

SECRET

ROUTING AND RECORD SHEET

SUBJECT: (Optional)
 FBIS Performance Goals

FROM: R. W. Manners
 Director, Foreign Broadcast
 Information Service

EXTENSION

NO. FBIS-0029-88

DATE 24 February 1988

25X1

TO: (Officer designation, room number, and building)

DATE

OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

RECEIVED

FORWARDED

1. Deputy Director for
 Science and Technology
 Room 6E45, Headquarters

2.

3.

4.

5.

6.

7.

8.

9.

10.

11.

12.

13.

14.

15.

SECRET

SECRET

FBIS-0029-88
24 February 1988

MEMORANDUM FOR: Deputy Director for Science and Technology
FROM: R. W. Manners
Director, Foreign Broadcast Information Service
SUBJECT: FBIS Performance Goals
REFERENCE: Your Memo, dtd 8 Feb 88, Same Subject

1. Attached are the FBIS performance goals for 1988, 1989, and 1990. We have expanded on our individual goals in support of the overall directorate goals and have updated and expanded upon the specific business area goals.

2. You will also find a career development goal that I believe is a modest start in the direction of integrating our strategic plan with our career development objectives. It has two major components addressing both skills developed and assignment/work experience. We hope to expand on this concept as the resource implications become clear.

[Redacted Signature Box]

R. W. Manners

25X1

Attachments

UNCLASSIFIED When
Separated from
Attachments

[Redacted Box]

25X1

SECRET

SECRET

SUBJECT: FBIS Performance Goals

Distribution:

- Orig - Addressee (w/atts)
- 2 - DDS&T (w/atts)
- 1 - D/FBIS Chrono (w/atts)
- 1 - E&PS (w/atts)
- 1 - FBIS Registry (w/o atts)

DDS&T/FBIS/RWManners (24 Feb 88)

25X1

SECRET

SECRET

DIRECTORATE GOAL

LONG-TERM GOAL: Develop a program to assure, on a continuing basis, foreign language expertise needed throughout the Directorate.

Several S&T offices require a foreign language capability, but current procedures for recruiting, hiring, and retaining individuals with such skills are unsatisfactory. We must explore new avenues, including improved compensation and grade structure; the use of the new "critical skills" legislation to pay for the college educations of individuals who will specialize in needed foreign languages; improved Agency training, particularly in reading and aural skills; and increased use of full-time external training for current employees.

1988 Goals:

- o Review and make recommendations to improve compensation and grade structure for linguists. Recommendations by 1 August 1988.

- o Encourage Agency sponsorship of university-level foreign language program.

- o Ensure that OTS personnel with language skills can continue to be rewarded under the Agency's Language Incentive Program.

- o Explore ways to find students who will specialize in specified foreign languages. Specific plan by 1 July 1988.

1989 Goals:

- o Work with OTE to improve Agency language training program to include training in aural and reading skills, tailored to DS&T needs.

- o Develop a graduate level coop and/or scholar program for foreign language students.

- o Implement FBIS/Production Group Pilot Productivity Initiative.

1990 Goal:

- o Encourage Agency support for concept of Foreign Language and International Studies Foundation.

DS&T Action Officer: D/FBIS

SECRET

DIRECTORATE GOAL

LONG-TERM GOAL: Increase DS&T interaction with the DI, DO, and DA, as well as with other Intelligence Community agencies.

As a Directorate, we must be diligent in tying our projects to our customers' requirements, and we must ensure that what we deliver is what they wanted. We must ensure that DS&T employees have a feel for the intelligence process and products so they will deliver relevant projects. We will focus on obtaining other directorates' support for our initiatives. We will continue to refine and improve our planning process. Finally, we must work more effectively with other Intelligence Community agencies, such as NSA, to obtain their support and funding for Agency programs and improve their responsiveness to the Agency's needs.

1988 Goals:

o The Foreign Broadcast Information Service will consult with Community consumers to revalidate product requirements and adjust long-term plans for its modernization program to accommodate those requirements.

o Provide the technical capability to support the DI's near-term requirements for FBIS' TV and Pressfax products.

o Conduct a survey, by means of a written questionnaire, of representative FBIS consumers in CIA/DI, State/INR and other offices. Survey to focus on products and services and to include quality and timeliness. Conduct mini-surveys of CIA/DI offices on future requirements in monitoring of television, with emphasis on video aspects of television,

25X1

1989 Goals:

o Provide the capability to deliver JPRS products to SAFE.

o Implement the AFS - VM/AIM interface to improve timely and substantive exchanges with the DI.

o Ensure the full functionality of AFS is delivered.

1990 Goals:

o Ensure the technical capability exists to provide FBIS' TV products to selected IC members over OIT's [] fiber optic network.

25X1

o Develop a detailed plan to implement distributed/digital collection and enhanced information handling systems for the out years.

SECRET

SECRET

1991 Goal:

o Expand FBIS' collection capability to support enhanced collection activities (i.e., digital collection, data base exploitation).

DS&T Action Officer: D/FBIS

SECRET

SECRET

OPEN SOURCE COLLECTION AND PROCESSING BUSINESS AREA

LONG-TERM GOAL: Improve Career Development for FBIS staff and foreign national employees.

Recognizing that training and assignment are two major components of career development, FBIS intends to undertake a two-part program to ensure that its junior staff employees acquire, in a systematic way, both the skills and the experience base to succeed and progress in their careers.

PART I

The mandatory first-line supervisory training provided by OTE is not available to many junior employees who in the field will manage foreign national monitorial staffs but who do not meet the OTE requirement that they already supervise at least three people; OTE also lacks the capacity to enroll these lower-graded employees. FBIS has the additional requirement to instill an awareness of culture-specific approaches to managing foreign national employees of diverse backgrounds; such training is not available through OTE. FBIS will, therefore, establish an in-house supervisory training program for its junior officers.

1988 Goals:

- o Conduct needs assessment for overseas personnel.
- o Collect and assess available course materials/programs that meet the needs identified in the assessment.
- o Prepare management training curriculum to include supervisory training and counseling skills courses, with follow-on training in managing cultural diversity.

1989 Goals:

- o Enroll first group of FBIS junior editors in training program.
- o Assess relevance and usefulness of training.

1990 Goal:

- o Expand program to include all FBIS staff employees who are or soon will be assigned to supervisory positions.

SECRET

SECRET

PART II

To build perspective that will enhance prospects for advancement, employees must experience a variety of assignments and appointments in FBIS. To that end, FBIS will develop a system of assignments and work/project opportunities to provide broad and relevant experience for junior officers who have been identified by FBIS evaluation subpanels.

1988 Goals:

- o Identify or develop appropriate positions and work/project opportunities to be included in program.
- o Prepare assignment/opportunity schedule that looks ahead three years.
- o Publicize schedule.
- o Expand FBIS Personnel Planning Questionnaire to include developmental assignments/projects.
- o Expand charter of FBIS Assignment Panel to cover headquarters assignments/opportunities for employees GS-13 and above.

1989 Goal:

- o Make first assignments using new system.

DS&T Action Officer: D/FBIS

SECRET

Page Denied

Next 1 Page(s) In Document Denied

SECRET

OPEN SOURCE COLLECTION AND PROCESSING BUSINESS AREA

LONG-TERM GOAL: Complete the technical modernization of the DS&T's capability to collect and disseminate information from foreign public media as a service of common concern.

The DS&T's 47-year-old Foreign Broadcast Information Service began a multi-year technical modernization program in 1984 to update its essentially World War II-type procedures by automating information handling, improving field-Washington communications, and increasing the monitoring of foreign media satellites. Since this catch-up modernization program was started, successive budget reductions have eroded its projected scope and slowed the pace of its implementation. Recent additional budget reductions further threaten the program's momentum.

1988 Goals:

- o Replan the entire modernization program while maintaining its momentum and cardinal scope.

- o Work with Community consumers to revalidate product requirements and adjust long-term modernization plans to accommodate those requirements.

1989 Goal:

- o Achieve FOC of Classified Segment of FBIS Headquarters automation.

1990 Goal:

- o Achieve FOC of FBIS field bureau automation.

1991 Goal:

- o Achieve automation IOC of FBIS overseas units.

DS&T Action Officer: D/FBIS

SECRET

SECRET

OPEN SOURCE COLLECTION AND PROCESSING BUSINESS AREA

LONG-TERM GOAL: Establish an Open Source Center (OSIX) that will serve the needs of all U.S. Government consumers of open source material by extending the Community's open source exploitation capabilities, establish an archive of open source material accessible to the rest of the U.S. Government and centralize tasking, exploitation, and retrieval functions. CIA will provide the positions to plan, develop, and operate the Center, as well as the related personal services and management support funds. The open source community will provide all nonpersonal services funds for development, engineering, procurement, facilities, and office space.

1988 Goal:

- o Ascertain the continued viability of the FBIS FY 1990 New Initiative on the Open Source Center, which would provide the positions to establish the Center. This initiative is currently over DCI Guidance.

1989 Goals:

- o Develop in cooperation with the Intelligence Community members a comprehensive concept of operations for OSIX.

- o Assuming CIA agrees to absorb the New Initiative within Guidance and external funding is secured, establish Program Office.

1990 Goals:

- o Conduct a revised requirements definition for OSIX.
- o Conduct system definition study for OSIX.
- o Begin system development.

DS&T Action Officer: D/FBIS

SECRET

SECRET

OPEN SOURCE COLLECTION AND PROCESSING BUSINESS AREA

LONG-TERM GOAL: Establish an FBIS printshop in the Reston area and reassume responsibility for the printing and distribution of FBIS publications.

1988 Goals:

- o Submission of FY-1991 New Initiative for FBIS In-House Printing Facility.
- o Discussions with Office of Logistics for coordination on P&PD expansion plans.
- o Survey and testing of commercial printing firms.

1989 Goals:

- o Obtain P&PD agreement on turnover of positions and space for facility.
- o Conduct requirements definition study.
- o Begin planning and location search for facility.
- o Evaluate modern printing technologies and develop alternative printshop implementation plans.
- o Obtain dispensation from GPO to establish an unclassified FBIS printshop.

1990 Goals:

- o Conduct market search for equipment.
- o Conduct consumer survey on current needs.
- o Begin recruiting.

1991 Goals:

- o Begin site preparation and equipment acquisition.
- o Achieve IOC of facility.

DS&T Action Officer: D/FBIS

SECRET

SECRET

OPEN SOURCE COLLECTION AND PROCESSING BUSINESS AREA

LONG-TERM GOAL: Guarantee continued access to Central American open-source media and improve collection of Caribbean open sources and the Central American press.

Given the deterioration of U.S.-Panamanian relations, the continued presence of the FBIS Panama Bureau cannot be guaranteed. Currently we obtain critical Central American coverage (radio, television audio, and press) via telephone lines from Central American capitals, through Nicaragua, to Panama Bureau; we have, however, developed some backup capability. Various Caribbean sources are not covered adequately (Dominican Republic and the north coast of South America).

1988 Goals:

- Complete preparation of a fallback plan for FBIS Panama Bureau, discussing stay-behind capability with U.S. military components.

- Explore desirability of transferring Panama Bureau's affiliation from Embassy to military.

- Pursue with the Embassy in Costa Rica and with Agency and Department of State offices the establishment of a bureau or a remote monitoring site in Costa Rica; conduct reception survey in Costa Rica.

- Conduct listening surveys in the Caribbean area, seeking to identify a site for a remote monitoring operation or a bureau capable of recouping most of the coverage lost with the closing of Panama Bureau; surveys will also focus on Caribbean targets not well heard now.

- Augment Key West Bureau capabilities through improved antenna arrays (including small ROSET) and linkage to Central America remote sites; arrange for influx of additional staff (editors, monitors, communicators).

- Establish a remote monitoring capability in Haiti.

- Install second ROSET at Paraguay Bureau.

1989 Goals:

- Continue reception surveys and attempt to determine political feasibility of setting up operations at selected sites.

SECRET

SECRET

- Define scope of new bureau's mission (to improve Caribbean collection, to augment Key West Bureau's coverage, or to replace Panama Bureau).

- Study feasibility of additional CONUS ROSET, at Independent Hill or Langley.

- Develop a range of technical collection and communications alternatives to assist in contingency planning.

1990 Goals:

- Identify location for new Caribbean bureau or remote operations in the area and prepare for bureau installation in FY 1991.

DS&T Action Officer: D/FBIS

SECRET