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NOFORN



DIRECTORATE OF INTELLIGENCE

MANAGEMENT-BY-OBJECTIVES PROGRAM:

Objectives for FY 1976 and the Transition Quarter

~~Secret~~

DDI Management Staff
October 1975

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NOFORN- Not Releasable to Foreign Nationals
NOCONTRACT- Not Releasable to Contractors or
Contractor/Consultants
PROPIN- Caution-Proprietary Information
Involved
USIBONLY- USIB Departments Only
ORCON- Dissemination and extraction of Infor-
mation Controlled by Originator
REL . . . - This Information has been Authorized
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Introduction

Management-by-Objectives (MBO) is a management technique aimed at stimulating decisive action, increasing productivity, and generally improving the effectiveness of management by focusing on clearly defined areas where results must be achieved.

The Intelligence Directorate has adopted the selective approach to the preparation of MBO objectives found to be most effective in private industry. Accordingly, the Directorate concentrates on those specific goals which require special management action and which should yield significant results or substantially improved performance in the accomplishment of its mission. Objectives must be capable of being realistically appraised in terms of how well they have been accomplished. No attempt is made to develop objectives for every mission, function, or task for which our organization is responsible. In applying MBO, the Directorate aims:

- *To focus its efforts and attention on the priorities or special goals of the DCI and the DDI.*
- *To encourage employees at all levels, through interaction with their managers, to identify areas where improvements or corrective actions are necessary, and to develop plans for achieving results in those areas.*
- *To ensure that innovative ideas are surfaced and that management support and funding are provided for worthwhile projects.*
- *To encourage greater cooperation between offices, between levels of management, and between staff and line officers.*
- *To provide a system for measuring accomplishments against established goals.*

The Directorate's objectives are both substantive and administrative. In both cases, however, they are designed to result in concrete improvements in the quality and timeliness of intelligence and in the cost-effectiveness and efficiency of its activities.

Obviously, the Intelligence Directorate operates under the substantive objectives of the Director of Central Intelligence, as expressed in his Key Intelligence

Questions (KIQs). Therefore, the KIQs are not repeated as objectives, nor are the missions and functions of each component. Accordingly, the *Letter of Instruction* from the DDI to each office director or staff chief is preceded by the following statement:

In carrying out your assigned mission and functions, as described in Agency regulations, and consistent with other Agency and community objectives, including the Key Intelligence Questions and other specific guidance, we have mutually agreed that you will concentrate on the achievement of the following specific objectives this year.

Steps in the Intelligence Directorate MBO process are:

1. *Re-examine the role and mission of your organization in the light of reasonable assumptions that can be made about the future environment and the availability of resources.*
2. *Determine Key Areas where significant results are needed or desired, and where concentrated efforts are required to achieve those results.*
3. *Define clear and challenging objectives, stating what concrete results are to be achieved by a specified date.*
4. *Obtain agreement and approval of the next highest level of management for all objectives.*
5. *Develop and implement an Action Plan for achievement of each objective.*
6. *Review performance at midyear by means of meetings with your manager.*
7. *Report annually on achievements and strategy for the future.*

Meaningful objectives must present a reasonable challenge. If a particular goal is predictably certain to be achieved, it is not singled out for special attention as an objective. A properly drawn objective will require all concerned to extend their efforts for its achievement, but it will also not be completely beyond reach. Failure to accomplish an objective for unforeseen or external factors can be expected and should not discourage the continued setting of challenging goals.

If an objective is merely a restatement of a component's mission or function in a given area, then it serves no useful purpose under MBO. Writing meaningful and measurable objectives is a skill that all line managers in this Directorate are expected to develop over time with the help and advice of office management and the DDI Management Staff. In this regard, each office is encouraged and expected to provide appropriate training for its managers, supervisors, and staff officers through scheduled MBO training courses.

In striving to achieve their objectives, managers must encourage all employees to relate their work to component goals and to contribute any ideas they may have for improving performance and avoiding pitfalls. A supervisor's meeting with the employee about the latter's *Letter of Instruction (LOI)* is a good opportunity for discussing these matters. Since the LOI comprises a list of objectives for each individual in the Agency, it serves as a tool for resource management under MBO and provides a framework for personnel evaluation (see Section III of the DDI Personnel Handbook).

Setting Objectives. At the beginning of each fiscal year, all Directorate components are asked to review and revise their Office Objectives with the assistance of the DDI Management Staff and to suggest changes or new proposals for Directorate objectives. These are then reviewed, revised as necessary through a process of negotiation at the Directorate level, and a memorandum of agreement signed by the DDI is given to each component head along with the approved objectives. A complete set of component, DDI, and DCI objectives which apply to this Directorate is normally published in October.

Component heads are encouraged to name responsible action officers and to develop action plans for the achievement of relevant objectives. These plans need not be formalized or forwarded to any higher echelon and can be tailored to the specific needs and management style of each component. These "in-house" plans should specify the objective, set the tasks and timetable that will be needed to accomplish the objective, and designate the key personnel involved and the means of measuring progress or shortfalls.

Progress Reviews. There is a review at midyear (usually in February/March) of each Office's progress against approved office, DDI, and DCI objectives (in that order). Each Office Director meets with the DDI and ADDI, on an informal basis, to report progress, discuss problems, and, if necessary, revise objectives, methods, or schedules. A record of these proceedings is prepared by the DDI Management Staff and is reviewed by the Office heads.

End-of-Year Report. This consists of a brief final MBO report for the fiscal year just completed. (In 1976, office reports will be due in September and will cover a 15-month period - FY 1976 and the Transition Quarter.) The report consists of a paragraph evaluating the component's performance on each of its approved objectives as well as applicable DCI and DDI objectives. Submissions from all components of the Directorate are assembled by the DDI Management Staff and forwarded to the ADDI and the DDI.

FY 1976/TQ Objectives. The Directorate of Intelligence Objectives for FY 1976 and the Transition Quarter (TQ) are set forth in the following pages so that all Agency components can be aware of these efforts for whatever impact they might have on their programs or activities. (Unclassified)

DDI Objectives

Action Office(s)

1. By the end of October 1975, to complete a study of the progress made by the DDI Regional Groups in developing an interdisciplinary approach to intelligence analysis and, if the results warrant, to expand this approach to an increasing number of key intelligence problems.

OCI

2. By the end of the TQ, to achieve a redefinition of the Agency's crisis management responsibilities and to implement appropriate organizational or procedural changes as indicated by this redefinition.

OPSC
OCI
IAS
CGAS
CMX
SSG

3. To examine the Directorate's evolving relationship with the Congress, seeking to establish an agreed-upon method and level of support for the legislative arm during the second half of FY 1976.

OCI

4. By the end of FY 1976, to select a basic word processing system for use throughout the Directorate that will increase efficiency in the preparation of intelligence publications and other appropriate applications.

ODDI
All Offices

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5. By the end of the first half of FY 1976, to establish a system for closer monitoring of the Directorate's requirements for foreign national employees.

ODDI
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6. By the third quarter of FY 1976, to identify and assign the resources required to manage, staff, and fund [Redacted] as a Directorate program and to continue to explore various applications of this interdisciplinary approach through the Transition Quarter.

ODDI
OGCR 25X1A2g
OER
IAS

7. To complete the following steps in the development of Project SAFE:

CRS

- a. Determine functional and processing requirements of the SAFE system by 30 September and specify final requirements by the end of December 1975;

- b. Determine administrative responsibilities of CRS, in relation to those of OJCS, in developing the SAFE system, by 30 September 1975.
- c. Expand participation in the interim SAFE system to include additional branches in OCI, OER, OSR, OSI, OWI, and IAS by 31 March 1976.

8. In conjunction with OJCS, the DDO, and other Agency participants, to complete a review of automated document storage and retrieval (ADSTAR) systems for meeting Agency requirements and publish by the end of the Transitional Quarter a report, with recommendations, concerning an ADSTAR system for SAFE and other users of CRS' master document files. **CRS**

9. To complete, by the end of January 1976, plans for the merger of the CRS and DIA biographic intelligence programs. **CRS**

10. To expedite the completion of special purpose vaults and to otherwise refurbish work areas throughout the Directorate, according to an established priority schedule, by the end of FY 1977. **All Offices**

11. By 30 June 1976, to establish staffing requirements, responsibilities/authority, and operating procedures for the round-the-clock imagery-related positions in the Operations Center and at the Site. **ODDI
OPSC
CGAS
Production Offices
IAS
CMX**

12. To develop and initiate, by February 1976, a comprehensive orientation program on the new collection system for presentation throughout the remainder of FY 1976/TQ to cover: system capabilities, concepts for collection and exploitation, and procedures for tasking/requirements. **SSG
CGAS
IAS
Production Offices**

13. To complete a plan for reallocating the office space available to the Directorate by the end of December and to complete the resulting movement of personnel and equipment during FY 1977. (Secret) **ODDI**

DDI Executive Staff

1. By 1 March 1976, to identify alternatives and make recommendations for expediting the process of entering and retrieving documents in the ODDI filing system.

2. To develop by 1 January 1976 a system for converting to microform ODDI record copies of NSC-related documents to alleviate pressure on secure storage space without disrupting our ability to provide these documents promptly to a CIA requester.

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3. To develop by 1 December 1975 an updated set of procedural guidelines relating to the day-to-day liaison relationship with [REDACTED] liaison officers, and to issue a memorandum to the FLOs setting forth those guidelines.

4. Given the rotational nature of Executive Staff positions, to develop by 1 February 1976 handbooks for newly assigned Staff personnel to include comprehensive descriptions for all Staff positions, listings of key contacts elsewhere in the Agency, and checklists covering the more complex procedures. (Administrative Internal Use Only)

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DDI Management Staff

1. By the end of the second quarter of FY 1976, to simplify the Directorate's program planning process in such a way that the administrative burden on offices is reduced and the program information that is requested is more relevant to the resource decisions required at the Directorate level.

2. In coordination with the O/Comptroller, to refine DDI budget formulation/execution procedures and schedules during FY 1976/TQ in accord with the revised fiscal year.

3. By mid-FY 1976, to develop and implement a DDI procedure which will assist Office Records Management Officers in giving explicit guidance to files custodians on the proper maintenance and disposition of every record series in their filing systems.

4. During the second quarter of FY 1976, to establish a capability for coordinating ADP matters within the Intelligence Directorate and with OJCS, as appropriate. (Administrative Internal Use Only)

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Special Study Group

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1. To assist COMIREX in completing by mid-FY 1976 detailed reports on the results of the latest reference simulation (No. III) and ad hoc requirements exercise [REDACTED] for a new reconnaissance system.

2. To participate with CGAS during the last quarter of FY 1976 in a COMIREX-sponsored requirements dry-run, or "command-post," exercise for the new system.

3. To prepare by the TQ a user handbook to assist production office analysts in making effective use of the new system.

4. To assist the Washington-area imagery transmission system project office and the related IHC working group in ensuring that transmission system specifications are responsive to production office needs and that system IOC is achieved by the end of the TQ.

5. To complete preliminary utility studies on proposed non-conventional imaging systems and have the resulting reports ready for submission by November 1975. (Secret)

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Coordinator for Academic Relations

1. To establish and implement during FY 1976 a CAR statistical reporting system whereby the academic relations activities of each of the Production Offices will become a matter of record for the Directorate and the Agency.

2. To promote the development of a guest speaker program for the benefit of Production Office analysts, with each Office arranging for at least two well-qualified guest speakers each calendar year.

3. In consultation with the Production Offices, to plan and sponsor at least three substantive seminars with leading academics in various cities during FY 1976/TQ.

4. Acting as a central point for the Directorate:

a. *to respond to all special, non-FOIA requests for research assistance by academics within 30-60 days; and*

b. *to establish a system for coordinating the distribution to academics of all Directorate unclassified publications suitable for that purpose.*

5. To communicate the DDI's academic relations policies throughout the Directorate by means of quarterly meetings with designated Academic Relations Officers. (Administrative Internal Use Only)

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Collection Guidance and Assessments Staff

1. To organize and manage Agency participation in a COMIREX-sponsored interagency dry-run requirements, or "command-post," exercise of the new system by early summer 1976.

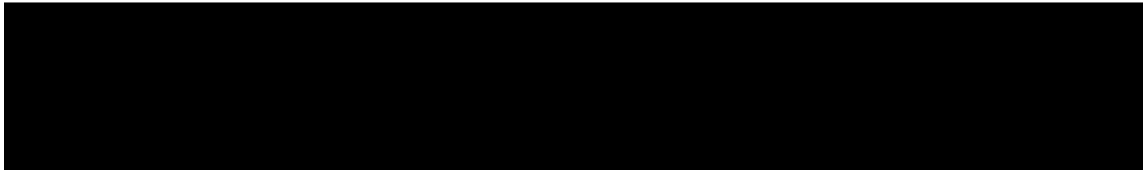
2. To assess, by mid-FY 1976, the effectiveness of Agency procedures for generating and validating requirements and guidance for the collection and exploitation of overhead imagery.

3. To develop in collaboration with the Production Offices detailed, standing Agency requirements for "follow-on" exploitation of all imagery and to coordinate such requirements with other USIB agencies by June 1976.

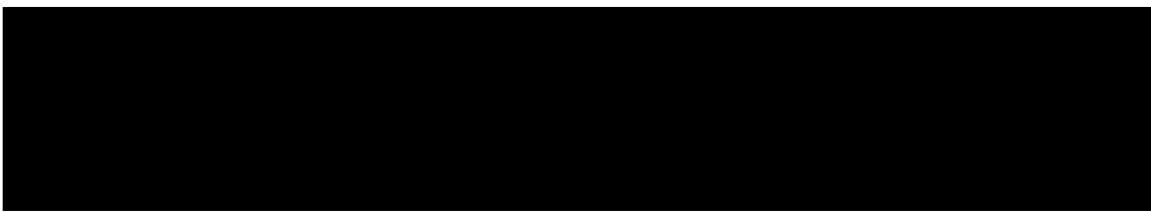
4. To develop a plan for CIA interface with the National SIGINT Requirements System by 30 October 1975 and to begin implementing the plan by February 1976.

5. To complete and analyze a questionnaire survey of State Department posts on CIRL usefulness by the end of the second quarter of FY 1976.

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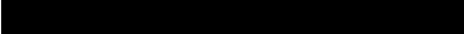


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8. Working closely with Project SAFE personnel, to develop collection guidance applications by June 1976 particularly in the areas of requirements validation and emigre-defector exploitation.

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9. Following USIB determination of the access to new collection system products to be granted to 

a. *to report on the impact on present practices within 90 days;*

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b. *to develop internal CIA guidelines for codification of the procedures for foreign access to new system products by 1 January 1976; and*

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c. *to take steps necessary to assign accountability to each [REDACTED] for their TKH billets.*

10. To develop and implement by 1 January 1976 new procedures for briefing/debriefing State Department economic reporting officers. (Confidential)

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COMIREX Staff

1. To develop and issue by November 1975 a coordinated plan for community-wide (headquarters and field) application and continuing refinement of the NIIRS; and to complete and issue by December 1975 the basic NIIRS documentation (*Volume III* -- NIIRS Correlation with Objective Measures of Image Quality; *Volume IV* -- The National Area Exploitation File).

2. To complete by February 1976 a study delineating concepts, criteria, and a methodology for common application in carrying out the KIQ/KEP process within the imagery community. Recommendations and pertinent documentation resulting from this study will be provided for USIB review in March 1976.

3. To develop and issue by June 1976 the community documentation on the detailed collection and exploitation requirements for actual system operation to organize, train, and have fully functioning by July 1976, a professional staff to carry out the collection/exploitation guidance functions associated with the new system; and to produce by June 1976 the detailed operations manuals for their use.

4. To develop and issue by May 1976 a plan, together with essential documentation and criteria, for an overall acceptance test of the COMIREX Automated Management System (CAMS); and to provide USIB by July 1976 with an assessment report on the extent to which the OJCS CAMS project is responsive to community needs.

5. To support community activity aimed at developing by mid-1976 a detailed plan, with supporting documentation, for coordinated community assessment of operational imagery from the advanced system, and to complete the assessment and report to EXCOM by the second quarter of FY 1977.

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6. To prepare and disseminate to the community by 1 November 1975 a report on the results of the [REDACTED] simulation exercise on ad hoc time-dominated collection requirements; and to complete and issue in October 1975 a report and supporting data on Reference Simulation No. 3.

7. To prepare and forward to the DCI/USIB by March 1976 a detailed assessment and report on the status of user community planning for the new system.

8. To complete by 1 July 1976 guidance and documentation for coordinated user community participation in the testing/rehearsal exercises for oncoming systems.

9. As a follow-on to the SPS/SIRS studies for EXCOM, to develop and complete by June 1976 an initial report and accompanying documentation for advanced collection strategies and methodologies optimized for both search and surveillance roles, including development of statistically based confidence models and system application to indications/warning.

10. To complete and issue by January 1976 the new comprehensive control manual providing guidance on all aspects of classification, decompartmentation, sanitization, and civil applications of satellite imagery and derived information.

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11. To complete by November 1975 the necessary briefings and documentation for implementation of the USIB-approved plan for release of system materials to [REDACTED] and to complete and forward to USIB in December 1975, a plan for release of these materials to [REDACTED]

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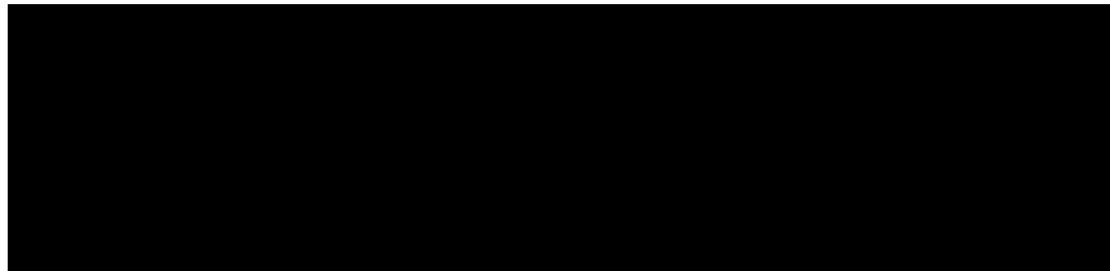
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12. To complete and forward to USIB by January 1976 a plan for handling products of the new system, with particular emphasis on ensuring that the necessary imagery-derived information is usefully available to US military commanders.

13. As COMIREX contributions to the development of the National Imagery Plan for Satellites (NIPS), to complete:

- a. *by October 1975, documentation for NIPS Annex A and Annex C;*
and

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CIA Operations Center

1. To prepare plans by 1 July 1976 for the expanded use, if necessary, of additional printers associated with the computerized Cable Dissemination System (CDS).

2. To install two operating CONTEXT terminals, one in the Task Force Area and the second in the 7th floor conference room during FY 1976 and to train Operations Center personnel in their use.

3. In conjunction with ORD, to begin the development during FY 1976 of more sophisticated techniques for crisis management, particularly in support of analysts.

4. By 1 July 1976 to automate the Agency's Central Emergency Locator Listing and the Special Listing File of clearances and to automate and refine procedures for the Center's community-wide telephone listing.

5. During FY 1976, to complete a study of the manner in which the Center currently performs its mission, emphasizing procedures which affect its major customers: the DCI and his major subordinates, the community, and the Production Offices.

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6. Through discussions with DDO Division Chiefs during FY 1976, to establish procedures permitting the use of direct [REDACTED] contact between the Operations Center and a Station during crisis situations.

7. By 1 January 1976, to make recommendations for increased integration of DDS&T inputs to the Center, to define Agency or community requirements which that Directorate might satisfy through the Center, and to clarify the role of OEL's GSOC with respect to the Center. (Administrative Internal Use Only)

Office of Current Intelligence

1. To initiate and complete a study of the extent to which OCI publications meet the needs of primary consumers in terms of form, frequency, and degree of coordination required - by June 1976.

2. By March 1976 to re-examine the relationships between the NIOs and OCI and, if indicated, to revise current procedures during the fourth quarter of FY 1976.

3. To complete the streamlining of OCI's new Production Division by December 1975 with the aim of putting the responsibility for the night-time editing and layout of all publications under a unified and more efficient command structure.

4. By 1 July 1976 to complete an investigation of alternative ways of organizing area divisions with an eye to reducing management overhead.

5. To implement by April 1976 a systematic means of ensuring that early decisions are made on the placement of individuals returning from tours of duty outside the office or from internal rotational assignments.

6. Through OCI's Clerical Sub-panel to conceive and establish by May 1976 a system that will ensure that secretaries and other clericals are given opportunities for training, promotion, rotational assignments, and advancement and are considered integral members of staffs, divisions, and branches. (Administrative Internal Use Only)

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Office of Economic Research

1. To develop a leading-indicator method for predicting 6 months in advance the quarterly changes of industrial production, wholesale and retail prices, and trade balances in the major foreign industrial countries, by the beginning of FY 1977.
2. During FY 1976, to produce in-depth studies on all of the major OPEC countries with respect to: (a) the economic and political basis of their oil policy (in cooperation with OCI), and (b) their absorptive capacity for imports.
3. To develop consistent data bases covering the production, consumption, trade, and prices of oil and food grains by FY 1977.
4. To develop new and more precise sets of ruble/dollar ratios for machinery, construction, consumer goods, and services by the end of FY 1977.
5. By mid-FY 1976 to initiate a series of sectorial studies leading to an overall assessment by the end of FY 1977 of the impact of Western equipment and technology on the Soviet economy.
6. To develop in FY 1976 the elements of a set of national accounts for Communist China, for completion in FY 1977.
7. To complete and apply the CIA Trade Flow Model by the beginning of FY 1977.
8. To complete a system which will provide for random access to all major OECD countries' most recent trade tapes by the beginning of FY 1977.
9. Working with the Office of Joint Computer Support to devise methods for making the Agency's APL Time Sharing System respond five times faster and for allowing analysts random ADP access to 100 times more data by mid-FY 1977.
10. To increase the number of informal analyst communications with State Department posts abroad at least tenfold during FY 1976.
11. By January 1976 and in cooperation with CGAS, to establish a systematic program for briefing and debriefing middle and upper level State, Treasury, and USDA foreign service officers and attaches.

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12. During FY 1976, to complete an in-depth review of the potential uses of photography, especially from the new system, in economic intelligence.(Confidential)

Office of Geographic and Cartographic Research

1. By mid-FY 1976, to consolidate holdings of the Rosslyn map library, the Geography Division book library, and various Office film collections into a single Geographic Resource Center in Ames Building.

2. By the end of FY 1976, in coordination with OSR and OJCS, to finish development and begin implementation of an automated system for handling geographic data acquisition and retrieval.

3. To produce an intelligence atlas on topics and areas of concern to the intelligence community at the rate of one each 9 to 12 months, with an Indian Ocean atlas to be completed by the fourth quarter of FY 1976 and an atlas of the Polar regions by the end of the TQ.

4. By the end of FY 1976, to complete development of analytical models for corn and spring barley, and to complete a snow budget program for the crop models that will further improve the accuracy and timeliness of the Soviet grain production projections.

5. By the end of FY 1976, to establish Office resources for further exploration of the applications of statistical and mathematical modeling to environmental/geographic intelligence problem solving.

6. By the end of the TQ, to complete an in-depth study of CIA users of foreign-produced maps and revalidate Map Library holdings and map collection requirements accordingly.

7. In coordination with other participants in the inter-agency Map Procurement Program, to reassess the value of each foreign map exchange arrangement, adjusting or eliminating these arrangements as necessary by the end of the TQ. (Administrative Internal Use Only)

Office of Political Research

1. To develop and implement by 1 April 1976 an improved method for managing and monitoring Office projects and studies.

2. In cooperation with other Directorate components, to design and implement a machine-assisted methodology predicting the attitudes of present and future elites in the Soviet Union; to complete Phase I (system design) by 1 July 1976.

3. To reassess the appropriateness of the Office structure in relation to demands and requirements and to make such organizational changes as are needed during the TQ.

4. To examine new techniques of political forecasting, adapting methods employed in industrial and financial firms, and to test two of the most promising of these techniques against appropriate intelligence problems by the end of TQ.

5. By 1 January 1976, to design and get under way a multi-disciplinary research program for CY 1976 that will provide, in a series of related studies, a coherent assessment of the major transnational and international issues affecting US interests during the next administration and into the 1980s. (Administrative Internal Use Only)

Office of Strategic Research

1. To formulate and implement in FY 1976 procedures to improve communication among OSR components and between the Director of Strategic Research and the other levels of the Office.

2. By the third quarter of FY 1976, to develop revised estimates of ruble and dollar costs of Soviet defense programs, taking into account all new information.

3. By the third quarter of FY 1976, to complete testing and bring the OASIS system on line for storage and retrieval of military order-of-battle data, and by the end of FY 1976, to complete development and incorporate in OASIS the auxiliary files for strategic missiles, ships and submarines, and manpower.

4. By the third quarter of FY 1976, to bring SCAM II to operational status and to transfer existing data files to it; by the fourth quarter, to have the System fully in use and able to generate all defense expenditure estimates for the Soviet Union and the PRC.

5. To initiate and sustain in FY 1976 a major basic research effort which is responsive to the requirements of the Secretary of Defense for rigorously derived and clearly presented comparative measures of the magnitude of the US and Soviet defense efforts with particular emphasis on manpower implications.

6. By the end of FY 1976, to document the procedures used for deriving inputs to Soviet defense spending estimates and also to assess the feasibility of a computer-based storage and retrieval system to handle these statements.

7. To complete by October 1976 a comprehensive study of the Soviet Ministry of Defense and General Staff and their role in making policy on weapons development and force structure.

8. To develop and implement throughout FY 1976 analytical procedures, techniques, and capabilities to support the extensive effort that will be required to monitor arms control agreements.

9. To complete a SALT TWO Baseline Monitoring Report by the time an agreement is signed.

10. In conjunction with ORD, OJCS, and IAS, to complete plans by 1 January 1976 for developing computer-assisted data storage/retrieval systems to facilitate the task of monitoring arms control agreements and complete development and begin testing such an ADP system by the end of FY 1976.

11. By the end of the TQ, to complete development of a data base on the military balance in the Middle East and to publish, from this data base, studies on the military capabilities of major potential belligerents. (Confidential)

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Central Reference Service

1. To install before the end of the TQ a system for the partial automation of biographic directory production.
2. To acquire, if investigation warrants, a system for automating publications procurement, distribution, fiscal accounting, and library cataloging and circulation by the end of FY 1976.
3. To test at least two word processing systems for expediting the production of biographic reports, handbooks, and other reference aids and to recommend to the DDI Management Staff by the end of FY 1976 that system which will best meet the needs of CRS.
4. To improve CRS' on-line input capabilities by:
 - a. *installing a new on-line data entry system (OLDE II) during the first half of FY 1976;*
 - b. *commencing a design study for OLDE III during the second half of FY 1976; and*
 - c. *extending OLDE to the ISG special files by the end of the TQ.*
5. To upgrade the print/display formats and maintenance/query capabilities of the RECON file management system and to develop plans for upgrading the RECON software to support additional terminals, by the end of the TQ.
6. To implement a new system for computer control of data on less critical foreign installations by the end of FY 1976.
7. To compensate for reductions in staff personnel by hiring an additional 15 part-time employees by the end of FY 1976.
8. To publish biographic handbooks on 40 countries during FY 1976.
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Imagery Analysis Service

1. To develop by January 1976 and implement before the end of the Fiscal Year a program to train IAS personnel in assimilating and working with materials from the new collection system.
2. To identify by January 1976 and implement before the end of the TQ new ways of streamlining reporting procedures and increasing IAS productivity.
3. To complete by the end of FY 1976 a computerized file of imagery-derived information on Chinese non-military industries in support of OER, and develop in FY 1976, with OER and OJCS, computer procedures for integrating this file with OER's CROSSTABS program.
4. To complete by the end of FY 1976 the computer-assisted procedures via COINS for utilizing the Chinese non-military industrial data base for updating basic imagery interpretation reports in support of COMIREX.
5. By the end of the first half of FY 1976, to establish, with OSR, procedures and schedules for transferring IAS Soviet and Chinese missile and military data files into the OASIS computer file, and to train IAS personnel in use of the program.
6. To complete by June 1976 a plan for assimilating the additional 4,000 sq. ft. of office space in [REDACTED] that will become available to IAS in 1976.
(Confidential)

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