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OIA-47/79
18 May 1979

MEMORANDUM FOR: [redacted] NFAC

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SUBJECT : Sub-Sahara Africa Specialist Cadre

REFERENCE : NFAC Memorandum 2170-79, 27 April 1979

1. This memorandum is in response to your request for information regarding the number of positions and related training OIA projects will be needed for work on sub-Sahara Africa over the next five years. For background purposes, in 1978 OIA spent the equivalent of about five manyears on issues related to sub-Sahara Africa--two on conventional forces, two on nuclear proliferation/strategy delivery system programs, one in support of DDO and DDS&T collection and operations programs, and a trace on industries and transportation. [redacted]

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2. Over the next five years, we project that an additional six positions--for a total of 11--will be required to provide NFAC adequate imagery-derived intelligence on issues related to sub-Sahara Africa, and service DDO and DDS&T collection and operations programs. The resources would be used as follows: six on conventional forces, two on industries and transportation, two on nuclear proliferation/strategic delivery system programs, and one on support to DDO and DDS&T collection and operations programs. The grade levels of these positions would center around our journeyman level--presently GS-12 and hopefully after our Office audit by PMCD--GS-13. The grade spread would be something like three positions at the GS-13/14 senior analyst level, five at the GS-12/13 journeyman analyst level, with the remaining three at the GS-11 and GS-09 junior analyst level. [redacted]

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3. We would need analysts with various academic backgrounds to work the different substantive topics. The conventional forces analysts should have some courses in international relations and African affairs, and some military experience would be helpful. The industrial analysts should have degrees in industrial engineering, or at least a strong background in math, chemistry and physics. The transportation analysts should have degrees in civil engineering or geography, and the nuclear and strategic delivery systems analysts should have nuclear or aeronautical engineering degrees, or at least strong backgrounds in physics, chemistry and math. Prior work experience in these specialties would, of course, be useful. We have found from experience, however, that we seldom can find people with these types of academic training who are interested in working in the imagery analyst profession. [redacted]

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4. The training for the new analysts would be extensive. The first year would be spent primarily learning the imagery analysis business, and becoming familiar with the assigned substantive specialty as well as the intelligence issues related to this part of the world. About 80 percent of the analyst's first year would be devoted to formal and on-the-job training. About 20 percent of the analyst's time during the next four years would be spent becoming expert on a substantive specialty through trips and/or sabbaticals to private industry or relevant government agencies, and through on-the-job training. Area familiarization would also occur in this period in the form of a series of trips of two to four week duration to sub-Sahara Africa. We would not require the analysts to develop foreign language capabilities because most of the human source materials received in OIA has been translated into English. In addition, because English is spoken in many of these countries, there should be no problem on the area familiarization trips.

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5. I would expect the incentives for OIA analysts working on sub-Sahara Africa would be no different from those of other analysts. They would include the opportunity to advance, the opportunity to develop their analytical skills through courses, sabbaticals and trips, and the opportunity to use their initiative and imagination in the analysis of intelligence problems. Another incentive would be for the OIA analysts to have an opportunity to serve on a rotational tour in some other NFAC office to broaden their perspectives on the political, economic, and military issues of sub-Sahara Africa.

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6. With the possible exception of conventional forces we would not place these analysts into an organizational entity--such as a sub-Sahara Africa branch--to deal with this geographic area. Rather, we would place these analysts within existing or newly established functional branches. The reasoning for this is that OIA analysts are functional experts first, and geographic or country specialists second. I would like to discuss with you at an appropriate time how you (or John Hicks) envision a specialist cadre operating. For example, would a cadre be located within one component in NFAC, and would each analyst be expected to be expert on all substantive specialties or on all countries.

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Imagery Analysis

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