

S/ASST

REF ID: A547018

SECURITY CLASSIFICATION (If any)

**DISPOSITION FORM**~~SECRET~~  
~~SECURITY INFORMATION~~

File

FILE NO.	SUBJECT <b>Digest of Staff Conference on 25 August 1953</b>
TO See Distribution	FROM <b>Asst. to C/S</b> DATE <b>26 August 1953</b> COMMENT NO. 1

**1. DIRECTOR**

a. Stated his agreement with AG's desire to take action to reduce **OVERLAPPING** in NSA Memos and Regulations, and to provide against **OVER-CLASSIFICATION** of NSA material.

b. Stated his opposition to sending "10 people to represent NSA on a single subject" at meetings with outside organizations, and his opposition to the "travel for travel's sake" factor which increases the tendency toward over-representation.

c. "It is NSA's responsibility to ensure that outlying COMINT stations are operated at maximum efficiency. Necessary training is our responsibility and our facilities are the only ones available. Consequently, we've got to organize the training program properly. We've got this responsibility for COMINT training and I want it done economically and orderly."

d. Re-emphasized need for cleanliness and orderliness in NSA spaces at AHS; noted retrogression from earlier conditions in some instances; "I WANT ALL OF YOU TO TAKE A LOOK AT YOUR AREAS WHEN YOU GO BACK THIS MORNING."

e. Commented on the general subject of training: "LET'S RECOGNIZE THAT 'MANAGEMENT' TRAINING IS A PART OF EVERY SUPERIOR'S JOB. HE MUST EITHER TRAIN HIS SUBORDINATES OR TAKE ACTION TO INSURE THEY'RE TRAINED. YOU ARE ALL RESPONSIBLE FOR TAKING CARE OF THIS FOR YOUR RESPECTIVE 'SHOP'. THIS IS A NUMBER ONE REQUIREMENT."

f. "I'M BECOMING MORE AND MORE CONVINCED THAT OUR NO. 1 PROBLEM IS LANGUAGE. THE LONGER WE PUT OFF HANDLING OF COMINT PROBLEMS IN THE INDIGENOUS LANGUAGE, THE LONGER WE'LL BE INEFFICIENT. I WANT SOME CLEAR THINKING AND PLANNING ON THIS. MY MIND IS MADE UP ON THIS. LET'S GET MOVING."

g. Reaffirmed his firm belief in the merits of a General Staff system. "YOU GET COORDINATION WITHOUT A LOT OF NOTE-WRITING AND ROUTING-SLIP RIGMAROLE. COORDINATION IS A PROCESS OF RECONCILIATION OF VIEWS AND ACTIONS. LET'S GET THE ESSENCE OF COORDINATION, NOT MERELY THE EXTERNALS (A LONG STRING OF INITIALS ON A PIECE OF PAPER)".

**2. CHIEF OF STAFF**

a. Noted that comments on the Agency's Civilian Personnel policy were due at the JCS, and that the estimates on Service personnel ceilings for NSA through 1957 were due in his office from the Chiefs of Staff Division and Offices prior to the end of the current week.

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

~~SECRET~~

3. DC/S, PLANS AND OPERATIONS

a. Noted that proposed USCIB Directive #5 (a security paper) was considered by USCIB last week. Added that chances for approval look good.

4. R/D

a. Reported that Navy BuSHIP's representatives had inquired whether NSA's move to Fort Meade would effect BuSHIPS-NSA relationships, and had indicated possibility of moving NSS contracting machine section to Meade when NSA goes there. (Col. Cunkle has Navy letter on this)

5. COMPTROLLER

a. Requested that routine drafting-work requirements be submitted to COMP at least 2 weeks in advance of desired date of completion.

6. AG

a. Noted that AG currently completing project to reduce overlapping between NSA official orders, memoranda, circulars, etc. Added that/future such publications will show the expiration date. Noted desire to delete references to AFSA; to attain consistency in NSA internal and external publications; and to determine and promulgate "ground rules" for classifying material, especially as they pertain to unique NSA aspects.

b. Noted that approval of revised Appendix "B" of BRUSA will change some present security classification concepts.

7. PERSONNEL

a. Noted that work on an integrated civilian promotion policy was about completed. Said it would be ready for presentation on about 27 August.

8. TRAINING

a. Noted wastefulness of on-the-job training and agreed to go into this matter in detail with Col. Weeks who challenged conclusion.

9. P/P

a. Noted that JCS recommends abolition of AFSAC and replacement by a Joint Security Committee to have jurisdiction over both COMINT and COMSEC Service matters.

10. SECURITY

a. Noted steps taken to stop production and dissemination of pornographic literature within NSA; added that this is basically an administrative rather than a security problem. All Watch Officers must be instructed to inspect their areas frequently.

11. COMMUNICATIONS

a. Requested that other components of NSA refer communication problems to COMSEC as problems (i.e., data bearing on the subject) rather than as solutions or partial solutions requiring COMSEC to limit its problem handling so as to come up with the preconceived "solution".

b. Emphasized the cost of "electrical means" for getting raw material to NSA; stated that the volume of raw material delivered to NSA electrically should be limited to the amount that can be processed daily; and added that once this figure is determined, the Services can be given proper advanced guidance as to what they'll be called upon to provide in the way of "electrical means". Added that a study would be made to determine maximum number of groups NSA can "digest" daily.

12. MACHINE PROCESSING

a. Noted that a study is in progress to determine whether a maintenance contract can be devised to relieve present problems in this area.

b. Noted that Navy is abolishing the "S" rate (ISM and analytical equipment operators) as well as the corresponding school. Added Navy's present intent is to provide machine operators from General Service; and noted opposition of Capt. Goodwin to this proposal.

*C.T.R. Adams*

C.T.R. ADAMS  
Asst. to C/S