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DEPARTMENT OF THE AIR FORCE  
WASHINGTON

HIS-3-12  
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OFFICE OF THE SECRETARY

MAR 28 1966

MEMORANDUM FOR DIRECTOR, NRO (DR. FLAX)

SUBJECT: Procedures for MOL Program Management

Since our initial discussions of last October, considerable effort has been directed to working out appropriate procedural arrangements for MOL Program management, particularly those involving NRO relationships. To this end, several proposals in draft form have been evolved, and from comment received to date, I believe that we are converging on a workable set of procedures.

General Martin has furnished me with his comments in detail (Attachment 3). Although I cannot fully agree with some details of his view of NRO responsibilities in the MOL Program, and there is room for issue with some of his observations on the background of the MOL management structure as adopted by the Secretary of Defense, his point that the inclusion of these considerations in a statement of management procedures is not necessary, and detracts from clarity, is well taken. I also agree that the necessary procedures should consist of a simple statement of the essentials, without explanation in the statement. Under these circumstances, it appears to me that the principal points of disagreement which remain are the manner in which program guidance and direction concerning MOL reconnaissance payloads flow, and the specification of the particular responsibilities concerning MOL reconnaissance payloads borne by the Director, MOL and the Director, SAFSP.

From my understanding of my responsibilities as Director, MOL, it is clear to me that I am involved in a management sense in the reconnaissance payload aspects of MOL. This is so as I am ultimately responsible to you, as Director, NRO, for the conduct of the overall MOL Program in satisfaction of its NRP objectives. Since MOL Program guidance and direction issued as a result of my responsibilities to establish, manage and conduct all aspects of the approved MOL Program is formulated in accordance with DNRO guidelines, task assignments, and requirements, it is my conviction

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that all such guidance and direction, including that relative to MOL reconnaissance sensors, should flow through, and to, me. I believe that this is a necessary and workable procedure. It is also my view that this arrangement does not contravene General Martin's responsibility to you for all technical aspects, including detailed systems engineering and technical direction, for development, acquisition and test of the high resolution optical sensor.

I have formulated a set of management procedures, Attachment 1, in recognition of the above considerations, and based also on comment previously set forth by yourself, and by General Stewart (Attachment 2). I recommend your early review and adoption of these procedural arrangements. I am also ready to promptly revise current directives or instructions which may be in conflict with the procedures ultimately adopted.



B. A. SCHRIEVER  
General, USAF  
Director, MOL Program

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1. Prop Procedures
  2. Gen Stewart's Comments
  3. Gen Martin's Comments
  4. Prog Directive 65-1

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PROCEDURES FOR GUIDANCE AND DIRECTION

OF NRO ASPECTS OF MOL

1. All guidance and direction concerning MOL reconnaissance payloads, and all other NRO aspects directly related to the MOL Program, will be issued upon prior specific personal approval of the Director, NRO, or in his absence, a specifically designated alternate. This guidance and direction will normally flow through the Director, MOL to both the Director, SAFSP and the Deputy Director, MOL.
2. The Director, SAFSP reports to the DNRO through the Director, MOL for matters concerning MOL reconnaissance payloads, and all other NRO aspects directly related to the MOL Program.
3. The Director, SAFSP reports directly to the DNRO for all other NRO matters. Where such matters are likely to have an impact on costs, schedules, or performance in the MOL Program, he will simultaneously inform the Director, MOL.
4. The Director, SAFSP will keep the Director and Deputy Director, MOL informed of general guidance, direction, and clarification regarding MOL matters he received from the Director, NRO, from time to time in direct discussions and in KY-9 telephone conversations, or by other means.
5. It is mandatory that the personal signature or coordination of the DNRO, or a specifically designated alternate, be secured on any MOL program guidance and direction issued to the Director, SAFSP.
6. Response to all guidance and direction will be made in the manner prescribed in each directive.
7. The Deputy Director, MOL and the Director, SAFSP, within their respective areas of responsibility as defined in paragraphs IV-I and IV-J of MOL Program Directive 65-1 (Management of the MOL Program), retain full individual responsibility to carry out program guidance and direction issued by the Director, MOL. On the basis of local agreement, the Deputy Director, MOL directs the day-to-day activities of the SAFSP MOL Sensor Payload Office in matters of system integration, technical interface, program master schedules.

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8. All BYEMAN communications to the Director, SAFSP, the Deputy Director, MOL or other addressees of the SSD complex will be transmitted through existing BYEMAN communications channels and procedures.
9. All BYEMAN communications to the Director, MOL will be transmitted through existing BYEMAN communications channels and procedures which provide for direct access to the addressee.
10. The Washington MOL Program Office Staff will maintain a continuing and close working relationship with the NRO Staff on the basis of local agreement, providing such aid, assistance, and coordination as may be required to insure close MOL integration with the NRP.

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