US Army Foreign Science and Technology Center

Unit History

FY 63 — FY 77

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US ARMY FOREIGN SCIENCE AND TECHNOLOGY CENTER

UNIT HISTORY

1 August 1962 through 30 September 1977

INDEX

GENERAL

The United States Army Foreign Science and Technology Center (FSTC) is a separate field activity under the operating control of the Director, Development and Engineering Directorate, Headquarters, US Army Materiel Development and Readiness Command (DARCOM). The FSTC general mission is to provide all-source worldwide foreign intelligence to meet the requirements of DARCOM, Department of the Army, and Department of Defense elements.

Since its organization in 1962 the FSTC mission has remained relatively unchanged.

One FSTC division, the Field Support Division, is located at Aberdeen Proving Ground, Maryland. This division was created from resources of the Scientific and Technical Information Team–CONUS and the Foreign Technical Intelligence Office, an element of the US Army Garrison, Aberdeen Proving Ground, Maryland.

Since becoming an active US Army element, FSTC has undergone four major reorganizations and has occupied four different buildings). These four locations, in order of movement, were Building A, Arlington Hall Station, Arlington, Virginia; the Munitions Building, Constitution Avenue, Washington, DC; Building T-7 at Gravelly Point, Washington, DC; and finally the Federal Office Building, Charlottesville, Virginia.

To provide a better understanding of the basic FSTC mission, which is to produce scientific and technical intelligence on foreign ground forces, an explanation of the concepts of operations is provided in and an explanation of tasking procedures is provided in

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CHAPTER I – ORGANIZATION, FY 1963

The increasing emphasis placed on technological research and development since World War II, and the establishment of the United States Army Materiel Command brought about the reorganization of the Army's technical intelligence resources.

Prior to 1962 the individual technical services, i.e., Signal, Ordnance, Quartermaster, Engineer, Chemical, etc., operated independently, utilizing their own intelligence offices and facilities to meet their own special requirements. As a prelude to eventual centralization of the Army's technical intelligence resources, the Assistant Chief of Staff for Intelligence (ACSI), Department of the Army (DA), entered into an agreement to centralize the working element of the Assistant Chief of Staff's Technical Intelligence Division and most of the technical services intelligence offices. The new offices were located at Arlington Hall Station. This action was taken during the last part of the 1950s and proved to be most beneficial when the actual merger of these resources took place a few years later.

In the post Sputnik years, during the planning stages of the general Army reorganization, the question arose as to where administratively the Army's technical intelligence resources belonged—under ACSI, DA, under the newly organized Defense Intelligence Agency, or in the proposed Army Materiel Command (AMC). The decision to place the Army's scientific and technical intelligence resources under the Army Materiel Command was based on the need for intelligence on foreign research and development activities, to prevent technological surprise. (The Air Force Materiel Command and its subordinate Foreign Technology Division and the Army's recently reorganized missile development activities served as models for this new organization.)

During the planning stages of the Army reorganization, ACSI supervised an ad hoc committee charged with developing a centralized technical intelligence agency. They selected the name Foreign Science and Technology Center and began organizing functional elements along the lines of the original technical intelligence offices. Thus, the Combat Materiel Division was created from the former Ordnance Intelligence Office; the Communications and Electronics Division from the Signal Intelligence Office; the Atomic, Biological, Chemical Division from the Chemical Intelligence Office; and the General Equipment and Transport Division from the Engineer and Quartermaster Intelligence Offices. For the most part, ACSI, DA, personnel went into the Weapon Systems Office, Basic Sciences Office, and the Missile and Space Division. Support and administrative personnel were placed in the Support Division.

On 1 August 1962 the Foreign Science and Technology Center was established as a Class II activity under the command jurisdiction of Headquarters, United States Army Materiel Command. The authority was General Order No. 57, Headquarters, Department of the Army, dated 27 September 1962, and General Order No. 10, Headquarters, US Army Materiel Command, dated 17 August 1962.

The Foreign Science and Technology Center began operation with "hardware" oriented personnel from the technical services, where emphasis had been on weapon characteristics. Colonel Harrison Hardin was appointed the Commanding Officer and the unit remained at Arlington Hall Station. Colonel Hardin began melding FSTC into a single cohesive unit, uniting the library and support services, developing a management system to resolve jurisdictional responsibilities, and developing standard operating procedures.

As with any newly formed organization, the Foreign Science and Technology Center experienced its share of problems during the early stages of its operation. The orderly development of the Center was delayed by personnel cuts, hiring freezes, and conflicts over jurisdictional responsibilities. The lack of full-time civilian personnel specialists delayed the recruitment process, forcing FSTC to operate at about 75% of the 363 civilians authorized.

At the end of the fiscal year a total of 51 "hardcover" studies had been produced, and FSTC was notified that they would be relocated to the Munitions Building on Constitution Avenue, Washington, DC.

FSTC moved to the Munitions Building. Production tasking procedures changed, a new commanding officer was appointed, and the personnel problems continued.

Following the notice that FSTC would be relocated to the Munitions Building, many personnel started looking for other employment, adding to the already critical problems of recruiting and retaining personnel. The move also created security problems not present at Arlington Hall. Controlled access to the Munitions Building was maintained only during non-duty hours, thus internal security procedures had to be changed. A movement committee was established under the direction of the Support Division Chief, Dr. Bernard Lieb, and planning for the move began. Although no records from the move were retained, it is known that only a minor disruption in production occurred. The move was made during off-duty hours, and personnel reported to the Munitions Building on the morning after their move was scheduled. However, considerable difficulty was encountered in moving some of the heavier equipment into the building. The assigned floor space was inadequate from both a working and a security aspect.

On 1 September 1964 Colonel Hardin retired from the service. His replacement was Colonel Francis C. Fitzpatrick, who assumed command of the Foreign Science and Technology Center on 12 October 1964.

During FY 64, 59 "hardcover" studies were produced and 353 "unscheduled, quick reaction" requirements were answered. This represented about 65% of the scheduled production requirements. A backlog in the support area continued due to personnel shortages. In FY 65 only 51 "hardcover" studies were published while 548 "unscheduled, quick reaction" tasks were completed.

During these years it became apparent that the original organization required some revision, particularly in the support area. Several plans were drawn up and the matter was discussed with AMC Headquarters.

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CHAPTER III – FY 1966 and FY 1967

During FY 66 and FY 67 the Foreign Science and Technology Center underwent a major reorganization. Production of "hardcover" studies showed a sharp increase, but staffing problems continued to plague the Center. A new Commanding Officer assumed command of the Center, and the FSTC responsibilities and missions took on greater dimensions.

A continuous backlog of work in the support area caused most of the production delays experienced by the Center during this period. To alleviate this backlog a new Table of Distribution and Allowances (TDA) was prepared); three directorates were established and the former support division was reorganized. Staff offices were established to provide needed support and new branches were added to accommodate new tasking requirements being levied by DIA. Some of the changes were implemented immediately and others were phased in as personnel became available. The Center was authorized its own Civilian Personnel Office which became operational on 1 July 1967. The Plans and Operations Office was established on 1 August 1967.

The production of "hardcover" studies directed by DIA increased from 51 in FY 65 to 82 in FY 66. This trend continued in FY 67, when 95 studies were produced. Unscheduled, quick reaction requirements increased from 384 in FY 66 to 466 in FY 67. This relatively low number of unscheduled requirements allowed analysts to devote the major portion of their time to programmed production. During this period, about two-thirds of all unscheduled requirements were levied on the Combat Materiel Division to supply information on equipment being used by the Viet Cong and North Vietnamese.

On 30 March 1967 Colonel Fitzpatrick ended his tour with FSTC and was replaced by the Executive Officer, Colonel Gilbert M. Payne, who served as the Commanding Officer until 30 November 1967. On 1 December 1967 Colonel Garth Stevens assumed command.

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CHAPTER IV – FY 1968 and FY 1969

As the new Commanding Officer, Colonel Stevens began a vigorous campaign to publicize the Foreign Science and Technology Center's capabilities to support the Army's research and development activities. Recruitment efforts by the newly organized Civilian Personnel Office were most successful, and a sizeable increase in unscheduled, quick reaction requirements was experienced.

Shortly after assuming command, Colonel Stevens personally visited many installations throughout the country publicizing FSTC. In addition, a more comprehensive briefing program was developed and briefings were presented at all levels of the Defense Department. One FSTC analyst, Mr. Harold Johnson, appeared on the CBS Evening News in the spring of 1968 and presented a demonstration of the weaponry then in use in Viet Nam. A new biweekly publication, the "Scientific and Technical Intelligence Summary," started in January 1968 was disseminated throughout AMC, and to various members of the intelligence community. The success of these various actions was noted by the sharp upswing of unscheduled, quick reaction requirements, which increased from 466 in FY 67 to 928 in FY 68 and to 1725 in FY 69. This increase had a direct effect on the publication of programmed studies, which dropped from 95 in FY 67 to 80 in FY 68 and to 72 in FY 69.

After becoming fully staffed, the Civilian Personnel Office launched an extensive recruitment campaign the success of which is evidenced by the increase in personnel during the first 6 months of 1968. On 30 June 1968, 354 civilian employees were on the rolls, an increase of 73 over the 30 June 1967 figure. In addition, a spectacular reduction was noted in the civilian turnover rate. Because of the personnel problems FSTC had experienced since being organized, the agency was excused from the hiring freeze imposed during the summer of 1968.

No major reorganization took place during these two years. TDAs were prepared and submitted primarily to adjust to authorized strengths.

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CHAPTER V – FY 1970 and FY 1971

FY 1970 started with the rumor that the Foreign Science and Technology Center was going to be relocated outside the Metropolitan DC area. This soon proved to be fact—not fiction—and the personnel situation became most unstable. Programmed production dropped to an all time low, while unscheduled, quick reaction requests reached an all time high.

On 13 March 1970 FSTC was informed by GSA that the Office of Management and Budget had directed that the Center be relocated to the Federal Office Building in Charlottesville ,Virginia, 120 miles south of Washington. This move was to be completed by October 1970. Although no mention was made in the initial notification, FSTC was directed to make an interim move to Building T-7, Gravelly Point, starting 13 April 1970.

The estimated minimum increased costs for the move to Building T-7 were $389,000 in direct costs and $376,000 in indirect costs. The move to Building T-7 was expected to have a major impact on production. The disruption of the move would reduce operating efficiency, and many support activities would have to be suspended because it would be too expensive to establish them on a temporary basis. The FSTC Production Plan called for the completion of 154 studies and contributions, 92 of which would require a data search during the May-August period. The inevitable reduction in the library's efficiency during this period was expected to produce a critical production lag. Despite his urgent plea, however, Colonel Stevens was not able to prevent the interim move.

A preliminary moving schedule was established and the main part of the move was conducted during the third week of April. Space for some personnel and equipment was obtained in Charlottesville, and special equipment that could not be used in Building T-7 was stored elsewhere in the DC area. The move was completed on 24 April, 4 days ahead of schedule. The transition was accomplished with a minimum of delay and confusion, due primarily to the meticulously planned moving operation and the willing cooperation of all personnel involved.

Several anticipated problems surfaced as a result of the interim move. With few exceptions the entire clerical work force was actively engaged in seeking employment elsewhere. Personnel transfers and resignations caused severe clerical shortages in all elements of the Center, with the resultant production lag. The assigned space was inadequate for FSTC operations and the loss of a full-time library capability caused slippages in milestone production dates.

Planning for the move to Charlottesville was initiated immediately after closing in Building T-7. The experience so recently gained proved valuable in the preparation of timetables and moving plans. The personnel turbulence was a major obstacle to overcome; however, Charlottesville proved a good source for replenishing the almost non-existent clerical force. The DHEW agency moving from Charlottesville left many clerical employees who did not move. During May, FSTC supervisors were sent to Charlottesville to select eligible employees, and eight employees hired in Charlottesville agreed to work in the Washington area until FSTC moved. For the most part, the 75 employees hired by FSTC had been in higher grades than FSTC was able to offer. The DHEW personnel were highly capable and well trained, although not familiar with Army clerical procedures. A course of instruction in Army clerical procedures was conducted prior to the move, and the personnel reported to their new assignments with a better understanding of Army procedures. During the 4th quarter of the fiscal year the trade-off in the clerical workforce (104%) proved to be a major asset when the capabilities of these new personnel were tested during a crash program to complete the FY 71 Production Schedule.

AMC Headquarters provided assistance to the Civilian Personnel Office in handling resignations, movement orders, recruitment actions, etc. Personnel making the move with FSTC began taking TDY trips to Charlottesville, Virginia, to look for housing, and the movement committee spent many hours finalizing the plans for the move.

The actual move to Charlottesville commenced in mid-August. The Foreign Science and Technology Center officially opened at Charlottesville at 0001 hours, 24 August 1970. The move was made around the clock, and very few unexpected disruptions occurred, reflecting great credit on the movement committee. FSTC continued to operate throughout the move although at obviously reduced productivity. As the result of the move, the Foreign Science and Technology Center's Approved Operating Budget was raised from $6,839,000 to $8,117,683—an overall increase of $1,278,683 for the fiscal year.

For the first time the Foreign Science and Technology Center was required to assume responsibility for housekeeping tasks heretofore assumed by other agencies in the Washington, DC area. The Administrative Services Office was reorganized to handle expansive supply responsibility, travel requirements, and other administrative matters. Also, a Community Relations Officer was appointed.

For the most part the 202 employees who elected to move to Charlottesville found the environment a welcome change from the Washington, DC area. The Federal Office Building was a first class facility located in downtown Charlottesville. Parking, a major problem in DC, was plentiful and the view of the hills surrounding the building was superb. Working conditions had improved 10-fold over the Munitions Building and Building T-7. Security again met all standards

During the ensuing period of adjustment, Colonel Stevens announced two primary objectives for the Center. First, recruitment of personnel would be aimed at quality rather than quantity. Existing professional vacancies created by the move would be filled by the best qualified personnel. Secondly the Center would undergo a major reorganization to provide a greater capability for responding to the systems approach to modern military weaponry. This reorganization would place all production divisions under a single directorate, with some shifting of functions, and split the Research and Documentation Division into two divisions. A concept plan was submitted to AMC Headquarters for approval in September 1971. After a considerable delay, approval was received and FSTC proceeded to develop an MTDA. The TDA was submitted in February 1971 and approved by AMC Headquarters in April 1971

By early 1971 it became apparent that the disruption caused by the two moves in 1970 created a serious lag in production. Colonel Stevens initiated a maximum effort program, authorizing temporary shifting of personnel and the use of overtime in an effort to complete the FY 71 production program as scheduled. By 30 June 1971, 99% of the scheduled products had either been disseminated or were at the printer. FSTC had published 90 "hardcover" studies—of 204 scheduled products. In FY 70 only 50 "hardcover" studies were published but a whopping total of 3804 "unscheduled, quick reaction" tasks were received. In FY 71, 2534 unscheduled quick reaction tasks were published.

In May 1971 FSTC underwent a manpower management survey of the new organization. While the organization was not changed, some spaces were lost. At the close of FY 71 the Foreign Science and Technology Center had an authorized civilian employee strength of 437.

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An FSTC employee received a Research and Development Award. A new commander was appointed. The ( ) facility was finally established in Charlottesville. Extensive orientations were provided throughout AMC to explain how FSTC can provide scientific and technical intelligence support to assist in R&D programs. DOD Central Information Reference and Control (CIRC) systems were implemented. Authority to establish an Army field printing plant was received, and a new division was established at Aberdeen Proving Ground.

An FSTC employee, Mr. Charles G. Huie, was presented a Certificate of Achievement Award in recognition of the Research and Development Award received for technical achievement that led to the development of the US Army ribbon bridge. From his work Mr. Huie gleaned that the Soviets had developed a new tactical floating bridge that could be erected at a speed ten times faster than the US Army could erect their tactical bridge, thus giving the Soviets a decided edge in gap crossing capabilities. Through Mr. Huie's efforts in assembling, evaluating, and presenting the various pieces of intelligence data, the US Army was able to produce a similar bridge by reverse engineering. This effort saved between $50 and $55 million US R&D funds. Mr. Huie was the first analyst in the entire Intelligence Community to receive this award.

On 1 July 1972 Colonel Robert A. J. Dyer replaced Colonel Garth Stevens as the Commander of FSTC. Colonel Dyer had been involved with the FSTC operation in his capacity as Chief, Foreign Science and Technology Office, RD&E Directorate, Headquarters, AMC.

The major problem that had plagued FSTC since its move to Charlottesville in August 1970 was the lack of an adequate facility. Interim arrangements consisted of a very small secure area which allowed the transport of material from Washington, DC, twice a week. Although this allowed some screening of material, it was still necessary to send analysts to Washington, DC, to screen and review the remaining material. After considerable delay a contract was finally negotiated to secure the basement and the first and second floors of the three story building called the annex. On 5 February 1973 this facility was accepted as an facility and the facility opened. The ELINT and Special Intelligence Branches were moved from the Washington, DC area and after almost two and one-half years all resources originally destined to be stationed at Charlottesville were together.

Plans were finalized to conduct a series of orientations designed to explain how FSTC could support the R&D effort with scientific and technical intelligence. These orientations were presented to all major AMC R&D facilities by the Deputy Director, Dr. John A. Ord, a member of AMC Headquarters, and selected FSTC analysts with special knowledge applicable to the facility being oriented.

The FY 72 and FY 73 production record was the best in history. For the first time 100% of the production goal was achieved for both years. Scheduled production increased from 204 products in FY 71 to 297 in FY 72 and to 310 in FY 73. Unscheduled, quick reaction tasks increased from 2534 in FY 71 to 2761 in FY 72 and 2918 in FY 73. Briefings stayed relatively constant with 443 in FY 71, 447 in FY 72 and 480 in FY 73. The number of visitors to FSTC decreased from 200 in FY 71, to 190 in FY 72, and 180 in FY 73.

There was a major shift in FSTC information services. Primary emphasis was placed on the DOD CIRC system operated by the US Air Force Foreign Technology Division, Air Force Systems Command, a sister agency of FSTC. All qualified raw and finished Army scientific and technical intelligence documents are put into the system by FSTC, who also provides current awareness and retrospective subject searches. This system disseminates, stores, and retrieves scientific and technical information.

In FY 72, the Field Support Division was formed. Resources from the CONUS Scientific and Technical Information Team and the former Foreign Technical Intelligence Office, Aberdeen Proving Ground (Garrison), were utilized to man this division, which was charged with the handling, storage, and disposition of DARCOM foreign materiel.

The authorized strength was reduced by five officer and five civilian spaces in FY 72; however, a gain of 21 civilian spaces occurred in FY 73. In FY 72, the quality of the workforce was upgraded by the addition of 12 University of Virginia professors and associate professors who were hired as consultants to assist in researching highly specialized scientific and technical areas not covered by onboard analysts.

A June 1973 manpower survey verified the authorized strength of 47 military and 453 civilian spaces.

CHAPTER VII – FY 1974 and FY 1975

An influx of visitors, the Middle East War, and requests for S&TI briefings highlighted this period. The onboard and TDA average grade was reduced to 9.20. Travel restrictions curtailed external briefings considerably, and an Army field printing plant established.

The number of briefings presented increased from 480 in FY 73 to 950 in FY 74, and a program was started to microfiche all approved briefings to satisfy the many requests that could not be honored by personal briefings. This program became viable in FY 75 when severe limitations were placed on travel funds. Only 275 briefings were presented during this fiscal year, these mostly in the Washington, DC and surrounding area.

The number of visitors to FSTC increased from 180 in FY 73 to 360 in FY 74 and 508 in FY 75. This increase was directly attributable to the Middle East War. The Field Support Division, Aberdeen Proving Ground, MD, received 1898 visitors in FY 74 and 817 in FY 75. These visits were in groups of from 3 to 20 to view equipment.

The publication of scheduled products dropped from 310 in FY 73 to 213 in FY 74 and increased to 255 in FY 75. Unscheduled, quick reaction tasks increased from 2918 in FY 73 to 3037 in FY 74 and decreased to 2893 in FY 75. Despite the increase in requests for briefings and the increase in the number of visitors to FSTC, the completion record for scheduled production was 99% for both fiscal years.

In July 1974 FSTC was directed to reduce the TDA average grade to the onboard goal of 9.20. To accomplish this, it was necessary to reorganize some of the divisions in the Intelligence Production Directorate from three to two branches. In addition, it was necessary to downgrade many GS-12 and GS-11 analytical positions to the GS-09 and GS-07 levels to meet the average grade conditions established by AMC. This degradation of analytical grades, which forced many below the journeyman level of GS-11, did not improve the quality of the workforce. By December 1974 FSTC had reduced the TDA and onboard average grade to the 9.20 goal.

An influx of Arabic documents to be translated created a decided increase in the workload of the translators. Three Arabic translators were hired on an overhire basis to augment the translator staff. At the end of this period an estimated 2 to 3 more years will be required to eliminate the backlog.

In March 1974 the first edition of the FSTC Library Index of Publications (FLIP) Vol I, Studies, was published. In 1975 this volume was republished along with FLIP Vol II, Exploitation Reports.

In May 1974 the Defense Documentation Center (DDC) On-Line Terminal was installed in the library. This secure system provides access to some 1,000,000 technical reports covering completed research and development, the work unit file for on-going research projects, and the program planning file. Most of the translations produced by FSTC and the US Air Force Foreign Technology Division are input to DDC and are available through the on-line system.

In December 1974 a project was started to enter all bibliographical data into the computer and produce computer indexes, rather than producing 4x6 catalog cards on the MTST. By May 1975 programming and data entry had progressed to the point that production of 4x6 catalog cards ceased and the Library began receiving computer-produced indexes by key word, author, personality, facility, document, and accession number.

In March 1975 a punchcard-based accession list was started to provide some access to this materiel before documents were available through the CIRC system and to provide access to other documentation that cannot be put into CIRC.

In May 1975 the library card-catalog was automated with computer printed indexes by key word, author, facility, report, and accession number.

At the end of FY 75 the Library established on-line access through commercial services to data bases such as Chemical Abstracts, Physics Abstracts, Engineering Index, Science Citation Index, and the files of the National Technical Information Service. This greatly improved our sources of scientific and technical data and supplemented data available throuch CIRC.

In FY 75 the FSTC Army field printing plant was finally established. This made possible a considerable increase in printing production and a dramatic reduction in the length of the publishing cycle from the author's draft manuscript to finished publication.

Personnel strength remained fairly constant during this period. Four officer spaces were withdrawn as part of the Army's 16 division build-up. A manpower survey was conducted in June 1975 and the authorized strength was again verified.

Successful accomplishment of production goals continued to be achieved. A new commander was appointed. A new tasking concept was introduced. A new FSTC computer simulation of radar impacted on Army, Navy, and Air Force R&D. Stringent average grade goals were established. FSTC reorganized.

Scheduled production goals during this period continued to range at 99% completion. During FY 76 227 scheduled products were published and 276 were published during FY 7T and FY 77. Unscheduled products, direct support tasks, and quick reaction production ranged from 2738 to 3106 in FY 7T and FY 77. Scientific and Technical Intelligence briefings increased from an all-time low of 275 in FY 75 to 673 in FY 76 and 477 in FY 7T and FY 77. Visitors, including many general or flag rank officers, dropped from 508 in FY 75 to 288 in FY 76 and then increased to 922 in FY 7T and FY 77.

On 16 July 1976 Colonel Claire Reeder replaced Colonel Robert Dyer as the Commander.

During FY 76 a new tasking concept, generic study, was introduced. This concept requires projections for a 20-year life cycle of equipment or systems, as opposed to the former requirement of only ten years. Because this new concept requires more in-depth analytical expertise and resources, Colonel Reeder requested that Headquarters, DARCOM conduct a manpower survey to assist in identifying additional manpower requirements. This survey was conducted in April 1977, and the requirement for an additional 57 civilians was established. This finding was forwarded to the Department of the Army, but could not be honored due to a cutback in the General Defense Intelligence Program resources (GDIP).

During the period a computer model of radar systems, developed at FSTC to aid vulnerability analysis of foreign equipment, produced results not available by other means. The impact of this model on Army, Navy, and Air Force research and development programs ran into the hundreds of millions of dollars.

In FY 77 FSTC agreed not to exceed an on-board average grade of 9.13 while maintaining a TDA average grade of 9.35. This action created some problems, particularly with the FSTC promotion program. In addition to the average grade limitation, a goal was set to limit to 86 the number of positions at GS-13 and above in FSTC and the two oversea teams under the operational control of FSTC. To achieve the average grade and high-grade goals and to realign resources toward the new generic threat tasking, a reorganization was undertaken. Because most of the reorganization affected the Intelligence Production Directorate, in June 1977 the six division chiefs assembled at the Federal Executive Institute, located in

Charlottesville, VA, and devised the reorganization with which FSTC concluded FY 77 (see As the result of this reorganization one GS-15 and three GS-14 positions were converted to lower grades. In addition, the existing six production divisions were dissolved and were reconstituted into five new divisions shown in . This reorganization provided not only for the reduction of senior-level positions and the average grade restrictions, but also permitted a more efficient and cohesive realignment of functions to obtain the maximum utilization of available resources. On the support side of the house, the former Foreign Activities Division was redesignated the Special Requirements Division and all FSTC elements dealing with human, signal, and photographic intelligence were combined in this single organizational entity. As a result, intelligence information reaching FSTC should improve.

In June 1976 Headquarters, DARCOM transferred the Foreign Materiel Program (FMP) to FSTC and provided one officer and two civilian spaces to support this function. Initially this element was placed with the command group, but experience indicated that, in the interest of economy and efficiency, the Foreign Materiel Program Officer should be located directly in the Technical Services Directorate. The Foreign Materiel Branch, Foreign Activities Division, was converted to the Foreign Materiel Program Office under the operational control of the FMP officer, who establishes policy and provides guidance. This move was effective 14 February 1977.

At the start of this period FSTC began to investigate word processing, a concept of centralized typing and final-copy preparation with advanced electronic equipment. This is designed to save time and increase efficiency in preparing drafts and final copy of scientific and technical intelligence studies. The National Archives and Records Service conducted a detailed feasibility study in February and March 1976, and again in July 1977. FSTC received the Adjutant General's approval and began testing equipment in September 1977, to continue through March 1978.

A full-time Equal Employment Opportunity Office (EEO) was established reporting directly to the Commander. A full-time EEOO was hired and three EEO counselors were selected from the FSTC workforce on an additional-duty basis. The EEO Committee developed a charter in the fall of 1976, and the first Federal Women's Day was held in January 1977.

In February 1976, a secure CIRC terminal was added to expand the library's on-line services. Access to commercially available open-literature data banks was expanded and a high speed CRT terminal-printer was installed on the unclassified CIRC system.

In May 1976, with the addition of the Data 360 data entry software on the computer, the Acquisition and Processing Branch began to enter all CIRC data by computer terminal, a command objective for FY 76. Data tapes produced from that time were on computer tapes rather than MTST. FSTC was the first CIRC contributor to change from MTST tape to computer tape entry for the CIRC system.

In December 1976, the Library automated card catalog was produced on computer output microfiche (COM), with access through a microfiche retrieval unit. A video tape player was added to the library, along with access to several collection programs providing video tapes. As FY 77 ended, a DIAOLS on-line secure terminal was added to the ever-growing list of on-line retrieval services.

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ARMY INTELLIGENCE AND THREAT ANALYSIS CENTER