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Other Support Services Outside the DD/A Group

Aside from the special administrative and support needs, outlined above, that were somewhat peculiar to the operations of the DD/P group,¹ there were still other special support matters which were of common interest to both overt and covert activities and which were similarly exempted, in 1951 and 1952, from the DD/A's jurisdiction. Some of these support activities,² like the indexing and servicing of the massive documentary accumulations of intelligence reports, were left in OCD, where they remained available to the covert and overt offices alike, and to the administrative offices as well.³ Others represented problems which, for one reason or another, were kept in the DCI's office. Three new staffs, in particular, were established in 1951 and 1952 and were attached to the Director, instead of being assigned either to the administrative, the intelligence, or the operational groups. These special support staffs were:

¹ See above, pp. 44-72.

² Besides OCD, certain other offices in the DD/I's intelligence group, especially OIC, OCI, and OC, had incidental "support" responsibilities outside their major responsibilities for intelligence production. See above, chapters III, IV, V, and VIII, and see below, pp. 128-132.

³ See above, chapter V on OCD, passim.

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Director of Training (also called the Assistant Director of Training), established in November 1950 under the DD/A and re-established in the DCI's office early in 1951;¹

Assistant to the Director (for press relations and historical investigations),² planned first as an activity in OIC in January 1951 and re-established in the Director's Office in August 1951;³

Inspector General, established in January 1952 as an outgrowth of certain personnel relations and organizational review activities previously divided between the Personnel and Management Staffs, before 1950, and between them and certain special assistants to the DCI, in 1951.⁴

¹ See below, pp. 75-117.

² The Historical Staff, which was a section under the Assistant to the Director (beginning May 1951), performed certain specified research and writing assignments, between 1951 and 1953 and in the period following, for the Director's Office rather than for the Agency at large. At the same time, historical investigations of one kind or another also figured significantly in certain aspects of the support functions of the operational, intelligence, and administrative groups, respectively. Notable examples were the DD/P's progress reporting system, OTR's production of operational case studies for instructional use, and (after 1953), the IAC's subcommittee on "Validity Studies" (applied to national intelligence reports). Historical research was also an incidental but important aspect of some of the DD/A's organizational, legal, and administrative inspections and investigations undertaken, for example, by the Management Staff, the General Counsel's Office, the Inspector General's Office, and the Audit Staff. Also noteworthy were the incidental historical reference functions of the Executive Registry (under the DCI), the CIA Records Center (under the DD/A), the Archives Section (under the DD/P), and the Historical Intelligence Collection (first in OCD and later, after 1953, directly under the DD/I).

³ For the origins of this office, see above, chapter II, p. 56 note, on the relationship of this Assistant Director to the broader re-organization of the DCI's immediate office in 1951 and 1952.

⁴ For the office of the Inspector General, see below, pp. 118-127. The General Counsel also frequently served the DCI directly and personally as the Director's immediate legal advisor, although on the organization chart he and his staff were a component in the DD/A group. As such, the General Counsel is discussed historically elsewhere in the present chapter and in other chapters; see index, "General Counsel."

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Office of Training, 1950-1953

The first of these new support offices was the Office of Training (OTR), headed by Colonel Matthew Baird beginning December 1, 1950.¹ This unit was first announced on November 15, 1950 as a "division" of the Executive's administrative group)² and established on December 1 (as a division in the DD/A's group).³ In January 1951 it was renamed the Training "Office"⁴ (but still in the DD/A group) and sometime between January and April 1951, it was re-assigned as a special office directly responsible to the

¹ Colonel Baird's appointment as "Director of Training" was announced on Dec. 1, 1950, in General Order [REDACTED] Secret (in CIA Records Center). He came to CIA from the U. S. Air Force, having been recalled to active duty in order to fill the new post of Director of Training, CIA, according to a later biographical statement. (See course outline No. 4, Oct. 1951, for OTR's Agency Orientation Course; in OTR files.)

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² Organization chart for CIA Executive's several "divisions," dated Nov. 13, 1950, and circulated on Nov. 15 with explanatory memorandum by Murray McConnell, CIA Executive, to all AD's; see DD/S "ORM 5" file.

³ Organization chart of DD/A's several "divisions," Dec. 1, 1950, showing them as responsible to the Assistant DD/A [REDACTED] and in turn responsible to McConnell, DD/A. See CIA Regulation [REDACTED] in CIA Records Center.

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⁴ The date Jan. 3, 1951 was regarded by the Director of Training as the birthday of OTR, while Jan. 2 is the date given in OTR's history for 1951-52. (See Col. Baird's staff study, July 3, 1951, on a proposed Career Corps, Secret, in O/DCI/ER; and OTR history, 1951-52, p. 1, Secret, in O/DCI/RS.) The name "Training Office" appeared formally for the first time on Jan. 19, 1951, (still as part of the DD/A group), in the revised edition of CIA Regulation No. [REDACTED] (in CIA Records Center); see especially statement on mission and functions of "Training Office" (*ibid.*, p. 42). The January 19 organization chart for the DD/A group as a whole has not been found (it was presumably destroyed when it was rescinded by the revised DD/A chart of April 18, *ibid.*), but there seems to be no question that in January 1951 OTR was on the DD/A chart.

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¹ OTR retained this special relationship to the Director's office for the rest of General Smith's time (to February 1953) as well as for two years after that.²

The support responsibilities of OTR, as they were initially formulated in the fall of 1950, seem to have represented a consolidation of four somewhat different personnel-management programs that had been under way or under consideration for some time in CIA.³

It was not until April 18, 1951, that OTR was shown for the first time as a part of the O/DCI. No order has been found, however, which explicitly directed and announced the shift from the DD/A group, nor is the exact date of the transfer known. In practice, Baird had already been working directly with the DCI as early as January 3, 1951 (if not earlier), when he was receiving the DCI's instructions on career-corps planning (discussed in footnotes below). On January 12, the minutes of the DCI's staff conference mention Baird's office for the first time, and seem to imply that he was operating independently of the DD/A. Thus, the minutes recorded that "Mr. McConnell /DD/A/ brought up the question as to whether [redacted] /ex-ORE staff employee/ should work for Mr. Baird, and was told that this had been decided and that [redacted] was already working for Baird." (Memorandum by [redacted] to Lyman B. Kirkpatrick, Jan. 12, 1951, Secret, in SC-M file, in O/DCI/ER.) Two months later (on March 19, 1951) Baird started to attend the DCI's regular staff conferences, (see minutes, in SC-M file, *ibid.*). In this context, the regulation of April 18 (cited above) was merely a confirmation of an earlier arrangement.

² In February 1955, OTR was once again made part of the administrative support group, headed (by then) by the Deputy Director for Support (DD/S).

³ Before October 1950, the responsibility for most of these training and related matters was in the hands of the CIA Personnel Staff, which "provides training and indoctrination for CIA employees as needed." (Undated memorandum about 1949 or early 1950, describing the functions of the Executive's several administrative staffs; in DD/S "O&M 5" file). Career Management "research" was specifically mentioned as a function of the Personnel Director, in CIA Regulation No. [redacted], July 1, 1950, Secret.

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First of all, with respect to the handling of new personnel in the Agency, plans had been approved, by General Smith's predecessor (probably in June 1950 or earlier) for undertaking an "expanded orientation program to include all present and future employees of the Agency," along the lines of an experimental program that had been conducted by the Personnel Staff, in 1949 and 1950, for indoctrinating new employees of GS-5 and lower grades to the Agency, as part of their induction, processing, and their morale and security indoctrination.¹ (2) Second, by June 1950 (at the time of the outbreak of the Korean war), the Personnel Staff had a continuing recruitment program, conducted under the guise of "training" by which (in order to hold personnel applicants in the otherwise tight, competitive labor market in Washington) it was giving temporary appointments to provisionally cleared personnel and entering them in various unclassified "courses" of interest to the administrative, intelligence, or operational offices, with the objective of holding them (and paying them), pending the completion of what was normally a protracted period of security investigation and personnel processing.² (3) Next, for several years OSO had had a continuing

¹ CIA "Statement of Management Improvement Activities," Sept. 1, 1950, p. 24, accompanying CIA Budget Estimate for Fiscal Year 1952, Secret; attached to Comptroller's "Historical Notes..., 1945-52," OSO/DCI/HS. The revised personnel orientation program is mentioned (*ibid.*, p. 24), as being a "management improvement" objective for fiscal year 1951-52, hence the inference that it was approved sometime before July 1950, when that new year began.

² "Introductory Statement," Sept. 1, 1950 (p. 7), to CIA Budget Estimate for Fiscal Year 1952, Secret; attached to Comptroller's "Historical Notes..., " cited above.

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plan for the training of fully cleared personnel in covert operations and covert support methods, recently combined (in 1949 or early 1950) into a single Training Division for both OSO and CPC personnel,¹ and soon after General Smith arrived it was announced (November 15, 1950) that this activity would be re-assigned to a new training office, but only as a long-range organizational move that would not be consummated until "later," so the announcement indicated.² (4) Finally, for several years the Personnel and Management Staffs had had under consideration various proposals for developing a "career corps" of selected employees of the Agency,³

¹ Ibid., p. 24.

² Memorandum by Murray McConnell, CIA Executive, to all AD's, Nov. 15, 1950, in DD/S "O&M 5" file. This problem is discussed more fully, above, pp. 34-37.

³ According to Col. Baird's later study proposing a "Career Corps" (made in July 1951), the "Personnel and Management Staffs have advanced similar proposals for career development in the past but... former Directors failed to give them implementing support." (See his memorandum to DCI, July 3, 1951, Secret, attached to his "Proposal for...a Career Corps," in O/DCI/ER.) As of July 1950, the Personnel Staff was responsible (among its other functions) for conducting "research" and preparing "Agency programs" in various personnel "fields," including the field of "career management." (See CIA Regulation No. [redacted] July 1, 1950, Secret, in CIA Records Center.) Whatever the extent of this pre-1950 planning on a Career Corps, it had not come under review, in January 1949, by the Dulles Survey Group. Three years later, however (in April 1952), CIA's progress report to the NSC attributed the new Career Corps program, then nearing completion, as a change "under" NSC-50 (that is, in accordance with the NSC's endorsement, in July 1949, of the Dulles Group's report). No evidence for such direct relationship between these two events has been found in the present study.

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Except for the supervisor's function, most of these several career-management functions were "properly the responsibility of Personnel," OTR concluded, and should be so assigned for "implementation." Other functions would be handled by OTR and the operating offices, or handled jointly by all or some of them acting together, OTR said.¹

On August 7, 1951, OTR's entire group of Career Corps proposals was submitted to the operating offices for study and comment;² on September 13 the comments were summarized by OTR for the DCI;³ and on September 17 the plan was taken up at the DCI's staff conference.⁴ Only one of the office comments has been seen,⁵

¹ Ibid., especially covering memorandum by Colonel Baird, Director of Training, to DCI, July 3, 1951.

² OTR's transmittal of the study to the operating offices, dated Aug. 7, 1951, is mentioned in ONE's memorandum in reply, Aug. 31, 1951, in ONE "chrono files." OTR's history, 1951-52 (1955 version, p. 16, footnote 27) gives the date as August 7, "1950" (probably a typographical error for 1951).

³ Ibid., p. 16.

⁴ Minutes of DCI's staff conference, Sept. 17, 1951, SC-M-27, Secret in O/DCI/ER.

⁵ Memorandum by [REDACTED], ONE, to OTR, Aug. 31, 1951, Secret, in ONE "chrono files." ONE favored OTR's trainee-recruitment program and its career-management procedures in general, but (on training) preferred "rotation and schooling outside the Agency," and objected to a "super-intelligence school" within CIA. The Career Corps itself, whether or not "elite," should be postponed for reconsideration "at a later date," ONE concluded.

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but, according to OTR's history, the reactions of the numerous offices ranged from "disagreement in some quarters" to "support of the basic principles, in others."¹ The operating offices gave "general approval" to OTR's recruitment and basic-training program for junior "professional trainees," and to the career-management procedures, OTR reported to the DCI. The idea of a "small elite corps," however, was met with "unanimous disapproval," so OTR reported to the DCI on September 13.²

At the staff conference on September 17, 1951, the DCI concluded by vetoing the idea of "a small elite corps," in favor of one which would "eventually...place all personnel in CIA, except clerical personnel, on a career basis."³ In this way, he said, all eligible "personnel would be so trained that they would become interchangeable, with, of course, certain exceptions in specialized categories."⁴ Aside from this one major modification, the DCI appears

¹ OTR's history, 1951-52 (1952 version), p. 14. The 1955 version (p. 16) gives a summary of these reactions (from a memorandum by OTR to the DCI, Sept. 13, 1951), but says that the written office comments themselves "are not presently available" for historical inspection.

² Partial text of OTR's memorandum, Sept. 13, 1951, in OTR's history, 1951-52 (1955 version), p. 16.

³ Minutes of DCI's staff conference, Sept. 17, 1951, SC-M-27, Secret, in O/DCI/ER. OTR's history, which does not cite these minutes, suggests that the DCI had already approved the July 3 plan early in August 1951. (See OTR's history, 1951-52, 1955 version, p. 16 and footnote 27.) This conclusion seems to be at variance with the minutes of the DCI's staff conference of September 17, 1951, mentioned in the present text, above.

⁴ OTR's history, 1951-52, cited in footnote 3 above.

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to have endorsed the rest of OTR's plan. According to the minutes, he directed the heads of OTR and of the Personnel Office to "proceed with the implementation of the proposals for a Career Corps, calling upon such personnel as necessary from the various offices."¹

During the next nine months (to June 1952) OTR participated both in the establishment of the new career-development organization, in the DD/A group, and in some of the personnel-management activities that resulted. Sometime late in September 1951 a temporary Career Service Committee was established,² with the DD/A as chairman³ and with representatives of several offices (probably including OTR)⁴ as members, in order to undertake more detailed planning. In October that Committee appointed four "working groups" (on which OTR was also represented)⁵ to study certain career-service

¹ Ibid.

² This was a planning committee, not to be confused with the operating board established later--the Career Service Board. OTR's history, 1951-52 (1955 version), p. 17, does not date the beginning of this Committee, but mentions that its second meeting was held on Oct. 1, 1951.

³ W. R. Wolf, DD/A, was chairman at least in June 1952, if not from the beginning. (See the Committee's final report, June 1952, attached to CIA Notice [redacted] June 19, 1952, Secret, in CIA Records Center.)

⁴ OTR's participation is inferred from OTR's history (1955 version), p. 17, cited above.

⁵ Inference from ibid., p. 17.

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matters in greater detail, including Employee Rating, Trainees, Rotation, and Career Benefits, respectively. The work of this Committee and its four Working Groups culminated in a "final report" which was submitted by the Committee to the DCI, apparently early in June 1952.¹ The report was approved by him on June 13,² and issued to all employees on June 19.³ Along with this report, a permanent Career Service Board was established, and announced on July 1.⁴ The DD/A became the chairman; the DD/P, the DD/I, the Director of Personnel, and the Director of Training were made members (apparently ex officio);⁵ and two other members were added, evidently to represent each of the two types

¹ Inference from ibid., p. 18a. The exact date is not given.

² Ibid., p. 18a. 25X1A

³ Ibid.; and CIA Notice [redacted] June 19, 1952, Secret (in CIA Records Center).

⁴ CIA Notice [redacted] July 1, 1952, Secret (in CIA Records Center). From the regulations cited above and elsewhere, it appears that the Career Service Board and its secretariat were clearly an arm of the DD/A. The OTR history (1955 ed., p. 21) speaks, however, of "The Career Service Board of the Office of Training."

⁵ Ibid. Since about April 1952 Colonel Baird had been serving both as Director of Training and as Acting Assistant Director of Personnel, and so on July 1 he was appointed to the CSB to serve, temporarily, in a dual capacity. On August 1, 1952, Lt. Gen.

[redacted] was announced as the new AD/Personnel and as a member of the CIA Career Service Board. (See CIA Notices [redacted] July 29, 1952, and [redacted] Aug. 1, 1952, both Secret, in CIA Records Center.)

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of the operating offices (the AD/SO and the AD/CD).¹ In addition, a Career Development Staff, whose chief was to be the Executive Secretary of the new Board, was established and attached to the Personnel Office,² while the Assessment and Evaluation Division (formerly the Psychological Staff) was left in OTR.³ Finally, each major operating office in the DD/I, DD/P, and DD/A groups was to have its own local Career Service Committee or Board,⁴

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¹ Ibid. Representing the operational group, L. B. Kirkpatrick, AD/SO, served from July to September 1952, and was followed by [redacted] acting chief of FI, Oct. 1952-March 1953. (See CIA Notice [redacted], Oct. 23, 1952, Secret, in CIA Records Center.) Representing the intelligence group, [redacted] AD/CD, served from July to Dec. 1952, and was followed by Sherman Kent, AD/NE, Jan.-June 1953. (See CIA Notice [redacted] Jan. 16, 1953, Secret, in *ibid.*) By the same order (*ibid.*) the Director of Communications, [redacted] was made a "permanent" member of the Career Service Board.

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² This Staff is mentioned (as part of the Personnel Office) in CIA Notice [redacted], June 19, 1952, Secret (in CIA Records Center).

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³ OTR's history, 1952-53 (prepared in 1955), p. 37. In December 1952 this Division was renamed a "Staff" in OTR (*ibid.*, p. 37). The A&E Staff was part of the "Special" (that is, covert) group in OTR until some time in February 1953, when it was re-assigned to the "General" (overt) group, but "responsible...for all assessment and all training evaluations within the Agency." (*Ibid.*, p. 38).

⁴ These 15-some Career Service Committees or Boards (from July 1952 on) are not to be confused with the earlier Career Service Committee (Sept. 1951-June 1952), which had the same name but an entirely different function, that is, planning. (See above, p. 102, note 2.) An interim plan for subordinate career boards, prepared in April 1952, called for only three Career Service groups--for "clerical," "specialist," and "professional" employees. (See OTR's history, 1952-53, p. 12.) Eventually, however, there was a separate career service group for practically each administrative, operational, and intelligence office in the Agency. See evaluations by Messrs. [redacted] and Kirkpatrick, in footnote 1, p. 105.

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to handle the personnel-management problems of those of its employees eligible for career corps consideration.¹

OTR's recruitment and basic-training operations had meanwhile gone forward, since mid-1951, essentially in accordance with its plan of July 3, 1951, previously discussed,² with some success except (notably) that less than half of the 50-some colleges were successfully contacted by 1953,³ and the number of trainees was also somewhat less than planned. By the end of 1951, OTR had recruited and given the basic-training course to 45 of the 100 trainees authorized in its special "PT" T/O, and by June 30, 1952, there were 72 in that category.⁴ The total number of trainees (later called "Junior

¹ Two evaluations of these office career-service boards were later quoted in OTR's history, as follows. The Vice-Chairman of ONE's career board () concluded, in May 1953, that these boards "are no more than [were] available to the AD's before their inauguration"; and the Inspector General (L. B. Kirkpatrick) told the DCI, in January 1954, that the 25-some career boards were "too many," that they were concerned "largely with matters of promotion, transfers, etc....previously handled on a routine basis by executive action of the individual offices," and that they have fostered "office nationalism and done nothing to further making CIA a career." (See OTR's history, 1952-53, prepared in 1955, Secret, p. 33.)

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² See above, pp. 91-96.

³ By June 1953 OTR had established recruitment contacts, hired on a consultant status, in 18 colleges and universities, and had 24 others undergoing "appointment and clearance." (See OTR's history, 1952-53, prepared in 1955, Secret, p. 22.)

⁴ OTR's history, 1951-52 (1952 version), unnumbered appendix (on personnel statistics). According to the 1955 version of that history (p. 19), only 19 junior officers took the course during the one time it was given in 1951, while 105 students took the course during the 5 times it was given between January and December 1952. (Ibid., p. 19.) Another figure cited (ibid., p. 23) indicates, however, that there were only 113 junior "graduates" in all, for the entire period July 1951-June 1953.

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officer Trainees" or JOT's), for the entire period from the spring of 1951 to February 1953, is not known exactly, but was probably somewhat over a hundred students.¹ By early 1953 the course was opened to all professional recruits,² (regardless whether they were on OTR's trainee T/O or on operating-office T/O). The program was regarded as extensive enough to be handled by a separate division in OTR--the Junior Officer Training Division.³

Aside from the basic training of new recruits as "apprentice" intelligence officers,⁴ OTR had also undertaken (beginning early in 1951) to provide other types of instruction to CIA's older, on-duty employees. At first OTR tended to emphasize certain administrative and support subjects of common interest to support-type personnel in the Agency generally,⁵ and later (in 1952), it

¹ See above, footnote 4, p. 105.

² OTR's history, 1952-53 (prepared in 1955), suggests (p. 18 i) that this revised policy was inaugurated soon after July 1, 1952, and (p. 19) that by the "beginning of 1953" students were coming from "nearly all the offices of the DD/I complex."

³ [redacted] was its chief, as of July 1952. (See OTR "Summary of...Courses," July 23, 1952, Secret, in CIA Records Center.)

⁴ Summarized and evaluated in OTR's history, 1951-52: 1952 version, pp. 15-19, 43-44; and 1955 version, pp. 8-11.

⁵ In May 1951, for example, the Director of Training told a DCI staff conference that the two "most pressing" needs for courses within the Agency were for (1) clerical refresher courses and other "on-the-job" training, and (2) language training. (See minutes of DCI's staff conference, May 14, 1951, SC-M-18, Secret, in O/DCI/ER.) From other evidence, it is apparent that intelligence courses were, at the same time, in the planning stage, and that training by outside agencies and academic institutions was already a going concern. (See below, pp. 109 ff.)

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embarked on operational and intelligence subjects of concern to the DD/P and DD/I operating offices in particular.¹

As to the first of these two broad categories (support-type courses), a course in "reading improvement" (rapid-reading techniques) was the first to be inaugurated, about January 1951,² and certain "clerical-refresher" courses were organized soon thereafter, about April.³ Both of these programs continued during the two years following.⁴

Meanwhile, another somewhat more ambitious support-type course was planned, from early 1951 to mid-1952, whereby supervisors (at

¹ In January 1952 OTR took over the DD/P group's covert operational and support training program; see above, pp. 52-72. For overt intelligence courses, see below, pp. 109-114.

² This course was intended to help especially those analysts and librarians who had to scan masses of documents in their daily job. Rapid-reading devices had been used in 1950 by OSO's Training Division, and its equipment was shared with OTR beginning early in 1951. (See OTR's history, 1951-52, 1955 version, p. 7.) From about January 1951 to June 1952 the OTR course (extending to 30 hours over 6 weeks) had been taken by 474 employees. (*Ibid.*, 1952 version, p. 36; see also *ibid.*, p. 46, which accounts for only 248 employees so trained.) According to OTR's evaluation of this program (*ibid.*, p. 36), the employees' speed in reading increased from 362 to 607 words a minute, and their "reading comprehension," from 79.9 to 80.2 per cent. ("Percentage" of what optimum is not indicated.)

³ The date April 1951 is given in OTR's history, 1951-52 (1952 version), p. 31. The later version of this history (1955, p. 13) states that the course was first given a "trial" run, in May, and offered regularly beginning July 16, 1951. By the end of June 1952, 393 clerical employees had been so trained (excluding new personnel given initial refresher courses in the Personnel Office's "Personnel Pool"). See *ibid.*, 1952 version, p. 31; and 1955 version, pp. 12-13.

⁴ See footnotes 2 and 3 above.

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all levels, and in all operating and administrative offices) would be trained in the use of the new personnel-evaluation forms and related procedures which were being developed by OTR and the Personnel Office (as part of the career-management program discussed earlier).¹ This supervisory-training program, besides providing instruction in personnel-management techniques, was also intended to serve as a device for encouraging direct inter-office conferences and consultation among supervisors (monitored by OTR) on a variety of internal administrative and management-control problems, in the hope that specific problems might be adjusted or corrected with the help of the seminar technique.² This supervisory program was formally launched in August 1952, and during the next ten months included two related courses, given by what (by then) was called OTR's Management Training Division: (1) "basic instruction on the personnel evaluation form," which was addressed

¹ a
Supervisor training was necessary preliminary to the Career Corps program, according to Col. Baird's staff study of July 3, 1951, previously cited (especially tab I, p. 1, par. 5); OTR's history, 1951-52 (1952 version), pp. 30-32, 43; and OTR's history, 1952-53 (prepared in 1955), pp. 18c to 18e.

² According to OTR's history, 1951-52 (1952 version), p. 31, such administrative conferences would help to identify "those problems which required resolution by simple procedural adjustments and those in which more complicated solutions were required, perhaps involving training." This dual administrative-training and management-consultation concept is also implied in statements by [redacted] chief of OTR's Management Training Division, 1952-53, quoted in OTR's history, 1952-53 (prepared in 1955), pp. 18c to 18e; and in some of [redacted] lectures in 1953.

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to some 1,200 supervisors between September and November 1952;¹
and (2) the "human resources" program on personnel relations, which
was attended by some 378 supervisors, "from AD's to unit chiefs"
(with a separate session for the Deputy Directors), between August
1952 and June 1953.²

Aside from administrative courses, there was also a program
of specialized courses for intelligence and operational personnel in
particular, but these courses were not established within OTR until
its second year. Plans had been under way from the beginning (in
1951), and in January 1952 the DD/P's covert training activities
were taken over by OTR, where they were kept compartmented under
a separate Deputy Director for Training (Special), or TRS.³ Next,
about June 1952, OTR established a language training "laboratory,"⁴

¹ OTR's history, 1952-53 (1955 version), p. 18c.

² Ibid., pp. 18d, 18e.

³ See above, pp. 52-72.

⁴ This "language laboratory" was established sometime in June 1952,
according to OTR's history, 1951-52 (1952 version, p. 19, and 1955
version, pp. 28-29). It became one of two principal activities
(the other being the handling of arrangements for outside training)
of what (by July 1952) was called OTR's Language Services Division,
headed by [REDACTED] (See OTR "Summary of...Courses and Pro-
grams," except covert, July 23, 1952, Secret, in CIA Records Center.)
The planning for this laboratory dated back at least to March 1951,
when the DCI had suggested that [REDACTED] be brought into CIA from
Georgetown University's Institute of Language and Linguistics. (See
minutes of DCI's staff conference, May 14, 1951, SC-M-18, in O/DCI/ER.)
Early in July 1951, OTR reported that a language laboratory was being
established (ibid., July 9, 1951, SC-M-23; and OTR staff study on
the Career Corps, July 3, 1951, tab M). According to OTR's history
(1952-53, pp. 28-29), however, [REDACTED] did not appear and actually
begin to prepare the installation until sometime in October 1951,
and by June 1952 it was ready to function.

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equipped with recordings and listening devices, to permit both self-study and directed instruction in an increasing number of foreign languages, and a few courses were subsequently established¹ to supplement² the language programs available at outside academic and governmental institutions, in Washington and elsewhere.³

The use of external training facilities was not a new policy in the period 1950-53,⁴ nor was it limited, after 1950, to language

¹ OTR's histories, 1951-53 (1952 and 1955 versions) mention only one formal language course within OTR (that is, up to February 1953). That one was in Chinese, and was in the "discussion stage," as of July 1952 (*ibid.*, p. 29). Whether it was actually given is not indicated. On the other hand, the 1952 history (p. 19) reported that 84 employees were enrolled in OTR-conducted language courses as of June 1, 1952.

² Both in OTR's plans (e.g., the Career Corps plan of July 3, 1951) and under the DCI's policy in general (e.g., at the staff conference on May 14, 1951, cited earlier), CIA's policy on language courses was to inaugurate courses within CIA only if academic institutions and other IAC schools could not provide them or were too burdened to accept additional CIA students.

³ Courses at Georgetown University and other outside institutions dominated OTR's language programs from early 1951 to February 1953. At first, training in Russian was given (beginning about May 1951) only to provisional recruits in the UTG/A holding pool, previously discussed; later it was extended to regular employees as well. (See OTR's histories, 1952 version, pp. 19-20, 44, and 1955 version, pp. 6-7, 25-29.) Ultimately, by 1953, OTR's problem was to arbitrate various language training requests that apparently exceeded OTR's internal and external resources. Thus, out of 1,239 requests (from the operating offices) between July 1952 and June 1953, only 250 were approved. (See OTR's history, 1955 version, p. 29.) In any case, language training occupied a considerable portion of the time of employees in the operating offices. In ORR, for example, 3.4% of its total man-hours in 1951 went into training (73% of which was in Russian and other languages); in 1953 the training time was 4.6% (of which 52% was in languages). (See ORR's history, "Development of...ORR," Secret, prepared in August 1954 for the Clark Committee, chapter 1, p. 7.)

⁴ Before December 1950 external-training arrangements had been handled by the Personnel Staff and the two personnel divisions (overt and covert) in the CIA Executive's group.

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training. In 1951 and 1952 an increasing number of CIA employees were enrolled (through contact arrangements for which OTR had responsibility)¹ in a variety of advanced courses on subjects related to matters of CIA intelligence and operational interest. While OTR had proposed various plans, in 1951, for separate CIA-operated "graduate schools,"² including a "University of National Intelligence,"³ these plans were for the most part deferred, in 1951 and 1952,⁴ in favor of an increased use of external

¹ For a time, late in 1951 or early in 1952, these arrangements were being handled in OTR by a separate division, the External Training Division. It was responsible for exploring further training facilities and establishing CIA quotas with them. (OTR's history, 1952-53, prepared in 1955, p. 26.)

² OTR's plans for graduate schools and advanced courses for "generalists" and "specialists" are outlined in OTR's staff-study on the Career Corps, July 3, 1951 (previously cited), especially "Introduction," p. iv, "Discussion" section, pp. 13-17, and tabs K, L, N, and R. This program embraced not only formal courses (mostly outside CIA), but also rotation-duty assignments and travel abroad.

³ Mentioned in ibid., especially tab K, p. 4, and tab N, p. 3. The "ultimate purpose" of the advanced "generalist" courses would be "to produce a Director of Central Intelligence" from the ranks of the CIA Career Corps (ibid., "Introduction," p. iv), as well as to produce DDCI's, AD's, DAD's, assistants to the DCI, and members of ONE's National Estimates Board (ibid., "Discussion" section, p. 16). The advanced "specialist" courses, on the other hand, would train men from whose ranks future Assistant Directors would ultimately be drawn. (Ibid., "Discussion" section, p. 13.)

⁴ Since no such courses were discussed in OTR's histories for 1951-52 and 1952-53 (previously cited), the inference is that the plans were shelved.

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facilities.¹ Of notable significance to OTR's training program were the Defense Department's several senior service schools,² the State Department's Foreign Service Institute, and a number of other government and academic institutions.³

¹ As with language training (above), the policy on courses in other subjects was to use outside institutions as far as feasible, with OTR expected to set up an "internal" course "only when the specialized nature of the instruction, lack of outside facilities, or security make it necessary." (See OTR's staff study on the Career Corps, July 3, 1951, especially tab P, p. 1.) Enrollment in these outside courses would be subsidized by CIA, of course. (*Ibid.*) On the other hand, graduate work by potential Career Corps selectees (before they were actually brought on duty by OTR) would not be subsidized, OTR had said elsewhere (*ibid.*, "Discussion" section, p. 6), "since any one who is good enough for this Career Corps junior trainee program will have no difficulty in obtaining a fellowship or assistantship."

² OTR was negotiating with the Defense Department in July 1951 with respect to some of these schools (see *ibid.*, tab D). Other offices may also have participated. For example, in January 1951 the DD/A, rather than OTR, was handling arrangements with the National War College (see minutes of DCI's staff conference, Jan. 29, 1951, Secret, in O/DCI/ER); and in May 1951 the Assistant Director of ONE reported having been urged by the commandant of the Naval War College to have CIA send at least one CIA student to Newport. (See memorandum by AD/NE to DCI, May 5, 1951, Confidential, in ONE "chrono files.") By February 1952 the list of service schools at which CIA had "limited quotas" for "highly qualified career officers" included: the National War College (but apparently not the Naval War College); the Industrial College of the Armed Forces; the Air War College; the Army War College; the Air Force Staff College; the Air Command and Staff School; the Counter Intelligence Corps School; the Naval Intelligence School; and the Strategic Intelligence School. (See CIA Notice [redacted], Feb. 4, 1952, in CIA Records Center.)

³ See OTR's history, 1951-52 (1952 version), pp. 20-26, 29-30, 44-45; and OTR's history, 1952-53 (prepared 1955), pp. 24-32. For OTR's negotiations with the Social Science Research Council on an "area studies" program to be divided among numerous colleges and universities, see minutes of DCI's staff conferences, March 19, March 26, and June 4, 1951, Secret, SC-M-12, 13, 20 (in O/DCI/ER). These negotiations seem to have been abandoned later.

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Training as a support function had ramifications, furthermore, that went beyond both OTR's courses and those courses that were available (through OTR) at external facilities. First of all, every operating office conducted some on-the-job training, of one kind or another, for its new personnel, and every employee in turn, whether he was new or old to the Agency, experienced some measure of training opportunity whenever he was rotated or otherwise transferred from one office to another. Next, certain offices had particular operating programs that were recognized as having a particular training by-product value for other offices in the Agency.¹ The Foreign Documents Division of OO,² for example, was regarded by its chief as "a good training ground for intelligence work, partly because of the real grasp of a language that comes from continued translation, and partly because it teaches the translators from a practical viewpoint what is intelligence and what is not."³ Somewhat similarly, OCD's Library and its several Registers provided experience in certain phases of

¹ Besides the offices in the DD/I and DD/P groups, the administrative offices under the DD/A also participated in giving certain types of technical training. The Security Office, for example, regularly handled security indoctrinations and security training lectures for OTR.

² Another division of OO (the Contacts Division) regarded the debriefing of U. S. officials (returning from abroad) as an exercise that was primarily of training value. (See comments by AD/O, in minutes of DCI's staff conference, July 31, 1951, SC-M-25, Secret, in O/DCI/ER.

³ Historical Staff interview with [REDACTED], C/FDD, May 24, 1955. Many FDD analysts later "graduated," so to speak, to important positions in the production and operational offices.

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analysis which, in effect, served to train some of its employees for ultimate rotation to the production offices or elsewhere. In another case, ORR's Photographic Intelligence Division regularly undertook (incidentally to its production work) to train analysts in the better utilization of photographic information.¹ Finally, a number of the production offices, including ONE for example, sought to obtain further training for their personnel by subjecting them to periodic tours of temporary duty overseas, by which selected employees would receive a measure of "re-familiarization ...with overseas areas."² Specific collection or research assignments were expressly enjoined, in such training trips. Instead, training seems to have been the immediate objective sought.³

¹ ORR's history, "Development...of ORR," Secret, prepared about Aug. 1954 for the Clark Committee; see especially chapter 1, p. 2 (in O/DCI/HS files).

² On these overseas TDY's for "refamiliarization" study and observation of ONE personnel, see minutes of DCI's staff conference, July 9, 1951, SC-M-23, Secret (in O/DCI/ER); and memoranda by ONE to DDCI, Sept. 19, 1951 (Confidential), and to acting DD/I, Nov. 25, 1952 (Secret), both in ONE "chrono files." For other training efforts within ONE (for example, the use of outside lecturers before ONE's Board of National Estimates, Feb.-May 1951), see chapter 9, above, pp. 56-58.

³ ONE personnel who were selected to go on such area-refamiliarization trips were specifically directed not to engage in collection tasks, less (it seems) in order to avoid complications with the regularly established overt and covert collection channels than to permit them to concentrate on getting the training benefit of (1) "firsthand impressions" with foreign localities and (2) "informal comments" from U. S. intelligence and policy officials whom ONE was serving. (See especially ONE staff study, Nov. 25, 1952, attached to memorandum by ONE to acting DD/I, Nov. 25, 1952, in ONE "chrono files.") OTR's relationship to these overseas tours is not indicated in ibid.

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A measure of control by OTR over all of these and other training processes in the operating offices was recognized from the beginning. In December 1950, for example, OTR was given responsibility for conducting "or supervising" all training programs in the Agency, and for developing "in-service" training programs in particular.¹ Early in 1953 this responsibility was re-stated, somewhat more clearly, in a revised charter,² which authorized OTR to "review" the individual office training programs, "including on-the-job training" and to "advise and assist the Offices in the development, direction, and conduct of such training."³

The position and status of OTR in the Agency's general organizational structure remained, by February 1953,⁴ a unique one,

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¹ CIA Regulation No. [REDACTED] Dec. 1, 1950, Secret, p. 44 (in CIA Records Center).

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² CIA Regulation [REDACTED], March 30, 1953, Secret, p. 3 (in CIA Records Center).

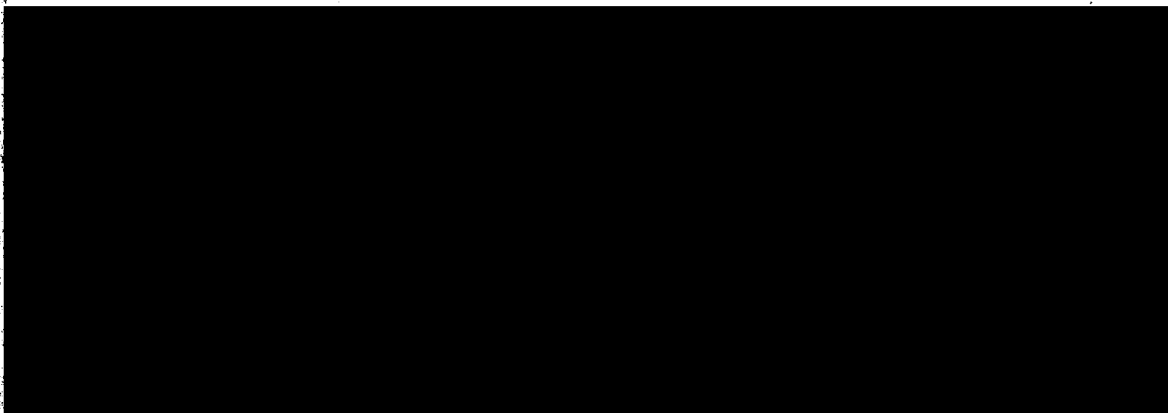
³ Ibid. One method whereby OTR kept in touch with office training programs was through Training Liaison Officers (TLO's), who were appointed in each operating office, usually on the AD's immediate staff and responsible to him.

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⁴ On March 20, 1953, the Agency's organization chart was re-issued (by CIA Regulation [REDACTED] ibid.), unchanged as far as OTR's position and status was concerned.

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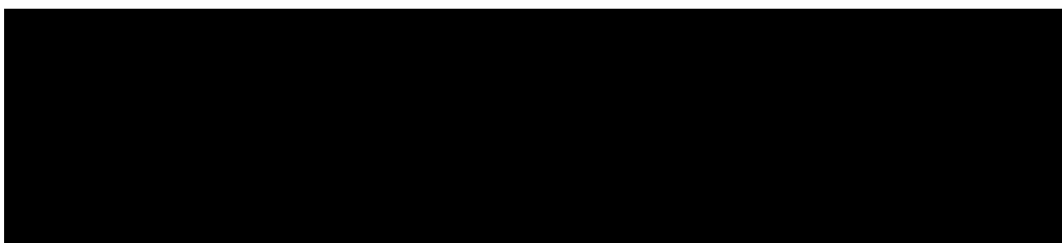
situated as it was, directly under the DCI, with planning, support, and supervisory responsibilities combined in one unit,¹ and in a unit that was (in personnel strength) several times larger than the rest of the Director's office taken together.² In addition, OTR's position with respect to the Agency's main support group (the DD/A offices) was an unusual one, especially in relation to the Personnel Office,³ with which OTR shared many aspects of the career-development program in 1951 and 1952. This close relationship between them, with Personnel concerned essentially with "the recruiting of trained personnel" and with Training concerned with



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² As of February 1953, OTR's instructional and administrative staff totalled [redacted] personnel. Its total authorized strength was [redacted]. (See memorandum by Director of Personnel to Historical Staff, March 2, 1956, Secret, containing personnel statistics, 1950-53. Whether these figures also included trainees on OTR's T/C is not known.

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"the training of recruited personnel,"¹ was evident enough, even if it was not entirely resolved organizationally, by February 1953. One top-level recommendation, made in 1951, would have re-united them under the DD/A,² and one temporary move, carried out in 1952, actually resulted in the Director of Training serving for some weeks as acting Director of Personnel as well.³ It was not until after February 1953, however, that the two offices were officially brought together permanently in the same administrative-support group.⁴

¹ See below, pp. 139-40.

² About October 1, 1951, the DD/A (Walter R. Wolf) proposed to the Director of Personnel (F. Trubee Davison, who had come on duty the previous July), that OTR and the Personnel Office be united (along with the Medical Office) under a single Director of Personnel. In his reply on October 5, Davison agreed "in principle" that Personnel should have "all functions in the Agency having to do with people, except finance," in accordance with the "principles of sound management organization." As a practical matter, however, Davison concurred only about the Medical Office and felt that the "integration" of OTR into his office "is a little more difficult," since (1) OTR was responsible to the DCI, (2) it "has a large and growing program," and (3) "the working arrangement between our two offices is unusually happy." (Memorandum by Davison to Wolf, Oct. 5, 1951, Confidential, in DD/S "O&M 5" file.) This proposal was marked "keep...for future reference," by [redacted] (the Assistant DD/A), but was evidently never carried out. The occasion for Wolf's proposal may have been the career-management program, which was at that moment being launched. (See above, p. 102-3.) 25X1A

³ Colonel Baird, Director of Training, served concurrently as acting Director of Personnel, from about April 1952 (sometime after Davison's departure, which was announced on April 7, 1952) until August 1, 1952, when Lt. Gen. William H. H. Morris, Jr., became the new Director of Personnel. (See minutes of DCI's staff conference, April 7, 1952, SC-M-35, Secret, in O/DCI/ER; and Notices [redacted] and [redacted], July-Aug. 1952, Secret, in CIA Records Center.) 25X1A

⁴ In Feb. 1955, when the DD/A was renamed the Deputy Director for Support (DD/S), he took over a number of additional offices, including OTR. The nature of the relationships between OTR and Personnel, under a common Deputy Director, is outside the chronological limits of the present study.

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(except for certain preliminary details) this program was not included in the Agency's administrative plans for the new fiscal year beginning July 1950,¹ and it remained to be revived by General Smith shortly after he became DCI, when the planning responsibility was assigned to the new training office, apparently some time in December 1950.²

While the above summary is a reconstruction of General Smith's original plans for uniting these four functions in OTR, there is no direct evidence at all as to why he decided to shift OTR out of the Agency's administrative group, and how he reconciled that move with the close relationship of three of those functions (personnel orientation, provisional personnel pools, and career-corps planning) to the DD/A's normal personnel-management activities, and with his personal commitment, in principle, in favor of centralized administration for CIA. The reasons for giving a special status to this new office may have derived from what was evidently General Smith's special, personal interest in the development of a "career corps"

¹As of September 1950, CIA had what it called an "employee career management program," but during the preceding year it had involved only these two "actions": (1) to prepare punch-card indexes on the qualifications of all employees"; and (2) to prepare a "roster of key personnel." Its plan for the next two fiscal years 1951-52 (beginning July 1950) was that: "Development and implementation of program will be continued." (See CIA's "Statement of Management Improvements," Sept. 1, 1950, p. 24, Secret, cited above.)

²General Smith's instructions to the head of new Office of Training to give "priority to planning for the establishment of a Career Corps" were given orally, probably just before January 3, 1951, when OTR was designated an "Office"; so Col. Baird recalled some months later. (See his memorandum to DCI, July 3, 1951, attached to OTR study, "A Proposal for...a Career Corps," July 3, 1951, Secret, in O/DCI/EP.)

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Agency, to which (according to OTR) the several DCI's before had "failed to give...implementing support."¹ Shortly after Colonel Baird came on duty as "Director of Training," General Smith directed him to give "priority attention" to "planning for the establishment of a Career Corps," and in subsequent weeks, at least, General Smith seems to have regarded OTR less as an intelligence school than as an advisory staff on personnel-management matters relating to the planning of such a career corps. It was in that vein and with some personal pride that General Smith wrote, in March 1951, to a top official in one of the other departments, as follows:

I am trying to build up a corps of well qualified men here who are interested in making a career with the Central Intelligence Agency. To effect this, I recently established

¹Recollection by Col. Matthew Baird, on July 3, 1951, in his memorandum to the DCI, covering OTR's staff study, "Proposal for...A Career Corps," Secret, in O/DCI/ER. The historical validity of Colonel Baird's conclusions about any "failure" of previous DCI's, 1946-50, is outside the scope of this study, limited to the period October 1950-February 1953. No evidence has been found, however, in the latter period, to doubt that the DCI and his immediate advisors were critical of the absence of a career-management program in CIA, in October 1950, when General Smith entered office.

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a training section which functions--as much as I dislike the term--as a sort of career management office.¹

Paradoxically, this advisory responsibility to the DCI. (for developing a career corps program) was initially OTR's major function, but it was not directly mentioned either in its first formal charter, issued on December 1, 1950, or in the subsequent revisions on January 19 and April 18, 1951.² This special responsibility had been

¹ "Informal" letter by General Smith to John J. McCloy, quoted in part in OTR's history for the period June 1952-June 1953 (prepared in May 1955), p. 3, Secret, in C/DCI/HS files. According to that study by OTR (p. 2, note 1), there were two letters by Smith on this subject, both to McCloy--one dated January 31 and a "second" letter on March 17. The author of the OTR's study says that he actually had seen a copy of the first letter of January 31, and (because of a typographical error) he cites it erroneously as dated "January 31, 1955" (p. 3, note 1); and he goes on to say that the "second" letter, which he had not seen, is "not yet retrieved." A partial but more authentic text of the March 17 letter has meanwhile actually turned up (and is quoted in the present historical study, above), in Colonel Baird's lengthy staff study to the DCI on July 3, 1951, entitled "A Proposal for...a Career Corps," (Secret, filed in C/DCI/ER). In that more contemporary study (prepared shortly after OTR was established), Colonel Baird mentions no earlier letter of January 31, and implies that General Smith's letter of March 17 was the one in which he revealed his original intentions on OTR's objectives, and so it is highly questionable, from a historical viewpoint and in the absence of any other evidence, that an earlier letter was actually written. In any case, General Smith's correspondence was with an outside agency, on a subject which was essentially of intra-mural administrative concern to CIA, and such a letter (important as it is) would be less significant than inter-office correspondence and conference minutes for evidence revealing General Smith's original intentions and objectives in establishing a Director of Training as a special support officer in the immediate office of the DCI. No such records were cited in the OTR's history, nor have any been found by C/DCI/HS in other records.

² CIA Regulation No. [redacted] editions of Dec. 1, 1950, Jan. 19, 1951, and April 18, 1951, in CIA Records Center.

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ned, instead, orally to Colonel Baird, probably on January 3, if not earlier.¹ It is clear, nevertheless, from OTR's plan for a career program, submitted to the Director the following July, and from the many inter-office conferences and committee meetings on career management that followed during the next twelve months, to August 1952, that the planning for the new Career Corps was the principal preoccupation of Colonel Baird and many of his immediate staff during most of the first twenty-six months of OTR, to February 1953.²

Besides serving the DCI as a planning officer in 1951 and 1952,³ OTR also had a variety of support relationships to the rest

¹ On July 3, 1951, Col. Baird recalled that he had received certain "verbal" instructions on career planning from General Smith at the time of OTR's "inception, six months ago today." (See his memorandum to the DCI, July 3, attached to study, "Proposal for...a Career Corps," July 3, 1951, Secret, in O/DCI/ER). A different interpretation of the origins of OTR's planning responsibility is in OTR's history for 1952-53 (Secret, prepared in 1955), which concludes (pp. 3, 4) that the charter of Jan. 19, 1951, did give the Director of Training "specific" authority for "the development of a career staff plan with the courses that would subtend it." For text of that charter, see Annex G, below.

² OTR's history, 1952-53, Secret, passim, in O/DCI/HS files. The relationship of OTR's career-management planning and the DD/A's personnel-management activities are discussed later in the present chapter.

³ OTR's special relationship to the DCI was apparently modified in February 1952, when a new organizational order announced that henceforth the Director of Training "reports to the Deputy Director of Central Intelligence" (that is, to Mr. Dulles). (See Notice Feb. 13, 1952, Secret, in CIA Records Center.) OTR remained, on the Agency's organization chart, as responsible to the Director's office. (See Regulation March 30, 1953, Secret.) Whether its special relationship to General Smith and Mr. Dulles in 1951 and 1952 extended to other fields besides career management is not known from any records used in this study. In any case none are mentioned in OTR's histories for 1951-52 and 1952-53 (on file in O/DCI/HS), nor in the revised charter of OTR of March 30, 1953 (cited above).

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of the Agency, partly on personnel-management matters related to the career corps, and partly on training matters inherited from the Personnel Staff or developed later. The scope of these direct-support responsibilities in 1951 and 1952, was simultaneously somewhat broader and somewhat less inclusive than its formal charter indicated. As announced by Regulation in December 1950 and reiterated in January and April 1951, OTR's "mission" was simply to take charge of "developing and directing all Agency training," but in practical effect this was not accomplished until much later. In the list of its "functions," announced in the same Regulations, training "operations" appeared, in fact, to be somewhat subordinated to two other related functions: (1) to select and recruit "qualified personnel for career development," modified in January 1951 to require "coordination with the Director of Personnel" (in the DD/A group); and (2) to "develop" the Agency's continuing programs for personnel "orientation" and for their "in-service training," which had been taken over from the Director of Personnel in December 1950.

Of OTR's four support activities, as they were planned late in 1950 (and previously outlined above), the personnel "orientation" program for new recruits was the first to be transferred

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from the Personnel Staff, evidently immediately on December 1, 1950.¹
In January 1951 the first of a series of OTR's assemblies of new employees, called "Agency Orientation Conferences," was announced,² and in February it was convened for the first time,³ at which the Director and most of CIA's key officials were introduced and given an opportunity, extending over most of a week, to explain the general organization of CIA and IAC, with special emphasis on the

¹ The transfer of this function from the Personnel Office is not explained or dated in OTR's history for 1951-52 (either in the 1952 version or in the revision of 1955, both in O/DCI/HS files). The date December 1, 1950, is inferred from the fact that the Director of Training was already in correspondence with at least one of the operating offices (OCD) on December 5; see OTR's history, 1955 revision, p. 5, note 5. The prior history of this program in the Personnel Office, before October 1950, is not mentioned in that history (*ibid.*) and is outside the scope of the present study as well, but the fact of that program is evident from CIA's Budget Estimate of Sept. 1, 1950, and the Agency's organizational manual (CIA Regulation No. [REDACTED], previously cited.

² According to OTR's history for 1951-52 (1955 ed., p. 5, citing a "tentative" schedule), this course was "announced...on 29 January 1951." Actually it was not announced throughout the Agency until Feb. 6, 1951, by CIA Notice [REDACTED] (in CIA Records Center). The announcement specified that all new employees since Oct. 1, 1950, would be expected to attend.

³ Feb. 13-15, 1951; see course outline and disc recordings, in OTR files.

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...ent reorganization which was then coming to a conclusion.¹
... "conference" subsequently became a quarterly (then 3-times-a-
...r) affair, and by mid-1952, it had been attended by almost [REDACTED]
... employees, including, by then, some of the older employees as well.²
... beginning in November 1951, a second, briefer "indoctrination" pro-
... was launched, consisting of about three hours of lectures,

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No correspondence has been seen, for December 1950-January 1951,
which would explain more clearly the intended purposes of this pro-
gram. According to OTR's history for 1951-52 (1952 version, Secret,
p. 34, in O/DCI/HS files), the need for explaining the reorganiza-
tion of 1950-51 to new employees was, indeed, the primary object
to be served. Most of the early "orientation conference" lectures,
in February, and April and June 1951, did, in fact emphasize (in
some cases in great detail) the issues in the current reorganization
(disc recordings, Secret, in OTR files). If that were the princi-
pal purpose, it is difficult to understand, historically, why these
lectures were not presented, instead, to old employees, who would
more readily have recognized and understood the issues discussed,
rather than to new employees (like the present writer, who attended
in June 1951) who could hardly be expected to recognize, let alone
appreciate the fact that CIA had any organizational issues that
needed explaining. In any case, old employees were admitted later,
probably not until about March 1952. OTR's history for 1951-52
(revised edition of 1955, p. 5) does not give the date of this re-
vised policy, but does say (in August 1952) that this conference was
"finally" opened to "all Agency members [employees] who had not pre-
viously attended," (*Ibid.*, p. 5), and that in March 1952 it was made
"mandatory for all employees GS-5 and above, who had not previously
had it" (*Ibid.*, p. 5, note 7, paraphrasing CIA Notice [REDACTED] March 10,
1952).

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² On the policy of attendance by older employees, see footnote above.
On the total attendance figures [REDACTED] by June 1, 1952), see OTR's
history for 1951-52 (1952 version), p. 34, previously cited. This
figure would seem to indicate that somewhat less than a third of
all employees, old and new, had actually attended the "Orientation
Conference by mid-1952.

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once a week, to all new employees, with emphasis on personnel security practices and on the employee's administrative relationships to the Agency's organization in general.¹ By June 1952 some

new employees had gone through this three-hour lecture series, as part of their entrance-on-duty procedure.²

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Although these one-week and three-hour presentations were only rarely called training courses by OTR,³ and apparently were not intended as such,⁴ they did support the personnel processing

¹ OTR's history, 1951-52 (1955 version), p. 5. This study gives two conflicting dates for the first "indoctrination" course--Nov. 1951 (ibid., p. 5 of text) and Nov. 26, 1952 (ibid., p. 5, footnote 7). The 1951 date is probably the correct one. For a description of the course and its place in personnel-induction processing, see OTR's history for 1951-52 (1952 version), pp. 32-34; for an evaluation of its effectiveness, see ibid., pp. 45-46.

² The figure 2,621 is given by OTR in ibid., p. 34.

³ They were classified, rather, as "briefings" and "presentations," and directed (along with other kinds of presentations) by the Orientations Officer, later (about September 1951) renamed the Orientation and Briefing Division (headed throughout this entire period by [redacted]). These presentations were always kept separate from OTR's several "training divisions," of which there were three, by July 1952. (On OTR's training courses, see below pp. 105-12.) Other types of "presentations" by OTR included, for example, lectures at Defense and State Department schools, showings of foreign motion pictures (handled jointly with OOD's graphics Register), and the "CIA Presentations Program," begun in August 1952. The latter program was for AD's, DAD's, and Division and Branch chiefs, and consisted of talks (by AD's) by which OTR sought to "improve Agency internal relationships and morale and stimulate teamwork throughout CIA." (See Notice [redacted] July 21, 1952, in CIA Records Center.)

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⁴ One of OTR's histories for this period (the 1955 edition, p. 5, previously cited) concluded that the "orientation" course was regarded as "a necessary preliminary" to the career-service program; but the relationship is not explained.

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procedure and evidently supported it well. They provided a glimpse, at least, into the otherwise tightly compartmented offices that made up the Agency, a further appreciation of the general security policies and practices that affected all employees, and a morale "lift" from seeing in person many of the men in charge of the Agency's substantive and administrative programs.¹

A second early personnel-support activity of OTR, intended in this case to serve directly the Agency's recruitment programs, was to take over and expand the Personnel Office's "training and holding pools,"² beginning about April 1951. The personnel pool idea was a device, under the useful guise of "training," that had been used experimentally by Personnel,³ before October 1950, as a means of improving the Agency's competitive position in the labor market, and reducing at the same time the demoralizing effect of the necessarily long security-clearance delays on applicants under recruitment. Under this program recruits could be quickly appointed,

¹ Another estimate of these programs (in OTR's history, 1952 version, p. 16) was that they provided all new employees with "a uniform understanding" of the Agency's "policies..., objectives, and operating principles."

² OTR's history for 1951-52 (1952 version, p. 37; in O/DCI/HS) implies that these training pools were first set up in 1951. Actually they had been used before. For the situation before October 1950, see chapter 10, above, pp. 77 ff.

³ This office was known, up to the fall of 1950, as the Personnel "Staff"; see above, pp. 21 ff.

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while they were still in the "provisional clearance" stage, to what was represented to them as "training" assignments. Particularly in the case of recruits who were in danger of being lost to the Agency (in favor of another employer with less rigorous clearance standards), they were given temporary assignments and offered a variety of worthwhile, unclassified work projects, including unclassified study courses, to occupy their time pending full clearance and regular assignment. This program had been expanded by the DD/A, in January 1951, to accommodate an increasing number of recruits awaiting processing for the DD/P group, in particular,¹ and in subsequent months these holding units were gradually turned over to OTR to operate.

In April 1951, the first of these pools was re-established under OTR's management--specifically the pool for intelligence analysts and other "non-covert, professional employees" of GS-5 and higher grades.² This group of provisionally-cleared appointees

¹ In January 1951 OPC requested that the DD/A establish "training and holding pools" for specialized support-type personnel awaiting full clearance and overseas duty, especially personnel (recruited against OPC's T/O) intended for supply work, personnel management, and security activities. (See memorandum by AD/PC to DD/A, Jan. 31, 1951, Secret, in DD/S "O&M 5" file.) By August 1951 the DD/A had set up "administrative training pools," totalling [redacted] positions, divided into seven units assigned (respectively) to the Personnel, Security, Administrative Services, Procurement, Finance, Medical, and General Counsel's Offices. (See memorandum, Aug. 24, 1951, Secret, in *ibid.*) Whether these pools were all transferred later to OTR is not known.

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² See OTR's history, 1951-52, including 1951-52 version, pp. 37-38, and 1955 version, p. 6 (both Secret, in O/DCI/HS files); and CIA Notice [redacted], June 9, 1952, Secret (in CIA Records Center). Details as to the predecessor of UTG/A, in the Personnel Office, have not been found.

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was organized by OTR into a so-called "Unclassified Training Group A" (UTG/A), where they were provided with a 6-weeks series of unclassified courses dealing with intelligence concepts, international relations, "general administration," and "reading improvement."¹ If after six weeks a recruit was still not fully cleared, he was put to studying Russian or given a "full-time work project" (using unclassified materials) assigned by the sponsoring office. By June 1, 1952, some 235 appointees had gone through the UTG/A program, and of them 185 had studied Russian as well.² At the end of June 1952, UTG/A was discontinued.³

Similarly, for the covert offices provisional recruits were organized into separate "training and holding pools," which included (by August 1951)⁴ separate units for operational personnel

¹ "Reading improvement" was also a course open to fully cleared personnel; see below, p. 107.

² OTR's history for 1951-52 (1952 version), Secret, pp. 37-38. The Russian language course offered as a supplement to these provisional recruits was variously described as 6 and 8 weeks long. (See *ibid.*, p. 38, and 1955 version of OTR's history, p. 6, both Secret, in O/DCI/HS files.)

³ *Ibid.*, 1955 version, p. 6. The subsequent holding-pool arrangements, if any, after June 1952 for handling the provisional recruits destined for the DD/I offices are not explained (*ibid.*, p. 6), nor are they mentioned in OTR's history for 1952-53 (in O/DCI/HS files.)

⁴ See above, p. 88, note 1.

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and others for covert-administrative personnel of the higher grades. Sometime in 1952,¹ some if not all these pools were re-grouped and renamed the Interim Training Branch (IT/B), and transferred to OTR.² A third holding unit, called the "Personnel Pool," handled clerical and other "non-professional" recruits in the lower grades, and was operated by the DD/A's Personnel Office until January 1952, when the training operation was transferred to OTR, leaving the DD/A in charge of administering the Pool.³ In July 1952 this Pool was renamed the Interim Assignment Branch (IAB).⁴

In summary, it appears that the unclassified training and work projects that were actually accomplished by all these three

¹ The transfer date is not given in OTR's histories (cited above), which imply, instead, that the ITB program was initiated (rather than absorbed) by OTR. The earliest reference seen to OTR's control of the ITB is June 9, 1952 (see CIA Notice ██████████ Secret, in CIA Records Center), but the transfer probably occurred earlier.

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² OTR's history, 1951-52 (1952 version), pp. 38-39. The ITB provided these provisional recruits with unclassified study and work projects of interest to the sponsoring DD/P offices, such as "specified research projects, required reading, and area familiarization." (*Ibid.*, p. 39.) OTR's "estimate" of its various programs (*ibid.*, pp. 42-47) does not include an evaluation of the ITB, UTG/A, or IAB programs.

³ The date January 1952 is given in *ibid.*, p. 39, while March 1952 was the date of a "memorandum of understanding" between OTR and the Personnel Office (mentioned in OTR's history, 1955 version, p. 12). This arrangement of joint management by OTR and the Personnel Office was not announced, however, until July 5, 1952; see CIA Notice ██████████ Secret (in CIA Records Center).

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⁴ As of June 9, 1952, this unit was still officially called the "Personnel Pool." A month later it was renamed the Interim Assignment Branch, or "IAB." (See CIA Notices ██████████ June 9, 1952, and ██████████ July 5, 1952, both Secret, in CIA Records Center.)

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holding pools were regarded as a useful by-product that surely benefited both the sponsoring offices and many of the provisional recruits assigned to them. In this context, training represented the effect rather than the cause, in the history of the establishment and administration of this interesting recruitment-support device,¹ and in this phase of recruitment OTR played a significant role and developed courses that had a by-product value for its regular training operations as well.

A third personnel-support activity undertaken by OTR, beginning early in 1951, was an outgrowth of its advisory and planning work on the Agency Career Corps (previously referred to),² and in this case involved OTR directly in the Agency's manpower procurement operations and (later) in its personnel rating and rotation systems as well.³ In connection with its preliminary planning for a career corps, OTR perceived the need for what it

¹ The total number of provisionally cleared personnel who were held in these several pools between October 1950 and February 1953 is not known. As of August 24, 1951, the total on duty (at that moment) was [REDACTED]. (See memorandum by [REDACTED] special assistant to the DD/A, Aug. 24, 1951, Secret, in DD/S "O&M 5" file.)

² See above, pp. 79-83.

³ For purposes of historical discussion of CIA's administrative and support services, a distinction is made here between OTR's (1) advisory and planning responsibility to the DCI for developing proposals for career-corps management, including personnel-management procedures and training courses (*ibid.*), and its (2) support operations in the actual recruitment, evaluation, training, and assessment of personnel, described below.

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called "a limited and elite group,"¹ which (while it would draw eventually on experienced personnel within the Agency) would initially be built upon a "nucleus" of carefully chosen college undergraduates and graduate students still to be recruited, by OTR, from selected academic institutions.² Under this plan,

¹ This phrase, which became probably the most controversial part of OTR's plan (after it was formally circulated to the operating offices in August 1951), seems to have been OTR's phrase, and was first used in OTR's staff study proposing a career corps, July 3, 1951. (See especially Tab I, p. 1, previously cited; see also OTR's history for 1951-52, 1952 version, pp. 13-14, and 1955 version, pp. 8, 13.) OTR seems to have attributed this phrase, however, to General Smith, when OTR asserted in July 1951 (staff study, Tab I, p. 1) that by its plan it had "carried forward the conception of a limited and elite group implied in General Smith's letter to...McCloy, 17 March 1951." (See also OTR's history, 1955 edition, p. 13, attributing "small elite corps" idea to Smith, without citing any source for this conclusion.) From the viewpoint of historical evidence, no such inference can be drawn from General Smith's letter (see partial text of that letter in OTR's staff study, p. 1, as well as in the present study, pp. 80-81 above). In that letter of March 17, Smith spoke only of "a corps of well qualified men...interested in making a career with the Central Intelligence Agency," not of any "elite" corps. Smith, in fact, later (in September 1951) vetoed the idea of a "small elite corps." (See below, p. 101.) Whether his view in September was a shift from what OTR inferred from his letter in March, or whether he had consistently opposed an "elite corps" during this entire period, is not known, in the absence of any other records of his views available to O/DCI/HS.

² OTR's history, 1951-52 (1952 version), pp. 16-17. The 1955 version (p. 8) concludes that these academic recruits "could become the nucleus of the 'small elite corps' to which General Smith had referred /sic/," citing (again) Smith's letter to McCloy in March 1951. This interpretation of a "nucleus" is somewhat at variance with OTR's plan of July 3, 1951 (cited previously), which, while it did urge the need for such a recruitment program "at the junior level" and a program for special training and attention to these recruits, went on to say emphatically that "the Career Corps itself could not and should not be recruited from without the Agency, but rather should be selected from those employees who have demonstrated their ability through a period of service in the Agency." (See covering memorandum by Director of Training to the DCI, July 3, 1951, Secret, attached to his Career Corps staff study, same date, previously cited.)

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which was developed by OTR between January and June 1951 and submitted to the Director on July 3,¹ these academic recruits would be selected, hired, trained, and evaluated by OTR, then rotated among the CIA intelligence and operational offices,² further evaluated and assessed by OTR and the using offices, and eventually developed into members of the Career Corps, along with older and experienced employees who would meanwhile also have been selected, trained, rotated, and assessed for membership in that "elite" corps.

¹ OTR evidently had not expected to submit its plans to the DCI as early as July 3, but was prompted to do so by what appears to have been a leak to the press. Thus, Colonel Baird told the DCI (on July 3) that his planning work "merits more than a six-months attack by my limited staff," but that he was "impelled" to submit his plan now because of "the recent news release" on the Career Corps program. (See memorandum by Director of Training to DCI, July 3, 1951, Secret, covering his staff study, "A Proposal for the Establishment of a Career Corps.")

² It is not clear, from OTR's histories for 1951-53, previously cited, whether OTR's recruits for basic training were, in fact, to be assigned to both the overt and covert offices. The 1955 version (*ibid.*, p. 19) suggests that by 1953 students were coming only from the DD/I group. The OTR plan of July 3, 1951 (previously cited) nevertheless called for Agency-wide basic training, and General Smith himself had said earlier (in March 1951) that "I do not want this basic training compartmented, and I see no difficulty in handling it under centralized direction." (Quoted in OTR's history, 1955 version, p. 4). Whether General Smith was referring to the "basic" course, or to the Agency-wide "orientation" course, is not clear from the context of his remarks as quoted in that history (*ibid.*, p. 4).

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In January 1951 the selection and recruitment of such "qualified employees for career development" was recognized as OTR's No. 1 support function, in its official charter of missions and functions.¹ By that charter, OTR would undertake this support operation "in coordination with the Director of Personnel."² Accordingly, some weeks later a special T/O allotment of 100 "professional trainee" (PT) positions, to be filled from academic sources, was granted to OTR,³ in addition to its regular T/O for instructional and administrative staff. Contacts were established by OTR (evidently in collaboration with Personnel and OO's Contacts Division) with a number of "quality universities and colleges"

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¹ CIA Regulation No. [redacted] editions of Jan. 19, 1951 and April 18, 1951, Secret (in CIA Records Center), both list career-recruitment as the first of its three functions. In the Dec. 1, 1950 version (ibid.), this function ranked as No. 2.

² OTR's responsibility to coordinate with the Personnel Office was not explicitly mentioned in the charter of Dec. 1, 1950 (ibid.), presumably because at that time training and personnel were co-equal functions under the CIA Executive. The phrase first appeared on Jan. 19, 1951 (ibid.), after OTR was separated from the DD/A group.

³ This T/O of 100 training slots had already been allotted to OTR by July 3, 1951 (see OTR staff study on the Career Corps, July 3, 1951, previously cited, especially "Discussion" Section, p. 1); but exactly when this T/O was authorized is not known. With this T/O, OTR expected to recruit annually between 200 and 300 "Career Corps Selectees" (ibid., p. 1).

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selected in OTR by a consultant retained (early in 1951) for this purpose,¹ and actual recruitment was soon under way (probably by March 1951).² An initial course in "basic" or "general" intelligence was developed by OTR's staff, between February and April 1951, in which these junior trainees would be initially enrolled, and in July it was given for the first time.³

¹ By February or March 1951 OTR's staff included a consultant (a dean on leave from one of the universities) whose principal job over the next 18 months was to select junior "professional trainees" from selected schools. (See OTR's history, 1951-52, 1955 version, pp. 9-10). By July 3, 1951, 48 colleges and universities were on OTR's select list. (See OTR staff study on the Career Corps, July 3, 1951, "Introduction," p. ii, "Discussion," pp. 3, 5, and Tab B, "List of Institutions in Which Contacts Should Be Established.") No more than two recruits would be hired from any one school, in order to "avoid Ivy League concentration," so OTR wrote in July 1951 (*ibid.*, "Discussion" section, p. 5). Under these recruitment arrangements, OTR's job was to "operate the contacts [with the colleges] and...monitor the testing and recruitment in consultation with Personnel." (*Ibid.*, "Introduction," p. iii.) Other colleges (outside the selected list above) would, however, be handled directly by the Personnel Office, as part of its "normal [recruitment] activities" (*ibid.*, p. ii, and "Discussion" section, p. 5.). For later history, see below, p.105.

² OTR's histories for 1951-52 (1952 and 1955 versions) do not establish the date, but imply (1955 version, p. 10, footnote 18) that OTR's recruitment program was under way by March 21, 1951. Nor do they indicate (*ibid.*) when the first trainees were actually on duty. The implication, again, is that this occurred sometime after June 30, 1951. (Thus, no on-duty trainee figures are listed for June 30, 1951, in the first of OTR's semi-annual personnel statistics (*ibid.*, 1952 version, unnumbered appendix). By Dec. 30, 1951 (the next reporting period), some 45 PT's had been hired by OTR and were on trainee duty. (*Ibid.*)

³ A program of "basic" intelligence instruction, variously called a course, curriculum, and school, was developed between February and April 1951 by [redacted] and others of the OTR staff, and was scheduled to be given, for the first time, on July 9, 1951. (See OTR's history, 1955 version, previously cited, p. 8 and footnotes.) Basic training for PT's should not be confused with training in how to produce "basic intelligence," that is, National Intelligence Surveys. The preparation of an NIS was to be a project of one of the later advanced courses for specialists. (See OTR plan of July 3, 1951, previously cited, Tab K, p. 2.)

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Meanwhile, a Psychological Staff was also organized in OTR, between January and June, to develop fitness-report forms, devise and procure testing materials,¹ and otherwise prepare to undertake what was eventually called an "assessment and evaluation program."² These appraisal procedures were to be applied jointly by OTR, the Personnel Office, and the employer offices, as they evaluated each of these junior selectees continuously through his successive stages, first as an applicant, recruit, and trainee, then as a regular employee on duty and a rotation, and finally, as a full-fledged member of the Career Corps.³

¹ OTR expected to rely heavily on the commercially available [redacted] already under contract with CIA. (See OTR staff study, July 3, 1951, previously cited, especially "Discussion" section, p. 5, and Tab C.)

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² OTR's history, 1955 version, pp. 14-15, 33-37. The Psychological Staff of OTR (as it was called by Colonel Baird on July 3, 1951) was established some time in the spring of 1951 as follows. In January the Chief of the Assessment Staff of the Training Division (covert) was transferred from the DD/P group to OTR, in order to handle this activity (*Ibid.*, p. 36). In March he proposed to establish a Division of Psychology, but OTR's history implies (*ibid.*, p. 36) that the proposal was shelved. In any case, a "Psychological Staff" was actually functioning by July 3, 1951, when its work was mentioned in Colonel Baird's staff study on the Career Corps (previously cited; see especially "Discussion" section of that study, p. 5).

³ See OTR's history, 1951-52 (1955 version), pp. 14-15, 33-37; and OTR staff study on the Career Corps, July 3, 1951 (previously cited), especially "Discussion" section and the following "tabs" bearing on these personnel appraisal procedures: C, Testing and Assessment...; D, Evaluation...During Training; E, Identification of Career Corps...; F, Evaluation of Outstanding Candidates...; G and H, Rotation Plans...; I, Appraisal Form; and Skimmer Chart.

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By the end of June 1951 OTR's recruiting, evaluation, and initial-training programs for these 100 career-service selectees were partially under way, and on July 3 Colonel Baird (the Director of Training) described the progress to date, in connection with submitting his comprehensive staff study to the DCI, along with his "proposal for the establishment of a Career Corps" in CIA, and (with it) his plan for OTR's own activities in the months ahead.

In that study of July 3, OTR proposed a Career Corps that would be restricted, first, to "non-clerical personnel" of grades GS-9 to 13 (as "the most likely career group," OTR said), and next, further confined to an estimated 30% to be selected from that category.¹ Such a group would be a "limited and elite group," and one which was "implied," OTR said, in certain views expressed by General Smith in March 1951.² Along with this basic proposal, OTR presented a variety of recommendations on the Agency's personnel-management system in general and on career management in particular, based (OTR said) on a survey of "ten or twelve comparable industrial plans," on career-management plans of the Navy and the Air Force, and on a study of CIA's present efficiency-rating system.³ Included in

¹ Ibid., tab I, p. 11.

² On the authorship of the concept of "a limited and elite corps," see above, page 92, footnote 1.

³ OTR staff study on the Career Corps proposal, July 3, 1951 (previously cited), tab I, p. 2.

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the detailed plan of July 1951 were a further T/O of 123 "trainee slots" for OTR and the operating offices to administer jointly;¹ revised procedures for the classification,² evaluation,³ and rotation⁴ of employees; new courses for the advanced training of careerists;⁵ and certain special employee benefits for them.⁶

¹ Ibid., tab H. Of the 123 employees to be hired and trained by OTR, 85 would go to the DD/P group, 26 to the intelligence group (then under the DDCI), 9 to the DD/A group, and 3 to the O/DCI. Of the latter 3, 2 would go to OTR's staff. Presumably these 2 trainees would be groomed for instructional work, in particular, since all 123 would be OTR trainees (in all specialties), to be administered by OTR.

² Ibid., especially tabs I, K, and N, and unnumbered appendix "Appraisal Form." The personnel classifications (in the latter appendix) included four basic types according to OTR: (1) "operational" (the "extrovert and man-of-action" type); (2) the "analytical-research" type ("the professional or specialist" with "an absorbed interest in new factual minutiae" and a "feel" for analysis); (3) the "administrative" type (one "with a large facility in picking the flaw and in saying, no"); and (4) the "technical" type ("the technician, the linguist, the engineer, and the scientist"). Another classification (within each of these 4 groups) was the "generalist" and the "specialist" (see *ibid.*, "Introduction," p. iv, and "Discussion," pp. 12, 13, 15). No mention was made of the numerous occupational classifications used in the punch-card program of 1949-50 (mentioned earlier in the present chapter).

³ OTR staff study, July 3, 1951 (previously cited), especially tabs C, G, I, J, K, and N, and tabs on "Appraisal Form" and "Skimmer Chart."

⁴ Ibid., tabs K and N.

⁵ Ibid., tab Q. The plan for employee benefits, addressed chiefly to "hardship" or "hazardous" occupations in clandestine operations, were based in part on ideas developed by a DD/P "task force" on "Rights, Privileges, and Benefits of Covert Employees and Agents." (*Ibid.*)

⁶ Ibid., tabs E, F, K, L, M, N, P, and R. Another tab (tab "O") considered the possibility of CIA giving training to career employees of the IAC agencies, especially of the Army, Navy, Air Force, and State intelligence agencies. This proposal was apparently not implemented (as of February 1953, the end of the present study).

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Certain reorganizations of personnel management work, finally, were included in OPR's plan of July 1951. In particular the plan called for a Career Development Staff (presumably to be located in OPR or in the Personnel Office),¹ a Board for Examination and Review "at the Director-Deputy Director level,"² and individual Boards of Review "at the Office level" (each one with that office's "Training Liaison Officer" serving ex officio as the secretary).³ At the bottom echelons each supervisor would also participate, to the extent of an annual appraisal of all the employees (career selectees or otherwise) under his immediate supervision,⁴ with an emphasis "away from rating (the Civil Service concept)" toward a system of discovering what an employee "can" do, and what might be done to "improve and prepare" him or her for "higher level service."⁵

¹ Ibid., tab I, p. 2. It was not indicated which of these two offices would take over the proposed Career Development Staff. (Ibid.) Later this Staff was assigned to the Personnel Office.

² Ibid., tab I, pp. 1-2.

³ Ibid., tab I, p. 2. The Training Liaison Officer (TLO) was normally a member of the administrative section of a given intelligence or operational office.

⁴ Ibid., tab I, p. 1.

⁵ Ibid., tab I, p. 1.

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