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25 FEB 1980

MEMORANDUM FOR: Inspector General

THROUGH: Deputy Director for Science and Technology

FROM: Director, Foreign Broadcast Information Service

SUBJECT: Inspection of FBIS by the IG Staff

REFERENCE: Inspection of FBIS, February 1980, Vols. I and II

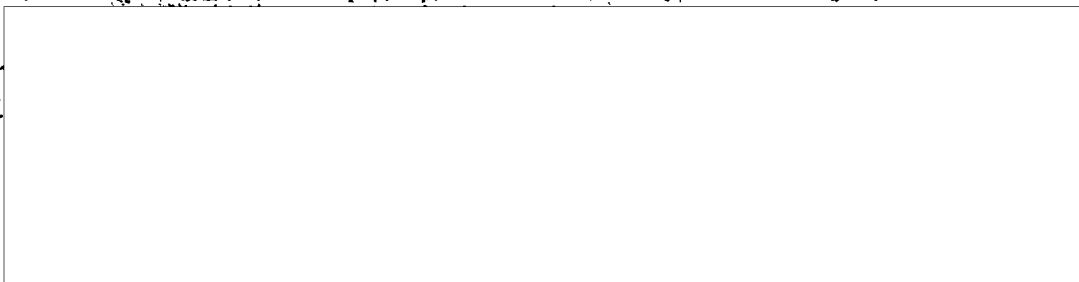
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1. We appreciate the opportunity to examine the draft of the IG Report on FBIS, which resulted from the inspection conducted between July and November 1979. We found it a comprehensive and valuable look into the operations and problems of FBIS. There are many useful perceptions which will be useful to Agency management in understanding the complexity and difficulties inherent in our extensive, worldwide function.

2. We have attached an Annex of comments on specific statements in the report which we feel might have been based on misinformation or misunderstanding, the correction of which would, we believe, make this a stronger report. While there are other points of disagreement, we realize that to a considerable extent many of the observations in the report are necessarily matters of opinion or perception and we have let them stand, even though we might disagree with the conclusion.

3. With regard to specific recommendations, we believe we can pursue these, but note the following:

a.



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- b. Criteria for promotion (page 53 of Executive Summary) were published in FBIS on 8 November 1978 through an FBIS notice that is still current. We have been using the DDS&T handbook, but can produce a separate handbook for FBIS personnel without much difficulty once revisions to the sub-panel system in FBIS are completed.
- c. The contention in the IG Report that FBIS has not aggressively pursued the matter of leasing DOD housing at Key West seems to be based on a false premise, inasmuch as both the Navy Department and the Base Commander rejected any efforts to place civilians in these houses, FBIS or otherwise. We can approach DOD again, of course, but without much hope of success. Other agencies have also been turned down on this housing.
- d. Under Office of the Director, page 24, the conducting of "regular and effective evaluations of the FBIS product including JPRS" would require at least one additional position. The report itself acknowledged that our liaison people are heavily burdened.

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4. In regard to the IG team's recommendations, we have a few other observations:

- a. Many of the recommendations made by the IG team have been recognized as desirable by FBIS over the years but will require additional resources and positions. Thus fulfillment of some of these objectives will be dependent on our success in obtaining support from higher management.

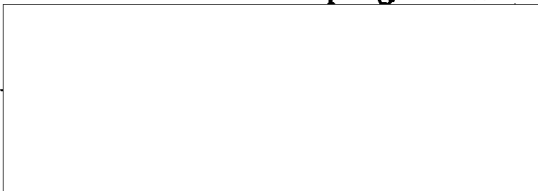
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- b. We have not attempted to correct or point out portions dealing with areas in which we have made progress over the period from the end of the IG study to the present time. As appropriate, we will indicate these developments in responding to the specific recommendations in the final version.
- c. There is heavy criticism of the Administrative Staff in responding to field queries. We assume that it is understood that DDA personnel assigned to the FBIS Administrative Staff must go to their respective components for information and action to respond to field requests. Hence delays are more often than not in the DDA offices rather than in the FBIS staff.

5. Finally, a comment on the approach. It is our view that a discussion with senior managers after the field visit would have avoided many of the minor errors we note in the Annex to this memorandum and put some complaints in perspective.

6. Finally, we thank the IG team for the time and effort devoted to this study and believe it will assist us in developing a more effective FBIS.



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Attachment:
Annex

DD/FBIS



(25FEBRUARY1980)

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Distribution:

- Orig. - Addressee w/att.
- 2 - DDS&T w/atts.
- 1 - FBIS Registry w/att.
- 1 - D/FBIS w/att.

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ANNEX

Following are corrections or emendations relating to statements in the IG Report on the Foreign Broadcast Information Service:

Executive Summary

1. Page 8. FBIS proposed a South Asia bureau in May 1978, but it was deleted during the Agency's budget review.
2. Page 16. FBIS has had no serious difficulty finding Chinese and Russian linguists with generalized vocabularies and backgrounds. A more accurate statement would be: "Among the more pressing requirements are linguists skilled in Arabic, Farsi, and some of the East European languages; and Russian, Chinese, and Japanese linguists with scientific and technical backgrounds." There is a nationwide scarcity of linguists with such specialized backgrounds.
3. Page 25. Purpose of the Trump/Conn study was to stress possible alternatives to the present mode of producing the Daily Report, to focus higher management's attention on the professional aspects of editing and publishing the report, and to reaffirm to higher management the need for modernization. Daily Report problems were regularly discussed in the Management Committee of which the C/DRD was a permanent member. FBIS asked for additional resources for DRD automation in both 1978 and 1979 in budget submissions.
4. Page 27. The statement that FBIS may have lost housing at Key West because of delay by FBIS management is incorrect. Key West housing was never a possibility as the Department of the Navy did not agree to the FBIS proposal. Representatives of OL/Real Estate and Construction Division were in regular touch with the DOD, the Chief of the RE&C Division visited Key West for this purpose, and the Base Commander was opposed. Discussions by Chief, Ops in December with the Base Commander made clear what had been told FBIS earlier: that military housing could not be made available to civilians, even civilian air controllers at the Naval Air Station, for DOD policy reasons. There were also local political reasons, as Key West officials would insist on "recovering" such excess housing for low-cost housing rental. The arrival of military personnel for base housing was irrelevant to the matter of making military housing available to civilians, and even with these additional military people there are today empty houses.

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5. Page 28. FBIS opened the Abidjan Bureau, not because it was frustrated elsewhere, but as part of the long-standing agreement with BBC under which we share African coverage--FBIS handling West Africa and BBC East Africa. With the closing of the Kaduna bureau because of the political situation in Nigeria, FBIS promptly identified through cruising surveys that Abidjan was the best location for covering some 17 countries of West and Central Africa. The delay in opening was because of the need to obtain Ivory Coast Government approval. Abidjan was also known to be a good recruiting area because of its polyglot population.

6. Page 28. FBIS was not "lucky" with reception at Bahrain; it was carefully calculated on the basis of reception at nearby Qatar. The decision, confirmed by two subsequent surveys at Bahrain, was a matter of judgment, not of "luck." It is true that Bahrain was authorized before an on-site survey was conducted, but this was because of the urgency of establishing the operation, and if it had not been successful there was still time to cancel and relocate without significant costs. No other bureau has ever been sited without surveys.

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Office of the Director

9. Page 4. The C/E&PS is in fact both the Chief, Planning Officer and Executive Officer--that is incorporated in his title, it is not just his opinion.

10. Page 8. The statement that cables and messages do not always specify the action officer is incorrect. The action officer is always indicated on the message--i.e. [redacted] (thus the action officer). The action officer may delegate and coordinate the reply, which is shown on the draft reply. No cable goes to field bureaus without Chief, Ops' initials or those of his deputy. (This refers also to page 30 of "Operations Group.")

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11. Page 10, Line 6. The third Requirements Officer is also a GS-09.

12. Page 17, last part of first paragraph, final sentence, beginning "top management." No one available can recall that it is being "restudied;" it is in fact being included in FBIS' enhanced packages for its 1982 program plan.

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13. Page 18. First paragraph confuses two activities. One effort (now planned for contracting in FY 1980) related to the DR automation; the use of word-processing equipment was envisaged as an interim system.

14. Page 21. The Logistics Officer is not responsible for ensuring the maintenance of Key Building. There are three Agency occupants and two private companies; the Agency space is leased by GSA and has a private contractor who gets his orders from GSA. The Log Officer can only pass on complaints. He has no control, no authority, no action capability.

15. Page 23, first full paragraph, 7th line, should read:
". . . that the current Deputy Chief, Budget & Finance Branch, was not made available by the DDA until after his predecessor had departed and that the Chief, Budget & Finance Branch, was replaced at the same time as the Deputy Chief."

Operations Group

16. Page 2. Small point, but incumbent Chief, Ops had been in his position ten months when the survey began, not as indicated.

17. Page 10. Abidjan Bureau is in fact now monitoring programs from the CAR.



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19. Page 18. The statement about a 'French-speaking Turkish linguist': The person involved is [redacted] who knows both Turkish and French, and responded to the need for a Staff French linguist in Abidjan to get things started. He received six months--not two weeks'--training in the Daily Reporting Division, normally adequate for the assignment. (Also referred to under "Abidjan Bureau.")

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20. Page 20. The FBIS Logistics Office is being maligned for actions over which it has little control. Procurement requests are forwarded to OL in the form of requisitions stating the bureau requirements. How and when these requisitions are filled is an OL responsibility. Substitutions, problems with vendors and available sources are not within the FBIS Log Officer's purview and through ignorance of the system they bear the brunt of the disdain. Follow-up could be improved but that again means staffing.

21. Page 23. Re FN technicians, "if higher salaries are needed to attract better talent, FBIS should be willing to provide the funds required." Could the IG Report add, "and receive support from PMCD." It is not a matter of FBIS willingness.

22. Page 44. The Trump/Comm study was proposed and put in train long before the IG team began its study. To imply that the study was because of the IG inspection is misleading. This is substantiated by the Ops Group status reports.

23. Page 45. Out of typist positions: This wording overstates and misrepresents what happened. (1) DCI management never reduced on-duty personnel (as distinguished from positions) to the point at which FBIS could not publish the DR. [REDACTED]

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Production Group

24. Page 9, line 2. FBIS did not refuse PMCD's offer of three additional clerical positions per se. It requested that PMCD support a strongly felt need for a GS-06 clerical support position in addition to the Secretary in each Prod Group Division. PMCD approved but set the level at GS-05. What FBIS refused was the acquisition of these hard-to-fill, low-graded positions at the expense of productive and needed professional positions. FBIS felt that under the continual pressure for staff reductions it would in the long run lose the clerical positions as well as the linguist positions it would already have given up.

25. Page 23. We have indeed found the production of Foreign Press Notes (FPN's) by our language officers a well-received enhancement of our services to consumers as well as a morale booster in Prod Group. But it is inaccurate to state that most of them require coordination with AG. It is the Foreign Press Memorandum (FPM) that requires such coordination, and then only when it deals with a subject on which AG has expertise and on which AG also writes. The more recently instituted FPN, much more widely used, is a less formal vehicle requiring coordination only by the Prod Group Division Chief, who may use his discretion to seek coordination with AG in cases of possible overlap. Neither FPM's nor FPN's are coordinated with AG when noncommunist materials are the sources or when the subject matter falls outside the realm of specific AG coverage. It should be noted that AG has the FBIS charter for analysis of communist media; for this reason AG's interest in FPM's or FPN's which deal with such material is legitimate. Efforts are continuing to make the fullest possible use of linguist expertise and input in those areas where AG bears the primary responsibility.

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27. Page 27. A mechanism for controlling JPRS translator expenditures is in place, and we adjust the timeliness of feed-back according to the need for it. A word on the "budget crunch," cited several places in the IC report. There was no budget crunch. There was, however, as the result of human error, a disagreement between Production Group and our B&F Staff regarding our expenditures. Until the situation could be resolved, which was a very short period of time indeed, there was no alternative but to slow expenditures. Far from indicating a lack of control, the "crunch" attested to the effectiveness of our accounting system.

28. Page 41. Agency safety inspectors inspected the JPRS printing plant at FBIS request and found that it meets safety standards.

29. Page 46, paragraph 3, line 4. FBIS has long been persuaded that operational efficiency would be enhanced by bringing JPRS into closer physical proximity with the Prod Group Divisions. It has a standing request with the Office of Logistics, renewed for two years running, for suitable space in the Rosslyn area.

Personnel Management

30. Page 9. What FBIS officer has been assigned to DDS&T "front office?" We do not know of such an assignment. An FBIS engineer has been rotated to OSO. One senior officer served on the DCI's staff. A GS-12 officer is serving in the Operations Center. [redacted]

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Field Bureaus

31. In regard to the Gulf Bureau, there is no mention of the long search for a site conducted by FBIS, including Islamabad surveys, consultation at Islamabad and Headquarters with Ambassador Hummel, [redacted] surveys at Kuwait, the problems of locating in Saudi Arabia, consideration of other alternatives, etc.

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32. In regard to Abidjan, there is no mention of the fact that FBIS and BBC share coverage of Africa, and FBIS coverage of West Africa, in addition to responding to any U.S. interest, is a fundamental part of that sharing agreement.

33. Under Okinawa Bureau, page 7, there is the suggestion that FBIS "reexamine its rules" to provide for authority for associate editors to handle shifts. Such authority already exists in FBIS regulations; the decision not to use associate editors in the slot in Okinawa was one of bureau management.

34. Regarding Abidjan coverage, the bureau was in fact able to do what was projected in the original bureau survey and has also done monitoring of Mauritania and the CAR. Chad was never projected. New bureaus must experiment with various antennas and antenna configurations before coverage "settles down."