secret

april 1979

dda
exchange
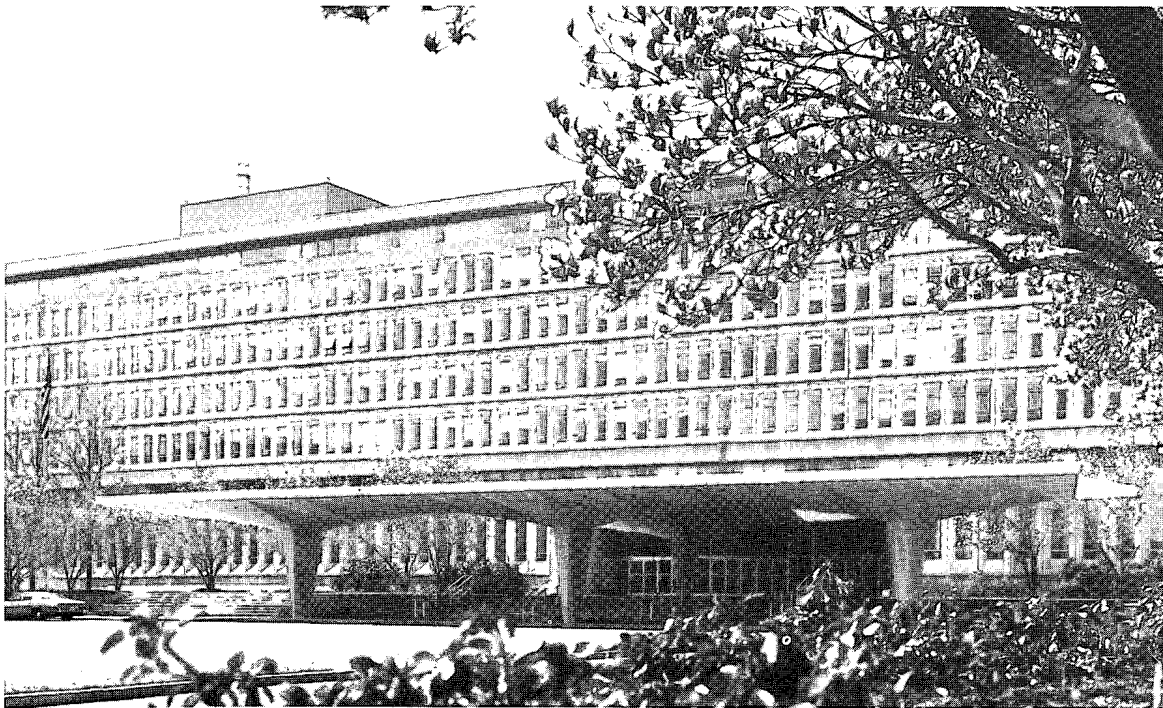
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dda exchange

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

NATIONAL SECURITY INFORMATION

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staff

index

SENIOR EDITORS

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VOLUME 4, NO. 2

comment

For nearly 30 years, the position of the Deputy Director for Administration has been filled by a career employee of the Agency. My appointment to that position represents a break with tradition. Thus, I came to the Agency with a sense of cautious apprehension and with the realization that such circumstances could be a burden as well as a challenge. Happily, the 2 months I have been here have relieved the apprehensiveness and heightened the excitement of the challenge. ☐

During my short acquaintance with ☐ ☐ I came to admire and respect his total dedication to the intelligence mission of the government, to the Agency, and to the people who serve it. The contribution he made during his 35 years of service cannot be duplicated by me, nor do I have the temerity to attempt it. I would only hope to build on the legacy of Jack and his predecessors. ☐

In the few short weeks I have been here, I have been making a concerted effort to learn as much about the organization as I can and meet as many people as possible in the process. No one knows better than I that there is still a long way to go in both of these endeavors, and I am determined to continue them as time and circumstances will allow. I have visited all of the Offices in the Directorate of Administration in the Headquarters and metropolitan area buildings. I have seen

The genuine warmth and forthright openness with which i have been received by

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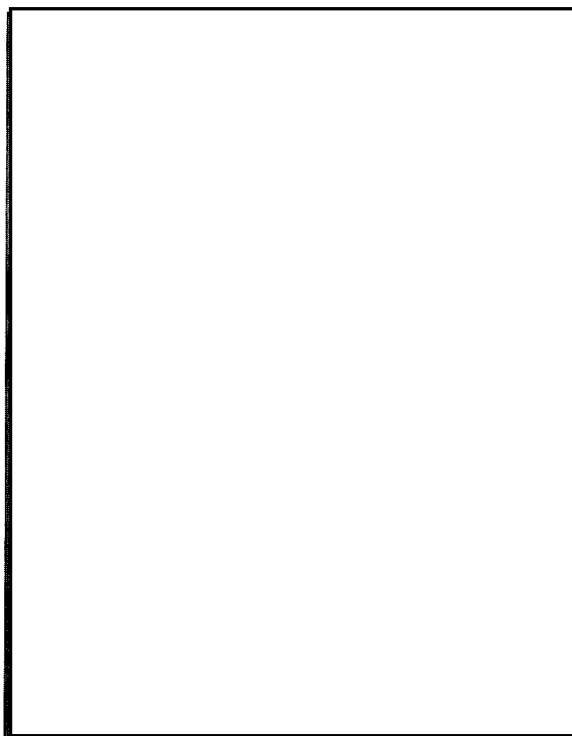
Don I. Wortman
Deputy Director for Administration

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everyone I have met in the Agency have been gratifying indeed. In all my years in government and the several agencies I have served, I have never experienced a more cordial welcome nor a more sincere willingness to be helpful. It would be difficult not to feel a part of this organization. I am profoundly impressed by the very high level of professionalism and dedicated loyalty to the Agency and the mission it is committed to fulfill. I am equally impressed by the wide variety of interests, functions and tasks of the Agency, and, in particular, by the people in the Directorate of Administration. I find the Office Directors and their Deputies, the people with whom I've had most contact so far, to be *first-rate,* and I enjoy working with them.
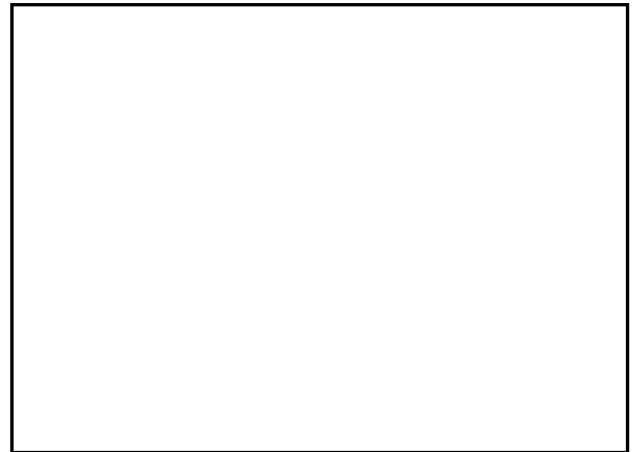
I bring to the Agency a background and experience that I believe can be applied to the problems the Agency shares with the rest of the government and to those that are unique to the kinds of work done here. I have no preconceived notions about what may be needed, and I have no indication that any serious or abnormal problems exist. I believe we have a fine organization, and we should look to the future with optimism. With your help, I look forward to a long and productive association with the Agency.

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innovation

DOOM, GLOOM AND SECURITY ☐

☐ OS

Syndicated columnist George Will recently wrote about pessimism and defined it partially in terms of an obscure 1897 motor vehicle statistic. In that year in the State of Ohio, there were officially registered exactly two automobiles. They collided. This deliciously preposterous happening might strike some as the epitome of "Murphy's Law," the old saw that insists if something can go wrong it will go wrong. ☐

Musings about pessimism and Murphy's Law seem to be common these days when the subject of security comes up. After all, look at the wretched case of Philip Agee. Consider the horror of Christopher Boyce. Worst of all, there is the matter of William Kampiles. Critics of security have had a field day. To hear them tell it, nothing is working, nothing is right. By suspending simultaneously the rules of logic and common sense, the ball has been kept rolling. Some of the more industrious and commercial of these gloom and doom artists have tried to turn the tragic suicide of a former Agency employee into the espionage case of the century. They have failed, but not for lack of effort. Others, some sincere, some not, have advanced a litany of unproven "mole" theories to account for all the security setbacks over the years. ☐

So it is clearly time in the security business for some straight talk, talk to counter the flood of fiction that abounds in the field. It is time to talk more about security's truly vital role in the success and even the survival of the Agency. It is time to talk more about the threats to security that really exist today and the need for involvement at all Agency levels to counter these threats. The current doomsayers notwithstanding, the story that needs to be told is basically about the Agency's strengths in the security field: its superbly vetted and disciplined personnel, its proven ability to run sensitive projects with extraordinary security when necessary, and the intrinsic professionalism and resilience of the entire Agency organization. ☐

On 5 February, OS launched a new component to handle the security awareness challenge that clearly exists. Called Security Education Group, the unit will concentrate on preparing and offering security presentations to Agency audiences of all kinds. There will be original security talks developed for the benefit of all new Agency employees upon entering on duty, and there will be security refresher presentations made available to Agency personnel at various stages of career development. Some of the presentations will be made to audiences drawn from all sectors of the Agency, and others will be keyed to the special needs of specific Agency components.

A key to all of this is a return to basics, to a recognition that a stronger, more enlightened and understood security program is directly related to a stronger Agency. As the security program becomes better understood and as more of the Agency population feels a sense of awareness and participation in it, its strength and effectiveness will grow. That's the goal.

The new Security Education Group needs and seeks your suggestions for better security awareness programming. Drop by or send a note. The address is Room 4E-21 Headquarters, and the phone extension is

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HELPING HANDS: BRIDGING THE BARRIER

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ODP

As part of the Agency's continuing effort to help its handicapped employees, OTR has begun to insert sign language interpretation on the video tapes that it is producing for the benefit of our deaf employees.

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The first tape to be modified in this fashion is "Freedom of Information and Privacy: A History of Two Laws."   an Agency interpreter was the sign language translator, and   of OTR directed the project. This article capsulates the approach used to accomplish the task. (U)

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The video tape was viewed and reviewed to gain a total familiarity with both the aural and visual content.

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The first decision was to determine in which of the four corners of the picture to electronically superimpose the image of the sign language interpreter. The viewing of the tape indicated two possible locations that would not interfere with the visual information. The final selection was based on three facts:

- Americans are accustomed to reading from left to right.

- There is inherently a slight delay between the narration and the sign language interpretation; therefore, the eye can observe the action and then move to the right naturally to see the signed interpretation.

- Horizontal crawls move from right to left on the bottom of the screen (the same as the typical storm warnings on commercial television broadcasts).

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The facts all pointed to the placement of the interpreter's image in the lower right-hand corner of the screen, and when the crawls are used, the interpreter is "faded

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out," making for a smooth visual transition for the deaf. ☐

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The second phase was to determine how literal the scripted translation could be. In many cases, words had to be substituted for those for which there was no sign. For example, proper names must all be finger spelled, and since the time of the narration per visual is limited, it required the condensing of some of the information, such as the elimination of first names of well known Senators or Representatives. ☐

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Then the video tape was viewed and timed with a stopwatch to determine if the new translation of either AMESLAN (American sign language) or SIGNED ENGLISH best fit with the displayed image sequences. (SIGNED ENGLISH most closely resembles the precise structure of spoken and written English while AMESLAN has its own grammatical structure, with more emphasis on graphically depicting the action.) SIGNED ENGLISH was used the majority of the time in this script. ☐

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Because of the nature of the soundtrack (continuous music under the narration), it was necessary to shoot the entire program from start to finish without the normal "stop and retake" capability. In order to eliminate costly studio time, the majority of the 26-minute script was memorized by the sign interpreter, and the entire program was videotaped on the first "take." ☐

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This was the first video tape produced by the OTR Media Production Branch that is now available in a format for both hearing and non-hearing Agency employees. It is envisioned that future video tapes that have job/career impact on all employees be similarly produced for the benefit of all employees. ☐

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feature

INTRODUCING OTR'S NEW INFORMATION SCIENCE CENTER COMPUTING FACILITIES ☐

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☐ OTR

In 1965, the President's Foreign Intelligence Advisory Board (PFIAB) noted that new abilities and attitudes would be necessary if the files and distribution systems of the Intelligence Community were to be managed effectively and used efficiently. The PFIAB recommended education, training, and the hiring of people with experience in systems work, especially the information sciences and technologies. ☐

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Perhaps the best definition of information science—a synthesis—is contained in the memorandum for the DCI from the Director of DIA dated 11 October 1968, which stated: "Information science is that science dealing with the nature and characteristics of information, and with the logical processes for collecting, evaluating, organizing, correlating, and interpreting information to meet a given purpose." It then follows that information technology "is the technology dealing with the application of devices and techniques to enhance the exploitation of information sciences." ☐

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The PFIAB clearly envisioned a comprehensive education and training program—education to be obtained for the most part at universities and the training to be specialized in nature and conducted within the Intelligence Community. OTR's Information Science Center (ISC) has been conducting that training program for more than 8 years. ☐

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In its training role, the ISC makes use of several computer systems, including the CIA VM System, the DIA On-Line System (DIAOLS), the Community On-Line Intelligence System (COINS), the COMIREX Automated Management System (CAMS), as well as commercial time-sharing. The need for the different computer systems employed reflects the nature of the courses taught (such as accessing a particular intelligence data base versus teaching students a tech-

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nique such as simulation) and the parent agencies of the students. Approximately one-third of the ISC students come from CIA, one-third from DIA, and the remaining one-third from NSA, the military services, State Department, and elsewhere. ☐

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In the past, training was conducted on different computer systems with the terminals of each system in different rooms. Students had to move from a classroom to one or more terminal rooms, and there was no capability for replacing a defective terminal on one system with a free terminal from another. Twenty of the terminals were old Teletype Model 37's, which frequently failed. Dedicating four different rooms with terminals to various systems was a high price to pay for the capability to train on a number of different computer systems. ☐

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In 1978, ISC developed two totally new classrooms. Each 1,600 square foot vaulted classroom seats 30 students on one side of the classroom and has 15 Delta Data terminals on the other side. Whiteboards

rather than the traditional chalkboards were installed in order to preclude chalk dust from damaging the terminals. A projection booth in the rear, as well as connections for closed circuit TV at the front of the classroom, makes it easy to present information using a wide variety of media. Attention was given to making the rooms aesthetically pleasing and conducive to learning through the use of color, wall hangings, privacy screens, and live plants. ☐

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Each Delta Data terminal can be independently connected to the CIA VM system, DIAOLS, COINS, CAMS, SAFE, the ISC Digital Equipment Corporation PDP 11/45 minicomputer, or the whole room can be connected to any time-sharing service. There is one hard copy device for each row of four terminals. We believe this is one of the most flexible and useful terminal to multicomputer connections that has been permitted in the Intelligence Community. ☐

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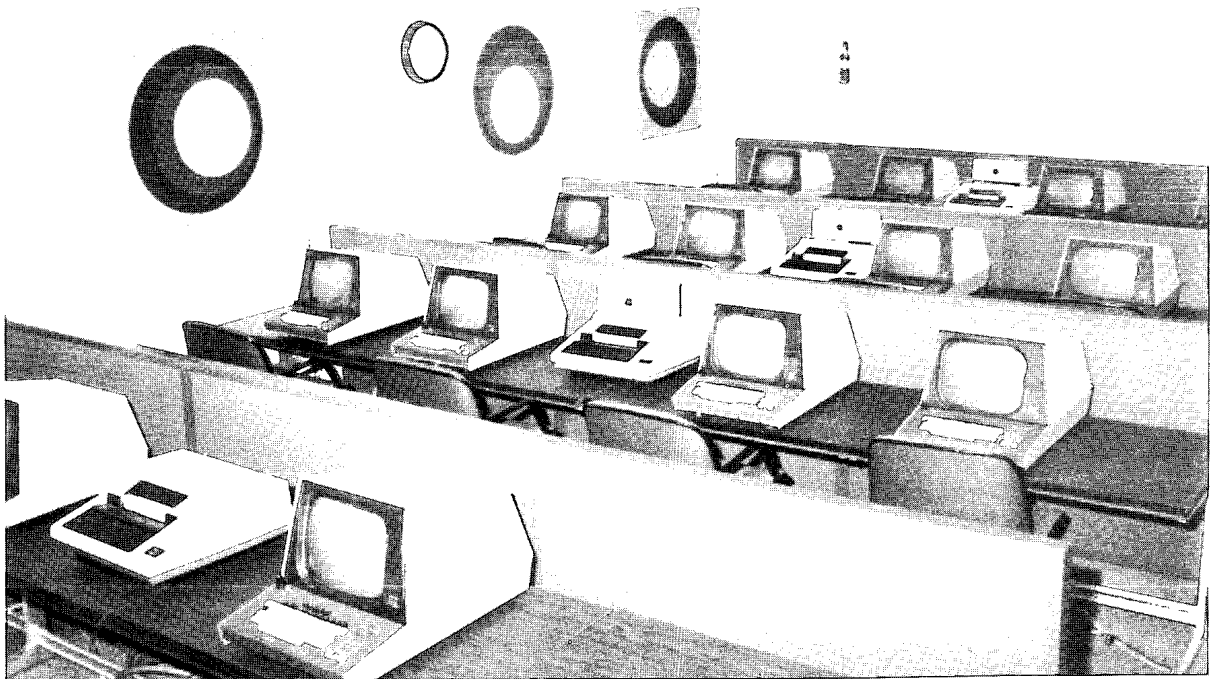These new classrooms are being used with courses on intelligence data bases (CAMS,

Terminals in new ISC classroom.

COINS, and DIAOLS), simulation, statistics, and operations research. Additionally, offices other than OTR have used or have scheduled the use of these facilities for component training as well as for specialized briefings. ☐

The Data Access Center (DAC) is the heart of the ISC computing facilities. In addition to the usual DAC equipment, such as a Hetra printer, card reader, and Delta Data terminals, a Tektronix 4015 graphics terminal has been installed. This terminal is used for many different purposes, including previewing plots before they are sent to the Calcomp plotter, producing pie charts, graphs, histograms, etc., and displaying maps. Finally, it can quickly and conveniently be used to prepare masters for Xeroxing or creating transparencies. ☐

The 3M Mark Sense Reader, used with a Texas Instrument terminal connected to the GE time-sharing service, quickly summarizes student evaluations at the end of a course,

as well as scoring Subjective Probability Assessment Tests (SPAT) and assisting in Language School test validation. ☐

The ISC uses commercial time-sharing services in a number of different courses, primarily because of the diverse agency affiliation of our students. All telephones for this purpose are separated from student terminals. This requires the DAC operator to do all the dialing into commercial time-sharing. The necessity for doing this, however, will be reduced as the workload is shifted to the PDP 11/45. These same 16 telephones are also used to gain access to the unclassified minicomputer after regular hours. Students are encouraged to use portable terminals and to do homework with the computer. ☐

Recently, the ISC acquired an IBM 5110 microcomputer. This portable (40 pounds) computer has 64,000 bytes of main memory and uses both the BASIC and APL languages. Two floppy disk drives, a printer, and an acoustic coupler can also be

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attached to the device. This computer has proven to be very useful when conducting training away from ISC. Another feature of this machine is its ability to generate TV output for a regular TV or a big screen projector, such as a SONY, ADVENT, or GE.

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The most useful and powerful piece of equipment in the DAC is the PDP 11/45 minicomputer, which is capable of supporting 32 students simultaneously. The computer has 240,000 bytes of main memory, three dismountable disk drives capable of storing more than 100 million characters, as well as magnetic tape, DEC tape, and paper tape. All terminals in both classrooms can be connected to the PDP 11/45. Alternatively, the ISC facilities permit the simultaneous use of this computer via telephone-connected terminals by up to 16 users.

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The computer has language processors for BASIC, FORTRAN IV, DYNAMO, C, and assembler. In addition, there are programs for scoring forms read by the Mark Sense Reader, simulation, statistical and operations research programs, and some artificial intelligence programs.

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In the near future, it is anticipated that the PDP 11/45 may be connected to COINS II, an enhanced, interactive version of COINS. When this connection is made, the PDP 11/45 will enable ISC staff and students to quickly retrieve data from any part of the COINS. This will significantly improve COINS training.

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All of these new facilities—classrooms, terminals, and computers—were acquired or developed to allow the ISC to provide the best, most cost-effective information science training possible and realize the PFIAB objectives and improve community capabilities to retrieve and analyze information. For further information, please call the ISC,

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definition

THAT'S A LOT ☐

☐ OL

What is a LOT? Mr. Webster defines it, among other ways, as: a number of persons regarded as a group; one's portion of life or fortune; a sort of person (he's a bad lot). Some of these definitions may apply. However, to the Office of Logistics, a LOT is a Logistics Officer Trainee. ☐

In November 1961, OL launched its Logistics Officer Trainee (LOT) Program. The purpose of the program was to develop and maintain a constant input of young professional employees to the Logistics Career Subgroup. The goal was and is to recruit from a variety of educational and work experience backgrounds, both internal and external, to provide a varied base of future managerial talent. Criteria for selection to the LOT Program are a college degree, substantive work experience in a logistics/supply related field, potential to rise at least to middle management, and ability to travel TDY or PCS, as required. ☐

LOT recruits generally are brought into the program in grades GS-07 to GS-10, depending upon their academic qualifications and work experience. Once on board, they are assigned to the Headquarters area for approximately 9 months, during which they are engaged in classroom indoctrination courses and formal on-the-job training. After this training period, the LOT is assigned to full-time duty in one of the OL operating components. The LOT can expect his first assignment to last approximately 2 years, at which time he may be reassigned within his component, be reassigned to another operating division, or receive an overseas assignment. ☐

As an example of the success of the program and the benefit that has derived to OL, we might take a present day look at two LOT's who joined the program in the early sixties: ☐

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about dda

EMERGENCY MEDICAL TECHNICIAN
PROGRAM ☐   25X1

☐ OMS   25X1A

In recent years, the number of deaths due
to sudden myocardial infarcts or coronaries
has been drastically reduced. This has come
about through vigorous programs targeted
toward educating the public in the initial
treatment of heart attack victims by applying
Cardio-Pulmonary Resuscitation or Basic
Life Support. These emergency procedures
are further enhanced by rescue personnel
who have been specially trained in the
Advanced Life Support measures used to
stabilize victims until they reach the hospital.
☐   25X1

Most states, realizing the necessity for
protecting victims from substandard first-aid
care and the rescuer from any legal re-
course, require personnel providing Ad-
vanced Life Support to be state certified by
obtaining a grade of 80 percent or better in
both written and practical examinations

administered by a state examiner. The initial course, called EMT-A, or Emergency Medical Technician-Ambulance, entails at least 81 hours of study and practical work in giving emergency care and transportation to the sick and injured and passing the EMT-A examination. The EMT-C, or Cardiac course, entails an additional 100 hours minimum of study and practical work. This includes didactic training of at least 45 hours, clinical training in a hospital emergency room and other intensive care units for 40 hours, and simulated operational training and testing for 15 hours.

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This simulated operational training and testing is the practical application of the clinical training in dealing with a cardiac emergency. EMTs, using mobile electrocardiogram machines with simulated normal and abnormal cardiac tracings, practice the appropriate procedures in such skills as defibrillation or electroshock, intravenous drug techniques, advanced airway management, and drug administration. The training includes the sending of the EKG via radio telemetry to the hospital emergency room,

the ability to assess the patient's condition and also convey by radio this information to the physician at the hospital who then instructs the technician as to the medication and treatment he wants used. The technician must be able to carry out these radioed instructions promptly and correctly.

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During this past year, three of our medical technicians have achieved their certification both as EMT-As and EMT-Cs. Two of the

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This is one type of specialized medical training requiring expensive equipment and maintenance which we are hopeful will never have to be used.

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CIA—OTHER AGENCY FINANCIAL ARRANGEMENTS ☐

☐ OF

During Fiscal Year 1978, OF negotiated and administered financial agreements with nearly 60 Federal departments and agencies. Examples of these agreements are:

- GSA—for general support, such as guard service, repairs and maintenance of buildings, and certain telephone services;

- Library of Congress—for publications and tapes;

- Department of Interior—for standard and special maps;

- Treasury—for coining of Intelligence Medals;

- Postal Service—for official postage and supplies;

- Civil Service Commission—for external training; **25X1C**

Intra-government liaison is vital to CIA in achieving the substantive aims of the National Foreign Intelligence Program. In many cases, such liaison takes on the form of specific agreements or contracts for the provision of services or material. Many if not most of these formalized agreements involve necessary financial arrangements between this Agency and others. ☐ **25X1**

Within CIA, the focal point for the development and administration of such financial arrangements is the Director of Finance and his designee, the Assistant Director for Liaison (AD/L). The AD/L and his staff perform all financial liaison between CIA and other agencies in the development and administration of the financial terms of intra-

governmental agreements. The siting of this responsibility with the AD/L is understandable when one realizes that financial agreements between Federal agencies are governed by several specific statutes. Most notable for CIA are Public Law 81-110, the CIA Act; and 31 USC 686, the Economy Act. Additionally, such agreements must comply with certain government-wide policies and practices requiring an understanding of appropriation accounting. For CIA, this process is often further complicated by security and other sensitive considerations. ☐

AD/L also performs a comptroller-like function in the "cradle to grave" handling of funds between other agencies. This includes the allotment and/control of intra-government funds and the handling of funding for the Intelligence Community Staff. The payment of invoices or work orders from all government agencies is a large task, and OF is currently working on a system to facilitate the processing of Federal and military billings (called FEDSTRIP/MILSTRIP system.) ☐

THE HANDICAPPED PROGRAM—FACTS AND MYTHS ☐

☐ OP

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An article in the July 1976 *DDA Exchange* reported on the handicapped program in the DDA and how well we were doing as a Directorate. We've continued to do well, but even better is the progress being made by the Agency as a whole.

Since the enactment of the Rehabilitation Act of 1973, we have hired 61 handicapped individuals, 12 of whom are disabled veterans. These employees serve in grades GS-03 through GS-14 in every directorate. We now have 13 deaf employees and this past summer hired 2 blind persons—a graduate fellow and a Career Trainee, both working in ORPA. ORPA has purchased computer Braille printers for these employees and has modified their telephones so that they can determine which line buttons are illuminated. Sign language interpreters have been placed under contract by ODP, who has made them

available to assist all Agency deaf employees in Agency training courses. Agency employees continue to demonstrate their interest in learning and teaching sign language.

The Handicapped Program Advisory Committee (HPAC), comprised of a handicapped employee from each directorate, meets monthly to discuss problems handicapped persons face in our work environment and to consider ways to increase employee knowledge and awareness of the program. Handicapped Awareness Week in July 1978, was a project with this objective in mind, and, according to the critiques, the exhibition accomplished its purpose.

Despite this progress however, there is still much to be done. Architectural modifications continue to be made, but attitudinal barriers still are a difficult obstacle to overcome, and myths and misunderstandings persist. For example, it is still commonly believed that—

- Handicapped persons are absent from the work force more often than non-handicapped employees.

Fact: they are not. As a group, their absenteeism rate is lower.

- Handicapped employees are going to need a lot of attention that busy managers can't spare.

Fact: obviously some will require more attention than other handicapped persons or some non-handicapped employees, but the extent of attention needed depends on the employee's condition; some need no extra attention at all.

- Deaf persons are best placed in noisy environments because they won't be distracted by noise.

Fact: some deaf persons are qualified for jobs in such environments; others are not.

But all handicapped persons are to be considered for positions based on their qualifications.

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We could go on and on, but the point is, the real problem for the handicapped person is not in holding a job, or the attention needed, but in getting the job in the first place. The Rehabilitation Act of 1973 was enacted to alleviate this difficulty, and recent regulations and legislation serve to insure equality of treatment and reasonable accommodation in the work force: handicapped applicants and employees now have access to the EEO discrimination complaint system for claims of discrimination based on handicaps; training funds may be used to make training programs accessible to handicapped individuals; Federal agencies now may employ readers for blind employees and sign language interpreters for deaf employees.

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We're making progress, and we can continue to do so if you keep in mind that:

We can get the job done <u>together!</u>

Hire the Handicapped

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READ BEFORE ERASING ☐

☐ ISAS

The data we use in our Automatic Data Processing (ADP) systems are Agency records. If this seems a little strange, it is because most of us think of government records as being synonymous with paper. When we do think of computer-related records, it is usually the microfilm or paper output from computer applications we think of, not the data which was used to create this

X1 output. ☐

Paper records are records because they "record" things that we know that we want to save for our own use in the future or to pass on to others. The data within our ADP systems are "recorded" for the same reasons, but instead of being recorded in the letters and numbers people use, data records are recorded in symbols which a

X1 machine can use. ☐

Computer data files, like paper records, are government records; thus, the Agency is

required to follow a formal procedure in disposing of them. The procedure, known as records disposition scheduling, is a way of coordinating records disposition decisions at several management levels in the Agency, with National Archives appraisers, and with the Archivist of the United States. The product of disposition scheduling is a document called a Records Control Schedule that describes all the record collections of an organization and states how they must be disposed of. ☐

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In February 1979, ISAS published guidelines to be followed in the disposition scheduling of ADP data files and related documentation. At the same time, ISAS released for use Form 4061, ADP Records Inventory, which is the principal means of identifying and describing data files. During the next few months, Records Analysts from the Records Administration Branch of ISAS will be working with component Records Management Officers, ADP Control Officers, and the managers of ADP systems to apply these guidelines to all active and inactive ADP systems. ☐

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Since its early years, the Agency has been scheduling the disposition of our records, but ADP records have long presented us and the National Archives with problems that have made them more difficult to schedule than paper records. For one thing, ADP records are not as visible as paper records. Data files are kept in data processing facilities, which are not places where one can go to browse. Another problem is the fact that data storage and processing techniques can be extremely complex. Data may be stored on different media for different periods of time, and processing may involve continually adding, changing, and deleting parts of the data file. In short, it has never been easy for a Records Management Officer to identify what it is that he or she should schedule for disposition.

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The Records Administration Branch designed Form 4061 in an attempt to solve these problems. Form 4061 asks the manager of a data processing system for specific facts about his or her system, which will in most cases provide the records profession-

als with enough pertinent information to allow them to understand what data is being considered for retention or destruction and to make an informed decision about the retention value of the data.

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Although we tried to keep the questions to a minimum, Form 4061 is not short. It will require hours of work on the part of each system manager. Determination of the retention value of data cannot be made based upon a cursory explanation of the system nor should it be based on a verbal explanation. The people who work in the different components involved in the scheduling process must each have a good understanding of what the data is and how it is used. This explanation needs to be in writing because the components which are involved become involved in the scheduling process at different times. The alternative to Form 4061 would have been briefings on the system each time the scheduling process moved ahead. Form 4061 provides a standard type of documentation for each system which will describe the data content of the system to

anyone who needs it whenever they are ready to read it. ☐

The above is not meant to imply that data records have not been controlled. Data processing professionals and system managers have gone to great lengths to establish systems of control over data resources. These controls stress the protection of data from unauthorized access and accidental destruction. The emphasis is on protecting data for the present users. Disposition scheduling is a different type of control. It is concerned with the protection of data which has value to people other than the present users. It is also concerned with the prompt disposal of data which is of minimal value to anyone. ☐

Ascribing value to data is a subjective process. We assume that all data will always have some value to someone. In disposition scheduling, records professionals work with a system manager to try to identify what this value is and then to compare this value with the costs of keeping the data. The determi-

nation of retention value is subjective because the value of data depends upon the value of the information the data can be used to produce, and we do not know of a way to objectively measure the value of information. ☐

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The Agency depends heavily upon ADP resources to accomplish its objectives. Data files are one of our most important resources. In ISAS we look upon data disposition scheduling as a meaningful control which we intend to apply to the management of this resource. ☐

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quiz

WHEN *NOT* TO COMPUTERIZE: A CHECKLIST ☐

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☐ ODP

It is very fashionable today to use computer systems for some of our daily work—and with good reason. Computers are efficient and reliable tools, well suited for a variety of tasks. But we must not let their utility blind us to their limitations. Perhaps the following checklist will help you to identify information handling areas in which computer systems may *not* be of benefit to you. (U)

Check the boxes which apply to your job.

( ) 1. The amount of information to be handled is small.

( ) 2. The amount of information to be handled is very large.

( ) 3. The information is already in a form which makes it easy to enter it into a computer system.

( ) 4. The information handling environment is in a constant state of change.

( ) 5. The handling of information involves subjectivity, judgment, personality, or style (as opposed to some step-by-step routine processing).

( ) 6. There are clear objectives, goals, policies, and procedures for handling the information.

( ) 7. There is a requirement for 24-hours-a-day 7-days-a-week access to your information.

( ) 8. You are willing to commit the resources necessary to obtain a computer system. ☐

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SCORING KEY

1. If you checked this box, you may be better off with a simple manual system. For example, it may be easier to keep a 3 by 5 card file of the names and addresses of 100 contacts than to maintain them in a computer system. A deciding factor is how you intend to use the information. If you use the information daily to produce mailing labels, then a computer system may be the answer. If you use it monthly, then a manual system may be better. ☐

2. If you checked this box, you may have so much information that a computer system either physically cannot or logically will not handle it. Even the largest computer system has a physical limit to the amount of data it can store and process. A physical or mechanical storage system may be much less expensive and simpler to maintain than a computer system. Again, it depends upon how much data you have and how you intend to use it. ☐

3. If you did not check this box, you may find that the expense and difficulty of getting information into the computer system far outweigh the benefits you get from having it in there. The key issue is to avoid creating more work than you save. ☐

4. Every job environment changes to some extent. New laws are passed. Agency policy changes. Priorities shift. When these changes occur, the computer system must be able to shift with them. Otherwise, the system which was once your milestone of achievement becomes the millstone around your neck. If your information handling procedures change rapidly, you may find that a computer system cannot keep the pace. At some point, you may either have to stop changing or abandon the system. You should always allow time for changing the computer system. ☐

5. If you checked this box, then you should not expect too much support from a computer system. Computers are not

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capable of original thought. The best that can be hoped for is a system which will highlight certain conditions or events for you to handle.

6. If the current (presumably manual) system cannot be rigorously defined, then it will not be possible to program a computer system to do it. There must be specific objectives for the system stated in terms of measurable performance. Otherwise, if you do not know where you want to go, then any road will take you there.

7. Computers are sophisticated electronic tools. They occasionally break down. They need periodic maintenance. In general, the bigger they are, the harder they fall. If you absolutely must have 24-hours-a-day 7-days-a-week access to a computer system, then you must be prepared to pay a large cost. The only solution lies in multiple levels of redundancy where several computer systems back up each other. Clearly, only the most critical Agency operations justify such an ex-

pense. Unclassified examples of these are airline reservations systems and NASA space flight systems. **25X1**

8. This box is the most crucial of the group. The development of a computer system will require a portion of your resources. Every facet of the job to be done must be meticulously examined. Policy must be set. People must be briefed, interviewed, and trained. In short, the success or failure of the computer system lies more in the customer's hands than in those of ODP. The user office sets the policy; ODP implements it. **25X1**
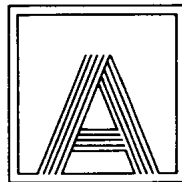
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ANSWER

There are many areas in which computer systems are a valuable asset. But we cannot afford to computerize the wrong areas. It would be wonderful if there were hard and fast rules which apply in all cases—but none exist. The decision to computerize must be made jointly by the user and ODP, armed with a detailed knowledge of the job to be done.

X1

Directorate of Administration