR STAFF MEETING, 14 February 1966

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1. [redacted] distributed a tentative outline of our narrative submissions for the Program Call. It had to be in today. Preliminary review with the DDS office indicates that we are pretty much on target.

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2. Reorganization in the DDI -- [redacted] will be the Assistant DD/I. Paul Borel will act on intelligence support and reporting. Borel will be in charge of OCR, CGS, [redacted] and DCS. There will be a notice out this week on it, effective 1 March.

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3. [redacted] announced that some 5 1/2 to 6 weeks before the next CT class starts, we are ahead of where we were in the January class. We have 18 externals for sure; 20 more are needed. [redacted] attributes this gain to additional pressure along the line, including

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taking the list of names over to [redacted] stated that the tentative personnel ceiling does not raise the CTs. We still have John Clarke's memorandum to fall back on.

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4. On Friday, 11 February, Mr. Richardson talked with Col. White and raised the question of tying our management training in a little bit more lifelike way with Agency management. It was felt that someone like [redacted] should be attached to Col. White's staff. Col. White was very sympathetic to this and saw no reason why we should not do that. He called John Clarke on Friday who liked the idea. [redacted] is to get in touch with John Clarke and lay it on. Mr. Richardson suggested about a year's attachment to Clarke's staff. Col. White thought about 6 months would be suitable or longer if necessary. What White had in mind was the desirability of rotation for other members of the training faculty. This will mean that we ought to go forward with finding another man or two for management training because Roy will be out. This and [redacted] Staff should have a high priority. Mr. Richardson would like to have Bob

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[redacted] get in touch with John Clarke today. Mr. Richardson thinks Clarke will be very flexible in how Roy fits into the job. Col. White felt that one part of Clarke's shop [redacted] would be particularly useful.

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5. Mr. Richardson also talked about Mr. Helms's interest in area training. Mr. Helms is very highly exercised about this. At this meeting with Col. White were Jack Smith, Emmett Echols, Bob Bannerman, [redacted] and the DTR. The meeting resulted from the Director's concern over that fact that there are quite a number of DDI country specialists who have not been in the country they handle.

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The Director is casting about for some way in which more of the DDI country specialists and country briefers can spend a year or two on a regular tour in the country they are responsible for. Jack Smith is preparing a study on DDI officers. Col. White is inclined toward officers who have been out of the CT Program for a few years, already known to be stable and established. Mr. Richardson thinks this indicates a choice of men probably between the ages of 28 and 35. Jack Smith thought that the young officers could, as they have before, function as reports officers at DDP stations. [REDACTED] was silent throughout the proceedings. Mr. Richardson mentioned these officers might be useful in [REDACTED] [REDACTED] remained silent.

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6. The problem of DDI officers' help in analyses was also brought up. Mr. Richardson does not know how many officers will be involved in this. Dick Helms is much in favor of such a use of DDI officers.

7. Mr. Richardson is planning a trip to [REDACTED] 22 February and returning Friday, 25 February. This weekend he is going to [REDACTED] regarding the Studies in Intelligence.

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8. [REDACTED] said the paper on the CT Program has been scrapped.

9. Mr. Richardson would like to emphasize something that Mr. Baird emphasized without success. That the Studies in Intelligence Staff regard the Office of Training as potentially the largest goldmine for contribution to the Studies. He assured them that this message has been carried on. They feel that OTR leadership has not shown enough interest in making contributions. Mr. Richardson asked that each School or Faculty Chief consider the men working on his staff and take some initiative of discovering whether there is an article in one man or another that could be brought forth. They are interested in matters relating to classical intelligence, also in modern scientific intelligence -- not interested in paramilitary, in something that could appear in any journal. At any rate it must belong to the center of intelligence business. [REDACTED] mentioned that from time to time some very good papers come from the various senior schools, i. e. National War College, which require that papers be written. These might bear looking into. Mr. Richardson said they looked over papers produced by CTs but have not found any sufficiently useful for publication.

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10. DDS Staff Meeting

a. Emmett Echols asked that all Officers and Chiefs give early advice on potential resignations. He thought this was particularly applicable, but not limited, to the midcareer area. Occasionally, when officers begin to feel frustrated -- not going anywhere -- he thought that if he knew early enough that someone was unhappy that perhaps a potential resigner could be salvaged. Personnel officers should flash an alert on people who intend leaving.

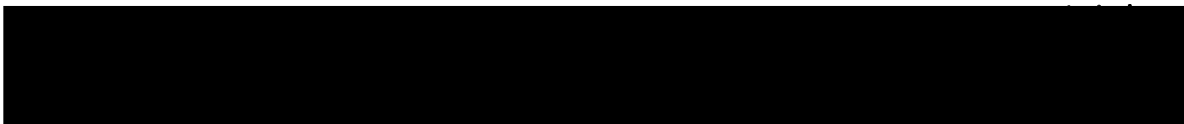
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b. [REDACTED] is looking after the integration problem. As you know DDS will start off with about a 3-hour briefing for the other three Directorates, Directorate by Directorate. Somebody thought it might be a good idea to tape these briefings, DDI, DDS&T, and DDP, as background material for our orientation work.

c. There is some change in the Agency feeling on contacts with the press. We don't have to be as rigid as we were; maybe favorable contacts with the press are a good thing after all and may help the Agency image. Therefore, we don't have to be quite as shy as previously. The contacts should still be reported. There are two caveats (1) we don't drop all sense of direction -- run out and embrace the press, and (2) we should continue to say the right thing about the Agency. We are still enjoined to avoid criticism of the Agency; also cautioned to avoid comments in jest which the outside might take the wrong way -- not to joke too much about the Agency.

d. Mr. Helms has been chatting with the Deputy Under Secretary of State Crockett who appears to be well impressed with the Agency and has asked what State can do for us. All Offices and Divisions of the Agency were asked by Helms to provide a list of support State can render us.

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f. Helms has signed the language training policy paper and Bannerman has a memorandum out asking for OTR's plans for monitoring and "honchoing" language training. It was hoped we can make a presentation next Tuesday. [REDACTED] can make it and [REDACTED] can join him. The policy in essence makes the Office of Training the single most important office in carrying out the Agency's language policy. [REDACTED] stated that if we survive for the next year we might make it. Mr. Richardson expressed a little dismay at one provision in the policy; that CTs will not be transferred from our rolls

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to the DDP, until they have an elementary knowledge of a language. This will keep them on our rolls for at least another 4 months. Mr. Richardson thinks we might have to do something about CTs who have had 45 weeks of training and then come up for another 4 months. This also bothers [REDACTED] said it also raises another question, whether any time can be salvaged from the present program, for example, the name check. Mr. Richardson said there is no give in the present program. We could carry them on a budgetary basis. We are enthusiastic about language training. [REDACTED] asked what happened to the two-year program. Mr. Richardson said that [REDACTED] has laid on a meeting with FitzGerald and [REDACTED] for this coming Friday. Mr. Richardson asked [REDACTED] to attend -- there are a number of joint matters between OTR and DDP of interest. Question of attachment to the desk for two or three months. Bob [REDACTED] is concerned about the method of timing. It might be useful to look back on the last graduating class to see how many of them had to take further language training. [REDACTED] suggested the present class -- to see how many of them would have to go into this training before they go to the DDP. Mr. Richardson did not see this paper before it was in the final form. He does not think that committee was powerful enough to override the exceptions, that committee should not have smothered exceptions. He may have seen the final form but does not recall seeing it. He asked if anything had been done about his dissent. [REDACTED] said he believes [REDACTED] has evidence that Mr. Richardson did see it. Mr. Richardson does not. In the future, to safeguard himself he will have to write things down for the record. [REDACTED] said we should get the paper and check the cover sheet. Possibly as many as 25% or more CTs would not qualify as having elementary language competence. [REDACTED] said it will not run that high. Mr. Richardson asked [REDACTED] how long it would take a person to acquire elementary knowledge from scratch. [REDACTED] replied it should not take more than 3 or 4 months for a soft language. Mr. Richardson said they should watch this and have the present class analyzed to determine how many will need additional training.

11. DDP Meeting

a. It was announced that former Ambassador George Venable Allen was appointed to be head of the FSI. This was confirmed by Ambassador Kidder. State Department is going to "beef-up" the FSI. Allen was Ambassador in India, Yugoslavia, possibly Iran, and Greece and Assistant Secretary of State for the Near East around 53-55.

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b. Henry Koren has been made Coordinator for US Government response to published announcements against CIA. Former ambassador to Brazzaville, now with Tom Hughes, Bureau of Intelligence and Research. Primarily liaison contact between the Bureau of Intelligence and Research and the DDP, point of contact to be through DDP. Mr. Richardson worked with Koren in the Philippines. He is very friendly to the Agency; a good personal friend of Mr. Richardson.

c. FitzGerald urges additional think-pieces of Chiefs of Station. He pointed out they are particularly useful to the DDP Desks. Referred again to the weekly meeting with the DDI regarding trouble spots in the world. The DD/I will submit his memorandum to the DD/P when DD/I thinks reporting on an area is not adequate. He mentioned a memorandum from the Director commending employees' attendance during the snow.

d. Integration of Directorates -- [REDACTED] is handling it for the DDP. 25X1A

25X1A 12. CS Requirement of additional employees for FY 66 and 67 -- [REDACTED] will be in charge and will use a small number of DDP officers for recruiting. [REDACTED] are working on it jointly. They will be calling on certain people in the DDP. 25X1A

25X1A 13. [REDACTED] mentioned the new budget personnel levy. What we will do with 3 positions instead of 17 positions. [REDACTED] has one vacant position right now; it won't affect him. We ought to give the slots where the priorities are. We have been able to stay within our ceiling over the last year. The rotation will have a lot to do with whether we can stay within the ceiling. [REDACTED] will be on TV 1130, 22 February, NBC, per JR request). 25X1A

25X1A 14. [REDACTED] mentioned that [REDACTED] the replacement for [REDACTED] at the Harvard Advanced Management Course, stopped over Friday morning and seemed happy with everything. He will be gone 4 1/2 months. [REDACTED] is the Agency representative to the PMD; this is about one week longer. We send one per session. In response to Mr. Richardson's question, he stated the four senior men at the National War College are [REDACTED] 25X1A

25X1A 15. [REDACTED] WH, called to say that they would not be holding the COS Conference this spring. If they do run it, it is very likely that it will be in the geographic area and not at Headquarters. 25X1A

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25X1A 16. [REDACTED] also asked that for purposes of reporting and pulling supporting figures together the Registrar Staff get final course reports so that they can add them to the total figures from the schools' final performance reports as soon as they are finished so that Mr. Richardson can use these figures in briefings.

25X1A 17. [REDACTED] in reporting on [REDACTED] COS Seminar, 25X1A said they were reasonably well satisfied. They did introduce four administrative support problems and there was fine response to these. Mr. Richardson noted that it might be better if Dr. Tietjen's comments come after these cases. Mr. Richardson asked to be reminded, or at least [REDACTED] about sending a senior DDS officer who is scheduled to go overseas to attend the next class. He is sure DDS would like to put one or two in the class. He will call [REDACTED] 25X1A or announce it in the staff meeting. We did not have any in this group of 17 men and Mr. Richardson will give it a heavy pitch at the Staff Meeting.

25X1A 18. [REDACTED] reported on the schedule of testing people who have claimed proficiency.

25X1A 19. [REDACTED] talked with [REDACTED] about the special classes, 25X1A particularly from [REDACTED] had talked with [REDACTED] 25X1A and got nowhere. We should plan to reintroduce a standardized type of class rather than try to meet these individual requests. Richardson said we may have to do this and asked if these are tutorials for [REDACTED] 25X1A

25X1A 20. [REDACTED] asked about the leave status of the people out last Tuesday; he mentioned there was no parking at [REDACTED] on that day. [REDACTED] will investigate and perhaps appeal. 25X1A

25X1A 21. Mr. Richardson asked [REDACTED] to keep him up to date with the current development of the language implementation program. Similarly, asked [REDACTED] to do the same regarding programmed instruction.

25X1A 22. Mr. Richardson stated he would like to encourage School and Faculty Chiefs to come in with reasonable frequency and not to worry about his time, that is both for [REDACTED] and Richardson. Make a personal appearance and keep them up to the last minute developments. There are two reasons for this. There is always a tendency to slide a little bit to keeping the office up on important developments, developments the office should be up on. And also the tendency to over-narrate on paper reports. Matt had a very clear impression of each component dating back for years. He is not in the same position. An individual

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may be hovering on the hair line between efficient, strong, outstanding but it is a very difficult judgment to make. It is up to each senior officer to ensure that he and the activity of his office are known to Mr. Richardson and to [REDACTED] to assure a fair shake at judgment time.

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