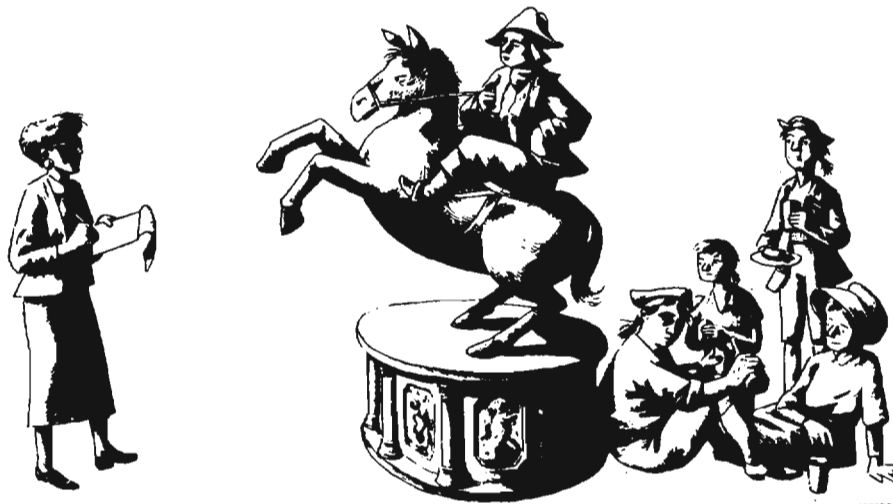


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CHANGES IN AGENCY REPORTING



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~~(C-CCO)~~ In November 1982, NSA, with G Group at the lead, launched a major initiative to move away from the traditional full-text translation format.

to a journalistic format.

~~(C-CCO)~~ The basis for this change was multifaceted. One was security related. We had lived through instances of seeing verbatim quotes of some of our product in the media, and needless to say, even in an English translation form, a quote in the media of a verbatim translation of target communications makes it much easier for a target counterintelligence effort to track our source and to take countermeasures. While the journalistic format does not provide full-proof protection in the case of leaks or other compromises of our product, it does give at least some additional security.

(U) Another reason for the move to the journalistic style was to provide a product better suited to the reader, especially the executive reader, who has to scan rapidly much incoming material to determine quickly the key elements of the reports. The journalistic format encourages the reporter to summarize briefly the highlights of the report at the beginning of the report. Thus, by reading the title and the introductory summary, the reader quickly

learns what the report covers and can decide whether to read the entire report. In contrast, when the information is published as a full-text translation, the reader often has to wade laboriously through long-winded salutations and extraneous material to extract the important parts of the report.

~~(C-CCO)~~ Finally, another reason for the switch to journalistic style was that we have only a limited number of foreign-language translators to cope with an ever increasing volume of intercept.

Some reporters complained that the switch to the journalistic style detracted from their verbatim translation skills upon which they were tested for certification. Some senior checkers complained that the switch to the journalistic format actually took more time because they could not feel confident of the reports done by the junior linguists unless they first saw a full-

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text translation upon which the report was based.

(U) But gradually those growing pains have been overcome. Our reporters and checkers have adjusted to the journalistic style and now most feel quite at home with it, preferring it over the old style because it makes them think more about the story they want to convey and how they want to convey it.

CUSTOMERS' REACTIONS

~~(C-CCO)~~ As the new Agency initiative began to develop momentum, we got mixed reactions from readers. Some were quite pleased with this new format

As time went on, we encouraged customers to develop a direct relationship with our reporting elements to help answer any questions arising with our product.

COORDINATION WITH SECOND PARTIES

WHERE WE ARE HEADED

~~(C-CCO)~~ Any changes as dramatic as the Agency's move to the journalistic style for our product would be expected to take time as we progress toward our objectives. New reporting policies and procedures have evolved as we made adjustments to come up with a more efficient production process and to provide the best product possible to our customers. Sometimes communication with our readership, with our Second Party agencies, and even within our own ranks has not been as good as it should have been. But with the patience and persistence of top Agency officials, managers at all levels, and reporters at the Agency and in the field, we have made tremendous progress since setting out on this road over five years ago.

~~(FOUO)~~ Our main effort now is to consolidate these changes into a new draft of USSID-300 in a way that will clearly document these and other changes for the workforce. And we have established a DDO Intelligence Staff Product Improvement Working Group to provide a forum for within-DDO communications of the success and problems associated with this initiative and to surface other ideas on ways to publish better product with our limited resources. We encourage the active participation of everyone concerned in these endeavors. ☐

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Writing in a journalistic style

Somali bitterness toward the United Nations runs deep; derived from what is perceived as its neglect of this country following the fall of the Siad Barre regime in January 1991. When the United Nations sent an envoy here, Algerian diplomat Mohammed Sahmoun, he publicly criticized the world body's performance. Boutros-Ghali reprimanded and later replaced Sahmoun, who, in his six months in the post, had become widely appreciated here. His replacement, Iraqi diplomat Ismat Kittani, has run into trouble in his first weeks. His meeting with Aideed has been called a "disaster" by some of Aideed's advisers, who say Kittani spent the first few minutes criticizing Aideed for ignoring proper protocol in arranging the venue.

Boutros-Ghali is a former minister of state for foreign affairs in the Egyptian government, and Egypt is held in disdain here for having supported Siad Barre's dictatorship until

Mohamed, as Somalia's interim president. Thus, Egypt—and by extension, Boutros-Ghali—is seen by many of Aideed's supporters as being biased and incapable of playing a mediating role.

Shortly after Bush made his surprise offer to send U.S. combat troops to this war- and famine-ravaged nation, Boutros-Ghali was quoted as telling an interviewer that a U.N. trusteeship might have to be established here. Aideed's people describe that as a recolonization.

Aideed's ready acceptance of the American troop offer, after he had previously balked at allowing more U.N. peace keepers into the country, was seen as the warlord's way of trying to undercut the United Nations and bring America in as a political mediator.

Within days of the first U.S. Marines' arrival in Mogadishu on Dec. 9, Aideed and Ali Mahdi made their first public peace after 18 months of

of greater interest. Each reader and viewer has individual preferences. So in essence, every SIGINT customer constantly "tunes in and tunes out" topics of the day. Additionally, each customer also has individual preferences for receiving information. Some prefer to read, while others prefer to hear or see information presented to them. That's why newspapers, magazines, radio, and television have all flourished.

~~(FOUO)~~ Who determines story topics, what will be published for print and produced for television, and what priority each story will take? Well, in the media, a team led by a managing editor or executive producer works together to answer these tough questions. The team oversees day-to-day production while at the same time planning for the next issue or program. Quite often media senior managers get involved in these collaborative editorial group discussions to provide additional input into pre-publication planning, special event coverage, and post-publication reviews. The objective is to serve the customer's thirst for information in an accurate, timely, and highly competitive fashion. The journalistic process of identifying stories, prioritizing topics, and overseeing production never ends.

~~(FOUO)~~ The journalistic topic experts are the analysts, reporters, correspondents, writers, and producers who have intimate first hand knowledge of developing and breaking stories. The journalistic process of reporting empowers these individuals to produce and meet deadlines. The journalistic process also supports follow-up reporting and timely correction updates.

(U) The journalistic process of reporting is much like a total quality management (TQM) process. Journalism products are geared toward satisfying diverse customer demands for information, the editorial boards are collaborative process action teams, and the staffs and support mechanisms of the journalistic process are empowered to put out the best quality products possible while striving for the competitive edge. The journalistic process of reporting and TQM go hand in hand in satisfying both the customers' demand for excellence and the desire of journalists to contribute and be an integral and essential part of the process.

(U) During the past year, we have witnessed a myriad of local, national, and international events. "The Birds Move Into Camden Yards," "Hurricane Andrew Sweeps Devastation Across Southern Florida," and "American Troops Victorious in Persian Gulf" were but a few of the headlines that captured the attention of diverse audiences. What do each of these stories have in common? Well, no matter where you read, heard, or saw these stories, the information presented to you was planned, published, and distributed to you in a journalistic style and format.

(U) The journalistic approach to reporting tells a story. It seeks to provide the reader or viewer with a direct presentation of the facts, with minimum interpretation. You remember, the kind of reporting delivered by Walter Cronkite when he signed off at the end of each Evening News show with, "And that's the way it is . . ."

(U) The headline gives the reader or viewer a quick synopsis of the main element in a story. It attracts the reader or viewer and serves as kind of a marketing hook to get people to buy newspapers, watch television, or read NSA SIGINT reports. Never thought we were in the marketing business with our SIGINT products, did you? But indeed we are!

~~(FOUO)~~ The headline also allows each reader or viewer to pass over a story and move onto another