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21 March 1969

MEMORANDUM FOR SAFSP

SUBJECT: Additional Special Security Officers

Dr. Flax has conditionally approved our request for four additional special security officers for the SAFSP/ industrial security program. What is now required is a memorandum from your office to the DPRO requesting the specific positions you want (grade, AFSC), when you require the personnel, and your plan for their utilization.

A copy of our memorandum to Dr. Flax is enclosed for your information.

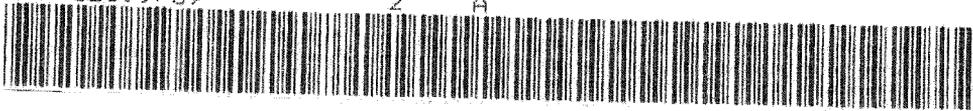
RAYMOND D. ROSE
Captain, USAF
Dep Asst for Security
NRO Staff

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February 19, 1969

FOR DR. FLAX

Captain Rose speaks from experience and conviction. I've discussed his proposal with [redacted] and General Martin's security officer. They concur heartily in this proposal. So do I.

Paul E. Worthman
PAUL E. WORTHMAN
Colonel, USAF

*al concurs - this
is a much needed
effort in view
of our expanding
contractor base*

PEW

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

THE NRO STAFF

12 February 1969

MEMORANDUM FOR DR. FLAX

SUBJECT: Special Security Officers

PROBLEM:

Due to insufficient number of qualified, experienced NRO Special Security Officers, the security programs of both NRO Program A and SAFSL are in jeopardy. This is due to two factors:

1. Insufficient number of special security officers.
2. Extensive non-productive period of on-the-job training required for replacement personnel assigned to these positions since there is no outside source of trained qualified personnel.

This memorandum is intended to inform you of those prudent actions recommended to resolve this problem.

BACKGROUND:

An NRO Program Director operating within a covert environment must assume complete responsibility for the integrity of his security system. This includes not only the decision making process as to what procedures and methodology will be used, but the inspection and guidance necessary to enforce its management on a day-to-day basis.

When the original special security program was established for SAFSP, it was under the control of three officers who managed the GAMBIT, EARPOP, and the Air Force portion of CORONA security. They were responsible for ten covert industrial facilities and some five thousand industrial personnel. While inexperienced in covert methodology

BPA

GAMBIT, EARPOP, CORONA, DORIAN

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they were able to formulate an effective comprehensive covert program through imagination, skill, and learning experience. One of the fundamental strengths of the program was the close liaison between the government special security officer and his industrial counterpart.

CURRENT SITUATION:

Today the five officers assigned to the Special Security Office at SAFSP and the two assigned to SAFSL are responsible for managing security within sixty BYEMAN industrial facilities, and have responsibility for 46,000 personnel, representing some 135 different contractors. The rapid growth of the BYEMAN industrial base is expanding beyond the capability of the current security staffs to provide adequate management. As the result of this disproportionate allocation of work load, there has been a reduced surveillance of covert activities and increased reliance on contractors' ability to manage their security program. This is particularly dangerous since many of the contractors are new in the covert environment and are not qualified to accept complete responsibility for managing a covert program. If this situation continues, only deterioration of the program and eventual compromise can result. This problem has been compounded by an unusually severe turnover of personnel within the SAFSP and SAFSL security offices, resulting in the loss of our most experienced personnel.

The problem of replacing personnel is extremely difficult because of the unique knowledge and qualifications they must possess in order to effectively fulfill their covert security role, (see TAB-A).

RECOMMENDATION:

With your concurrence, we will seek authorization for four additional special security officer spaces for the SAFSP/SL security program. Rather than be assigned in residence to the program office, they will be located at key industrial facilities. They will be responsible for the day-to-day security at the facility assigned, its sub-contractors and other facilities within the geographic area. By assigning these officers the responsibility for handling the more limited aspects of security, they should be able to be productive after an initial training period

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in their assigned tasks while gathering experience for overall future program responsibilities. When a position within the program office is vacated there will be a continuing resource pool of qualified personnel from which a selection may be made.

The concept of this proposed action has been discussed with and concurred in by both Maj Gen Martin and Maj Gen Stewart. Your concurrence is requested.

Raymond D. Rose

RAYMOND D. ROSE
Captain, USAF
Dep Asst for Security
NRO Staff

Intelligence

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PROGRAM OFFICE SECURITY OFFICERS

CONCEPT:

The Special Security Officer must insure the security of the NRO without hindering the development or production of the program. There is no "real" set of rules that may be used. Only his knowledge of covert methodology, and the particular elements involved can permit him to make a rational, fairly reliable decision in the world of WHITE/BLACK and shades of gray. Each case must be determined on its own factors, since the modus operandi at Douglas would spell disaster at Eastman Kodak.

QUALIFICATIONS:

The covert program security officer must have a:

Comprehensive Knowledge of:

BYEMAN security concepts

Why a BYEMAN system

How it works

Why it works

Its limitations

Covert Methodology

What a covert operation is

How it works

Its strengths and weaknesses

Legal limitations

Covert techniques

Clandestine vs covert

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Industrial Roles and Responsibilities

Types of contracts

Security clauses

Government/company roles and relationships

Sub-contractor and associate relationships

Interagency Roles and Responsibilities

Security aspects of associations

Basic responsibilities

Communications Capabilities

Working Knowledge of:

DOD Industrial Security Program

Clearance procedures

Strengths and weaknesses

Conflicts with covert operations

Compatibilities with covert operations

Interfaces with covert operations

Air Force Security Programs

Strengths and weaknesses

Cover benefits and techniques

Covert interfaces

Other Compartmented Programs

Techniques used

Resources (personnel, technical information,
and facilities available)

Current cover arrangements

Obligations not to reveal other programs

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Other Compartmented Systems

Jurisdictions and responsibilities

Clearability standards

Interface capabilities

Responsible agencies

System Specification and Goals

Types of systems

How used

Capabilities

Applications

Threats and vulnerabilities

Management Techniques

Utilization of Resources

Impact of access authorization delays

Control of access and alternate access means

Concept of realistic operations

Contracts

Types in use

Impact on security and security impact on costs

How to use

Importance to security of contracting officer

Contracting Structure

Sensitivity of funding levels

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Security Threats

Foreign association and travel
Hostage cases
Personality disorders
General attitude toward security
Marketing operations
Physical security concepts
Sino/Soviet domestic operations
Communication security
Public statements

Be Familiar with:

Technical language
Industrial techniques
Union operations
DCASR/AFRRO functions
Union operations and attitudes

For a single individual to have the capabilities as stated may be a totally unrealistic goal. But it is not only realistic to expect this knowledge in degrees from all our security officers, but it must be available within the program security office. To maintain this capability it is desirable that incoming personnel be from engineering, research, and security career fields.