

that “we never had enough” personnel working on al-Qa’ida.” Many CTC personnel asserted in interviews that the number of employees was well below the levels that were necessary, given the volume of information and the growing nature of the threat. One officer claimed she was told when appeals for more resources were rejected: “People [will] have to die for them to get resources.”

The lack of adequate resources meant that CTC personnel responsible for al-Qa’ida were required to work extremely long hours without relief. This created morale problems, made retention difficult, and fostered the perception that the DO did not truly support the counterterrorism mission. As the former Chief of the CTC unit focused on Bin Ladin testified:

We never had enough officers from the [DO]. The officers we had were greatly overworked. And there was always more senior-level concern for [_____] than for providing more officers to protect the health and welfare of the unit’s officers.

[Despite recognition of the menace al-Qai’da posed and the relatively limited understanding of its network, the CIA had relatively few analysts working on the problem. At CTC, the total work-years for terrorism analysis relating to al-Qa’ida inside its analytic group was only nine in September 1998. According to CIA, nine CTC analysts and eight analysts in the Directorate of Intelligence were assigned to UBL and al-Qa’ida in 1999. This was only a fraction of the analytic effort that was to be devoted to al-Qa’ida in July 2002].

b. Personnel Concerns At NSA

[NSA had only a limited number of Arabic linguists. Before September 11, 2001, few were dedicated full-time to al-Qa’ida, which was only one of many priority counterterrorism [page 276] targets at NSA for which Arabic linguists were needed. For example, those linguists were also used to support other important regional topics and to translate intelligence originating in other parts of the world].