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17 January 1979

MEMORANDUM FOR: Deputy Director, Foreign Broadcast Information Service

SUBJECT : Dissemination of FBIS Material

1. As a result of your 6 November memorandum, EGPS created a task force to examine means "of forwarding current information to consumers." You later indicated that you would like the task force to move beyond this narrow aim to examine DAILY REPORT publication, including staffing, editing, and currency of content. The task force in three meetings developed the following recommendations responsive to your requests; the recommendations are treated in greater detail in subsequent paragraphs.

- A greater conscious effort by all involved must be made to speed publication of material by JPRS. This can be accomplished by streamlining the flow of material from DRD editors through area division linguists to JPRS and by stepping up the frequency of publications, where appropriate.
- Greater use should be made of the DAILY REPORT Supplement to publish material on a more current basis.
- By way of a negative recommendation, the task force recommends that issue-oriented publications, particularly to the extent they are composed of reprinted material, not be utilized as vehicles for forwarding more current information to consumers. The resource investment is high for what is a presumed limited clientele, and a less expensive alternative (an index on selected issues, such as nuclear proliferation) may be suitable. The CCPC, with NFIB endorsement, has recommended that FBIS produce a functionally oriented serial on nuclear proliferation, a recommendation in which the task force does not concur but which does require a response.

- Operations Group and the Daily Reporting Division should develop up-to-date proposals on DRD structure and procedures, taking into account outside consultant recommendations and plans for automation.

2. Speedier JPRS publication: The members of the task force share your concern over the lag in publication of field copy in JPRS serials. They feel it is incumbent upon the Daily Reporting Division and Production Group to ensure that every effort is made to speed the publication of material by JPRS; in short, there must be a sense of urgency instilled. To this end, all DRD branches should forward discarded but publishable material to Production Group linguists on a regular basis, not less than two times a week. There have been instances when material has been held in the DAILY REPORT for more than two weeks; with this delay there is an excessive lag (extending beyond the 10-15 day average you note) before publication. Production Group linguists in turn should forward material to JPRS at least twice a week; linguists on leave or in training should designate another linguist to screen material in their absence. Finally, JPRS management should focus on the frequency of publication of each serial to ensure that material, both that passed from the DAILY REPORT and that which originates in Production Group, not remain within JPRS for an undue period; timeliness should not be neglected merely to produce serials complying with arbitrary minimum page limitations. It is understood that more resources may be required (part-time manpower, funds for replacement or repair of equipment, for example) to meet the demand for stepped-up publication. JPRS management should also be aware of the possible need and desirability for wider distribution of its special issuances, consulting with LRB on potential consumers. It was agreed that the AG review of DAILY REPORT discards (on China, Vietnam, and Korea) is essential and does not create a bottleneck as it is normally reviewed and passed on in an hour.

3. Greater use of DAILY REPORT Supplement: In the second of its three meetings, the task force had considered the idea of a ninth DAILY REPORT (overflow pages to be printed at the JPRS facility but under a DAILY REPORT cover) or a periodic JPRS publication composed of discarded DAILY REPORT material. We concluded that either approach would be a logistical headache and would make for poor packaging.

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4. Yet there is an existing vehicle within FBIS, the DAILY REPORT Supplement, which appears to provide the means of getting information into the hands of consumers quickly. (Over the past two years, the Supplement has fallen into virtual disuse: In 1978 we published five totaling 227 pages and in 1977 13 totaling 739 pages; by contrast, we published 52 Supplements totaling 3,294 pages in 1976 and 20 totaling 1,114 pages in 1975. The 52 Supplements in 1976 are a bit misleading in that a considerable number were devoted to the 25th CPSU Congress.) The material for a Supplement, of course, must be related to an event or an important development--the establishment of U.S.-PRC ties or the Camp David summit, for example. With the press of deadlines for the DAILY REPORT, an 88 page limit for individual DAILY REPORTS, or staffing shortages on a given day, it may not be possible to publish important material when it is received. The alternative is to hold it for a subsequent DAILY REPORT or pass it on to JPRS for publication. A third alternative, of course, assuming the material is cohesive, is the issuance of a Supplement. The major advantage of the Supplement is its speed: Items will normally be in the hands of the consumer within a week, in many cases halving the time of JPRS publication. Material for a Supplement need not meet the tight DAILY REPORT deadline and it can be edited, typed, and proof-read at a more leisurely pace, thus making it easier to ensure reliable quality control.

5. Issue-oriented publications: The task force urges the Management Committee to address itself at an early date to the problem of an issue-oriented publication. As you note in your 6 November memorandum, there is pressure to develop such a vehicle; the CCPC, for example, has asked that a serial on nuclear proliferation (along the lines of TRANSLATIONS ON NARCOTICS AND DANGEROUS DRUGS) be published, and this request has been endorsed by NFIB. The request was on the Management Committee agenda for 2 November but was never discussed.

6. In considering the problem, the task force concluded, as did a 1977 task team, that an issue-oriented publication should not appear as a DAILY REPORT volume. It would represent a ninth DAILY REPORT volume, for which P&PD is not geared. JPRS might be able to handle the additional DAILY REPORT volume, but only with the investment of additional resources (five part-timers and a staff supervisor manning one-half a shift, with annual salary costs of nearly \$42K) and arrangements would have to be made for distribution of the

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volume through P&PD to NTIS. The volume would be composed in large part of material taken from the geographic DAILY REPORTS and would thus represent little more than a convenient repackaging for a few select consumers. The resource investment does not appear worthwhile. Although not without resource implications, an alternative might be a monthly or quarterly index of DAILY REPORT and JPRS material treating such selected issues as nuclear proliferation.

7. The task force also examined the feasibility of a JPRS serial, along the lines of TNDD, to meet the call for an issue-oriented publication. While concluding that this is a more reasonable approach than an issue-oriented DAILY REPORT, the task force felt nonetheless the introduction of an additional serial was not advisable. The chief concern is that a serial on nuclear proliferation would be composed in large part of materials gleaned from the DAILY REPORT. (TNDD, the model cited by the CCPC in its request for an issue-oriented publication, is made up of only five percent reprints from the DAILY REPORT; but other serials treating global issues contain more reprint material, with that on law of the sea being composed of 40 to 50 percent reprints). Resource implications weighed heavily in the task force's conclusion: As a benchmark, it has been determined that, even without translation and editing costs, the publication of a serial once a week of 100 pages and distributed in 300 copies would cost approximately \$20K a year. Thus, as with an issue-oriented DAILY REPORT, the resource investment to satisfy the needs of a presumed limited clientele appears not to be worthwhile.

8. In short, the task force is not enthusiastic about developing issue-oriented publications. It feels, however, that the Management Committee should examine the problem in the light of the task force's recommendations in order to formalize the FBIS policy before responding to the CCPC proposal.

9. DRD structure and procedures: The task force has developed some tentative recommendations for changes in the DRD structure but ultimately, it feels, a thorough study on structure and procedures should be conducted by DRD and Operations Group, with an early completion date. This study should address specifically but not exclusively the questions of whether there is over-editing; whether DRD procedures can be streamlined to involve fewer people; whether Wire editors can do DAILY REPORT selection; whether non-current material

is appearing in the DAILY REPORT volumes; and whether current material is appearing in JPRS which should have been carried in the DAILY REPORT. Chief, Operations Group is seeking outside expertise to examine the editing process, and LRB will soon be circulating a questionnaire to consumers to elicit their views on, among other things, the currency of material appearing in the DAILY REPORT. Thus the task force feels that any recommendations from it on DAILY REPORT procedures and content would be premature. Moreover, the DRD itself in the past has examined various options for streamlining the operation. A more current study, coupled with the findings of the outside consultant and the results of the questionnaire, should provide guidance for planning purposes in FY 1981 and beyond.

10. The recommendations raised by the task force for DRD and Operations Group consideration and which might be implemented at any time include the establishment of a senior editorial position--a managing editor, in effect--responsible for overseeing quality control of all DAILY REPORT copy, and the designating of one position in each branch as a non-rotating position to provide continuity and area expertise. The first suggestion, of course, involves a willingness to provide a slot from within the present DRD T/O. The second suggestion will require a re-examination of our policy on rotations: Are we willing to permit four editors, at the GS-12 level presumably, to withdraw from rotation?

11. Other points were made by the task force which may be of interest to any future studies of DRD procedures:

- Branch and book chiefs as a result of short staffing spend far too much time as editors and not nearly enough time training new editors, reviewing copy editing and selection, and overseeing the organization of the books and feedback to the field.
- Automation of the DAILY REPORT would free us from the constraints imposed by shortages of typists, which translate into fewer pages and less timely service to consumers. But unless we provide for an adequate editorial staff, the shortage in

editors will leave us incapable of fully exploiting the advantages offered by automation. If properly utilized, automation should enable us regularly to publish DAILY REPORTS with maximum numbers of pages.

- One way of getting more current material to consumers more quickly would be a minor reorganization of the present DAILY REPORT configuration. Combining North Africa with Sub-Sahara Africa, which never comes close to its page ceiling, would make more pages available for the blue book (Middle East), if necessary. There may be other options along these lines that would improve our ability to move more copy more quickly, but the task force believes such issues should be addressed in the IRD and Operations Group study.

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Other Task Force Members:

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