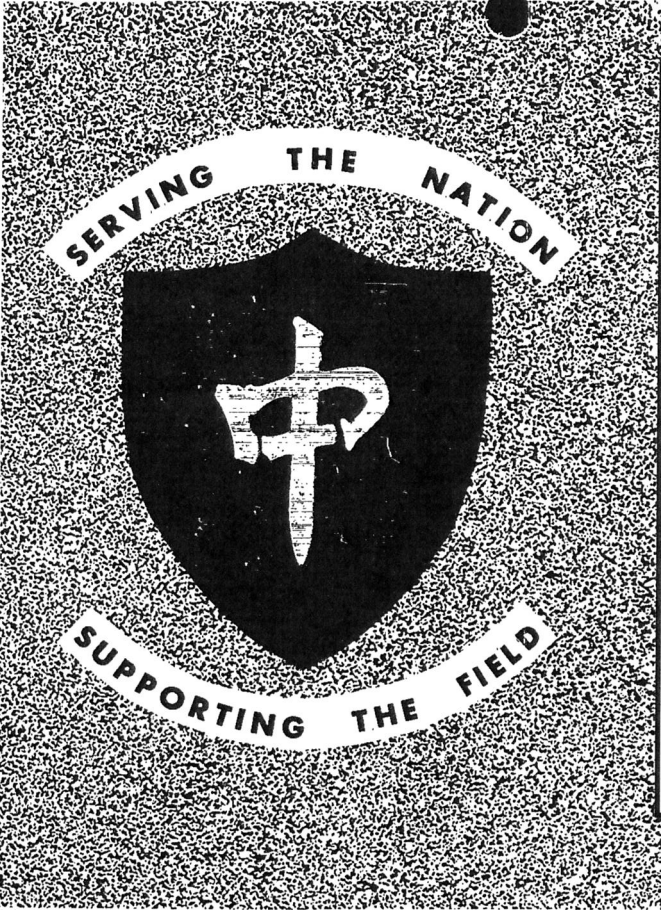


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SECOND ANNUAL DEVELOPMENT SEMINAR

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APO San Francisco 96331



25 January 1969

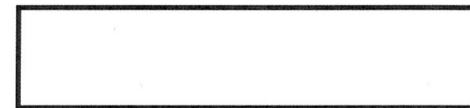
SUBJECT: CHICOM Development Seminar 1968

TO: See Distribution

1. This document has been promulgated in order to provide information concerning the activities of the Second Annual Chinese Communist (CHICOM) Development Seminar held at the [redacted] from 28 October through 1 November 1968.

2. Recipients are requested to direct any questions or comments to the [redacted] (ATTN: [redacted]).

FOR THE CHIEF:



JOE M. DANIEL
LTC AGC
Chief, Management Staff

OPI: [redacted]

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B5	USM-802		
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INTRODUCTION

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The Second Annual Chinese Communist (CHICOM) Development Seminar was held at the [redacted] during the period 28 October through 1 November 1968. Personnel in attendance included representatives from the National Security Agency (NSA), [redacted] various field stations of the U.S. Service Cryptologic Agencies (SCA), and [redacted].

The decision to conduct the Second Annual CHICOM Development Seminar was prompted by an awareness of the continuing need to update the knowledge and understanding of the techniques, procedures, concepts, and objectives of CHICOM communications development at all points of collection, processing, and analysis. The broad objectives of the seminar were to:

1. Insure the assimilation of the most effective features of analytical techniques by all elements engaged in collection and/or processing of [redacted] CHICOM communications.
2. Achieve broad dissemination of current knowledge of CHICOM service communications characteristics.
3. Accomplish desired standardization in handling and reporting procedures as applied at NSA, [redacted] and field stations.
4. Advance universal understanding and agreement as to the objectives of the development mission, and the functions and responsibilities of the respective elements which contribute to the conduct of that mission.

The theme of the seminar was "CHICOM Development -- Leader in Progress". This theme was based on three major points as follows:

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This report is a summary of the proceedings of the seminar and the recommendations which evolved therefrom.

Grateful appreciation is extended to all participants from [redacted] the National Security Agency, NSA field activities, U.S. Service Cryptologic Agencies, [redacted] who contributed to the success of this seminar.



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Comments, questions, and suggestions concerning this report are invited and should be forwarded to USF-790, Attention:

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PERSONNEL IN ATTENDANCE

NSA

Mr. Euth E. Orr
Mr. Stanley L. Waddell

B41
B411

NSAPAC

Mr. James L. Smith
Mr. John W. Hall

NSAPAC Office [redacted]
NSAPAC Rep [redacted]

ASAPAC

SP5 Gordon L. Long
SP5 Robert S. Barnes

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FIELD STATION PERSONNEL

SSgt Dean C. Welch
Sgt Calvin C. Ray, Jr.

USA-29
USA-29

SSgt Doyle R. Hays
Sgt Charles L. Shelby, Jr.

USA-32
USA-32

SSgt Marshall E. Hunt

USA-38

TSgt Gerald C. Fearr
SSgt Robert H. Godin
Sgt Max E. Bowser

USA-57
USA-57
USA-57

SSgt Leroy C. Harrison

USA-58

A1C Larry R. Wentz

USA-68

SSgt Eugene L. Lacky

USA-69

SMSGt Dale Rolland

USA-864

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SSG Jesse M. Berrong III	USM-3
CW2 Gerry L. Schneberger	USM-7
SSG Charles A. Tyler	USM-7
Mr. Leroy W. Gardner	USM-48
SFC Paul W. Miller	USM-48
SP5 James F. Wrinkle	USM-48
SP6 Robert C. Jones	USM-79
SP6 Robert L. Cisler	USM-802
CTL W. R. Smith	USN-21
CTC J. T. Clements	USN-25
LT. T. B. Ginsburg	USN-27
CTC C. C. Calvert	USN-27
CTL D. C. Risinger	USN-27
CTL R. F. Baker	USN-839
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Mr. Billy W. Barber
Mr. Nicholas G. Patchan
Mr. Marvin D. Strahan
SP5 Peter T. Boos
Mr. Joseph E. McQuighan
Mr. Alan R. Murphy
CW2 Herbert M. Hamby
MAJ Eugene T. Wugofski

Chief, [redacted]

GUEST SPEAKERS NOT INCLUDED IN LISTING ABOVE (Listed in order of appearance)

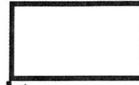
Mr. John J. McKoen, Jr.
Mr. John B. Eastman
Mr. Earl C. Bateman
Mr. Samuel A. Smart
SSG Douglas Bonnot
Mr. Andrew Firment
Capt Kenny L. Peterson
SSG Eugene Wall
CW2 Maurice Cook
Mr. Charlie Wood


Chief, [redacted]
D/Chief, [redacted]
Chief, [redacted]
Chief, [redacted]

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Miss Marietta Methe
CTI Alfred Swartz



NOTE: In addition to the individuals listed above, observers from all elements of the  attended portions of the seminar.

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AGENDA FOR THE SECOND ANNUAL CHICOM DEVELOPMENT SEMINAR

☐ AUDITORIUM -- 28 OCTOBER THROUGH 1 NOVEMBER 1968

<u>DATE/TIME</u>	<u>SUBJECT</u>	<u>SPEAKER</u>
<u>MONDAY, 28 OCTOBER</u>		
0730-0930	ADMINISTRATIVE PROCESSING	
0930-0945	CONVENE SEMINAR	MR. BARBER
0945-1000	SECURITY BRIEFING	MR. McKOEN
1000-1015	WELCOME	MR. EASTMAN
1015-1045	KEYNOTE ADDRESS.	MR. ORR
1045-1130	<input type="checkbox"/> ORGANIZATION AND MISSION	MR. BATEMAN
1130-1300	LUNCH	
1300-1430	CHICOM DEVELOPMENT	MR. WADDELL
1430-1600	PROJECT HOMESPUN	MR. SMART
<u>TUESDAY, 29 OCTOBER</u>		
0730-0745	PROJECT SNAPDRAGON	MR. WADDELL
0745-0830	PROJECT CATFISH	MR. STRAHAN
0830-0930	TOUR OF PROJECT CATFISH AND <input type="checkbox"/> FACILITIES AT USM-3	
0930-1000	SPECIAL IDENTIFICATION TECHNIQUES	CW2 HAMBY
1000-1100	CHICOM TARGET IDENTIFICATION	SP5 BOOS
1100-1230	LUNCH	
1230-1530	IN STATION IDENTIFICATION PROCEDURES	<input type="checkbox"/> SP5 WRINKLE SP6 CISLER CT1 RISINGER A1C WENTZ

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DATE/TIME

SUBJECT

SPEAKER

TUESDAY, 29 OCTOBER (Cont)

1530-1545

CHICOM MORSE IDENTIFICATION MANUAL

MR. WADDELL

1545-1600

[REDACTED]

MR. WADDELL

WEDNESDAY, 30 OCTOBER

0730-0830

CHICOM [REDACTED] PRACTICE

SSG BONNOT

0830-0900

CHICOM PRACTICE (LESS [REDACTED])

MR. WADDELL

0900-1130

CHICOM MORSE CALLSIGNS

MR. MURPHY

1130-1230

LUNCH

1230-1330

CHICOM MORSE CALLSIGNS

MR. MURPHY

1330-1430

CHICOM DEVELOPMENT [REDACTED]

MR. FIRMENT

1430-1500

CHICOM DEVELOPMENT FEEDBACK PROCESSING

CAPT PETERSON

1500-1530

CHICOM DEVELOPMENT CMA PROCEDURES

MR. McQUIGHAN

1530-1600

CHICOM FREQUENCY STUDIES

MR. WADDELL

THURSDAY, 31 OCTOBER

0730-0830

CHICOM VOICE DEVELOPMENT

MAJ WUGOFSKI

0830-0900

CHICOM [REDACTED] COMMUNICATIONS

MR. WADDELL

0900-0930

CHICOM [REDACTED] COMMUNICATIONS

SSG WALL

0930-1000

CHICOM [REDACTED] COMMUNICATIONS

CW2 COOK

1000-1030

CHICOM [REDACTED] COMMUNICATIONS

MR. WOOD

1030-1100

CHICOM [REDACTED] COMMUNICATIONS

MISS METHE

1100-1230

LUNCH

1230-1300

CHICOM [REDACTED] COMMUNICATIONS

CTL SWARTZ

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<u>DATE/TIME</u>	<u>SUBJECT</u>	<u>SPEAKER</u>
<u>THURSDAY, 31 OCTOBER (Cont)</u>		
1300-1430	CHICOM MORSE DEVELOPMENT	MR. STRAHAN MR. WADDELL
1430-1600	TOUR OF THE [] MACHINE PROCESSING AREA	(b) (1) (b) (3) - P.L. 86-36
<u>FRIDAY, 1 NOVEMBER</u>		
0730-0815	CHICOM COMMUNICATIONS []	MR. ORR
0815-0900	CHICOM NON-MORSE COMMUNICATIONS	MR. ORR
0900-1000	CRITIQUES	ALL REPRESENTATIVES
1000-1045	CLOSING REMARKS	MR. ORR []
1045-1100	CLOSE SEMINAR []	MR. BARBER

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MINUTES OF THE SECOND ANNUAL CHICOM DEVELOPMENT SEMINAR

[] AUDITORIUM

28 OCT THROUGH 1 NOV 68

FIRST DAY - MONDAY 28 OCT 68

The first two hours of the first day were set aside for accomplishing all administrative processing of visiting representatives. This permitted the effective disposal of last minute details relating to billeting, transportation, etc., so that there were no residue matters of this nature to detract from the business sessions once the seminar was convened.

The seminar was officially convened at 0930 hours by Mr. Billy W. Barber, Chief, [] with appropriate introductory remarks: . . .

Mr. Barber introduced Mr. John J. McKoen, Jr., Chief, [] who gave a brief presentation on []

Mr. Barber then introduced Mr. John B. Eastman, D/Chief, [] who extended the official welcome and offered general remarks.

Following Mr. Eastman's remarks, Mr. Euth E. Orr, D/Chief, B41, delivered the keynote address (extracts from this address are included in Appendix A of this report). The theme selected for this, the Second Annual CHICOM Development Seminar, was "CHICOM Development -- Leader in Progress". Mr. Orr's address centered on this theme, the often-asked question, "How important is CHICOM development and what is the result of the effort?", and the developments in collection and analytic techniques.

After the keynote address, Mr. Earl C. Bateman, Chief, [] presented a briefing on the organization and functions of []

He was followed by the final speaker of the morning, Mr. Barber, who covered the organization and functions of [] the Technical Development Division.

The afternoon session began with a discussion by Mr. Stanley L. Waddell, NSA/B41, of the CHICOM communications development effort in general. Mr. Waddell stressed the fact that the development effort has been the leader in progress over the past few years. He included in his presentation the following:

a. Manual Morse collection resources.

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b. [] Division of Effort, including each center's responsibilities for [] collection management authority (CMA), and technical support.

c. Data flow and processing steps from field stations to [] and return feedback.

d. Volume of material received [] each month). Discussion revealed that effort should be made at the intercept site to []

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f. Objectives, including (1) greater involvement by intercept sites in CHICOM development, especially in the area of assigning [] (2) continue to improve collection procedures and to adjust collection resources, (3) at least two positions, [] at each site with a development mission, (4) place CHICOM development at a higher level in the overall CHICOM problem. (5) []

The first day of the seminar concluded with a presentation by Mr. Samuel A. Smart, Chief, [] on Project Homespun, []

Several comments were made during this and subsequent presentations on the Morse search and development (MSD) course conducted at NSAPAC Office [] (see page 19 for details).

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SECOND DAY - TUESDAY 29 OCT 68

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MAJ Eugene T. Wugofski, acting as moderator, opened the second session of the seminar at 0730 hours.

Mr. Waddell, NSA/B41, briefed the representatives on the history and purpose of Project SNAPDRAGON. [REDACTED]

The second speaker of the day was Mr. Marvin D. Strahan, [REDACTED] the Project Officer for Project CATFISH. [REDACTED]

The next speaker, CW2 Herbert M. Hamby, [REDACTED] discussed Special Identification Techniques (SIT), covering the [REDACTED] and field organizations, and their functions and responsibilities. In his talk, he expanded on capabilities (SIT resources and what they can accomplish), limitations, tasking, applications and programs, equipment, goals and objectives, and the impact. (both on the field stations and [REDACTED]) of the [REDACTED]

SP5 Peter T. Boos, [REDACTED] presented the final briefing of the morning on CHICOM Target Identification Techniques. His discussion centered on the identification of CHICOM [REDACTED]

Considerable discussion ensued on the CHICOM Monthly Identification Aid (see page 20 for details).

The afternoon session began with a discussion by representatives from [REDACTED] USM-48, USM-802, USN-27 and USA-68 on in-station identification procedures utilized at their respective stations as follows:

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a. [] reviewed the [] in-station capabilities, facilities, and operating procedures which were, in many cases, unique to that station. His discourse on the background, experience level, and career progression of [] personnel was most informative and certainly gave all representatives an understanding of [] operations as well as explained the successes achieved by that station. [] stressed the need to make each operator and analyst fully cognizant of all data available which would assist the individual in locating, intercepting, and processing desired targets. He went on to state that full use is made of all available aids [] in a timely manner in order to establish and maintain continuity on mission [] targets. Of particular significance was the fact that []

b. SP5 James F. Wrinkle covered USM-48's in-station traffic identification procedures by describing the flow and processing stages for [] intercept. []

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c. SP6 Robert L. Cisler described USM-802's []

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d. CT1 D. C. Risinger stated that USN-27 uses the working aids covered in SP5 Boos' presentation for in-station traffic identification in addition to []

e. ALC Larry L. Wentz, representing USA-68, briefed the participants on his station's use of []

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[REDACTED]

Following these presentations, Mr. Waddell, NSA/B41, discussed the CHICOM Morse Identification Manual. Comments were solicited on changing the manual so that it would be more useful but general remarks indicated satisfaction with the present format and contents.

After this discussion, Mr. Waddell covered [REDACTED]

[REDACTED]

The second day of the seminar closed with a general discussion of target identification procedures and a brief description, [REDACTED]

[REDACTED]

THIRD DAY - WEDNESDAY 30 OCT 68

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Mr. Nicholas G. Patchan, acting as moderator, opened the third day of the seminar at 0730 hours.

The first speaker, SSG Douglas Bonnot, [REDACTED] discussed CHICOM [REDACTED]

[REDACTED]

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Mr. Waddell, NSA/B41, the second speaker of the day, discussed other [REDACTED]

[REDACTED]

During the final period of the morning session and, after a lunch break, the first period of the afternoon session, Mr. Alan R. Murphy, [REDACTED] spoke on CHICOM Morse callsigns. Mr. Murphy first reviewed briefly the mission and functions of the [REDACTED] Branch [REDACTED] and the [REDACTED] division of effort. He stressed the importance and contributions of [REDACTED] in processing and maintaining continuity on identified targets as well as in the communications development effort and in special situations [REDACTED]

Mr. Murphy stated that, at present, Morse callsigns [REDACTED]

[REDACTED]

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[REDACTED]

Mr. Murphy was followed by Mr. Andrew Firment, [REDACTED] who delivered a very informative talk on CHICOM Development [REDACTED] processing. Mr. Firment covered the processing steps at [REDACTED]

[REDACTED]

The next speaker, Capt. Kenny L. Peterson, [REDACTED] discussed CHICOM Development Feedback Processing. After briefly reviewing the history of the feedback program, Capt. Peterson covered in greater detail the actual feedback process, including [REDACTED]. He mentioned that field sites could improve the program by forwarding carefully prepared and properly formatted [REDACTED]

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The next speaker, Mr. Joseph E. McQuighan, [REDACTED] presented a briefing on CHICOM Development CMA procedures. Mr. McQuighan outlined the functions involved in exercising collection management authority for the [REDACTED] CHICOM Morse development positions, listed the collection resources, and reviewed the current collection procedures and assignments. He described in detail the assignment and use of [REDACTED]

[REDACTED] He then illustrated current problems encountered in CHICOM development and recommended solutions. Several suggestions and comments (especially in the areas of personnel motivation and follow-up on unidentified activities) were made by the representatives at this point as to measures/methods used at their stations to resolve these problem areas. This free exchange of information which might be of benefit to representatives from other stations was noted throughout the seminar and should serve to improve CHICOM development procedures at all echelons.

The final speaker for the day was Mr. Waddell, NSA/B41, who briefed the assembly on the CHICOM Frequency Study. Mr. Waddell illustrated the results of B41's initial efforts (which have since expanded throughout B Group) in [REDACTED]

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[redacted] Mr. Waddell pointed out that some of this data is contained in the CHICOM Morse Identification Aid; a suggestion was made that perhaps the document could be expanded to include a section for [redacted]

FOURTH DAY - THURSDAY 31 OCT 68

Mr. Patchan, acting as moderator, opened the fourth session of the seminar at 0730 hours. MAJ Eugene T. Wugofski, [redacted] was introduced and he presented a briefing on CHICOM Voice Development. MAJ Wugofski first covered the organization, mission and functions of the Language Support Branch [redacted] and then summarized the voice development collection resources and the voice development effort. Included in the latter were diagrams of data flow, processing stages, accomplishments since January 1968 [redacted]

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The second speaker, Mr. Waddell, NSA/B41, discussed CHICOM [redacted] Communications. Mr. Waddell listed the procedures and techniques, unique to [redacted] communications, which could be used to identify those activities. [redacted]

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Mr. Waddell was followed by SSG Eugene Wall, [redacted] who briefed the representatives on CHICOM [redacted] Communications. SSG Wall's presentation (which was designed to acquaint the representatives with means of identifying [redacted] communications) included the communications characteristics common to [redacted]

CW2 Maurice Cook, [redacted] followed to cover CHICOM [redacted] Communications. Mr. Cook's topics included methods of communication and identification techniques for [redacted] communications. Most of the details on the latter applied to manual Morse communications and included [redacted]

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Mr. Charlie Wood, [] presented a detailed briefing on CHICOM [] Communications. Mr. Wood discussed various [] entities, emphasizing the major identification characteristics for each. As in the two previous briefings, []

The morning session ended with a very informative briefing by Miss Marietta Methe, [] on CHICOM [] Communications. After giving a resume of [] responsibilities and functions in the CHICOM [] problem, Miss Methe described the CHICOM []

CTI Alfred Swartz, [] the first speaker of the afternoon, covered CHICOM [] CTI Swartz reviewed the CHICOM [] organization and then listed in detail the [] communications characteristics which serve as a means of identification. The latter, insofar as manual Morse is concerned, included []

CTI Swartz was followed by Mr. Strahan, [] and Mr. Waddell, NSA/B41, who spoke on CHICOM Morse Development. Mr. Strahan began the discussion by showing the three primary tools - []

used in the Morse development effort in [] He continued by explaining in detail how these aids are used in conjunction with incoming [] and how unidentified items (as well as items under development) are extracted, isolated, correlated, and processed to isolate new activities and to maintain continuity. Mr. Strahan traced the processing steps which occur from the time of initial intercept []

Mr. Waddell then explained that NSA/B41 utilizes basically the same procedures in their Morse development effort but that the NSA/B41 area of responsibility includes [] As the collection management authority for the [] positions, NSA/B41 can and does request []

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The seminar adjourned at 1400 hours for a guided tour, in small groups, of the Data Processing Division, [REDACTED]. After the tour, the representatives met for a general discussion on a variety of subjects before concluding the fourth day of the seminar. One of the field station representatives questioned identifications [REDACTED]

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FIFTH DAY - 1 NOV 68

Mr. Barber, [REDACTED] convened the final session of the seminar at 0730 hours. Mr. Orr, NSA/B41, the first speaker of the day, discussed CHICOM Procedures. Mr. Orr covered the procedures in provisional [REDACTED] (copies of which had been provided to the representatives during the previous day for review prior to this discussion), which had been written to provide guidance in the event of [REDACTED] on CHICOM targets. He defined the terms "Situation One" and "Situation Two" and listed the actions to be taken in each instance. Mr. Orr stressed the importance of the contributions which could and would be made during and after [REDACTED] by the Morse search and development positions and by the [REDACTED] effort. SMSgt Rolland, USA-864, suggested some procedures be established so that delivery of [REDACTED] tapes from the intercept site to the recovery point would be expedited.

Mr. Orr continued with a discussion on CHICOM Non-Morse Communications. He listed each of the types of non-Morse communications now in use in Communist China, the characteristics of each type, the extent to which they have been noted in intercepts, and the current usage and status (e.g., operational or testing). Representatives mentioned instances in which use is being made of [REDACTED]

After Mr. Orr's presentation, each representative was given a form containing eight questions which were to be completed. Following is a facsimile of the questionnaire:

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SECOND ANNUAL CHICOM DEVELOPMENT SEMINAR

INDIVIDUAL CRITIQUES

[] would appreciate your views on the following:

1. The Agenda:
 - a. Were all the subjects on the agenda adequately covered?
 - b. What additional subjects should have been on the agenda?
2. What were the highlights of the Seminar?
3. What suggestions do you have in the use and types of visual aids in the Seminar? Were the visual aids beneficial? In what areas?
4. What are your views regarding the handouts used in the Seminar?
5. How did the Seminar affect your appreciation of the objectives of CHICOM development?
6. What have you learned that will enable you to do a better job at your station?
7. What new ideas of your own were stimulated by any of the speakers or discussions?
8. Do you think that the CHICOM Development Seminar should be held annually? Why?

At 1000 hours the critique questionnaires were collected for subsequent review and consolidation and the representatives reconvened for closing remarks. [] and Mr. Orr, NSA/B41, commented briefly on some of the highlights of the seminar.

Mr. Barber then thanked all participants and officially adjourned the seminar.

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GENERAL COMMENTS

This seminar was intended to be instructional while also serving as a stimulus to increased favorable motivation toward CHICOM development; to underscore progress in the CHICOM development effort over the past year; and to up-date information presented at the first CHICOM development seminar on techniques and procedures in collection and development. Subjects included in the agenda were selected with this in mind and speakers were requested to organize their individual presentations along instructional lines. Thus, as was to be expected, the emergence of theoretical and/or controversial matters was very minimal throughout all sessions of the seminar.

Lively floor discussions during and/or following many of the topical presentations highlighted the First Annual CHICOM Development Seminar in 1967; similar discussions, beginning on the first day, highlighted the Second Annual CHICOM Development Seminar and contributed significantly to the success of the seminar. Free exchange of ideas, suggestions, and information began early on the first day and continued throughout the seminar. In some instances, these discussions merely helped to expand and clarify certain points concerning the subject being presented. In other instances, they revealed situations or developed ideas which deserve further investigation and some action. The following items summarize the most salient points in this latter category:

1. CHICOM Development [] (TECHINS 1023).

a. Annex Echo, TECHINS 1023, should be changed to include instructions for field station reporting of corrections to previous [] submitted by the field station.

b. Annex Echo, TECHINS 1023, should be changed to include provisions for identifying and reporting [] in one of the modules.

2. CHICOM Development Feedback Program.

Station analysts recommended that basic frequencies be included in the daily electrical CHICOM Development Feedback Program to the intercept sites.

3. Morse Search and Development (MSD) School.

Interest in the future of the MSD School conducted by NSAPAC Office [] was expressed throughout the seminar. This subject was surfaced during the discussion following Mr. Smart's presentation on HOMESPUN on 28 October when representatives praised the course for providing trained

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MSD operators and analysts for all SCAs. Mr. James L. Smith, [] informed the group that the course had not been conducted since February 1968 due to personnel reductions at [] and lack of space, equipment, and/or personnel at other possible locations. In discussions on 30 October the MSD course was again praised for not only developing the skills and techniques of the attendees but also for highly motivating the graduates. During the final discussions on the last day of the seminar, the representatives again stressed the importance of the course and requested every effort be made to re-institute the course as soon as possible.

4. CHICOM Monthly Identification Aid.

Throughout the seminar the representatives were requested to make suggestions for improving existing working aids. Several minor comments were made from time to time on expanding/improving various working aids. Considerable discussion occurred on both 29 and 30 October (the second and third days of the seminar) on the CHICOM Monthly Identification Aid. Representatives recommended that the aid be changed to provide current data on a more timely basis. After much discussion, it was recommended that the aid be divided into two parts, one of which would be published monthly and would contain []

[] The other part, which would be published at least semi-monthly and supplemented as required, would list []

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CRITIQUE

On the final day of the seminar, each representative in attendance was requested to complete a special Critique Questionnaire (see "FIFTH DAY - FRIDAY 1 NOV 68" in the "MINUTES" section of this report). All of these individual critiques were reviewed thoroughly and the following represents a consensus of the comments, suggestions, etc., offered therein:

QUESTION 1. The Agenda: (A) Were all subjects on the Agenda adequately covered? (B) What additional subjects should have been on the Agenda?

COMMENT: (A) In light of the multitude of subjects covered in a relatively short period of time, practically all representatives felt the agenda items were adequately covered. A few suggested that, if time permitted, additional tours of the working areas, similar to the tour of the CATFISH area and the Data Processing Division, would be beneficial. (B) No additional subjects related to CHICOM development were suggested.

QUESTION 2. What were the highlights of the seminar?

COMMENT: Most representatives agreed it was difficult to identify a single highlight since so many high quality briefings had been presented but they identified two or three which were most informative. The following were most frequently mentioned:

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A. The free exchange of ideas during the discussions were highly motivating and subjects were discussed which would be of great benefit in the future:

B. The contributions from the [] representatives were very enlightening, especially [] presentation on the in-station procedures at [] and [] presentation on the concentrated effort being made by [] on CHICOM development.

C. The tours of the CATFISH area (USM-3) and the Data Processing Division [] where demonstrations were provided.

D. A better understanding of the CHICOM development effort and problems as well as the NSA and [] capabilities to support field stations.

QUESTION 3. What suggestions do you have in the use and types of visual aids in the seminar? Were the aids beneficial? In what areas?

COMMENT: Approximately half of the representatives stated that the visual aids were sufficient and were beneficial in outlining the topics of

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the speakers. Others, however, were of the opinion that more visual aids should have been used to assist in note taking and a few stated that the organizational charts, figures, and percentages were of little value to the station analysts. Those representatives who had been located toward the rear of the room stated that the printing on the slides and flip charts was too small.

QUESTION 4. What are your views regarding the handouts used in the seminar?

COMMENT: It was generally agreed that the handouts were an indispensable tool; several representatives felt that more handouts should have been used since: (A) the handouts reduced the amount of notes to be taken and thus permitted giving more attention to the speaker, (B) they will be very helpful in preparing trip reports by the representatives upon return to their units, and (C) some handouts can be used for guidance in the development effort at the field stations.

QUESTION 5. How did the seminar affect your appreciation of the objectives of CHICOM development?

COMMENT: Representatives stated they now had a better understanding of the CHICOM development effort. Most representatives stated they had not been aware of the many aspects of CHICOM development and they could now appreciate the emphasis and importance being placed on the development problem at NSA and [redacted]. Many representatives also pointed out that the seminar had stimulated their interest in the development effort and that they would attempt to increase the motivation of other personnel at their respective field stations.

QUESTION 6. What have you learned that will enable you to do a better job at your station?

COMMENT: Several different answers were noted in response to this question but most emphasized the new in-station procedures which the representatives would incorporate at their respective sites. The presentations and open discussions on topics such as CATFISH, HOMESPUN, [redacted] in addition to other subjects of interest, but in which the field stations are not directly involved, were regarded as very rewarding and of benefit to the stations.

QUESTION 7. What new ideas of your own were stimulated by any of the speakers or discussions?

COMMENT: Some of the ideas proposed are as follows:

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A. The use of [] should not be limited to those stations which have a CHICOM Morse development position.

B. HOMESPUN and [] development are compatible and could be united to create a more effective [] development collection tool.

C. Stations should be able to receive [] results in less time than the usual 24 hour delay.

D. The CHICOM Monthly Identification Aid issued by [] should be divided into two parts. The first part, which could be issued bi-monthly, would list the book users for the [] systems. The second part, which would be issued monthly (as the aid is now), would list [] users.

QUESTION 8. Do you think the CHICOM Development Seminar should be held annually? Why?

COMMENT: All representatives agreed that there is a definite need to continue with an annual CHICOM development seminar. Some of the reasons listed were as follows:

A. It is a perfect opportunity for analysts from all stations to exchange information and ideas which can benefit the development effort and the station's mission.

B. The interest in CHICOM development which is created and stimulated at the seminar will result in an increase in the quality of the development effort at the field stations.

C. The CHICOM problem itself merits great importance and is a rapidly expanding area, particularly in the field of technology. The rapid turnover in personnel at the field stations in the Far East demands frequent exchanges of information just to keep all station personnel informed and knowledgeable on new and revised concepts and techniques.

D. This is the only opportunity for analysts from the field stations to meet with representatives from NSA, [] and other centers to discuss views and problems.

E. Most analysts and supervisors do not stress the CHICOM development effort simply because they are not aware of the scope and importance of the effort. This seminar definitely renews interest and creates incentive.

F. In future seminars, criteria should be established so that the representatives in attendance will be those personnel directly involved in the CHICOM development effort at the working level.

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RECOMMENDATIONS

1. Participants in the first CHICOM development seminar had recommended additional seminars of that type be held annually in the future at . Participants in this, the second, CHICOM development seminar also recommended that an annual seminar be held at .

2. The practice of inviting working-level personnel, who actively participate in CHICOM development at the various field stations, should continue to be stressed when arranging future seminars of this type.

3. Representatives encouraged scheduling (in the agenda) sufficient time for tours of interest, including tours/visits with counterpart service analysts, such as the tours of the CATFISH installation and the Data Systems Division during this seminar.

4. The emphasis by scheduled speakers on identification/development and associated procedures and techniques vice discussion of organization and personnel was an improvement over the first CHICOM development seminar and should be continued at future seminars.

5. As recommended after the first CHICOM development seminar, planners of future seminars should review each of the individual critiques provided by representatives at the first (as was done for this seminar) and second seminars. These have been abbreviated and consolidated (of necessity) in this report, but are available in original form and offer very sound advice on a number of points which can critically influence the effectiveness of these conferences.

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APPENDIX A

SECOND ANNUAL CHICOM DEVELOPMENT SEMINAR

28 Oct through 1 Nov 68

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"CHICOM Development — Leader in Progress"

(Extracts from Keynote Address delivered by Mr. Euth E. Orr, NSA)

I would like to express my pleasure on the part of B Group and NSA for this opportunity to meet with all of you this week and discuss many facets of target identification and development of new communications. Your interest in this aspect of SIGINT is obvious by the excellent representation we have here this morning. Since many units are involved, it is difficult to keep everyone informed on an up-to-date basis. This seminar is one of the better means we have of doing this. We are pleased to have with us [redacted] representing [redacted]

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I hope that all of us will return to our units at the end of this week with a better understanding of the overall scope of the development problem. Each of us is involved daily in a small portion of this large problem. By large, I'm referring to the continued difficulty we encounter in locating and identifying our targets and to the [redacted] unidentified intercept which are collected each month. This is after we have expended some effort at the collection sites in trying to identify them. [redacted]

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Our initial emphasis this week will be to provide you with an overall understanding of the development part of the effort: the sources of collection, collection techniques, the data flow, division of effort, analytic procedures, technical procedures, and technical support being provided. This week we will also discuss in detail the primary techniques used in identification of CHICOM targets: what aids are available, how they are used, and suggestions for improvement. This is an area where we need your assistance: how can we improve the utility of these call sign materials, the practice working aids, the identification manual; and how can we make this information available to you on a more current basis. I am sure all of you have many ideas and this is a good place to plant the seed.

A special aspect of target identification is that which we encounter in the event of a [redacted] By this, I am referring to [redacted] We have considerable difficulty in identifying them on a regular, routine basis. I have frequently said that it wouldn't take much effort on the part of

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[REDACTED]
[REDACTED] We have been giving much thought to this problem and this will be one of the specific subjects that we will discuss this week.

How important is the CHICOM development problem and what is the result of this effort? This is a question which is often asked. The work performed on the development target is frequently forgotten [REDACTED]

[REDACTED] We should not forget such highlights as the development of [REDACTED] communications. All of these have evolved from analysis of intercept which was initially unidentified. It is this type of communications, which does not fit the known, in which we are especially interested. It is, therefore, very important that we develop better procedures for initial isolation and development of both new communications and old communications not previously isolated. [REDACTED]

[REDACTED] What we need is more day-to-day follow-up on the same target. Again, this is a specific problem where your guidance at the intercept station is needed.

For this seminar, we have suggested the theme "CHICOM Development -- Leader in Progress". We consider this appropriate [REDACTED]

[REDACTED] I'll mention only a few of these:

a. Through much consultation with our experts in this field, we have developed [REDACTED]

b. We have [REDACTED] intercept. This is going to be expanding even further and this is a method whereby we can obtain maximum collection with the minimum of resources.

c. We have [REDACTED], which involves [REDACTED]

d. We have [REDACTED], where [REDACTED]

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e. The latest thing is [REDACTED]

We will be able to explain the system to you and let you see how it's working.

f. We have the feedback program, which was introduced within the last year, whereby we provide more rapid identifications back to you from the unidentified material that comes in from your stations.

g. In the future is the day when you won't have to prepare [REDACTED]

[REDACTED] All of the material will be copied on [REDACTED] which can be transmitted with a minimum of hand processing.

We have many problems yet to be resolved. As a few examples, there are a lot of improvements that can be made in collection; we need more SIT support on unidentified targets; we need to improve follow-up procedures; and we need to improve constantly our identification techniques and methods. This is something that takes more of your time than probably any other operation, and it is a constant job to keep this up-dated in the most efficient fashion. Also, in view of the frequent turnover, how do we insure proper indoctrination of all the new people? For example, of all the people in this room, I think three of them attended the seminar last year. That does not mean that everybody rotated in the last year, but it gives you an example of how rapid the turnover is.

In summary, I would like to emphasize that one of the primary objectives of this seminar is to stimulate new ideas for improving collection, target identification, and analysis. We are not going to be satisfied this week with a mere exchange of information relative to how we are already doing things. We are interested in finding out ways to improve. From these ideas we definitely expect to take follow-up actions. I am looking forward to active participation by all of you in the seminar this week to make it successful; I assure you that there will be follow-up actions taken on all the ideas surfaced.

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APPENDIX B

PHOTOGRAPHS OF REPRESENTATIVES

Personnel in the attached pictures are:

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Picture Number One: (from left to right)

Front row: SP6 Robert L. Cisler, SMSgt Dale Rolland, Mr. Reginald Turner, CTC J. T. Clements, SP5 Gordon L. Long, SSgt Dean C. Welch.
Second row: Mr. Euth E. Orr, CT1 W. R. Smith, Sgt Calvin C. Ray, Jr., ALC Larry R. Wentz, SP5 Robert S. Barnes, SP6 Robert C. Jones.
Third row: SSgt Eugene L. Lacky, [redacted] CT1 R. F. Baker, Mr. Stanley L. Waddell, Mr. John W. Hall, Mr. James L. Smith.

Picture Number Two: (from left to right)

Front row: Mr. Nicholas G. Patchan, [redacted]
Second row: Mr. Euth E. Orr, MAJ Eugene T. Wugofski, [redacted]
SMSgt Robert L. Kern.
Third row: Mr. Billy W. Barber, Mr. Alan R. Murphy, Mr. Stanley L. Waddell, CW2 Herbert M. Hamby.

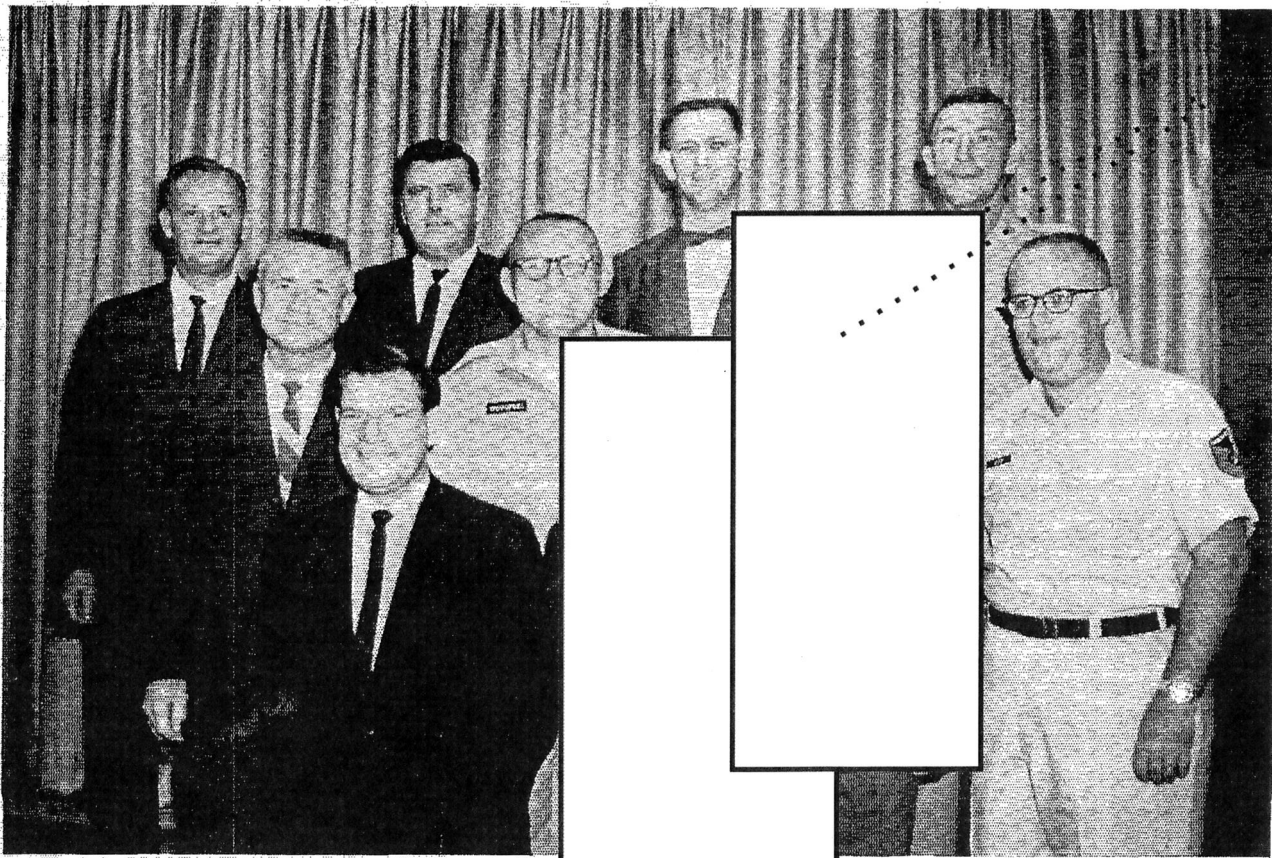
Picture Number Three: (from left to right)

Front row: Mr. Nicholas G. Patchan, SSgt Marshall E. Hunt, CT1 D. C. Risinger, CTC C. G. Calvert, CW2 Gerry L. Schneberger, Mr. Joseph E. McQuighan.
Second row: Mr. Euth E. Orr, SP5 James F. Wrinkle, SSgt Doyle R. Hays, SFC Paul W. Miller, Mr. Leroy W. Gardner, SSG Jesse M. Berrong III.
Third row: TSgt Gerald C. Fearr, Sgt Charles L. Shelby, Jr., SSG Charles A. Tyler, LT T. B. Ginsburg, SSgt Leroy C. Harrison, SSgt Robert H. Godin, Sgt Max E. Bowser.

Picture Number One



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Picture Number Two



Picture Number Three