

*Mr. Friedman 5/ASST*  
*DM*

Digest of Staff Conference, 3 November 1953

Chiefs of Offices and  
Staff Divisions

C/S

4 Nov. 1953

1. DIRECTOR

a. Offered the following advice to C/SEC to counteract resistance by contract firms to modifications of equipment required by operational necessity: "WE HAVE A LAWYER HERE NOW!" LET'S TERMINATE A COUPLE OF CONTRACTS TO GIVE HIM SOMETHING TO DO, OTHERWISE HE WILL GET OUT OF PRACTICE."

b. In termination of the discussions between ANAL and TEC, concerning identifications to be placed upon cover sheets for end-products leaving the Agency, the Director stated, "GET TOGETHER WITH TEC. IF ANYBODY WRITES TECHNICAL REPORTS, SEE THAT THE AUTHORS NAME IS STAMPED ON THE COPY FOR THE TECHNICAL FILES."

2. CHIEF OF STAFF

a. Announced that there would not be any of the intelligence personnel from the department involved in our conference on 12-13 November.

b. Added that there would be a cocktail party in the library at AHS immediately following the conference. Further details have been distributed to interested persons.

3. PRODUCTION

a. Stated that there had been a rearrangement of the shoring in Wing 3, B Building, but that there would have to be additional maintenance performed.

b. Made reference to his need for a typing pool to operate on what would be probably an overtime basis, to relieve the operational back-log existing within PROD. Stated that he would contact PERS and COMP for the necessary arrangements.

4. RESEARCH AND DEVELOPMENT

a. Commented that Serial 3 of the AFSAM D806 has been received and is being tested prior to its release to the Services.

b. Reported that R/D is testing samples of ~~PAPER~~ tape (impregnated) for use in the cipher machines to eliminate the need for typewriter ribbon rewind machines. Stated that the tape had high potentialities, not the least among them was its cheapness and its immediate availability. (COM interjected that he was familiar with this type paper and stated that because of the paper's high sensitivity it can only be used in operations which require the minimum of handling.)

Declassified and approved for release by NSA on 05-29-2014 pursuant to E.O. 13526

5. COMPTROLLER

a. Advised that a review of the budget for FY-1955 by the SECDEF had been postponed until next week which would allow more time in its preparation.

b. Commented that the consolidation of management improvement reports received from the organizational elements for the last Fiscal Year clearly indicates points of difficulty which will have to be resolved.

6. ADJUTANT GENERAL

Reported that the problem of microfilming and retirement of materials for PROD was presently under study. Commented that the disposition of materials for retirement at Crane was greatly improved over that at Alexandria. Stated further that it was considered advisable to place tape containers on top of cabinets which would make drawers available for storage of other materials. Staff division materials lend themselves most readily to microfilming and would, therefore, make more hard-copy physical space available for PROD. Stated that facilities for microfilming should be established in PROD by the AG, to expedite the entire process.

7. COMMUNICATIONS

a. Advised that a meeting was held with the architects and engineers at Fort Meade relative to their inquiries for location of ducts for the public address system to be installed in the new building.

b. Reported that the necessary arrangements have been made with Director, Communications-Electronics, to provide cable communication between NSA and GCHQ, to operate 14 hours a day, from 1800 hours to 0600 hours, beginning 3 November.

8. COMMUNICATIONS SECURITY

a. Reported that a test circuit on the D806 was established Monday from Kahuku, Hawaii, for twenty minutes in plain language. At that time, the connection was lost and it was not picked up again by Cheltenham. NSA does not control the receivers. Stated that R/D picked up the signal locally but was unable to use it because of the noise level.

b. Commented that the problem of "expansion" of materials in white rotor rings has been discussed with the manufacturers, and they will now use the same processing methods with the new 3001 nylon materials as specified by Dupont.

9. DEPUTY CHIEF OF STAFF, ADMINISTRATION

Announced that there were no fixed funds for the cocktail party scheduled for 12 November, and that the Director had suggested that NSA be the host. It was noted that Colonel Cooper would be responsible for the party arrangements. Requested that personnel be nominated down to and including Division Chiefs and their Assistants to support this on a voluntary basis. Estimated the cost to be about \$3.00 per person. Stated that it is imperative that we conclude the arrangements as soon as possible.

10. TRAINING

a. Reported that Mr. Callimahos returned from five weeks in England and ASA, Europe.

b. Noted that the first group of four officers began the "Staff Officers" course yesterday.

11. PLANS AND POLICY

Confirmed the submission of the Intercept Requirements Paper to the Joint Intelligence Committee on vote sheet, adding that the Overseas Section of the JCS would keep us informed of developments.

12. SECURITY

a. Advised that 44 persons have been cleared for duty at VHPS as of this week.

b. Reported that the Attorney General's office informed us that the paper eliminating the RESTRICTED Classification went to the President last week for signature. However, he noted that the President would not sign it until he has had another meeting with his cabinet.

c. At the conclusion of the discussion on the varying degrees of classification and their justification, the Director stated, "IF THEY WANT AN OFFICIAL AGENCY POSITION AT ANY TIME AND SHOULD THEY CALL YOU AND YOU CAN'T CONTACT YOUR CHIEF OR SOMEONE TO GET THE AGENCY POSITION ON THIS THING, I WILL AT ANY TIME BUY A SYSTEM THAT HAS TWO CATEGORIES OF CLASSIFICATIONS -- CLASSIFIED AND UNCLASSIFIED."

13. PERSONNEL

a. Stated that PERS has just completed a series of discussions through out PROD aimed at encouraging communications in both directions in the elimination of misunderstandings and misinformation. It was pointed out that these discussions were held with representatives from the Branch and Section level and included Displaced Career Employee Program and its relation to the Agency, Schedule "A", the strength picture, the program for release of incompetent employees and the Personnel aspects of the Fort Meade move. Commented that arrangements for future discussions of a similar nature in R/D have been made.

b. Remarked that the Agency is up to strength in civilian personnel but that we are 143 short in military.

c. The Director made strong reference to the program, operated by PERS, to remove "sub-standard" personnel from the rolls. "I KNOW THAT WE HAVE A FINE PERSONNEL DEPARTMENT AND THEY DO A LOT OF SCREENING, BUT I SUBMIT TO YOU THAT THERE IS A VERY OLD STANDING RULE THAT SAYS THERE IS ALWAYS A MARGIN AND THAT IF YOU CUT OFF THE BOTTOM TEN PER CENT THERE IMMEDIATELY BECOMES A NEW BOTTOM TEN PER CENT. EVERY TIME THAT YOU FIRE SOMEBODY YOU HAVE A NEW MARGIN. SO I SUBMIT, WITHOUT FEAR OF CONTRADICTION, THAT YOU HAVE SOME VERY SOFT-HEARTED PEOPLE OR OBTUSE PEOPLE IN THE ROLE OF BATTERY COMMANDERS."

**14. TECHNICAL**

Reported that there would be a meeting of the American Documentation Institute on Thursday and Friday of this week. Stated that two subjects were of prime import to the Agency: (1) Microcard file, contact camera, and other similar items of equipment; (2) A paper entitled "Documentation in the USSR." Noted that TEC will be represented in this session.

**15. HEADQUARTERS COMMANDANT**

a. Commented that the buildings at VHS should be ready for occupancy by C/SEC by Friday of this week.

b. Noted that this first installment of music delivered in the NSA-63 area received a welcome reception.

**16. COLLECTION**

Advised that at the direction of COMP, COLL was investigating the requirements for automatic punching machines to eliminate the slow and tedious manual operation of stamping numbers in NSA-63 Scanning area.

**17. ANALYSIS**

Advised the group of the policy and procedures for rotating personnel for cross-training purposes between Branches and Divisions.

**18. EXPLOITATION**

a. Reviewed the unusual operational activities occurring in certain portions of Korea within the last three or four weeks involving special flights of aircraft.

b. Stated that a briefing of consumers was held last Friday, apprising them of these circumstances, and noted that field units in this area have been alerted for further developments. Commented in conclusion that conditions in the Far East were unstable but that the significance of these observations could not yet be determined.

c. Noted that a definite laxity exists in transmissions of and prompt reporting of certain incidents which have occurred in the field.

d. Stated that work was in process to design a standard cover sheet for all NSA publications (of a COMINT nature) distributed to consumers.

e. Reported that we are about to receive authorization from G-2 Army to make it possible for all NSA field stations and Army field stations to pass NSA production of COMINT material to field commanders through the SSO's.

**19. MACHINE PROCESSING**

Expressed his appreciation of the visit of a team from PERS to his shop, circulating and talking to the Branch Chiefs. Stated that he thought this method

of approach to a difficult problem was infinitely more preferable to a mass meeting in the theater. Added that the chief fault here is that people will not ask questions in a theater.

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