DIRECTOR OF CENTRAL INTELLIGENCE

Science and Technology Advisory Panel

A

AGENDA

Science and Technology Advisory Panel

Twenty-sxith Meeting

Room 1S06, [redacted] 25X1

Wednesday, 15 September 1982

25X1

0830-0900	Coffee & Administration
0900-1000	Battlefield Lasers
1000-1200	[redacted] 25X1
1200-1330	Lunch
1330-1400	Executive Session Preparation for Meeting with DCI
1400-1500	Consultation with DCI
1500-1600	[redacted] 25X1
1600-1700	Alternate [redacted] Collection 25X1
1800-2100	Cocktails & Dinner*

25X1

* Black Horse Tavern
1240 20th Street, NW

- SPTIC -

- WPL 2 -

DIRECTOR OF CENTRAL INTELLIGENCE

Science and Technology Advisory Panel

AGENDA

Science and Technology Advisory Panel

Twenty-sixth Meeting

Room 1S06, [redacted] 25X1

Thursday, 16 September 1982

0830-0900	Coffee & Administration	
0900-1030	Electronic Warfare	
1030-1130	S&T Manpower	
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1300-1400	Small Systems R&D	
1400-1600	Executive Session Input for Minutes	

[redacted] 25X1

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DIRECTOR OF CENTRAL INTELLIGENCE

Science and Technology Advisory Panel

B

STAP RESUME

The Science and Technology Advisory Panel (STAP) was formed by the Director of Central Intelligence in 1976. It serves the DCI as a source of independent advice and expertise on a variety of scientific, technical, and management issues. The membership includes renowned senior scientists, executives, and other leaders from industry, academe, and government.

The STAP meets quarterly in plenary session where, inter alia, formal briefings are presented, reports approved, and direct consultation with the DCI is effected. At other times small working groups or sub-panels are formed to respond to DCI tasking, address specific issues, and provide STAP participation in technical studies or other ongoing projects.

The STAP also responds to requests for assistance from any Deputy Director or senior line manager who believes a STAP member's expertise may contribute to resolving a difficult technical intelligence problem. STAP assistance may be in the form of an informal discussion, a written memorandum, or a formal study or report signed by the Chairman and forwarded to the DCI.

Principal functions of the STAP include:

- To insure the DCI and senior Intelligence Community managers are forewarned of significant advances in state-of-the-art technology and in new applications of existing technology.

- To identify and highlight the implications of current and future S&T developments for intelligence activity.

- To provide linkages and interactions between the intelligence community and the scientific and technical communities in industry, academe, and government, as appropriate.

- To provide a quality control mechanism; an outside source for objective evaluation of current and planned S&T-related intelligence activity.

- To review evidence on existing S&T intelligence "enigmas" and to introduce new thinking and suggest avenues for solving these unknowns.

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C

WORKING PAPER

Discussion Topics for

Science and Technology Advisory Panel
(STAP)

Meeting, 1400-1500, Wednesday, 15 September 1982
(Room 1S02, [redacted]) 25X1

Agenda

- Issues, schedule of briefings and designated guests for the forthcoming meeting are attached.

- [redacted] 25X1

25X1

STAP Studies and Projects

Technology Transfer: STAP assisting [redacted] and Technology Transfer Intelligence Committee (TTIC) in review of successful Soviet efforts to improve their ICBM accuracy. Key issue is to determine to what degree Soviet acquisition of western technology (legally or otherwise) contributed toward Soviet advances in this strategic capability. 25X1

Status-Establishing terms of reference, gathering data, initial discussion with TTIC on 10 September 1982.

S&T Personnel: STAP participating in IC Staff study [redacted] Office of Planning) regarding efforts to insure the U.S. Intelligence Community has, and will have, an adequate supply of qualified scientific and technical personnel. Review generated by requirement identified in Long Range Capabilities Study. STAP will examine those technical, management, and security policies which impact on the recruitement, retention and development of S&T manpower. 25X1

Status-Terms of reference and study outline approved. Steering group established. Data collection underway.

Small Systems R&D: STAP examining desireability and feasibility of a theoretical proposal to have the Intelligence Community establish a research and development "agency" to support basic R&D on small intelligence systems; those which do not warrent large program support (i.e., satellite systems) but which are necessary for unique and sometimes limited intelligence operations [redacted] 25X1 25X1

Status-Research nearing completion. Several members have drafted papers on this issue. Papers to be considered during 16 September 1982 Meeting.

[redacted] 25X1

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Science and Technology Advisory Panel
(STAP)

Meeting, 1400-1500, Wednesday, 15 September 1982
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[redacted] 25X1

C

14 September 1982

MEMORANDUM FOR: [redacted] 25X1
Special Assistant for the
Director of Central Intelligence

FROM : [redacted] 25X1
Chief, Technology Transfer
Assessment Center

SUBJECT : Recent TTAC Involvement With
the DCI STAP [redacted] 25X1

1. This memorandum is for your information only. [redacted] 25X1

2. Recently, TTAC initiated an historical study of Soviet ICBM guidance system technology. The effort is to be a thorough examination of the role of Western technology transfers in ICBM accuracy improvements noted in the 1970s. A contractor, [redacted] will conduct the study with the assistance of experts from OSWR. I have asked the DCI STAP to oversee and advise us in the direction of this effort. I expect they will provide guidance and suggestions on analytic methods and data sources. [redacted] 25X1 25X1

[redacted] 25X1

[redacted] [redacted] 25X1

2831-82
DDS&T ~~2712~~-82

15 June 1982

MEMORANDUM FOR: Deputy Director of Central Intelligence

FROM : Leslie C. Dirks
Deputy Director for Science and Technology

SUBJECT : STAP Suggestions

1. Attached are comments keyed to the subject note that you received from the DCI. I fully agree with the recommendations in paragraphs 1, 2, and 3, and believe that we have been working in this direction for some time. However, I am concerned about the criticism in paragraph 4. If there's something we've missed we're grateful for the comments. But I am skeptical that this is the case. Because of CIA's limited R&D budget we are very conscious of taking advantage of what others are doing. Furthermore, because of CIA's unique mission, "small systems" should be, and I believe are, our strength. The STAP people just haven't spent enough time trying to understand what we do to criticize with confidence the state-of-the-art used in CIA clandestine systems. Before expressing their concerns to you and the Director, the STAP should do their homework by having an ad hoc investigative team talk with those involved. As has been suggested, we will gladly identify someone from the S&T to lead the sub-panel members to the right people and help them ferret out the facts.

2. We believe that you and the Director would be better served if the STAP would talk to us and others before giving their counsel. We'll contact [redacted] about his suggestions. If the STAP has found something that we have not, we will be happy to take a close look. 25X1

[redacted] 25X1

Leslie C. Dirks

Attachments:
STAP Suggestions and Comments on same

B230

Attachment to:
DDS&T 2712-82

COMMENTS ON STAP SUGGESTIONS

1. The facts on the number of vacancies in the DDS&T suggest that we are meeting our goals in recruiting the high quality people we need to do our work. We have long recognized the importance of having our line people, usually mid-level managers at grades 14 and 15, participate directly in recruiting. They do this to satisfy their staffing needs as well as the general needs of CIA. We try to match the "line recruiter" with the school from which he or she graduated, the type of individual being recruited (electrical engineer, photo scientist, etc.) and the specific office(s) having vacancies. We think that this is an effective way to recruit and that we're doing a good job. Our recruiting problem is not who is doing the recruiting but whether we can compete with industry salaries and industry's ability to quickly make firm job offers and commitments on employment starting dates.

2. We've had a two-track system available for certain technical experts for some time. Recently, the "SPS" category was de-emphasized, in general over our objections, but not in fact eliminated. This has caused some problems. We have recently asked the Director of Personnel to help us expand [redacted] 25X1 the number of non-managerial senior positions and he has, we believe, agreed to do this. This will make approximately 10 percent of our GS-15 and SIS positions non-managerial in nature. If experience shows this to be too few to retain our talent, we'll increase the percentage.

With regard to clearances for new technical recruits, we're sympathetic to the DCI's objective. We are pleased with the recent progress that Personnel and Security have made, recognizing that we can still speed things up. However, a few months will always stand between our first contact with a recruit and his or her final approval. From the time a recruit completes the PHS we have been seeing a 4 to 5 month span until a full clearance is issued.

3. I am told that all applicants who are asked to come to Washington for an interview are given a GTR for round-trip airfare, $75 per diem, plus airfare and per diem for a return when polygraphs and medicals are given. Nevertheless, we probably look bad when compared to industry. For a small investment this could be corrected. First impressions are lasting and we are often penny wise and dollar foolish.

Applicants within a 50 mile radius of Washington are not reimbursed for their travel by the Office of Personnel. Individual components can bear this cost if they wish. Here again for a small investment we can improve the chance of making a good first impression.

25X1

25X1

Because the Director's paragraph 4 is stated generally, we cannot be sure what the STAP has seen We are confident, however, 25X1
that we are not "behind". One of ORD's principal responsibilities is to keep tuned into the R&D efforts of others. For example, ORD hosted a presentation about five weeks ago which 25X1
was attended by individuals from four S&T offices. The briefing represented a tour de force of that Group's efforts. There were no "technology" surprises. As expected there were some areas of research and development at NSA that are not being considered for application at CIA. These reflect the differences between CIA's and NSA's way of doing business. However, there were far more examples of commonality in interest and pursuit (optical disc recorder technology, 25X1
collection techniques, artificial intelligence 25X1
methodologies, among others).

To better understand STAP's criticism, we briefly talked with and learned that NSA may have picked up on one or more 25X1
suggestions 25X1
25X1
done for OSO last year. The 25X1
25X1

25X1

The second is a concept that we've looked at ourselves. Dr. who recently retired, came up with this idea a number 25X1
of years ago. We believe that it will work and so do the 25X1

This is a rather sophisticated technique that should be employed, we believe, when more conventional antennas are not suitable. Because more conventional techniques are usually suitable, we have not pursued a general solution of this technique.

25X1

[redacted]

Because we recognize the benefits of keeping close to the technologies that others are pursuing we try to do this well. We use consultants to the maximum extent and, as mentioned above, innovative groups [redacted] I, therefore, am skeptical that we have missed something that will make our case officers's and agent's lives significantly easier or safer. Nevertheless, if there are areas where we can do better we're ready to step up to the challenge.

25X1

1 June 1982

MEMORANDUM FOR: Executive Director

FROM: Director of Central Intelligence

SUBJECT: STAP Suggestions

1. My discussions with STAP this morning brought forth some suggestions about improving the recruitment of scientific and technical personnel. Their study shows that NSA has the largest and most difficult requirements and they believe that NSA is making significant progress by having middle-level managers go out and do interviews at colleges and elsewhere. This is an approach which commends itself to me for analytical personnel and career trainees as well.

2. They recommended a two-track system, a technical track and an executive track, something which more and more corporations are developing and which we have made a modest beginning at with respect to analysts. It seems to me we should be able to reduce the 10-12 months required to get clearances for new technical recruits.

3. Another impediment cited was failure to reimburse travel expenses for candidates coming in for recruitment interviews. I don't know what the pros and cons of that policy may be, but it seems like a small issue to stand in the way of more successful recruitment.

4. A significant criticism is that the Research and Development and Technical Service elements of the Science and Technology Directorate are well behind the curve in exploiting state-of-the-art technology to develop small systems. NSA, they say, is using state-of-the-art technology with which CIA components have not yet worked. If that is true there is something wrong, and we should have Ev Hineman look into it very thoroughly.

William J. Casey

25X1

82-0538/87

1 September 1982

E

NOTE TO: Deputy Director for Administration

FROM: Director of Central Intelligence

SUBJECT: Redirection of Project SAFE

REFERENCE: Memo to DCI dated 27 July 1982 from DDA and Vice Assistance Director (R&S), DIA Requesting Approval of Project SAFE

Harry:

STAT

STAT

Accordingly, since the steps that have been taken are in line with the memorandum I received from the General Counsel dated 5 August 1982, I am approving your plan for redirecting the SAFE Project as outlined in your memorandum to me of 27 July 1982. If there are any changes with respect to any of the matters set forth in your memorandum, I would very much appreciate hearing from you.

William J. Casey

DDA Registry
82-0538/48

27 JUL 1982

MEMORANDUM FOR: Director of Central Intelligence
Director, Defense Intelligence Agency

FROM : Harry E. Fitzwater
Deputy Director for Administration/CIA

[redacted] 25X1
Vice Assistant Director for Resources and Systems/DIA

SUBJECT : SAFE

REFERENCE : DDA Memo to DCI of 25 June 1982, same subject (DDA 82-0538/35).

1. This memorandum transmits four documents on the SAFE Project. Tab A provides general background, with emphasis on project activities since the completion of the audit in April, 1982. Tab B is a status report on actions taken subsequent to the meeting with the DCI on 22 June. Tab C outlines the management procedures we propose to use to ensure effective control of this effort. Tab D contains recommendations for your consideration and approval.

2. As indicated in the earlier report prepared by [redacted] 25X1 in response to your request, and as further mentioned in portions of Tab B, the number of technical details to be studied and the complexity of the problem we are trying to solve require a more exhaustive study than can be carried out in thirty days. The evaluation phase continues, with a target completion date of late September. We are still projecting a design review in February 1982. In order to proceed with the evaluation and the design, we need your approval of the development approach outlined in the attachments.

3. If you concur with our findings, we request you initial in the appropriate space below. We are ready to meet at your convenience, either to brief ~~you further on~~ the attachments or to answer any questions you may have.

[redacted] 25X1

Harry E. Fitzwater 25X1

Coordination:

[redacted]

John McMahon 25X1

The recommendations in Tab D are:

Director of Central Intelligence

Approved _____

Disapproved _____

Director,
Defense Intelligence Agency

Approved _____

Disapproved _____

This document becomes UNCLASSIFIED when separated from attachment

Next 4 Page(s) In Document Denied

DIRECTOR OF CENTRAL INTELLIGENCE
Science and Technology Advisory Panel

Attachment to BYE 2726/82

1 March 1982

MEMORANDUM FOR: [redacted] 25X1
Director, Intelligence Community Staff

SUBJECT: Funds Required for [redacted] 25X1

1. STAP has for a long time been concerned that the Intelligence Community is not paying sufficient attention to [redacted] 25X1 We believe that a significant opportunity exists to obtain and evaluate important experimental data. The attached memo describes the proposed experiment and the needed funding.

2. We suggest that a number of organizations would be interested in supporting this effort. These include CIA/ORD, [redacted] office, SAMSO, and DARPA. 25X1

3. STAP recommends prompt attention so that this opportunity is not lost.

[redacted] 25X1

Attachment:
Memo to [redacted] 25X1
[redacted] 25X1

[redacted]
Copy No. _____

[redacted] 25X1

SECRET

Next 6 Page(s) In Document Denied

G

14 September 1982

SCIENCE AND TECHNOLOGY PERSONNEL RECRUITMENT

On 1 June 1982, you were briefed by the Science and Technology Advisory Panel on the results of a survey it sponsored at the request of the Office of Planning, Intelligence Community Staff. The results of the survey were to be used by the STAP to prepare a report and set of recommendations on the Community's future ability to recruit and retain personnel with technical backgrounds. The key points pertaining to recruitment are:

-- the hiring delays necessitated by security clearance procedures is a major impediment to hiring;

-- the Community cannnot compete with the private sector on the basis of salary;

-- recruitment procedures vary across the Community from aggressive to passive;

-- regulations prohibit the IC from covering many expenses involved in recruitment such as travel expenses of candidates to headquarters and the inability to recognize qualitative differences among schools; and,

-- these problems are not present to the same extent throughout the IC--NSA and CIA appear to have a competitive advantage.

This initial effort was sufficiently informative that the scope of the study was expanded by OP to include area specialists and language specialists; an effort is being made to include clerical/secretarial skills as well. A copy of the terms of reference and a propose report outline is attached.

Agenda
10 September 1982

MANPOWER/PRODUCTIVITY INITIATIVE

STEERING COMMITTEE AGENDA

THURSDAY, 16 SEPTEMBER 1982

1. Introduce Steering Committee members
2. Discuss background and scope of effort
3. Identify composition of Working Committees
4. Determine scope of each WC's responsibilities
5. Discuss TOR and Report Outline and revise where necessary
6. Discuss data collection strategies
7. Establish schedule
8. Determine administrative support

TOR

13 August 1982

TERMS OF REFERENCE

LONG-RANGE MANPOWER AND PRODUCTIVITY INITIATIVE

INTRODUCTION

Of all the issues to emerge from the 1985 Capabilities Study requiring coordinated and sustained Community attention, none did so more clearly than that of manpower. The Community relies on the interdependent efforts of a skilled workforce to ensure the successful collection, processing, and analysis of timely and useful intelligence. For the remainder of this decade, the Community will compete in a labor market that will grow increasingly tight, as in the case of scientists and engineers, or shrink, as in the case of language specialists. The earliest that advanced technologies can be expected to make a significant contribution to the increasing number of responsibilities being assigned to the Community is the beginning of the 1990's; some limited machine assisted capability will begin in the mid-eighties. As a consequence, the Community must seek to retain, retrain, and recruit as aggressively as possible in the coming years, while at the same time planning to take maximum advantage from such innovations as the Artifical Intelligence based office and workshop of the future. Dedicated and insightful planning will be required to assure that the necessary specialty and managerial skills will be available throughout this transition period.

OBJECTIVES

The objective of this effort is to present the DCI with an investment strategy that addresses the manpower/productivity requirements of the Intelligence Community into the 1990's. This requires detailed knowledge of the Community's historical employment trends as well as reasonable estimates of the likely demand for specific manpower skills in both the public and private sectors for the time frame from 1985 and into the 1990's. At the same time, the supply situation during these periods must be addressed in order to determine the Community's relative competitive position, and where it might best invest its limited resources in order to meet its manpower requirements. Budgetary, personnel, and grade-scale ceiling constraints are likely to impinge further on the Community's ability to meet additional demands for services with pure manpower. Hence the need for the IC to investigate aggressively the opportunities available in the man/machine tradeoff provided by the "office" and "workshop" of the future. Finally, the working environment of the 1990's is likely to make additional demands on managers and executives which will necessitate particular attention to total career development.

ORGANIZATION

The study effort will involve three working committees, and a steering committee. The working committees will consist of the following:

- Science and Technology Advisory Panel
- Intelligence Production Council
- Foreign Language Training Committee

They will be responsible for pursuing a line of investigation along the general terms outlined in this document with regard to the following three general skill categories:

- o foreign languages
- o area studies
- o physical and biological sciences

Their efforts will be coordinated by the steering committee composed of a representative from each of the working committees and from the Office of Planning; this group will issue a common terms of reference, a report on findings, and a set of recommendations.

METHODOLOGY

The manpower/productivity study will consist of three parts: a compilation of forecasted demands and a survey of the likely supply of skilled manpower in the categories noted; a survey of the office and work shop technologies likely to be available into the 1990's that address specific problems, e.g., language translation; and a series of recommended investment strategies as a function of projected budgetary constraints and manpower ceilings. The coordinating committee will manage the preparation of more detailed terms of reference which address the following subjects:

a) Supply and Demand for Skilled Manpower (1985 and into the 1990's)

Discuss the present IC manpower complement by specific skills categories, and estimate their size and composition for the time periods under

consideration. Identify those skills which are likely to be in generally short supply, and those which will be in excess supply.

b) Office Automation

Discuss the extent to which office automation has been employed by the Community, and where it is being considered, and identify those technologies under development both internall and externally that hold promise for broader Community application.

c) Recommended Investment Strategies

-- Determine those factors which impact adversely on the Community's ability to recruit, retain, and retrain manpower.

- o Recommend general and specific incentives to retain Community manpower.

- o Recommend internal and external training/retraining particularly for skills that will be in excess supply due to changing requirements.

- o Recommend IC/US Government stimulation to academia for those skills in short supply, or establish specific programs to support the development of specific critical skills.

-- Determine where office automation must be introduced in order to maintain a current capability, where it should be introduced to enhance a current capability or provide a new capability.

o Recommend a phased acquisition program, and a research program where needed.

-- Determine the organizational and managerial changes likely to result from the anticipated changes in the man/machine ratio.

o Recommend career development patterns appropriate to this changing environment.

TIMING

The response to the Manpower/Productivity Initiative, by necessity, will be sequential. The first order of business will be to develop coordinated terms of reference for each of the two major areas of investigation; this should be accomplished by 30 September 1982. The Recommended Investment Strategies should be accomplished jointly by the various working groups. The manpower issues--supply, demand, and training--will be due by 31 March 1983. Recommendations on capital acquisition and career development will be due on 30 June 1983.

MANPOWER/PRODUCTIVITY INITIATIVE

REPORT OUTLINE

I Baseline

Present Community critical skills profile (technical, language, area, and if possible, clerical/secretarial)

a. Where are we:

1. comfortable?
2. short?
3. in excess?

b. What are the turnover rates?

c. Figure of Merit

II Demand

What skills will be needed and in what magnitudes?

a. What present skills will:

1. remain in demand?
2. require further development?
3. become obsolete?

b. What new skills will be required?

III Supply

a. National population and education trends

b. Other competition for skills:

(1) DoD

(2) Private Sector

(3) Academia

IV Changing expectations of the work force.

a. Participation

b. Career determination

c. Alternative career patterns

d. Leadership legitimacy

e. Salary and benefits

V Implications for the Intelligence Community in its ability to:

a. hire

b. retain

c. retrain

VI Productivity enhancements (distinction between required automation--dictated by the nature of the capability--and discretionary automation--suggested by the nature of available resources)

a. Where is basic mechanization/automation still lacking?

b. Identify present advanced and emerging office technologies of potential use to the IC.

c. Determine where in the IC these technologies are being employed or are contemplated.

d. Determine where in the IC these technologies will be:

(1) critically needed.
(2) highly desirable.
(3) nice to have.

VII Recommendations

a. Recruiting - The Intelligence Community is burdened by a very cumbersome recruitment process, largely as a result of very stringent security requirements. A preliminary survey by the STAP indicated that a number of the barriers in the current process are of questionable validity, and apparently easily and inexpensively eliminated. Each element of the recruitment process needs to be challenged with the objective of eliminating those that are no

longer valid. Techniques in practice by the private sector should be reviwed for possible adoption.

b. Retention - The Community has begun to experience difficulty in retaining sufficient numbers of personnel in particular skills categories. So far this is confined primarily to technically qualified personnel and economists, although competition for other skills also is likely to increase as the private sector and DoD compete within a shrinking manpower pool. While attention has focused on competitive pay with the private sector, this is an incentive over which the IC has the least amount of control. Qualitative issues must gain in importance as a means of recruiting and retaining skilled manpower if the Intelligence Community is to compete successfuly with the private sector.

c. Training - Training and education are likely to become an increasingly signficiant element in individual career plans. The IC will need to respond with greater personal career enrichment opportunities in its competition with the private sector, and training will be a significant element in that effort. Thus, training will be called upon to: retrain personnel with obsolete skills for position in high demand areas; remedy deficiencies in formal education; impart skills unique to intelligence; and provide personal career enrichment.

d. Government stimulation - The chasm that developed between government and academia during the Vietnam War years has yet to repair itself

completely. The IC has suffered from the diminished access to the full range of academic research, while the academic community has had to adapt to a reduced level of Federal funding. The Community must address the issue of whether the separate initiatives of its members are sufficient to encourage the repair of this rupture and provide increased financial support to the academic sector, or whether the Community-at-large, or even the Federal Government, needs to be mobilized.

e. Automation - The nature of the tasks to be performed by the Community, their volume and variety, and the likely restraints on manpower growth will result in an increasing reliance on automated office technologies. In addition to identifying where they will be most needed, the Community also needs to identify which technologies will be developed by the private sector regardless of Community demands, which will require some Community encouragement, and which will be done only in response to Community requirements.

f. Career enhancement - Dual track is an issue that has been raised time and again, yet there appears to have been little visible results from all the discussions. Dual track systems exist throughout the Federal system in varying forms, and particularly in a number of agencies whose personnel are similarly qualified and employed. It is perhaps time to address the pros and cons of this issue in a comprehensive manner, and decide to do something or declare it not worth considering.

g. Career development - Whatever the recommendation concerning dual track, the Community must address the issue of career development. The emerging generation of skilled manpower is demanding a greater role in determining its career goals and options. The private sector has begun to respond to this demand and will likely do so to a greater degree in the future, thus increasing its competitive advantage with respect to the public sector. This subject has received a great deal of lip service, but to date has remained an issue of third order priority.

h. Community managerial needs - The need for personnel with broad Community experience is increasing with the growing interdependence of its members. This interpendence is a result of the increasing size of its budget, the growing complexity of its systems, and the expanding scope of its mission. The Community in large measure has been led by people who acquired broad experience by virtue of their having grown with intelligence since its inception. If this attribute is to be perpetuated, the Community will have to take deliberate steps to see that it happens.