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 you to take part in a future trip to the West Coast to talk personally with you and your people on this subject.

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

John L. McLucas
MEMORANDUM

Maj. Bud Coyle

Dr. McL. told me that he spoke to Mr. X and said about this and that.

This didn't...
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. [redacted] and went into a lengthy discussion concerning the implications of the message.

Dr. McLucas questioned whether the first sentence of paragraph 2.C. was really true. He and Mr. [redacted] discussed what, if any, legal advice was available in the organization to determine the legality of operations. Dr. McLucas requested that Mr. [redacted] 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. [redacted] stated 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 Mr. [redacted] was brought into the action, it may be beneficial to coordinate the letter with him.

Lt Colonel, USAF
Executive Assistant
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.

Assistant for Security

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NOTE FOR DR. McLUCAS

SUBJECT: Ethics

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

FOR DR. MC. LUCAS FROM GEN. BRADBURY

SUBJECT: WATERGATE, ETHICS AND THE NRO

1. I feel there are lessons for all of us coming out of the Watergate inquiry. 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 mind, I held an SAFP officers call on Friday, 27 Jul 73, to discuss ethical standards. The meeting was attended 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.

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 and law-breaking. On the contrary, I feel that our special secrecy and the urgency of our work place upon us an obligation to be scrupulously honest and ethical in all our dealings 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 government/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 arrangements for government employees to pay a reasonable, auditable, fair price, for any meals served in-plant,
B. TELLING THE TRUTH. NO ONE WHO WORKS FOR ME WILL KNOWINGLY SAY ANYTHING WHICH HE BELIEVES TO BE FALSE OR 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 MEMBER OF THE NRO OR CONTRACTOR UNDER OUR SUPERVISION WILL EVER BE DIRECTED TO PERFORM ANY ILLEGAL ACT.

3. FOLLOW-UP ACTIONS. HAVING GONE ON RECORD WITH MY PEOPLE I AM NOW UNDERTAKING A CAREFUL SORTING TO IDENTIFY ANY PROCEDURES NOW IN EFFECT WHICH MAY VIOLATE THE POLICY GUIDELINES. POSSIBLE EXAMPLES ARE: (1) SIGNING IN AT CONTRACTORS PLANTS ("SELF-EMPLOYED"), (2) EXECUTING TRAVEL VOUCHERS (FALSE OR MISLEADING DESTINATIONS), AND (3) THE MAKING OF FALSE CERTIFICATES OF DESTRUCTION ON DOCUMENTS GOING FROM THE WHITE SYSTEM TO THE BLACK SYSTEM. I AM WORKING 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 CAMPAIGN. MAYBE THESE IDEAS AND MODELS OPERANDI (OFFICERS CALL) WOULD BE USEFUL ELSEWHERE IN THE AIR FORCE OR PERHAPS IN THE DEFENSE DEPARTMENT GENERALLY.

E-2 IMPORT

SECRET

BT

SECRET

HANDLE VS
CONTROL SYSTEM