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MANPOWER SURVEY TEAM

October 31, 1969

MEMORANDUM FOR DR. McLUCAS

SUBJECT: Manpower Audit and Work Force Study

General:

In September 1969 you requested a survey of SAFSS manpower for FY 70 be undertaken. The following personnel were detailed to conduct this study:

[redacted] SAFSP
Colonel W. R. Yost, SAFSS
[redacted]
Lt Colonel C. H. Hausenfleck, SAFSS

The team convened at the Pentagon on October 27, 1969. The Director of the NRO Staff, Colonel Allen, and his Staff conducted briefings and in turn were interviewed individually by the team on their organization and mission responsibilities and current status of manpower and workload in relationship to the FY 70 approved budgets for the NRO Program Offices -- A, CIA Reconnaissance Programs, C and D.

In addition, the team interviewed Dr. Naka, Deputy Director, NRO; [redacted] NRO Comptroller; [redacted] Joint Reconnaissance Center; and discussed with various NRO Staff officers and civilians their functions and working arrangements within the organization.

CORONA EARPOP GAMBIT [redacted] HEXAGON

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The workload on which the team's evaluations are based were the approved FY 1970 NRO Programs. The work force was defined as:

Personnel occupying OSAF manpower spaces and assigned full time to SAFSS.

Personnel detailed from the Army, Navy, CIA, NSA and the AF Communications Service who are assigned full time to SAFSS.

Tab 6 is the detailed manpower audit and work force study report.

Discussion:

The team could find no previous manpower audit of the NRO Staff; however, no wide trend deviations or fluctuations of personnel could be ascertained over the past six years. Tab 1 portrays NRO manpower allocations related to NRO program activity FY 60-FY70.

Early in the study the team became acutely aware that this is a period of transition or evolution encompassing the NRO caused by a new administration; the change in the Director, NRO; new Deputy Director, NRO; a new Director of the NRO Staff; and an increased workload on the NRO Staff resulting from the activity of external study groups being established to evaluate various technologies and systems of the NRO.

Notwithstanding this evolutionary process of adapting to new forces, the survey team tried to assess normal working conditions and not be overly prejudiced by the new environment, which may well be temporary in nature.

In reviewing NRO approved manpower authorizations it became evident to the team that the NRO Staff has been predominantly manned by Air Force personnel with fewer authorizations established for personnel from CIA, NSA, and other military departments. The team noted, moreover, that of the relatively few CIA authorizations several have been vacant for an extended period of time. Tab 2 provides a breakout of approved manpower authorizations by participant.

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A new analysis division was directed by the DNRO in May 1969. Although not completely implemented, the team concurred in the need for this new role and recognized the difficulties of securing the appropriate capable personnel to accomplish the analysis function.

The team observed the lack of emphasis from a manpower assignment standpoint given to support the aircraft and drone overflight responsibility of the NRO. This was particularly noted in the lack of formal procedures in obtaining from and providing to the DNRO appropriate information. Although the DNRO is receiving some information from the Director of the SOC, it is obtained by him informally and at times under trying conditions. To properly complement aircraft ELINT and photographic requirements with satellite requirements, these interfaces should be defined and formal procedures devised.

The team has taken note of several current activities by organizations outside the NRO which could have an impact on the activity of the NRO Staff, either in terms of increased ad hoc involvement in peripheral study efforts or more specifically in a significantly increased Staff activity associated with a "normalization of OSD intelligence program management" which appears to be the direction in which Mr. Froehlke's organization is heading. While the establishment of an analysis capability (already underway) within the NRO Staff could enhance generally the ability of the Staff to respond to these "external" requirements, the team could not assess a specific impact or recommend a particular structural alignment or level of staffing to perform these yet undefined tasks. See Tab 3 for task group listing.

Conclusions:

Within the present austere environment, the manning of the NRO Staff is more than adequate to accomplish its mission. Reductions can be made and internal realignment can provide a portion of the resources required to staff the new analysis function. The reductions are summarized in Tabs 4 and 5, which present recaps of manpower by function and by total, respectively.

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1. The receptionist function in SS-2 should be eliminated and a telephone call system substituted for visitor access to the SAFSS area. One of the receptionist positions should be deleted; the second should be converted to a full time 702xx administrative specialist position in SS-2.

2. One Deputy Assistant for Security position in SS-3 should be deleted. The third man in this element was assigned in 1965 to support the DORIAN security program for MOL. The function is no longer required.

3. Delete two airman positions in SS-4 Support Branch. This branch is in the process of converting programs from its organic Univac 1005 capability to a time-sharing arrangement on the Univac 494 system operated by the NRO Switching Center at Andrews. It is estimated that the conversion will be accomplished by early spring 1970, at which time two airman positions would be deleted. It is understood that [] position will be transferred to the new Analysis Group upon his reassignment in the summer of 1970.

4. Reduce one project officer, Photo Branch. The team believes the Photo Branch can successfully accomplish its mission with the elimination of one position. This is based on CORONA phase-down, GAMBIT stretch-out and slow HEXAGON phase-in.

5. One of the two Air Weather Service officer positions in SS-4 can be eliminated by first quarter FY 1971 as a scheduled transfer of the weather data bank maintenance to the automated facilities of the Global Weather Center is accomplished.

6. One CIA authorization for a secretarial position in SS-4 (currently unfilled) should be eliminated. The three existing positions are judged adequate for secretarial support of SS-4.

7. The secretarial position approved but not validated for the SS-7 Analysis Group should be eliminated. This requirement can be supported from existing resources in SS-7.

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8. The two forecast USAF authorizations for the Analysis Group should be effected through the transfer of one officer position from SS-4 and one from SS-7.

9. The team recommends a reassessment of the NRO Staff functions in air vehicle overflight and the establishment of a capability within the Staff to adequately support the DNRO's responsibilities and desires in this area.

Implementation:

The team feels that these recommendations, if approved, can and should be implemented as soon as possible to comply with the spirit and intent of the Secretary of the Air Force memorandum for SAFSS, subject: OSAF Personnel Reductions, October 30, 1969.



Colonel, USAF
Chairman

Attachments

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