

-(S) NATIONAL RECONNAISSANCE OFFICE WASHINGTON, D.C.

OFFICE OF THE DIRECTOR

August 24, 1973

MEMORANDUM FOR GENERAL BRADBURN

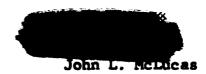
SUBJECT: Ethics

I closely read your July 31 message which treated the subject of ethics and honesty. I raised your thoughts as a point of discussion with the Secretary of Defense. He was favorably impressed as was I and was glad to see your concern and your internally generated actions.

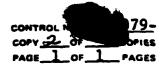
Recognizing that there are inherent difficulties in operating a covert enterprise, I realize that there may be a propensity on the part of some to fail to use common sense in maintaining the required special security. Your activities should stimulate the awareness of the need for common sense behavior. We must not, however, breech the covert nature of the NRO. I look to the DCI for judgements to this end in order to maintain the integrity of the overall NRP in concept.

Insofar as the legality of our day-to-day operations such as in procurement, financial management and contractor relations, I am asking the legality take part in a future trip to the West Coast to talk personarry with you and your people on this subject.

I will be interested in hearing more of your follow-up actions.







DEPARTMENT OF THE AIR FORCE

OFFICE OF THE UNDER SECRETARY

MEMORANDUM

Maj. Bud Coyle

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DEPARTMENT OF THE AIR FORCE WASHINGTON

OFFICE OF THE UNDER SECRETARY

9 August 1973

MEMORANDUM FOR SAF/SS

SUBJECT: General Bradburn's Letter on Ethics

Dr. McLucas was very pleased with General Bradburn's actions as outlined in the message on ethics. He noted that General Bradburn was concerned about the problem, and Dr. McLucas was "glad to see" this concern. Dr. McLucas read the message verbatim to his Execs and Mr. McLucas and went into a lengthy discussion concerning the imprications of the message.

Dr. McLucas questioned whether the first sentence of paragraph 2.C. was really true. He and Mr. Market iscussed what, if any, legal advice was available in the organization to determine the legality of operations. Dr. McLucas requested that Mr. Market into the question, and suggested that he take part in a future trip to the West Coast to personally examine the operation from a legal standpoint. Although not specifically stated, I would assume that the question of legality also applied to our operations in SAF.

Dr. McLucas mentioned a recent article in U. S. News and World Report and noted that this article - which had only one major flaw - showed that the program is working as intended, e.g., everybody knows about it, but nothing has been confirmed. Mr. Later that while a certain amount of "deviousness" may be required, caution should be exercised that we don't go overboard on it - e.g., don't be devious just because it's fun to do so.

Request that a letter be prepared acknowledging General Bradburn's message. Since Management as brought into the action, it may be beneficial to coordinate the letter with him.

Lt Colonel, USAF Executive Assistant







(S) NATIONAL RECONNAISSANCE OFFICE WASHINGTON. D C

THE NRO STAFF

6 August 1973

MEMORANDUM FOR DR. MCLUCAS

SUBJECT: The Ethics of NRO Operations

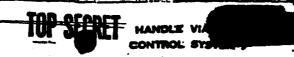
Forwarded herewith for your information is a TWX message from General Bradburn regarding the captioned subject.



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DEPARTMENT OF THE AIR FORCE OFFICE OF THE SECRETARY

MEMORANDUM

August 22, 1973

NOTE FOR DR. McLUCAS

SUBJECT: Ethics

At the right is a reply for your signature to General Bradburn's TWX on Ethics. Mr. The has read the reply.



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FOR DR MC LUCAS FROM GEN BRADBURN
SUBJECT: WATERGATE, ETHICS AND THE NRO

1. I FEEL THERE ARE LESSONS FOR ALL OF US COMING OUT
OF THE WATERGATE INDUIRY. ONE SUCH LESSON IS THAT
SUPERVISORS SHOULD BE ON RECORD CLEARLY AND
FREQUENTLY ON THE SUBJECT OF ETHICS AND HONESTY IN
THE GOVERNMENT. WITH THIS IN WIND, I HELD AN SAFSP
OFFICERS CALL ON FRIDAY, 27 JUL 75. TO DISCUSS ETHICAL
STANDARDS. THE MEETING WAS ATTEMPOED BY ALL MY OFFICERS AND PROFESSIONAL GRADE
CIVIL SERVICE EMPLOYEES. I THINK YOU WILL BE INTERESTED
IN THE POLICY I LAID OUT AND THE FOLLOW-UP ACTIONS I

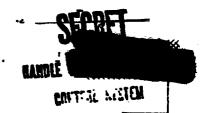
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2. POLICY STATED AT OFFICERS CALL. I STARTED BY POINTING OUT THAT THE NEED FOR EXTREME SECRECY IN THE NRO SHOULD NOT LEAD PEOPLE TO BELIEVE THEY ARE ENGAGED IN A DIRTY BUSINESS INVOLVING DISHONESTY MO LAM-BREAKING. ON THE CONTRARY, I FEEL THAT OUR SPECIAL SECRECY AND THE URGENCY OF OUR MORK PLACE UPON US AN OBLIGATION TO BE SCRUPULOUSLY HONEST AND ETHICAL IN ALL OUR DEALINES AND ALSO TO GIVE THE APPEARANCE OF DOING SO. CONSISTENT WITH THIS VIEW I GAVE THE FOLLOWING SPECIFIC DIRECTION:

A. GRATUITIES. OUR ORGANIZATION WILL GO DUTCH AND GIVE THE APPEARANCE OF GOING DUTCH IN ALL COVERNMENT/CONTRACTOR SOCIAL EVENTS. WE WILL NOT ACCEPT ANY GRATUITIES, HOWEVER SMALL, AND WILL DEVELOP A REPUTATION FOR SENDING THINGS BACK AND OTHERWISE BEING VERY STICKY ON THIS POINT. I HAVE INSTRUCTED ALL MY CONTRACTORS TO MAKE ARRAGMENTS FOR GOVERNMENT EMPLOYEES TO PAY A REASONABLE, ALDITABLE, FAIR PRICE, FOR ANY NEALS SERVED IN-PLANT,



OR ELST CONTRACTOR AUSPICES. I HAVE MADE IT CLEAR THAT THIS IS NOT A PROFORMA REQUEST AND THAT I MEAN BUSINESS.

B. TELLING THE TRUTH, NO ONE WHO WORKS FOR ME WILL KNOWINGLY SAY ANYTHING WHICH HE BELIEVES TO BE FALSE NOR WILL HE SIGN ANY DOCUMENT WHICH HE BELIEVES TO BE FALSE.

C. LEGALITY. ALL THE ACTIVITIES OF THE NRO ARE LEGAL. THEY ARE CONSISTENT WITH FEDERAL STATUTES. THIS CRITERION MUST BE MET AT EVERY STEP. ACCORDINGLY, NO VEMBER OF THE NRO OR CONTRACTOR UNDER OUR SUPERVISION WILL EVER BE DIRECTED TO PEFORM ANY ILLEGAL ACT.

3. FOLLOW-UP ACTIONS. HAVING CONE ON RECORD WITH MY PEOPLE I AM NOW UNDERTAKING A CAREFUL SORTING TO IDENTIFY MY PROCEDURES NOW IN EFFECT WHICH WAY VIOLATE THE POLICY QUIDELINES. POSSIBLE EXAMPLES MRE: (1) SIGNING IN AT CONTRACTORS PLANTS ("SELF-EMPLOYED"), (2) EXECUTING TRAVEL VOUCHERS (FALSE OR MISLEADING DESTINATIONS), AND (3) THE MAKING OF



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COING FROM THE WHITE SYSTEM TO THE BLACK SYSTEM.

I AM MORKING OUT A MATRIX OF THESE THINGS WITH A
VIEW OF ELIMINATING THOSE WHICH REQUIRE THE
EXECUTION OF FALSE DOCUMENTS OR THE MAKING OF
FALSE STATEMENTS.

4. I WILL KEEP YOU POSTED ON THE PROGRESS OF MY ETHICS CAMPAION. MAYBE THESE IDEAS AND MOOLS OPERANDI (OFFICERS CALL) WOULD BE USEFUL ELSEWHERE IN THE AIR FORCE OR PERHAPS IN THE DEFENSE DEPARTMENT GENERALLY.
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