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~~(S)~~ NATIONAL RECONNAISSANCE OFFICE

WASHINGTON, D.C.

THE NRO STAFF

February 13, 1968

MEMORANDUM FOR GENERAL BERG *R.*

SUBJECT: NRO Staff Action in Support of SAFSP

Problem:

To assess the NRO Staff's performance in providing assistance to SAFSP in solving a problem with DCAS.

Background:

Bill Bumm has sent us a TWX message which expresses, in restrained tones, his concern over a "leisurely" response by the NRO Staff to an SAFSP request for help (see Tab 1). He thoughtfully adds my name to the end of his message as one who knows about the problem. My only "cognizance" was the knowledge that Bill was fairly unhappy over a recent series of events. To gather more facts on the situation, I called a meeting of Lou Mazza, Tom Haig, and Lisciotti this afternoon.

The chronology of events runs something like this. During the week of 15 January, George Cooksey called Lisciotti to ask for assistance in establishing a beachhead at DCAS in conjunction with the need for overtime for government inspectors, who were to observe THRESHER qualification and acceptance tests at Airborne Instruments Laboratory. Lisciotti says he asked why SAFSP couldn't do this itself, pointing out "how difficult it is to do things of this kind at this level." (Apparently he did not receive a reason or perhaps did not understand it: SAFSP must use a cut-out, like us, to deal with an organization like DCAS on its work at AIL, where the contract is black.)

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After some further discussion, Lisciotti attempted to contact our man in DCAS, Colonel Marshall, who is cleared. He got Colonel Schwab (uncleared) instead, who said he would call Captain Huebner, USN, (uncleared) who is Chief, DCASO, at Garden City. Huebner needed more facts: who are the inspectors? how long is this special activity to last? etc. Cooksey got the facts for Lisciotti, identifying two inspectors and signing the overtime workload cost at about \$5,000. Huebner, when informed of this, said he was not authorized to approve that much overtime. Schwab offered to put Lisciotti in touch with DCAS' Chief of Quality Assurance. Lisciotti tried to get in touch with Cooksey, who was on leave. Lisciotti was called by Stevenson, during the next week, and, according to Lisciotti, agreed to hold, pending Cooksey's return.

Lisciotti heard nothing more on this matter until 7 February, when he received a wire from Cooksey (see Tab 2) urgently requesting assistance. On 8 February, Mr. Mazza replied to Cooksey, recommending that SAFSP handle the matter. (Tab 3)

Present Status:

On 12 February, Bill Bumm sent a wire to you (see Tab 1) reiterating his original request, telling of our failure to achieve results, asking for a better cut-out link to DCAS, and a "more timely response" to future problems. Bill is unhappy with your staff's performance on this entire transaction and has addressed his wire to you to invite your attention to what he sees as a rather complacent attitude on our part in this situation.

Comments:

I think Bill's wire is excellent. I appreciate hearing from people who are unhappy with us; they're much less a problem than those who live in private resentment.

I am not particularly interested in how we look to ourselves. How do we look to SAFSP? And particularly to Bill Bumm? Did we run with the ball? Or did we drag our feet? Did we go to DCAS (it's only twenty-five minutes away)? Did we set up a solution? Or did we act

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as a relay to report why something couldn't be done? How does our WHIG 7324 (Tab 3) read to a man who has a problem? These are the questions we need to address.

Recommendation:

I recommend that we accept this experience as an opportunity for self-examination and self-improvement. We need to be reminded that:

1. One of our primary functions is to help all program offices.
2. Life gets easier for everyone if that help is given fraternally and generously.
3. Our function is to find solutions, rather than report obstacles.


PAUL E. WORTHMAN
Colonel, USAF