

195. Acceptance of this approach, however, carries with it the implicit assumption that the substantive information operations will have highest overriding priority rights on the computer system. This is as should be, considering the basic reason for the introduction of the machine in the first place, and the fact that the substantive information system would have to give fully available daily support to the Departmental programmes with an impact in all Bureaux. The complete responsibility for all aspects of the system, including "hardware", during developmental phases would enable coherent managerial decisions to be made. The Director of Information Systems would need to lean heavily on technical expertise both within the Department and outside in the early stages but of critical importance to the acceptance and success of the system would be the skills and experience in the foreign affairs field which he would bring to bear.

196. Once the system had found its feet, the non-substantive systems could be accommodated. Should conflicts arise regarding the timing of work to be handled by the computer system, or capacity problems result in a degradation of performance to all users when those outside the substantive information system make demands upon the machine's resources, the requirements of the substantive system should prevail. If necessary, additional capacity should be obtained to ensure adequate performance for all.

197. The priority question might actually turn out to be a minor problem for non-substantive users in that for on-line operations, taking a lower priority behind substantive users might not result in noticeable degradation of response, or at worst a wait of a matter of minutes. For "batch" tasks overnight or 'background' scheduling (i.e. the "batch" programme using machine resources only when no on-line demands are being made) could be used, since "batch" tasks usually have less critical response requirements than those employing the on-line approach to the computer.

Space Requirements and Physical Plant

198. The introduction of automated equipment and the establishment of Bureau Information Control Offices would bring about a number of changes both at the present Central Registry location and on the Bureaux floors. The details would have to be worked out in Phase II but it is now possible to say with some confidence that the changes should create no insurmountable difficulties about finding accommodation within the resources of the Building, and without disturbing other units. The major new construction would be the TEMPEST shielded room and secure links to the CRT terminals at Bureaux sites. Shifting some files to Bureaux offices and others into the Randtriever, and elimination of the analysts and Kard-veyer operations on the ground floor, should make it possible to accommodate the computer, Central Information Control Office and microfilming operations. On the Bureau floors there is much under-utilized space at the "ports" of the conveyor system which in most cases would be adequate for the Bureau Information Control Offices.

199. As to existing equipment, it is envisaged that the Randtriever would be retained but that the Kard-veyer would be eliminated. Since the expensive mechanical Conveyor serving the Bureaux in the various towers would continue to be an important component of the system, a special effort should be made to ensure reliable mechanical performance, and operating procedures should be streamlined and kept under tight control to avoid accumulation of delays in delivery time.