COMBINED MEDIA PROCESSING CENTER-QATAR

STANDING OPERATING PROCEDURES

CURRENT AS OF

February 4, 2005

DEPARTMENT OF DEFENSE
COMBINED MEDIA PROCESSING CENTER – QATAR
CAMP AS SAYLIYAH, QATAR

CMPC-Q-HQ

4 February 2006

MEMORANDUM FOR All Personnel, Combined Media Processing Center-Qatar

SUBJECT: CMPC-Q J3 Standard Operating Procedures

1. **PURPOSE:** This memorandum sets forth policy to define the duties and responsibilities for the standard operating procedures directed in carrying out the mission of CMPC-Q.

2. **APPLICABILITY:** This policy applies to DoD civilians, contractors, and military personnel who are assigned to the CMPC-Q.

3. **RESPONSIBILITY:** All personnel assigned to CMPC-Q are required to know and adhere to the policies and procedures described in the pages of this document. This SOP should be considered a dynamic document, in that updates will be made periodically to reflect changing procedures and policies within CMPC-Q. Input into how better to perform the mission of CMPC-Q should be made through the chain of command.

4. The POC for this document is the J3, DSN 432-5058 or Senior Watch Officer, DSN: 432-5060.

5. A copy of this policy will be permanently posted on the CMPC-Q Translan homepage.

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Processing Center-Qatar

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SECTION 1

INTRODUCTION

1.1 PURPOSE

The purpose of this document is to provide all personnel assigned to the Combined Media Processing Center-Qatar (CMPC-Q) information pertaining to document exploitation procedures in support of Operation Iraqi Freedom (OIF) and Operation Enduring Freedom (OEF).

1.2 BACKGROUND

CMPC-Q was established at Camp As Sayliyah in Doha, Qatar with approximately 12 personnel in May of 2003. By January 2004, the exploitation project had grown to 400 personnel and had triaged and scanned over 7,000 boxes of documents, containing over 10.5 million pages of captured former Iraqi regime files. As of September 2005 there were approximately 1,000 people working at the CMPC-Q, with over 50,000 boxes (over 114,000,000 pages) exploited.

1.3 UPDATING THIS SOP

The CMPC-Q SOP will be maintained and updated as necessary by the J3 in coordination with CMPC-Q Headquarters. Submit any suggestions for correction or improvement.to the J3 for consideration and implementation.

SECTION 2

EXPLOITATION OVERVIEW

2.0 EXPLOITATION OVERVIEW

Personnel at CMPC-Q are engaged in sifting through a wide variety of materials gathered by maneuver units and JDEC Mobile Collection Teams in Iraq. Once it arrives in Qatar, this material follows a meticulous process to ensure efficiency and speed of exploitation. The following paragraphs outline this process in a chronological format.

2.1 Reception

The warehouse staff receives the incoming shipment and sorts the material into boxes. The digital media, analog media, and documents are separated into different boxes and the batch number and information is entered into the warehouse database. The warehouse is managed to U.S. National Archive standards ensuring strict accountability of all

material. The National Archives most recent visit to CMPC-Q to check these standards occurred in Feb 2004.

2.2 Initial Analysis and Prioritization

Due to the actionable and time-sensitive nature of some of the intelligence extracted from the former Iraqi regime material, CMPC-Q must prioritize the order in which it exploits documents. Documents and media files, separated at reception, are processed differently documents in accordance with section 3.3 (Triage Operations) and media files in accordance with section 4 (Media Exploitation Procedures).

2.2.1 Initial Document Processing

Document batches are kept in a warehouse holding area until the RRE staff examines the batch information and assigns it an exploitation priority based on current intelligence requirements. If little or no batch information is provided with the shipment, linguists sample enough documents from the batch to assess its contents. Once it is assigned a priority of exploitation, the batch is given a staging number and assigned a location in the warehouse. When a document batch is ready to be exploited warehouse staff will move it to Triage one pallet at a time.

2.2.2 Initial Digital Media Processing

The initial processing of digital media (computer hard drives, etc.) takes place in the Media Lab on an isolated network (Dirty LAN). Forensic investigators and cleared Arabic translators assess the contents of the batch so that RRE staff can prioritize its exploitation. Then the Media Lab workers make a bit-by-bit image (copy) of the media, placing the original in the warehouse. All further exploitation is done with the image (not the original) in order to preserve integrity of original media files. Forensic investigators then perform an in-depth analysis of the image including a 1,806 English and Arabic keyword search, file signature analysis, removal of hashes, email address searches, graphics file finder search, and large JPEG pictures search. The investigators also use special filters to extract text, internet, graphics, e-mail, audio and video files for later access. All the electronic files of interest identified by these investigative tools are set aside on the "Dirty" LAN for further exploitation by Triage linguists.

2.2.3 Initial Analog Media Processing

The initial processing of analog media (audio and video cassettes, images, etc...) also takes place in the Media Lab, where section workers and cleared Arabic translators assess the contents of each batch so that the RRE staff can prioritize its exploitation. Images are digitized, imported into DOCEX Suite on the main CMPC-Q network (Translator LAN) and triaged and processed by the RRE staff. Video cassettes of various formats are triaged within the section due to the possibility that some may contain graphic and disturbing material of a violent or sexual nature. Objectionable video files are digitized, imported into DOCEX Suite on the Translator LAN, and exploited entirely within the

Media Lab. Video files that do not contain objectionable material, but are of priority or intelligence value, are digitized and imported into DOCEX Suite on the Translator LAN for screening by translator teams on the floor. All audio files are digitized in WAV format and uploaded to triage folders on the Translator LAN to be prioritized by Triage linguists. Objectionable material is not located on the translan. It is on the SIPRNET, and only Media Personnel with need to know have access to those files.

2.3 Triage

Triage is the most critical step in the exploitation process because it allows the CMPC-Q to prioritize extraction of information of highest intelligence value. US national Arabic translators (CAT IIs) work with the RRE staff to look at every hardcopy document, read every file on the Dirty LAN extracted from the Media Lab, and listen to every WAV file on the Translator LAN extracted from the Media Lab. These linguists assess and prioritize every file according to analyst-driven triage guidelines. Document and media files that meet these guidelines are processed first in order to meet theater- and national-level intelligence requirements, while document and media files that have some intelligence value but do not meet such guidelines are processed as a secondary priority. Items that have no clear intelligence value (e.g., newspaper articles, magazines and other mass media items with no apparent markings or special interest) are labeled as No Intelligence Value (NIV) and are not exploited further. Anything that meets Specific Limiting Criteria (SLC)—material which if compromised could endanger ongoing operations or sensitive sources or methods—is taken out of the exploitation process and given directly to counterintelligence (CI) analysts for immediate use at the theater and national level. All files are given a unique tracking number (called a HARMONY number) to aid in their retrieval after further processing.

2.4 Entry into DOCEX Suite

After being triaged, document files are sent to Document Preparation, where staples, strings, pins, binding, and other obstructions are removed. The documents are then scanned into a Tag Image File Format (TIFF) creating a record in DOCEX Suite that is linked to the TIFF image of the document. The original documents are then stored in the warehouse, but are accessible for re-scanning, further exploitation, or evidentiary use. Priority and Intelligence Value electronic files, extracted from the Media Lab are taken off the Dirty LAN and run through a Digital Media Converter, stripping them of any macros and viruses, and converting them to electronic Portable Data File (PDF). The documents are then burned to a CD-ROM and taken off the Dirty LAN (air-gapped) and imported into DOCEX Suite on the Translator LAN. All records created in DOCEX Suite are assigned as either Priority or Intelligence Value depending on the determination of Triage linguists and analysts.

2.5 Translation Teams

The electronic document and media files within DOCEX Suite are assigned to Translation Teams on each shift for processing. Working on priority records first, locally

contracted Arabic translators (CAT Is) open the DOCEX Suite record and the linked electronic copy of the document or media file (TIFF, PDF, WAV, and DVD). They complete all the DOCEX Suite screening report fields based on the information in the file, including a detailed summary of its contents and keyword indexing of organizations, personalities and equipment associated with the file. These records are then reviewed for accuracy in a Quality Control and Administrative Review phase on each team, facilitating training, feedback, and mentoring.

2.6 Reporting and Disseminating

The most important part of any exploitation activity is getting the extracted information to the appropriate customers. The CMPC-Q fields a variety of methods to ensure that information gathered from former Iraqi regime documents and media achieves maximum distribution. The primary method for standard "IV" material is via National HARMONY and Intelligence Information Reports (IIR).

2.6.1 National HARMONY

When Translation Teams complete their entries into DOCEX Suite all TIFF images are converted to PDF format. After this conversion takes place the metadata for finished DOCEX Suite records and linked electronic copies of the original files are sent to the National Ground Intelligence Center (NGIC) in Charlottesville, Virginia. The documents are uploaded daily into the National HARMONY database. This database is accessible by analysts throughout the Intelligence Community (IC).

2.6.2 Watch Reports

Each day the CMPC-Q J3 runs an automated report in DOCEX Suite that compiles the administrative data and summary from every record finished in the previous 24 hours. This Watch Report is sent to analysts from the J2 and RRE for review. CI representatives (J2) delete any records in the Watch Report containing SLC, ensuring that these records and their linked files are expunged from both the local DOCEX Suite and National HARMONY databases.

2.6.3 Files of Interest

The RRE staff highlights files that may be of interest to CMPC-Q functional teams and other theater and national consumers. CMPC-Q J3 then distributes the finished Watch Report with the files of interest to a variety of CMPC and CENTCOM consumers.

2.6.4 Intelligence Information Reports

RRE report writers work closely with the RRE staff and the J3 to fuse related files of interest into Intelligence Information Reports (IIRs) on PIR-related subjects. Finished IIRs are edited by the RRE then sent via formal message to a variety of addressees in the USIC.

2.6.5 Full and Partial Translations

Analysts within CMPC-Q and throughout the US_IC frequently access CMPC-Q produced IIRs, Watch Reports, and National HARMONY entries in the course of their research necessitating further exploitation of specific documents. When consumers identify documents or portions of documents they need translated, they contact the RRE to request translations or partial translations by HARMONY number. RRE analysts prioritize these requests based on CMPC-Q and (IC) requirements then task the J3 with the assignments. The J3 directs the tasking to selected translation teams and the translation assignment is routed through the same quality production cycle through which all DOCEX Suite records pass. When the assignment is complete, the J3 forwards it to RRE, who sends it to the client.

2.6.6 Special Projects

CMPC-Q has identified certain material that requires special exploitation procedures. These projects include converting captured former Iraqi regime databases (such as the Iraqi Criminal Records Database) into Microsoft access and then translating the records into English. Other related files (like IIS personnel records) have been used to create databases containing important information for the Intelligence Community. These databases are accessible on the CMPC-Q homepage on SIPRNET and will soon be accessible on JWICS. As with translation assignments, any requests for additional special projects can be routed through the RRE for prioritization and tasking.

2.6.7 Re-triage of previous exploited material

Refer to Appendix N

CMPC-M Exploitation Process
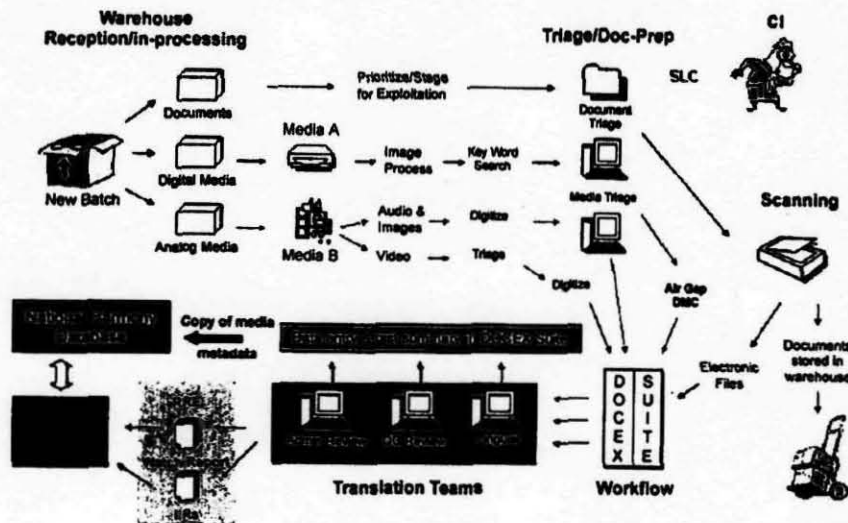
Figure 1 CMPC-Q Exploitation Process Overview

SECTION 3

DOCUMENT EXPLOITATION PROCEDURES

3.1 Warehouse Operations

The Warehouse section is run by a Supervisor and Assistant Supervisor on each shift. Each shift should have 5-6 foreign national workers performing warehouse operations.

3.1.1 Process Incoming Completed Batches

Many batches processed at exploitation facilities in Baghdad or elsewhere are sent to the CMPC-Q for permanent storage. The following paragraphs outline the procedures for reception and storage of these documents.

3.1.1.1 Receive the Incoming batch

The Warehouse staff will receive the pallets in the Screening/Reception area. The envelope affixed to the side of the tri-wall box should contain all the necessary batch information and the shipping invoice. The Warehouse staff will have the Post 23 DynCorp guard call for the K-9 team to bring the dog to sniff the shipment for explosives. The Provost Marshal may wish to be called. The Provost Marshals number is DSN 432-2246.

3.1.1.2 Transfer the Batch Material into Boxes

The Warehouse staff will ensure all material is transferred from the shipment into new boxes using the procedures outlined in Appendix B (Warehouse Storage Instructions). Digital media (computer hard drives and disks, etc.), analog media (VHS tapes, cassette tapes, microfiche, etc.) and documents are sorted into separate boxes. The new boxes are labeled with the batch number and any HARMONY number information from the old box. The boxes are stacked onto wooden pallets, separating the media boxes from the document boxes on different pallets.

3.1.1.3 Number the Boxes

When the warehouse staff reviews and verifies the batch information from the shipping invoice folder. They will check the warehouse database to see if it is a new batch or a continuation of an existing batch. If it is a new batch, they will create a new entry and input the batch information into the in DOCEX Suite (see the DOCEX Suite User Guide). They will start the box numbering from '1'.

If the shipment contains portions of or a continuation of an already existing batch, the box numbers will continue from the previously used last number.

Give each box a barcode. Refer to Appendix C, "Warehouse Barcode Instructions".

3.1.1.4 Prepare Completed Batches

The Warehouse staff will inventory the boxes to ensure that the HARMONY numbers inside the box match the HARMONY numbers written on the outside of the boxes. They will make any adjustments necessary. The warehouse staff will enter the HARMONY numbers into the warehouse database and then inform the J3 about the number of boxes completed.

If there are doubts about whether or not a batch has been completed, consult the J3 who will determine the action to be taken with the batch.

The warehouse will move the batch to a permanent storage area in the warehouse and enter the scanned location into the warehouse database.

All batches containing media items will be placed into the Media area so it can be entered into their database preventing a duplication of the efforts done from where the batch came from.

3.2.1 Process Incoming Uncompleted Batches

3.2.1.1 Receive the Incoming Batch

The warehouse staff will receive the pallets in the Screening/Reception area. They will take the envelope from the side of the tri-wall box, and ask the DynCorp guard to have the K-9 team bring the dog to sniff the boxes for ordnance.

3.2.1. 2 Transfer the Batch Material into Boxes

The warehouse staff will transfer all material from the shipment container into the standard banker boxes, using the procedures outlined in Appendix B (Warehouse Boxing and Storage instructions). The warehouse staff will ensure that all digital media (computer hard drives, disks, etc.,) analog media (VHS tapes, cassette tapes, microfiche, etc.) and documents into sorted into separate boxes.

If the material arrived pre-boxed then the warehouse staff will re-box it into the new boxes. They will mark each box with the batch number and stack the boxes on wooden pallets, separating the media boxes from the document boxes using different pallets.

3.2.1.3 Number the Boxes

Refer to section 3.1.1.3

3.2.1.4 Prepare the Batch for Processing

The warehouse staff will contact the J3 and RRE informing them of the batches received with the number of boxes in each batch. The warehouse staff will review the incoming paperwork for the status of the arriving material and recommend to J3 that the material may require a pre-triage. Pre-triage is a batch sampling done when a batch arrives without enough information about its contents to allow analysts from RRE to prioritize its exploitation. The warehouse staff will consult with a representative of the RRE if they are unsure if the batch information is sufficient or not.

If there is sufficient batch information in the incoming paperwork move the newly arrived material to the storage area of the warehouse and enter the location into the Warehouse Database. If the batch information is insufficient, the RRE and J3 office will determine whether or not to store it in the warehouse or place the material into the pre-triage staging area at which time the warehouse staff will follow the instructions in 3.2.2.1 (Conduct Pre-Triage). Once the pre-triage has been completed a representative of RRE will assigned a priority to the items in the batch. The batches that will be processed through Triage will be staged in building 216 so that there will not be any gaps in the

documents going through the workflow. During the workflow process the Warehouse Database will be updated with the current location of the batch and box so as not to loose custody control of the material.

3.2.2 Processing Batches

3.2.2.1 Conduct Pre-Triage (Batch Sampling)

The RRE with the help of the warehouse staff will conduct pre-triage only when an incoming batch does not contain sufficient information about its contents to be prioritized for staging and exploitation. This procedure shall be performed on a table in a pre-determined location within building 216. The RRE and J3 will determine the number of boxes and documents to go through the pre-triage steps. The warehouse staff or RRE Representative will enter the box summaries into the database and type key points into the batch summary field. The RRE Representative will copy and paste the information into DOCEX suite as well. When the pre-triage is complete the block for pre-triage will be checked in the Warehouse Database.

3.2.2.2 Select Batch for Processing

A representative from the RRE will prioritize incoming batches based on theater and national intelligence requirements. The J3 receives batch prioritization updates from RRE and disseminates the current list to the Warehouse Supervisor who lists the information and passes it to the warehouse staff. When a batch is ready to be processed, the warehouse staff will check the processing box in the Warehouse Database and this adds the batch to the processing list.

3.2.2.3 Stage Batches for Exploitation

Once the batch is on the prioritization list, move the batch from its current location to an appropriate staging area. The final staging area will be near the Triage section of the CMPC-Q. As boxes are processed, move them to building 219 to be consolidated with other boxes in that batch. Update the locations in the Warehouse Database.

3.2.2.4 Continuous Flow

The warehouse staff will coordinate with the Triage Supervisor to ensure a continuous flow of documents to the Triage linguists. The warehouse staff will move one pallet at a time to the triage staging area of the Warehouse near the triage work-area. The CAT II linguists will retrieve one box at a time as needed. The warehouse staff will ensure that there are always at least two pallets of boxes in the triage staging area of the warehouse. The warehouse staff will also ensure that there are several pallets staged in the holding area of the 216 warehouse. This is to ensure a supply of boxes for the Graves shift triage team as there is not a scheduled shift in the warehouse at that time.

3.2.2.5 Move Pallet to Scanning

The Triage Supervisor and Doc Prep/Scanning Supervisor will be responsible for the flow of documents from their respective areas. The final step will be for the Doc Prep/Scanning Supervisor to move complete pallets of boxes into building 216 warehouse areas, and into the spaces designated for these boxes. The boxes will then be ready for further warehouse preparation before taking them for final storage to building 219.

3.2.2.6 Box Check

Once the pallets are back in building 216's warehouse area, the warehouse staff will inventory each box checking the contents, HARMONY numbers, and scanning sheet to ensure the box is marked accurately. They will check the boxes against the database for accuracy, and ensure the Triage, Doc Prep, and Scanning boxes are checked into the database.

All NIV boxes will be so designated by checking the NIV boxes in the Warehouse Database and store it with the rest of the batch.

If the box has documents in another language, that information shall be entered in the comments section of the warehouse database for that batch / box / HARMONY number.

The warehouse staff will store the boxes on the completed shelves and enter the location in the warehouse database. This will ensure that files can be located when requested by the various reporting elements, the J3, and scanning areas.

The batch / box inventory can be performed in building 216 or 219.

3.2.2.7 Media

When the warehouse receives a media box, they will place a HARMONY number on each item; enter the batch, box, and HARMONY numbers, and type of media into the Warehouse Database. After entering the information into the Warehouse Database, mark the location as STAGE-01, and mark it as checked out to the Media Lab.

If the media items have already processed, there should be HARMONY numbers already on the material. These number(s) may already be annotated into a database at another location and should be maintained for correct accountability.

The media items can now consolidated into like items as long as the capture date is maintained. The Warehouse Database shall be set up to be read only in the Media section.

3.2.3 Store Completed Batches

Although a batch may be completed, there is a likelihood that files may need removed from the boxes in the future.

Consolidate and Store Completed Batches

After a batch of document boxes has been completed, it must be stored. Place the document boxes in order by box type. This makes pallets of boxes and accountability for them easier. Leave an empty space where there are missing boxes as some boxes are destroyed or lost during processing. When all the boxes are consolidated with the others in the batch, mark the whole batch as CONSOLIDATED in the Warehouse Database. This procedure applies to document boxes only as Media boxes will be allocated a different location in the warehouse for ease of retrieving media when necessary for further processing by the Media Lab.

3.2.4 Manage Document Accountability

Analysts, J2, UK CI representatives, DOJ, Media, Scanning and CMPC-Q leadership may check out documents for a variety of reasons. The following paragraphs outline the procedures to check out these documents temporarily or permanently.

3.2.4.1 Check out of single document

When the warehouse receives a request for a single document, the following procedures will be accomplished:

- Look up the HARMONY number in the database.
- Check the box next to the appropriate HARMONY on the box form.
- Click the "Check Out/Put Away button.
- Type the appropriate name into the checked out to space.
- Copy the name from the list of box/HARMONY names and place it here if it is a repeat user.
- Click on the Pull button.
- Close the Checkout HARMONY Numbers form.
- Click "Yes" on the Uncheck Selection form.
- Give the pull sheet to the Warehouse workers, have them bring the file, and return it to you.
- Take the files to the appropriate customer

3.2.4.2 Checkout of multiple documents

When the warehouse receives a request for multiple documents, the following procedures will be accomplished:

- Look up the HARMONY number in the database.
- Check the box next to all requested HARMONY numbers on the box form.
- Type the name of the user into the space provided when prompted.
- Copy the name from the box/HARMONY list if it is a repeat user.
- Click on the checkout/put away button.

- Click the Pull button.
- Print the page.
- Close the Checkout HARMONY Numbers form.
- Click "Yes" on the Uncheck Selection form.
- Give the page(s) to the warehouse workers to pull all the files.

3.2.4.3 Permanent Checkout (Hand Receipt)

J2, UK CI, DOJ, and other users may need to take permanent custody of documents of CI interest. Additionally, due to various factors, some original documents will need to be sent to a different location for processing or exploitation. When a document needs to leave the Warehouse permanently, use the following procedures:

- Look the requested HARMONY numbers up in the database and uncheck them out to whoever they are checked out to.
- Follow the procedures for checking out document(s) from the above procedures.
- Type in the name of the section that is pulling the file, and add permanent checkout to the name.
- After clicking on the Pull button, click on the Hand receipt button.
- Click yes when prompted to print filler sheets. This will not be feasible if there are more than 20 files being checked out permanently.
- Have the representative inspect the HARMONY numbers on the file to ensure they have what was asked for.
- Have the section representative sign the Hand Receipt.
- Keep the original receipt. A copy may be made for the representative if requested.
- Give the Filler Sheets to the warehouse workers to put into their respective boxes.

3.2.4.4 Lost Boxes or HARMONY Numbers

When a box is lost, the warehouse will type the last known location of the box in the box remarks section of the warehouse database. Then mark "LOST" in the box location.

When a single or multiple HARMONY number is missing out of that series of HARMONY Numbers to a box then the warehouse will identify the missing HARMONY number as "Not Submitted with Box".

3.2.4.5 Warehouse Database HARMONY Number Inventory

Periodically an audit of the HARMONY numbers in a box or boxes of a batch or batches in the warehouse may be required. Scanning sheets will be printed for all boxes and the warehouse TCN's will verify the file numbers against those on the scanning sheets. The warehouse supervisor or assistant will then match those sheets with the warehouse database and make the necessary corrections. There will be a search and recovery if possible of all unaccounted for or missing items.

During the inventory audit, if the missing item is found to be checked out, the procedures in sections 3.2.4.1 thru 3.2.4.3 will be followed. If the item has been moved or needs to be moved, the warehouse database will be updated with that change and if the item cannot be located the warehouse database will be updated with "Not Submitted in Box".

3.3 TRIAGE OPERATIONS

The Triage section shall be run by a Supervisor and Team Leads assigned to the different shifts. There should be approximately 20 cleared linguists per shift performing document triage.

Refer to Section 4 for Triage Procedures for the analog and digital media material.

3.3.1 Supervise Triage Operations

3.3.1.1 Conduct Timely Handover with Prior and Subsequent Shifts

The Supervisor and Team Leads should arrive fifteen – twenty minutes before their shift begins to ensure that a smooth transition takes place. This includes inspection of your area, to ensure it is ready for your shift. As a courtesy to the next shifts team, do not stay past 15 minutes past the completion your own shift. You should finish your work promptly and then leave on time if you have personal business it can be done in a different location. If you encounter errors from prior shifts, notify Watch leadership, who WILL consult the J3 in determining the appropriate action. Do not lock up items to which each shift needs access to, such as pens, labeled folders, etc.

3.3.1.2 Maintain Accountability of Personnel

The Supervisor or Team Leads shall take a daily attendance of your team and notify the Watch leadership within the first half hour of the shift using the appropriate reporting method. The Supervisor will ensure that personnel stagger their respective days off to guarantee even coverage.

3.3.1.3 Manage Triage/Doc-Prep Training

The Supervisor will identify Triage linguists who are capable of training others and coordinate the training of new Triage linguists with the J3 training coordinator on all CMPC-Q policies and SOPs. The J3 training coordinator will give all new Triage linguists an initial briefing to ensure that they understand their expectation and responsibilities while working at the CMPC-Q.

3.3.1.4 Coordinate HARMONY Numbers for Triage Linguists

FORMAT:

- HARMONY numbers consist of a four-character code identifying the CMPC-Q, CMPC or JDEC where it was processed, followed by the fiscal year it was collected from its original location, followed by an eight-digit number (e.g., ISGQ-2003-00036473).
- Media file HARMONY numbers contain an "M" followed by a seven-digit number instead of the eight-digit number (e.g., ISGQ-2003-M0036473).
- NIV File HARMONY numbers contain a number 9 follow by the sequent of number of files (e.g., CMPC-QQ-2005-90000001)

LABELS:

- Coordinate with the Warehouse Supervisor for the next series of HARMONY number labels when necessary.
- Do not pre-label the file folders.
- Do not pre-assign HARMONY number ranges to batches.
- Do not leave unused HARMONY numbers.
- In the event apparently unused HARMONY numbers are found outside their assigned area, check the Workflow database to see if the number has been assigned to a file or box:
  o Open the Workflow database.
  o Enter the correct Batch Number.
  o Enter the Box Number desired.
  o Click on the HARMONY Number Section.
  o Enter the HARMONY Number you are looking for then click on FIND HARMONY NUMBER.
  o A prompt will display the status of the particular HARMONY Number: either it has been assigned to a box number or the HARMONY number has not been assigned.
  o If the number has not been assigned yet, place the label back with the other unused labels to be assigned as appropriate.
  o If the number has been assigned to a file or box, coordinate with Warehouse to check the file and box to verify that it is not missing the label. If the file or box is missing the label, apply it. If the label is a duplicate, destroy it.
  o Politely inform other shifts that this action was taken.

CORRECT YEAR:

- When you request and issue HARMONY numbers, be aware that the National Ground Intelligence Center (NGIC) has mandated a fiscal year approach to issuing batch numbers:

  o Batch numbers 3001-X through 3273-X represent batches collected during fiscal year 2003. Ask for 2003-series HARMONY numbers.
  o Batch numbers 3274-X through 3365-X represent batches collected during fiscal year 2004. Ask for 2004-series HARMONY numbers.

3.3.1.5 Manage and Prepare Triage Material and Supplies

Prepare stacks of file folders for use by Triage linguists by stamping the screening sheet sticker on the front. Coordinate with the J3 Operations Technicians for more stickers, HARMONY labels, and correctly-labeled "No Intelligence Value" (NIV) boxes also for the normal necessary supplies, such as gloves, masks, staples, stapler removers, pens, folders, etc.

3.3.1.6 Manage Triage Workflow

The Triage Supervisor will coordinate with Watch officers and Warehouse staff to ensure that there is a steady work flow to triage. This will ensure that the files flow smoothly from Triage through Doc-Prep to Scanning.

The Supervisor or Team Leads will ensure that priority files are identified to be scanned first. The Supervisor or Team Leads will ensure that all appropriate production statistics for the triage linguists are logged using the appropriate reporting method (such as the Daily Tracking Log); this will monitor their progress, and help them set appropriate production goals.

3.3.1.7 Supervise Proper Handling of "No Intelligence Value" Material

DOCUMENTS:

- The Triage Supervisor or Team Leads and cleared linguists will identify items of No Intelligence Value (NIV) and place them in boxes to be stored with the batch. The Supervisor or Team Leads will ensure that they adhere to the following procedures:
    o Coordinate with Warehouse for NIV boxes labeled with the correct batch and box number and clearly labeled as NIV.
    o Place NIV materials back in the original box.
    o Ensure that the linguists do not give the box a HARMONY number or range of HARMONY numbers.
    o Provide a Box summary Sheet for each NIV box that is labeled with the batch and box number on which the linguists can annotate the types of materials they are placing in the box.
    o Triage linguists will place documents in the NIV box as they triage, annotating the type of material they placed in the box on the corresponding NIV sheet for the box (e.g., family pictures, geography textbook, newspaper articles, etc.).
    o When an NIV box is full, the linguist will give the Supervisor or Team Leads the NIV sheet. Enter the information on the sheet into the Workflow Database and mark the box as NIV.
    o Coordinate with Warehouse supervisors to send NIV boxes back to the Warehouse.
    o Do not send NIV boxes to Doc-Prep.

ANALOG MEDIA:

- Refer to section 4.

3.3.1.8 Enter Document Information in Warehouse Database

When boxes are finished at the Triage stage, check the boxes next to Triage in the Workflow database. Enter all pertinent box content information into the Workflow database. Always use the barcode scanner when entering numbers or number ranges into the computer. A few of the main fields are outlined below:

BOX SUMMARY:

- Enter the box content information into the Summary of Box Contents field in the Workflow database after Triage linguists have sorted the contents of each box.
- The box content will be a compilation of the summaries of all the folders in the box.
- Introduce each gist on a new line with a hyphen (see Figure 2 below).
- Use lowercase with appropriate capitalization for first words in a sentence, proper nouns, etc. Do not use all capitals.

Figure 2: Box Summary Information

HARMONY NUMBERS: Use the barcode scanner to enter the range of HARMONY numbers for the box in the Start and End fields under the Add HARMONY Numbers section for the box in the Workflow database (see Figure 3 below). Scan the starting number then scan the ending number for each field. If you enter the wrong information or number into the database, coordinate with Warehouse supervisors and they will assist you in correcting the problem.

Figure 3 HARMONY Number Entries

NO INTELLIGENCE VALUE: Boxes marked as NIV need to be checked in the Workflow database as NIV (see Figure 4 below).

Figure 4: NIV Check Box

J3 will track all Triage progress and statistics in the Warehouse Database and request about production levels from the Watch leadership. The Warehouse database is the standard method of tracking documents throughout the DOCEX process.

Note: Individuals may choose to use redundant methods—e.g., binders, spreadsheets, etc.—but such methods are optional, and then only if it does not detract from the mission or their other responsibilities.

3.3.1.9 Check Specific Limiting Criteria-Related Material out to CI-Qatar

Specific Limiting Criteria is material of a crypto logic, counter-terrorist, or counterintelligence nature that could endanger ongoing operations, sensitive sources or methods if compromised (see Appendix E, Specific Limiting Criteria Handling Procedures). Files that contain SLC material will be placed in folders, given a HARMONY number, logged into the PIR Logbook by the RRE-Q representative then delivered to J2. Find the HARMONY number for the SLC-related file in the Workflow

database and check the CI box next to the number. In the field beside it labeled *CI Date*, enter the date that the RRE-Q representative delivered it to J2. (see Figure 5 below).

Figure 5 SLCCheck Box

3.3.1.10 Deliver Priority Files to Scanning

When a priority file has completed the triage process the CAT II linguist will contact the triage supervisor or team lead to have the file into the "Priority File Log" for processing by the Doc-Prep for Scanning.

The Doc-Prep / Scanning supervisor or team lead will ensure that the file has been scanned immediately and then returned to the triage supervisor or team lead.

When these priority files have been given back to the triage supervisor or team lead, they will put them back in their original box.

The triage supervisor or team lead will periodically check with the Doc-Prep / Scanning Supervisor or team leads to ensure the timely return of scanned Priority Files.

The triage supervisor or team lead should not wait until the end of their shift to accomplish all work on the Priority files.

3.3.1.11 Misplaced Files

When any personnel from CMPC-Q find a file that has been left out or misplaced, they will contact the RRE-Q staff for assistance in locating the batch / box the file belongs in and return the file to its appropriate place.

If they cannot find the batch / box, they will contact the Warehouse staff for their assistance in locating the box in the Warehouse database.

3.3.1.12 Maintain a Clean Work Area

The triage supervisor and team leads will ensure that Triage linguists must keep their areas neat and clean. Unless the mission needs dictate otherwise, sweep and straighten the area as necessary prior to the end of shift to ensure a good working environment for the subsequent shift.

3.3.2 Perform Document Triage

Triage is conducted by cleared linguists in close coordination with the CMPC-Q RRE representatives. Triage is critical to ensuring that CMPC-Q focuses its time and resources on the items with the highest intelligence value first.

3.3.2.1 Assess the Contents of Each Box

CAT II Triage linguists will work with a single box at a time assessing its contents by looking carefully at each document in the box. Place the documents in a separate file folders, sorted by related subjects. Files should not be larger than 25–30 pages, unless they consist of one continuous record. Write the correct batch and box number on the tracking sheet sticker on the front of each folder from the box.

3.3.2.2 Discard Trash

CAT II Triage linguists will throw blank files, forms, and other obvious trash into the designated trash box ("Big Box") in the Triage area. CAT II Triage linguists will ensure that they get a RRE-Q Representatives approval before designating anything as trash. Do not throw away any binders or paper with Arabic writing or script, regardless of the insignificance of the text.

3.3.2.3 Discard Items of No Intelligence Value

Items of "No Intelligence Value" (NIV) is material such as parking tickets, newspapers, public phonebooks, or other normal publications that do not have any markings, notes, or other reason to be processed for exploitation. Use the following procedures for NIV items:

- Check with Triage Supervisor or team lead for ANY questions regarding what constitutes NIV.
- Place all NIV files in the bottom of the original box.
- The NIV box should have the box and batch number on it and clearly marked as NIV. If it doesn't, notify the Triage Supervisor or a team lead.
- Do not assign the box a HARMONY number or range of <u>HARMONY</u> numbers.
- As you place documents in the NIV box, annotate the type of material it is on the corresponding NIV Box Summary Sheet for the box (e.g., family pictures, geography textbook, newspaper articles, etc.).
- Place NIV documents in the original box.

- When the NIV box is full, give the NIV sheet for that box to the Triage Supervisor or team lead so they can enter the box contents into the Workflow database.
- The Supervisor or team lead will coordinate with Warehouse to send NIV boxes back to the Warehouse.

3.3.2.4 ID Cards

The CAT II Linguist will ensure that all ID cards contained in a batch are identified and maintained within the box.

3.3.2.5 Summarize the Folder's Contents

The CAT II Linguist will write a short description of the file on the outside front of the file folder, below the tracking sheet sticker. Make sure that the date of the material is included. The following is an example of a file summary:

> Sample: This is a letter, dated November 2002, from the Tehran Embassy to the IIS regarding an arrangement for the assassination of an escaped Iraqi prisoner. The assassins are two Iranian students.

3.3.2.6 Prioritize and Mark Each Folder Appropriately

The CAT II Linguist will work closely with the triage supervisor and team leads to categorize each file. Documents that match the Triage Guidelines and are considered Priority Intelligence Requirement (PIR) files (See Appendix D, Triage Guidelines); the triage supervisor and team leads will write the PIR on the front of the file folder above the tracking sheet label. A majority of these files will consist of documents that are of Intelligence Value (IV) only but do not meet criteria specified above; in these cases, the triage supervisor and team leads will write IV on the front of the file folder above the tracking sheet. Once all the documents are sorted in different folders and marked appropriately, initial the tracking sheet on the front of the file folder in the designated block.

3.3.2.7 Recognize and Handle Specific Limiting Criteria

A few documents may contain Specific Limiting Criteria (SLC). This is material of a crypto logic, counter-terrorism, or counterintelligence nature that could endanger ongoing operations, sensitive sources or methods if compromised (see Appendix E, Specific Limiting Criteria Handling Procedures). The actual criteria are classified, but the CAT II Linguists should receive regular instruction by a J2 representative on the criteria. When a CAT II Linguist encounter a document that contains SLC, confirm it with the triage supervisor and team leads, who will write CI on the front of the file folder above the tracking sheet. The triage supervisor and team leads will annotate this in the Workflow database.

3.3.2.8 Apply _HARMONY_ Number Labels to the Folders

When all the documents have been sorted into files then categorized and prioritized, the CAT II Linguists will request enough sequential HARMONY number labels from the triage supervisor or team leads to label all the folders. Affix a single label to the front of each folder above the tracking sheet sticker. Write the HARMONY number range on the box (e.g., ISGQ-2003-00034654 thru ISGQ-2003-00034665). The triage supervisor or team leads will then enter that series of HARMONY numbers into the Warehouse Database for the appropriate batch and box and enter the box summary information into the database by consolidating the summaries from each of the file folders from that box.

3.3.2.9 Place Folders in the Appropriate Location

CI: The CAT II Linguists will give all the files marked as CI (containing SLC-related material) to the triage supervisor or team leads, who will annotate the file in the PIR Log Book and ensure that the Doc-Prep Supervisor checks the file out to J2 in the Workflow database. The triage supervisor and team leads will then deliver the file to J2 representative that day. If J2 is not manned or for the later shifts the file will be secured in the RRE-Q hut and given to J2 the next morning.

PRIORITY: The CAT II Linguists will give all files marked as Priority to the triage supervisor or team leads will annotate the file in the PIR Log Book and then give the file to the Doc-Prep Supervisor. Doc-Prep will prepare the file for scanning and forward the file to the Scanning Supervisor. The Scanning Supervisor will log it into the Scanning Log Book. When the file is finished, the Scanning Supervisor will return it to the triage supervisor or team leads, who will locate the batch / box into which the file belongs and place it in the proper sequence inside of the box.

INTEL VALUE: The CAT II Linguists will place all files marked as IV (Intel Value) back in the box sequentially by HARMONY number, and mark the HARMONY number range on the outside of the box. The triage supervisor or team leads will ensure that the Doc-Prep Supervisor has entered the box summary information and the HARMONY number range into the Workflow database then move the box to the appropriate staging location for Doc-Prep.

3.3.3 Perform Media Triage

Refer to Section 4 (Media Exploitation Procedures)

3.3.4 Perform Document Preparation

3.3.4.1 Prepare Files for Document Preparation

Doc-Prep Crews will retrieve a box from the Doc-Prep Staging pallet and verify the contents of the box against the information recorded on the outside of the box and notify the Doc-Prep Supervisor / Assistant Supervisor of any discrepancies. When No Intel

Value (NIV) documents are found within a box, the Doc-Prep Crew will obtain a yellow NIV sheet from the Doc-Prep Supervisor / Assistant Supervisor and label the NIV sheet with a HARMONY number. The NIV sheet will then be placed on the top of the pile of NIV documents and placed back in their original box after all files have been doc-prepped. The completed box will then be placed in the Scanning Staging Area.

3.3.4.2 Document Preparation

Doc-Prep Crews will remove the first folder from the box and working with the contents of a single folder, remove all staples, pins and strings from the documents; and cut off any rough edges from the documents, ensuring that no Arabic writing is cut off. Ensure that all documents are placed in the proper sequence within the file folder. Check and initial the tracking sheet on the front of the file folder to show that the Doc-Prep phase is complete. The Doc-Prep Crews will repeat this process with the next folder until they have finished every folder in the box.

3.3.4.3 Move Documents to the Next Stage

The Doc-Prep Crews will place the folders back in the box in sequential order and once again verify all HARMONY numbers in the box. The Doc-Prep Crews will then place the box on the Doc-Prep Complete Pallet to await the scanning phase.

3.3.4.4 Doc-Prep Crew Clean-Up and Tracking Sheets

At the end of the shift, the Doc-Prep Crew will record the HARMONY number of each file they have completed, the type of file, i.e. DOCEX, DOJ, NIV and the number of boxes and files completed onto a Doc-Prep Tracking Sheet and turn that sheet in to the Doc-Prep Supervisor / Assistant Supervisor. Once the Tracking Sheet is completed and turned in, the Doc-Prep Crew will then clean up the Doc-Prep Area and compile all clippings into boxes that the Doc-Prep Crew will turn in to the Doc-Prep Supervisor / Assistant Supervisor for inspection.

3.3.4.5 Doc-Prep Supervisor / Assistant Supervisor Clean-Up

After each Doc-Prep shift, the Doc-Prep Supervisor / Assistant Supervisor will inspect all documents and clippings that were not placed in the original box to ensure that any documents/clippings with writing on them are not inadvertently disposed of. If documents or clippings with writing are found included with the items to be disposed of, the Doc-Prep Supervisor / Assistant Supervisor will have one of the Cleared American Linguists (CAL)/Triage view the items to determine if any of the items should be shredded or placed with the original file for scanning. Once the documents or clippings have been inspected and determined not to have any Intel value, the documents and clippings will be shredded by the Doc-Prep Supervisor / Assistant Supervisor. All other items removed during Doc-Prep, will be placed in a garbage bag and disposed of by placing the garbage in the Tri-Wall located in the Warehouse. Each Doc-Prep Supervisor

/ Assistant Supervisor will be responsible for the trash from their shift. Any trash left behind by a prior shift, will be reported to Watch leadership.

3.3.4.6 Doc-Prep Supervisor / Assistant Supervisor End of Shift Report

At the end of each Doc-Prep shift, the Doc-Prep Supervisor / Assistant Supervisor will compile the Tracking Sheets received from the Doc-Prep Crew and record the Batch and Box numbers and the total number of boxes and files completed onto the appropriate Tracking Sheet found in the CMPC Operations folder. The Doc-Prep Supervisor / Assistant Supervisor will then enter the same data into the CMPC Database.

3.4 SCANNING OPERATIONS

Scanning is run by the Doc-Prep / Scanning Supervisor and Assistant Supervisor on each shift. There should be approximately 20 foreign national workers per shift performing document scanning. See Section 7.1.3 for an outline of duties and responsibilities for each position in scanning operations.

3.4.1 Supervise Scanning Operations

3.4.1.1 Conduct Timely Handover with Prior and Subsequent Shifts

The Doc-Prep / Scanning Supervisor and Assistant Supervisor will arrive fifteen-twenty minutes before the shift begins to ensure that a smooth transition takes place. The Scanning Supervisor / Assistant Supervisor will ensure that the area is clean for the on-coming shift. The Doc-Prep / Scanning Supervisor or Assistant Supervisor will sign the shift change over checklist for the shift. As a courtesy, do not stay more than fifteen minutes past your own shift or arrive earlier than fifteen minutes before the shift begins. Finish your work promptly then leave on time, all personal business can be done at a different location. If you encounter errors from prior shifts, notify Watch leadership, who will consult the J3 in determining the appropriate action.

3.4.1.2 Maintain Accountability of Personnel

The Doc-Prep / Scanning staff will take a daily accountability of Doc-Prep / Scanning personnel and notify Watch leadership of the status within the first half hour to one hour (depending on bus arrival) of the shift using the appropriate reporting method. Ensure that personnel stagger their respective days off to ensure even coverage.

3.4.1.3 Manage Scanning Workflow

The Doc-Prep / Scanning Supervisor or Assistant Supervisor will coordinate with Watch leadership, Triage staff, and Warehouse staff to ensure that there is a steady work flow to scanning. The Doc-Prep / Scanning Supervisor or Assistant Supervisor will supervise pulling boxes from the scanning staging area and return them to scanning complete pallet.

Each shift will be responsible for removing their full scanned pallets from the Doc-Prep / scanning area to the Warehouse.

The Doc-Prep / Scanning Supervisor or Assistant Supervisor will ensure that priority files are scanned first and that all priority files are completed before the end of the shift.

The Doc-Prep / Scanning Supervisor or Assistant Supervisor will ensure that the scanner operators delete any open sessions before the end of the shift.

The Doc-Prep / Scanning Supervisor or Assistant Supervisor will ensure that scanner operators log production statistics, monitor progress and help them to set weekly and monthly production goals.

3.4.1.4 Enter Box Information into the Workflow Database

When scanner operators have finished scanning a box, they will give the box to a Doc-Prep / Scanning staff member. The Doc-Prep / Scanning staff member will open the workflow database and look up the box, then mark that box as scanned in the appropriate field, and enter the date and shift that it was finished (see Figure 6 below).

Figure 6 Scanned Check Box

3.4.1.5 Manage Scanner Operator Training

The Doc-Prep / Scanning Supervisor or Assistant Supervisor will identify scanner operators who are capable of training others and coordinate the training of new scanner operators on all CMPC-Q policies and SOPs. The Doc-Prep / Scanning Supervisor or Assistant Supervisor will give all new scanner operators initial counseling to ensure they understand the expectation and the responsibilities.

3.4.1.6 Perform Quality Control of Scanning

The scanning QC folder in DOCEX Suite contains all the files scanned into the system. The Doc-Prep / Scanning staff will review all the files scanned by new personnel to ensure accuracy and readability then give them feedback and have them rescan pages as

necessary. The Doc-Prep / Scanning staff will sample the files scanned by other scanner operators to ensure they maintain high quality standards.

The Doc-Prep / Scanning staff will review priority files first, and ensure that all files are moved out of the scanning QC folder prior to the end of the shift to ensure that each shift only reviews files scanned on that shift.

3.4.1.7 Manage Scanner Maintenance and Service

The Doc-Prep / Scanning staff will ensure that all scanner operators perform routine cleaning of their scanners daily. Do not remove parts of the scanner (roller panel, rollers, etc...). The LSA's will perform special cleaning maintenance.

When scanners become inoperable, the Doc-Prep Scanning staff will submit a trouble ticket to the LSA's with a courtesy copy to the Watch leadership, SWO, and other Scanning/Doc Prep Staff.

If required the Watch will coordinate with the J4 for a replacement scanner while the broken one is being serviced.

The current Doc-Prep / Scanning staff will inform the Doc-Prep / Scanning staff on the following shift of any scanner maintenance issues.

3.5.1 Scan Regular Files

3.5.1.1 Process Priority Files First

The Triage Supervisor or Team Leads will bring the priority files to scanning.

The Doc-Prep / Scanning staff will ensure that all priority files are scanned first.

3.5.1.2 Prepare Files for Scanning

Doc-Prep / Scanning personnel will retrieve a box from the scanning staging area and verify the contents of the box against the information recorded on the outside of the box; notify the Doc-Prep / Scanning staff of any discrepancies.

Doc-Prep / Scanning personnel will remove the first folder from the box, check the *scanned* box on the tracking sheet sticker, and write your username in the appropriate spot.

3.5.1.3 Enter the Administrative Data in DOCEX Suite

Doc-Prep / Scanning personnel will open the batch scanning form in DOCEX Suite and fill out the fields with the appropriate information using the following procedures:

- *Profile*: Select STANDARD from the drop-down menu. This will fill in several other default settings.
- *Scanner*: Select FLATBED for pages that will need to be put on the glass tray or DUPLEX for sending pages through the feeder.
- *Batch Name*: Select the batch on the front of the folder from the drop-down list.
- *Box #*: Input the box number from the front of the folder.
- <u>HARMONY</u> #: Select the appropriate prefix from the drop down menu then enter the last five digits of the <u>HARMONY</u> number into the box to the right. The next document you scan should increment this automatically.
- *Priority*: Select either "Intel Value" or "Priority" from the drop-down list. This should be listed on the front of the folder.
- *Auto Text Process*: If the papers in the folder are mostly type-written, then select this box. If the contents are mostly handwritten, diagrams, or other drawings, do not check this box.
- *Language*: If you checked the *Auto Text Process* box, then select Arabic from the drop-down list. If you didn't check the *Auto Text Process* box, the leave this blank.

3.5.1.4 Scan the Folder and its Contents

Doc-Prep / Scanning staff will scan the folder and its contents using the following procedures:

- Click the *Start Document* button. If one of the required fields in the Batch Scanning Form is empty, it will not let you start scanning.
- Scan the front cover of the file folder first. Ensure that the HARMONY number and your initials are visible.
- If a summary sheet is present, scan that next.
- Look through the document to ensure that all staples, pins, and other items that may damage the scanner have been removed.
- Scan the remainder of the file ensuring that all pages are scanned in the order they are in the folder and that everything on the front and back of each page is scanned.

3.5.1.5 Perform a Quality Review of the Scanned Images

After Doc-Prep / Scanning staff is done scanning the document, perform a quality check of the pages you scanned using the following procedures:

- Open each page of the document in the page counter window, checking for mis-feeds, double-feeds, duplicate pages, blank pages, and other common errors.
- Delete any improperly scanned pages and rescan them. To rescan a page, click the *Insert Mode* button then scan the page; when the image shows up at the bottom of

the document in the page counter window, drag it to the appropriate section of the document so that the pages are in order.

- Drag any pages scanned out of order to the proper position.
- Rotate pages as needed using the *Rotate Image* button to ensure that all pages are right-side up.
- When finished, click the *End Document* button.

3.5.1.6 Forward the Batch

Doc-Prep / Scanning staff will place the completed file back in the box behind the divider marked *Scanned.* They will enter the last four digits of the HARMONY number on their personal log.

- If this is a priority file, click on the *Forward Batch* button to ensure that it enters the exploitation process as soon as possible.
- For (IV) boxes, scan all the folders in the box first. When the box is finished, click on the *Forward Batch* button, mark "Scanned" on the box, and give it to a Doc-Prep / Scanning staff member and they will update the database, then place it on the scanned complete pallet.

3.5.1.7 Delete Any Open Sessions

Doc-Prep / Scanning personnel will at the end of the shift delete any open session. When the open session is deleted, it allows the Doc-Prep / Scanning staff to make any corrections to the file that may be needed.

3.6.1 Scan Large Files

Some files, maps, or other documents may be too large to scan with the regular scanners. Doc-Prep / Scanning staff will take this document or map to the large scanner and open Adobe Photoshop on the computer. Scan the file in as a PDF image. If this is a problem, the LSA's will work with Doc-Prep / Scanning staff to send the image to their computer. The Doc-Prep / Scanning staff will create a record for the file in DOCEX Suite and drag the file into the hit List of the record. For step-by-step instructions in operating the large scanner, see Appendix F (Large File Scanning Instructions).

3.6.2 Taking Digital Pictures

This section is obsolete. Access to the necessary USB ports and drives has been rescinded. All photos taken in the CMPC-Q area will be downloaded by the Media Lab and reviewed by the security section of J2, prior to release.

3.6.3 End of Shift Reports

At the end of each shift, the Scanner Operator will record the HARMONY number of each file they scanned, along with the type of file, i.e., DOCEX, DOJ, NIV, onto a

scanning tracking sheet and turn it into the Doc-Prep / Scanning staff. The Doc-Prep / Scanning staff will compile all of the scanning tracking sheets and record the batch and box numbers, along with the number of boxes, files and pages completed into the appropriate tracking sheet found in the CMPC operations folder. The Doc-Prep Supervisor / Assistant Supervisor will then enter the same data into the CMPC database.

3.7 TRANSLATION and FULL TRANSLATION / MEDIA TEAM OPERATIONS

There will be a Team Leader, Assistant Team Leader and Administrative Reviewer assigned to each Translation and Full Translation / Media teams as part of the Team Lead staff. The Translation Team will also have a number of foreign national Arabic linguists, at least a third of which should be Quality Control Reviewers. The Translation Teams are tasked with extracting the data "Intel Value" information from captured media and entering the data into DOCEX Suite. These linguists are grouped in teams to facilitate a quality control process built around continuous and immediate feedback during the production cycle. They may also be tasked to complete translations of some of these documents, and then perform other language-related projects.

3.7.1 Supervise Translation Team Operations

3.7.1.1 Ensure a Smooth Transition to Shift Operations

The Team Lead staff will arrive fifteen to twenty minutes before the shift begins to ensure that they can prepare for the shift.

The Team Lead staff will check to see that the entire work area is clean for the next shift. As a courtesy to the next shift, do not stay more than 15 minutes past the shift's completion. Ensure that team members finish the work, leave the work area clean, and leave on time. Personal business can be done in a different location.

3.7.1.2 Maintain Accountability of Personnel

The Team Lead staff will take daily accountability of the Translation Team personnel assigned to their team and notify Watch staff within the first half hour of the shift using the appropriate reporting method. The Team Lead staff will ensure that personnel stagger their respective days off to ensure even coverage.

3.7.1.3 Manage Personnel

The Team Lead staff will meet with each individual on the Translation Team to give them an initial counseling on their assigned duties and expectations of them. As part of the counseling use the portions of the SOP that the linguist would be expected to know and the corresponding duty descriptions for the linguist position in section seven of the SOP. The Team Lead staff will ensure that the linguist understand and adhere to CMPC-Q policies and procedures. The Team Lead staff will meet with each team member at regular intervals to review their performance and their expectations. The Team Lead staff

will also counsel team members to take corrective action for deficiency in their work or express praise for positive performance as the occasion dictates. The Team Lead staff will document every counseling session that takes place with team members. For corrective action counseling, the Team Lead staff will ensure that the team member signs the memorandum. The Watch staff must be kept informed about any memorandums that are written.

3.7.1.4 Manage Team Training

The Team Lead staff will identify the best linguists on each team as trainers, called QCs, and ensure that all new team members are trained by these individuals. The Team Leader will consult regularly with the QC Reviewers and Admin Review personnel to spot trends and issues that require further training. Coordinate with the Watch staff, SWO and the J3 training officer for necessary training on CMPC-Q guidelines and other issues.

3.7.1.5 Manage DOCEX Suite Workflow

The Team Leader or Assistant Team Leader will assign work to all team members, to include linguists, QC Reviewers, and Admin Reviewers. Using DOCEX Suite they will assign files to each team member, ensuring that all priority files are assigned first. Do not give the team member more files then can be accomplish in one day.

3.7.1.6 Monitor Production Quality

Quality needs to be of a professional level and is the number one priority at CMPC-Q. The Team Leader or Assistant Team Leader must set a high standard for quality and communicate that standard to the linguists, QCs and Admin Reviewers.

The Team Leader or Assistant Team Leader must:

- Sample the production of your linguists at every stage of the operation.

- Sample 100% of new Admin Reviewers' work before the records go to the next stage, and periodically thereafter.
- Be cognizant of new linguists and new QC Review linguists, monitoring the quality of their work where necessary.
- Keep track of trends and where necessary give feedback and schedule training to correct deficiencies.
- Recognize those individuals who are doing well.
- Ensure that any Analyst-driven feedback is implemented.

3.7.1.7 Assign and Monitor Translation Assignments

Some of the more important documents that a Translation Team will process may be returned for a full or partial translation. When a file is returned to the team, try to ensure that these assignments are given to the linguist who did the original work on the file.

Never assign multiple personnel work on a translation independently (or across shifts) unless extreme deadlines dictate otherwise. The Team Lead staff will consult with the linguist and set a fair expectation for completion, then work with the linguist daily to monitor progress and change the deadline as necessary. The Team Lead staff will keep the Watch staff informed of the progress or problems with translation assignments. The Team Lead staff will sample translations done by the team members to ensure that the linguists are maintaining high standard of quality.

3.7.1.8 Set and Communicate Production Goals

The Team Leader will set individual and team production goals based on individual and team capabilities. They will communicate these goals to team members and encourage them to work toward them, recognizing their efforts when they do. The Team Leader or Assistant Team Leader will ensure that all team members track and report their production using the approved reporting method.

3.7.1.9 Maintain a Clean Work Area

The Team Lead staff will ensure that team members keep their work areas neat and clean. The Team Lead staff will have the team members straighten their area as necessary prior to the end of shift to ensure a good working environment for the subsequent shift.

3.7.2 Conduct Document Screening

As a linguist on a translation team, your main job will consist of transferring information from captured media into the Document Screening Form in DOCEX Suite, including a detailed summary of the document or media file's contents. The following paragraphs 3.7.2.1 thru 3.7.2.7 will outline this procedure. See Appendix G (Document Screening Instructions) for standardized field-by-field instructions.) The following paragraphs 3.7.2.1 thru 3.7.3.5 will outline these procedures for the team linguists.

3.7.2.1 Open DOCEX Suite Record and Associated Files

Choose a document from the files assigned to your DOCEX Suite queue. Always work on priority files in the Arabic Screening folder first. From the Document Screening Hit List, open the Document Screening Form in one monitor, and open the original file in the other. (Documents will be listed as Scanned Images in the Hit List, while WMV, MP3, and other media files will be listed as Electronic Files in the Hit List.) Read the entire document or watch or listen to the entire media file in order to understand its contents.

3.7.2.2 Create a Summary of the Document or Media File

Open MS Word and create a thorough summary of the original document or media file. The summary should answer the 5W's and H: who, what, when, where, why and how for each document. Use lowercase with appropriate. Capitalize for proper nouns, first words in a sentence, and acronyms. Use the Intelligence Community (IC) Standard for

Transliteration of Arabic names as the standard for spelling. Do not use bullets, stars, ampersands, or other symbols unless they are part of the official name of a company.

DOCUMENTS: For documents, index the summary in accordance with RRE requirements of 25-page groups, sections or subjects. Please refer to the following example:

This file contains:

Page 2: A memo, dated 5 March 2002, from the General Military Intelligence Directorate (GMID) to Karbala Division Headquarters requesting that Division Headquarters provide the Directorate with a complete list of every soldier who deserted during the last year, to include any contact information for each soldier.

Pages 3–4: A memo, dated 18 February 2002, from GMID to Karbala Division Headquarters informing them that the Directorate is sending a representative to check some records. The memo does not specify who the representative is, which records the representative will check, or when the representative will come.

Page 5: Correspondence, dated 19 February 2002, from GMID to Karbala Division Headquarters informing them that the detailed telecommunication security plan for 2002 will be delivered to them in two weeks.

Page 6: A memo, dated 25 June 2002, from GMID addressed to all officers in the Karbala Division. The memo contains a list of special training courses offered, such as weapons and marksmanship training, physical fitness, wireless radios, computer networking, and small-squad maneuvers. The memo was signed by Lieutenant Colonel Aban Labib Hasan.

Page 7: A memo, dated 17 December 2002, from GMID regarding a proposal to open a register book to track wireless and wire telecommunication status and any damages or defects. The memo states that the Directorate would like to see a copy of the proposed register before making any decision.

Page 8–10: A memo, dated 23 March 2002, from the Karbala Division Army Intelligence Staff to GMID regarding an order from the Minister of Defense not to purchase any kind of equipment unless the department's representative negotiated the purchase. The intelligence staff agreed that this is a prudent measure and will result in increased protection and security.

MEDIA: For audio and video files, index the summary by time, grouping the time by subject matter, as in the following example:

This is a tape recording the IIS made of an employee's phone conversation in 1995. The employee's name is Samir, and the conversation is between Samir and his supervisor at the IIS.

0:00:01 – 0:03:30: Samir calls his supervisor, Abdallah, and they talk about different people at the office and what they are doing. Abdallah puts Samir on hold to answer another call.

0:03:31 – 0:08:00: Abdallah comes back on the line and asks Samir how the inspection went. Samir says that the U.N. inspectors did visit the site but that Rashid had prepared the inspection site before the inspection team arrived. Abdallah asked how long the team was at the site, and Samir says they stayed for only an hour. Abdallah wanted to know if the team took pictures or shot any video footage of the site. Samir says that they took three pictures in the lab. Abdallah says he will let the boss know.

0:08:01 – 0:11:23 Abdallah asks Samir how his sister is doing. Samir says that she is still having problems with her job at the little blue hat factory in Karbala. Abdallah says that he would love to get his hands on some of those little blue hats. Samir says he has to go back to the lab, and the two say goodbye.

3.7.2.3 Inserting Explanatory Comments into the Summary

Open a new blank document in MS Word, ensuring that your cursor is positioned to go from left to right and formatting text at Times New Roman, regular style, font size 12. Create a thorough English summary of the original Arabic document or media file. The summary should answer the 5 W's and H: who, what, when, where, why and how for each document. Use lowercase with appropriate capitalization for proper nouns, first words in a sentence, acronyms, nouns in a title, and job position titles. Please refer to the 1201 English Grammar presentation on the CMPC-Q Website for English guidance. Use the Intelligence Community (IC) Standard for transliteration of Arabic, May 2003, as the standard for spelling. **DO NOT** use bullets, stars, ampersands (&), or other symbols (#) unless they are part of the official name of a company. Symbols do not transfer properly in DOCEX.

If you need to insert an explanatory note into the summary to clarify information, do so in parenthesis with a translator's comment without including personal opinions into the translation as in the following example:

This file contains:

Pages 1-3 contain a letter from the Director of the IIS to General Mahmud Ahmed Salman requesting his presence at a meeting in the Director's office in ISS Headquarters on Sept 5, 2003. The meeting will cover future operations in northern Iraq and the possibility of using chemical weapons deployed by aircraft on target

locations. (Translator Comment: Exact location, weapons and aircraft types are unspecified.)

3.7.2.4 Transfer the Summary to the Comments Field

When you are done with the summary, edit and proof read your work for content, spelling, punctuation, capitalization, and sentence structure. If the summary is less than 4,000 characters, copy and paste it into the Comments field in the General tab of the Document Screening Form. If the summary is larger than 4,000 characters, click on the HT – Human Translation link on the Hit List, then copy and paste the summary into the HT MS Word document. If the summary is too long to fit in the Comments field of the Document Screening Form (more than 4,000 characters) ensure you comply with the following requirements:

- Make a short concise summary gist
- Make sure the PIR's that were identified
- who, what, when, where, why and how
- Insert only the following phrase, "(TC: See attached Word (or Excel) document)".

Any further translations should be done below this summary in MS Word.

3.7.2.5 Enter Lists of Names into the Names Template

For most documents, there will be a few names mentioned throughout the document. In these cases, enter the information about these individuals into the Named Entities tab of the DOCEX Screening Form. However, many documents include lists of names with various fields of information about these individuals (rank, assignments, addresses, etc.). When you encounter lists of names, regardless of length, enter the information about these individuals from the lists into the Names Template Excel spreadsheet following the instructions in Appendix G (Document Screening Instructions). Ensure that you use the IC Standard for Transliteration of Arabic Names as the standard for spelling. (The IC Standards and many other resources can be found on the linguist website on the Translator LAN: http://linguist.docex.isg.mil.) When you are done, save the template with the HARMONY number of the file (e.g., ISGQ-2003-00036945.xls) then drag and drop it into the Hit List of the DOCEX Record.

3.7.2.6 Complete the Fields in the Document Screening Form

Input the information from the document or media file into every applicable field in the General and Named Entities tabs of the Document Screening Form following the field-by-field instructions in Appendix G (Document Screening Instructions). Ensure that you use the IC Standard for Transliteration of Arabic Names as the standard for spelling. (The IC Standards and many other resources can be found on the linguist website on the Translator LAN: http://linguist.docex.isg.mil.) The Batch tab contains batch information that was entered by the warehouse at the time the batch was received; do not do anything with this tab.

3.7.2.7 Save and Forward the Record

Double-check all the fields in the Document Screening Form for accuracy and completeness. Make any necessary adjustments and save the changes. Before you forward the record to the next stage, record the file information in your tracking log or other approved reporting method. Then forward the record to the next stage.

3.7.3 Create a Full or Partial Translation

The team linguists may be assigned to create a full or partial translation of a document, audio, or video file. A full translation is a translation of the entire document or media file. A partial translation entails that only a specified portion(s) of the file.

The following paragraphs 3.7.3.1 thru 3.7.3.5 will outline these procedures for the team linguists.

3.7.3.1 Open DOCEX Suite Record and Associated Files

From the Document Screening Hit List, open the Document Screening Form in one monitor, and open the original file in the other. (Documents will be listed as Scanned Images in the Hit List, while WMV, MP3, and other media files will be listed as Electronic Files in the Hit List.) Read the entire document or watch or listen to the entire media file in order to understand its contents.

3.7.3.2 Create a Header Block in MS Word

Open MS Word by clicking on the Human Translation (HT) link on the hit list. Using 12-point, Times New Roman font, create a header block at the top left corner of the document containing the HARMONY number on the first line and the type of assignment on the second line. Use *full translation* if you are translating every page in the document. When only translating a portion of the file, use *partial translation*, followed by the pages numbers of the translated portions in parenthesis (for documents) or the time parameters of the translation (for audio and video). A few examples are given below:

ISGQ-2003-00016224

Full Translation

ISGQ-2003-00003665

Partial Translation (pp 2–8; 12–23)

ISGQ-2003-00003665

Partial Translation (02:12:21–02:15:45)

3.7.3.3 Translate the Document

Using MS Word, translate the document into correct English. Use lowercase with appropriate capitalization for proper nouns, first words in a sentence, acronyms, etc. Use the IC Standard for Transliteration of Arabic Names as the standard for spelling. Do not use bullets, stars, ampersands, or other symbols unless they are part of the official name of a company.

3.7.3.4 Audio and Video Translation

For audio and video files, you will need to translate using speaker identifiers in separate paragraphs. Put the name of the speaker in uppercase followed by a colon and one space. Then enter the translation of what they say. If you don't know who the speaker is, use UNKNOWN MALE, UNKNOWN FEMALE, etc. Use lowercase with appropriate capitalization for proper nouns, first words in a sentence, acronyms, etc. Use the IC Standard for Transliteration of Arabic Names as the standard for spelling. Do not use bullets, stars, ampersands, or other symbols unless they are part of the official name of a company. The following is an example:

ISGQ-2003-00003665

Partial Translation (02:12:21–02:13:10)

SAMIR: But when I went back to the factory, they were making tons of little blue hats, maybe millions. I don't know how many there were; I can't count that high.

ABDALLAH: Are you sure they were blue? Think, Samir. This is important. Every thing that happens to us in the next few years could depend on the color of the hats.

SAMIR: Hold on. You can ask my sister.

UNKNOWN FEMALE: Hello.

ABDALLAH: What color are the hats?

3.7.3.5 Set Aside and Review

When you are done, set the translation aside and come back to it later. Read through the translation again, checking for accuracy and flow. Make any necessary adjustments, save the document a final time then forward it to the next stage.

3.7.4 Perform Quality Control Review

The object of Quality Control Review is to ensure that the DOCEX Suite record and associated full or partial translations meet quality standards. It should happen soon after the record or associated translation has been finished so that the QC Review Linguist can consult the original linguist about the file or record as he or she reviews it. This will facilitate feedback and training. The QC Review Linguist will ensure that all work that is done is documented using the approved reporting method.

The following paragraphs 3.7.4.1 thru 3.7.4.2 will outline these procedures for the QC Review linguists.

3.7.4.1 Perform Quality Control Review of a DOCEX Suite Record

Use the following checklist when performing QC Review of a DOCEX Suite record.

- Open the DOCEX Suite record and its associated file; read the information in the record, then read, listen to, or watch the original file to gain a thorough understanding of its contents.
- Check every field in the record against the field-by-field instructions in Appendix G (Document Screening Instructions).
- Ensure that the IC Standards for transliteration of Arabic is followed in every instance.
- Proofread the summary in the comments field, ensuring that the sentences flow well in English and are not awkward. Make any necessary changes to spelling or grammar only. No other changes are made without first consulting with the original translator.
- If there are any discrepancies, talk to the linguist on the team who did the translation, and discuss those problem areas, then make the appropriate changes. If the linguist is not present, make some notes about the discrepancies in the translation.
- Do not remove content from the summary as long as it is correct.
- If there is any question about translation inaccuracies, discuss it with Team Leadership.
- Coordinate with Team Leadership to send documents that require significant reworking back to the original linguist ensuring that the deficiencies and necessary changes needing to be made are addressed appropriately.
- Give the linguist feedback on his or her performance.

- Record the file information into the tracking log or other approved reporting mechanism.
- Forward the translation to the next stage when finished.

3.7.4.2 Perform Quality Control Review of a Full or Partial Translation

Use the following checklist when performing QC Review of a full or partial translation.

- Open the DOCEX Suite record and its associated file; read the information in the record, then read, listen, or watch the original file to gain a thorough understanding of its contents.
- Proofread the translation for accuracy and completeness. If there are any questions about translation accuracy, discuss them with Team Leadership.
- Ensure that the sentences flow well in English and are not awkward. Make any necessary changes to spelling or grammar only. No other changes are made without first consulting with the original translator.
- Ensure that the IC Standards for Transliteration of Arabic are followed in every instance.
- If there are any discrepancies, talk to the linguist on the team who did the translation, and discuss those problem areas, then make the appropriate changes. If the linguist is not present, make some notes about the discrepancies in the translation.
- Coordinate with Team Leadership to send documents that require significant reworking back to the original linguist ensuring that the deficiencies and necessary changes needing to be made are addressed appropriately.
- Give the linguist feedback on his or her performance.
- Record the file information into the tracking log or other approved reporting mechanism.
- Forward the translation to the next stage when finished.

3.7.5 Perform Administrative Review

The object of Administrative Review is to ensure that each translated file recorded in the DOCEX Suite meet the CMPC-Q quality standards. This process should happen soon after a file has been reviewed by a QC linguist. If possible this review process should be done together with the Admin Reviewer in order to facilitate feedback, training, and any questions about the document. When there are no files to review, all Admin Reviewers should be sitting with other linguists on the team to help them with original summaries and translations.

The following paragraphs 3.7.5.1 thru 3.7.5.2 will outline these procedures for the Administrative Reviewers.

3.7.5.1 Perform Administrative Review of a DOCEX Suite Record

Use the following checklist when performing Administrative Review of a DOCEX Suite record.

- Ensure every field is accurate and complete based on the field-by-field instructions in Appendix G (Document Screening Instructions).
- Copy and paste the translation on to a word document to assist with checking spelling and grammar.
- Ensure that the IC Standards for transliteration of Arabic is followed in every instance.
- Proofread the summary in the comments field, ensuring that the sentences flow well in English and are not awkward. Make any necessary changes to spelling or grammar.
- Ask the QC linguist for clarification on any point you do not understand or feel needs additional information.
- Coordinate with Team Leadership to send back documents that require significant reworking, ensuring that you explain to the QC Linguist the deficiencies and necessary changes.
- Give the QC linguist feedback on his or her performance.
- Record the file information into the tracking log or other approved reporting mechanism.
- Forward the translation to the next stage when finished.

3.7.5.2 Perform Administrative Review of a Full or Partial Translation

Use the following checklist when performing Administrative Review of a full or partial translation.

- Proofread the translation to ensure that the sentences flow well in English and are not awkward. Make any necessary changes to spelling or grammar.
- Work closely with the QC linguist who worked on the document to address changes to spelling or grammar that would affect meaning, apparent incompleteness of translation, or other potential problem areas.
- Ensure that the IC Standards for transliteration of Arabic is followed in every instance.
- Coordinate with Team Leadership to send back documents that require significant reworking, ensuring that you explain to the QC linguist the deficiencies and necessary changes.
- Give the QC linguist feedback on his or her performance.
- Record the file information into the tracking log or other approved reporting mechanism.
- Forward the translation to the next stage when finished.

3.8 WATCH OPERATIONS

The Watch staff runs the entire document exploitation operation from reception to translation team screening. The Watch staff consists of a Watch Officer, Deputy Watch, and one or more Watch Assistants. The Watch Officer can be military, DIA or contractor. The other positions can be contractor slots if there are no DIA or military personnel.

3.8.1 Manage and Evaluate Operations

Production quality is the number one priority of CMPC-Q operations. The Watch staff must monitor production quality and levels while setting reachable goals for the shift. The following paragraphs outline these procedures.

3.8.1.1 Monitor Production Quality

The CMPC-Q operational products are accessed by the entire <u>Intelligence Community</u>.

Quality needs to be of a professional level and is the number one priority at CMPC-Q. Do not accept products that fail to meet this standard.

The Watch staff will sample the production quality of your sections at every stage of the operation. They will keep track of trends and, where necessary, give feedback and work with the J3 Training Officer to schedule training that will correct deficiencies.

The Watch staff will recognize those individuals and sections that are doing well.

3.8.1.2 Monitor Production Levels

The Watch staff needs to be aware of capabilities and trends to set goals, predict workflow deadlines, spot weaknesses, plan adjustments, and otherwise gauge the pulse of the operation on their shift. The Watch staff will ensure that the Team Leads on each shift are entering the team statistics into the appropriate tracking logs. The Watch staff will run the production reports in DOCEX Suite and monitor the daily tracking log found on the *dxapp01* server of the Translator LAN daily. The Watch staff will consult the respective Team Leads when there are questions or concerns. The Watch staff will keep track of trends and, where necessary, give feedback and schedule training to correct deficiencies. They will also recognize those individuals and sections that are doing well.

Keep the J3 informed of progress and difficulties.

3.8.1.3 Set and Communicate Production Goals

After The Watch staff have tracked production quality and quantity for a period of time (usually one month), they will start to notice trends based on individual and team capabilities. The Watch staff will ensure that each of the Team Leads set specific production goals based on these capabilities. The Watch staff will encourage the teams to reach these goals, and recognize their efforts when the teams meet the set goals. The Watch staff will remind the team leadership of goals that have been set, keeping them

informed of the progress made in regards to achieving the goals. Although The Watch staff will ask the Team leadership to set specific production goals, remind them to always focus on the quality of the product first and never focus on quantity alone. The Watch staff will ensure the Team Leadership understands that quantity is a result of good work ethic, efficient processes, and ability.

3.8.1.4 Attend and Conduct Meetings

OPERATIONS: The SWO will hold a monthly meeting with The Watch staff to plan training, seek input, discuss common problems, distribute information, and reinforce procedures and policies. The SWO will schedule the meetings in advance.

WATCH STAFF: Meet with your section and Team Leaders monthly (or as needed) to plan training, seek input, discuss common problems, distribute information, and reinforce procedures and policies. Keep the meetings short and efficient (30 minutes is a good target). Schedule the meetings in advance. Have discussion among Team Leadership, observe trends, and encourage sharing and adopting ideas that have worked elsewhere.

3.8.1.5 Assign and Move Personnel

The exploitation process at the CMPC-Q has a number of steps, each of which can result in backlogs due to a number of reasons. Based on overall exploitation needs The Watch staff will assign and move personnel to positions in each area for success of the mission. The Watch staff must be creative in dealing with problems, and encourage all leaders to be flexible as adjustments to personnel assignments are made. The Watch staff may move people within the same shift through the Senior Watch Officer (coordinate before the move). If a person is going to another shift, the Senior Watch Officer has the final say. The Watch staff will notify the companies of any moves.

3.8.1.6 Recommend Termination of Personnel

BEHAVIORAL ISSUES: The Watch staff will encourage section and team leaders to give Memorandums of Reference (MOR) for documenting poor performance or behavior. The Team Leads will give a training session to all employees to ensure that the team members understand the responsibilities and expectations. Subsequently, if a team member fails to fulfill their assigned duties ensure that the Team Lead writes an MOR, which states corrective measures through their Site Manager, Team Lead, and the Senior Watch. This keeps all levels of the team member's chain of command informed. The Watch staff will work with the Team Leads to ensure that every person receives a fair chance to correct his or her behavior and make an honest contribution to the mission of the CMPC-Q. However, if individuals have consistently failed to measure up to fair expectations and have been retrained in accordance with the memo dated 8 Nov 04, the team member will need to speak to the Senior Watch Officer about possible repercussions. Ensure that all documentation and correspondence is involved.

LANGUAGE ISSUES: The process of summarizing and translating documents is a complex and linguistically challenging job. QC Linguists will immediately notify the Team Lead when a linguist is having difficulty translating documents. If a Team lead can show that over a period of two months a linguist has not progressed in his or her ability to follow CMPC-Q standards for gisting and translating documents, the Team Leader will, bring this to the attention of the SWO. As soon as a Team Leader knows that one of the linguists is struggling, he or she will bring the issue to the Watch Officer and the Site Manager will become involved. The Site Manager, in conjunction with the SWO, will make a determination as to what action is most appropriate (i.e. retraining, reassignment to a different section, or termination). If retraining is deemed appropriate, then The Watch staff, in coordination with the Site Manager and J3 Training Officer, will determine the best method for retraining:

- Either formal initial linguist training or,
- One-on-one training.

They will then notify the Senior Watch Officer.

3.8.2 Manage Shift Leadership

The Watch staff needs to set fair expectations and hold Team Leads accountable to these standards. The following paragraphs outline these principles.

3.8.2.1 Mentor and Counsel Team Leaders

The Watch staff will meet with each new Team Leader and Assistant Team Leader, highlighting the expectations of the position. Task outlines may be used from section three and the duty descriptions from section seven to work with the Team Leads on specific expectations and standards. Document any counseling and then meet with them periodically to assess the performance based on the shared expectations outlined in the initial counseling. If a problem needs to be addressed with a Team Lead, do so privately and immediately.

3.8.2.2 Conduct Cross-Training at all Levels

Due to the unpredictable nature of theater conditions, the CMPC-Q needs to be prepared for rapid increases and decreases in personnel. The Watch staff will ensure that personnel are cross-trained in various positions and that Team Leads are doing the same on each team.

3.8.3 Manage Special Projects and Translation Assignments

3.8.3.1 Translations (DOCEX Suite)

Translation requests come from a variety of theater and national level consumers. These requests must go to the RRE staff (see Section 6.2.1, Manage Translation Requests), who

will filter and prioritize the requests. The RRE staff will send the priorities to the J3, who will retrieve the files in DOCEX Suite and send them to a designated team who will review the original gist summary and perform the request tasking as in re-gisting or full translation. The Team Leads will track these assignments and ensure that the finished product meets the specifications as outlined by the J3. When the assignment is finished the Team Leads will inform the J3 via e-mail on the Translator LAN that the translation has been complete.

3.8.3.2 Translations (DHA)

Deployable HARMONY Application (DHA) still retains over 60,000 records previously gisted and sent to National HARMONY. From time to time, the CMPC-Q will receive translation requests for files that originated in DHA. When these files come in, the J3 will have the J6 import the PDF into DOCEX Suite and import the information from DHA into the DOCEX Suite required fields. They will also insert the following statement into the Comments field:

[This file was previously gisted in DHA and a record already exists in National HARMONY. This DOCEX Suite record contains a translation to be uploaded to National HARMONY.]

This comment is necessary to inform representatives from the National Ground Intelligence Center (NGIC) not to overwrite the National HARMONY record but to simply add the translation contained in DOCEX Suite to the National HARMONY record that already exists.

After the PDF has been imported into DOCEX Suite, the required fields filled in, and the above-mentioned statement placed in the comment field, the file will be forwarded to a team on one of the shifts for translation. The Team Leads will monitor these translation requests.

3.8.3 Special Projects

In a few instances, the exploitation process will reveal items of a larger scope or magnitude than the usual document or media files. Some of these will need to be exploited in order to meet national or theater requirements. These may be larger files, lists of names, databases, or other formats. The Watch staff, where possible, will use the existing process to exploit these items. For example, where translation of a database is called for, assign it to a translation team and have them work on it in the normal quality control process of translation, QC review, and admin review. The Watch staff will monitor the progress of all special projects and make adjustments based on recommendations from the respective Team Leads. If appropriate, the J3 may ask Report Writers or Analysts to be involved with the exploitation.

SECTION 4

MEDIA EXPLOITATION PROCEDURES

4.1 Media Lab Exploitation Procedures

Media Lab is headed by a Supervisor and three Shift Team Leads (Day, Swings and Graves). The Media Lab reports directly to the J3 and coordinates with other staff sections/members for other requirements as appropriate.

4.1.1 Media Lab Supervisor/Shift Team Leads

The Media Lab Supervisor manages, supervises and trains team leads, and they in turn train their personnel. The supervisor will meet with each individual in the section to give them initial task requirements on their assigned duties and your expectations of them using the portions of the SOP as a reference. The shift leads will ensure understanding and adherence to CMPC-Q policies and procedures.

4.1.2 Manage Personnel

All individuals requesting assignment to the media section shall be interviewed by the Media Lab Supervisor as to their capabilities and understanding of the job requirements for the position they are applying for. They will ensure each individual in the section are provided training on their assigned duties and the expectations for performance. Media Lab personnel will be expected to know and comply with the duties of their position in accordance with this SOP. Assigned media personnel must understand that access to the Media Lab is sensitive and monitored to ensure only need to know personnel and security staff has unaccompanied access.

The Media Lab Supervisor will meet with each section member at regular intervals to review their performance and expectations.

4.1.3 Manage Section Training

The Media Lab Supervisor will identify and prepare top qualified section members to be trainers and then ensure that all new personnel are trained by these individuals. They will consult regularly with those reviewing the quality of section products to spot trends and issues that will need planned training for groups or individuals. They will coordinate with the J3 for necessary training on triage guidelines and other issues.

4.1.4 Perform Quality Sampling of Media Processes

The CMPC-Q operational products are accessed by the entire Intelligence Community. Quality is the number one priority at CMPC-Q. All processed material is to be of the highest professional level. The Media Lab staff will set a high standard

for quality and communicate that standard to section members. They will sample the processed material of the section at every stage of the operation. The Media Lab Supervisor will keep track of trends and, where necessary, give feedback and schedule training to correct deficiencies.

4.1.5 Maintain a Clean Work Area

Ensure that section members keep their work areas neat and clean.

4.1.6 Manage Objectionable Material

Objectionable Material is defined as anything with a high-level of violence, nudity, or other material that would be disturbing to floor personnel. The Media Lab Supervisor must not allow objectionable material to be released to the floor.

4.1.7 Handle Objectionable Material

Some of the media handled and viewed may contain disturbing material of a graphic sexual or violent nature, to include torture, execution, pornography, rape, etc. To ensure that individuals tasked with processing this material do not suffer adverse physical or emotional reactions, Media workers and supervisors must adhere to the following safety measures:

4.1.7.1 Media Content Awareness Briefing

Those volunteering to work in Media Lab must be informed of the possibility of viewing objectionable material and the reasons they may need to do so. They will be given the chance to request a different assignment within CMPC-Q and be given a list of possible contacts for counseling if they suffer adverse affects from viewing objectionable material.

4.1.7.2 Media Exploitation Consent Form

The Media Lab Supervisor will print a copy of the Media Exploitation Consent Form (Appendix G) and ensure that individuals read, understand and sign it. They will give a copy of the form to the J-1 to be placed in the individual's CMPC-Q personnel records.

4.1.7.3 Control Access to Objectionable Material

Media Lab staff must ensure that media exploitation material of an objectionable nature is only accessed by those processing that specific piece of media. They must also ensure that the physical pieces of material are marked as objectionable and the digitized versions are imported into DOCEX Suite priority or IV queue for objectionable material and that access to these queues is limited to appropriate Media

Lab personnel. Coordinate with the LSA to allocate appropriate permissions to objectionable material queues in DOCEX Suite.

4.1.7.4 *Monitor Personnel*

The Media Lab staff needs to monitor their personnel for signs of emotional or physical stress and consult with CMPC-Q leadership to suggest reassignment were necessary. All media workers have the right to request reassignment within CMPC-Q with the full support of Media and CMPC-Q leadership.

4.1.8 Receive and Process Media

All media sent to the CMPC-Q is received and processed by the Warehouse, where it is sorted out into boxes based on media types, assigned a Batch, Box and HARMONY numbers. The Warehouse then activates the Batch, Box and HARMONY number in the warehouse database then delivers the boxes to the Media Lab.

All Media Lab personnel will be familiar with the PRI-File of Interest list. All CD/CDR/DVD's and images will be pre-screened prior to issuances to a linguist for processing. This eliminates the burden from the linguist to have to spend time on screening none essential media (software, magazine CD's, movies and images not requiring translation).

Triage is performed inside the Media area by cleared linguists and techs. The linguist will review all analog media of the batch. The linguists will translate the titles of every piece of media that contain written titles and enter them into the warehouse database. If there is nothing to translate, the translator will enter "No title to translate" in the warehouse database.

The linguist will complete a Batch Screening Review Sheet by viewing and/or listening to the audio, video, or images and summarizing their content and any information written on the labels onto the sheet. When the linguists identify any material that can be classified as "Priority" or "SLC", the Media Lab staff must be notified as soon as possible.

When the linguists are finished, the Media Lab staff reviews the sheets for completeness and ensures the information has been entered into the batch Media remarks section in the warehouse database and that a copy of the Batch Screening Review Sheet has been placed into the "Worked Spreadsheets" on the Trans LAN.

4.1.9 Coordinate with SAC-Qatar to Prioritize Exploitation

The analysts can run reports of batches that have been pre-triaged, but not prioritized from the warehouse database. The RRE has primary responsibility for prioritizing the exploitation effort at CMPC-Q. RRE in Qatar will coordinate with RRE in Baghdad

to ensure that CMPC-Q exploitation priorities are in <u>HARMONY</u> with the DIA's overall exploitation priorities.

The media exploitation priorities will be different from the document exploitation. The RRE analysts will maintain a listing of both document and media exploitations priorities and provide updates to the Media Lab Supervisor and J3. These priorities will be adjusted regular to fit the changing circumstances. <u>Exploitation priorities should be a major topic of discussion at the weekly Intel meeting with J3, Media, and RRE.</u>

4.1.10 Process Unreadable Analog Media Formats

Some analog media formats may be unreadable due to lack of equipment or expertise. If the Media Lab section doesn't have the necessary equipment to exploit the given media, then the Media Lab Supervisor should conduct a cost analysis to determine if purchasing the equipment is worth the investment or if outsourcing the media to another agency is more appropriate. The Media Lab Supervisor should submit his/her cost analysis with a recommendation to the J3. If the J3 concurs, he or she will submit the request to the CMPC-Q Chief for approval. If approved, the J4 will coordinate the purchase and delivery of the equipment.

If it is determined that the unreadable media should be outsourced to another agency, the J3 will make coordination or may delegate this task to the Media Lab Supervisor. The Media Lab Supervisor will ensure that any item outsourced to another agency for any reason is properly checked out from the warehouse database so CMPC-Q maintains accountability for the media.

ANALOG FLOW PROCESS
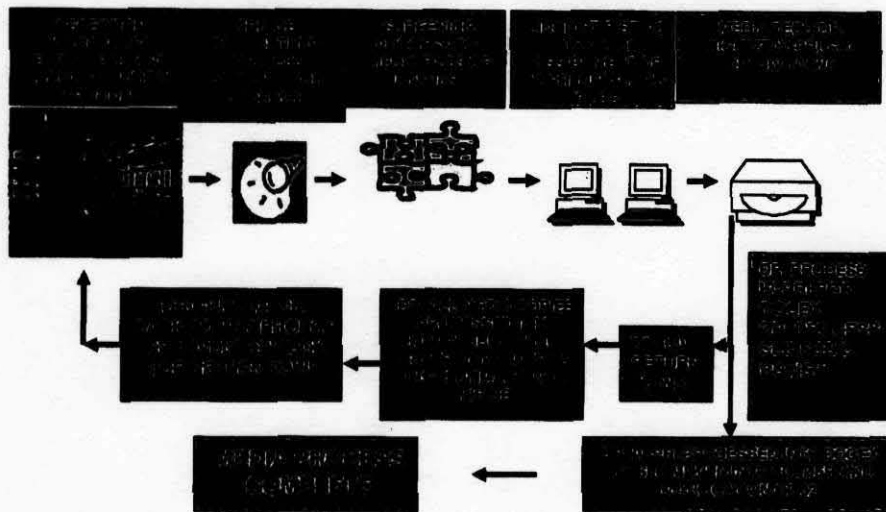
Figure 7. Analog Flow Process.

4.2 Audio Media Process

4.2.1 Checkout Batch from the Warehouse

Based on analog media priorities established by RRE, Media Lab will check out the next batch for processing from the warehouse. They will stage media on the "to be digitized" shelves. The intent is to process batch by batch rather than by media type.

4.2.2 Media personnel will triage, screen and gist media files of a selected box

- Translate the titles of each piece of media and enter it into the warehouse database. If the media piece has no title to translate the translator will enter "No title to translate" in the warehouse database.
- Screen/triage (against the PIR list) the media file and write an appropriate gist in the warehouse database.
- Annotate in the warehouse database and on the HARMONY number label whether the item is PRI/IV/NIV/SLC as appropriate.
- Files designated NIV will be left in the box and returned to the warehouse for storage.

- Files designated PRI/IV/SLC will be separated in the box from the NIV for easier processing.
- Complete/Create the Media Spreadsheet (MS) to include the following blocks: Linguist Name, Date, Batch, Box, HARMONY Number, Value (PRI/IV/NIV/SLC), and Gist of each HARMONY media item and any information written on the labels onto the spreadsheet. If the linguist identifies any material that can be classified as "Priority" they must notify the shift team lead.
- When the linguists are finished with the box the shift team lead reviews the MS sheets for completeness and ensures the information has been entered into the remarks section in the warehouse database.
- Ensure that a copy of the MS has been placed into the "Worked Spreadsheets Folder" on the "Trans LAN" for storage and a copy printed and placed in the box for use as a reference.
- Once finished with the box is turned over to a media tech for digitizing.
- Select another box from the "To Be Screened" shelves and continue processing media.
- Media Tech will: Convert all files that have been categorized as SLC, PRI, and IV into the appropriate format: audio—MP3/Video--WMV and Image---JPG.
- Transfer all files via 300GB temp drive to the TRANS LAN into the 2btrans perspective folders (audio, Image, and Video) that are to be uploaded into DOCEX.
- Transfer all SLC files to TRANS LAN into the 2btrans SLC Review folder.

4.2.3 Digitize audio

- Name the digitized file by HARMONY number. Double check to ensure this information is entered correctly.
- Label each folder on the recording computer with the batch number and box number. Do not mix files from different batches or boxes, place in the appropriate folder.
- Digitize audio into a .wav formatted file and convert it to an .MP3 format.
- After verifying the MP3 file, delete the WAV file.
- Upon completion of the shift's work, move the folder(s) to the "to be pushed" folder in the Trans LAN DOCEX sub-folder "audio".
- Mark the label of the original analog media with the "DIG" to indicate the media has been digitized.
- Return the audiotapes to their corresponding box.
- Once all the original media has been digitized, do a complete inventory of the box and then return the box to the warehouse.
- Check the digitized box on the warehouse database for each HARMONY number / audio tape that has been digitized.

4.2.4 Upload digitized audio files to be worked on the Trans LAN

- Open the "DOCEX" folder on the Trans LAN

  1. Then the "Audio" folder;
  2. Then the "to be pushed" folder
  3. Create a sub-folder under the "to be pushed" folder using the batch and box numbers of the audio media to be uploaded.
  4. Then copy the MP3 files to the "batch / box" folder. The individual MP3 files should be named by their respective HARMONY number.

- Upload the digitized MP3 files to the DOCEX suite using the HARMONY number, batch / box number and classified either Priority or Intel Value.
- Ensure that you cut and paste the translated gist from the warehouse database to the appropriate title field in DOCEX Suite.
- Once the files have been imported into the DOCEX Suite the remaining files can be moved to the "After (date)" folder on the Trans LAN.
- Copy the MP3 files under their batch / box folder on a DVD disc and store in the appropriate box and update the warehouse database by first checking the uploaded box for each individual file and by also indicating that the files has been uploaded.
- Return the box to the warehouse after a complete inventory has been preformed.

4.2.5 Import files to J2 or Trans LAN DOCEX Suite

- Ensure there is a batch already created in DOCEX Suite to accomplish the import.
- The Warehouse Supervisor is responsible to create a batch in DOCEX Suite upon receipt of documents or media into the warehouse.
- Every file must be associated with the corresponding batch number in DOCEX Suite.
- Keep in mind that multiple files from the same batch can be imported at the same time.
- Import all Priority and Intel Value files into the DOCEX Suite LAN.
- Notify the J2 supervisor that there are files in the "SLC" folder so he can import all SLC or CI files into the CI DOCEX Suite LAN.

4.2.6 Mark NIV Files in Warehouse Database and Delete NIV Files

Files deemed of No Intel Value in Triage will be tagged as NIV in the Warehouse database. If the status of these files changes, a search of the warehouse database can be completed and then the status can be upgraded in the warehouse, with adjustments in the digitization and uploading of those files.

4.3 Image Media Process

4.3.1 Checkout Batch from the Warehouse

Based on analog media priorities established by RRE, Media Lab will check out the next batch for processing from the warehouse. They will stage media on the "to be digitized" shelves. The intent is to process batch by batch rather than by media type.

4.3.2 Digitize Image Media

- Digitize the film slides using the appropriate equipment and software.
- Save the digitized images into a directory titled with the batch / box number.
- When saving the JPEG files use the assigned HARMONY number with a child number at the end to distinguish between the individually captured images. For example, a 35mm roll of film may have 36 individual pictures associated with it. The roll of film received a parent HARMONY number of ISGQ-2004-M000142 when it was in processed by warehouse personnel. Each individual picture from that roll of film would receive a child HARMONY number of ISGQ-2004-M000142-001, ISGQ-2004-M000142-002, and so forth. Double check to ensure this information is entered correctly.
- When you have completely finished digitizing and entire file collection. Copy the entire collection to a portable storage drive for transfer to the DOCEX Suite. Label a CD-R or DVD with the batch / box number and HARMONY number and then copy the corresponding directory and files onto it. Do not mix files from different batches on the CD-R's or DVD's.
- Return the image media to the corresponding box. Once all the original media has been digitized prepare the box for return to the warehouse to include a CD-R or DVD disc of the images.
- Check the digitized box on the warehouse database for the parent HARMONY number after each child image has been digitized.

4.3.3 Upload Digitized Image Child HARMONY Numbers to the Trans LAN

- Open the "DOCEX" folder on the Trans LAN

  1. Then the "Image" folder;
  2. Then the "Working" folder
  3. Create a sub-folder under the "Working" folder using the batch and box numbers of the images to be uploaded.
  4. Then copy the image files to the "batch / box" folder. The individual images files should be named by their respective HARMONY number and child number.

- Upload the digitized image files to the DOCEX suite using the HARMONY number, batch / box number and classified either Priority or Intel Value.
- Once the files have been imported into the DOCEX Suite the remaining files can be moved to the "After (date)" folder on the Trans LAN.

4.3.4 RRE Analysts Perform Triage of Image Files

- Once the digitized image media files are uploaded to the Trans LAN analysts from RRE will triage these files based on established Triage Guidelines.
- The analysts will view each file and perform triage by categorizing each file appropriately as SLC, Priority, IV or NIV.
- As the analysts categorize the files, they will need to cut and paste the files into the respective batch sub-folder under SLC, Priority, or Intel Value as appropriate.
- It is imperative that each file always be tied to the correct batch folder, so they can be properly imported into DOCEX Suite.
- If the analyst is unable to make a determination on any given file, then the file will remain in the "Working" batch folder for other analysts to view.
- Some image files may contain items with foreign-language writing. The analysts should consult one of the CAT II cleared linguists for help on these files.

4.3.5 Import image files into CI or Translator DOCEX Suite LAN

- Ensure there is a batch already created in DOCEX Suite to accomplish the import.
- The Warehouse Supervisor is responsible to create a batch in DOCEX Suite upon receipt of documents or media into the warehouse.
- Check the Warehouse database to see if the parent image media had a written title. If so, create a record in DOCEX Suite of the parent image media and copy and paste the translation of the actual title in the appropriate field. If there was no title to translate, enter "No title to translate" in appropriate field in DOCEX Suite. Also, provide a description of the parent media in the comments field (e.g., 36 pictures of what appears to be family gatherings of unidentified personnel).
- Every image file must be associated with the corresponding batch number in DOCEX Suite. Keep in mind that multiple files from the same batch can be imported at the same time.
- Import all Priority and Intel Value files to the Trans LAN.
- Notify the J2 supervisor that there are files in the "SLC" folder so he can import all SLC or CI files into the CI DOCEX Suite LAN.

4.3.6 Image Files whose Intel Value is Indeterminate

Image media that is difficult to categorize for any given file will be designated NIV. Those files, whose IV is indeterminate, should be left in the "Working" folder in DOCEX for other analysts or subject matter experts to view.

4.4 Videos Media Process

4.4.1 Checkout Batch from the Warehouse

Based on Analog Media priorities established by RRE, Media Lab will check out the next batch for processing from the warehouse. They will stage media on the "To be Screened" or the "To be Triaged" shelves as appropriate. The intent is to process batch by batch rather than by media type.

Unlike audio and image media which is digitized immediately and uploaded to the J2 or Trans LAN, video media is triaged within the Analog Media area by Analog Media Linguists. This is for three reasons.

1. The video may contain objectionable material and needs to be processed by individuals who have received the appropriate training and given their consent.
2. Analog Video Media may arrive in different types of media styles, such as VHS, BETA, Hi 8, VHS-C, VCD or DVD.
3. Analog Media contains the equipment to view this information.

4.4.2 Perform Screening of Video Media as Appropriate

Based on availability of resources and the amount of video media that is likely to occur for a given batch, the Media Lab Supervisor can opt to have a non-linguist screen the media to eliminate any videos that are NIV. This is done to preserve the use of our CAT II cleared linguists for tasks that only a linguist can perform. A non-linguist must view and listen to the video media from the beginning to end, since items that are IV have been found embedded in the middle of videos that would otherwise be classified as NIV.

The screener should attend RRE triage training before performing any screening. If a screener has any doubt about an item, he or she should consult with one of the analysts from RRE. A video designated as NIV may include things such as pornography, movies, work out video, etc.

- Once screening of a batch / box is complete:

    1. The screener will check the screened box in the warehouse database for each HARMONY number/videotape that has been screened.
    2. The screener will also mark an "S" on the original video media, which indicates that the video has been screened and also "NIV" if applicable.
    3. If the video media still requires Triage by an analog media linguist, then simply move the video media to the "To be Triaged" shelf.
    4. Those video media items that are determined to be NIV during screening are returned to the corresponding box for return to the warehouse.

4.4.3 Perform Triage of Video Media

Using the dedicated equipment in the Media Lab, CAT II linguists will listen to and view each file and perform triage by categorizing each file appropriately as SLC, Priority, IV or NIV based on established triage guidelines from RRE. The CAT II linguist will mark the HARMONY label on the media by the appropriate category. All video media categorized as SLC, Priority, or IV will be moved to the "To be Digitized" shelf. The CAT II linguist will mark the triage box in the warehouse database as appropriate

Note: It is imperative that all video media including those identified as NIV be moved to the "To be Digitized" shelf together so they remain associated with their corresponding batch / box number for eventual return to the warehouse.

4.4.4 Digitize Video Files of SLC, Priority, or Intel Value

- Digitized and name the digitized file by the HARMONY number on the DVD and WMV file.
- Double check to ensure this information is entered correctly. Label each DVD with the batch / box number, HARMONY numbers and place the DVD in a storage box.
- Copy the WMV file to a portable hard drive for upload into DOCEX.
- Mark the label of the original video media with a "DVD" to indicate that the video has been digitized.
- Return the video media to the corresponding warehouse storage box and inventory the contents.
- Check the digitized box on the warehouse database for each HARMONY number/videotape that has been digitized.
- Return the box to the warehouse after a complete inventory has been preformed.

4.4.5 Upload Digitized Video on the Trans LAN

- Open the "DOCEX" folder on the Trans LAN

  1. Then the "Video" folder;
  2. Then the "New" folder
  3. Then copy the WMV files to the "New" folder. The individual WMV files should be named by their respective HARMONY number.

- Upload the digitized WMV files to the DOCEX suite using the HARMONY number, batch / box number and classified either Priority or Intel Value.
- Once the files have been imported into the DOCEX Suite the remaining files can be moved to the "DOCEXED – After (date)" folder on the Trans LAN.
- Store the DVD containing the digitized video files in the appropriate box and update the warehouse database by first checking the uploaded box for each individual file and by also indicating that the files has been uploaded.

4.4.6 Import files to J2 or Translator DOCEX Suite LAN

- Ensure there is a batch already created in DOCEX Suite to accomplish the import.
- The Warehouse Supervisor is responsible to create a batch in DOCEX Suite upon receipt of documents or media into the warehouse.
- Every file must be associated with the corresponding batch number in DOCEX Suite. Keep in mind that multiple files from the same batch can be imported at the same time.

- Ensure that you cut and paste the translated titles completed at pre-triage from the warehouse database to the appropriate title field in DOCEX Suite for each file being imported.
- If there was no title to translate, enter "No title to translate" in appropriate field in DOCEX Suite.
- Import all Priority and Intel Value files to the Trans LAN. Import all SLC files to the J2 DOCEX Suite LAN or notify the J2 supervisor so he can import these files to the CI DOCEX Suite LAN.

DIGITAL MEDIA FLOW PROCESS
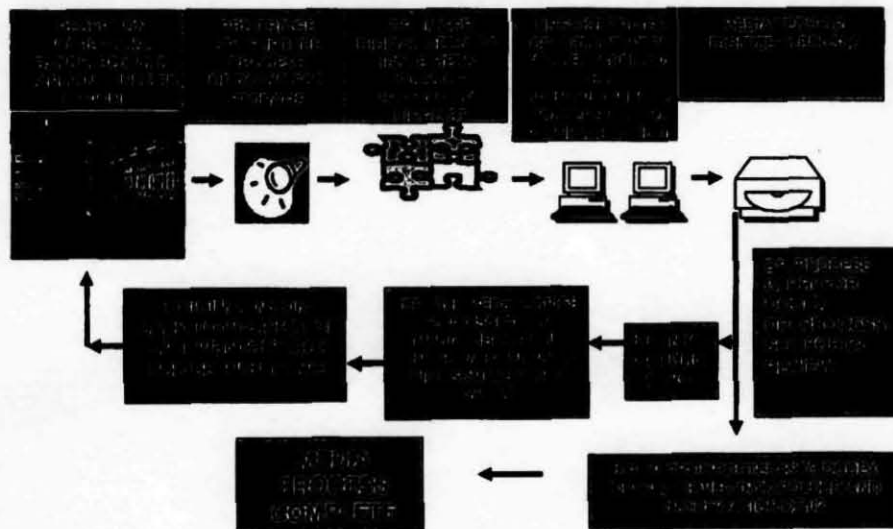
Figure 8. Digital Media Flow Process

4.5 Digital Media Process

4.5.1 Make an Image (Copy) of the Media

- Image all pieces of digital media. An image is a bit-by-bit copy of the image using either EnCase or the Defense Computer Forensic Lab Disk Duplication script.
- Save all images on the MEDEX LAN Server and verify that they are not corrupted.

- Perform all analysis on the image, ensuring that the original piece of media is returned to the warehouse for storage.
- Separate any pieces of media that are unreadable and send them to the NSA for analysis. When sending media to the NSA, ensure that you check the media out from the Warehouse (e.g., Sent to NSA for analysis) to ensure strict accountability of all items.
- For detailed, step-by-step instructions on these processes, see Appendix J (Digital Media Computer Forensics Process).

4.5.2 Analyze the Image

Analyze all pieces of media using the EnCase software. This includes the English and Arabic keyword search, file signature analysis, removal of known hashes, email address searches, graphics file finder search, and large JPEG pictures search. It also includes using special filters to extract text, internet, graphics, e-mail and audio and video files for access later.

Note: For detailed, step-by-step instructions on these processes, see Encase Manual.

4.5.3 Prepare Extracted Files for Triage

All the files that have been identified as files of interest based on the analysis and extraction processed need to be triaged by cleared linguists. Place these files on the Media LAN for triage using the following procedures:

1. Create a new folder on the MEDEX LAN under the MEDEX folder at the following location: MEDEX\work\to be translated\Media A\ Forensic Cases Awaiting Translator Triage
2. Place the group of files in then new folder and name the folder with the HARMONY number of the piece of media from which they were extracted.
3. Create three subfolders within this parent folder and name them IV, NIV, Others.

4.5.4 Digital Media Conversion

Once the files have been triage, you will need to convert any files that have been categorized as SLC, Priority, or Intel into PDF format. The Digital Media Conversion process will strip the file of any macros or viruses in preparation for inputting these files into DOCEX Suite on the Trans LAN.

1. Open the Forensic Cases Completed Translator Triage folder on the Media LAN at MEDEX\work\to be translated\Digital Media, then open each of the HARMONY number folders to be extract Priority, and Intel Value files from their corresponding subfolders.

2. Run them through the Digital Media Conversion program, keeping them separated in their different categories.
3. Transfer to media tech for upload or storage on the TRANS LAN.

4.5.5 Process audio/Visual Media from the Digital Media Section

When the Analog Media Section finds audio, video, or image files of potential SLC, PRI or IV that can not be copied or processed Analog Media Section will contact the Media Lab Supervisor for assistance from the Digital Media Section. Digital Media Section will attempt to process these files on the Media or "Dirty" LAN.

When processing these files, simply follow the same methodology including triage, however, none of these digital files can be transferred to the Translator or J2 LAN because of the threat of viruses.

- The Media Lab staff will ensure that an experienced linguist performs a Quality Control step and that a trained native English speaker performs the Admin Review step.

- Remember to update the warehouse database and check the appropriate boxes.
- CAT II linguists working in Media Lab can make entries into DOCEX Suite on the Trans LAN workstations in the Analog Media area. In the comments field, the CAT II linguist should enter a remark such as "Original media file is contained on a "dirty" local area network and therefore not available in National HARMONY. "This remark will prompt them to contact the CMPC-Q if they require a copy of the original media.

SECTION 5

J3 PROCEDURES

5.1 MANAGE AND EVALUATE OPERATIONS

The J3 shop consists of the J3 (Operations Officer), the Senior Watch Officer (SWO), Assistant Operations Officer, Training Supervisor, Operations Specialist (Taskings), Operations Specialist (Plans), Operations Specialist(s), and a Warehouse Supervisor. Together they oversee the entire document and media exploitation operation from warehouse thru triage digitization to document preparation and scanning to gisting and translation. Production is the number one operational priority, and J3 must monitor production quality and quantity indicators from each area while working with leadership to set and attain reachable goals. See Section 7.3 for a complete list of J3 duty descriptions by position.

5.1.1 Monitor Production Quality

The CMPC-Q operational products are accessed by the entire Intelligence Community. Quality needs to be of a professional level and is the number one priority at CMPC-Q. J3 must set a high standard for quality and communicate that standard to the Watch and Media leadership. J3 must not accept products that fail to meet this standard. Ask the RRE to assist you in sampling production quality and in giving feedback on quality levels and expectations.

5.1.2 Monitor Production Levels

The J3 needs to be aware of capabilities and trends to set goals, predict workflow deadlines, spot weaknesses, plan adjustments, and otherwise gauge the pulse of the exploitation process. They must ensure that Media and Watch leadership are entering their section's statistics into the appropriate databases and tracking logs. J3 will run the production reports in DOCEX Suite, view the Media Section databases, and monitor the Daily Tracking Log found on the *dxapp01* server of the Translator LAN. J3 will consult the leadership when they have questions or concerns. Keep CMPC-Q-HQ informed of progress and difficulties.

5.1.3 Set and Communicate Production Goals

After J3 has tracked production quality and quantity for a period of time (one month), you will start to notice trends based on the reports provided by the watch staff. J3 will ensure that each of the Media and Watch leadership set specific production goals based on their capabilities. J3 will encourage them to reach these goals, and recognize the shifts efforts when they do reach their goals.

J3 will establish and publish overall Operations goals, encouraging everyone to challenge themselves and each other to reach them. J3 will remind the Media and Watch leadership of these goals, keeping them informed of where they stand in regards to achieving them. J3 will remind the Media and Watch leadership to always focus on the quality of the product first and never focus on quantity alone and ensure they understand that quantity is a result of good work ethic, efficient processes, and ability.

5.1.4 Attend and Conduct Meetings

5.1.4.1 Conduct Weekly Operations Meetings

J3 should have an operations meeting weekly (or as needed) with Watch and Media leadership to set goals, plan training, seek input, discuss common problems, distribute information, and reinforce procedures and policies. J3 should keep the meetings short and efficient (30 minutes is a good target). Always schedule the meetings in advance and encourage discussion among the personnel attending the meeting. Help them observe trends and encourage sharing and adopting ideas that have worked elsewhere.

5.1.4.2 Attend CMPC-Q Chief's Staff Meetings

CMPC-Q-HQ holds a Staff meeting two times a week (M, TH) to disseminate information from VTC et al and to coordinate issues among the CMPC-Q staff members. The J-3 and Senior Watch Officer will attend these meetings, with representation from the floor. Following the meeting, disseminate any pertinent information to the J-3 Staff and/or the floor as appropriate.

5.1.5 Assign and Move Personnel

The exploitation process at the CMPC-Q has a number of steps, each of which can result in backlogs due to a number of reasons. Based on overall exploitation needs, the SWO assigns and moves personnel to position each area for success. Be creative in dealing with problems, and encourage all leaders to be flexible as you make adjustments to personnel assignments.

5.1.5.1 Assign New Personnel

The CMPC-Q is manned by contracted employees from many countries and with different categories and classifications of skill and qualifications. J-1 will assign new Category 1 linguists to J-3 and the SWO will place them on the Swings or Graves shift to start out. Once on a shift, supervisors can work through the SWO to facilitate a change of shift as needed. When new Admin Ops and Cat II linguist contractors arrive, they are also assigned by J-1 to J-3. The SWO will also assign them to either a Swing or Grave shift in the beginning. Once on a shift, supervisors can work through the SWO to facilitate a change of shift as needed.

5.1.5.2 Approve Personnel Changes and Movement

When personnel in various sections and shifts of the exploitation process request to move from one section or shift to another, they need to clear it through their Watch leadership to the SWO. The SWO will contact the gaining and losing supervisors to verify that both are comfortable with the arrangement. If the request meets operational needs and is endorsed by the SWO, the request will be approved and the SWO will try and ensure that it happens in a smooth manner. The Watch leadership will ensure all site managers are informed of any changes.

5.1.5.3 Personnel Issues

BEHAVIORAL ISSUES:

J3 will encourage section and team leaders to use the Memorandum For the Record (MFR) to document incidents of not meeting responsibilities and expectations. Contractors may not counsel other contractors. All watch and team leaders must encourage every one on the floor CAT I, CAT II and AO's, to understand their responsibilities and expectations. If an employee fails to fulfill their assigned duties as explained to them, ensure that team leaders use this form to keep the Watch, SWO, J3 Officer and site manager apprised of any situation. J3 will monitor the Watch staffs

interaction with the employee to ensure that each person receives a fair chance to correct his or her mistake/behavior and make an honest contribution to the mission of the CMPC-Q. However, if individuals have consistently failed to measure up to fair expectations and this has been documented, the J-3 and/or SWO will recommend termination of the individual to the COR. To do so, all documentation and/or correspondence must be completed.

LANGUAGE ISSUES:

The process of summarizing and translating documents is a complex and linguistically challenging job. There may be some linguists who just do not have the language capabilities needed to function properly in this position. If Team and Watch leadership feel that individuals do not have the necessary skills and have documented this through adequate evaluations and work samples, they will need to recommend the termination of the linguist to the SWO and J-3. If the SWO and J-3 concur, the SWO or J-3 will inform the COR, who in turn will inform the site manager of their respective companies.

5.1.6 Monitor Operational Supplies

The SWO will coordinate with the Watch and Media Supervisors to ensure that every operational area has the supplies they need to function smoothly. The supervisor will check the supplies of gloves, masks, boxes, folder labels, <u>HARMONY</u> labels, manila folders, etc.

A complete list, along with the appropriate quantities in each section, can be found in the J3 shared folder.

5.1.7 Maintain the SOP

J3 maintains this CMPC-Q official SOP. They will ensure periodically that the networks are cleared of older versions. They will ensure that all changes to the SOP must be approved by the J3/HQ. They will ensure that ensure that there is input from all shifts and sections. They will have the Watch and Media supervisors forward suggested changes and improvements to the J3 for approval through HQ. Any changes may be submitted on SIPR to J3 in an email. The weekly J3 Operations meeting is the forum where Watch and Media leadership can present their recommendations for changing their particular sections of the SOP, as well as discussions and recommendations on current procedures. J3 will make all approved changes to the SOP main copy in the J3 shared directory on SIPR. After any changes are made, the date on the cover of the SOP will be updated. J3 will coordinate with the J6 to post it to the Web and the shared file cabinet in DOCEX Suite. (These versions are posted in sections for ease of use by the entire floor.)

5.1.8 Manage DOCEX Configuration Changes

Based on their needs and evolving processes, sections and teams will ask for DOCEX Suite system configuration changes. The J3 is the approving authority for all changes and

configurations. These requests will be discussed at the weekly Operations meeting. Based on input from users and supervisors, J3 will provide input to the J6 and DOCEX Suite representatives on any changes you recommend.

5.2 MANAGE TRANSLATION ASSIGNMENTS AND SPECIAL PROJECTS

Within the J3 shop, the Tasking Operations technician will task and track translation requests and special projects, working closely with the Senior Intelligence Officer in the RRE.

5.2.1 Translation Requests for DOCEX Suite Files

5.2.1.1 Receive Translation Requests

Translation requests come from a variety of places, including analysts in RRE and RRE-Baghdad, de-briefer at the MNFI Joint Interrogation Debriefing Cell, and other consumers within the area of operations and throughout the Intelligence Community. All of these requests must go to the SIO for RRE, who will filter and prioritize them so that J3 Operations only focuses on the most important requests. The SIO will send these requests via e-mail addressed to the CMPC_QATAR_J3 group on global SIPRNET.

5.2.1.2 Assign the File for Translation

Requests for full translations will be accomplished by one of the selected teams assigned to accomplish these requested tasks. The following procedures will be followed:

Assign Taskings (Trans)

   a. See message in Outlook on SIPR requesting a full translation
   b. Go to trans computer and click on task tab
   c. Click file, new, task request (Ctrl+Shift+U)
   d. Assign to team 6, 16 or 26. (full translation teams)
   e. Put HARMONY number for subject
   f. Assign priority and due date, *5 pages per day per translator
   g. In message tell the team what exactly needs to be translated
   h. Update spreadsheet on SIPR with all information

5.2.1.3 Notify RRE upon Completion

Notify the RRE SIO via e-mail on the SIPRNET that the full translation assignment has been complete.

Taskings (Trans)

   a. Open MS Word on the trans. computer
   b. Click on the task menu

c. Click on the tasks to activate
d. Go to My Computer, click on full translation on dxapp01 (I:)
e. Click on the Search tool and search for record
f. When record displays, right click and save onto disk (D:)
g. Bring disk to SIPR computer
h. Update the translation 2 spreadsheet and verify the files are complete
i. Send the files to J-2 for action

    1. To: J2 (*selected personnel*). CC: RRE (*selected personnel*)
    2. Subj.: Files for J-2 action

5.2.2 Special Projects

In a few instances, the exploitation process will reveal items of larger scope or magnitude than the usual document or media files. Some of these will need to be exploited in order to meet national or theater requirements. These may be larger files, lists of names, databases, or other formats. Where possible, use the existing process to exploit these items. For example, where translation of a database is called for, assign it to a translation team and have them work on it in the normal quality control process of Translation, QC Review, and Admin Review. The Tasking Operations technician will monitor the progress of all special projects and make adjustments based on recommendations from the respective team leaders. If appropriate, the J-3 may ask Report Writers or the RRE to be involved with the exploitation.

5.3 MENTORING AND OPERATIONS LEADERSHIP

The J-3 and SWO needs to work with Watch and Media leadership to set fair expectations and hold section or team staff accountable to these standards. The following paragraphs outline these principles.

5.3.1 Mentor and Helping Watch and Media Lab Leadership

The J3 Officer will meet with each Watch Officer and the Media Lab Supervisor to counsel them on what is expected of them. The J3 Officer will use the SOP to task them on specific expectations and standards. The J3 Officer will document the counseling and then meet with them periodically to assess their performance based on the shared expectations outlined in their initial meeting. The J3 Officer will:

- help them to set production goals that cover efficiency, quality, and personnel improvement.
- encourage them to work with the personnel they supervise.

If the J3 Officer needs to address a problem with a leader, do so privately and immediately; don't wait for the problem to grow bigger. You will also ensure that team leaders/supervisors are working with the individuals in their sections.

5.3.2 Ensure Cross-Training of Key Personnel

Due to the unpredictable nature of theater conditions, the CMPC-Q J3 needs to be prepared for rapid increases and decreases in personnel. J3 will make sure that they have cross-train key leaders in various positions and ensure that supervisors are doing the same on their teams and in their sections. They will ensure that Assistant Watch Officers are capable of stepping in as the Watch Officer when necessary and that they are capable, trained leaders within each of the media exploitation sections that can manage their sections when they are called upon to do so. The J3 Officer will ensure that there are capable individuals within the J3 shop that can assume the reporting, evaluating, and decision-making functions of the Operations Officer in his absence.

5.4 CREATE AND DISSEMINATE OPERATIONAL REPORTS

The most important part of any exploitation activity is getting the relevant information to the appropriate customers. The CMPC-Q J3 is responsible for generating two significant reports to assist in the dissemination of pertinent information.

5.4.1 CMPC-Q Watch Report

The J3 Staff will create the CMPC-Q Watch Report every day. The Watch Report is a compilation of every file that has completed Admin Review on the operations floor during a 24-hour period. This report is then sent to CI-Qatar for review, at which time any SLC-related files that were missed at Triage are identified and pulled out of the report. The report that has been edited by CI-Qatar is then sent to a variety of CMPC-Q consumers for exploitation and review.

5.4.1.1 Create the Report

The J3 Staff creates the Watch Report for the previous day's files on or around 0800 every morning. The Watch Report is created in DOCEX Suite using the CMCP-Q Reports function using the following:

Watch Report Procedures

- Open Docex
    - o Utilities
    - o Reports
    - o Date Range
        - Yesterdays starting time 00:01
        - Yesterdays ending time 23:59
    - o Pull down classification assignment
    - o Pull down report title "End of Shift Report"
    - o Report title will be the previous day of the week of the report i.e. *"Thursday"*
    - o Select "view"
    - o Wait for report

- Select "page 1 of (xx)"
- Select envelope w/arrow
  - o Format (word for windows doc)
  - o Destination (application)
- Save as (d:) file name/date) Qatar (CMPC-Q) Daily Watch Report Without CI CHOP
- Save as type (word document)
- Transfer to SIPR
- Send to personnel listed on watch report, then email

5.4.1.2 Forward the Report to CI

Once the Watch Report is in MS Word, save it to a disk and transfer it to the SIPRNET then send it to CI-Qatar by e-mail. The subject line for the e-mail should be the date then "Without CI Chop" (e.g. 04 Mar Without CI Chop). It should be addressed to the individuals listed on the *Without CI Chop* sheet posted in the J-3 hut. The people on this list may change from time to time. Periodically coordinate with representatives from the RRE and CI-Qatar to ensure that the list is current.

5.4.1.3 Receive the Report with CI Edit

Counterintelligence representatives will read the Watch Report and identify any files that are SLC-related. These files will be deleted from the Watch Report and CI will ensure that the entries are deleted from DOCEX Suite and National HARMONY. They will send the edited report back to you around 1300 hrs each day via e-mail named as the date followed by the words "With Chop (e.g., 04 Mar With Chop). Save a copy of this report to the J3 Public Folder for the appropriate month End of Shift folder.

5.4.1.4 Distribute the Edited Report

Via e-mail, send the edited report to the distribution list on the *With CI Chopped Out* sheet posted in the J-3 hut. For the subject line, use the date followed by the words "CMPC-Q Watch Report" (e.g., 04 Mar CMPC-Q Watch Report).

5.4.1.5 Monitor Specific Limiting Criteria Expungement

Specific directions on how CI-Qatar requests files containing Specific Limiting Criteria (SLC) be expunged can be found in Appendix E (SLC Handling Instructions). The J-3 needs to verify periodically that the files are indeed being expunged from local DOCEX Suite and National HARMONY databases. To do this, coordinate with CI for a list of the expunged HARMONY numbers from a previous time period (several days to a week prior). Then search for these files in DOCEX Suite and National HARMONY. J3 will coordinate with J6 to expunge any records that are still in either database.

5.4.1.6 Manage Reintroduction of Non-SLC Documents into Workflow

CI-Qatar will occasionally pass back two kinds of files – files from which SLC-related material was removed, and files that were evaluated and determined not to contain SLC-related material. These files will need to be categorized (Priority, Intel, etc.), rescanned, and processed as normal. Specific instructions are contained in Appendix E (SLC Handling Instructions). The J-3 will need to monitor this process to ensure accountability of all files.

5.5 MANAGE OPERATIONAL TRAINING

5.5.1 General Training

The J-3 and SWO in coordination with the Training Officer is responsible for coordinating and scheduling operational training for all personnel working in the exploitation process at the CMPC-Q. The bulk of all training will center around the quality control process in teams, wherein all personnel are trained to standard and given regular, effective feedback on the quality of their work. There will be other, more generalized training that the J3 will need to oversee. Once scheduled, the J3 should ensure that the training is posted to the CMPC-Q Training Calendar (on the linguist web site), by the Training Officer. Coordinate with the shifts to ensure initial training is effective and standardized. Coordinate with ARCENT for EOD training and with CI for specialized training such as SAEDA, etc. Approve and disapprove training resource requests from the shifts. Manage the standardization committee, on which CAT II linguists work with analysts to standardize key words, etc. Ensure each shift holds regular training with their team leadership and that the team leaders are holding it with their team. Ensure that all training is documented. Manage the web site and act as the approving authority for anything posted on it. Ensure everyone knows and is trained on web site use.

5.5.2 Specific Training

5.5.2.1 RRE

SUBJECT BRIEFS: The RRE Subject Matter Experts (SMEs) give regular classes to the CMPC-Q workers when needed. Classes are given when requested or at these times:

Day: 0900
Swing: 2100

TRIAGE GUIDELINES: RRE staff will provide training on Triage Guidelines in conjunction with the J3 Training Officer. The classes will be held as needed, on one shifts or if needed, on all three shifts, to facilitate the training of new personnel.

5.5.2.2 CI-Qatar

J2- CI Qatar will update the training criteria supplied by RRE to identify the CI (Specific Limiting Criteria (SLC)) material during triage. These procedures are required by all

cleared personnel during their initial training phase and as needed for changes in the work environment or job assignment.

5.6 PARTICIPATION IN TOURS OF CMPC-Q

The CMPC-Q often receives visitors and dignitaries from various commands and government agencies. CMPC-HQ usually conducts a walking tour of the CMPC-Q operations, meeting the visitors at the North entrance to building 216. After a brief introduction to CMPC-Q the tour then travels through the warehouse to areas to include RRE, the Media Lab, triage, doc-prep/scanning, Watch leadership, translation teams (the floor), and the RCLO. The J-3 and/or SWO may accompany CMPC-Q-HQ. Most sections have a brief presentation to provide that will explain their function and significant achievements. See Appendix M (CMPC-Q Operations Walking Tour Speaker Notes) for detailed notes on the walking tour.

6.2 RESEARCH AND REPORTING ELEMENT-QATAR

The Research and Reporting Element (RRE), consists of the RRE-Chief, Deputy Chief, Senior Intelligence Officer (SIO), Exploitation Research Analysts, Report Writers, Administration Operations specialists, visiting Subject Matter Experts (SME), and RRE Team Leaders (formerly known as Triage Analysts). RRE is responsible for developing the Triage Guidelines (based on Priority Intelligence Requirements, or PIRs, generated by the Intelligence Community) for the CMPC-Q triage and production processes. RRE is responsible for reviewing all exploited hardcopy documentation and electronic media, categorizing this data according to PIRs, identifying what the RRE staff determines to have the greatest intelligence value, and converting that data into Intelligence Information Reports, or IIRs. Information that is deemed as having extreme relevance and applicability in support of US and Coalition Forces operations is immediately compiled and sent to the appropriate customer. RRE is responsible for developing and managing the CMPC-Q Personality Database and Name Validation Tool. RRE is the CMPC-Q's focal point in establishing document exploitation search parameters and instructing linguists on priority requirements. See Section 6.4.2 for duty descriptions for each position in RRE.

6.2.1 Supervise RRE Operations

6.2.1.1 Maintain Accountability of RRE Personnel

The Chief has overall responsibility for all RRE operations and administrative control of RRE personnel. The RRE Chief is responsible for: overseeing and maintaining the day-to-day operations of RRE; supervising review of daily document exploitation efforts and production of Intelligence Information Reports (IIRs); tracking daily accountability and managing work schedules; providing mentoring for junior or less experienced RRE employees; office personnel administration and resource allocation; ensuring a smooth transition between in-bound and out-going personnel; and consults with contract site and

program managers on a regular basis to address all job-related issues dealing with contract personnel.

6.2.1.2 Manage RRE Workflow

The RRE Chief has overall leadership and management responsibility for RRE. The RRE Chief supervises all aspects of RRE operations with the assistance of the RRE Deputy Chief and Senior Intelligence Officer (SIO). The RRE Chief provides guidance to the Deputy Chief and SIO and directs all actions which fall within RRE responsibilities to mission accomplishment and all other additional duties as determined by the Director, CMPC-Q..

6.2.2 Manage Translation Requests

The Senior Intelligence Officer (SIO) for RRE, charged with managing work flow and report production, is tasked by the RRE Chief with collecting, prioritizing, and filtering all translation requests that come to CMPC-Q. The SIO will utilize the following procedures:

6.2.2.1 Receive Translation Requests

CMPC-Q receives requests for full translations, or FTs, from its myriad customer base within the Intelligence Community. These requests are screened by the SIO. The SIO prioritizes the requests and maintains an ongoing record of the status of each request.

6.2.2.2 Filter and Prioritize the Requests

CMPC-Q's limited resources focus mainly on summarizing, or gisting, every document and media file that is received for exploitation and eventual uploading into the national HARMONY database. Based on customer's requirements and needs of the mission, not every request for a full translation can be processed. The SIO will determine which translation requests do not meet community-established Priority Intelligence Requirements (PIRs) or mission critical information. The SIO will prioritize remaining requests in order of importance to meet community-determined requirements. The SIO will ensure that customers refine their FT requests to only those portions of a document or media item that are applicable to answering an identified PIR or element of essential information.

6.2.2.3 Coordinate with Operations

The SIO (or their representative) will prioritize FT requests and notify the J-3 (Operations) by e-mail of all translation requirements and any specific deadline parameters provided by the customer. Once received, J-3 will assign the necessary resources to accomplish the task(s). J-3 will automatically forward the translation request to the J-2 for a Specific Limiting Criteria (SLC) check. Once cleared, the J-2 will forward the completed translation to RRE for distribution.

6.2.3 Reporting

6.2.3.1 Document Files of Interest

Files of Interest are a daily report compiled and distributed by RRE from the CMPC-Q Watch Report that meet reporting guidelines. Once selected Files of Interest are compiled, the SIO will check their selection against the J-2 CI CHOP verifying no J-2 identified SLC material is contained in the Files of Interest. The RRE will disseminate the Files of Interest to consumers and 'cc' the SIO and RRE-Chief. The SIO will maintain and update customer distribution lists as required.

6.2.3.2 Media Files of Interest

RRE will review the summaries or gists of electronic media files (photographs and videos) provided by the CPMC-Q Media Lab to determine the relevance of information. RRE will request an FT if a file is found to contain potentially significant or critical information of intelligence value.

6.2.3.3 Intelligence Information Reports (IIRs)

The RRE Chief, SIO, Watch Report Analysts and Report Writers will identify information and exploited documentation that warrants production as an IIR. The Lead Report Writer will assure completeness and accuracy of the information before sending a draft IIR to the SIO and the RRE Chief. Once reviewed, the RRE Chief, or their designate, will authorize release of the IIR to the IC.

6.2.4 Analyst-Driven Resources

RRE Team Leaders act as the interface between RRE and Category II Triage Linguists. RRE Team Leaders are provided with SOPs and Triage Guidelines to assist in their duties. The following are a few of the important tools that RRE Team Leaders will maintain and update:

- Triage Guidelines   - Foreign Terrorist Organizations

- PIR People   - Iraqi Military Glossary

- Duty Description   - Keywords/Search Terms

- Triage Category Explanations (CI, SSM, PIR, IV, NIV)

- Symbols of various Iraqi Organizations

6.2.5 Triage Instructions

RRE Team Leaders will maintain a continuous presence in the Triage area to assist the CAT II linguists in categorizing and prioritizing documents and media files for

exploitation. The Team Leaders will provide necessary administrative and managerial guidance as required to ensure a smooth work flow. The following procedures outline RRE Team Leaders efforts in triage. The RRE Team Leaders should also be familiar with Section 2.2.2 (Perform Document Triage) and 2.2.3 (Perform Media Triage).

6.2.5.1 Conduct Quality Control of Document Folders

RRE Team Leaders will ensure that <u>HARMONY</u> number labels on folders are readable and not obscured or covered in any way. They will ensure that the summaries of the files' contents are concise, accurate, and legible and that each file is accurately identified as CI, DOJ, SSM, PIR, IV, and NIV.

<u>Specific Limiting Criteria (SLC)</u>: Marked as CI, these files mention US/UK persons or companies, intelligence sources and/or methods used to gain information.

<u>Regime Crime Liaison Office (RCLO)</u>: Marked as DOJ, these files contain information on political, humanitarian, and war crimes committed under the Saddam Hussein regime.

<u>Source Sensitive Material (SSM)</u>: These files contain current information about the new Iraqi government, organizations, leadership, and current military operations.

<u>Priority Intelligence Requirement (PIR)</u>: These files follow under the Triage Guidelines as PIR information.

<u>Intelligence Value (IV)</u>: The majority of files will have intelligence value and fall into this category.

<u>No Intelligence Value (NIV)</u>: These files may have a modicum of intelligence value but they do not meet the Triage PIRs Guidelines. Newspapers, text books, and public phonebooks are examples of NIV files.

6.2.5.2 Trash

Assist cleared linguists (CAT II) in identifying blank paper/forms, binder covers, or other material that can be discarded. Ensure that neither Triage/Doc-Prep supervisors nor non-cleared linguists throw away any binders or paper with any markings or script, regardless of the insignificance of the text.

6.2.5.3 Processing SLC Documents

Cleared linguists (CAT II) may approach the RRE Team Leaders with material they believe contains SLC material. The RRE Team Leader will: 1) review the summary and make any editions as appropriate to ensure it is concise, accurate, and legible; 2) verify that the information is SLC-related, mark the folder as CI and initial it; and 3) ensure the file has a <u>HARMONY</u> number and is recorded into the PIR Logbook with the corresponding <u>HARMONY</u> number. The file will also be logged into the CI/SLC

Logbook located inside the RRE office. The file will be secured in a designated area within the RRE hut until such time when the J-2 office will collect and take custody of this material from RRE.

6.2.5.4 Processing DOJ Documents

CAT II Triage Linguists may approach the RRE Team Leaders with material they believe to contain RCLO material. The RRE Team Leader will: 1) review the summary and make any editions as appropriate to ensure it is concise, accurate, and legible; 2) verify that the information is RCLO-related, mark the folder as DOJ and initial it; 3) ensure the file has a HARMONY number and is recorded into the PIR Logbook with the corresponding HARMONY number; and 4) the file will be placed into the DOJ box.

6.2.5.5 Processing SSM Documents

CAT II Triage Linguists may approach the RRE Team Leaders with material they believe to contain SSM material. The RRE Team Leader will: 1) review the summary and make any editions as appropriate to ensure it is concise, accurate, and legible; 2) verify that the information is SSM-related, mark the folder as SSM and initial it; 3) ensure the file has a HARMONY number and is recorded into the PIR Logbook with the corresponding HARMONY number; and 4) return the file to the box from which it came.

6.2.5.6 Processing Priority Documents

When CAT II Triage Linguists approach the RRE Team Leaders with a file they have identified as a PIR, the Team Leader will review the summary to ensure it is concise, accurate, and legible. The folder is marked as PIR and initialed by the Team Leader. The file is recorded into the PIR Logbook with the corresponding HARMONY number. The file is returned to the box from which it came.

6.2.5.7 Processing Other Documents*

Documents which do not meet any of the previously mentioned categories will be marked as IV. The Team Leader will verify that the summary is concise, accurate, and legible. They will ensure there is an assigned HARMONY number for tracking purposes. The file is returned to the box from which it came

* The only exception will be documents that are identified as having no intelligence value (NIV). Newspapers, text books, and public phonebooks are examples of NIV material. The Team Leader will ensure that items identified as NIV have no handwritten comments or are not referenced by any other file. These files will be placed in folders marked as NIV and returned to the box from which it came

6.3 RRE Reporting Element

6.3.1 Report Operations

6.3.1.1 Manage Report Workflow

The RRE Chief supervises all aspects of report production by RRE personnel and provides guidance in identifying relevant subjects for IIRs. The RRE-Chief, Deputy Chief, Senior Intelligence Officer (SIO), Exploitation Research Analysts, Report Writers, Administration Operations specialists, and visiting Subject Matter Experts (SME) will suggest IIR topics based on evaluation of the daily watch report highlights. The Report Writers will research the applicable <u>HARMONY</u> files and request a Full Translation (FT) of applicable documentation. The Reporting Element Senior Report Writer prioritizes the order in which report writers produce IIRs according to PIRs, ad hoc tasking or internal requests by CMPC-Q leadership.

6.3.1.2 Perform Quality Control of Reporting Element Products

The SIO manages all reports writers and linguists in their duties and reviews and edits work as necessary to ensure that all RRE reporting maintains a consistent high standard. Draft IIRs are forwarded to the SIO for review and editing. Release authority is given by the RRE Chief. The SIO or Senior Report Writer will track trends and provide feedback to individuals when appropriate.

6.3.1.3 Coordinate Training as Necessary

RRE will coordinate with J2, J3 and CI as necessary to ensure all report writers and linguists are proficient in authoring IIRs and CI Reports. Training will include searching databases on SIPRNET, NIPRNET, Translator LAN, and 'Dirty' LAN systems.

6.3.1.4 Maintain a Clean Work Area

The SIO will ensure that the writers and linguists keep their areas neat and clean to ensure a good working environment.

6.3.2 Process Intelligence Information Reports (IIR)

6.3.2.1 Compose an IIR

Open the IIR Macro from a MS Word document. Within the IIR Macro, input the following information as appropriate:

- Country codes
- IFC codes
- Program name (e.g., Dominant Warrior, Dragon Hunter, etc)
- Date of information
- DHCD and HCR requirements
- Capture information for the <u>HARMONY</u> record

- Text
- Reporter/translator/analyst comments
- Reporter PREP number
- Enclosure information
- ACQ date

Move the completed IIR to the QC Folder. For more detailed instructions, see the "IIR Cookbook" and DIAM 58-12. A sample IIR format is given in Appendix N.

6.3.2.2 Perform Quality Control of an IIR

The RRE Senior Report Writer reviews every IIR for quality and accuracy. He/She, or a designated QC specialist, verifies the following areas:

- Check Country Codes.
- Check IFC Codes in the IIR Macro. Look for additional IFC Codes.
- Check the subject line.
    - Check program name (i.e. Dominant Warrior).
    - Check for spelling and readability.
    - No period at the end.
- Check DOI.
- Check the DHCDs and HCRs in the Macro or Master DHCD List. Look for additional ones.
- Check to make sure HARMONY Number is correct.
- Check summary line for content, spelling, and readability.
- Check the text.
- Correct capture information in paragraph 1.
- Check remaining paragraphs for content, spelling and readability.
- Look for inconsistencies or other questions that may be asked.
- Check the Comments section.
- Check, if necessary, for DOI comments.
- Check reporter/analyst comments for content, readability and spelling.
- Make sure HARMONY # is in paragraph 2.
- Make sure last three paragraphs are the standard ones.
- Check PREP #.
- Check Enclosure if necessary. Ensure proper format.
- Check the Acquisition Date (ACQ).
- Once QC'd, rename to IIR 7 933 CMPC-Q 4xxx 04 (tag name).
- Move IIR to RRE QC folder.
- Email the IIR to the RRE for review.

6.3.2.3 Send the IIR

Each IIR is assigned a number once it has received final approval from the RRE Chief. The Senior Report Writer maintains the IIR Stats Spreadsheet from which the document

number is assigned. The Senior Report Writer will change any enclosure IIR numbers if necessary and convert enclosures into a PDF format when required. The RRE is responsible for final IIR dissemination.

6.3.3 Reporting Files of United Kingdom (UK) CI Interest

The UK CI Representative acts as liaison between the Defense Intelligence Service, London and RRE. RRE and Coalition report writers working on a UK CI project identify documents of potential UK CI interest, direct the efforts of assigned cleared linguists, prepare reports according to guidelines laid out in the SOP, and maintain accountability of all reports and <u>HARMONY</u> files which may be signed over into UK CI custody.

6.3.3.1 Identify Documents of Potential UK CI Interest

A document of potential UK CI interest may be identified in different ways. Triage linguists and analysts will pull files containing UK persons or companies and bring them to the attention of the UK CI representative. J2 CI will also alert the UK CI representative if they are in possession of any files of the same nature. A search of DOCEX Suite on the Translator LAN against the list of keywords found on the "Searching" spreadsheet to identify reportable information that was missed at Triage will also be conducted..

6.3.3.2 Supervise Assigned Cleared Linguist

As reportable information is identified, CAT II linguist support may be required by RRE to assist in assessing the information within files of potential UK CI interest. The CAT II linguist will conduct a preliminary translation by gisting all of the information found in the file in chronological order. If a gist has previously been completed, the CAT II linguist will be directed to check for accuracy and make any necessary additions or changes. Once the file contents have been clearly identified, relevant portions of the file will be identified. The Senior Report Writer should be consulted to determine the percentage of full translation will be required. Any translation performed by a CAT II linguist will be completed using MS Word. If the Senior Report Writer determines otherwise, the CAT II linguist will extract all pertinent information from those sections using the following steps:

- Indicate the number of relevant file portions or documents. Include the dates of documents (from *Day/Month/Year* to *Day/Month/Year*).
- Describe documents in chronological order (oldest to newest).
- Describe each relevant document by Date, Sender, Recipient, and a description of the contents.
- Include in the document extract all essential elements of information:
  - Who, what, when, where, why, and how
  - Names, dates, addresses, and contact information
  - Authors and intended recipients of documents
  - Code names, exploited targets, intelligence collection methodology
  - IIS, GMI, SSO agents in the UK, regardless of activity

o   Any other information as UK representative may deem report worthy

The flow of work for all linguists can be inconsistent at time. During lulls, the RRE Team Leader will direct the CAT II linguists to search the Media LAN (Dirty LAN) against a list of keywords. The Dirty LAN contains captured electronic files both in Arabic and English.

6.3.3.3 Prepare UK CI Reports

Once the CAT II linguist has finished a translation, the following information is included in the report:

- Background: Tell the number of relevant documents. Include the dates of documents; from *Day/Month/Year* to *Day/Month/Year*.
- Describe documents in chronological order: oldest to newest.
- Describe each document with: Date, Sender, Recipient, description of the contents of each document.
- Try to keep extraneous details to a minimum.
- A full translation of documents is usually not needed. We may have to fully translate some documents so we can understand the information contained in the document.
- As the report writer you should stay away from the use of pronouns when describing persons or organizations in the report.
- Try to avoid using the passive voice in report as much as possible. A good indicator is trying to keep the use of passive sentences to less than 25% of the document. To have the computer figure out how many passive sentences you have put in the report use the following procedure:
    o   Go to *Tools* on the top bar.
    o   Click on *Options*.
    o   Click on the *Spelling and Grammar* tab.
    o   Put a check mark in the box next to *Show Readability Statistics*.
    o   Click *OK*. Now when you run Spell-check on the document, after the Spell-check is finished, it will tell you the percentage of passive sentences in the document.
- Use the standard method for numbers in the reports. Anything ten and under is spelled out. For numbers 11 and higher, use numerals. The only exception is when you include a message number in the body of the report, in which case you should use numerals to represent the message number.
- Make the report about one subject only. If there is more than one subject discussed in the file and the subjects are reportable, write a separate report on each subject covered in the file.
- Remember: If the information is in a document, it needs to go in this section – Background.

Key points: Minor analysis and conjecture (stated as such) about the facts presented in the background is included in this portion of the report. Describe the outcome of the file.

e.g. was the IIS able to recruit the person they were discussing in the files? If the files do not describe the outcome, state it in this section. For example, if a document reports the efforts in recruiting a person to work for the IIS, but none of the other documents in the file collaborate that the person was recruited, state there is no information to either confirm or deny this person was ever recruited. Some of these files have information printed off the Internet. If we can go on the Internet and duplicate the information, it needs to be noted in this section. If the information appears to be from SIPRNET, this also needs to be noted. Example: A file contained several satellite photos of Camp As Sayliyah. The photos were obtained from a public Website on the Internet named Security.org. This information was noted in the file and no further action taken.

<u>Way Ahead:</u>   The capture data from the appropriate file is placed in this section. This information is available from the warehouse.

Once the report is complete, it is forwarded to the Senior Report Writer to be checked for quality and accuracy.

6.3.3.4 Maintain Accountability of all Reports and Files Signed Over to UK CI Custody

Organization is the key to both accountability and the ability to answer questions about specific files. The following procedures help maintain a strict record of all reports and files signed over to UK CI custody:

- *Hand Receipt for Original Paper Documents from Warehouse:* To maintain accountability for all of the documents, ensure that each file of UK CI interest is permanently hand-receipted to UK CI. Go to the warehouse to obtain the proper document. Have the UK representative (usually the <u>RRE</u> Supervisor) sign the hand-receipt. Retain a copy and give the original back to the warehouse.
- *Report Archive:* Be sure to place an electronic copy of each completed report in the Report Archive located at the following address on the UK Stand Alone Computer: c:\UK CI Work Flow\4 UK Archive\Report Archive.
- *Burn Copy:* Burn the electronic copy of the report onto the UK CI Report Disc. This is the disc that the RRE Supervisor will use to send out the newly completed report.
- *UK CI Database:* This is located on the UK Stand Alone Computer. When a report has been sent out, be sure to enter in the New <u>HARMONY</u> number (Report #) and fill in all of the required fields. Place a copy of all report attachments in the proper report file. Use this address to find the proper file: c:\RRE Database\Cases. $- - - -$ [**Deleted:** DRE]
- *UK CI Report Summary Log:* Upon completion of each report, be sure to update this log with a short description of the report. (Usually the subject line in the report is sufficient for this.) This log is helpful if British dignitaries visit and request a brief overview of the reports that have been distributed. Go to c:\ UK CI Work Flow\4 UK Archive then click on Word Doc titled UK CI Report Summary Log.
- *Update UK CI Expunge Log:* Files that UK CI reports on are permanently hand receipted for the UK to keep and then expunged from the DOCEX Suite system.

Provide the list of files to be expunged to the J-6 and ask them to expunge those records and give you a copy of the scanned images. Burn a copy of the scanned image they provide onto "UK CI Expunged PDF Images Disc #2." Upon completion of each report, update the UK CI Expunge Log found at c:\UK CI Work Flow\4 UK Archive\UK CI Expunge Log.doc.

APPENDIX A

CMPC-M LAYOUT

SCIF (Under Construction)

J2

Server Room

DoJ

Training Hut

J3 Ops

CMPC-O HQ

Warehouse

Media

Watch Desk

Triage

RRE

Scanning

Doc Prep

DRE

Prayer Room

Linguist Workstations

Site Mgr
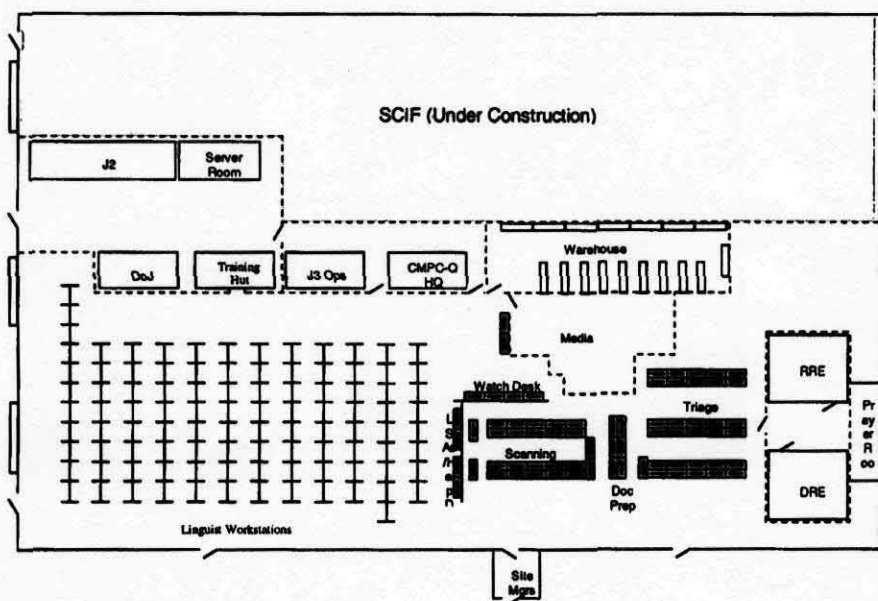
APPENDIX B

WAREHOUSE BOXING AND STORAGE INSTRUCTIONS

Document Boxing Instructions

Sort documents into different containers based on the criteria listed below:

1. Use small boxes for the following items:
    1.1. 8½ x 11 file paper
    1.2. Any other regular-sized documents that fit easily within the box

2. Use oversized boxes for the following items:
    2.1. Oversized Items that will not roll or fit in a tube
    2.2. Ledgers
    2.3. Any other larger document

3. Use tubes for the following items:
    3.1. Maps
    3.2. Blueprints
    3.3. Other items that can be rolled and are too long for an oversized box

Digital Media Boxing Instructions

Box media of a digital, computer-related nature (Hard Drives, Floppy Disks, CD-ROMs, etc.) using the following procedures:

1. Put each type of media into a separate box.

2. For single items or small numbers of items from a batch, place them in a folder instead of a box. Give the folder a number just like you would a box.

3. Label each box or folder with the batch number.

4. Give each item of media in each box or folder an "M" series <u>HARMONY</u> number (Keep media types together in the numbering).

5. Add the box to the warehouse database and give the box a number.
    5.1. Write the box number on the box.
    5.2. Mark the box as "CF" in the warehouse database.
        5.2.1. This allows Media A to see it in the database.
        5.2.2. If it's not marked, Media A will not be able to access it.
    5.3. Mark the Media type in the warehouse database.
    5.4. Add the <u>HARMONY</u> numbers to the database.

6. Remember to track workflow by <u>HARMONY</u> number instead of box number.

Analog Media Boxing Instructions

Box media of an analog nature (VHS cassette tapes, audio cassette tapes, 35mm Film, Microfiche, etc.) using the following procedures:

1. Put each type of media into a separate box.

2. For single items or small numbers of items from a batch, place them in a folder instead of a box. Give the folder a number just like you would a box.

3. Label each box with the batch number.

4. Give each item of media in each box an "M" series <u>HARMONY</u> number (keep media types together in the numbering).

5. Add the box to the warehouse database and give the box number.
   5.1. Write the box number on the box.
   5.2. Mark the box as "AV" in the warehouse database.
        5.2.1.   This allows Media B to see it in the database.
        5.2.2.   If it's not marked, Media B will not be able to access it.
   5.3. Mark the Media type in the warehouse database.
   5.4. Add the <u>HARMONY</u> numbers are added to the database.

6. Remember to track workflow by <u>HARMONY</u> number instead of box number.

Document Storage Locations

1. Pre-Triage Staging:
   1.1. These Racks are located in the Receiving area along the fence in bldg 216.

2. Temporary Storage:
   2.1. These are the racks on the west side of bldg.
   2.2. They are marked PA28 thru PL36.

3. Processing Staging:
   3.1. These are the racks on the east side of bldg 216:
   3.2. They are marked Stage 01 thru Stage 09.

4. Completed Staging:
   4.1. These are the racks on the west side of bldg 216 on the north end of the warehouse.
   4.2. They are the rows marked 2, 3, 4, X, and Y.

5. Permanent Storage Staging:

5.1. These are the racks west side of bldg 216 on the south end of the warehouse.

5.2. They are marked Stage 10 thru Stage 12.

6. Permanent Storage:

   6.1. These are the racks on the east side and center of bldg 216.

   6.2. They are marked PA01 thru PL27.

Digital Media Storage Locations

1. Media A boxes (digital):

   1.1   Store boxes in the CF-designated shelving (1B1 – 1B4)

   1.2   If there are more than five boxes of media from a batch, store them on a pallet instead of as individual boxes.

2. Media A folders (digital):

   2.1   Store folders in the CF-designated filing cabinets (FC01 – FC09).

   2.2   If the folder has more items added to it and it becomes too big, upgrade it to a box and store it with the boxed material.

Analog Media Storage Instructions

1. Media B boxes (analog):

   1.1. Boxes are stored in AV-designated shelving (2A1 – 2A4).

   1.2. If there are more than 5 boxes of media from a batch, store them on a pallet instead of as individual boxes.

2. Media B folders (analog):

   2.1. Store folders in the AV-designated filing cabinets (FC10 – FC17).

   2.2. If the folder has more items added to it and it becomes too big, upgrade it to a box and store it with the boxed material.

Special Considerations

3. Items of No Intelligence Value (NIV)

   3.1   Items that have been deemed NIV by Triage linguists and analysts.

   3.2   They are given a box number and stored with the rest of the batch.

   3.3   The NIV Check box is checked in the warehouse database.

4. Consolidation

   4.1   Group boxes together by box type; it makes palletization and accountability easier.

   4.2   Numbering order:

   4.2.1.   It's OK to leave gaps between the categories of boxes; Triage often adds boxes as they process a batch.

   4.2.2.   Sometimes a shipment comes on several different pallets, so if you have an idea of how many total boxes are coming, you can set

designated categories to start at a certain number, like the following example:

4.2.2.1.	Documents: 1 – 150
4.2.2.2.	NIV 180 – 200
4.2.2.3.	Oversize: 220 – 250
4.2.2.4.	Tubes: 260 – 280
4.2.2.5.	Media: 300 and up

APPENDIX C

WAREHOUSE BARCODE INSTRUCTIONS

1. **Box Labels (single batch):**
   1.1. Open the warehouse database.
   1.2. Click the "Box Labels" button.
   1.3. Type the batch you wish to label
   1.4. Enter the first and last box number for the boxes from that batch that you wish to label.
   1.5. Leave "Delete Existing List" checked.
   1.6. Click "Add to Label list."
   1.7. Click "Create Labels" (this opens the labels template in Microsoft Word).
   1.8. Make sure you have the Mail Merge toolbar visible.
      1.8.1. Right-click on the toolbars
      1.8.2. Make sure the Mail Merge toolbar is checked.
   1.9. Click the "Merge to new document" button on the Mail Merge toolbar.
   1.10. Select all records and click "OK."
   1.11. When the Mail Merge is complete, insert the label paper (Avery 5160 or equivalent).
   1.12. Click print.
   1.13. Close all instances of Microsoft Word.
   1.14. Close the Box Labels dialog box.

2. **Box Labels (multiple batch):**
   2.1. Open the warehouse database.
   2.2. Click the "Box Labels" button.
   2.3. Type the batch you wish to label.
   2.4. Enter the first and last box number for the boxes from that batch that you wish to label.
   2.5. Click "Add to Label List."
   2.6. Uncheck "Delete Existing List" after the first batch.
   2.7. Repeat steps 3 thru 5 until all batches are added.
   2.8. Click "Create Labels" (this opens the labels template in Microsoft Word).
   2.9. Make sure you have the Mail Merge toolbar visible.
      2.9.1. Right-click on the toolbars.
      2.9.2. Make sure the Mail Merge toolbar is checked.
   2.10. Click the "Merge to New Document" button on the Mail Merge toolbar.
   2.11. Select all records and click "OK."
   2.12. When the Mail Merge is complete, insert the label paper (Avery 5160 or equivalent).
   2.13. Click print.
   2.14. Close all instances of Microsoft Word.
   2.15. Close the Box Labels dialog box.

3. **HARMONY Number Labels:**

3.1. Open the warehouse database.
3.2. Click the "HARMONY Labels" button.
3.3. Select the HARMONY number format you need to print.
3.4. A list of numbers printed for that series will be listed at the bottom with the most recent at the top.
3.5. Take the highest ending number and add 1 for your starting HARMONY number.
3.6. Enter an ending number.
   3.6.1. A box of Avery 5160 labels contains 100 sheets of labels (or 3000 labels), so add 2999 to your starting number to get your ending number. That way you will print all 100 sheets in the box and each sheet will be filled.
3.7. Click "Create Labels" (this opens the Labels template in Microsoft Word).
3.8. Make sure you have the Mail Merge toolbar visible.
   3.8.1. Right-click on the toolbars.
   3.8.2. Make sure the Mail Merge toolbar is checked.
3.9. Click the "Merge to new document" button on the Mail Merge toolbar.
3.10. Select all records and click OK.
3.11. When the Mail Merge is complete, insert the label paper (Avery 5160 or equivalent).
3.12. Click print.
3.13. Close all instances of Microsoft Word.
3.14. Close the Box Labels dialog box.

4. **Location Labels:**
   4.1. Open the warehouse database.
   4.2. Click the "Location Labels" button.
   4.3. Type the start and end locations
      4.3.1. Remember to put lower numbers and letters in the start location
      4.3.2. Ex: 1A1A1 in start, 1B2C4 in end
      4.3.3. Ex: Stage-01 in start, Stage-12 in end
   4.4. Check the checkbox for the size of label you wish to create
      4.4.1. L-7165 creates 8 location labels per sheet using Avery standard L-7165 size labels
      4.4.2. Single Sheet creates location labels on standard 8 ½ x 11 sheets. All the staging areas get these
   4.5. Click "Create Location Labels" (this opens the Labels template in Microsoft Word).
   4.6. Make sure you have the Mail Merge toolbar visible.
      4.6.1. Right-click on the toolbars.
      4.6.2. Make sure the Mail Merge toolbar is checked.
   4.7. Click the "Merge to new document" button on the Mail Merge toolbar.
   4.8. Select all records and click OK.
   4.9. When the Mail Merge is complete, insert the appropriate paper
   4.10. Click print.
   4.11. Close all instances of Microsoft Word.

4.12. Close the Location Labels dialog box.

APPENDIX D

TRIAGE GUIDELINES
(Current as of 10 MAR 04)

If you find references to the following items within the noted time frames, please bring
them to the attention of the Triage Analyst. And if you have any questions about the
significance of any document, to include if it is SLC, ask the Triage Analyst.

1. **Weapons of Mass Destruction** (any time):
    1.1. Biological, Chemical, or Nuclear programs
    1.2. Associated officials and scientists
    1.3. Doctrine, strategy, training
    1.4. Key organizations, such as the Military Industrialization Commission/Office of
         Military Industrialization (MIC/OMI), Petro Chemical Group 3 (PC-3), Iraqi
         Atomic Energy Commission
    1.5. Front Companies: i.e. Al-Baidaa, Demaskmetal, NEC Siddharth,
    1.6. Support elements, such as decontamination units
    1.7. UN-restricted equipment
    1.8. Research and Development Projects: i.e. Rail Gun, Yellow Corn, Corn Drying,
         Seed Purification, Single Cell Protein, Azumarah/Azamara
    1.9. Suspected R & D activities: blueprints/drawings, experiments, transfers of
         scientists
    1.10. Precursor or "Dual Use" Facilities: i.e. production/handling of phosphate,
         chlorine, phenol, castor oil, serum, vaccine, fertilizer and pesticides.

2. **Delivery Systems:**
    2.1. Missile Systems (al Samoud, al Hussein, al Abbas, al Fat'h/al Fateh, Ababil
         100, Scud)
    2.2. Any reference to missiles that fly over 150 kilometers
    2.3. Propellants (HTPB, ammonium perchlorate, inhibited red-fuming nitric acid
         (IRFNA), UDMH, triethylamine (TEA), hydrazine, and DETA
    2.4. Clustered engines, gyroscopes, accelerometers, servos
    2.5. Purchasing of missiles or missile components from other countries
    2.6. Any foreign technical assistance to work on missile systems or propellants
    2.7. Unmanned Aerial Vehicles (UAV), Spray tanks, L-29, Yamamah, Remote
         piloted vehicle (RPV), auto-pilot equipment, and R/C transmitters
    2.8. Artillery shells, spray tanks, or other systems capable of carrying chem/bio
         material
    2.9. Other UN-restricted equipment, such as 300-gallon mixers
    2.10. Senior officials and scientists
    2.11. Doctrine, strategy, training

3. **Regime Strategic Intent:**
    3.1. Any reference to senior regime officials
    3.2. Strategic plans, operational doctrine

3.3. Efforts to divide the United Nations members

3.4. Intentions regarding WMD programs, including reconstitution plans

3.5. The decision-making and implementation process, and associated personnel

4. **Prisoners of War from the Gulf War** (any time):
   4.1. Scott Speicher
   4.2. Coalition Forces and Kuwaiti Nationals
   4.3. Any information on prisons, detention centers, and their employees at every level

5. **War Crimes and Crimes Against Humanity** (any time):
   5.1. Victims and perpetrators of criminal acts, including torture, executions, mistreatment of prisoners, signed death warrants, mass graves, etc.
   5.2. United Nations (UN)
   5.3. UN Special Commission (UNSCOM)
   5.4. UN Monitoring, Verification, and Inspection Commission (UNMOVIC)

6. **Counterintelligence Information** (any time):
   6.1. Information on Australian, British, Canadian, and U.S. Nationals
   6.2. Iraqi Intelligence Service (IIS) directed operations, sources, collaborators, and agents (please note code names and numbers), personnel, and leadership
   6.3. GMID directed operations, sources, collaborators, and agents (please note code names and numbers), personnel (attaches), and leadership
   6.4. Targeting of U.S. interests by IIS (M4/D4/2)*

7. **Special Republican Guard (SRG) and Special Security Organization (SSO) Leadership:**
   7.1. Operational reports, plans, and intelligence
   7.2. Exclude transfer paperwork, requests for information, internal or criminal investigations
   7.3. Personnel: 1993-2000: Major and above; 2000-present: LTC and above. N.B. Rank of personnel alone is not a determining factor in making a report unless General Officer.

8. **Terrorist Organizations and Operatives** (key locations):
   8.1. Al-Qa'ida
   8.2. Zarqawi network
   8.3. Ansar al-Islam
   8.4. Return Party – (FRE) as related to AQ/AI
   8.5. MOIS/IRGC/SCIRI/BADR Corps
   8.6. For additional information, see the State Department list of terrorist organizations

9. **Procurement:**
   9.1. Business deals with domestic and foreign companies
   9.2. Australian and British persons, entities, and corporations (any time)

9.3. Financial records from Jordan, Iraq, Lebanon, and Syria (1996 – present)
9.4. Oil-for-food Program contracts (1997 – present)
9.5. U.S. persons, entities, and corporations (1996 – present)
9.6. Contracts, offers, or tenders from North Korea, Pakistan, India, Libya, South Africa, Yemen, Turkey, European countries, and former Soviet states
9.7. Financial records of SOMO, IAEC, IIS, ministries, known front companies
9.8. When summarizing contracts, list contract number, contract date, contract amount, commodity, seller, purchaser, any intermediaries, if a protocol is mentioned and which one, if it is a contract, offer or bid, and if contract was completed (filed)

10. **Denial and Deception Plans** (any time):
    10.1. Discussions, operations, code systems, and hide sites

* For example U.S. interests include the following: U.S. military sales to Poland, U.S. military exercises in the Philippines, and U.S. diplomatic relations with China. M4 – International Directorate; D4 – Foreign Intelligence Branch; 2 – Americas Section

APPENDIX E

SPECIFIC LIMITING CRITERIA HANDLING PROCEDURES

1. **Overview:** Specific Limiting Criteria (SLC) is material of a cryptologic, counter-terrorist, or counterintelligence nature that could endanger ongoing operations, sensitive sources or methods if compromised. CMPC-Q will establish procedures to ensure that documents or media containing SLC are removed as soon as possible from the CMPC Exploitation Process and turned over to the SLC custodian for processing. Conversely, CMPC-Q will ensure that any non-SLC data is reintroduced into the exploitation process in a timely manner.

2. **SLC Training:** The actual SLC criteria are classified. RRE will provide regular SLC training for CAT II linguists and general guidance to new CAT I linguists to ensure they stop working on a document and alert their supervisors if they come across such material. The J3 will schedule this training and maintain training records of which linguists have attended SLC training sessions.

3. **Handling SLC Information During Triage:**

   3.1. <u>Documents</u>: Ideally, CAT II linguists and analysts will remove any documents containing SLC during triage. The CAT II linguists and analysts will only remove those documents containing SLC. If the SLC is contained within a larger, single document, the entire document is removed so the SLC data can be analyzed in proper context. Documents containing SLC are still placed in a file folder and given a <u>HARMONY</u> by Triage linguists.

   3.2. <u>Digital Media</u>: Files containing SLC will be moved to the SLC folder on the Media LAN during triage. These files will be reviewed by CI-Qatar on the Media LAN. Those files determined to have SLC will go through the Digital Media Conversion process, be copied to CD, and turned over to CI-Qatar. Those files that CI-Qatar determines do not contain SLC will be placed in the priority or intelligence value folders on the Media LAN, go through the Digital Media Conversion process, be copied to CD, and imported into DOCEX Suite workflow on the Translator LAN for exploitation.

   3.3. <u>Analog Media</u>: Most files will be digitized, uploaded to the Translator LAN and triaged. CAT II linguists and analysts in triage will move analog media files containing SLC to the SLC folder on the Translator LAN only accessible to CI-Qatar and the triage team. CI-Qatar will move these SLC files off the Translator LAN to appropriate folder on the CI SIPRNET directory for processing. They will also go to the warehouse and check out the original media and store it in the CI Secure Storage area.

4. **Handling SLC from End-of-Shift Reports:**

4.1. Some documents containing SLC may inadvertently be overlooked during Triage and be processed through translation, quality control, and admin review. In order to ensure SLC data doesn't filter into the National HARMONY system, we have an additional opportunity to remove SLC from the workflow.

4.2. Each morning, the J3 runs the End of Shift report in DOCEX Suite. This report contains the HARMONY number, date of information, batch number, number of pages, and the gist summary (indexed by page) of every file that cleared Admin Review during the previous day, including any reports from either digital or analog media sections on items exploited within their respective sections. The J3 titles this report by the date and indicates "WITHOUT CI chop" (e.g., 1 Feb WITHOUT CI chop). This report is sent only to the RRE analysts, J3 shop, OGA representative, FBI representative, and CI-Qatar.

4.3. CI-Qatar reviews this report and removes any information that contains SLC. Upon completion of the review, CI-Qatar will rename the report WITH CI Chop (e.g., 1 Feb WITH CI Chop) and send it back to the J3 for distribution.

4.4. The J3 will rename the WITH CI Chop report to CMPC-Q Watch Report and distribute it to CMPC-Q J3 shop, the CMPC-Q RRE, and designated analysts and Subject Matter Experts in the SAC in Baghdad.

4.5. CI-Qatar will log any new HARMONY records from the Watch reports that contain SLC into their tracking database.

5. **Expunging HARMONY Records and Portable Data Files (PDFs) Containing SLC:**

5.1. For documents removed during Triage, there is no HARMONY record or portable data file (PDF) to expunge.

5.2. For HARMONY records identified in the End-of-Shift report, CI-Qatar will take the following actions:

   5.2.1. Logs the HARMONY numbers into the CI-Qatar document tracking database.

   5.2.2. Sends an e-mail to C6-Qatar's designated representative and a courtesy copy to the J3 directing them to expunge the files from the Deployable HARMONY or DOCEX Suite database and the National HARMONY system. C6-Qatar will cut the HARMONY record (and associate TIFF or PDF) from the local system and copy it to the internal CI DOCEX Suite LAN. This will allow CI-Qatar to have access to the metadata and summary translation that were already created. CI-Qatar will verify that

the files have been expunged from the local DOCEX Suite database then record the expungment date in the tracking database.

5.2.3. C6-Qatar will also forward the e-mail from CI-Qatar with the National HARMONY files containing SLC and forward this e-mail to NGIC with a courtesy copy to the J3 and CI-Qatar requesting them to expunge the PDF(s). NGIC will reply via e-mail when the PDF(s) have been expunged with a courtesy copy to the J3 and CI-Qatar. CI-Qatar will record the expungment date in the tracking database.

5.2.4. CI-Qatar will check out the hard-copy file from the warehouse and file it in the secure, CI area storage area.

5.3. CI-Qatar and the J3 will conduct periodic checks in both National HARMONY and the local DOCEX Suite database to ensure the process is working. The main way they will do this is to run a regular audit of records in the CI DOCEX Suite LAN to see if any of those same records are in the National HARMONY database. If any SLC records are found, they will coordinate with C6-Qatar to expunge those records.

6. **Reintroducing non-SLC Documents into Workflow:**

6.1. Since many HARMONY records contain groupings of files that are not necessarily from the same document (e.g., a grouping of memos and other correspondence), it is highly likely that there will be several documents that don't contain SLC and should be reintroduced into the workflow process.

6.2. The document or documents containing SLC will retain the original HARMONY number. The non-SLC documents will be reintroduced at triage in a folder with a label indicating the batch number and box from which the documents originated. If the non-SLC information that is being reintroduced comes from a document that has SLC, then the label on the folder will also include a reference to the HARMONY number assigned to the SLC information. The linguists input the SLC HARMONY number in the comment field in DOCEX Suite. This folder will be turned in to the triage supervisor.

6.3. The documents will be triaged, assigned a new HARMONY number, and immediately returned to the Triage supervisor who will give them to the scanning supervisor.

6.4. Immediately after scanning, the Scanning Supervisor will return the file to the Triage Supervisor who will enter the HARMONY number into the Warehouse Database under the batch number and box and return the file to the warehouse.

6.5. The warehouse will archive the file in the batch and box indicated in the Warehouse Database.

7. **Reintroducing HARMONY Records with no SLC data:**

7.1. When CI-Qatar pulls HARMONY records with suspected SLC data from the End-of-Shift report, they sometimes determine that the records, in fact, do not contain any SLC data.

7.2. In these cases, the metadata and portable data file would have already been expunged from both the local database and the National HARMONY database and must therefore be reintroduced. The following procedures apply:

   7.2.1. CI-Qatar will request via e-mail that the C6 designated representative move the metadata information for the designated HARMONY record(s) from the DHA Extract folder under the CI-Qatar directory back to DHA.

   7.2.2. The C6 designated representative will mark the QC complete box to ensure that the file in transferred to National HARMONY on the next send. The C6 designated representative will reply to the original e-mail request and report it completed.

   7.2.3. CI-Qatar will move the portable data file to the Files to be sent to NGIC folder on the Translator LAN under the DHA Output directory.

   7.2.4. The C6 designated representative will check the Files to be Sent to NGIC folder on a daily basis and include any files in the daily send to NGIC. Once the files are sent, the C6 designated representative will be moved to the Sent to NGIC folder under the Scan for PDF folder in the DHA Output directory on Translator LAN.

APPENDIX F

SCAN LARGE FILES

1. Open Adobe Photoshop

2. Go to *Import*

3. Select *Wide Format Scanning*

4. Feed material to be scanned into scanner ensuring object is centered

5. Select *Pre-scan*

6. After material has scanned, you must crop the scan so that only the material needed will be scanned.

    6.1 Use the left mouse button.

    6.2 Start at the top left corner of the area needing to be scanned.

    6.3 Drag the box to the lower right corner of the area needing to be scanned.

7. Once the area is selected, go to *Scan*

8. Once you complete scanning the material, select *Done*

9. Close out the object you just scanned.

10. You will be asked if you want to save this object, select *Yes.*

11. You will now need to name the object as well as select the proper Format.

12. Name the object as the <u>HARMONY</u> number.

13. Select *Photoshop TIFF* for the file format.

14. Ensure the file is being saved into the <u>\\Dxapp01\scanned\Scanned Images</u> folder.

15. Select *Save.*

16. PDF options screen will appear. Ensure *JPEG* is selected; ensure quality is set to *5, medium.*

17. Select *OK.*

18. Open Windows Explorer to the directory where you saved the file you just scanned.

19. Open DOCEX Suite and create a record for the file with the correct HARMONY number.

20. From Windows Explorer, drag the scanned file to the Electronic Files tab in DOCEX Suite to import the TIFF into the DOCEX Record.

APPENDIX G

DOCUMENT SCREENING INSTRUCTIONS

General Tab Fields

1. <u>HARMONY #</u>: This number was entered when the document was scanned and you do not have access to change it, but verify that it is the same as the HARMONY number on the first page of the document scanned image. If there is a discrepancy, inform your team leader.

2. <u>Project</u>: This should always be OIF (Operation Iraqi Freedom).

3. <u>Batch Name</u>: Enter the batch number in this field. This is a four-digit number followed by a hyphen then a one- or two-digit number (example: 3127-12). It can be found on the first page of the scanned image.

4. <u>Box #</u>: Enter the box number in this field. The box number can be found on the first page of the scanned image.

5. <u>US Classification</u>: This should be set at Unclassified as a default. If you actually find any documents that carry a US classification, inform the team leader immediately. US Classified documents will usually be in English and have a "US" on them.

6. <u>Date Acquired</u>: This represents the date the document was captured and can be found by converting the batch number. The first digit represents the year the document was captured, while the last three represent a Julian date; the number following the hyphen points to the order this batch was acquired out of all the batches acquired that day. For example, batch 3100-5 represents the fifth batch taken on the 100th day of the year 2003. By looking at a Julian Day calendar, you will see that batch 3100-5 was acquired on April 10, 2003. (A Julian Day Calendar Converter can be found at on the linguist website at http://linguist.docex.isg.mil). In the Date Acquired field, you would enter this as 20030410.

7. <u>Foreign Classification</u>: Select the appropriate foreign classification for the document from the Foreign Classification drop-down list. Foreign classifications are based solely on what markings you find on the documents themselves, not on your own assessment of the document's value. For example, many of the captured Iraqi documents were classified Top Secret by Iraq. If there are classified documents interspersed with unclassified documents in the same file, give the file the overall classification of the highest-classified document in the file.

8. <u>Format</u>: Select the appropriate format of the document/media from the Format drop-down list.

9. Titles: There are two title fields in DOCEX Suite. The first one has a toggle switch and is defaulted to Descriptive Title, since most documents come without a title. Put a short description of the document in the Descriptive Title field. If the document comes with a title, translate the title in the top line and toggle the switch from Descriptive to Translated. The bottom title field is for the original title, which represents a transliteration of an original document title in the source language, such as Arabic.

10. Mission Specific Screening Data: This field comprises three boxes. The first box contains a list of subjects important to CMPC-Q analysts. Pick the subject relating to the document. A list of keywords associated with that subject will appear in the second box. Pick all the keywords in the second box that are mentioned or associated with this document then hit the + sign to ensure that the keywords are entered into the third box.

11. Primary Language: Select the appropriate language of the document from the Language drop-down list. If there are multiple languages involved, choose the predominant language then note the additional languages (and their pages) in the Comments field.

12. Country of Publication: Select the name of the country where the material was published from the drop-down list.

13. Document Date: Enter the document date in the Document Date field. If the document has no date, leave it blank. If there is more than one date, choose the date of the documents representing the largest percentage of the file then make a notation in the Comments tab about the various documents and their different dates. The date format is YYYYMMDD. For example, August 16, 2003 would be 20030816.

14. Copies: This field represents the number of copies of any one document in a given file. If there is just one copy, put the number 1 in this field. If there are multiple copies of the same document, enter the number of copies in this field.

15. Total Pages: Enter the total number of pages in the TIFF or PDF file into the Total Pages field.

16. Pages Included: Enter the total number of pages in the PDF or TIFF file that are from the original document in the Pages Included field. For example, a 54-page PDF file whose first page is an image of the file folder and whose second page is the triage screening sheet would have 2 additional pages; thus, you would enter 52 into the Pages Included field.

Name Template

Individual Characteristics

1. <u>Last Name</u>: Input entire name in the following order, as applicable: first name, father's name, grandfather's name, tribal name, district name (e.g., Raef kareem abd al thani).

2. <u>Birth Place Country</u>: Spell out the country (e.g., "Iraq.").

3. <u>Birth Place</u>: Input the city name.

4. <u>Death Place Country</u>: Spell out the country name (e.g., "Iraq").

5. <u>Death Place</u>: Input the place name. This would be the city or other local area, district, or neighborhood, as listed in the document.

6. <u>Death Date</u>: Input the date of death using YYYYMMDD format (e.g., 20020214 for February 14, 2002).

7. <u>Marital Status</u>: Input "Married" or "Single" if known. If not known, enter "Unknown."

8. <u>Allegiance</u>: Input allegiance to specific governments (e.g., "Iraq," "Iran," etc.).

9. <u>Gender</u>: Input "Male," "Female," or "Unknown."

Alternate Names

1. <u>AKA Value</u>: Input additional names under which the individual in question is known. Separate different names with a three-space gap.

Address Information

1. <u>Address Name</u>: Input non-numeric geographical references to address area (e.g., "Al Rashad Apartments," "Al Alamm District," "Souq Al Sheikh"). Separate multiples address names with a comma.

2. <u>Place Name</u>: Input address identifiers with specific numeric designators (e.g., Neighborhood No. 751," "Subdivision # 33," or "Bock # 4"). Separate additional references with a three-space gap.

3. <u>Street Number</u>: Input street or floor identifiers with specific numeric designators (e.g., "Lane # 75" or "Floor # 2"). If available, input the house or apartment identifiers with specific numeric designators (e.g., "House # 33" or "Apartment # 23"). When separate numbers are included, list them all separated by an "or" (e.g., # 5 or # 39).

4. <u>Street Name</u>: Input the street name as given in the document.

5. <u>Individual Coordinate Info</u>: If given in the document, input the actual geo-coordinates for the city the individual resides in.

6. <u>Country</u>: Spell out the name of the country for this address (e.g., "Iraq").

7. <u>Location Name</u>: Input the city or village name.

Professional History

1. <u>Title</u>: Input their job title or organization they belong to and their ID Number, if available, separated by a comma (e.g., "Fedayeen Saddam, ID Number 638).

2. <u>Profession</u>: Input primary job assignment within their organization (e.g., "sniper," "counterintelligence agent" "engineer," "scientist," etc.).

3. <u>Functional Role</u>: Ignore this field.

4. <u>Position</u>: Ignore this field.

5. <u>Force</u>: Ignore this field.

6. <u>Native Rank</u>: Input their military rank, if one is given (e.g., "Captain," "Major," etc.).

7. <u>Date Promotion</u>: Input their promotion date, if given, using YYYYMMDD format.

8. <u>Datetime Begin</u>: Ignore this field.

9. <u>Datetime End</u>: Ignore this field.

10. <u>Allegience</u>: Spell out the name of the country to whose military they belonged (e.g., "Iraq").

Individual Remarks

1. <u>Remark Text</u>: Input additional information associated with individual not covered by the previous fields (e.g., "Baath party membership," or "attended training course").

Related Product

1. <u>Product Title</u>: Ignore this field.

APPENDIX H

MEDIA EXPLOITATION CONSENT FORM

[Acknowledgement of Notification of Potential Content and
Reaction to Media Exploitation Material]

1. MISSION. The Media Exploitation section of the Consolidated Media Processing Center – Qatar (CMPC-Q) is tasked with assessing the content of a wide variety of media collected from various elements of the former Iraqi regime.

2. CONTENT. Each piece of audio-visual material, to include audio or video files in digital media, may contain both pertinent and non-pertinent information, and some may contain important data deliberately hidden within ordinary files or footage. The few labels that come with the media cannot be trusted. As a result, individuals who volunteer to work in the Media Exploitation section must be willing to view the entire piece of media in order to assess its value and exploit its contents. Unfortunately, some of this material may contain graphic and disturbing images of a violent or sexual nature, portions of which must be analyzed in order to exploit potential intelligence or document former regime crimes and abuses. This disturbing material may include scenes of torture, execution, beatings, coercion, sexual acts, blackmail, or rape.

3. REACTION. Viewing graphic and disturbing images could cause an adverse emotional or physical reaction. Feelings of horror, shock, revulsion, anger, and outrage are common, as is an upset stomach. Counseling for these reactions or treatment for adverse physical effects may prove beneficial and will be provided when needed. Contact information for appropriate treatment will be provided during the Media Exploitation Content Awareness brief.

4. EXPECTATIONS. The Media Exploitation mission requires individuals who are willing to examine media items in order to exploit potential intelligence and document former regime crimes and abuses. It is a necessary and important mission, but it is not for everyone. Working in Media Exploitation is voluntary, and individuals may choose to be reassigned within the CMPC-Q at any time. CMPC-Q leadership understands the demands inherent in the work and will fully support employee decisions. Exposure to material of an offensive nature will be tracked and monitored.

5. CONSENT. I have read and understand the above information. I understand that working in the Media Exploitation section of CMPC-Q is voluntary. I understand that I may be exposed to material of a graphic and disturbing nature but that I may be reassigned within the CMPC-Q at any time at my request with the full support of CMPC-Q leadership. I am also aware that counseling can be provided for any adverse reactions I may experience due to this exposure.

_____   _____
Signature   Date

APPENDIX I

MEDEX COUNSELING AND TREATMENT CONTACT LIST

Personnel working in the Media Exploitation section of the Consolidated Media Processing Center – Qatar (CMPC-Q) are encouraged to contact the following individuals for guidance, support, counseling, and treatment at any time.

Chaplain (MAJ) Robinson, Edwin
>Room 130, building 406, Camp As Sayliyah.
>Office Hours: 1300 –1700 hrs Saturday – Thursday, or by appointment
>DSN 432-2198
>Cell 588-9401

Chaplain (CPT) Leland, Thomas
>Room 129, building 406, Camp As Sayliyah
>DSN 432-4388
>Cell 588-2042

ARCENT Troop Medical Clinic
>Building 300, Camp As Sayliyah
>DSN 432-3524
>Hours of operation:
>>Sat – Thur: 0800 – 1100, 1300 – 1630 hrs
>>Emergencies: 24 hrs daily

Psychiatrist (CPT) Fabion
>Building 8641, Camp El Udeid
>DSN 437-2795
>Hours of operation:
>>Monday – Friday: 0730 – 1700
>Saturday and Sunday: 0730 – 1200

APPENDIX J

DIGITAL MEDIA COMPUTER FORENSICS PROCESS

Step One: Initial Sign-In

1. Sign in the media on Working Database.
   a. *Evidence File* tab:
      1. Assign and enter the HARMONY number.
      2. Enter the media format.
      3. Enter the size in MB.
      4. Enter the physical location (be very specific).
      5. Enter the priority.
   b. *Hard Drive Info* tab:
      1. Enter the serial number.
      2. Enter the model number.
      3. Enter the manufacturer.
      4. Enter any comments (e.g., any markings on the media).
2. Mark media with batch and HARMONY numbers.
3. Write-protect the media.

Step Two: Image the Media

1. Image media using DCFLdd.
2. Get the most current DD script from the "MEDEXDD.SH" server.
   a. Only DDing now (no more Encase images unless Linux doesn't recognize the drive).
   b. Put this file in your \tmp folder: *Location:\\192.168.1.250\linux\Tools.*
3. Image all floppies and hard drives without exception.
4. Image CD's on case-by-case basis (do not image VCDs and program discs).
5. Save image to "tmp_dd" folder.
6. Edit the MEDEXDD.SH file using a text editor in Linux so that it reflects the current drive and analyst information and the correct dd storage information.
7. Bag and tag media (mark bag with batch and HARMONY numbers).
8. Place media on MEDEX shelf for warehouse storage.
9. Log into Working Database.
   a. Mark DCFL as completed.
   b. Enter the media location (be very specific).

Step Three: Image Analysis

Make sure you have the most current keyword list and hash sets before you load EnCase.

Location: \\192.168.1.250\linux\Tools\medex\keyword.ini

1. Load raw image into EnCase.
   a. New case.
   b. File, add raw image.
   c. Select image type (disk for hard drives).
   d. Right click in large white area underneath Name.
   e. Select new.
   f. Point the directories to where you saved you DD Images and then click and drag to select all DD's that pertain to this case and click ADD.
2. Load EnCase image into EnCase.
   a. New case
   b. Click Add Device
   c. Navigate to image.
      1. If your directories are still listed from previous analysis, skip these instructions
      2. If your directories are not listed:
         1. Delete all old folders
         2. Right click on Evidence
         3. Select new
         4. navigate to and highlight appropriate folder (most likely "image storage" or "dd_tmp")
         5. Click OK
         6. Use folder to navigate to your image and complete loading
         7. Cancel the verification process in the bottom right corner by Double-click and "yes."
3. File Extraction:
   a. Create folders inside the appropriate extracted folder directory
      1 *Location: \\medex A\Extracted files - tmp*
      2 Copy the "template folders" and rename to your **HARMONY** number
   b. Be sure all files are unselected
   c. Import each filter (text, graphics, audiovideo,internet and email) from the linux server \tools\WIN\encase\scripts
   d. Go to FILTERS in encase and right click on the directory you want it to fall under
   e. Click IMPORT and point it to that script
   f. Right click on each filter (one at a time)
   g. Select all files, right click and copy/unerase the files to:
   h. \\medex A\Extracted files - tmp
   i. Deselect all files (clear blue check) and stop query
   j. Run the next filter and repeat
   k. Log into Working Database
      1 Extraction complete
      2 Media location (be very specific)
4. Image analysis
   a. Log into Working Database
      1 Analyst assigned
      2 Analysis started

      3   Media location (be very specific)

b. Open encase and run Macromaker (ID's hash category "known")
      1   Sort the hash set category (right click and sort descending)
      2   *One click the box you want the keyboard strokes to begin*
      3   Active with hot key
      4   Wait until process is complete before you touch the computer again

c. Recover deleted folders (this will recover all lost and deleted folders with contents)
      1   Right click on hard drive partition (must do each one)
      2   Select "recover folders"

d. Hash\file signature (make sure to stop all queries in Encase)
      1   Select all files
      2   Click the SEARCH function and select "Selected Files only", "Compute Hash Values", "Recompute Hash Values" and "Verify File Signatures"
      3   Click start
      4   Deselect all files
      5   IMPORT the "SCRAPENRAPE" script into EnCase. *Location: \\192.168.1.250\linux\Tools\medex/scrapenrape.txt*
      6   Go to FILTERS and right click on the directory you want it to fall under
      7   Click IMPORT and point it to that directory
      8   Right Click this script and RUN

e. Email and Internet analysis
      1

f. Conduct keyword search
      1   Go to medfs01\e \To be Translated
          a. Create **HARMONY** number folder
          b. Inside **HARMONY** number folder, create "files" folder
      2   Unselect all files in Encase
      3   Select the top file in table view
      4   Scroll down to the bottom and "shift"-select the last file (this will ensure that you have only selected the remaining files and will NOT be searching against the known files that were filtered from your view)
      5   Click Search
          a. select, selected files only
          b. select, search each file for keywords
          c. click start
      6   Unselect all files
      7   Under the "search hits tab", select "view search hits"
      8   Select "show flat"]
      9   Mark all files
      10 Right click on search "table" view and select "Bookmark selected hits"
      11 Name the file "Search hits"
      12 In case view, unselect all files
      13 In bookmark view, select all files in search hits folder, right-click and "tag selected files" (this shows the location of all tagged files of interest, within case view)=

14 Go through the search hits and "dismiss" all bogus hits
   a. You are the analyst. If "LOCAL.INF" hits on "Algerian" because of the font, then I think you can probably come to the conclusion that this is not a valid hit. If الجمرة الخبيثة.doc hits and you notice that الجمرة الخبيثة means "anthrax", then I would keep that one if I were you. (Go to bookmark tab, then search hits. Scroll to the right until you see keyword name and search expression)
15 Go through the image for other items of interest that may have not been hit on in initial search (tag each of them)
16 When finished, in case view, select table tab, right click on any folder, select bookmark your tagged files and call them "files of interest"
17 In the bookmark view, select the "files interest", right click and "edit"
18 Choose:
   a. name
   b. File Ex
   c. File type
   d. Signature
   e. Last Acc
   f. File Created
   g. Last written
   h. Log size
   i. Evidence file
   j. Full path
19 Export "report" view of bookmarks in html format (to "to be translated\HARMONY number folder\"files" folder)
20 Export "File List"
   a. Right click on your IZSP number in case view
   b. select "export"
   c. select:
      • name
      • File extension
      • File created
      • Last accessed
      • Logical size
      • Full path
   d. Output file to "to be translated\priority #\HARMONY number folder\"files" folder
   e. Name it "filelist.xls"
   f. Click OK
21 Export "search hits summary"
   a. Go to bookmarks and blue check only the "search hits" folder
   b. Click once on the case (batch number), then select report tab
   c. Export in html format (to "to be translated\HARMONY number folder\"files" folder)
   d. Name it "search hits summary.html"
   e. Click OK

22 Export the technical information
   a. Uncheck (blue and green) all files, folders
   b. Go to case view and select report tab
   c. Export in html format (to "to be translated\HARMONY number folder\"files" folder)
   d. Name it "techinfo.html"
23 Create report
   a. Save your Encase case to MEDEX A\archived reports\(create folder for your HARMONY number)
   b. Report mask is in MEDEX A\new forensic process\forensic report – example.doc
   c. Open document and complete report
   d. Forensic summary
      • USE FULL AND COMPLETE SENTENCES
      • FOLLOW THE EXAMPLE GIVEN TO YOU IN THE MASK
      • If necessary, obtain quick gist of files of interest from linguist to determine appropriate priority. Include this in your Forensic Summary
   e. SAVE AS "Forensic Report" and put in ("to be translated\HARMONY number folder)
   f. Convert to PDF
      • You can either click the button created in your Microsoft Word Toolbar "Convert to PDF Document", or you can do it within Adobe Acrobat 5.0 Only. Located on the Linux Server under Tools\win\Adobe
   g. KEEP BOTH COPIES OF FORENSIC REPORT IN THE HARMONY FOLDER (PDF and DOC). You will need to edit this report after translation is complete.
   h. Once translation summary is complete, take appropriate actions and complete the FINAL ANALYSIS SUMMARY.
   i. Convert to PDF and rename to "Final Forensics Report10009420"
   j. Submit report to Media Lab Supervisor for "final analysis summary" QC
g. Log into Working Database
   1 Analysis completed
   2 Media location (be very specific)

APPENDIX K

DIGITAL MEDIA CONVERSION INSTALLATION PROCEDURES

Windows 2000

1. Initial Setup:
   a. Run setup.exe
   b. At *Pass Phase* menu, type the appropriate password
   c. Select all program defaults
   d. Perform the following steps to edit the path in the *Edit System Variables* dialog box:
      1. Right click on My Computer
      2. Select *Properties*
      3. Select *Advanced*
      4. Select *Environment Variables*
      5. Locate *System Variables* Box
      6. Select *Path*
      7. Select *Edit*
      8. In the *Edit System Variable* box, add the following statement at the end of the path, if not already there: ;c:\Program files\ghostscript\gs8.00\bin; Program files\ghostscript\gs8.00\lib
      9. Click *OK* on *Edit System Variable* Box
      10. Click *OK* on *Environment Variables* Box
      11. Click *OK* on *System Properties* Box
2. Setup Network Properties:
   a. Right-click on My Network Places
   b. Rename Adapter to DMC
   c. Double click DMC Adaptor Connection
   d. Click *Properties*
   e. Select *Internet Protocol (TCP/IP)*
   f. Click *Properties*
   g. Click *Use the following IP address*
      1. IP address: 192.168.0.1
      2. Subnet mask: 255.255.255.0
   h. Under the *DNS Tab* of Advanced TCP/IP Settings, choose *Append primary* and *connection specific DNS suffixes*
   i. Under *WINS* Tab of Advanced TCP/IP Settings, choose *disable NetBIOS over TCP/IP*
   j. Under *Options Tab of Advanced TCP/IP Settings*
      1. Choose *IP Security* and click *Properties*
      2. Ensure, *Do not use IPSEC* is selected
      3. Click *OK*
      4. Choose *TCP/IP Filtering* and click *Properties*
      5. Ensure *Enable TCP/IP Filtering (All adapters)* is selected

6   Under *TCP Ports,* select *Permit Only* and add 1068
7   Under *UDP Ports,* select *Permit Only*
8   Under *IP Protocols,* select *Permit All*
9   Click *OK* on TCP/IP Filtering Box
10 Click *OK* on Advanced TCP/IP Settings Box
11 Click *OK* on the Internet Protocol (TCP/IP) Properties Box
12 Click *OK* on the DMC Properties Box

Windows XP Running Media LAN Documents

1. Right click My Network Places on Desktop
2. Click *Properties*
3. Rename Adapter to DMC
4. Right Click DMC
5. Select *Properties*
6. Under *DMC Properties,* disable File and Printer Sharing for Microsoft Networks
7. Select *Internet Protocol (TCP/IP)*
8. Select *Properties*
9. Select *Use the Following IP Address*
    a. IP Address: 192-168.0.2
    b. Subnet mask: 255.255.255.0
    c. Ensure the Subnet mask match on this computer and the DMC Standalone Computer
    d. Leave *Use the following DNS Server Addresses* field blank
10. Click *Advance Tab*
11. Under *DNS Tab* of Advanced TCP/IP Settings, choose *Append primary* and *connection specific DNS suffixes*
12. Under *WINS Tab* of Advanced TCP/IP Settings, disable *NetBIOS over TCP/IP*
13. Under *Options TAB* of Advanced TCP/IP Settings
    a. Choose *TCP/IP filtering* and click *Properties*
    b. Ensure, *Enable TCP/IP Filtering (All adapters)* is checked
    c. Under *TCP Ports,* select *Permit Only* and add 1068
    d. Under *UDP Ports,* select *Permit All*
    e. Under *IP Protocols* select *Permit All*
    f. Click *OK* on *TCP/IP Filtering Box*
    g. Click *OK* on *Advanced TCP/IP Settings Box*
    h. Click *OK* on the *Internet Protocol (TCP/IP) Properties Box*
    i. Click *Close* on the *DMC Properties Box*
    j. Click *X* on the *Network Connections Screen*

APPENDIX L

DIGITAL MEDIA TRAINING RECORDS

Training official

NAME
RANK
SERVICE
ORGANIZATION
DEPLOYED UNIT
ASSIGNED

PC Hardware/Software & Operating Systems

TASK	COMMENTS	TRAINEE INITIALS	TRAINER INITIALS	DATE TRAINED
Hardware	Introduction to various hardware			
Software	Introduction to various software and tools			
DOS/Win	Introduction to DOS/Win 2000/Win XP			
Linux	Introduction to Linux			

Computer Forensic Media Analysis

TASK	COMMENTS	TRAINEE INITIALS	TRAINER INITIALS	DATE TRAINED
Media	Introduction to media analysis procedures			
Email	Introduction to email analysis procedures			
Registry	Introduction to registry analysis procedures			
Stego with EnCase				

CI Collections / Evidence Handling

TASK	COMMENTS	TRAINEE INITIALS	TRAINER INITIALS	DATE TRAINED
Intel Oversight	Introduction to Intel Oversight			
Evidence	Introduction to evidence handling procedures			
Chain\custody	Introduction to chain of custody procedures			
Best Evidence	Introduction to best evidence rule			

Media Sign-In

TASK	COMMENTS	TR AIN EE INI TIA LS	TR AIN ER INI TIA LS	DA TE TR AIN ED
Database	Add <u>HARMONY</u> #			
	Fill all appropriate fields (include media markings)			
Media marking	Ensure media marked with full IZSP & Batch #'s			
Write protect	Ensure floppy (3.5 inch) diskette is write protected			

Media Acquisition with EnCase v3

TASK	COMMENTS	TR AIN EE INI TIA LS	TR AIN ER INI TIA LS	DA TE TR AIN ED
Write protect	Ensure media is write protected (Fire Block)			
Media select	Ensure media is available in EnCase v3			
Destinatio n	Ensure media destination is set correctly			

Media Acquisition with DCFLdd

TASK	COMMENTS	TRAINEE INITIALS	TRAINER INITIALS	DATE TRAINED
Write protect	Ensure media is write protected (Fire Block)			
Media select	Ensure media is available in Hardware Browser			
Script	Ensure Script is modified accordingly			
Mount Media	Ensure destination is mounted			

Media Analysis

TASK	COMMENTS	TR AIN EE INI TIA LS	TR AIN ER INI TIA LS	DA TE TR AIN ED
Keywords	Ensure you have latest update			
Hash Sets	Ensure you have latest set			
DD Image	Load raw image			
EnCase Image	Load EnCase image			
Analysis Prep	Update Working Database			
	Execute Macromaker			
	Recover Folders			
	Hash and File Signature			
Analysis	Keyword search			
	View search hits			
	Search hits analysis			
	Tag search hits and appropriate files			
	Bookmark tagged files			
Reports	File list			
	Search hits summary			
	Media technical information			
	Forensic summary			
	Translation summary			
	Final analysis summary			
	Convert to PDF			
	Update Working Database			

| Final | Save case |
| | Update Working Database |

File Extraction with EnCase v4

TASK	COMMENTS	TR AIN EE INI TIA LS	TR AIN ER INI TIA LS	DA TE TR AIN ED
Folders	Add folders to destination (extraction_temp)			
Filters	Import filters			
	Run filters and extract files to folders			
Database	UpdateWorking Database			

dtSearch

TASK	COMMENTS	TR AIN EE INI TIA LS	TR AIN ER INI TIA LS	DA TE TR AIN ED
Indexing	Creating, Updating, Verifying, Deleting			
Searching	Stemming, Phonic, Fuzzy, Synonym, Boolean			

APPENDIX M

CMPC-Q OPERATIONS WALKING TOUR SPEAKER NOTES

The following speaker notes cover the main points and sequencing of the CMPC-Q tour. These points must be adjusted based on the timeframe of the visitors. The information can also be adjusted according to the individual briefer as long as it is presented in a clear logical format.

Main Entrance for Cleared Personnel

- Welcome to the largest media exploitation operation in Department of Defense history.
- We are operational 24 hours a day, 7 days a week.
- We have approximately 475 personnel working across three 8-hour shifts.
- Between this warehouse and our warehouse across the street, we have 19,424 boxes of documents and other types of media. (As of 9 March 04. For most current update, consult the Warehouse Database for a batch status report).
- On the document side we have approximately 27 million pages of documents (As of 9 March 04 at an average of 1488 pages per box. There are 17,953 boxes of documents).
- These documents come from over 1,100 capture locations throughout Iraq.
- (Move to a predetermined set of boxes, open a box or two and allow the visitors to see the type of documents we receive.) This is a typical box of documents. We receive water damaged documents, burnt documents, torn documents, loose documents, and documents in fairly good condition. The damaged documents present a variety of challenges to scanning. A high percentage of the documents are also hand written which makes it even more challenging for our linguists.
- All the documents in this holding area have not yet been processed. (If they ask about priorities: The priorities are established by the CMPC-Q Survey Analysis Center. We'll discuss this in greater detail later in the presentation.)

Between Main Entrance and Gate of Secure Area

- (While walking toward the gated area, refer them to the map storage area). Over there you can see some storage containers that contain captured maps. We have received over 5,000 maps and have the ability to scan large maps and other odd shaped documents.

While entering the Secure Area

- We're now entering a controlled access area. We have different levels of information some of which are restricted to personnel with a Secret clearance or higher.

- We going to walk straight through this area to the other side of the warehouse. We'll be returning to this area at the end of the tour. This area contains our report writing element, the CMPC-Q Chief's office and the remainder of his staff.

Warehouse

- This part of the warehouse contains documents and media that have already been scanned or are waiting to be processed.
- The left side contains documents that have already been scanned. We try to keep them here until these documents have been translated. Sometimes some of the scanned images are not legible and the linguists need to check the original documents out of the warehouse.
- This side of the warehouse contains those documents that are next in line to be processed based on the established priorities.
- The warehouse has been organized according to National Archive Standards. We have automated the process by bar coding the shelf locations, boxes, and even down to the individual files.
- We have also created a Warehouse database that tracks the location of every box and document at all times. It works similar to a library system. If someone needs to check out a document, they do so the same way they would check out a book from the library. We endeavor to maintain a strict accountability of everything in the warehouse.

Outside the Warehouse in the Receiving Area

- This is our receiving area and where the exploitation process begins. This is the location where we receive all captured documents. These captured materials typically come in large 4' X 4' bins called tri-walls.
- The documents and other media were initially collected by the maneuver units and later by Mobile Collection Teams.
- The collection teams delivered most of the documents to our processing center in Baghdad where they received what we call a batch number.
- (Show an example of a box with a batch number). A batch number represents the date the documents were captured and correlates to a specific capture location.
- When a shipment of documents arrives, we first contact security and they bring in a dog to sniff the documents for anything potentially dangerous (e.g., hand grenades, blasting caps, and other weapons). This helps ensure the safety of our workers.
- Our warehouse team takes an inventory of all materials received. They enter this information into the warehouse inventory database and assigned a location in the warehouse.
- The batch of documents should have a capture location and a brief description of the documents.
- If no description is provided, we will assign a linguist to conduct what we call pre-triage, which is in effect a sampling of the documents so we have some idea of the information they contain. Once we have a general idea of what type of

documents we are dealing with, we pass this information to our analysts who establish the exploitation priorities.

We would now like to walk through our document exploitation process as if you were a document yourself. (Move to the triage area) In this part of our operation, all documents go through three processes: Triage-Document Preparation and Scanning. We'll first explain what happens in Triage. (Introduce the analyst who will explain triage).

TRIAGE (Analyst explains this section)
- Triage is the most critical step in the process to ensure that we focus our time and resources on the documents of highest intelligence value first. Triage is where we separate the wheat from the chaff.
- The triage team consists of our most qualified cleared linguists and our analysts.
- The role of the analyst is to consult with the linguists to determine which documents answer the CMPC-Q's Priority Intelligence Requirements (PIRs).
- The PIRs include information relative to WMD, POWs, CI, SSO/SRG leadership, terrorist persons or organizations, procurement information, United Nations, Denial and deception operations, war crimes, crimes against humanity.
- As the linguist goes through each document they consult with the analyst to determine relevance based on PIRs.
- Each document will fall into one of four categories: (Explain each category and give an example of each)
  1. No Intell value.
  2. Intelligence value.
  3. Priority intelligence value.
  4. Specific Limiting Criteria (CI, CT, Cryto)
- All documents except those categorized as no intelligence value are assigned a HARMONY number which is like giving each document or group of documents a SSN for tracking purposes.
- Once the triage personnel have completed a box, they place it on those shelves for the next stage of the process.

DOC PREP
- The next stage in the process is document preparation.
- During this stage, the linguists prepare the documents for scanning which includes removing any bindings, pins, staples and so on.
- In addition, the documents are ordered in a logical sequence which requires the language expertise of some of our CAT I or uncleared linguists.

SCANNING
- We have a total of 20 scanning workstations. We scan at 300 dpi, grey-scale.
- The documents are scanned as tif images onto our translator local area network.
- Once the documents have all been scanned, the hard copies of the documents are returned to the warehouse and all the work from here on out is done on the computer with the scanned tif image.

All documents of priority or Intell value go through these three processes. We have triaged-document prepped-scanned approximately 53% of all documents in the warehouse (as of 9 March 04).

We would like to now follow what happens to the SLC documents that are pulled out of the process at triage. (Lead the visitors to the CI cage.)

Counterintelligence Section

- Introduce the CI-Qatar section chief who will make the CI/SLC presentation.
- (After the CI presentation and while walking toward the Watch desk, stop and point out the four computers used for digital media triage.)
- We want to call your attention to these four computers. They are connected to our Media LAN and the linguists in triage can also triage digital media files the same way they triage the paper documents. They view the digital files and sort them into the same categories of No Intelligence Value, Intelligence Value, Priority Intelligence Value, and SLC.
- When we visit Digital Media, they will discuss this concept further.
- We now want to move to the translators and see how they exploit the scanned documents).

Watch
- This is the Watch area. Each shift has a Watch group that oversees the operations from the Warehouse through the translation of the documents. (Introduce the Watch officer who will briefly explain his role including Watch group makeup, total personnel on the shift, diversity of nationalities, high education level of our employees)
- (The Watch officer will explain that we now want to move to the translation floor and explain some of our special projects and what happens to a document after it is scanned into the network).
- The Watch officer leads the visitor to the first workstation closest to the break room and introduces Maha who gives her presentation on the criminal records database.

(The Watch officer leads the visitor toward the old workflow coordinator's desk and introduces the workflow coordinator or another member of the Watch)

Workflow Process

- We have 180+ workstations for our linguists.

- Explains team configuration.

- Explains how files are assigned first beginning with files marked as priority in triage and then with files marked intelligence value.

- Gives a brief overview of the exploitation process: Translation – Quality Control – Admin Review. Demonstrates the process using DOCEX Suite and a typical good example of a translation summary.

- If time permits, escorts the visitor to a linguist or linguists doing a translation of interest. Can give background information on the linguists to illustrate their country of origin and educational and professional background. The linguist resources website can also be demonstrated if appropriate.

(While standing just before the gate)

Analysis and Reporting

- At the end of each day, every file that goes through translation, quality control, and admin review is sent back to the National Ground Intelligence Center in Charlottesville, Virginia and uploaded into the National HARMONY Database within 24 to 48 hours. This makes the translation summary available to the entire Intelligence Community.

- We also send a daily report to the CMPC-Q analysts who can read the summary of every file exploited for that day. (Have a sample report available for them to see).

That's our document exploitation process from start to finish. We would now like to move to our Media exploitation operation.

MEDIA

- Our media exploitation is broken up into two groups: digital and analog media. We are going to begin with our digital media section.

- Introduce Digital Media Supervisor, who will invite them to sit down.

- Following the digital media presentation, introduce the visitor to the analog media supervisor who will invite them to sit down for another PowerPoint presentation.

Reporting Element

- After the analog media presentation, lead the visitor to the Reporting Element and introduce the visitor to the RRE supervisor.

Server Room

Time permitting and based on the interest level of the visitor, the C6 can give a short presentation on the server and storage array.

APPENDIX N

INTELLIGENCE INFORMATION REPORT FORMAT

SERIAL: (U) IIR 7 933 41xx 04.

COUNTRY: (U) IRAQ (IZ).

IPSP: (U) IFC; IFC; IFC.

SUBJ: IIR 7 933 41XX 04/ DOMINANT WARRIOR - (U)

WARNING: (U) THIS IS AN INFORMATION REPORT, NOT FINALLY
EVALUATED INTELLIGENCE. REPORT CLASSIFIED C O N F I D E N T
I A L RELEASABLE TO USA, AUSTRALIA, CANADA AND GREAT
BRITAIN.

                        DEPARTMENT OF DEFENSE

DOI: (U) XXXXXXXX.

REQS: (U) DHCD; DHCD.

SOURCE: (U) //7 933 0001// INFORMATION FOR THIS REPORT WAS
OBTAINED FROM HARMONY DOCUMENT NUMBER XXXX-2003-XXXXXX

SUMMARY: (U)

TEXT: 1. (U) THE ORIGINAL ARABIC DOCUMENT WAS RECOVERED BY
XXXXXXX AT XXXXXX LOCATION //BE COORDS OR MGRS//IN IRAQ ON
AN XXXXXXXX.

2. (U)

3. (U)

COMMENTS: (U)

2. (U) THIS INTELLIGENCE INFORMATION REPORT IS DERIVED FROM
HARMONY DOCUMENT NUMBER XXXX-2003-XXXXXXX. THE HARMONY
DATABASE CAN BE ACCESSED VIA JWICS AT
HTTP://WWW.NGIC.IC.GOV/PRODUCTS/DB/HARMONY/HOMEPAGE2.HTML,
PROJECT IRAQI FREEDOM AND VIA SIPRNET/HOCNET AT
HTTP://WWW.NGIC.ARMY.SMIL.MIL/PRODUCTS/DB/HARMONY_S/HOMEPAG

E2.HTML (ALL LOWER CASE EXCEPT THE 'H' IN HARMONY AND
FOLLOWING 'S').

3. (U) TO AID COLLECTION EFFORTS, EVALUATIONS AND SDR'S
SHOULD BE SENT TO CMPC-Q BAGHDAD, IZ WITH INFO ADDRESSEES
DIA WASHINGTON DC//DHO-IZTF//, USCENTCOM INTEL CEN MACDILL
AFB FL//CCJ2-JOCH// AND HMSNG WASHINGTON DC. THE POC FOR
THIS REPORT CAN BE REACHED AT DSN 318-835-1008/1313 (U) OR
EMAIL THE CMPC-Q AT CMPC-Q_REPORTS@ISG.IC.GOV(JWICS).

4. (U) REQUEST THE REPORTED INFORMATION BE EVALUATED FOR
ITS UTILITY, VALUE AND SUPPORT TO OPERATION IRAQI FREEDOM
REQUIREMENTS AND INFORMATION NEEDS.

INSTR: (U) U.S. NO.

PREP: (U) 7-02XXX.

ENCL: (U)

ACQ: (U) BAGHDAD, IRAQ (2003XXXXX).

DISSEM: (U) FIELD: NONE.

WARNING: (U) REPORT CLASSIFIED C O N F I D E N T I A L
RELEASABLE TO USA, AUSTRALIA, CANADA AND GREAT BRITAIN.

DRV FROM: DO HUMINT SCG, SEP 03.

DECL ON: X1.

CLASSIFICATION: UNCLASSIFIED

CAVEATS: FOUO

TERMS: NONE

APPENDIX N

RE-TRIAGE
STANDARD OPERATING PROCEDURES

Requirement for Re-Triage

1.0   Manage Workflow

The J3/RRE will coordinate to determine the priority Batch order for exploitation. A digital copy of the Re-Triage PIRs. These PIRs are provided by the RRE. They are directed from the Director of National Intelligence. Major priorities under the PIR listings are: terrorist/insurgent operations, personnel recovery, government affairs, WMD, infrastructure, information on foreign countries, among others. The PIRs will be accessible to the Re-Triage CAT II on the SIPR Net and a hard copy of the Re-Triage PIR's will be maintained by the Triage Team Lead and Supervisor. The Triage Supervisor and Team Lead will ensure proper accounting of all material reviewed by the Re- Triage Teams.
The Triage Supervisor and Team Lead will maintain a close work ethic with the J3 on all operational issues.

1.0.1 Section Training

The J3 Training Officer and RRE will establish and provide the required training for all personnel assigned to the Re-Triage Project. This training session will be on the new PIR's and the review of the documents and files to be re-triaged, along with a complete walkthrough the DOCEX operational procedures.
The Training Officer and RRE will consult regularly with those personnel assigned to perform a reviewing of the quality of the review process. These inspections will provide spot trends and issues that will need to be added to or modified within the Re-Triage process.
The RRE will coordinate with Training Officer for necessary training on the Re-Triage Guidelines and other issues.

1.0.2 Perform Quality Sampling of Processes

The CMPC-Q Operational Products will be accessed by the entire Intelligence Community. Quality needs to be of a professional level and is the number one priority at CMPC-Q. The Training Officer and RRE will set a high standard for quality and communicate that standard to the team members. The Training Officer and Triage Leads will not accept products that fail to meet this standard.

The Training Officer in coordination with RRE and Triage Leads will sample the production of the team at various stages of the process. Keep track of trends, and where necessary give feedback and schedule training to correct deficiencies.

1.0.3 Maintain a Secure and Clean Work Area

All CAT II linguists working in the Triage area will ensure that they have a second box with cover available at their work area to put the documents or files into as they finish reviewing them. They will also ensure that the work in progress upon their work desk will not be left exposed while they are not in the process of reviewing or if they have to leave their work desk.

Ensure that each team members keeps their work areas neat and clean. Each team member will straighten their area as necessary prior to the end of their work day to ensure a good working environment for all section members.

1.0.4 Requirements for the CMPC Warehouse

The CMPC Warehouse will have the batches/boxes staged at a designated spot for the Re-Triage Team. The Re-Triage Team CAT II will retrieve one batch/box apiece and begin the Re-Triage Process. The CMPC Warehouse crew will ensure that the container has been inventoried, stamped and identified as being completed by the Re-Triage Team and replace it back into the warehouse.

Levels of Re-Triage

During re-triage, the CAT II linguists may come across three different types of material. These are:
- IV (2.0)
- Harmonized Empty Folder (3.0)
- NIV (4.0)

The following sections will identify and provide guidance for the Re-Triage Process.

IV 1.0 — CHECK DOCEX — IN DOCEX 1.1 / NOT IN DOCEX 1.2; REVIEW PDF/HARDCOPY/GIST — NEW IV 1.1.1 / NO NEW IV 1.1.2; ENTER IN SPREADSHEET — STAMP FOLDER — FILE IS QUEUED FOR GIST 1.1.1.1 / FORWARD TO DOJ/RRE/J2 1.1.1.2 — RETURN TO BOX; STAMP FOLDER — RETURN TO BOX. CHECK NATIONAL HARMONY — IN NATIONAL HARMONY 1.2.1 / NOT IN NATIONAL HARMONY 1.2.2; REVIEW PDF/HARDCOPY/GIST — NEW IV 1.2.1.1 / NO NEW IV 1.2.1.2; ENTER IN SPREADSHEET — STAMP FOLDER — SCANNING 1.2.1.1.1 / FORWARD TO DOJ/RRE/J2 1.2.1.1.2; STAMP FOLDER — RETURN TO BOX; REVIEW FILE — ENTER IN SPREADSHEET — STAMP FOLDER — SCANNING 1.2.2.1 / FORWARD TO DOJ/RRE/J2 1.2.2.2.

2.1

The CAT II linguist will have the following programs open prior to starting to work on a batch/box they have retrieved.

- DOCEX
- Excel spreadsheet

The CAT II linguist will retrieve a batch/box from the assigned area for batches/boxes awaiting re-triage. The CAT II linguist shall search for the file folder within the batch/box. Upon finding a folder in the batch/box the CAT II linguist will perform a "Retrieve" in the DOCEX Program by using the HARMONY Number on the original file folder found in the batch/box.

2.1.2

When a CAT II linguist retrieves a digitized file for the HARMONY number they will perform a review of the PDF file, hard copies in the folder and the gist. The pages in the folder should match the PDF file in the DOCEX Program. *Note: It does not matter what order the pages are on the PDF compared to the file. It matters that all the pages from the file are in the PDF. Order does not matter. If there is even one page missing from the PDF, the file needs to be scanned. Why wouldn't we just scan the missing page? - JN*
When reviewing the gist the CAT II will ensure the gist is as descriptive as necessary to ensure total coverage of the material that has been exploited.

2.1.3

When during their review the CAT II linguist discovers additional "IV" information in the digitized copy or hard copies. They will enter a short gist of the new information and the "PIR" it applies to on the spreadsheet under the current HARMONY number. If the gist is in Docex is a full translation. There is no need to enter this information into the spreadsheet. The folder will be stamped and identified as being reviewed a second time.

- When the document or file requires being re-digitized, it will be forwarded to the Triage Supervisor or Team Lead to ensure it is processed properly.
- When the document or file does not require re-digitization, the batch/box will be stamped and identified for return to the CMPC warehouse as being completed.
- The triage team staff will apply the little orange stickers on the box signifying that the box has been through the re-triage process.

2.1.4

When a document or file requires additional exploitation the Re-Triage Supervisor or Team Lead will contact J-6 (the LSA's) to have the digitized file place into the queue for a review by the floor to exploit the additional information.

- The original folder will be returned to the batch/box and identified for return to the CMPC warehouse as being completed.

2.1.5

If a CAT II linguist comes across a file during the re-triage that may contain "New IV" that requires review by RRE, DOJ or J2. They will identify the documents or file and present it to the Triage Supervisor and Team Lead for disposition to the appropriate section.

For a DOJ file that was previously" IV" (Folder with a HARMONY number) the re-triage linguist will write the summary/gist of the file ON THE FOLDER, have the "DOJ" classification and a RRE team member initials on the folder, as well as make an entry into the spreadsheet. Fill out the remarks column with the same DOJ gist, and process accordingly. If the file needs to be scanned, put the green "S" on the folder.

2.1.6

When during the re-triage the CAT II linguist determines that there are "No New IV's" identified, the CAT II linguist will stamp the original folder and place the folder and other material back into the batch/box. The CAT II linguist will then inform the Triage Supervisor and Team Lead that they have completed the re-triage process with the current batch/box and identified it for return to the CMPC warehouse as being completed. (No scan?)

The CAT II will then proceed to retrieve another new batch/box.

2.2

When the CAT II linguist has completed their search of the DOCEX Program for a HARMONY number and has had negative results.
The CAT II will forward the HARMONY number to the Re-triage Supervisor or Team Lead for disposition.
The Re-triage Supervisor or Team Lead will have a designated CAT II from the triage hut to search for the HARMONY number file on the National HARMONY Database on SIPR Net at a location designated by RRE.

2.2.1

If the HARMONY number file is retrieved in the National HARMONY by the assigned CAT II from the triage floor. The CAT II linguist will review the digitized file for compatibility with the hard copies in the folder and for "New IV's" in accordance with the re-triage established "PIR's".
Note: It does not matter what order the pages are on the PDF compared to the file. It matters that all the pages from the file are in the PDF. Order does not matter. If there is even one page missing from the PDF, the file needs to be scanned.
When reviewing the digitized file the CAT II will ensure the information is as descriptive as possible to ensure total coverage of the material that has been exploited.

2.2.2

When during their review the CAT II linguist discovers additional "IV" information in the digitized copy or hard copies. They will enter a short gist of the new information and the "PIR" it applies to on the spreadsheet under the current HARMONY number. If the gist in National HARMONY is a full translation: There is no need to enter this information into the spreadsheet. The folder will be stamped and identified as being reviewed a second time.
- When the document or file requires being re-digitized, it will be forwarded to the Triage Supervisor or Team Lead to ensure it is processed properly.
- When the document or file does not require re-digitization, the batch/box will be stamped and identified for return to the CMPC warehouse as being completed.
- The triage team staff will apply the little orange stickers on the box signifying that the box has been through the re-triage process.

2.2.3

The Triage Supervisor and Team Lead will ensure that the material to that has the "New IV" will be forwarded to the Doc Prep/Scanning section for proper processing of the additional information.

2.2.4

If a CAT II linguist comes across a file that has a HARMONY number and a new CI _CI? Does this mean SLC?)_ is found, they will annotate the classification on the folder. The completed box will go to the triage supervisor or team leads. The

triage supervisor or team leads will take it out of the box and set it aside for the
RRE team leader to collect.

2.2.5

When during the re-triage a CAT II linguist determines that there are "No New
IV's" identified, the CAT II linguist will stamp and identify the original folder as
being complete with the re-triage process. With the completion of the process the
folder and other material will be placed back into the batch/box.
The CAT II linguist will then inform the Triage Supervisor and Team Leads that
they have completed the re-triage process with the current batch/box and
identified it for return to the CMPC warehouse as being completed.
The triage team staff will apply the little orange stickers on the box signifying that
the box has been through the re-triage process.

2.3

When a CAT II from the Special Project Hut finishes their search for the
HARMONY number file in the National HARMONY and has found that it has
not been uploaded.
The CAT II linguist will notify Triage Supervisor and Team Lead that the
HARMONY number has not been uploaded into either DOCEX or NATIONAL
HARMONY.
The Triage Supervisor and Team Lead will then have the HARMONY number
file processed as a newly assigned file number.

2.3.1

The CAT II will review the documents or file and process it as a newly assigned
but by using the originally assigned HARMONY number.
They will enter a short gist of the new information and the PIR it applies to on the
spreadsheet under the originally assigned HARMONY number.
The folder will be stamped, identified and then forward to the Triage Supervisor
and Team Lead to ensure it is processed properly, this may require having the J-6
(LSA's) reset the number in the DOCEX Program.

2.3.2

The Triage Supervisor and Team Lead will ensure that the new or reworked
material that has the "New IV" will be forwarded to the Doc Prep/Scanning
section for proper processing of the additional information.

2.3.3

When a CAT II linguist comes across a file during the re-triage process that
contains "New IV" according to the new PIR's and that those requires review by
RRE, DOJ or J2. They will identify the documents or file and present it to the
Triage Supervisor and Team Lead for disposition to the appropriate section.

3.0 EMPTY FOLDER with a HARMONY

EMPTY FOLDER
2.0
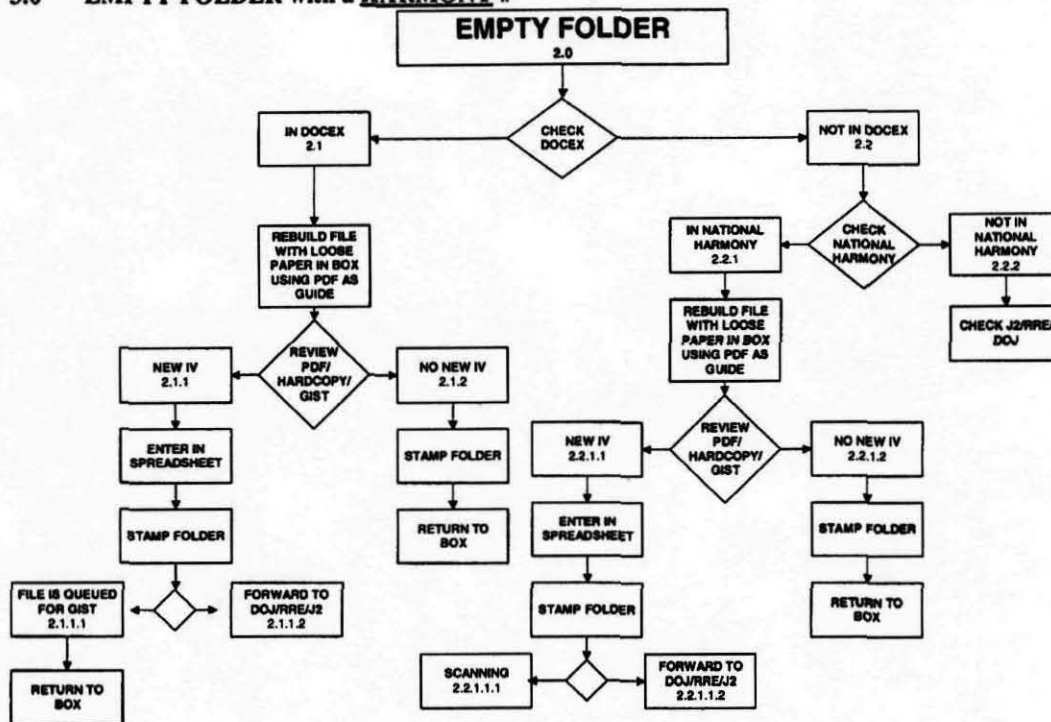
3.1

The CAT II linguists may find original folders with HARMONY numbers on them, but without documents in them. These misplaced documents may be found within the box.

The CAT II linguist shall search for the file in DOCEX by using the HARMONY Number on the original folder.

3.1.1

When a CAT II linguist retrieves a DOCEX digitized file for the HARMONY number they will perform a review of the PDF file and the gist to rebuild the hard copy folder.

When reviewing the gist the CAT II will ensure the gist is as descriptive as necessary to ensure total coverage of the material that is being exploited.

3.1.2

When during their re-build of the file folder the CAT II linguist discovers additional "IV" information in the DOCEX digitized copy or hard copies. They

will enter a short gist of the new information and the "PIR" it applies to on the spreadsheet under the current HARMONY number. The re-built folder will be stamped and identified as being reviewed a second time.

- When the folder requires being re-digitized, it will be forwarded to the Triage Supervisor or Team Lead to ensure it is processed properly.
- When the folder does not require re-digitization, the batch/box will be stamped and identified for return to the CMPC warehouse as being completed.
- The triage team staff will apply the little orange stickers on the box signifying that the box has been through the re-triage process.

3.1.3

If a CAT II linguist comes across a folder that has a HARMONY number and a new CI is found, they will annotate the classification on the folder. The completed box will go to the triage supervisor or team leads. The triage supervisor or team leads will take it out of the box and set it aside for the RRE team leader to collect.

3.1.4

When during the empty folder re-build / re-triage a CAT II linguist determines that there are "No New IV's" identified, the CAT II linguist will stamp and sign the original rebuilt folder and place the folder and other material back into the batch/box. The CAT II linguist will then inform the Triage Supervisor and Team Lead that they have completed the re-triage process with the current batch/box and identified it for return to the CMPC warehouse as being completed
The triage team staff will apply the little orange stickers on the box signifying that the box has been through the re-triage process.

3.2

When the CAT II linguist has completed their search of the DOCEX Program for a HARMONY number and has had negative results. They will forward the HARMONY number to the Re-triage Supervisor or Team Lead.
The Re-triage Supervisor or Team Lead will have a CAT II from the Special Project Hut search for the HARMONY number file in the National HARMONY Database on SIPR Net.

3.2.1

When a CAT II linguist retrieves a digitized file for the HARMONY number in NATIONAL HARMONY, they will perform a review of the PDF file and the gist to rebuild the hard copy folder.
When reviewing the material the CAT II will ensure the gist is as descriptive as possible to ensure total coverage of the material that is being exploited.

3.2.2

If the HARMONY number file is retrieved in the NATIONAL HARMONY by the assigned CAT II from the triage floor. The CAT II linguist will review and re-

build the original folder from the digitized file in NATIONAL HARMONY. The Cat II will ensure compatibility of the hard copies in the folder to the original gist and be looking for "New IV's" in accordance with the re-triage established "PIR's".

When reviewing the digitized file the CAT II will ensure the information is as descriptive as possible to ensure total coverage of the material that has been exploited.

3.2.3

When during their review the CAT II linguist discovers additional "IV" information in the digitized copy or hard copies. They will enter a short gist of the new information and the "PIR" it applies to on the spreadsheet under the current HARMONY number. If new IV or PIR is found in folder with a HARMONY number, WRITE PIR, IV, DOJ, CI or SSM on the front of the folder next to the date stamp. Do NOT write a summary on a folder that already has a HARMONY number. A green folder is the ONLY folder where you write the classification and the summary.

The folder will be stamped and identified as being reviewed a second time.

- When the document or file requires being re-digitized, it will be forwarded to the Triage Supervisor or Team Lead to ensure it is processed properly.
- When the document or file does not require re-digitization, the batch/box will be stamped and identified for return to the CMPC warehouse as being completed.
- The triage team staff will apply the little orange stickers on the box signifying that the box has been through the re-triage process.

3.2.4

The Triage Supervisor and Team Lead will ensure that the new or reworked material that has the "New IV" will be forwarded to the Doc Prep/Scanning section for proper processing of the additional information.

3.2.5

If a CAT II linguist comes across a folder during the re-build / re-triage that has a HARMONY number and a new CI is found, they will annotate the classification on the folder. The completed box will go to the triage supervisor or team leads. The triage supervisor or team leads will take it out of the box and set it aside for the RRE team leader to collect.

3.2.6

After completing the folder re-build / re-triage a CAT II linguist determines that there are "No New IV's" identified, the CAT II linguist will stamp and identify the original folder as being complete with the re-triage process. With the completion of the process the folder and other material will be placed back into the batch/box.

The CAT II linguist will then inform the Triage Supervisor and Team Lead that they have completed the re-triage process with the current batch/box and identified it for return to the CMPC warehouse as being completed.

3.3

When the Triage Supervisor and Team Lead are notified that the hard copies for the HARMONY number folder is not located in the box. And it is also not located in either in DOCEX or NATIONAL HARMONY. The Triage Supervisor or Team Lead will contact RRE, DOJ or J2 to determine if the folder or contents have been removed or expunged by their respective departments.

4.0   NIV

```
                   ┌──────────────────────────┐
                   │          NIV             │
                   │          3.0             │
                   └──────────────────────────┘
                                │
                                ▼
        ┌──────────┐         ◇         ┌──────────┐
        │   IV     │◄──────  ◇  ──────►│   NIV    │
        │   3.1    │         ◇         │   3.2    │
        └──────────┘                   └──────────┘
             │                              │
             ▼                              ▼
        ┌──────────┐                   ┌──────────┐
        │ PLACE IN │                   │RETURN TO │
        │  GREEN   │                   │BOTTOM OF │
        │  FOLDER  │                   │   BOX    │
        └──────────┘                   └──────────┘
             │                              │
             ▼                              ▼
        ┌──────────┐                   ┌──────────┐
        │ASSIGN NEW│                   │ DOC PREP │
        │HARMONY # │                   │          │
        └──────────┘                   └──────────┘
             │                              │
             ▼                              ▼
        ┌──────────┐                   ┌──────────┐
        │ ENTER IN │                   │ SCANNING │
        │SPREADSHEET│                  │          │
        └──────────┘                   └──────────┘
             │
             ▼
        ┌──────────┐
        │ ENTER IN │
        │WAREHOUSE │
        │   DB     │
        └──────────┘
             │
             ▼
        ┌──────────┐
        │ DOC PREP │
        └──────────┘
             │
             ▼
        ┌──────────┐
        │ SCANNING │
        └──────────┘
             │
             ▼
        ┌──────────┐
        │   TO     │
        │ WORKFLOW │
        └──────────┘
```
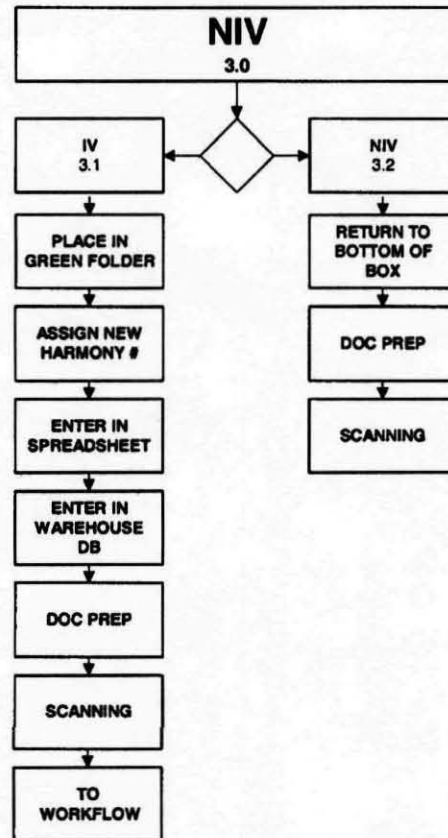
The CAT II linguists will perform a new triage on all the previously triaged / scanned "NIV" material.

4.1

Any Media files with a HARMONY number are to be given directly to the warehouse. The same goes for any new media found amongst previously classified NIV material.

When during their review the CAT II linguist discovers "IV" information in the previously identified "NIV" material. They will enter a short gist of the new information and the "PIR" it applies to on the spreadsheet under a New HARMONY Number. The New HARMONY number will be placed on a New Green Folder it will be stamped and identified as being triaged and ready for DOC/PREP and Scanning.

The New HARMONY Number will then be entered into the Warehouse Database. Green folder information is the ONLY information to be written on the summary sheets. There is no need to write new information found in previously IV folders. The Re-triage spreadsheet will NOT be printed to substitute the summary sheet.

4.1.1

If a CAT II linguist comes across a CI item, they will annotate the classification on the folder. The completed box will go to the triage supervisor or team leads. The triage supervisor or team leads will take it out of the box and set it aside for the RRE team leader to collect.

4.1.2

The Batch/Box will be marked and stamped as being re-triaged.

4.1.3

The Triage Supervisor and Team Lead will ensure that the "New IV" is forwarded to the Doc Prep/Scanning section for proper processing of all applicable information and material
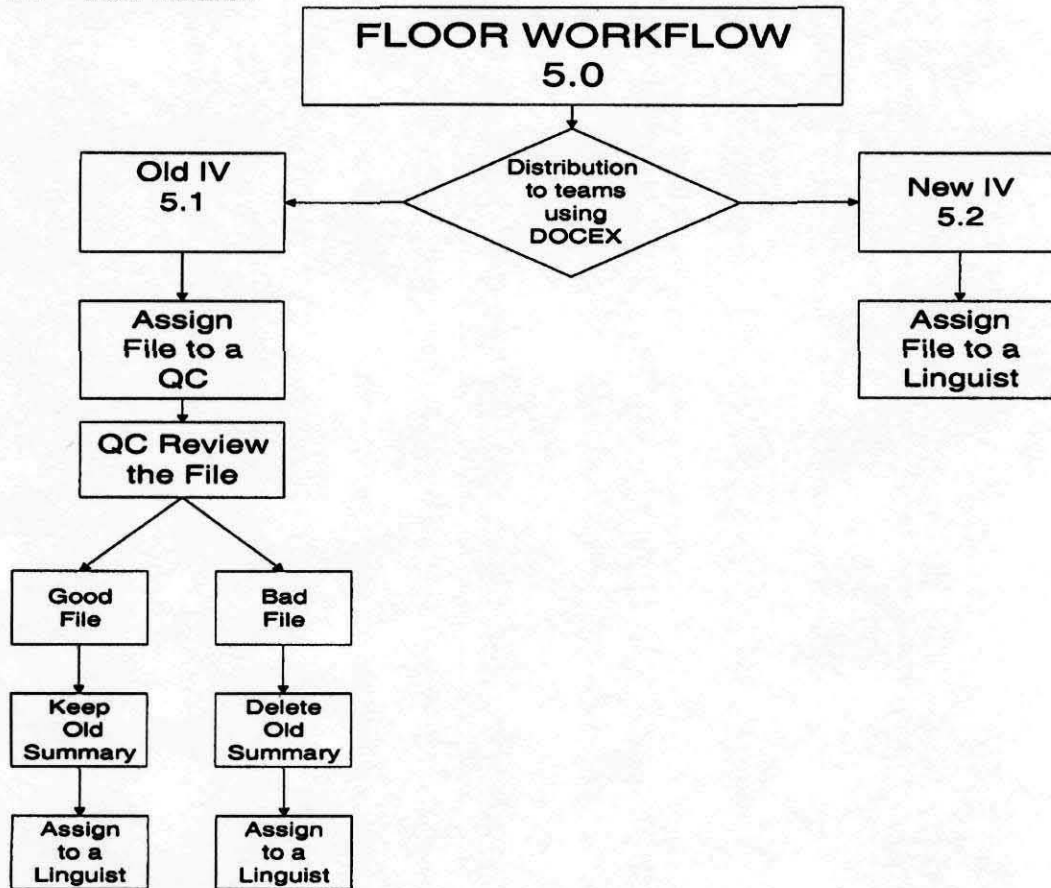
4.2   Re-Triaged NIV

4.2.1

When A CAT II has finished the re-triage of a batch/box and has found that the contents are still "NIV". The batch/box will be stamped and identified for return to the CMPC warehouse as being completed with the re-triage Process.

- The **ONLY** time NIV should be written on a folder is if the files is:
  - o a folder that has a HARMONY number,
  - o the file is not in Docex and not in National HARMONY,
  - o the file has been reviewed and there is "NO IV" or PIR information.
- Put a green S on the folder, classify the folder with "NIV"and stamp the folder
- **DO NOT** enter the record onto the spreadsheet. Remember the spreadsheet is only for NEW information, either "new IV" in an "old IV" folder or a Blue folder.
- The triage team staff will apply the little orange stickers on the box signifying that the box has been through the re-triage process.

5.0   Floor Workflow

```
                    ┌─────────────────────────┐
                    │   FLOOR WORKFLOW         │
                    │        5.0              │
                    └─────────────────────────┘
                                │
   ┌──────────┐          ╱ Distribution ╲          ┌──────────┐
   │ Old IV   │ ◄────────   to teams              │ New IV   │
   │  5.1     │          ╲   using   ╱             │  5.2     │
   └──────────┘            ╲ DOCEX ╱               └──────────┘
        │                                               │
   ┌──────────┐                                    ┌──────────┐
   │ Assign   │                                    │ Assign   │
   │ File to a│                                    │ File to a│
   │   QC     │                                    │ Linguist │
   └──────────┘                                    └──────────┘
        │
   ┌──────────┐
   │ QC Review│
   │ the File │
   └──────────┘
     ╱      ╲
   ┌──────┐  ┌──────┐
   │ Good │  │ Bad  │
   │ File │  │ File │
   └──────┘  └──────┘
     │          │
   ┌──────┐  ┌──────┐
   │ Keep │  │Delete│
   │ Old  │  │ Old  │
   │Summary│ │Summary│
   └──────┘  └──────┘
     │          │
   ┌──────┐  ┌──────┐
   │Assign│  │Assign│
   │ to a │  │ to a │
   │Linguist│ │Linguist│
   └──────┘  └──────┘
```

After sending the files to Doc/Prep and Scanning, they will be distributed to the teams through DOCEX Program.
These files will be in two categories:
"Old IV Files" (5.1.1)
"New IV Files" (5.2.1)

5.1   "OLD IV FILES"

5.1.1

The **"Old IV Files"** are already documented PDF's that contain a gist and have been through the review process before. This second reissue has arisen due to the fact that additional "IV" information has been found in the old material and requires more exploitation.

The flow for "Old IV's" will be as follows:

- The "Old IV Files" will be re-entered into the DOCEX Program by the J-6 (LSA's)
- The Team Leader / Assistant Team Leader will review the file to see if it contains a gist
- The Team Leaders / Assistant team Leader will assign to a QC Linguist to thoroughly review the PDF file and gist.

5.1.2

When the QC Linguist has completed their review of the PDF file and gist they will determine if the gist is either good or bad.

5.1.3

If the **"Old IV file"** contains a good gist the Team Leader / Assistant Team Leader will assign the file to a linguist to use it as part of the review of the digitized PDF file for all applicable data in accordance with the current "PIR's". The QC that was assigned the file shall provide messages to the linguist mentioning in the notes section his suggestions and PIR viewings.
When the linguist has completed their work on the PDF file, they will inform the Team Leader / Assistant Team Leader.
The Team Leader / Assistant Team Leader will perform an "administrative check" of the gist.

5.1.4

If the **"Old IV file"** contains a bad gist the Team Leader / Assistant Team Leader will ensure that the QC has deleted the old gist before the file is issued to a linguist for review of the digitized PDF file for all applicable data in accordance with the current "PIR's".
When the linguist has completed their work on the PDF file, they will inform the Team Leader / Assistant Team Leader.
The Team Leader / Assistant Team Leader will perform an "administrative check" of the gist.

5.1.5

If the **"Old IV file"** does not contain a gist, the Team Leader / Assistant team leader will assign the file linguist for review of the digitized PDF file for all applicable data in accordance with the current "PIR's".
When the linguist has completed their work on the PDF file, they will inform the Team Leader / Assistant Team Leader.
The Team Leader / Assistant Team Leader will perform an "administrative check" of the gist.

5.2 "NEW IV FILES"

5.2.1

"New IV Files" have not been documented and are newly digitized PDF's. These are an initial issue of a New HARMONY Number within the DOCEX Program and will require a complete exploitation of the material.

The flow for "New IV" will be as follows:

- The "New IV File" will be entered into the DOCEX Program by the J-6 (LSA's)
- The Team Leader / Assistant Team Leader will retrieve the file from the queue and assign it to a linguist for exploitation
- When the linguist has completed their work on the gist, they will inform the Team Leader / Assistant Team Leader.
- The Team Leader / Assistant Team Leader will perform an "administrative check" of the gist.

Need to update the chart below

UNCLASSIFIED

Iraq Survey Group

CMPC-M Organization

DoD/Mil/CAT II:	313
FN:	654
TOTAL:	967
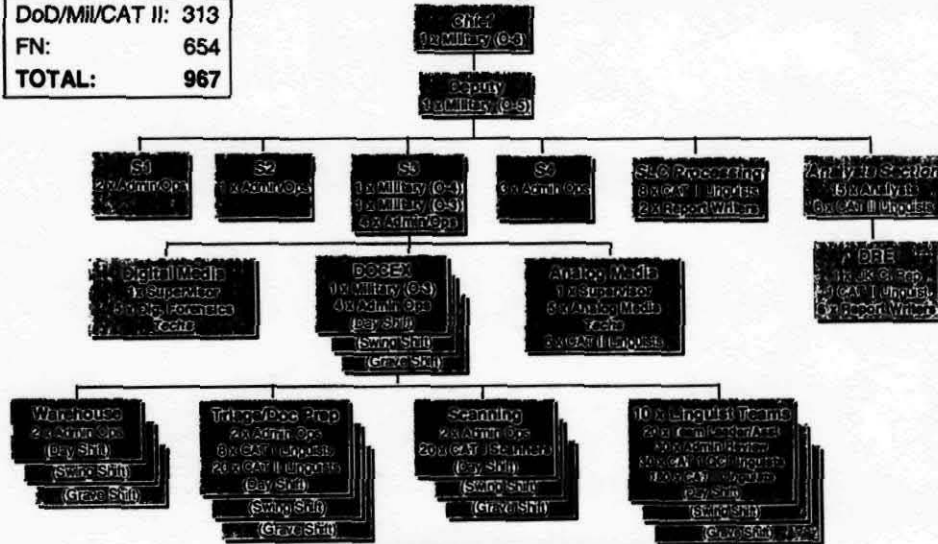
UNCLASSIFIED

INTEGRATED LINGUIST ACTIVITY – DOHA (ILIAD)

TERMS OF REFERENCE

Authority

Intelligence Community Directive (ICD) 300 "Management, Integration, and Oversight of Intelligence Collection and Covert Activity," dated October 3, 2006.

The Integrated Linguist Activity – Doha (ILIAD) is established under the guidance of the Deputy Director of National Intelligence for Collection. Under ICD 300, the DDNI/C is charged with ensuring all national collection activities: support national customer priorities; achieve maximum impact; minimize unnecessary programmatic overlap; and are conducted in a prioritized, coherent, and coordinated manner to have maximum effectiveness.

These Terms of Reference establish broad guidance and intent for ILIAD planning, management, and operations. DDNI/C oversight and coordination of ILIAD planning, programming, policies and performance will be the responsibility of the DDNI/C Senior Advisor for Document and Media Exploitation (DOMEX).

Executive Agency

The Defense Intelligence Agency will serve as the Executive Agent for the ILIAD.

Intent

The ILIAD will integrate and leverage capabilities of three national centers: the National Media Exploitation Center (NMEC), the DNI Open Source Center (OSC), and National Virtual Translation Center (NVTC) in a single facility in Doha, Qatar.

The ILIAD will perform or enable; strategic, operational, and tactical exploitation of: acquired foreign documents and media, open source broadcasts and print media, other foreign language material, and English language material requiring translation into other languages for the U.S. Government.

ILIAD policy development, operations, mission management, resource management, workflow, and prioritization of requirements will be a collaborative effort of an integrated ILIAD management staff comprised of NMEC, OSC, and NVTC managers under the overall direction and responsibility of the ILIAD Director.

The ILIAD Director will develop a comprehensive concept of operations and draft charter in coordination with the Senior Advisor for DOMEX.

Mission Scope:

The ILIAD is established to better balance and manage <u>enduring mission requirements</u> for DOMEX in the Arabian Gulf/Horn of Africa region and open source exploitation and translation services worldwide that require skilled ILIAD linguists or analysts.

Core competencies of the ILIAD include, first and foremost, critical linguist skills combined with regional, cultural and technical expertise; expertise in DOMEX, open source exploitation, and translation tradecraft; and expertise in IC requirements management and analysis.

The ILIAD is intended to optimize exploitation of scarce, skilled, fungible linguistic talent through effective and integrated management, collaboration, resource utilization, flexible workflow, compatible and complementary technical infrastructure, and cross-training for the purpose of providing responsive support to national customers and customers in-theater.

Structure

The ILIAD will be comprised of three partner organizations:
1. The Combined Media Processing Center – Qatar (CMPC-Q) which receives requirements, tasking, direction, and administrative support from the NMEC and CENTCOM. DIA is the Executive Agent for the NMEC and the CMPC-Q.
2. The Open Source Center Bureau - Doha (OSC-D) which receives requirements, tasking, direction, and administrative support from the DNI OSC. CIA is the Executive Agent for OSC.
3. The NVTC Regional Office – Doha (NVTC-D) which receives requirements, tasking, direction, and administrative support from NVTC's Executive Agent, the Federal Bureau of Investigation.

Management and Staffing

DIA will assign the ILIAD Director and key "I-staff" personnel. The CIA will assign the OSC-D Bureau Chief. The NVTC-D Chief will be assigned by the Director of the NVTC. The OSC-D Bureau Chief and NVTC-D Chief will be principal mission advisors to the ILIAD Director and members of the ILIAD I-Staff.

Pending formal coordination and promulgation of a final ILIAD management plan and charter, these Terms of Reference will guide planning and management of the ILIAD. These Terms of Reference may be revised at any time by the ADDNI/OS.

Mary Margaret Graham   Date
or
Eliot A. Jardines?

Integrated Linguist Activity – Doha
ILiAD

ILiAD Conference July 2008
Dr. Paula Briscoe

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Bottom Line Up Front

- ODNI directed, Integrated IC activity
- Not a new start up
- FOC in 2008 – NVTC and 2yr PCS DR
- 3 Integrated IC Elements with DIA as EA
- Less expensive linguists

ILiAD Background

2003 Iraq Survey Group (ISG)	– ISG Established in Baghdad – space identified at Camp As Saliyah, Qatar – Combined Media Processing Center – Qatar (CMPC-Q) Established
2005 Reorganization	– CMPC-Q continues after dissolution of ISG – NMEC directed to oversee all DIA DOCEX including CMPC-Q and JDEC's
2006 Enduring Missions Identified	– 50,000 boxes of Saddam era docs and media categorized, scanned and selectively uploaded to National HARMONY by CMPC-Q – linguist force down sized to approximately one quarter (c 1,000/250) – continued General Support to CENTCOM with focused reporting
2007 ILiAD envisioned and constructed	– DDNI/C directed ILiAD concept for CMPC-Q, OSC and NVTC and provided new base funding/billets to OSC and NVTC to establish ILiAD – Conversion construction completed by OSC-D – Arrival of OSC-D permanent party staff; Opening of OSC-D on 1 October – IOC of ILIAD
2008 **_FOC_**	– OSC-D begins operations with CT and Pan-Arab TV coverage – Director DIA Assumed Executive Agency – NVTC-D begins operations – First 2 yr PCS ILiAD DR appointed by DIA

ILiAD Mission

(U//FOUO) Serve as the U.S. Government's premier regional center for linguistic expertise, providing intelligence derived from foreign media and documents, and delivering accurate translation services for national and operational customers.
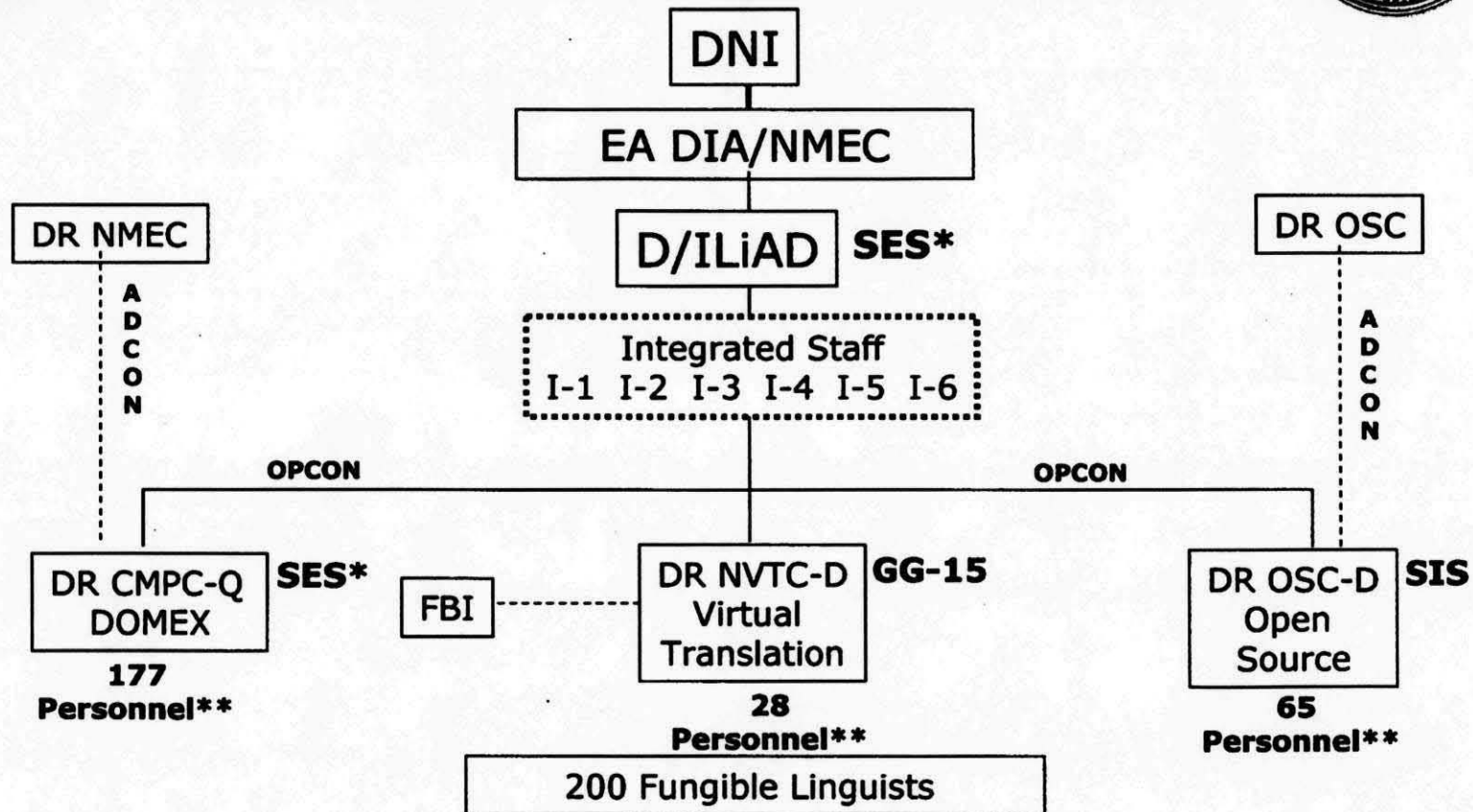
Director of National Intelligence
Open Source Center

NATIONAL
VIRTUAL
TRANSLATION
CENTER

ODNI ILiAD Vision

DNI

EA DIA/NMEC

D/ILiAD **SES***

DR NMEC

A D C O N (ADCON)

DR OSC

A D C O N (ADCON)

Integrated Staff
I-1 I-2 I-3 I-4 I-5 I-6

OPCON

OPCON

DR CMPC-Q DOMEX **SES***

177 Personnel**

FBI

DR NVTC-D Virtual Translation **GG-15**

28 Personnel**

DR OSC-D Open Source **SIS**

65 Personnel**

200 Fungible Linguists

*DR ILiAD dual hatted as DR CMPC-Q and appointed by DIA
** Includes linguists

JDA – Joint Duty Assignment

Slides from briefing attached to letter from ODNI to DIA in 2007 asking DIA to act as EA
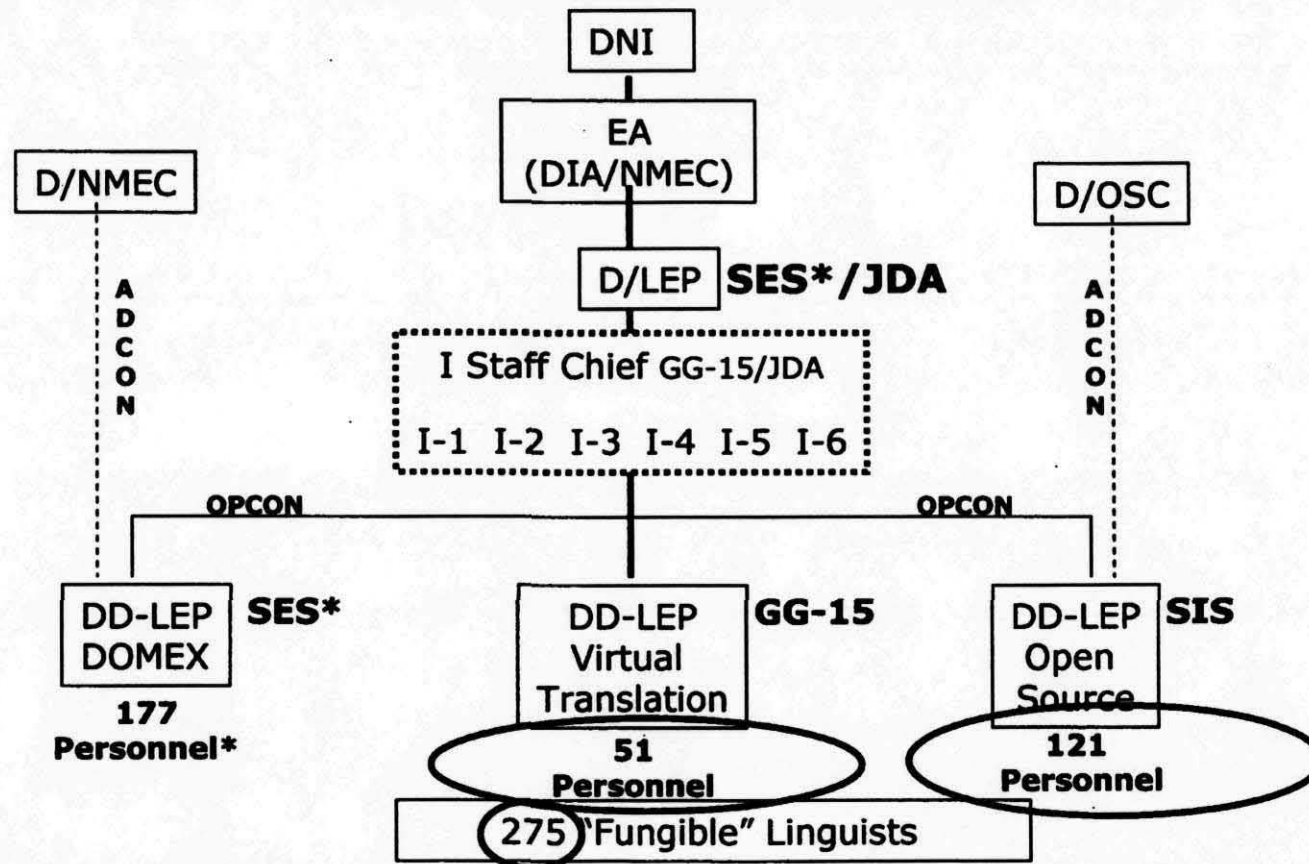
*ADDNI asked NMEC to evaluate/validate "enduring baseline mission requirement" for DOMEX at Doha. Also, D/LEP will be dual-hatted as DD-LEP DOMEX (JDA)

JDA – Joint Duty Assignment

Executive Agent Responsibility

- **DR DIA accepted executive agent responsibility Feb 2008**
  - **DR CMPC-Q is DR ILiAD, appointed by DIA, 2 yr. PCS**
  - **CMPC-Q DD and Intel/Ops Chief will also be 2 yr. PCS**
  - **Will lead integrated "Joint" I-staff, oversee load-sharing, tasking prioritization, customer support, etc.**
  - **DIA will provide contracting, logistics, IT, security and administrative support to ILiAD contingent on funding**

Challenges

- ILiAD governance
- Funding - ILiAD Executive Agency and CMPC-Q funded in GWOT/Iraq Supplemental
- Finding and retaining skilled linguists in bulk
- Rotation of ILiAD personnel and theater customer personnel
- Need to increase amount and speed of flow of conventional forces DOMEX material

Questions

- The Integrated "I" Staff - How much integration of the staff is occurring/planned?
- How are decisions made to prioritize work?
- What mechanisms are in place to ensure linguists are fungible?
- How does the ILiAD maintain relevance to customers?
- How quickly can DOMEX or translation work move to the ILiAD? OS is collected on site but are there other comms limiters?
- Given NVTC and OSC's plans to reduce the number of CAT I Level 1 and Level 2 linguists by 75, what impact does that have on overall cost of linguists in Doha as opposed to elsewhere for the OSC and NVTC?
- How much new material is coming in?
- How is funding being spent if we are under-executing on linguists?

BACKUP SLIDES

Integrated Linguist Activity-Doha Strategically Located

- **Enables Forward Engagement**
  - **Central Command AOR Elements**
  - **Regional Defense Attachés**
  - **Department of State**
- **Proximal access to sources**
  - **News media and regional academia**
  - **Captured Iraqi documents holdings**
- **Available linguistic expertise**
  - **Native Arabic speakers**
  - **Cultural immersion**
- **Future Focus**
  - **Model for Interagency cooperation**
  - **Middle East region will remain a high interest area to the US**

- # ILiAD Web Site

http://cmpcqportal.isg.smil.mil/iliad/default.aspx

Executive Agent: DIA

- DIA currently managing facility
  - 3+ years history running facility...
  - I-LEP will be tenant organization hosted by DoD base commander on a Qatari military installation...
  - DIA overhead/admin/logistics support infrastructure and procedures in-place/ established/working well...
  - I-LEP hosts DIA's theater-wide JWICs network ops center...

- Host-tenant relations easier for DIA to manage to I-LEP advantage
  - SES Director of the I-LEP will be "DoD"
  - SES Director of I-LEP reports up chain to Army General
  - Majority of USG pers at facility will be DoD (active duty, reserve, DIA civ)

- DIA alerted to begin planning for possible move of facility from As-Saliyah to Al-Udied Air Base w/in 3-5 years – I-LEP would be better postured in DoD's planning under DIA Executive Agency...

- <u>Con</u>: DIA would have to fill SES slot from "out-of-hide;" no new SES billet provided.

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Chief of Mission Authority for <u>all</u> PCS Pers

<u>Pros</u>

- Amb Untermeyer welcomes and prefers all I-LEP PCS personnel under his mission authorities
    - DNI OSC PCS personnel in Doha would already be under COM authority
    - No "second-class" citizenry for DIA I-LEP PCS personnel...
    - The precedent exists...Defense attaches, Office of Military Cooperation, etc.
    - I-LEP Director full member of Ambassador's country team...

- Under COM authority GDIP PCS perm party pers entitled to be accompanied by dependents, live on economy, enjoy DoS-level housing, security support, other embassy-provided services/support.
    - Will make DIA I-LEP PCS assignments more desirable, easier to fill with capable, willing volunteers. May provide enough incentive for tour extensions.
    - Continuity of I-LEP leadership <u>very</u> desirable.

<u>Cons</u>

- ICASS costs
- Security posture/visibility of DIA personnel living on the economy would be higher. Risk to DIA personnel/families would be higher than if PCS personnel housed on installation.

Recommendation

- DIA PCS personnel should be under COM authority.
- DIA minimize PCS footprint (no more than Director and 3-5 other key pers).

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Partner contributions
CMPC-Q

- Supports CENTCOM, Law Enforcement Agencies, and the Intelligence Community mainly on Iraqi DOMEX
- Supports deployed forces and the JDEC's in Iraq and Afghanistan – proximal reach back, overflow capacity
- CMPC-Q Director is "dual-hatted" as ILiAD Director and staff acts as core of Integrated Staff supporting ILiAD
- Liaison with military/Camp As Sayliyah
- Link to theater war fighters' requirements
- Provides logistical, classified Information Technology (IT), contracting, installation security, and administrative support to ILiAD partners

Partner contributions
OSC-D
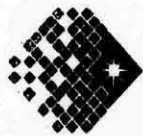
Director of National Intelligence

Open Source Center

- Provides regional USG agencies, including in-theater military, with Open Source answers to key information questions
- Provides a cadre of linguists dedicated to counterterrorism Internet exploitation, Pan Arab TV monitoring
- Provides specialized training to develop open source expertise in other government agencies
- Provides an alert service for local USG agencies
- Provides administrative, unclassified IT support to NVTC

Partner contributions
NVTC-D

NAT·IONAL
VIRTUAL

TRANSLATION
CENTER

- Provides USG agencies timely, accurate professional-quality translation services on-site in Doha
    - In Arabic, Dari, Farsi, Pashto, and Urdu
    - English to Foreign Languages
    - Foreign Language to English
- Provides reach-back to NVTC's entire virtual network of translators
    - Classified and Unclassified