

DISPOSITION FORM**SECRET**

FILE NO.

SUBJECT

Digest of Staff Conference, 20 October 1953

TO Chiefs of Offices and
Staff Divisions

FROM C/S

DATE 21 Oct. 1953

COMMENT NO. 1

1. DIRECTOR

a. Opened the conference by making emphatic reference to the need for the exercise of leadership by NSA in dealings with other departments and agencies which participate in the National COMINT effort: "I'M TALKING CONTINUALLY ABOUT NSA'S EXERTING SOME LEADERSHIP. THERE'S NO EXCUSE FOR NSA FAILING TO EXERCISE POSITIVE LEADERSHIP IN THE PROSECUTION OF THE NATIONAL COMINT EFFORT. THE DIRECTOR, NSA, IS RESPONSIBLE FOR THE PRODUCTION OF COMINT BY U.S. ACTIVITIES NO MATTER WHERE THEY'RE LOCATED. WE'RE GOING TO BE REASONABLE WITH THE OTHER AGENCIES IN THIS BUSINESS, BUT NOT APOLOGETIC."

"YOU'VE GOT TO USE SOME DISCRETION ON THIS PEP TALK OF MINE; I DON'T WANT YOU TO START KNOCKING PEOPLE OFF THE STREET, SO TO SPEAK, BUT GET RID OF YOUR INFERIORITY COMPLEXES. THE DIRECTOR, NSA, WILL TELL THE OTHER FELLOWS IN THE BUSINESS WHAT HE WANTS DONE, AND THEY'LL HAVE TO DO IT HIS WAY."

"NSCID NO. 9 REVISED PUT THIS WHOLE THING IN OUR LAPS AND IT'S A BIG JOB WE'RE PROUD TO HAVE. LET'S ALL OF US, EVERYBODY IN THE AGENCY, PROVIDE THE REST OF THE PEOPLE IN THE COMINT BUSINESS WITH THE KIND OF LEADERSHIP THEY EXPECT OF US."

b. Commented that the cable to be installed between NSA and GCHQ would be for priority traffic of the kind needed by PROD: "I WANT PROD TO DECIDE WHAT TRAFFIC GOES ON THE CABLE, AND I WANT COM TO MAKE SURE THAT THE TRAFFIC GETS ON THE CABLE. I'LL LET YOU HAVE A 10% 'DOWN TIME' BUT THAT'S ALL. IN OTHER WORDS, I'LL INSIST ON 60,000 GROUPS A DAY AS THE MINIMUM TOTAL PASSED ON THE CABLE. IF THIS MEANS THAT WE'RE GOING TO HAVE TO OPERATE BOTH ENDS OF THE CABLE, LET'S DO IT."

2. CHIEF OF STAFF

a. Noted that LCDR Adams was being assigned to PROD and that 1st Lt. M. W. Greene, US Army, would relieve him as Assistant to the C/S.

b. Advised that 22 copies of the NSA Scientific Advisory Board report had been prepared by the Board, and that copies were to be distributed outside the Agency (to USCIB members and cryptologic agencies); that NSA would have about 10 copies left to be used within the Agency. In the latter connection, he added that staff work on some of the proposals contained in the report would be started immediately by appropriate components of NSA.

3. COMPTROLLER

Noted that auditors were at the Agency conducting an audit of the NSA civilian payroll. Added that COMP would call on other parts of the Agency for data

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

SECRET

if such proved to be necessary. In response to the question as to whether or not the auditors had commented on the conditions found thus far, COMP replied in the negative. He noted, however, that the auditors might find occasion to question some instances during the past summer when personnel at AHS were excused because of the heat.

4. ADJUTANT GENERAL

Reported that upon his recent trip to Crane, Indiana, to inspect NSA's emergency storage facilities, he noted that Crane was in a far better condition than was DA AG storage depot at Alexandria, Va. Added that the crating and shipping of documents to NSA under emergency conditions was discussed with Crane personnel and they stated that they planned to experiment upon crating and shipping NSA materials. Shipment of material would in all probability be by Express since communications of this type are readily available to Crane. He commented on the cooperation provided by Captain Hooks, USN, Commanding Officer of Crane.

5. OFFICE OF COMMUNICATIONS

a. Stated that the new Agency telephone directory will be out in December 1953. Expressed the desire that all Chiefs of Offices and Divisions have their personnel bring their respective IBM Locator Cards up to date as soon as possible.

6. COMMUNICATIONS SECURITY

a. Noted that the Agency was preparing and distributing, in accordance with USCIB Directives, on a quarterly basis, a listing of all cryptosystems authorized for transmission of COMINT materials, adding that copies had been dispatched to the Services during the preceding week.

b. Reported that the Navy was testing the AFSAM-7 off Norfolk, and the test was scheduled to be concluded about 23 October. Added that C/SEC planned to conduct interviews with the operating personnel immediately subsequent to the conclusion of these tests to obtain operators' reactions.

c. Noted that the NATO submarine system (ASP-235) would be placed into effect on 1 November, and added that the cover name for the machine was LUCIFER II, since it was an improved model of the original LUCIFER I. Commented that this machine was a step in a longer range program pending the establishment of the ADONIS system.

7. TRAINING

Summarized planning for providing intermediate-level training in language, and noted that the initial class in intermediate-level Chinese training had begun during the preceding week.

8. PLANS AND POLICY

Reported that the COMSEC Directive had been signed by SECDEF and SECSTATE but had not as yet been issued as a National Security Council Directive. Added

that in the interim, P/P was going ahead with work on the implementing directives comparable to those required for NSCID No. 9 Revised. Continued that four sub-committees had been set up for the purpose of preparing the necessary staff work on the following major aspects of the problem: (1) an implementing directive to be signed by the SECDEF; (2) the R/D implications of the directive; (3) foreign and international liaison in COMSEC matters; (4) the U.S. Communications Security Board and its constituent parts.

9. PERSONNEL

Commented that continued efforts to implement fully the skip-echelon system of administration as it applied to personnel matters - both civilian and military - were still failing to receive whole-hearted cooperation by the administrators concerned. Added that he had not isolated the areas of resistance as yet, but was taking steps to do so. Requested fullest cooperation of all concerned, adding the Director had a personal interest in the program's progress.

10. HEADQUARTERS COMMANDANT

Invited attention to the waste inherent in the practice of using one-time, costly manila envelopes as containers for inter-office memos; suggested that all Chiefs of Offices and Staff Divisions make an effort to insure that the regular Messenger Envelope (Standard Form No. 65) type cover be used instead.

11. EXPLOITATION

a. Described certain D/F efforts of a major target country in connection with the movement of U.S. Naval forces in the area, and commented that the observed pattern of the efforts might prove significant in the future in terms of divining the intentions of the target country. Added that EXPL was at work on examining every aspect of the pattern in an attempt to derive maximum benefits from any unique characteristics.

b. Noted that in the matter of traffic coming into NSA from the field by electrical means, further study was being given to the advisability of permitting greater condensation of such traffic into TECSUBS by the stations in the field. Added that such a step would decrease the volume of material having to come to the headquarters, but would preserve the substance of all the traffic of interest which had been intercepted by the station forwarding the TECSUM.

c. Reviewed the history of Consumer attitudes toward any action by NSA to send its end-products directly to consumers activities in the field, noting that the consumers traditionally had been opposed to any such action by NSA. Continued that recent developments involving G-2 of the Army had been most significant because G-2 had now indicated a willingness to have NSA Field Activities pass COMINT items from the Daily Supplement directly to Army consumers in the area concerned. He noted that this concession by the Army had been agreed to by G-2.

12. MACHINE PROCESSING

Reported that the costly SLED cryptanalytic machines being rented from IBM were undergoing an enforced idleness caused by failure of the air-conditioning

system at AHS. Emphasized the need for NSA to have its own air-conditioning equipment for use in cooling the machine processing spaces, if waste such as is being encountered in the present instance is to be avoided in the future. (After the conference, MACH PROC advised the Assistant to C/S that the text of para 8 of the Digest of Staff Conference, 29 September 1953, should be changed by substituting "ASA" for "NSA" in line 3 (first part) so that the phrasing would be: "service to ASA processing activities in the field.").

M. W. Greene

M. W. GREENE
1st Lt, Inf.
Assistant to C/S