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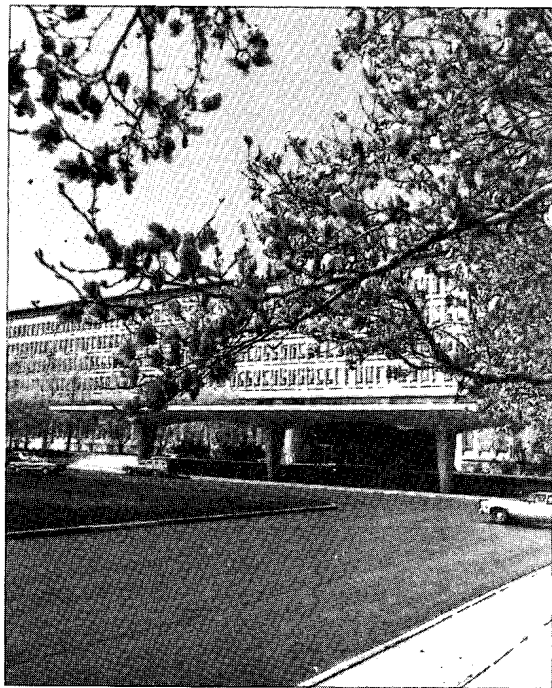
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february 1980



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What is now proved was once  
only imagined.

William Blake

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A quarterly publication for the exchange among DDA personnel of ideas, concepts, information, and techniques that are of common interest.

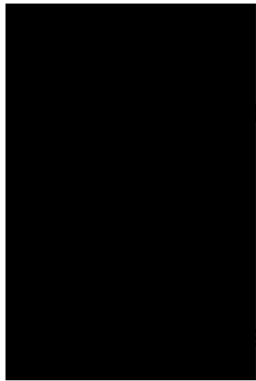
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VOLUME 5, NO. 1

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# comment

*In August 1979, Mr. Bruce C. Clarke, Jr. became the Director of the National Foreign Assessment Center. This issue's COMMENT is based on a talk given by Mr. Clarke to NFAC employees in November. (U)*

I would like to discuss the context in which I see NFAC operating and the role of the National Foreign Assessment Center. (U)

## *The Context*

The context of NFAC's work obviously is that of supporting the Director in his role as Chief Intelligence Adviser to the President and to the government. The degree to which we are effective in doing that measures how well we can feel about what we are doing. I think so far the record is good. I hope we can improve it. (U)

The Agency's mission, and NFAC's in particular, is to be an important source of intelligence analysis to the United States Government. What all components of the government share is a hunger for knowledge,

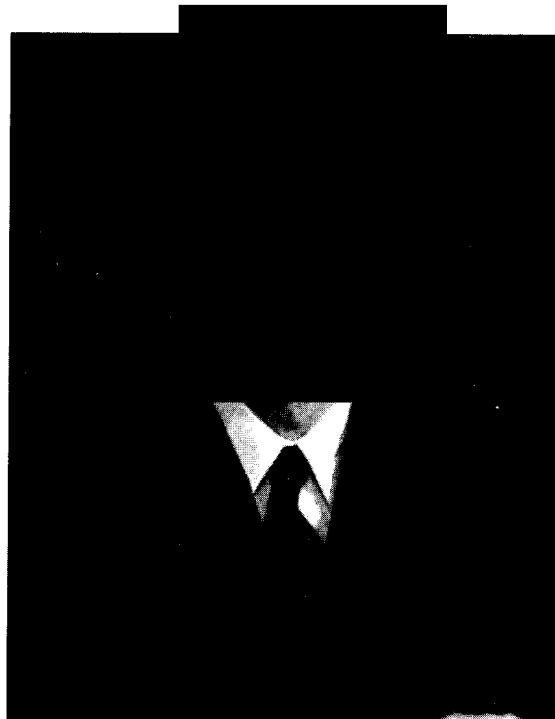
for facts, for information, for understanding, for new ideas, new perceptions. Most of the time they hope that the intelligence judgments of NFAC and their own judgments will coincide, and they are much more receptive to NFAC's view if they do. But they are prepared to put up with them if they do not. (U)

In this regard, the main point I would make is that NFAC does not and cannot serve any single constituency. Rather, there is a diverse set of officials with diverse interests. There are the policymakers, high and low, the would-be policymakers, and the staffs of policymakers. There are also all those folks laboring in the vineyard—whether it is DIA or INR, the Departments of Energy or Commerce—who are our colleagues in intelligence analysis. Given the range of people for whom our work is vital, it is difficult to contemplate NFAC production or an NFAC response solely in terms of a single user or single individual. (U)

There is another important constituency, one which has emerged in important ways

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Bruce C. Clarke, Jr.  
Director  
National Foreign Assessment Center

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over the past several years. I allude, of course, to the Congress and the major oversight committees. This is an important constituency, and all of us need to know how to work well with and on behalf of this constituency. The Congress is particularly concerned with NFAC and with the quality of the intelligence which we, along with INR and DIA, are responsible for producing. (U)

*NFAC's Role*

NFAC's role of intelligence research, intelligence analysis, assessment, and reporting is for important purposes. (U)

One is the important purpose of alerting. And here I would make a point which I think needs to be said even though it may seem unlikely and far removed from your daily concerns: we should never forget our Pearl Harbor heritage. This Agency is a response to the situation that existed prior to Pearl Harbor, and the failure on the part of intelligence then to provide the warning that might have helped to avoid what happened at Pearl Harbor. It is and will remain a paramount

responsibility of this Agency and of NFAC to provide strategic warning. We can be forgiven a great deal if we succeed in that; if we fail in that, all our other successes won't make any difference. (U)

But over and beyond that, of course, the responsibility of NFAC is to call attention to those situations that can affect the well-being of the United States and the successful execution of its national policies in many ways: political, economic, and natural resource ways, as well as the more obvious military ways. For example, the whole area of arms control has emerged in the course of the last decade or so as a major account—not only SALT but MBFR, the comprehensive Test Ban issue, and so on. Arms control negotiations will represent a major form of international relations for the remainder of this century. It is one in which intelligence analysis and production have a pervasive role to play. And it is one that calls upon NFAC's responsibilities in a lot of different ways: to assess the political contexts abroad within which arms control initiatives are dis-

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cussed and resolved, to provide the intelligence support essential to US delegations, and finally—but most importantly—to monitor compliance with an agreement's terms. (U)

In doing its job, NFAC—more so than any other intelligence-producing component of the United States Government—has in my estimation one vital and indispensable attribute: we have the capacity to make our judgments free from the pressures, however direct or implied, of departmental policy interests. I believe NFAC has an enviable reputation with respect to the objectivity of its judgments. This is an attribute of enormous value, and I assure you that I am concerned with protecting it and assuring that this quality is never lost. (U)

Now what does all this mean in terms of how NFAC does its business? One of the things it means is that just as our users are concerned with the present and the future, so we must be concerned with the present and the future. I find it neither accurate nor helpful to think of NFAC's role in terms of

current intelligence versus research, or research versus estimative work. There is no Central Intelligence Agency and there is no National Foreign Assessment Center which do not effectively report current developments and provide some understanding of their meaning. The Director and I and others have spent a great deal of time in the course of the last several weeks dealing with a very "current" substantive problem. And it has been important that we dealt effectively with that problem in current terms. (U)

But that is not the end of it. The world is a complex and interesting place. We in NFAC have available to us, through the Intelligence Community and the collection capability that has been developed, the paramount capacity in the world for calling together facts, information, and data bearing on an enormous range of problems of concern to the United States Government. Obviously, our capacity to contribute to the understanding of those problems grows not merely out of the speed with which we can report the latest development, but also out of our ability as researchers to take apparently dissociated,



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unconnected pieces of information and put them together and produce a pattern of understanding that previously had not existed. (U)

Moreover, NFAC must have a capacity to get behind the immediate meaning of events and to think of what the significance for the future may be. I do not see how an Intelligence Community can effectively operate if it does not have a highly professional, well-drilled capability for producing National Intelligence Estimates and Interagency Intelligence Memoranda. It is not enough that NFAC does its job and speaks for itself. NFAC must contribute importantly to the effective preparation of interagency intelligence analyses. (U)

A great deal has been said over the last few years about the need to improve the quality of intelligence. As I have read back into the record, it seems to me that much of that has been particularly directed at improving the quality of political analysis. And that seems to have been focused particularly at CIA and NFAC. My reaction based on the

products I have read in the months since I have been back is that the political analysis which this Agency and NFAC do is very good. I would not suggest that we cannot do better. The people in NFAC that I have talked to are eager to make whatever improvements we can. But I would note that I do not see political analysis as some kind of unique problem area for NFAC. It is an area of concern, but no more so than that of any other area of NFAC's responsibilities. (U)

To close, let me say that I am proud to be associated with the work of NFAC. I think NFAC is an effective organization, one that has done and will do very well. I have touched on some things that are of concern to me. I believe we can do some things better, and I hope more to bring that about. But there is no better place in the United States Government to do this kind of job. And there is no organization that does it better. (U)

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Even though such performance over the years has caused it to be almost expected, it must now be recognized afresh. We continue to be awed by the repeated demonstrations of the ability of our personnel to respond in a crisis situation with flexibility, imagination, great competence, and "cool." (U)

GRATUITOUS PUBLIC CONTACTS (U)

██████████ OS

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██████████ has again focused attention on two OS activities that deal with direct channels of communication between the Agency and the general public: 25X1A

- responding to unsolicited telephone calls, and
- processing letters from citizens who wish to comment on external and sometimes internal developments.

The comments are offered by every conceivable element within our society, and the substance of observations ranges from thoughtful commentary by the well informed to ravings of the demented. Telephone calls are handled by the Security Duty Office and letters by the Security Records Division. Both components screen all contacts carefully and take appropriate action when referral or an Agency response is in order. (U)

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OS processes over 5,000 unsolicited packages and letters each year, 90 percent of which fall into the crank mail category. There are regular correspondents, the most faithful being a lady calling herself "General Magnifico" (Mrs. J. Edgar Hoover), The Deputy President of the United States, Commanding General of the U.S. Marine Corps," and "announced candidate for President of the United States." A business card forwarded by the General "confirms" that she is an authorized representative of both Houses of Congress and several executive agencies. Oddly enough, CIA is not included, possibly because the Agency has not responded to the correspondence and the General awaits official endorsement of status. (U)

Inmates of prisons and mental institutions account for a large percentage of mail, most of which involves offers of assistance to the Agency in return for release. Predictably, the Iranian situation has occasioned many offers from prisoners to participate in rescue of the hostages with the usual condition of release from jail. The Agency does not respond to letters from penal or mental institutions. (U)

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# perception

NOTES FROM A SATISFIED USER (U)

25X1A [REDACTED] ISS-DDA

Funny, whenever I read that title, I feel as if I'm hooked on something. I guess in reality that I am hooked—on VM. Don't know what VM stands for—stay tuned. Not long ago, I didn't know what VM stood for either. Much less, I really didn't care. (U)

I returned from an overseas tour in 1976 to find OF in the midst of a jungle of new acronyms, GIMS, FRSORN, FRS1, GAS . . . where had I been? Now next to most adding machines sat a computer terminal. What scary things! And these gray monsters with typewriter keyboards and television screens had taken over my job! There is no fighting, no turning back; this is the new system. But, it took years to learn the debits are by the window, or is it the credits are by the window, and now—you say that only one entry is needed! Don't expect me to change overnight. (U)

The change was not overnight, nor was it easy. I was so fixed in my ways (I liked the old system!). That is, until I was convinced that the new system is better. I don't think anyone ever said, "Hats off to the GAS team" or "How did we operate without GAS?" but I'm saying it now! It's hard to remember what it was like before, but now I'm dedicated to the new system. (U)

My thanks to those hard-working innovators is not only for changing the system, but for changing me. My attitudes are completely different now from the time I returned and reported to ODP in March 1977 as a Finance Officer. Thank goodness I accepted the enemy and found a reconciliation. I am continually amazed at what can be done by those fantastic machines which once were such a threat. (U)

Soon after reporting to ODP, I found out, not only did the General Accounting System exist, but I could use the computer for my own job. This was unbelievable, but true. The capabilities of VM (Virtual Machine) are infinite. (U)

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Because of my introduction to computers, I began to ask how could computers help. It all started with two safe drawers full of files and ended with a drawer one-fourth full and a RAMIS file that handles all the contract records for ODP/Budget & Finance. In less time than I can check one hard file, the Rapid Access Management Information System (RAMIS) can sort through the contracts, select certain ones, add them, subtract them, locate invoices, and provide an impressive printout with any column headings that I desire. (U)

The update of the files is much the same as with the hard copy files, but now it can all be done without leaving the terminal. And after the information is loaded into the system, it can be handled more effectively and efficiently than one person is physically capable of doing. (U)

Through the development of my files, I learned a lot about computers and a lot about people. ODP'ers are a great help, and they are probably the ones who get the most excited about a satisfied user and a program

that works. Rather than developing the programs themselves, they enjoy helping you understand the workings of your own program. I don't owe ODP a thing except everything that I have learned from them. As I begin a new job, I will never forget how they helped me. Especially at times when the book was at an end (I couldn't find an answer), I was at an end (I couldn't solve a problem), or the world was at an end (I had erased my files). They put the computer in my hands and taught me how to use it. I no longer fear the system! (U)

Now the whole scene has changed. When I began working on my program in the front office of ODP, there were two users in that office. I was able to use the terminal whenever I wanted. When I departed that office in October 1979, there was a line for terminal use. There are now ten users in place of those original two. Everyone is beginning to realize that computers can make life easier. The best place to start to realize the importance of computers is in the courses offered by ODP. These courses are the best help

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that a person can receive on how to use the ODP computer systems. The instructors are always ready to help out by answering questions or referring a user to someone who can answer a question. The development of a system proved for me a great learning experience, but ODP'ers make it easy enough for people who don't want to learn the system, but only want to use it. The capabilities of computers can be helpful to almost anyone and can be tapped by persons without any knowledge of the system. (U)

I knew all along that ODP could have developed the data base that I developed (undoubtedly much more efficiently), if I had requested that they do so. I felt that this is probably the beauty of the whole system, but to me, it certainly feels good to look at the programs and systems that are on the data base and be able to say "Guess what, I did it myself." (U)

#### CO-OP APPRAISAL OF OP WORK EXPERIENCE (U)

 OP

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The Agency Student Trainee Program, which is our counterpart to Cooperation Education Programs elsewhere in the federal government, is a program which provides for periods of study interspersed with periods of related work experience in both the public and private sectors. This program provides for study-related, fully paid employment in suitable types of work for students in two-year or four-year colleges who are pursuing a baccalaureate degree. The blend of academic study and work experience provided by cooperative education has many potential benefits. Among them are:

- For the educational institution—cooperative education enriches the curriculum by expanding teaching resources and faculty knowledge of current business practices;



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- For employers—cooperative education permits selection for career jobs on the basis of proven performance and alerts supervisory personnel to new methods and concepts contributed by the co-op student;
- For the student—the program permits a realistic exposure to career opportunities and provides experience in the work environment. (U)

The Student Trainee Program has been in the Agency since 1961. OP has utilized the Student Trainee Program since the winter of 1978, primarily in the Position Management and Compensation Division. At the present time, I am serving my second tour in the program. Work experience with the division has proven to be an extremely valuable asset in terms of my overall learning process. Prior to my cooperative term, I had virtually no experience or practical knowledge in personnel management matters and more specifically in the areas of position management and classification. After observing the practical use of these concepts in the organiza-

tional setting, I find that these principles play a vital role in the administration of a sound personnel management program. Good position management and classification practices aid in the utilization of ceiling to achieve an optimum blend among the competing forces of skills availability, position ceilings, fund limitations, efficiency and economy, and mission accomplishment. (U)

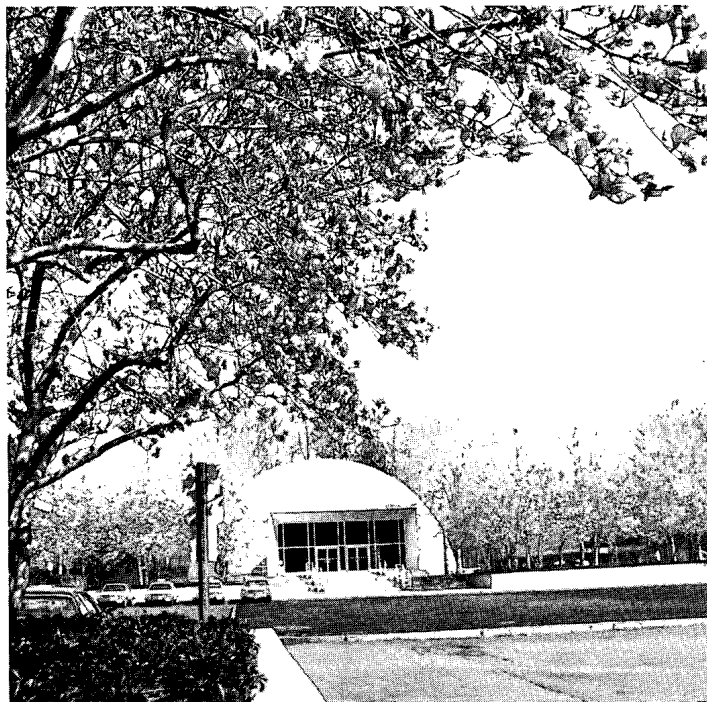
The cooperative term has also proven beneficial because of the practical business gained through job performance. The six-month work experience gave me the opportunity to observe the organizational structure of a government agency along with the many policies and procedures characteristic of the federal government. Overall, the program has proven extremely valuable to me, and I feel it would benefit other DDA components involved in the recruitment of professional employees. (U)

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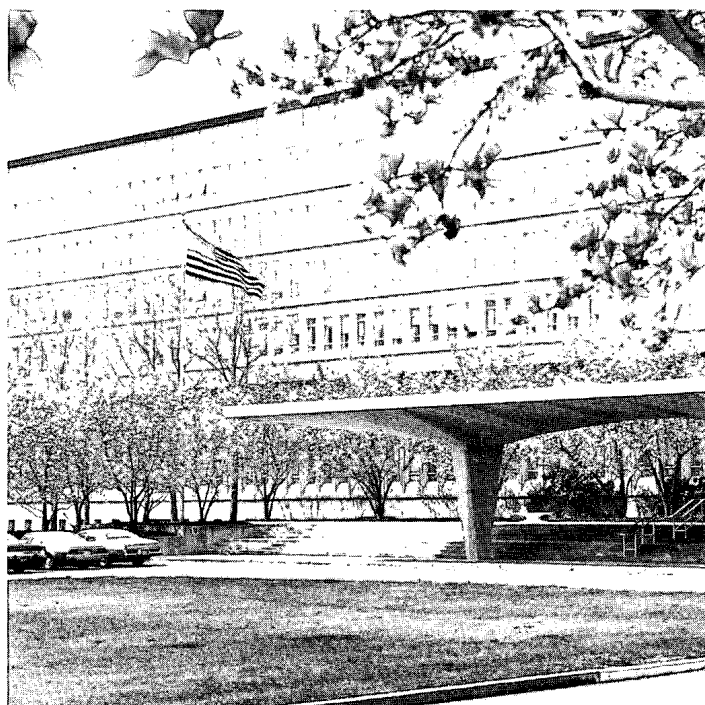
COMING: SPRING AT HEADQUARTERS (U)

These pictures, taken by staff photographers of the Printing and Photography Division, OL, can remind us of

one kind of beauty in store for Headquarters personnel once winter leaves our midst. (U)

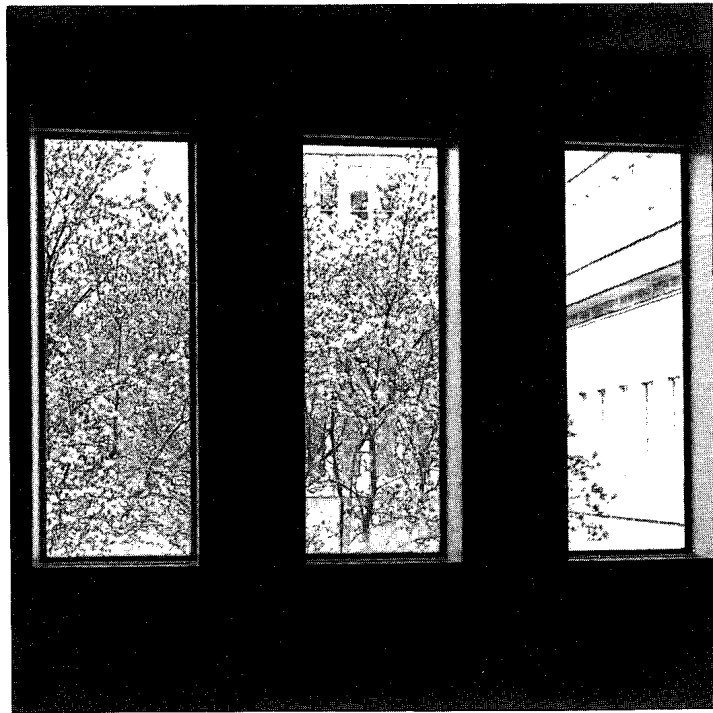


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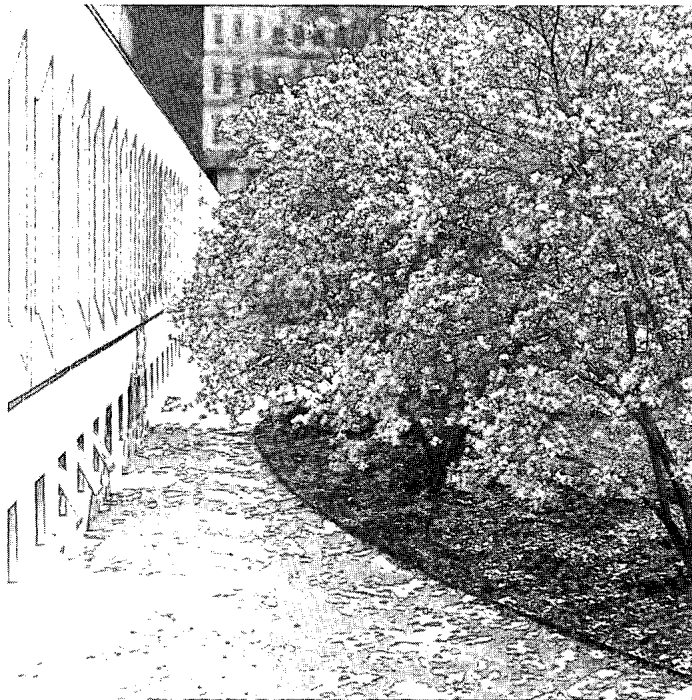


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# the directorate

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## NEW KID ON THE BLOCK (U)

██████████  
Former Deputy Chief, ISS-DDA

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On 14 June 1979, the DDA formally established the Information Services Staff (ISS) as a separate organizational element in the Directorate of Administration. Concurrently, a new career sub-group, the MI Career Service, was established as a home base for all DDA employees whose duties and responsibilities are in the field of records and information management. As of the beginning of FY 1980, ISS was further authorized a separate budget and operating funds allocation within the overall program of the DDA. (U)

ISS was essentially formed by combining the old Information Systems Analysis Staff, the Information and Privacy Staff, and elements which were formerly under the immediate cognizance of the Assistant for Information, DDA. ██████████ formerly the AI/DDA, was appointed Chief of the newly formed ISS, and ██████████ was appointed Deputy Chief. The overall Mission and Func-

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tions of ISS are: responsible for planning and managing the Agency Records Management Program, coordinating and responding to public requests under the Freedom of Information and Privacy Acts, implementing Executive Order (E.O.) 12065 concerning national security classification and declassification of Agency records and other information, and maintaining the Agency regulatory system. (U)

The organizational structure of ISS consists of four divisions, which break down along major responsibility lines, plus a small executive staff, which houses the normal administrative functions which are necessary in any Agency line organization. The four divisions and a brief summary of their major functions are as follows:

*Records Management Division*

Provides for controls over the creation, maintenance, use, and disposition of all Agency records; develops, monitors, and encourages the application of standards, procedures, and techniques designed to

improve the management of records; ensures the maintenance and security of records of permanent value; facilitates the segregation and disposal of records of temporary value; and is responsible for the Agency Security Classification Program under E.O. 12065.

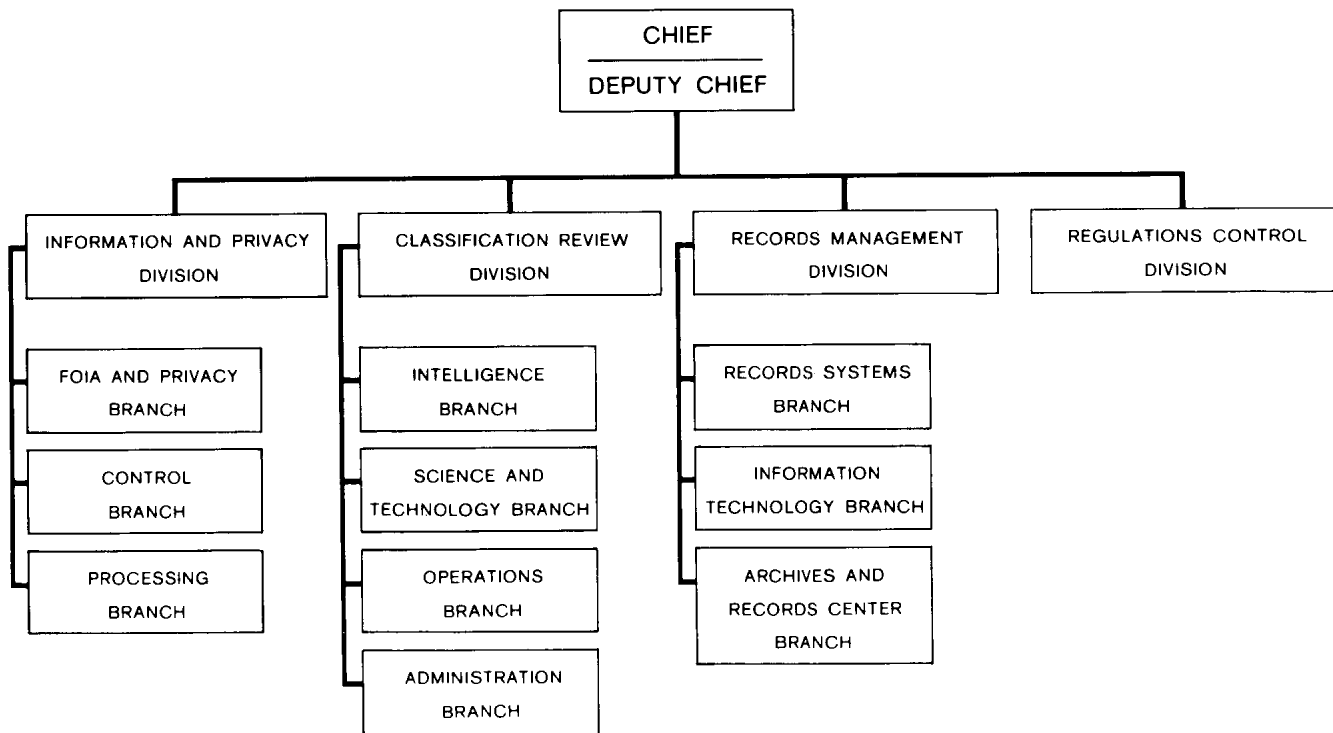
*Classification Review Division*

Manages the Agency program for systematic classification review under E.O. 12065; establishes systematic classification review guidelines; develops and implements systematic classification review procedures; prepares classification guides in coordination with other Agency components; reviews manuscripts of books and articles written for publication by employees or former employees as part of the Publications Review Board process; and maintains liaison with other U.S. Government agencies concerning systematic review of permanent records over which they or the Agency have classification jurisdiction.

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### INFORMATION SERVICES STAFF





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*Information and Privacy Division*

Receives and processes all requests submitted to the Agency under the Freedom of Information and Privacy Acts and the mandatory classification review provisions of E.O. 12065; assigns records search and/or review tasks to appropriate Agency components; processes appeals on denied requests; conducts liaison with other government agencies regarding the processing of requests; and prepares reports for Congress or other governmental elements as required by law or Executive Order.

*Regulations Control Division*

Directs and monitors the processing, coordination, and publication of Agency regulatory issuances; works directly with initiators and coordinators of regulatory issuances to resolve substantive differences; and prepares coordinated regulatory issuances for the DCI, DDA, or DDO approval. (U)

In establishing ISS, the DDA intended that this new component, although retaining for now the "Staff" title, would operate on an equal line basis with other DDA Offices. The creation of an MI Career Service marks the first time that a home base has been established in the DDA for all employees involved in records, registry, and information handling functions. Formerly, these personnel were administered as specialists in their office of assignment and were a part of the career service in which they happened to be assigned. Although ISS is still in its formative stages, it is anticipated that the career service will begin to pick up the registry and records management personnel throughout other DDA components in the very near future. (U)

New laws, such as the Freedom of Information Act and the Privacy Act plus Presidential Directives such as E.O. 12065 and E.O. 12036, have drastically altered many of the policies under which the CIA formerly conducted its business and particularly its relations with the public. The advent of the

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Church Committee and other Congressional investigatory bodies made it apparent that we needed to bring about a more effective and efficient records management program for the Agency. On the public relations side, although the DCI and DDCI have testified before Congress concerning the harmful effects of the Freedom of Information Act (FOIA) on the operations and mission of the CIA, we know that we must continue meeting the obligations of this law until legislation allows us to do otherwise. In the hope of alleviating some of the more dire effects on our intelligence operations, the Agency has, however, submitted to Congress proposed amendatory legislation to the CIA Act of 1949 which would permit the DCI to exempt from search, review, and disclosure all information contained in certain designated intelligence files. (U)

The establishment of ISS by the DDA is but the first step in promoting several far-reaching management changes that would improve the overall Agency program for records and information handling. The

Information Handling Task Force, which is currently well underway, will provide other insights and new dimensions which will need to be explored if we are to keep pace with technological change and make the improvements that are desirable and practical. The new career service for registry, information, and records management personnel was overdue in the DDA. This change will offer better career development opportunities, challenges, and career rewards for employees who are trained and experienced in this field. (U)

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25X1A OMS AND ITS MOST REWARDING  
CLINIC (U)

██████████ M.D., OMS

For a number of years, OMS considered the pros and cons of establishing an Allergy Desensitization Clinic for Agency employees. In the spring of 1976, the pros won out over the cons, and we began our clinic in April of that year. (U)

Following an evaluation by the private physician, an employee may bring the prescribed vaccine and the protocol to the Headquarters dispensary; or if the employee works in the Rosslyn area, to the Ames medical unit. Injections are given twice a week on Mondays and Thursdays, and the instructions received from the private physician are strictly followed. (U)

From April 1976 through July 1979, there were 22,341 injections given. There have been no adverse reactions to any of the participants. (U)

It is interesting to speculate on the benefits of this program to our employees and to the Agency. A conservative estimate of the cost per injection in the private office is \$5. Using this figure, our patients would realize a savings of \$112,000. Time saved is also an important factor. Conservatively, an hour and a half would be needed for the employee to leave his desk, drive to his physician's office, and return to his desk. If an allowance is made for the fact that some employees get two injections per visit, this program has saved about 27,000 hours of employee time and, of course, there would be a concomitant saving of charged sick leave in many instances. (U)

What has been the cost to the Agency? The minimal cost of disposable needles and syringes has been the only monetary outlay. The program has put a demand of time and skill on our nursing staff. Employees participating in this service and the Agency owe great appreciation to our nurses for their devotion and skill. During most of this period, their staff was under manned, but the

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program has not missed a beat and has been one of the most successful and useful clinics that OMS has ever conducted. (U)

FAREWELL TO PERCON (U)

[REDACTED]

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PERCON, the computer system which Contract Personnel Division (CPD) has utilized for more than a decade, is scheduled to be replaced by a new system, PERSIGN II, in early 1980. (U)

The PERCON system was developed to establish a computerized personnel record for those individuals hired by the Agency under a personal services contract of one type or another. Under the PERCON system, CPD processes all contract personnel actions received by manually coding the information onto computer code sheets. These code sheets, numbering between 200 and 300 biweekly, are then hand-carried to the Data Conversion Branch of ODP, where they are input into the computer. The products received as a result of the input are the Notification of Personnel Action (Form 1150B), the Pay Change Notification (Form 560E), and various contract personnel

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reports. These forms and reports are produced by the Production Branch of ODP and are hand-carried to CPD, where they are then disseminated to the appropriate office or division, thus completing the processing of a contract personnel action. (U)

Under the PERSIGN II system, personnel actions for contract employees will be processed by CPD by on-line update of the data base. The integration of the contract personnel data base with the staff personnel data base in PERSIGN II will result in improved personnel records. The various reports concerning contract personnel will be generated by PERSIGN II and distributed to the user directly by ODP. With the startup of PERSIGN II in early 1980, we will say farewell to PERCON. (U)

#### CIA'S INSTITUTIONAL THINK-TANK (U)

OTR

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The Center for the Study of Intelligence in OTR marked its fifth birthday this past year with a resurgence of activity. The Center was founded in 1974 in response to Director James Schlesinger's desire to enhance the study and analysis of the intelligence process and to provide a sort of "halfway house" where CIA officers could be exposed to the views of outside experts, and vice versa. Since then, the Center has produced a dozen intelligence monographs on a variety of topics having to do with the institutions and processes of intelligence, and has hosted 18 seminars which were summarized in as many Seminar Reports. (U)

The work of the Center was invigorated in 1979 with the arrival of five "DCI Fellows" selected to spend six months to a year studying an intelligence-related problem of their own choosing. The Fellowships are awarded by the DCI after a fairly rigorous process in which component and directorate career

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boards and the CIA Training Selection Board screen and select candidates and their topics. The 1979 DCI Fellows and their topics are:

- 25X1A • [REDACTED] (DDO), working on "The Impact of Disclosures of Intelligence Data on Clandestine Operations." (C)
- 25X1A • [REDACTED] (DDA-OMS), studying "Executive Management Functioning within the Central Intelligence Agency." (C)
- 25X1A • [REDACTED] (NFAC-Office of Geographic and Cartographic Research), examining "Factors Affecting Intelligence Needs in Latin America Through the 1980s." (U)
- 25X1A • [REDACTED] (NFAC-Office of Current Operations), researching "The Impact of Intelligence on the NSC Policy Review and Decision Making Process." (U)
- 25X1A • [REDACTED] (NFAC-National Intelligence Officer), codifying "Warnings of Revolution." (U)

*Studies in Intelligence* and the bimonthly *Contra*, a new journal designed to foster the expression of constructive dissent. (U)

In addition, the Center sponsors a variety of seminars and discussion groups drawing together informed participants from all components of the Agency. Recently, seminars have been held on "The Pros and Cons of Analytical Centers in the NFAC," and "A Training Agenda for the Eighties." The Director of the Center is [REDACTED] and his Deputy Director is [REDACTED] both career NFAC officers. The Center, located in Room 1036, Chamber of Commerce Building, welcomes visitors from all components of DDA and would be particularly interested in attracting officers from the Directorate for tours as DCI Fellows. (U)

Another major activity of the Center involves the production of the quarterly

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# note

## PAPER SIZE CONVERSION (U)

██████████ DL (C)

In December 1978, the Congressional Joint Committee on Printing authorized 8½x11 inch as the government stationery standard size effective 1 January 1980. That action directly affects all office stationery stocks, including letterhead, bond second sheets, manifold tissue sets, and carbon paper. The present stocks of these items are 8x10½ inches. The Committee approved the use of both stationery sizes until the 8-inch stocks were depleted with the proviso that: "all reasonable, orderly, and economical means are used to deplete existing Federal stocks of 8 inch stationery and related paper." (U)

The National Archives and Records Service has developed the conversion procedures that all federal agencies must follow to ensure a reasonable, orderly, and economic transition. Some examples of these are:

- Use all existing stocks of 8x10½-inch stationery including letterhead, plain

bond, manifold carbon tissue sets, and carbon paper.

- In preparing correspondence, intermix stationery sizes if that is the only method that will deplete 8x10½ inch stock.
- Ensure that the size of self-addressed return envelopes can accommodate the size documents to be returned.
- Consider using 8½x11-inch paper for new or revised forms that are commonly interfiled with correspondence. However, use existing stocks of 8x10½-inch forms before converting.
- When copying an entire document containing both 8x10½- and 8½x11-inch paper, use 8½x11-inch copy paper. (U)

All office machines currently in use in the Agency can accept either 8x10½- or 8½x11-inch paper or can be modified to do so quickly and simply by any service technician. (U)

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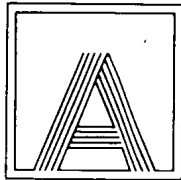
Appropriate action has been taken by OL to begin replacing Agency stocks of 8x10½-inch paper with the 8½x11-inch size. The Printing and Photography Division/OL, with the concurrence of Information Services Staff, has also begun printing Agency forms on the new 8½x11 paper. (U)

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