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ROUTING AND RECORD SHEET

SUBJECT: (Optional)

D/OTE Trip to Denver



FROM: [redacted]

EXTENSION

NO.

OTE 86-1026

Director of Training and Education
1026 CofC

DATE

19 June 1986

TO: (Officer designation, room number, and building)

DATE

RECEIVED

FORWARDED

OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1. DDA
7D24 HQS

24 JUN 1986

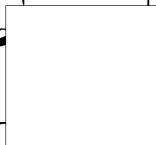
WHD

2.

3. DDO
7E26 HQS

N

7 July 86



4.

5.

D/OTE

7/8

4

6.

7.

8.

9.

10.

11.

12.

13.

14.

15.

Class -
worth reading. Note
paras f. & g. in
particular. 30

3-5! Thanks.

FORM
1-79610 USE PREVIOUS
EDITIONS~~CONFIDENTIAL~~

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OTE 86-1026

18 June 1986

MEMORANDUM FOR: Deputy Director for Operations

VIA: Deputy Director for Administration

25X1 FROM: [REDACTED]
Director of Training and Education

25X1 SUBJECT: D/OTE Trip [REDACTED]

25X1 Last week, I spent a few days [REDACTED]
25X1 exercise--the last part of the [REDACTED] Some
observations:

a. The new operations officer Career Trainees (CTs) are absolutely first-rate.

b. They still share most of the values and opinions of white, middle America, but...

c. After spending a short period of time with each of the student teams, it is clear to me that you can readily sort out those who are off to a fast start and are likely to be the cutting edge operations officers, from those who will be in the middle, from those (very few in this case) who may have some problems.

d. The training is ~~damn~~ good. I had had some concerns about what I feared might be the "mickey mouse" nature of the hypothetical exercise. But, after watching it and talking with students and instructors over those days, I am convinced that it really does its work.

25X1 [REDACTED]

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SUBJECT: D/OTE Trip to Denver

e. I think our staff is excellent. I was greatly impressed by these officers' commitment, enthusiasm, and intelligence and, not least, their genuine interest in helping mold and develop world-class operations officers. They are a real credit to the Agency and the Clandestine Service.

f. It is clear to everybody involved in the training of new operations officers that there is great learning on the part of the staff itself. It is a shame that we have not institutionalized service-as-a-trainer as part of the career pattern of our cutting edge operations officers. I am convinced that we should try to find a way to do that--for it would be an investment that would pay great dividends.

g. Clearly, we need to recruit many more future operations officers than we are now doing. However, after watching these young people at close quarters, I have a better understanding of the concern on the part of some old hands that we not compromise on the quality of those we take into the program. The demands we make on these young people are considerable. We expect them to be street smart, we expect them to be analytical, we expect them to be gregarious, we expect them to be thoughtful; we expect a hell-of-a-lot of them. It is clear that it is difficult to find those kinds of people.

25X1

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