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MEMORANDUM FOR: Deputy Director for Operations

THROUGH : Deputy Director for Science and Technology

SUBJECT : DD/O Contact with Satellite Photography

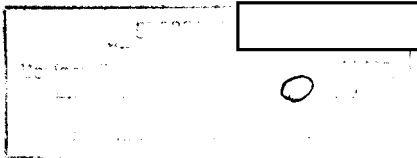
1. I should like to explore the possibility of assigning young and promising DD/O officers to NPIC as part of their career development.

2. I must admit to a lack of precision and completeness in my knowledge of the extent to which DD/O officers make use of satellite photography. Yes, I am aware of specific projects in which NPIC assistance is sought. These include assistance given by NPIC's model shop to the Imagery Analysis Service, which Service has the prime responsibility for supporting DD/O needs.

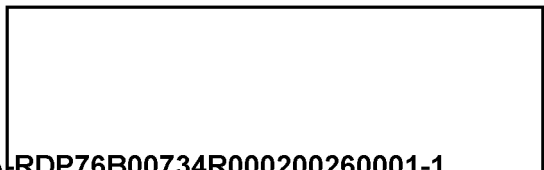
3. Admitting my incomplete and imprecise knowledge, I believe that DD/O officers probably are not making as effective use of satellite photography as they could. My belief stems in large part from my talking with DD/O officers, some of whom previously had not had access to TKH materials, some of whom have no concept of the capabilities possessed -- or not possessed -- by the satellite collection and exploitation systems, and some of whom view satellite photography as an enemy rather than an ally.

4. There may be functional ways to increase DD/O's effective use of satellite photography. The Imagery Analysis Service of the Intelligence Directorate and appropriate officers of the DD/O would be the effective organizational personnel to seek those ways -- NPIC is available to assist them.

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5. My purpose here, however, is to suggest an arrangement which will assist over the longer term with lasting effects. I suggest that you consider assigning young and promising DD/O officers to NPIC and IAS for one to two year tours of duty early in their careers.

6. I recognize that such an expenditure of a promising officer's time would be expensive to DD/O -- and especially so in these times of personnel and force cuts. I believe that the DD/O's work would benefit even if only a few -- even one or two -- of its officers at a time gained such an experience.

7. I should be happy to discuss this with you or another DD/O officer.

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JOHN J. HICKS  
Executive Director  
National Photographic Interpretation Center

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