

**DISPOSITION FORM****SECRET**

JAM

FILE NO. 1

SUBJECT

Digest of Staff Conference, 19 January 1954

TO: Chiefs of Offices and  
Staff Divisions

FROM

C/S

DATE: 21 Jan. 1954

COMMENT NO. 1

**1. CHIEF OF STAFF**

Recommended that particular attention be directed toward the proper exercise of leadership by NSA in the fields of COMINT and COMSEC activities when expressed in correspondence to the consumers or to other liaison people.

**2. SPECIAL ASSISTANT (Mr. Friedman)**

Announced that approval has been received to establish an NSA Historical Section.

**3. RESEARCH AND DEVELOPMENT**

Stated that a meeting will be held on Monday, 25 Jan. 1954, at NSS, with representatives from the Office of the Assistant Secretary of Defense for Research and Development, to review the FY-55 budget for R/D NSA.

**4. COMPTROLLER**

Advised that the NSA Disbursing Office will open in Room 19328, 1 Feb. 1954, to handle PCS, TDY, and commercial vouchers only.

**5. ADJUTANT GENERAL**

a. Reported that the preliminary guide-lines for the classification criteria are being forwarded to the Classification Advisory Panel for their concurrence or recommendations.

b. Stated that a collator is being installed in the Publications and Reproduction Branch which will eliminate the tedious process of performing this function by hand.

**6. LOGISTICS**

Announced that the Monthly Supply Conference will be held on Friday, 29 Jan. 1954, in Room 117, Post Hq. Bldg, AHS. (Director made the following statements concerning changes of logistical procedures within DOD: "DOD has been directed to overhaul its logistical processes and NSA should be ready to take advantage of any improvements that are developed. DOD did bring up one point which is excellent -- that of direct delivery of spare parts to the customer. I am confident that you will be fully prepared to say, 'We are ready for direct shipment of spare parts (past the depots) to our customers.'")

Declassified and approved for release by NSA on 05-28-2014 pursuant to E.O. 13526

EO 3.3(h)(2)  
PL 86-36/50 USC 3605

7. DCS/P

Reported that the two intercept sites in [ ] desired by ASA cannot be made available and that further surveys will be necessary.

8. SCHOOL

Advised that a rapid course of training in Hungarian, Czech, and Polish was being conducted at the School to provide linguists for ASA Europe in the shortest possible time.

9. TRAINING

Announced that four persons, all from NSA-70, have been selected from NSA to participate in the Third Career Development Program of the Civil Service Commission, beginning 1 February 1954, for a five-month period.

10. SECURITY

Stressed the need for the immediate reporting by Chiefs of Offices and Staff Divisions of incidents requiring investigation by SEC. (The Director supported this request and stated, "We are trying to become professionals in the non-technical portions supporting the main mission of the Agency. Our Security organization has gradually been developed into a very professional outfit. Give them the same treatment that you would any other professional unit.")

11. PERSONNEL

Stated that DA has published a directive on the Contingency Option Act and the Navy and Air Force will also be preparing a paper, and that as soon as they are published, PERS will determine their respective differences and disseminate this information to Agency personnel.

12. SPECIAL ASSISTANT (Capt. Holtwick)

Informed of his progress in the pursuance of operational research statistics and remarked that COSP is currently working on this in order that the work measurement program and statistics for labor distribution will be compatible and either may be used.

13. HEADQUARTERS COMMANDANT

Reported that the modifications of Remington-Rand safes were proceeding at a rapid rate to eliminate their security weaknesses.

14. COLLECTION

Stated that NSA-63 machines were in operation on the third floor of Bldg. 17, NSS, 18 January, after the week-end move.

15. ANALYSIS

Remarked that the Defrost equipment will prove to be a very satisfactory device, and it is a long step forward in the reduction of the size and volume of NSA-70's files.

16. DIRECTOR

The Director concluded the conference with the following statements:

"I find that there is some confusion as to whether I am a stand-patter or a now-dealer or where I may happen to stand. Technically, I was assuming that you would realize by this time that I buy only tomorrow. I believe in changes technically at the instant that we can demonstrate that they are an improvement. If you wait for a perfect solution, you will never adopt it.

"Now as to non-technical matters, there is a tremendous difference between the technical aspects of a problem and the philosophy behind the problem. It is not a paradox when somebody is using tomorrow's equipment on yesterday's philosophy. The basic philosophy of the world doesn't change as rapidly as the man who invents transistors or better cost-accounting.

"On the question of technical progress, you have got to look at your technical methodology every day. It must be under constant review to be sure that it is tomorrow's techniques and not yesterday's. We don't have to review our philosophy nearly that often."

The Director made reference to newspaper publicity sometimes received by NSA, and stated, "It is useless for us to try to hide our heads in the sand and say, 'Look, nobody knows what we are doing.' I say that we will get along much better with the newspaper people if we don't complain when one of them says, 'That Agency out there on Nebraska Avenue is in the codes, ciphers, and intercept business.'"

"There are two things about which we must maintain absolute secrecy: one is the particular type of thing that we are doing, and the other is how we do it."

*M. W. Greene*

M. W. GREENE  
1st Lt., INF  
Asst. to the C/S