

DISPOSITION FORM~~SECRET~~

FILE NO.

SUBJECT

Digest of Staff Conference, 10 November 1953

TO **Chiefs of Offices and Staff Divisions** FROM **c/s** DATE **12 Nov 1953** COMMENT NO. **1**

1. PRODUCTION

Stated that the extremely liberal leave policies published by the Services for the Christmas-New Year holidays did not take the operational aspects of our problem into consideration. Suggested that NSA establish a policy to resolve this problem.

2. RESEARCH AND DEVELOPMENT

Remarked that a recent security directive, issued by the Department of Defense, imposed additional stringent security requirements upon contracting facilities and has resulted in delays of some of our contracts. Stated that the immediate difficulty involves the period of transition by the contracting agencies in their effort to meet the new security requirements.

3. ADJUTANT GENERAL

Reported that Executive Order Nr. 10501, eliminating the classification of RESTRICTED, had been published. Commented that all materials presently marked RESTRICTED would be declassified automatically effective 15 Dec. 1953. Mentioned that, to date, there is but one exception to the foregoing, i.e., cryptographic security, which will be exempted from declassification and be raised to CONFIDENTIAL on all materials directly relating to cryptographic security. (The Director injected the following statement: "A DECISION WAS MADE YESTERDAY TO AUTOMATICALLY DECLASSIFY EVERYTHING MARKED RESTRICTED -- UNLESS SOMEONE COULD JUSTIFY THE CONFIDENTIAL CLASSIFICATION. SO LONG AS THE PRESIDENT OF THE U.S. ISSUES AN ORDER, IT SUPERSEDES ANY AGREEMENT THAT WE HAVE HAD WITH FOREIGN NATIONS.")

4. COMMUNICATIONS

a. Reported that the cable has been in operation for a week and that difficulty had been encountered in the connection between GCHQ and Cheltenham.

b. Remarked that arrangements for an increase of personnel to handle communications equipment in England had been postponed pending decision involving an authorization for an increase of personnel for Cheltenham.

c. Commented that GCHQ has arranged to handle "the most important parts of the traffic" which is between GCHQ and SHAPE. (Director stated: "I QUESTION THAT RELATIVE STANDING THAT SOMEONE HAS GIVEN TO SHAPE TRAFFIC, BECAUSE THE GREATER PORTION OF THIS MATERIAL COULD GO TO SHAPE BY BAG AS WELL. I WILL SIMPLY NOT GIVE SHAPE SECOND PRIORITY ON THIS. I INVITE YOUR ATTENTION TO THE CONSIDERABLE AMOUNT OF TRAFFIC THAT WE COULD BE COLLECTING FROM OUR INSTALLATIONS IN EUROPE BY PLACING

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NSA on 05-29-2014 pursuant to E.O.
13526

PRIORITY BASIS ON THE BEST COMMUNICATIONS THAT WE HAVE. THE PRIORITY WE HAVE ON ANY CABLE IS "EARLY WARNING" TRAFFIC.")

5. COMMUNICATIONS SECURITY

Reported that UK Services have accepted present AFSAM-7 on the basis that corrective action being taken will be successful. Stated that this was an interim measure until UK-produced machine, capable of ADONIS operation, is available, and they are counting heavily upon us to supply approximately 3900 machines under MDAP. Commented that full particulars concerning this interim acceptance is included in Secret OI Message from Chittenden, AGI Nr. 39731, SUSLO to Director, NSA.

6. SECURITY

Advised that 65 clearances have been received on personnel who have applied for NSA positions at VHS, and this was 25 above the number of persons required for this program.

7. PERSONNEL

a. Announced that representatives from the Department of the Air Force were scheduled to lead a discussion at the AHS theater on proper procedures for completing the new Air Force effectiveness reports. Next month, a similar meeting with the Department of the Army would be held to explain the new Army efficiency reports.

b. Referred to the program being pursued in the Office of Exploitation which has as its goal the attempt to classify similar jobs throughout the office rather than assessing one unit at a time. Related its success and expressed his desire to widen this course of action to encompass the Agency in its entirety at the earliest opportunity.

8. MACHINE PROCESSING

Stressed his belief that the Agency's management thinking is oriented too heavily toward negative, preventive programs, i.e., how to weed out sub-standard personnel, and not enough positive, creative programs, such as how to find, attract, motivate and keep super-standard personnel. Recommended that the Agency accentuate the positive and "live by" the principles being taught in the Agency's Executive Development Program.

9. DIRECTOR

Commenting at the close of the meeting upon the specific remarks of MACH PROC, with relation to the need for "positive action" and Executive Order Nr. 10501, the Director stated: "IT IS EXTREMELY IMPORTANT THAT YOU FIGURE OUT THE ONE WAY TO DO SOMETHING AND NOT GIVE 88 REASONS WHY YOU SHOULDN'T DO IT! THAT WILL BE THE GOLDEN RULE FOR THE NATIONAL SECURITY AGENCY. THE IMPLICATIONS OF THAT ARE FAR-REACHING. IT SIMPLY MEANS THAT WHEN SOMEONE ISSUED AN ORDER THAT THERE IS NO MORE

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"RESTRICTED" WE IMMEDIATELY FIGURE OUT A WAY TO COMPLY WITH THE ORDER. WE ARE VERY PRONE TO SAY, "THAT DOESN'T APPLY TO ME!" IT APPLIES TO ALL RANKS ALL THE WAY UP, TO ALL ECHELONS AND ALL SUPERVISORS. THAT IS POSITIVE ACTION RATHER THAN NEGATIVE ACTION. WE WILL END THIS MEETING WITH A POSITIVE NOTE. LET'S FIND ONE WAY TO DO THESE THINGS NOW...NOT TOMORROW, OR THE DAY AFTER TOMORROW. THAT IS STILL POSITIVE!"

M. W. Greene

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

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