

AN ANALYSIS AND CRITIQUE

OF THE

FBIS DAILY REPORT

by

Conn-Trump

ADMINISTRATIVE-INTERNAL USE ONLY
FOREIGN BROADCAST INFORMATION SERVICE

P.O. Box 2604
Washington, D. C. 20013

14 September 1979

MEMORANDUM FOR: Bureau Chiefs
FROM:
Chief, Operations Group
SUBJECT: Trump-Conn Report

STAT

1. For the first time in FBIS history we asked two consultants from the journalism world to take a look at how we do business on the Daily Report. The review of editorial procedures was conducted by Christopher Trump, Assistant Dean of the Columbia School of Journalism, and Stephen Conn, a free lance writer and former N.Y. Times correspondent, now a consultant at Columbia. Their report is attached.

2. Many of their observations and recommendations may not ring true to you, but keep in mind they had only two weeks at Headquarters and three days at Panama to gather their data. I think you will find the report interesting in any case as a look at FBIS from the "outside," a "journalistic" look at our editorial work.

3. I have asked the Chief, DRD to evaluate the report and make appropriate recommendations by 15 November. Please ask all of your editors to read this report and forward comments to C/DRD by 15 October. Similarly, you should of course comment.

4. The report is not classified, but because there are numerous references to our parent agency, you should take care in handling it at the bureau.

STAT



Attachment:
Trump-Conn Report

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14 September 1979

MEMORANDUM FOR: Chief, Daily Reporting Division

FROM:

[Redacted]

Chief, Operations Group

STAT

SUBJECT: Trump-Conn Report

Alice:

1. Please evaluate each recommendation contained in the Trump-Conn Report and report to me by memorandum, by 15 November, what the DRD recommends in terms of implementing or not implementing.

2. I request that where possible cost estimates be included with those programs you believe should be implemented.

3. All editors and other appropriate DRD personnel should read the report and comment to you.

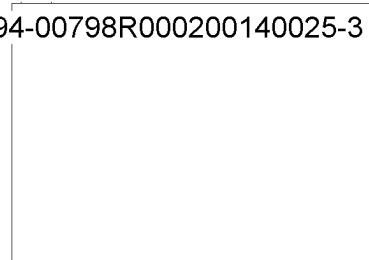
STAT

[Redacted]

Attachment:

Five copies of Trump-Conn Report

ADMINISTRATIVE-INTERNAL USE ONLY



7 September 1979

MEMORANDUM FOR: Director, FBIS
SUBJECT : Trump-Conn Report

Don and Jerry:

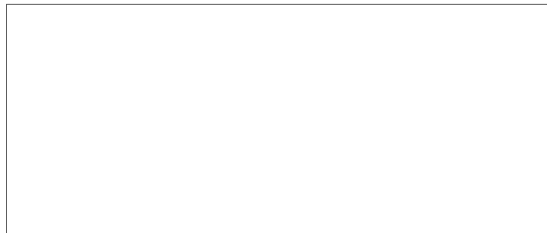
1. Attached is the Trump-Conn report. It is an interesting outsiders' view of the Daily Report and how we do business. Some of the ideas are naive, some are old hat, some have already been implemented (but presumably they wanted to affirm that they approved of them). Some are also worth serious consideration.

2. Most significant are the recommendations as to how we publish the Daily Report, such as:

- + Establish a true Managing Editor;
- + Divorce the role of true editors (judgmental) from copy readers (preparing copy for the printer);
- + Establish a separate desk where substantive editing would be handled;
- + Stagger shifts to avoid typing bottlenecks;
- + Perk up the "editing environment."

3. There is much food for thought. I recommend as a starter, that Daily Report management be tasked to comment on the recommendations and come up with a plan for implementing the more significant ideas. I believe every editor, as well as bureau chief, be asked to read the report and forward comments to C/DRD.

4. The last chapter, "Summation," stands pretty well alone and you may wish to forward it to DDS&T.

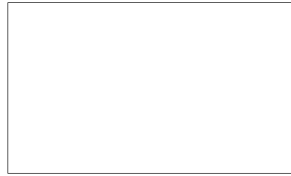


STAT

Attachment
Trump-Conn Report

cc: Chief, DRD

August 28, 1979



STAT



Chief, Operations Group
Foreign Broadcast Information Service
P.O. Box 2604
Washington, D.C. 20013

STAT

Dear  :

STAT

Attached is our Report of findings and recommendations based on our study of the FBIS operations in Rosslyn and Panama. We hope that you find at least some of our suggestions feasible and beneficial to your organization's mission.

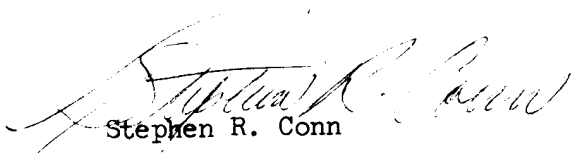
As we mention in our Report, we found this to be an extremely fulfilling undertaking for us and were impressed not only with the quality of the individuals working on the Daily Report but with the product as well. We feel strongly that if some of the attached findings and recommendations could be implemented, not only would the Daily Report benefit but so too would the performance, morale, pride in product and acceptance by consumers, which is already high.

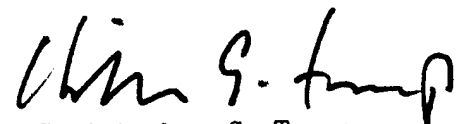
Please let us know if there is more we can do to be helpful, for example, in connection with the FBIS overseas editors' conference in October. In several areas, such as recruitment and training by professional journalists, we both have had extensive experience. Consequently, we would be more than happy to work with FBIS in the future here or anywhere else that you and your colleagues think we might be of assistance.

We found this assignment challenging and stimulating. We welcome a continuing association, both on a personal and professional level, with the many members of your organization without whose cooperation and help this report would not have been possible.

Please extend our thanks and appreciation to them all. Many contributed to our final Report by making themselves readily available and discussing FBIS's strong and weak points with complete frankness. The blame or credit for the final product, of course, rests with us alone.

Sincerely,


Stephen R. Conn


Christopher G. Trump

AN ANALYSIS AND CRITIQUE
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by

Stephen R. Conn
and
Christopher G. Trump

August 1979

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CHAPTER I INTRODUCTION

In a period covering nearly two weeks in the Rosslyn (Va.) headquarters and three days at the Panama Bureau, we observed first hand the operation of the Foreign Broadcast Information Service (FBIS) and the production of its Daily Report.

While we conclude that the production of such a comprehensive and professional product is indeed a "daily miracle," we also feel there is considerable room for improvement, both in the utilization of personnel and in the Daily Report itself. It should be noted that the Daily Report receives uniformly high ratings among consumers, both here and abroad. It is indispensable to the work of many and in some instances, such as in the case of analysts of the Soviet bloc and the People's Republic of China, it is often the primary if not the sole source of information.

It became apparent that the main attraction for editors working for FBIS is an overseas assignment. In the words of one editor, "In the entire editorial operation the worst job anyone could be assigned to is the Daily Report. Anyone going from the field to Washington dreads this." Yet the majority of those being rotated back from field duty will go to the Daily Report.

It is our contention that by improving the quality of the Daily Report and making the work of editors on the publication

more challenging and more of an editorial function rather than merely one of punctuation and capitalization, a vast improvement in morale of stateside editors and in the quality of the Daily Report will result.

The basic problem is that editors on the Daily Report are not being challenged and consequently have little or no pride in their product. This results in boredom, restlessness, and discouragement. The main objective for the editors becomes one of getting back overseas as soon as possible rather than one of turning out the best professional product.

There are evident problems at headquarters, which directly affect the performance of the editors and the quality of the Daily Report. They include such dilemmas as: What should be done with editors who have rotated back to headquarters? What can be done to improve the strained relationship between editors and analysts so that they work together harmoniously and productively? What can be done, not only to recruit the best possible personnel, but also to retain them once they join FBIS? What can be done to restore the esprit de corps of bygone days that we heard spoken of repeatedly? What can be done to make the Daily Report a more professional looking publication, while still preserving its primary function of providing consumers with all the information necessary for them to fulfill their missions? What can be done to challenge

and stimulate editors in their work, primarily in headquarters, but also in the field bureaus?

There are other questions that must be answered and we shall make recommendations here as well. They include: Where should the primary editing be done, in the field or at headquarters? How many levels of editing should there be? What, if anything should be done about indexing and cross referencing? What can be done to improve communication between the field and headquarters? What can be done to improve communication between management and the editorial operation? What effect will automation have on the editorial operation and the final product? How can recruitment and training be improved? What, if any, additional training should be required of editors? How can the delivery time of the Daily Report to consumers be cut so that the information is more timely and useful? How can the copy flow be improved? What can be done to improve a situation where, regrettably, the number of typists available and production plant limitations dictate the number of pages in the Daily Report? What devices can be employed to improve morale, the sense of professional fulfillment and engender both a spirit of cooperation and friendly competition among Daily Report editors? How can the image of this totally overt objective and publicly available product of the Central Intelligence Agency be improved?

These are among the important questions we hope to answer in the sections that follow. Our recommendations are based not only on our periods of observation in Rosslyn and Panama but also on our combined experience with related situations.

Christopher G. Trump is a contributing editor of Atlas World Press Review and has been a dean at the Columbia Graduate School of Journalism since 1965, working extensively in such areas as admissions and curriculum development. Stephen R. Conn, a former by-line correspondent for The New York Times, part of whose military service [Army Intelligence] was as the youngest officer in charge of the Information Office of the U.S. Army Intelligence Center, is a communications consultant and free-lance writer.

We consider the most significant areas of concern to be:

1) the utilization of editors at headquarters and in the field and 2) the appearance, content and production of the Daily Report. Consequently we will concentrate our report in these areas. But we shall also discuss such topics as recruitment and training and the views of consumers regarding the Daily Report.

It should be apparent that while we were quite impressed with the personnel and the product, we feel there is room for improvement in terms of both. Even if FBIS were attracting the best possible candidates under the present arrangement, these individuals are not being challenged, utilized

or trained in the optimum manner. Through proper training and utilization both they and the final product, the Daily Report, will benefit and consequently, so will FBIS's clientele here and abroad.

CHAPTER II RECRUITMENT AND TRAINING

It strikes us that the principal need FBIS faces is the recruitment of editors for overseas assignments, the Daily Report and the wire service. The two-page flyer dated August 24, 1973 tends to dilute this urgency by also citing the "punditry" jobs available for those who would like to be analysts and the linguist positions open to those who know foreign languages. Frankly, that is not where the shoe hurts.

Given the rotational imperative, which at one time may have been an attractive option to new employees, the dominant objective of FBIS recruitment should be for editors. The flyer should be discarded in favor of a brochure which honestly spells out what an FBIS editor is expected to do; that the assignments overseas largely mean living, not traveling abroad and that Bahrain and Abidjan are as much on the schedule as Vienna and London. We note the recent UPI report that the CIA had advertised in The Washington Post for a few good people: "One in a thousand maybe. You're a bright, self-reliant, self-motivated person we need to help us gather information. . . ." Assuming some of the figures that were shared with us are reasonably on the mark, this means that ads such as this will garner 90,000 applications annually for some 1,600 CIA jobs. FBIS is in competition for the best of these applicants with other agency units. It ought

aggressively to pursue them and a brochure that presents an honest description of work with the wire room, the Daily Report and overseas monitoring stations might make a dent in the rather large attrition rate that appears to hamstring the operation at present.

Consider: We learn that average annual turnover of FBIS editors is 10-12, but that last year it was 20. This is a rather horrendous attrition of close to 25% of all editors. It may become a fact of life unless efforts are made to face the facts candidly: Overseas assignments are no longer as desirable because young people have already junketed around the world on cheap flights in their college days, tax liabilities and inflation have eroded fiscal rewards and two-career families find it impossible to cope with rotation. A brochure, coupled by personal follow-up consultation with fairly young editors (the believability quotient for such peer counseling is rather high, as we have found in our recruitment efforts at the Columbia Graduate School of Journalism) will do much to target candidates with a greater likelihood of staying on.

The other side of the coin is that FBIS, too, wants more than just a bright person, probably with an advanced degree, who thinks that travel is a marvelous way to spend a career. The August 1973 memo leads with the line that "FBIS editors are journalists as well as intelligence officers. . . ."

Given this statement, a recruiting effort should be made for broadly educated persons with a potential for journalism. Work on a school newspaper, at the least, should figure strongly into such a background. The quality of the program pursued by the applicant should be reviewed as carefully as the grades received. In addition it would be well to request letters of reference, which when coupled with a personal interview, would probe the applicants' breadth of view, curiosity, persistence, resourcefulness and initiative. The final criterion is also the most elusive one: Motivation. The most highly educated person is essentially worthless as an editor if the pressures of the job, the constant rotation and the daily deadlines are incompatible with that individual's mindset. One question that should be probed of all is the one UPI asks its candidates for a job: Would you be willing to live and work anywhere? Any hesitation should be noted immediately -- a missed cue at this point means time, energy and dollars expended on training a potential washout. The final hurdle, the editor test currently in use for applicants, is well structured and provides an excellent basis for making a final decision. However, since the nature of journalism is working under pressure, we would urge that the time limits be cut in half to 15-15-30 minutes.

To sum up: Recruitment should be made a high-priority objective, with a brochure, programmed visitation to campuses and other central locations for interviews and a rigorous review

of all qualifications before an offer is made. Given the current high attrition rate, this should be a permanent effort for the foreseeable future, since some of those finally selected will not make it based on health and security screening.

There are many potentially outstanding journalists -- in our better schools, news organizations and elsewhere -- who would be excited by the prospect of challenging editing work, serving the nation, overseas duty, excellent security (government service offers that) with good retirement benefits and the opportunity to use their skills, languages, studies and other professional and academic training.

As one FBIS executive told us, "I got tired of being a starving wire service reporter." People should not be forced to leave the profession they love because they can't make ends meet. FBIS offers professional fulfillment, security and good pay for those who stick with it and perform. Based on current federal pay scales, FBIS is highly competitive in the journalistic marketplace.

Our review left us with the impression that training is not as intensively programmed as it might be. We would urge the "cabin boy routine" used by the Norwegian merchant marine: no young recruit who aspires to an officer's position can do so without first serving as a cabin boy. For FBIS this means that all new editors would begin their careers in Washington

learning copy editing on the Daily Report, while at the same time learning editing -- that skill which involves not only learning the FBIS editorial handbook (with testing along the way to measure progress!), diplomatic and cabinet lists, the GPO style book but also what news judgment is all about. An editor should be so trained that a blooper such as ". . . reported by (?nodding) Carter" would be impossible.

One young editor noted that within a year he had no less than five supervisors responsible for his training. While that may be fine to teach one to roll with a variety of punches, it is ruinous from the standpoint of a structured training program. Each new editor should be under the wing of a single mentor, who would work with him or her consistently and make a progress report to management.

In addition, news judgment should be taught by professional editors. For example, editors from the foreign desks of The Washington Post and Star could offer a course of instruction meeting once a week, conceivably in the evening. The experience of learning from such professionals is without parallel and has become institutionalized at Columbia. All of our editing courses are taught by newsmen drawn as adjunct instructors from New York's media.

Once this phase of the training has been completed, the new editor should be exposed to the wire service, which offers more of the pace and excitement that will be confronted in

the field. At the same time all new editors should be enrolled in at least one State Department FIS course and should develop a relationship of understanding with AG, as we shall discuss in Chapter V.

In our judgment the present practice of sending new editors to TDY for three months' training in Panama or Okinawa is an excellent one -- it is the logical culmination of the intensive training in Washington. The three-month tour is good as a target; but based on our investigation, it should be flexible -- some are ready for a full tour immediately, others may need a return to headquarters before being moved again to the field.

The essence of our recommendation is that FBIS editors be treated as the professionals they are. This mindset should be reflected in how they are recruited and trained and in the development of their further careers at FBIS. For this reason we strongly urge that no editor returned from the field be put to work on the Daily Report as a copy marker, capitalizer, word counter and proof reader. These initial "cabin boy" functions are a misuse of their talents, the much more important work they could be doing for FBIS and, in the final analysis, the high salary they are paid. In a later chapter we shall make recommendations as to how the copy editing of the book should be professionalized, albeit with a lower level of personnel.

The primary personnel need of FBIS, as we see it, is for editors. Training on a programmed basis is essential to making them the best possible editors to serve the mission, and -- most importantly -- there must be a progressive increase in responsibilities and duties to retain the élan and work satisfaction of these editors. In the best of worlds they are the FBIS elite -- generalists in a world of specialists, savvy in a broad area, able to fix priorities quickly and to be cool under pressure. Duty in Washington should not be structured as a stay in purgatory, as appears to be the case now.

Those returned from their first tour should be employed in training new editors at the Daily Report desks, revising the recruitment brochure, visiting colleges and other centers for recruitment and meeting with applicants, taking another FIS course and continuing structured meetings with analysts. In addition it might be helpful if these editors could begin exercising some of the judgmental work on the book -- doing excerpts, condensations, cross references and placement of items.

More senior editors would of course be employed as Daily Report book editors and branch chiefs. In addition they would supervise the training and carry on substantive revisions of such major works as the editorial handbook. Also, editors on this level should each week prepare a critique for field offices of what it was that was sent in, how much

revision it needed; what was right with the copy and what was wrong. Apparently this was once common practice, but it has fallen into disuse.

Finally, thought might be given to an eccentric rotational mode, discussed at greater length in the next chapter.

CHAPTER III UTILIZATION OF EDITORS: AT HEADQUARTERS AND IN THE FIELD

The use of editors, both in headquarters and in the 13 overseas bureaus, is in our opinion at the heart of FBIS's problems. The best recruitment and training procedures are for nought if the individuals are not challenged and their talents and capabilities used in the best and most productive manner. We found this most pronounced at headquarters. Indeed the term "editors" is a misnomer. The headquarters function is not an editorial one. It is, in the words of one, merely "changing a word here and a word there, checking spelling and punctuation." As someone in the Panama Bureau put it, "The worst job anyone in FBIS could be assigned to is the Daily Report. Anyone going from the field to Washington dreads this. They dread the silly pencil marks."

We feel that the drudgery at headquarters is one of the prime reasons for the high attrition rate, a loss of 12 out of 80 editors per year, with 20 lost in 1978. One solution to making the work for book editors more interesting is of course to make the Daily Reports more interesting and we'll deal with this in the next chapter.

In this section we will consider how to use the editors to maximum effect once they have been recruited and trained.

A. Editors at Headquarters

Managing Editor

We recommend a managing editor, executive editor, or editor-in-chief to oversee and coordinate the work of the editors and the production of the Daily Report. This person would decide style based on the Style Book and GPO manual and would supervise the training of newly hired editors. The individual would also play a key role at the daily morning editorial meetings and would determine what is published in each book and the number of pages allotted to each. In conjunction with the branch chiefs, he would also be the counterpart of the Chief of the AG section. The Managing Editor would also determine the general priorities of stories.

While on the topic we should like to call attention to several glaring misnomers used by FBIS. At present the "managing editor's" spot is vacant. While there is a chief of the managing editor's staff, the individual is actually the head of the typing pool. Editors at headquarters are called "information officers," but in fact are copy markers. Better to call them editors and have them perform editorial functions. The teletype operator is called a "communicator." We want individuals to have titles that accurately reflect their duties and duties that accurately reflect their talents and capabilities.

Branch Chiefs

The duties of the branch chiefs should be expanded to include training of new editors. With new formats for the Daily Report, the branch chiefs will have greater latitude in layout, story selection and placement, makeup and general appearance of the books. In the succeeding chapter we recommend such innovations as editorial cartoons, boxes, sub-heads and a summary at the beginning of each country section. This will provide the branch chiefs as well as the book chiefs and the individual editors with greater opportunity to function as true editors and exercise editorial judgment.

One of the major reasons for a reluctance to return to headquarters from the field is a lack of a challenge and sufficient work. With a new format and greater emphasis on formalized training for new editors the branch chiefs will have plenty to do and simultaneously will be relieved of such trivia as copy marking. The branch chiefs, with their extensive knowledge of the requirements for editors in the field and at headquarters, can be valuable participants in the recruiting of FBIS editors and should be part of the interview process for new editors.

Book Chiefs

They should perform many of the functions of the branch chiefs with regard to layout, story selection, makeup and general editorial duties. There is a need for more querying

of information from and suggestions to the field. Individual editors should have the authority to take part in this two-way communication with field editors, with such communications going through the book chiefs. As in any major newspaper operation, which is what the FBIS Daily Report production should be, coordination should come from the executive or managing editor. But the individual editors should have the authority and indeed should be encouraged to communicate directly with the field and with analysts in AG and elsewhere.

Editors

Editing should continue to be done primarily in the field. That still leaves a critical editing function in headquarters. As one analyst observed, "Good editing at headquarters is looking for the little mistakes that the editor or the monitor in the field would make." And the analyst adds that editors who have not been trained to look for such errors will only repeat their mistakes in the field. People abroad do err, often because they don't see the big picture as editors at headquarters might. Consequently, editors in Washington have the final responsibility for assuring that both the sense and the context of news items are accurate. One observer complained that all too often garbled passages in the Daily Report are labeled "indistinct" by the editor. Editors must be trained to query the field rather than taking

the "indistinct," or easy, route. There is the danger that this passive approach to editing will also be repeated later overseas.

But with the increased duties and responsibilities and opportunities for innovation there should not only be enough for the editors in headquarters to do, but the nature of the work should also change dramatically from what it is now -- that of capitalizing, checking spelling and punctuating -- to the more challenging and interesting tasks of putting stories and events in perspective, cross referencing, indexing, adding editorial notes and in the case of minor straight news stories, rewriting.

Morale

All indications are that morale is at something of a nadir. In the words of one employee, "In the old days (1966, 1967) there was a pride in the product. That just doesn't exist any longer." Where editors now may be "clock watchers," in the words of one, "they used to come in at 6 A.M. and stay until 5 or 6 or until the job was finished."

The decline in morale can be attributed largely to the lack of challenge in the work. Our observation of the editing process revealed it to be largely mechanical, primarily punctuating, capitalizing and pushing the copy that came in from the field through as fast as possible with very little editing, cutting, revising, rewriting and a minimum of querying.

We realize that most consumers want the major copy exactly as it was transmitted, but in the case of some minor stories (see attached non-edited and edited copy of story on processing of secondary raw materials in East Germany) some editing and rewriting would be helpful. This would also enable a greater number of stories to be included in the books.

The work at headquarters is by its nature tedious. Editors have to proof their own copy, a rarity in the news business. Doing so is not only demoralizing, but also a misuse of their talent.

To have pride in one's product, one has to have participated in creating it. There is little or no creativity involved in the work at headquarters, aside from the selection of stories to run in the book and the sequence in which to run them.

Staggering Hours

To avoid long periods of non-productivity, maintain constant and up-to-the-minute copy flow, avoid a rush to meet daily deadlines and assure that typists have material to be typed when they arrive in the morning, we would suggest staggered hours for editors. For example, some editors might remain beyond 3 or 4 P.M. to sort incoming copy so that typists arriving at 8 A.M. the following day would be able to begin work.

Rotation

A key problem is what to do with editors who return to headquarters from the field. These experienced individuals must not be put "on the treadmill awaiting another overseas assignment," as one editor put it. They must not be reassigned to jobs that they have already performed. Rather they must be given increased and challenging responsibilities. These could include, besides the normal promotion to a higher level of responsibility with accompanying increase in GS rating, a greater range of duties than now exists at headquarters. Among these would be helping to recruit new editors by visiting college and university campuses, training new recruits, working with editors being sent to the field, particularly with those being stationed at the bureau where the recently returned editor has served, helping to update and revise style manuals and performing editorial functions that are demanded in the production of a genuine editorial product.

We also recommend an eccentric rotation of editors, with perhaps 60-70 percent overseas and 30-40 percent at home at any given time. The managing editor would be an individual with extensive book and field experience who would serve as M.E. for an extended period, thus giving stability and continuity to Daily Report production.

When rotating to the field, editors should be sent to areas of specialization. They should have preparation for the

bureau to which they're being assigned by having served on the book of the area, taken courses, such as FSI at the Department of State and language training at Langley and thus having acquired a basic knowledge of the area, its history, culture, mores, traditions, language, etc. While a good editor will go anywhere his publication wishes to send him, choice and qualifications rather than chance should be the guiding principle in assignments.

Our conviction that additional area training and work on the book to which an editor will be deployed would be helpful is supported by comments such as the following:

"Sometimes a new editor in the field will make a change [in copy] and an analyst at headquarters will think there's a new policy."

"The Daily Reports are remarkably good . . . given the qualifications of the personnel," implying that the background and training of the editors are limited.

"There is too much moving around among books. I know of one person who had been with three different books in four months."

This constant moving around and deployment of individuals to areas with which they have little or no familiarity can result in editing errors, errors of fact and books that do not reflect the accuracy and dependability and authority for which FBIS has become known.

The rotation among books and overseas appears to be one of the main causes of the often tense relationship between editors and analysts. As one observer said: "The feeling among the analysts is what the hell do the editors know about the area?"

The limited knowledge of the book editors on the particular countries can sometimes lead to embarrassing editing, according to one analyst, who illustrated with a recent report of Moshe Dayan meeting in Alexandria with "Rais," which an editor in the field translated as "Israelis." But "Rais" is Arabic for "Chief," which was the manner in which Nasser used to be referred to and is now sometimes used to refer to Sadat. So the Report had Dayan meeting in Alexandria with the Israelis, which is ridiculous.

Morning Editorial Meetings

We feel the morning meetings would be more productive if there were a greater exchange among editors of story ideas and developments in their areas, particularly as they might affect each other's books. We'd also like to see the stories put in better perspective.

As preparation the editors should have read The New York Times and Washington Post prior to coming to the meeting and listened to a recent morning newscast. Last-minute developments can change the importance of a story and even date it. This should be part of the effort to make the

Daily Report as current as possible. We also urge that the Daily Report for the previous day be available for critique and reference at the meetings.

We recommend that a senior analyst attend the morning meetings to help provide guidance regarding AG's needs and facilitate the determination of editorial selection and priorities. This is also an opportunity for the branch chiefs to coordinate their efforts, leading to a more equitable distribution of pages and relating of events to each other in different parts of the world. It will also aid in cross referencing, avoid duplication of items, help to put events in perspective and generally affect editorial judgments for the better.

The editorial meetings also provide the setting for the competition we'd like to see among the books. And this is where the chief of the Daily Report could decide, based on the relative merits of the stories discussed, how many pages should be allotted to each book. This would encourage editors to dig up good stories, ferret for news in their areas, and generate copy that will help make a superior product and one that is even more useful -- and indispensable -- to consumers.

One of the highlights of the editorial meetings should occur when the page allotments are announced by the chief of the Daily Report. This should be strictly an editorial decision

based solely on the importance of the news and not the number of typists available to produce copy on any given day.

Environment

All areas of the editing operation, not just the wire room (the busiest editorial facility in headquarters), should hum with the activity of a big city newsroom. There should be constantly ringing phones, editors seeking additional information from analysts, consumers and the field. The editorial operation is now much too passive. Pride must be engendered in the importance of the headquarters operation as a world news center.

B. Editors in the Field

Qualifications

FBIS editors are hired primarily for assignment to the field. Their recruitment and training should be undertaken with that in mind. Consequently, FBIS should be looking for individuals who are "hungry for journalism," hard working, self-starters, eager to get the proverbial scoop or big story, and eager to beat the competition. They should have good general liberal arts backgrounds and a thirst for current events. A fluency or near fluency in the language of the area to which they may be eventually assigned would be helpful but not necessary. This would be most beneficial regarding life in the particular country and deriving the maximum

from living among the native population and absorbing the culture, history, tradition, mores and whatever else the country may offer. Editors who are to serve abroad should also exhibit flexibility and versatility, be cool under pressure, be able to supervise and work well with people, be able to establish priorities and be able to adapt easily to new and strange environments.

Duties

Since the primary editing is done in the field bureaus, editors serving abroad should have received thorough training at headquarters from seasoned FBIS editors who have served in the field and adjunct editors from news organizations in the Washington area. All editors should have training on the wire in headquarters prior to field service, and during their TDY stints in the field they should be exposed to every situation they will encounter when assigned abroad.

Field editors and monitors should work very closely on stories, particularly with regard to assessing their importance, putting items in perspective, and selecting stories for transmittal back to headquarters in order to assure that the best items are being transmitted. With a total of 300,000 words filed from the field daily and just above 200,000 words published, it is important that the priority items are filed. To best assure this, coordination among monitor, editor and bureau chief is mandatory. A field

editor's primary responsibility is to assure that the monitor is faithful to the original material.

In addition to the most accurate translations possible, the headlines must correctly reflect the stories. Subheads may be left for editors at headquarters, who do the final selection of stories to run in the books, the packaging and the final checks.

We observed the Panama bureau during an obvious lull, but we feel that based on what we observed the bureaus probably have more than enough editors and monitors. One of our recommendations is to have "flying squads" of editors at the ready in headquarters, to be dispatched to any bureau in the event of an emergency or particularly big story development. These editors should be ready to react swiftly -- without a lot of red tape -- to requests for aid from the field. The potential saving in a slot or two might more than offset the increased travel budget, while the excitement of being "on call" may very well appeal to certain editors who in fact do prefer to travel more than live in any one place for too long a time.

One of the veteran monitors in Panama acknowledged that 4 to 5 monitors per shift would probably be adequate, rather than the customary 6 to 7. Obviously, in addition to monitoring of radio and TV broadcasts in the bureaus, monitors could review more of the area's newspapers as sources of news and

other developments. Monitors also could be kept in reserve since the bureaus seem to resemble a "fire department" in many respects, waiting for the big story to break.

Just as at headquarters, editors must develop good sources of stories, similar to the manner in which a professional journalist develops reliable news sources. It's also important to maintain contact with consumers, not only to keep abreast of their needs but also to keep them as potential news and information sources.

It was pointed out to us in Panama that the biggest difference between editors in the field and those at headquarters is that "the raw copy is here. A lot of editors in Washington would fall on their face if they had to handle copy in the field." This, according to the speaker, is a result of the new editors in Washington not being taught really how to edit. Another recommendation would be to have the editors in headquarters handle raw copy as an exercise during their formal training.

An interesting project for the Panama editors, which we would hope the other bureaus have adopted, is a periodic survey of radio and TV stations evaluating them for accuracy, their editorial and political slants, their programming, hours of broadcast, frequency of newscasts, reliability of newscasters, etc. This is helpful in assessing the credibility of

various stations and their commentators. The survey should also be extended to newspapers and magazines. This would not only be a tremendous help to editors in the field in evaluating their sources but would also provide similar service to consumers here and abroad and to the FBIS editors and analysts in Washington.

A number of interviewees felt a greater need for negative FYI's from the field. As has often been said, the most important thing a person can tell you is what he does not tell you.

As a result of better and more comprehensive training on the editorial and substantive levels at headquarters, editors in the field will be more qualified to perform the duties of a foreign correspondent, which are to keep on top of all the news in his or her area, have reliable sources available at all times and not be surprised by sudden events.

In summation, regarding the use of editors at headquarters and abroad, we recommend:

- 1) Hiring persons with a potential for professional journalism and having all new editors (regardless of background or professional qualifications) start at the lowest editorial rung and work their way up.
- 2) Improved training as detailed in chapter two.

- 3) Experienced editors working as mentors on a one-to-one basis with new editors.
- 4) Mastery by all editors of the style book and GPO manual.
- 5) Encouragement of editors at home to query field editors, analysts, sources and other experts in their area when questions exist, so that the Daily Report is as accurate as possible.
- 6) Relieving editors at headquarters of proofreading, freeing them for more creative work.
- 7) Using editors who have been rotated back to headquarters for more important editorial roles than those they had prior to going overseas, such as training, supervision, production of a "News in the Week in Review," for each of the books, which puts the week's events in historical perspective (see the following chapter).
- 8) Where possible, rotation of editors to the area of the book on which they have worked. In addition, a longer period of service on a book would benefit both the editor and the editorial product.
- 9) Staggered hours for editors and staggered deadlines for copy to improve copy flow and facilitate typing.
- 10) Greater interchange at editorial meetings so that each branch chief will be apprised, knowledgeable and appreciative

of the others' editorial needs, with full participation daily by a senior staff member from AG.

11) Greater cultivation of sources both in the field and at headquarters to help facilitate obtaining the best and most accurate material for the Daily Report.

12) Training of all editors on the wire before overseas assignment.

CHAPTER IV THE BOOK

The overall impression of our analysis of the Daily Report is that it is indeed a daily miracle, the synthesis of hundreds of millions of words of news monitored worldwide annually and turned out five times weekly in 8 books a day numbering some 400 pages of type, for an annual total of more than 50 million words. These are mind-boggling figures, made all the more remarkable by the fact that the Daily Report is the product of some 80-90 editors in a hand-hewn operation -- not counting the two envelope stuffers at the end of the line in Langley. It is by any measure an impressive accomplishment -- journalistic because it is news and because it is printed.

Yet we would submit there is much that can be improved. Because it is primarily archival material for use by the intelligence community, there is little that can be done with the material to transform it into a journalistic product in the accepted, mass circulation sense of the term. Therefore editors working on the book suffer from restrictions that make them feel more as "paper shufflers" or "funnels" than as editors who truly shape their output. Over and over again we heard the expressed desire of editors: "We want to take pride in our work." How to achieve this? It seems to us that the recently created joint publications review committee is an excellent step in the right direction

to begin to grapple with this issue. The presence of AG within FBIS has the merit of keeping the editors on the mark -- attuned, if you will, to the needs of the intelligence community. The drawback is that AG's concern is solely with communist propaganda. Page after page in the editorial handbook is concerned with mandatory texting. While we are not in a position to quibble with that which is mandated, it would seem that some of the larger forest is being ignored for the shrubs and brambles in the foreground. For example, B.81 mandates that all "Soviet appointments down to the USSR oblast first secretaries . . ." be published. Not denying the importance of this, would it not be just as helpful if the daily appointment schedule of the Japanese prime minister were also published? (A point mentioned by a consumer.)

On another level, there are enormous forces at work in the world that go well beyond communist leadership polemics. What we are saying is that the Daily Report seems to be mired in a plethora of minutiae -- page after page of textual material which, while faithfully recorded, translated and printed, misses some of the larger issues in the world. While not detracting from the nuances that might be extracted from four versions of a 15,000-word Politburo member's speech, we submit that other voices bearing messages of ominous dimensions are being broadcast and printed in the world and may not be receiving adequate coverage by the Daily Report.

Consider the Third World, largely ignored by the established media. FBIS really affords the most significant flow of information from this part of the world, yet these particular books are the smallest in scope. Ought that situation be reexamined? Egypt built the Aswan to feed an additional 4 million mouths, yet had a population gain of 10 million by the time the dam was completed. At its present rate of reproduction, in 100 years Mexico's population will exceed that of the entire world today. In nine years the worldwide catch of fish has remained stagnant while population has increased 13%. In 25 years land under cultivation globally has declined 24% per capita. It is issues such as these, often ignored by editors, that trigger events that later seem to have hit from the blue. Not to belabor the point, it would seem that new ways might be found to make the published Daily Report a more comprehensive, less repetitive product while at the same time meeting the needs of AG with special wire supplements.

Editors in the field together with the Daily Report staff in Washington could play a key role in enhancing the substance of the book, and through this very process improving enormously the quality of the product. But management must take the lead (through such forums as the publications review committee) in forging an effective liaison with AG -- in casting a broad net for coverage, through increased cruising, translation of additional daily newspapers on a

more immediate basis and broader exercise of editorial judgment.

A quality product in terms of substance is one that indeed serves as the eyes and ears of the world. It would cover completely broadcasts and press reports of closed societies, such as the Soviet Union and China, but shift gears in providing more reaction and editorial analysis from open societies, such as western Europe and Japan. Finally, a very large effort should be made to expand coverage in Africa, the Arab world and Latin America. Again, management must provide the impetus. If signals from Honduras and El Salvador are too weak to pick up in Panama, then steps should be taken to cover these nations gripped in social unrest with monitors on the site (as was done in the sixties when the Dominican Republic was in turmoil) or by asking embassies to forward selected press clippings on a rush basis for review and possible translation. If there is a Panamanian reaction to the Bolivian election debacle, this should be run, not ignored because Bolivia is in Asuncion's area of coverage.

We strongly urge a "News of the Week in Review" section for each book as a means of stitching together seemingly unrelated events in various parts of the world. Such a section done weekly on a "space available" basis would provide a handy, pull-out index section for consumers. It would be a challenge to the best editors to synthesize and build bridges

between their books that appeared in a five- or seven-day span. It might encourage consumers to glance through a few pages of such solid data for the larger picture they might derive from such exposure. The best journalists are generalists -- aware of all that is taking place. The review section would strongly make this point as well, better serving consumers.

A better book will inevitably mean a healthier mindset on the part of the editors as they approach their work. With accurate, carefully edited material coming in from the field, editors in Washington can then concentrate on selection and placement, on editorial notations and much more extensive cross referencing. The latter is something the reports are deficient in. To achieve it may mean that the morning editorial meeting will have to take place a bit later and involve a much more substantial discussion of what is going into the books. Given the 420-page limitation daily for all eight books, cross referencing could well mean the difference between repetition and deletion of other material, or tightening the copy and being able to run something more than the 50-60% of the wire copy flow that is run at present.

The most obvious problem with the Daily Report is that there seem to be insufficient hands to type the pages. The fact that the daily editorial meeting awaits word on how many typists may have shown up is absurd on the face of it and

demands immediate attention by management. No newspaper worthy of the name could survive if the daily editorial meeting depended on the pressmen to come in and say that only 20 pages could be run that day because too few printers showed up for work. In examining the June schedule of page requests and the number of typists appearing for work on each day of the month we note that in all cases the number of pages requested exceeded the limit placed on the books by Langley -- ranging from 490 to 562. Only on two occasions were 20 typists on hand and on one occasion only 9. On the Monday when 562 pages were requested only 13 typists were available. It is a credit to the managing editor's staff that 342 pages were typed and that for most of the month close to 400 pages were typed daily.

In our view management should correct this situation by either moving to an all in-house capability or farming the entire operation out. Budgetary constraints may preclude bringing the in-house complement back to the 1972 level of 37 typists. But the present arrangement of half the typists on the 11th floor and half in the Kelly pool in the lobby area leads to confusion and worse. Each half of the operation in effect counts on the other, with frustration on both sides when targets cannot be met. Our recommendation is to contract out the entire typing operation, calling for bids that require daily typing of 400 pages within a specified period of time. It might be a tall order for a smaller

community, but certainly in Washington it is not beyond the realm of probability. Given the fact that the material should be edited carefully before it is in the hands of the typists, the contract should also include proofing.

Following this move, the managing editor's staff -- as the title implies -- could devote itself to the copy editing of the book. This function, as distinct from manuscript editing, involves word counts, capitalization and copy marking. We were impressed with the performance of the part-time contract editors we observed and had a chance to interview. They are persons of intelligence and dedication. To recruit more like them would finally free book editors of the dismal chores of knitting and tating and which, in effect, keep them too busy to be concerned with the overall quality of the Daily Report. This description of copy editing is not meant to demean the function, but simply to acknowledge that it is different work -- just as the copy desk of The New York Daily News is different from the national desk, which selects and edits stories from a judgmental standpoint before they are passed on to the copy desk for final editing and word count.

Further, such a professionalization would tap a new pool of talent -- persons interested in the world about them, in the FBIS mission, but not necessarily in travel abroad. Such individuals could provide an element of stability and

continuity to the editing of a book simply because they could remain with it for an extended period of time. And such experience will have a remarkable effect on the final product, in addition to freeing the book editors for more important work.

This recommendation would institutionalize what necessity has apparently already mandated. At the time we made our inspection the editor with the longest tenure in residence was a contract employee with 1 1/2 years experience. One such person for each book would be an excellent way to put the recommendation to a test. It should be noted that fiscal exigency forced us to use part-time staffers at Columbia Journalism, and on the whole we found that there are well-qualified people out there eager to work in an interesting environment.

In fact, once stability has been brought to the vital process of the copy editing, typing and proofing, the managing editor can devote time and attention to the appearance of the book. In part, book editors will contribute to this effort by providing maps and cartoons. Given the intrinsic worth of many political cartoons (recall some of the best of Krokodil) and the clarity afforded by maps, their use would provide much more than visual impact. We are not calling for a New Yorker magazine. But in keeping with the archival role of the Daily Report, surely judiciously selected

visuals would enhance its worth as well as its appearance (see appendix for cartoon used in Atlas World Press Review).

In our view the book would be greatly improved if a two-column format were used. The technical difficulties posed by present typewriters appear to have been resolved by the QYX units under consideration. Both from the standpoint of readability and aesthetics, the two-column would lift the product from the level of a tenants' newsletter. For the same reason we recommend that upper-lower case typing be continued, but that the micro-elite typeface be replaced by something more readable, such as letter Gothic 12 -- a crisp, clear, sans serif type that lends itself well to the 15% photographic reduction of pages contemplated for future issues. We append a copy of a Daily Report page in two-column prepared by the managing editor's staff on an IBM electronic typewriter. Even though the type is standard size, there was no loss of wordage from the original. Indeed, we have added a sub-head to improve readability. We recommend that reports in the future have boldface heads and sub-heads, to distinguish them clearly from the copy that that has been faithfully translated. We also suggest that italics be used for the key word indexing code (see section on automation). Finally, the use of boxes for briefs, cross references and editorial notations would break up the pages and lead the reader's eye to items of importance.

The cover seems to have undergone a change since we first embarked on this project. Graphically the move from the rather fuzzy, cross-hatched type to a boldface format was a good one. While cost may preclude any changes in the rather anemic color scheme used to differentiate the books, we suggest that a logo stylizing the geographic areas of the various books be considered.

Granted, many satisfied consumers of the Daily Report told us that they would read it even if printed on plain brown wrapping paper. But there is no denying that all who have a hand in its production will take a greater pride and find more joy in working on a product that each day is not only readable but also pleasing to the eye. Some consumers were adamant in keeping the full-page format because that is how their files were set up. It is our hope that the eventual introduction of an indexing system (see chapter on automation) will make it possible to retrieve full texts on display terminals and, if desired, in hard copy, thereby obviating the need for clipping and manual storage.

CHAPTER V COMMUNICATION AND COORDINATION

We saw evidence of a greater need for communication and coordination both in headquarters and in the field.

A. AG/Editor Relationship

Analysts should not be viewed as Molochs to whom young editors are fed, but as the principal consumers of the Daily Report. There seems to be an uneasy relationship between analysts and editors, which has an adverse effect on the final product. In a sense, as will be noted in the next chapter, AG is not -- as was mentioned to us half-facetiously -- "the equivalent of the New York Public Library telling The New York Times what to print," but rather more like the publisher of The New York Times. The liaison between editors and analysts ought to be much closer.

In the words of one editor, "The editors think the analysts are dictatorial and arrogant and the analysts think that editors are ignorant." These judgments stem largely from the fact that analysts are experts in their areas and editors tend to be generalists with little area expertise. We have already recommended additional area and language training for editors. Beyond that we endorse the concept of "taking an analyst to lunch."

One of the most confident editors we interviewed literally took an analyst to lunch now and then, mainly because long

experience on the Daily Report in Washington had built up a level of confidence that helped make for such meetings on equal terms. It is an ideal we would like to recommend as an objective -- as something to be built into the training program.

On major newspapers, i.e., The New York Times and The Washington Post, each foreign correspondent generally has a counterpart on the foreign copy desk who edits his copy, queries and TWX's him and in this sense works together with the reporter on the story. This is the sort of relationship we'd recommend for FBIS. The book editors should work with specific analysts on a regular and continuing basis to assure accuracy and also to be certain that proper judgment is exercised in story selection and play in the book.

There should be frequent briefings of editors by analysts and closer continuous contacts between the two. Conversely when an editor rotates back to headquarters from an overseas assignment, he should brief the appropriate analysts on recent developments in the area. One reason for the infrequent consulting among editors and analysts seems to be the fact that editors would feel intimidated as a result of their lack of expertise and knowledge. A closer working relationship between both would help to eliminate this. We also observed that analysts often request specific information after the fact: they want material that has not been published in the

Daily Report. It would help if analysts were more aggressive in alerting editors to some of the material they need ahead of time.

One editor told of the time that AG wanted all the speeches of each member of the Soviet Politburo as reported by TASS, Pravda, Izvestia and the provincial papers. This came to 14 speeches from four sources and all the speeches were at least 10,000 words long. The Daily Report was unable to meet this request since the editors had not received sufficient advance notice from AG. "We need better liaison with the AG so that we can plan in advance for something like this," the editor said, "and it must be done over several days."

Most analysts at Langley do not know how to reach editors at FBIS. One of the reasons for this must be the relative anonymity of the editors. As one observer noted, "I know who all the analysts are. But I don't think I know the name of one editor on the Middle East Book." This problem can be eliminated through a closer working relationship between editors and analysts.

B. Management Supervision

One editor complained of a lack of contact with management and suggested that morale might be improved if occasionally a top FBIS manager strolled through the Daily Report area and spoke briefly with the editors. "Basically the people in the Daily Reports are ignored by the higher ups," said

this editor. "I've seen a lot of editors come and go because they feel ignored and frustrated."

As a corollary to this a "Winners and Sinners"-type publication published on a regular basis and praising good editing would improve esprit. Editors would be identified by name for good work, while lapses would be identified by example. At the discretion of book editors we would also suggest running the initials of the individuals in the field (monitor and editor) and at headquarters (editor) at the conclusion of certain items in the Daily Report. In this way people will feel their work is being recognized and they are receiving credit for their efforts.

Just as on many major newspapers the publisher sits in as an observer on editorial meetings, we would recommend that management occasionally attend the morning editorial meetings. This would be part of the process of assuring editors that their efforts were central to the mission of FBIS.

Much duplication could be avoided if headquarters informed the field ahead of time concerning the type of items they are interested in. As one field editor commented, "If they told us never to send certain things, then we wouldn't." This would of course eliminate a lot of duplication and unnecessary work and make for better quality control.

C. Relations with Consumers

A closer relationship of editors with the consumers is necessary so that both their needs are better served. As one observer said, "The editors must be up to date with the current thinking in a country," and to assure this frequent contact with the consumers is needed. There should be a greater two-way communication so that editors and consumers are better aware of each other's needs. In the field monitors might be detached periodically to review the publications available to the embassy for information. The training program for new editors should include briefings on the lateral consumers regarding the kind of information that is most important to them. This would help editors in their selection and play of stories in the field.

Just as foreign correspondents develop their sources among government and other officials, so must the editors in the field develop sources and contacts, so that they rely not only on radio, television, magazines and newspapers, but also primary sources. This would also help editors to evaluate more effectively the material they receive from the monitors and would ultimately guarantee better and more accurate reporting in the Daily Report.

CHAPTER VI PROSPECT FOR AUTOMATION

The gross numbers tell the story -- millions of words annually -- FBIS is a natural for automation. Management saw this opportunity when it attempted the switch to RAPID (Radio and Press Information Dissemination) in 1975. That the move proved abortive in no way detracts from the legitimacy of the concept. In essence it was simplicity itself: incoming copy would be captured and placed in storage. The wire editor would get the incoming messages by priority -- with headlines on menu -- and call up material on a screen for review and further transmission to consumers. The field would have a code to switch the material to the appropriate desk, which would make selections, place them in the proper sequence, edit, cross reference and make up the pages. The results on tape would then be fed electronically to Langley. Automation would eliminate communicator and typing positions, thereby making editors directly responsible for the material in the Daily Report and freeing them of the onerous chore of proofreading. At the time it was felt that the \$1.75 million investment for automation would be amortized over 6-7 years through personnel savings.

There is no doubt in our minds that automation will prove a boon to the Daily Report. Of the 6-7 million words monitored and read daily in the field, 300,000+ are fed to FBIS in Washington. Of these, 30,000 or so are re-transmitted to

50 prime consumers and 200,000 are synthesized by Daily Report editors for daily publication. Consider all of the typing and re-typing that is done on a single story: a monitor types the translation of a broadcast, it is handed to the editor in the field who reads and edits it, the field communicator types it for transmission to Washington, where it may be re-typed by a communicator for a direct feed to prime consumers and also tapped by an editor for inclusion in a book, which means re-typing on a page proof for reproduction by Landley after it has been proofed at headquarters.

Automation means that any given item is typed only once. With the story on tape it can be retrieved either on a screen or in hard copy. An editor in the field can make corrections, punch a button and be assured that the corrected copy is speeding on its way to Washington. No further proofing is required.

It is our recommendation that a feasibility study be conducted to launch an automated system in the field, preferably at two training centers -- Panama and Okinawa. Not only are the technical facilities available, but trainees on TDY could also begin to familiarize themselves with the new technology. A prototype VDT we saw in Panama is an excellent beginning upon which to build.

In Washington FBIS should make the move to automation one book at a time, using a six-station ATEX VDT system (this would be compatible with equipment at Langley and our own assessment that ATEX is at or near the top of the field). While automation eliminates mechanical functions, such as typing and pagination, it does represent a psychological hurdle for persons used to working with hard copy and pencil. But there is a certain inevitability to its adoption universally -- at present 60% of the nation's newspapers have automated their newsrooms. The new technology is obviously the wave of the future.

One of the priceless fringe benefits of automation would be the reality of a full-text index. If each article in the Daily Report were slugged with three key words, a computer could easily provide access to the stories in a variety of modes -- alphabetically, chronologically, topically, etc.

Our investigation showed that one of the most advanced indexing systems in the country is at The Boston Globe, presided over by George M. Collins, librarian. He allowed that his system was not sophisticated -- he said that was nothing more than a code word for adulterated -- rather, it was simple. He noted that The New York Times had paid \$ 3 1/2 million for an information system that yielded only abstracts, while The Globe's \$82,000 system delivered full text.

Collins said that The Globe hadn't clipped a paper in two years and yet could instantly retrieve any story it wanted, based on editors' computer notations of headline, date, page and column. He has indexed his system with words, not symbols, simply because one should be able to find things in the way one thinks. Old newspaper librarians, he noted, ran morgues in a way as to make them indecipherable, thereby insuring their jobs for all eternity. He has a staff of three persons classifying all stories with three key words to make them retrievable in any logical mode of request. Collins is justifiably proud of his system and invites visits from interested parties.

While we have not seen his system, it strikes us as remarkably close to the SAFE (Support for Analysts' File Environment) now at FBIS headquarters. Again, we can only point the way in this area, but do so by strongly urging that both automation in producing the Daily Report -- starting slowly on a limited scale -- and in compiling an index be put on management's agenda.

CHAPTER VII THE CONSUMER VIEW

The Daily Report is widely praised for its indispensability, utility, accuracy and comprehensiveness by consumers here and abroad, and among officials at other government agencies, scholars, journalists and analysts. While consumer complaints are quite rare, there are some reservations and recommendations for improvement.

A. Analysts

There is the general suspicion among analysts that the editors merely mark copy and know little of substance about the area on which they work. We have already discussed how this situation can be remedied through training, study and a closer editor/analyst working relationship. The AG generally wants everything, particularly regarding communist politics and polemics. Here editing is at a minimum. However, other items in the book can be intelligently edited without changing their meaning and substance. AG's need for "everything from the communist world" would be satisfied by getting it discarded rapidly.

One analyst complained, "Things that are supposed to be in mandatory texting simply aren't in the Daily Report . . . I was horrified." But according to AG, mandatory texting comprises no more than 15% of the Daily Report, even in the communist countries. Other analyst comments included:

"The Daily Reports could be a bit brighter . . . the print is terrible."

Recommendation: See Chapter 4 on the Daily Report for suggestions on improvements of the Report's appearance.

"We want it to be an archive. And we want it to be right. And the words must be spelled right."

Recommendation: More extensive formal training, frequent querying, contact with consumers, editors in field, reference to GPO manual, style book, lists of officials.

"The editing should be done in the field. God help us if it is done here."

Recommendation: Most of editing to be done in field. But headquarters must be the final check and the site where non-mandatory text copy is prepared.

"I don't trust the summaries of texts. I need the whole text."

Recommendation: Aside from mandatory texting, full texts tend to be soporific and preclude publication of other material. We recommend intelligent editing and a speedy transmission of discards to AG.

2. State Department

The State Department analysts agreed that for free press countries, it was much more important to publish analytical pieces. In the case of the communist countries, the Daily

Report is indispensable as a result of limited sources in the country. "It's hard to see how we could do without it," said the China analyst. And he added, "When you're dealing with a controlled press, you look for the nuances. It's important for us to be as close to the exact words and phrases as possible."

The State Department analysts were unanimous in thinking an index would be invaluable. They also agreed that in agencies such as the Departments of Commerce and the Treasury, the Daily Report was even more valuable since these organizations did not have access to classified material.

They all favored a brighter format, with two columns, heads that stand out from the copy, sub-heads, political cartoons and charts. All felt that the editors could do more to alert the consumers to major stories, speeches and texts that were upcoming. They felt there was a need for the editors and consumers to consult more frequently and bemoaning the plight of the editors in the current system, one analyst said: "I wonder how the editors just don't lose their minds. They just pass paper along and there's absolutely no creativity in their work."

In urging indexing of the articles, it was suggested that the use of three key words at the conclusion of each entry would provide for the best and most accurate retrieval. This would also help eliminate clipping for filing purposes.

Matthew Nimetz, Counselor to the State Department, would not want to see translations tampered with since he sees the value in keeping the original flavor and tone. He stressed the importance of "completeness, immediacy and accuracy" and urged that the Daily Report not be held up for better editing. Nimetz felt that certain countries, such as those in Western Europe, Latin America, the Third World and the Free World, were not getting their fair share of FBIS coverage. "The communist countries are predictable and one line," he said. "The Third World and democratic countries have varying viewpoints in their media and these should be monitored and reported on. He illustrated with the Lopez Portillo speech in which the Mexican President castigated President Carter and the United States for not having better relations with his country. "This came as a complete shock to Americans and shouldn't have. If we had done a better job of monitoring the Mexican press and radio and TV, we would have expected such a speech." He also cited the Nicaraguan situation as another instance where better monitoring and reporting could have alerted us to developments. The conclusion is that in the Free and Third World countries, the Daily Report should be alert to reporting dissenting voices.

B. Voice of America

R. Peter Straus, Director -- Straus is very high on the FBIS wire and the Daily Report, commenting that not a week goes by that three or four items from FBIS are not used as news

items or as leads for pursuing stories. He said the Daily Report was mentioned regularly in the morning daily news meeting at the VOA. He felt the VOA would not be the place for FBIS were consideration given to transferring it from the Agency; but if such a move were to be contemplated, he thought that INR at State would be an ideal place for it. Straus believed that since FBIS was a primary source of news it should not be boiled down or edited out of shape.

William Wade, senior news analyst, VOA -- Wade thought that FBIS gave a feel for what the opposition was saying and provided him with a sense of audience for his broadcasts. The Soviet and China books consequently were most important to him and he explained he discerned from them a sense of Soviet befuddlement on the SALT II treaty Senate debate and could then assemble a broadcast to explain how the process worked here. He said the books were most helpful in his broadcasts to primary audiences, those that were politically and economically deprived. He said about the Report, "They're so voluminous that I sometimes wonder if a daily summary would be helpful." He referred to the two-page summary the BBC would lead with, giving a flavor of what was to come. And like others with whom we spoke, he felt that perhaps a summary at the beginning of each country's section in the Daily Report might be helpful in speeding up the reading and information gathering process.

C. Journalists

William Beecher, Chief Diplomatic Correspondent, Boston

Globe -- He consults it at the State Department when he has time. He's much in favor of a short description of what each article contains. This summary would come at the beginning of the country coverage in the Daily Report. Said Beecher, "A summary sounds like a small thing but it would be a big step editorially."

Eric Pace, The New York Times -- He was one of the few journalists who belittled the Daily Report's value to journalists, saying that he had his own sources at the highest levels of government when he was overseas (Iran, Egypt, Lebanon) and didn't need to get the "propaganda line." He felt, as did many other consumers, that the Report should be delivered much faster than is now the case and half facetiously suggested: "Tell the CIA to hire trucks and deliver the Reports under the door of correspondents every hour on the hour. Then it would really be valuable."

Jay Mathews, China Correspondent, The Washington Post -- He has the Daily Report sent directly to Hong Kong and finds it "invaluable." He thought FBIS should have an index. He said a big problem was that the Daily Report arrived two to three weeks late and for late breaking stories he relied on the BBC "green sheet," which is only five days late. He asked why the Report couldn't be air mailed and would like to see the

wire feed made available from the FBIS station. He said The Post and three or four other newspapers "would pay anything" for a direct feed.

Peter Osnos, foreign editor, The Washington Post -- He said the Daily Report was "a steady, consistent source of primary material" and he had never felt that it omitted something of importance or that it had been incomplete in its coverage. He felt it should be "simple to read and as easy to digest as possible." In terms of editing he said, "readability should not be the criterion if in the end you lose in accuracy." As an example he cited a TASS report that had Gromyko accuse the United States of a "cheap maneuver." Osnos, who was in Moscow at the time, said that the original was closer to "shady maneuver." These nuances in language, as others have pointed out, can be critical. Osnos recommended that such changes in language be made only if the editor had the original copy and understood the language.

D. U.S. Embassy in Panama

Ambler Moss, U.S. Ambassador to Panama -- "I'm a great fan of FBIS. We use it regularly at the embassy. When I reported to Washington about preparations for the Panama treaties I relied heavily on FBIS. A lot of our reporting came right out of FBIS. The Daily Report saves us a tremendous amount of work." Moss said he saw all the Daily Reports and as we spoke he said, "I have an FBIS report in front of me right now." It was a report on the jurisdictional

regulations dealing with the upcoming October 1 transfer of the Canal and it was quite complicated, according to Moss, who said, "Thank heavens FBIS translated them for us." He said that the Daily Report arrived a bit late for some purposes and like other consumers he would like to see its delivery speeded up, if possible, but he said the lateral feeds (which are invaluable to the embassy's work) arrived on time. He said that the embassy would occasionally indicate to FBIS things they should cover for the embassy and he said, "We haven't got the time or personnel to cover these ourselves. I don't know how we'd do some of these things without the Daily Report and FBIS."

Ruth Hansen and Jim Murphy, political officers -- Like most other consumers, they felt that the Daily Report should be raw data and should not be tampered with. They were surprised that more people didn't read the Daily Report and that in an effort to get the people at the State Department to use the book more a colleague was writing messages to State, "referring to such and such an item in FBIS." They also noted heavy readership by congressional staffs, with many Report items triggering queries from representatives and senators.

Both felt that the layout and format of the books could be improved and Murphy called it "deadly." When we suggested that perhaps a monitor could assist at the embassy to provide

additional monitoring of newspapers and magazines, they thought this might be quite helpful. "We'd be lost without FBIS," Hansen said at one point. This approximately sums up the feeling of many consumers.

From the point of view of the consumers we would make the following recommendations:

- 1) Much speedier delivery of the books.
- 2) Take pains to guarantee precise and accurate translation.
- 3) Guarantee further accuracy by queries, frequent checks between headquarters and the field, closer working relationships between editors and analysts in headquarters.
- 4) Improve the appearance of the books by going to two columns, headlines, sub-heads, boxes, political cartoons and more imaginative makeup.
- 5) Give representation to dissenting media in the books, particularly of the Western and Third Worlds.
- 6) Index the articles for easy retrieval.
- 7) Have a more clearly defined and accurate Table of Contents.

CHAPTER VIII SUMMATION: MAJOR FINDINGS AND
RECOMMENDATIONS

The Daily Report is both unique and impressive. To its users it is archival, authoritative and fast. To our knowledge there is no other publication like it anywhere that shares with readers on a daily basis what the world is saying and writing.

It is the only publicly circulated daily publication by the CIA -- as such it is a standard bearer that at its best reflects the vital service that complete and immediate intelligence gathering provides the nation. Although not authorized to peruse the National Intelligence Daily, we were able to see its cover from a distance. It struck us that the FBIS Daily Report was -- from a visual aspect -- but a pale shadow. Is this the way it should be? Somehow it seemed as though the Agency were wearing its best suit in the yard and lounging clothes in going out. Both in terms of its intrinsic worth, its broader circulation and the psychology of putting one's best foot forward in public, we would urge a dressing up of the Daily Report.

But by far more importantly, we feel that a massive recommitment should be made to the Daily Report as a substantive record. While it enjoys a high credit rating among consumers, there is a feeling that was expressed to us that the

Daily Report could be running more on fewer pages. One consumer remarked: "Send us more of everything, but we prefer 10 pages of good stuff to 20 pages of fluff."

This brought us to grips with the basic problems faced by the Daily Report:

- *management

- *rotation and constant turnover of
editors

- *quality control

In our view all are interrelated. Management must make a commitment to the Daily Report in terms of both fighting for an adequate budget and in occasionally strolling through the newsroom to let editors know that their work mattered and that their product was paramount to the mission of FBIS. In turn, management commitment to a comprehensive recruitment and training program would bring in and nurture editors who would contribute to the production of a quality book. Too often this last aspect is diluted by using editors and even branch chiefs in copy editing roles simply because no one has spelled out the difference between an editor who judges the substance of the material -- a full-time job -- and a copy editor who finishes the material for the printer -- also a full-time job.

Consequently, the major complaints we heard from editors were that there was no challenge in the Daily Report, that the

staff was too small and that there was too great a volume. We also heard from management that there was too little to do for the editors, that the real job was out in the field, and that at least copy editing kept them busy while back in Washington. Indeed, one person asked us: If editors didn't edit, count words and proof copy, what else would we do with them here?

As a point of beginning, we believe that editors are the backbone of the Daily Report and should be employed in a judgmental capacity. To the extent that the field provides the immediacy of contact with news sources, we not only assume that this is the ideal role for them, we would urge that primary editing responsibility for all copy be in the field. However, we do see the merit in rotation back to headquarters, not only because it provides the book with expert editors who can bring their experience in the field to bear on the product, but also because the sustenance at the wellhead (to say nothing of assessment for promotion) could not be achieved by remaining constantly in the field. We believe that a more intelligently applied rotational system -- one that would also consider the wishes of the editors -- might evolve an eccentric system that would permit longer tours overseas and shorter ones in Washington, the reverse for those few who would prefer to stay longer at headquarters (probably less than 10%, based on our interviews).

Daily Report manuscript editors (as differentiated from copy editors) should be recruited in a systematic way for the immediate future, given the massive attrition rate in 1978. As a first step a brochure should be prepared that spells out the mission of the Daily Report and FBIS; the role of the editor in both its positive and negative aspects. Despite the fact that overseas rotation has lost some of its appeal and fiscal reward, we would submit that there are still recent graduates out there who would leap at the opportunity -- to say nothing of their staying if the editorial role were indeed developed along the lines others in FBIS have suggested and which we are recommending.

Persons selected should have a broad liberal arts education, knowledge of a foreign language, a keen interest in the world about them and a nose for news. Some journalistic experience either on campus or professionally would therefore be desirable. Recruitment should be an "outreach" operation for the foreseeable future. Campuses should be visited, preferably by recent journeymen editors who relate well on a peer basis. The role of the Daily Report should be stressed -- that it is overt, credible and important -- a service to other journalists, scholars, planners and policy makers.

The editing test currently in use by the Daily Report is a good one if set to a tighter time limit. All new editors

should have one experienced editor as a mentor, preferably for the first year. They should be trained in copy editing, news sources, reference checks and source books; they should be exposed to an intensive course in editing, as opposed to copy editing, by professional adjunct instructors drawn from Washington area daily newspapers. The stress in this program should be on news values and judgment. Once editors have proved proficient -- and we urge some sort of testing mechanism -- then they should be trained by the wire service staff. The present policy of sending fledgling editors overseas on TDY to Panama or Okinawa is a good one and should be continued.

Editors back from the field should not be returned to copy editing. This is not only a misuse of their talents, but rather stultifying for a professional who has so much more to offer. The Daily Report needs editors who can distill, make editorial notations, make intelligent queries to the field, critique material sent from the field, make cross references, consult with consumers and train new editors. FBIS ought not to use such talent in marking copy, figuring out capital letters, counting words and proofing. These chores should be taken over by a second tier of professionals -- albeit at a lower salary level -- who do not rotate overseas. By remaining for a longer period on one book pursuing a specific set of copy editing functions, these copy editors will impart a quality to the book that will

complement the qualitative improvement brought to it by editors who are devoting full time and attention to the substance of the material.

Additionally, the managing editor should be freed of having to worry about how many typists show up and concentrate on the overall style and appearance of the book (just as the Daily Report chief is concerned with the overall substantive quality of the book). We recommend that all typing be placed under contract to free the staff from the burden of having to cope with vagaries of no-shows to dictate the scope of the book. Further, once automation is in place, such a contract will be easier to shed than a permanent staff within the organization.

On the matter of substance, a primary goal should be to use as much of the material sent in by the field as possible, if not in its entire length, then with editorial notations and cross referencing. Some thought should be given to establishing a separate editors' desk, where this substantive editing could be accomplished. This might involve staggering the times of editors coming in, so that a group could be at work in the afternoon preparing copy for the following day's books. At present the copy flow is all jammed into one period of the day, which necessarily leads to bottlenecks. It is essential that AG be involved in the daily editorial meetings so that mandatory texting can be

sorted out. Management should actively encourage judgment and substantial editing of the remaining copy. Editors should be adept at writing good, accurate heads; compact summaries of stories that deserve such treatment and in placing material within the books that will better serve the needs of consumers. A very close relationship should prevail between editors and analysts in the same areas. Editors should be able to alert analysts to upcoming news, just as the latter can alert editors to areas they would like to see covered.

The editing environment on the 11th floor of FBIS desperately needs perking up. The newsroom should hum with the same excitement as the wire room, with editors at work on the substantive end of the book, copy editors on the preparation of copy for the typists and the managing editor a visible presence to put the whole product together. Also, editors at headquarters should be concerned with critiquing reports sent from the field, while management should reinstitute the "winners and sinners" flyer that once served as a psychological boost to editors of the Daily Report.

Automation is something that is inevitable for the Daily Report. We believe the first steps should be taken in the field, with a gradual introduction at headquarters, one book at a time. Automation offers the prospect of more material being processed quickly, without the inordinate delays of constant re-typing and proofing. This time around care

should be taken not to dismantle a proven operation until all of the components of the new system are in place and functioning smoothly.

In the course of our investigation it was clear to us that much of what we have recommended in this report has been considered at one time or another. On the basis of our interviews, observations and personal experience we have prepared a critique that we hope is both constructive and workable. There are constraints -- budget, personnel, tradition -- that may work against its usefulness. But the very fact that we were invited to undertake this assignment makes us hopeful that the Daily Report will continue to be at the cutting edge of reporting in a world of change, with a renewed perception of the issues and news that must be covered and the wisdom to recruit and utilize the talent to do the job.

Appendix

APPENDIX a

Chapter II RECRUITMENT AND TRAINING

CIA Ad: We're Looking for a Few Good People

WASHINGTON — (UPI) — The Central Intelligence Agency may try to keep its activities secret, but has a more open approach to recruiting its agents.

The CIA Sunday took out a large display ad in The Washington Post in the "professional opportunities" section of the classified ads, seeking applications from "special men and women who still have a spirit of adventure."

Reminding everyone that the agency is an "equal opportunity" employer, the ad uses the slogan, "It's time for us to know more about each other," and its lettering is on the background of an eagle.

The ad did not specify what jobs the agency was looking to fill, but its wording appeared aimed at attracting applicants who might be interested in some of

the CIA's more covert posts.

"There aren't many of you. One in a thousand, maybe. You're a bright, self-reliant, self-motivated person we need to help us gather information and put together a meaningful picture of what's happening in the world," the ad said.

"You can rely on your wits, your initiative, and your skills. And, in return, enjoy recognition, positions of responsibility, life in foreign places, plus knowing that you belong to a very small, very special group of people doing a vital meaningful job in the face of challenges and possible hardship," it continued.

The ad specifies it is looking only for college graduates who are American citizens and have foreign language aptitude.

APPENDIX b

Chapter IV THE BOOK

The use of cartoons could add both a visual and substantive dimension to the Daily Report, as the attached article in The Wall Street Journal illustrates.

Tighter editing of non-mandatory text material would make possible the inclusion of more copy in the books and greater readability of the material. We include one East German broadcast, which had been edited at Headquarters and which we refined further. Non-political, non-polemical material should lend itself to such editing. The article on micro-chips in the latest issue of Atlas World Press Review is 34 column inches distilled from 124 column inches in Die Zeit. Again, the essence of this essentially technical report was recorded in infinitely less space. Note the three-column type (very readable) and the judicious use of a cartoon.

The sample two-column page could be enhanced with boldface heads and sub-heads. The three key words for indexing are circled in red.

One possible use of a logo on the front page of the Daily Report is also attached.

THE WALL STREET JOURNAL, THURSDAY, AUGUST 23, 1979

Chinese Cartoons: Less Politics, More Fairy Tales

By BARRY KRAMER

SHANGHAI—Try to imagine this: U.S. government officials are so angered by the animated-cartoon antics of Mickey Mouse that they punish the Walt Disney studio artists by sending them all to the countryside for three years to raise pigs.

That gives some idea what happened at Shanghai Animated Film Studio, China's sole cartoon movie production facility, when China was run by radicals now known and reviled collectively as the Gang of Four.

Today, the studio is back in business, turning out cartoons that make fun of the Gang of Four or that retell ancient Chinese folktales, which were forbidden as "poisonous weeds" during the radical years. But it will be many years before the studio regains the skills of the early 1960s when it made some of the world's most beautiful animated features.

Ho Yuwen, the studio president, talks calmly of the three years she spent on a farm commune near Shanghai growing rice and vegetables and tending hogs. "I wasn't very good at farming when I went there, so I actually learned something," says the soft-spoken Mrs. Ho.

Today, a tour of the studio finds artists busy on a full-length cartoon feature based on a Ming dynasty fairy tale called "Monkey God Wreaks Havoc in the Undersea Crystal Palace." It will be China's first wide-screen animated cartoon when finished in October.

* * *

At their drawing desks, artists grimace in front of mirrors to catch the proper facial expressions for the characters they draw. Other staff members paint colors on individual clear plastic "cells," each to be photographed in sequence to produce animation.

It wasn't always so. The studio began in 1947 as a propaganda mill in Communist-controlled Manchuria turning out simple cartoons against Chiang Kai-shek's Nationalist government. After the Communist victory, the studio moved to Shanghai in 1950. At first, it produced black and white children's cartoons using traditional fables to instill basic themes such as bravery and hard work, but with few political overtones, Mrs. Ho says.

But in the late 1960s, with the advent of the Great Cultural Revolution, traditional fables were outlawed. "Everything we made had to stress the class struggle and so-called reality," says Mrs. Ho. "As a result, the cartoons were very dull and peo-

The cartoon studio, of course, wasn't alone. During the Cultural Revolution, all of China's traditional arts suffered from the radical rigidity enforced by Jiang Qing (Chiang Ching), the wife of Mao Tse-tung.

For seven years, from 1965 to 1972, not a single foot of film emerged from the Shanghai Animated Film Studio. Aside from the three years on the farm, four more years were spent in "political discussions." Recalls Mrs. Ho, "The only thing we did every day was hold meetings and (self) criticisms."

Now the studio staff is getting revenge. Last year, they turned out a highly amusing color cartoon full of symbolism familiar to every Chinese, which attacks the Gang of Four with the same viciousness the Gang once reserved for the cartoon studio and other artists.

The film, called "One Night in an Art Gallery," portrays the know-nothing activities of a hat (the Gang is accused of putting "hats," or labels, on everyone) and a club (representing dictatorship in the cultural field). The hat and club are shown slinging mud and ink over art works in a children's art gallery, only to have the pictures restored by the children and animals in the paintings, which come to life at night.

* * *

At film's end, with the defeat of the club and the hat, flowers bloom until they fill the screen. Any Chinese knows the symbolism of that: China's current leaders have urged their countrymen to let "a hundred flowers bloom, and a hundred schools of thought contend." But they'll need more than animated cartoons to convince China's masses, for most know about the previous "hundred flowers" campaign of the late 1950s when Chinese who expressed their opinions were later punished.

Mrs. Ho blames the Gang of Four period for lasting damage at her studio. "Neither the quantity nor the quality of our films has regained previous high levels," she admits.

Many Chinese who have seen the latest cartoons agree with Mrs. Ho's assessment. "The pictures from the early 1960s were much better," confides an official from the Foreign Ministry.

As if to point that out, Mrs. Ho guides some foreign visitors into a darkened theater where a 1963 production of the Shanghai Animated Film Studio flickers onto the screen.

The cartoon, a simple children's story about tadpoles who try to find their frog mother, isn't a literary classic. But the artwork makes it a film classic, for it brings to life one of China's most brilliant art forms, ink-brush painting.

The studio artists in those less-political days, copied faithfully the delicate ink-brush painting techniques of Qi Baishi (Chi Pai-Shih), a famous contemporary artist whose works use a minimum number of brush strokes to portray animals and plants in traditional Chinese style. Traditional Chinese music — not the martial strains so associated with the China of the past decade — provides appropriate accompaniment to what must be a memorable animated cartoon for anyone.

It also provides a goal for the studio's artists as they emerge from years of limbo, along with the rest of China's artists and performers.

Mr. Kramer is a Wall Street Journal reporter based in Hong Kong.

LET ME, DEAR LISTENERS, PUT IT INTO ^{SIMPLY} ~~EVEN PLAINER TERMS~~, THE UTILIZATION OF SECONDARY RAW MATERIALS ^{THOSE} ~~—THESE BEING RAW MATERIALS~~ USED REPEATEDLY IN PRODUCTION ^{OF} ~~—IS NOT A MATTER~~ CONCERN ~~ONLY~~ A COUNTRY ^{DEFICIENT} ~~THAT IS~~ POOR IN RAW MATERIALS, IT CAN BE OBSERVED ^{THROUGHOUT} ~~IN~~ ~~ALL~~ THE WORLD AND, ^S ~~ESPECIALLY~~, IN THE DEVELOPED INDUSTRIAL COUNTRIES THAT INTENSIFIED EFFORTS ARE BEING MADE IN THIS RESPECT. THUS SWEDEN AND FINLAND INCREASINGLY ARE USING SCRAP WOOD DESPITE RICH WOOD RESOURCES, ~~AND IN GREAT BRITAIN, THE FEDERAL REPUBLIC~~ AND IN OTHER COUNTRIES MORE THAN 40 PERCENT ^{OF MATERIAL} ~~SCRAP PAPER IS BEING~~ USED IN THE PAPER AND CARDBOARD INDUSTRIES, ^{IS SCRAP PAPER} ~~AND THESE ARE BUT~~ TWO MINOR EXAMPLES OF A PROCESS WHICH IS TRANSPIRING QUITE OBJECTIVELY, ^{A COUNTRY'S} THE GREATER THE DEGREE OF INDUSTRIALIZATION OF A COUNTRY THE GREATER ITS REQUIREMENTS IN RAW MATERIALS FOR THE PRODUCTION OF MACHINES AND TECHNICAL GOODS OF ALL KINDS.

ON THE OTHER HAND, WORN-OUT OR EVEN JUST OBSOLETE MACHINES AND CONSUMER GOODS ARE WITHDRAWN FROM DAILY USE ALONG WITH THE NEW PRODUCTION OF NEW, HIGH-QUALITY MACHINES AND CONSUMER GOODS. ^{DISCARD} ~~THUS, THE QUESTION IS, THROW THEM AWAY OR REUSE THE~~ ^{RECYCLE} MATERIALS THEREIN CONTAINED? THIS QUESTION IS EASILY ANSWERED, CONSIDERING THE INCREASE IN SUCH SECONDARY RAW MATERIALS INDICATED HERE, WHY SMELT EXPENSIVE ORE AND PROCESS IT TO STEEL?

IF THAT CAN BE DONE LESS EXPENSIVELY?

FOR STEEL PRODUCTION THERE IS NO RAW MATERIAL MORE EFFECTIVE AND LESS COSTLY THAN SCRAP METAL. FOR EXAMPLE, 1,000 TONS OF SCRAP STEEL ARE COMPENSATION FOR ABOUT 2,000 TONS OF IMPORTED ORE AND, BEYOND THAT, 500 TONS OF IMPORTED COKE. ^{STEEL} ~~THE PRODUCTION OF~~ ^{ONE THIRD} STEEL WITH THE HELP OF SCRAP METAL COSTS ONLY ~~1/3~~ OF WHAT IT COSTS WHEN ORE IS USED, ^{COMBINATIONS} AND ~~A~~ SIMILAR RECKONING, DEAR LISTENERS, CAN ALSO BE MADE ^{UTILIZED} ~~UP~~ FOR OTHER SECONDARY RAW MATERIALS.

IN OUR NATIONAL ECONOMY ALONE NEARLY 100 DIFFERENT TYPES

WHEN ORE IS USED ^{UTILIZED} AND ^{CONSIDERATIONS} SIMILAR RECKONING, DEAR LISTENERS, CAN ALSO BE MADE UP FOR OTHER SECONDARY RAW MATERIALS.

IN OUR NATIONAL ECONOMY ALONE NEARLY 400 DIFFERENT TYPES OF SUCH RAW MATERIALS ACCUMULATE IN THE ENTERPRISES AND, OF COURSE, ALSO IN PRIVATE CONSUMPTION ^{AS WELL} 70 MILLION TONS A YEAR. SO IF THE DIRECTIVE OF THE 9TH ^{NINTH} SED CONGRESS SET THE TARGET TO INCREASE THE ^{USE OF} UTILIZATION DEGREE OF SECONDARY RAW MATERIALS ^{BY} TO 30 PERCENT BY 1980, THIS REFERS TO AN IMPORTANT PRINCIPLE OF ECONOMIC COMMONSENSE. IT SEEMS TO ME THAT ^{USING} UTILIZING AS AN IMPORTANT MATERIAL SOURCE WHAT IS ALREADY AVAILABLE IN LARGE QUANTITIES, IS AN IMPORTANT METHOD TO PRODUCE A GREATER FINAL PRODUCT, MORE HIGH-QUALITY MACHINES AND ALSO MORE MODERN CONSUMER GOODS WITH THE MEANS AND POSSIBILITIES AT OUR DISPOSAL, A METHOD WHICH MUST NOT BE UNDERRATED. ^{THE WORLDWIDE} IN VIEW OF INCREASED ^{EVN} RAW-MATERIAL PRICES ~~ON A WORLDWIDE SCALE~~ THIS IS PARTICULARLY IMPORTANT ON ~~THE~~ CAPITALIST MARKETS. AFTER ALL, THEY INCREASED MANY TIMES OVER DURING THE PAST FEW YEARS.

^{IN DISCUSSING} ~~IN CONNECTION WITH~~ ^{USE} THE MATTER OF SECONDARY RAW MATERIALS IT WOULD BE NECESSARY, OF COURSE, TO ^{REST ON} ~~REFER TO THE CONSIDERABLE~~ ^{SCIENTIFIC METHODS} ~~TASKS OF OUR SCIENCE~~ TO FIND PRACTICAL AND FAVORABLE METHODS FOR THEIR REUSE. IT IS ALSO NECESSARY TO DRAW ATTENTION TO THE ESTABLISHMENT OF ADDITIONAL PROCESSING INSTALLATIONS AND A MORE EFFECTIVE NETWORK OF COLLECTION POINTS, SO THAT WHATEVER IS USELESSLY SCATTERED AROUND OUR HOUSEHOLDS MIGHT BE PUT TO PROFITABLE USE. BUT ~~THE~~ ^{BY} EFFORTS OF THE BERLIN PERSONNEL OF THE SCRAP-MATERIAL TRADE AND THEIR COLLEAGUES IN THE METALS

PROCESSING COMBINE OVER THE FORTHCOMING WEEKEND ALONE TESTIFY TO THE RESPONSIBILITY ^{TO} AWARENESS WITH WHICH THEY ARE TACKLING THE PROBLEM OF UTILIZING AS SENSIBLY AS POSSIBLE ALSO THIS PART OF OUR PEOPLE'S PROPERTY IN THE INTEREST OF ALL OF US. 201100

The utilization of secondary raw materials is of concern not only to a country deficient in raw materials, but to all nations. Thus Sweden and Finland increasingly are using scrap wood despite rich forest resources. In Great Britain and West Germany more than 40% of the paper and cardboard is made from scrap paper. These are but two minor examples. The more a nation is industrialized the greater its need for raw materials. We face the question with worn out or even obsolete machines or consumer goods: Discard or recycle? It is easily answered: Why smelt expensive ore for steel when 1,000 tons of less costly scrap will yield the same result as 2,000 tons of imported ore and 500 tons of imported coke. Annually our economy accumulates 70 million tons of nearly 400 types of such raw material. Thus the directive of the ninth SED Congress to increase the use of secondary raw materials by 30% by 1980 makes a lot of economic common sense. It seems to me that using an important resource that is already available in large quantities is vital to increasing production of high-quality machines and modern consumer goods. Its importance cannot be underrated in view of the steep price increases in raw materials,

It is important to initiate scientific research to best recycle such material. New processing plants must be built and collection points established to collect the goods uselessly scattered about

our homes. ^{This} ~~Last~~ weekend the Berlin personnel of the scrap material trade and their colleagues in the metal-processing combine set an example for all of us in the proper utilization of this part of the people's property.

Computerfirmen stellen ihn gern in ihren Empfangshallen zur Schau — den Siegeszug der Mikrominiaturisierung, der drastischen Verkleinerung von elektronischen Bauteilen und ihrer Integration zu komplizierten Elektronikapparaten in einem einzigen Bauelement.

Die Zeit

June 8, 1979

Das erste Schaustück ist gewöhnlich ein schuhkartongroßes Gewirr aus Drähten und allerlei Schaltelementen, besteckt mit klobigen Glasbolben, mit Elektronenröhren; es ist ein Teil eines Rechenwerks aus einem Computer der frühen fünfziger Jahre. Daneben liegt ein Brettchen, kaum größer als eine Postkarte, mit vielen kleinen auf drei Drähten stehenden Metallhütchen, Transistoren, darauf, außerdem sieht man Widerstände und Kondensatoren; das gleiche Rechenaggregat so, wie es vor knapp zwanzig Jahren aussah. Der nächste, wesentlich von der Raumfahrt beflügelte Verkleinerungsschritt führte zum „Modul“. Ein Block so groß wie ein Stück Würfelzucker erbrachte gegen Ende der sechziger Jahre die gleiche Leistung wie seine beiden Vorgänger. Hier sind keine Einzelteile mehr zu erkennen; sie wurden zu einem Quader aus Kunststoff vergossen.

Wundersamer Winzling

Am Ende der ausgestellten Erfolgsstrecke liegt das Pendant aus der Zeit zu Beginn unseres Jahrzehnts. Es ist nur noch unter der Lupe zu erkennen, ein Siliziumplättchen, vier Millimeter im Quadrat, im Fachjargon *Chip* (Splitter) genannt, mit einer hineingätzten ultrafeinen Struktur und aufgedampften Metalleitungen, gegen die sich ein Menschenhaar wie ein dickes Tau ausnimmt.

Daß dieser Winzling soviel wie der 400 000mal so große Schuhkarton mit den Röhren vollbringen kann, ist längst kein Wunder mehr. Bastler kaufen heute für wenige Pfennige so ein Rechenchip im Elektronikladen.

Die wahre Revolution der Verkleinerungstechnik hat sich in unseren Tagen in den Splintern manifestiert, deren Fähigkeiten noch vor zwanzig Jahren nur ein Gerät besaß, das den Platz eines Großraumbüros beanspruchte, eine „zentrale Prozesseinheit“, das Herz eines Computers. Das sind die in jüngster Zeit mehr gescholtenen als gelobten Mikroprozessoren.

Der Mikroprozessor ist der vielseitigste Apparat, den die Technik je hervorgebracht hat; zudem ist er billig, weil er aus dem Material besteht, das die Erde am reichhaltigsten hergibt, aus dem Grundstoff des Sandes und der Steine. Und er ist so klein, daß er problemlos in unzählige Geräte eingebaut werden kann, wo er die Steuerung übernimmt, die bis dahin Menschen — eher schlecht als recht — vorzunehmen hatten. Oberdies verbraucht er kaum Energie, allenfalls ein paar Watt.

Denen, die mit ihm umgehen, ist keineswegs unheimlich, was schon die eher liebevollen Spitznamen verraten, die ihm Ingenieure gegeben haben: „Mikroprotz“ wird er genannt, gelegentlich auch „Mops“ oder „Mike“.

Die wissenschaftliche Herkunft des Mikroprozessors geht auf die Entdeckung der Halbleitersubstanzen zurück, Materialien, die elektrischen Strom nur in eine Richtung fließen lassen. Ihre folgenreiche Erforschung wurde 1956 mit dem Nobelpreis für Physik an die Amerikaner Walter Brattain, John Bardeen und William

Die kleinen L

So funk

Chockley gewürdigt. Halbleiter lassen sich zu Funktionselementen kombinieren, die im elektrischen Strom wie Tore wirken. Sie können mit Hilfe elektrischer Signale geöffnet und geschlossen werden; mithin gestatten sie eine Steuerung des Stromflusses, wie sie bis dahin nur mit der Elektronenröhre zu bewerkstelligen war. Dieser steuerbare Halbleiter ist der Transistor, der vor zuvor noch keine technische Erfindung in wenigen Jahren in alle Haushalte Einzug hielt, mit dem Transistorradio. Bald, wenn auch nicht ganz so rasch, drang er als regelbarer Schalter in die Computertechnik ein.

Die nächsten Schritte vollführten dann die Techniker, die die Materialkombinationen der Transistoren zu ganzen Labyrinth aus steuerbaren elektronischen Toren zusammenfügten — und dies auf immer kleinerem Raum, zu „integrierten Schaltungen“, wie sie bald genannt wurden. Das waren die Chips, die zunächst nur zwanzig oder hundert Transistorfunktionen ausüben konnten und heute, auf einem in Millimetern gemessenen Raum, die Tätigkeit eines Systems aus Tausenden von Transistoren vollführen.

Welche Tätigkeit? „Logik“ nennen sie die Ingenieure — und diese Antwort ist fraglos treffend.

Sofort integrierte Schaltkreise nicht in Kleingeräte wie Armbanduhren oder Flak-Geschütze eingebaut werden sollen, werden diese Chips auf leichteren Handhabung zuliebe zwischen zwei längliche Kunststoffplättchen geklebt. Die Zuleitungen sind an den beiden Längsseiten herausgeführt und nach unten abgelenkt; so sehen sie wie kleine Insekten aus. Zwei der Beine sind Anschlüsse für die Stromversorgung des winzigen Geräts. Es bekommt ganze fünf Volt Spannung. Die übrigen Metallstiftchen sind Eingänge und Ausgänge, künftig *inputs* und *outputs* genannt. Mehr ist im Prinzip nicht daran. Im Prinzip nämlich tun alle integrierten Schaltkreise dasselbe: Je nachdem an welchen ihrer Eingangsbeine eine 5-Volt-Spannung angelegt ist und an welchen nicht, lassen sie an ihren Ausgangsbeinen nach bestimmten Regeln zum Teil Spannung und zum Teil keine Spannung erscheinen. Die Logik, genauer die Aussagenlogik, kennt auch nur zwei Zustände, „wahr“ und „falsch“, und Logik treiben, bedeutet letztlich auch nur, einem beliebigen Muster aus diesen beiden Zuständen nach bestimmten Regeln ein anderes, ebenfalls aus den beiden Wahrheitswerten bestehendes Muster zuzuordnen.

Einer der einfachsten integrierten Schaltkreise, ein schwarzes „Insekt“, so groß wie eine Büroklammer mit 14 Beinchen daran, enthält sechs „Inverter“. Zu jedem gehört ein Eingang und ein Ausgang. Seine Tätigkeit ist „Neinsagen“: Wenn der Eingang Spannung bekommt, liegt am Ausgang keine Spannung an. Wenn jedoch der Eingang nicht mit Spannung versorgt wird, er-

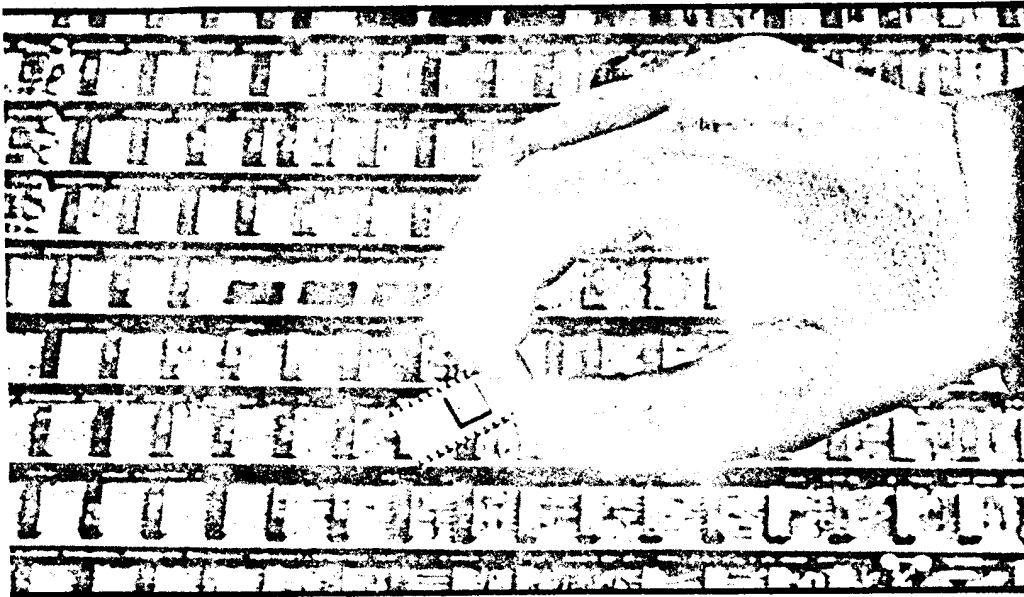
DIE ZEIT

The Microchip Revolution

The coming era of microelectronics

RICHARD GAUL

THOMAS VON RANDOW



Computer chip—“to ignore it is to insure stagnation.”

Wide World

Richard Gaul is Economics Editor and Thomas von Randow is a reporter for the liberal weekly “Die Zeit” of Hamburg, from which this is adapted.

Proponents of microelectronic wonders see them as the engines of economic growth in the coming decades. Others see them as the precursors of unemployment for millions of workers. The debate in the 1980s over these seemingly irreconcilable views may be as vehement as that over nuclear power.

Miniature electronic circuits do more at ever lower costs. There seems to be no end to their use wherever something is guided, measured, or regulated. They can transmit information instantly, accurately, and cheaply, and their product reliability is astounding — the electronic watch is one example. Or consider the old calculating machine: bulky, plugged into a wall outlet, noisy, and capable of basic arithmetic only. Microelectronics made possible pocket calculators capable of

incredibly complex operations.

Computer companies love to set up displays in their lobbies in which the first item is a component the size of a part of a computer of the early 1950s. Next to it is a postcard-size plate, which represents the state of computers twenty years ago. Next is a block of plastic no bigger than a sugar cube, which does as much as the original computer did. Finally we come to the present, a silicon chip visible only under a magnifying glass.

This tiny component is the most versatile unit ever produced by science, capable of doing what a machine a mere generation ago could do only if it filled a fair-sized room. It is inexpensive because its main ingredient is silicon. It uses only a few watts of electrical power. Simply stated, it performs assignments in logic, answering basic questions with either yes or no. That, in principle, is all there is to the new technology.

The latest advance is the microprocessor. The size of a Chiclet, it can perform the most complex operations in logic. It is

the nerve center for storage units, processing on command data it has received into the form desired by the user. The commands can be stored so that they can automatically run a sewing machine.

The microprocessor is at the center of the minicomputer, which is the size of a typewriter and costs about \$1,000. It can perform infinitely more than the legendary Univac computer, which occupied the entire floor of a building. Almost daily, new uses are being developed, and engineers continue to speed up its operation.

As the capacity and miniaturization of computers have improved since World War II, their use has soared. Until the early 1970s, the rationale was that there were no workers to fill the jobs which microcomputers ostensibly eliminated. Today, with some 900,000 unemployed in Germany, this argument no longer is valid. Now computers are seen as a means of improving the nation's competitive position in world trade, of speeding up the flow of information, and of rescuing products threatened with extinction by outmoded methods of manufacture.

Manufacturers claim that the new technology will not lead to the loss of jobs, but rather to new jobs based on new uses. Microelectronics already provides essential components in television sets, tape recorders, record players, and household appliances. Waiting in the wings are many innovations, such as an electronic home in which all appliances can be controlled from a console, with a small computer for programming their use.

In the automobile of the future, microelectronic equipment will regulate fuel, emissions, and lights. A warning system will alert drivers when they are too close to another vehicle. Hans L. Merkl, head of Robert Bosch Co., Germany's largest manufacturer of electrical components for cars, says, “In the second half of the 1980s, every car with an internal combustion engine will be equipped with an electronic steering mechanism.”

Electronic units will insure a more uniform flow of traffic, regulating traffic lights and advising drivers of congested areas ahead, with a quick advisory on alternate routes. The same technology can help make public transportation, such as buses, more responsive to passenger needs, thus making them more competitive with automobiles.

Bank customers already encounter computerized “tellers” that can identify a customer by his voice and complete sim-

ple transactions. In stores, an electronic device can "read" the price of a product so that the cashier no longer has to record the sale manually. Soon the customer won't even go to the store, but will shop from his home by way of an electronic terminal. His television will display merchandise and he will order by phone.

Computers have also invaded offices, not as secret machines in some remote room, but as video display terminals. Nixdorf, a German computer firm, offers a unit that can "understand" 250 spoken commands. Experts predict that within ten years computers will be able to absorb whole sentences spoken in a normal tone of voice and give spoken responses. Already they are able to translate simple foreign texts.

These computers will be able to absorb letters, speed them on their way electronically, and deliver them orally at their destination. They can serve as simultaneous translators in conversation. The future is likely to be without paper, with information stored on tapes and transmitted from one picture screen to another. File cabinets will disappear, data will be retrieved with the push of a button.

True, the new technology has made some jobs obsolete. The German watch industry employed 32,000 in 1970; by 1977 that number had dwindled to

18,000. Cogs and springs have been replaced by silicon chips not much larger than a pinhead and imprinted with the works of a watch. Without this new technology, it might be argued, the German watch industry would have disappeared entirely, with the loss of all its jobs. Advocates of the new technology claim that to ignore it is to insure economic stagnation.

The biggest fears over job obsolescence do not focus on assembly lines, but on

"Disappearance of several million office jobs . . ."

clerical and administrative personnel. Computers are viewed as their nemesis. Union leaders talk of the disappearance of "several million" office jobs—a figure that management disputes. But the realistic prospect is that someday fully automated systems will turn out products without human intervention.

IBM in Europe is moving rapidly in that direction. New orders are run through a central computer in Great

Britain, which calculates how many parts are needed from various facilities. These data are fed into a computer in Mainz, Germany, which registers the current inventory of parts and, if necessary, orders new ones through another computer at the parts factory in Böblingen. This computer schedules and then activates a fully automatic assembly line to make the required parts. Manpower is involved only in a control function, to see that the automated equipment maintains its perfect record of keeping the flow of parts to the right place when they are needed.

Another employment worry—and one of the most dramatic aspects of microelectronics — is in the greatly reduced number of parts in a given piece of equipment. A mechanical cash register contains 28,000 parts; an electronic unit has 6,000. National Cash Register in Augsburg reduced its workforce from 8,300 in 1970 to 3,700 in 1977. Producers of electronic parts often discover that they can easily assemble the final product, be it an appliance or a gadget, themselves.

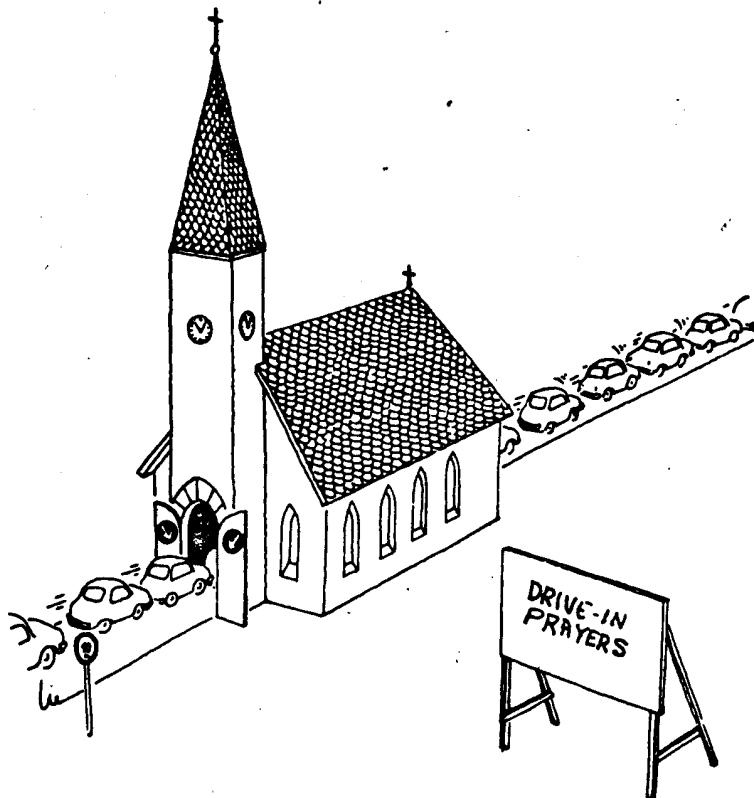
The real danger for the 1980s is not that there will be too many workers, but that too few will have the necessary qualifications. What is needed is a program of continuing education for all workers. Werner Andexser, a prominent industrialist, says, "We can no longer cram all learning into one period."

Remarkably, as microelectronics products grow smaller their cost falls. In 1960 a transistor cost 54 cents; today it costs .0005 cents. By the same standard a Volkswagen beetle which cost \$2,717 at that time would cost only \$2.72 today. The market in the Western world seems limitless, with the small size of the components practically eliminating transportation costs.

The U.S. dominates the field, manufacturing half the chips made each year; Western Europe and Japan make up the balance. The Soviet bloc lags far behind, though it is gaining.

German industry attributes U.S. leadership to the enormous American investment in military and space hardware. To remain competitive, companies such as Bosch, Siemens, and Nixdorf have signed cooperative agreements with U.S. companies—and, says one executive, "Today we Germans are fully competitive." So is Japan, which apparently surpasses Europe in computers and leisure appliances. The future lies with industries that are willing to commit their products to the electronics revolution. ■

(June 8)



Frankfurter Rundschau/Frankfurt

I. 6 Jul 79

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] PRC INTERNATIONAL AFFAIRS [

SOUTHEAST ASIA & PACIFIC]] SIHANOUK WANTS TO ATTEND GENEVA [

REFUGEE MEETING]OW051228 Paris AFP in English 1215

GMT 5 Jul 79 OW

[Text] Beijing, July 5 (AFP)--Former Kampuchan head of state Prince Norodom Sihanouk wants to take part in the Geneva conference of refugees and speak on behalf of the "genuine Khmer people and country." Prince Sihanouk made the statement today in a telegram to AFP's Beijing bureau from the North Korean capital of Pyongyang, where he is spending the summer.

"The immense majority of Kampuchean men and women living outside the country have just designated me as their sole representative to speak and act in the world in the name of the genuine Khmer people and country." "To begin with, these compatriots are going to ask the forthcoming international conference on Indochinese refugees to allow me to speak in Geneva, the telegram said.

] Urges Thai Acceptance of Refugees [

The prince's reference to the "genuine Khmer people and country" is an allusion to his rejection of both the ousted Khmer Rouge regime of Pol Pot and its supporters now waging a guerrilla war, and the pro-Vietnamese Heng Samrin regime now in power in Phnom Penh. Referring to the trail the Heng Samrin regime has said it would hold judge the former Kampuchean monarch, Prince Sihanouk said sarcastically: "I am delighted to learn that the Heng Samrin regime, lackey of Hanoi, has decided to judge me."

Prince Sihanouk, and his wife, Princess Monique, are in North Korea as guests of North Korean President Kim II-song.

On June 20 Prince Sihanouk called on the nonaligned countries to save Kampuchea from extinction by taking some of the Kampuchean refugees now in Thailand. He "begged" Thailand on June 25 not to expel his compatriots back to their own country where they would face certain death and promised Thailand he was doing everything possible to get the necessary international aid to keep the refugees temporarily in Thailand.

] KAMPUCHEA SIHANOUK REFUGEES [

KAMPUCHEANS DESERTING SRV FORCES AND TERRITORIES]OW050918 Beijing XINHUA in English

0705 GMT 5 Jul 79 OW

[Text] Beijing, July 5 (XINHUA)--Many Kampuchean people in enemy occupied areas and members of the security force armed by Vietnam have gone to the liberated areas since early June because they could not endure the Tyrannical rule of Vietnamese aggressor troops, announced Radio Democratic Kampuchea.

Over 1,000 people and members of the security forces in Santuk County, Kompong Thom Province, rose in revolt on June 15, turning their guns against the Vietnamese aggressors. They killed or wounded over 50 Vietnamese invaders, raided an enemy warehouse and, taking their weapons with them, joined the guerrillas in fighting against the Vietnamese aggressors. On June 20, 13 members of the security force in Prek Prasap County, Kratie Province, killed ten Vietnamese invaders and then went to the liberated areas to the warm welcome of the revolutionary army. Members of three "village committees" in Thmar Puok, Battambang, set up forcibly by the Vietnamese aggressors, led 150 residents to the liberated areas on June 5.

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NORTH AFRICA**



FOREIGN BROADCAST INFORMATION SERVICE

Appendix c

Chapter VI AUTOMATION

The individuals most helpful to us in the formulation of this chapter were:

1. William Wilt, editor of "Overview" for Newsday (Long Island) and the person charged with long-range planning for the newspaper. He can be reached at (516) 222-5004. Newsday has an Atex system. Wilt suggests further advice can be gained from that firm's vice president, Richard Ying, phone: (617) 275-8300.

2. George M. Collins, The Boston Globe's librarian, can be reached at (617) 929-2540. He recommends Richard Giering of Info-Tex, Dayton, Ohio, as an expert on indexing -- (513) 293-4173.