

CASE STUDY

THE AGENCY'S TOP SECRET CONTROL PROGRAM

I. ORGANIZATION

DDA, Office of Security
Information Systems Security Group, Headquarters

A. Function: Management of Agency's TOP SECRET
Control Program

B. Staff : One Professional
One Clerical Assistant

II. STATEMENT OF OBJECTIVES

In 1975, the following Management by Objective requirement was levied upon this office:

Implement completely, by 30 June 1976, an updated Agency program to control TOP SECRET material in accordance with Executive Order 11652, and appropriate Headquarters Regulations, to include, in all probability, an automated control system.

III. BACKGROUND

TOP SECRET control procedures have been in effect within the Agency since its beginning, and therefore, the program is over twenty-five years old. There were varying degrees of procedural control and enforcement for accountability.

The Top Secret Control Program had evolved to a totally decentralized system, with [] component control officers. Their responsibility was to maintain accountability and control records for their

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respective component TOP SECRET documents, and function as a point of record and transfer for all TOP SECRET documents entering or leaving their jurisdiction.

IV. SOURCE OF PROBLEMS

In general, there was no central control for all TOP SECRET documents, i.e., no inventory by component, exact location of any document, enforcement of methodology for receipting, mailing, destruction, or transferring; in essence, no accountability. It was estimated, after reviewing available records and querying the component control officers, that there were approximately 120,000 TOP SECRET documents actively on file in the Agency.

V. ACTION PLAN TO ACCOMPLISH MBO

- A. A feasibility study was conducted by OJCS (now ODP), to determine if an automated system could be developed which would identify TOP SECRET documents, who or what office possessed them, who or what officer was responsible, whether it was an original or a copy, and the ability to track the transfer of accountability of TOP SECRET documents between control points.

At that time, the Project Cost was broken down to fifteen man-weeks @ \$680 per man-week, and computer time cost of \$3,600 - totaling \$13,800. It was projected that the annual cost of operating an automated system would be approximately

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- B. The feasibility plan was effected, and an automated system to control TOP SECRET documents was proposed, one identified as TSCADS - Top Secret Control Automated Data System, which would provide:

1. A complete, accurate, centralized records inventory;
2. The capability to support an Agency-wide annual physical sighting of Top Secret material;

3. The ability to notify holders of TOP SECRET material of downgrading or declassification action;

4. Printouts of each responsible office's TOP SECRET holdings;

5. Special records reports as needed or desired.

C. The following milestones were identified in pursuance of this MBO:

1. 15 October 1975 - Determine quantity/ types of TOP SECRET material;

2. 30 October 1975 - Define organizational structure of updated Agency program;

3. 1 December 1975 - Define functional/ operational structure of the program covering manual and automated options;

4. 1 December 1975 - Selection of manual or automated system;

5. 1 February 1976 - Issue a revised Top Secret Control guide;

6. 1 March 1976 - Issue a revised to the Regulations Control Staff;

7. 1 April 1976 - Implement program, or if automated, a pilot program;

8. 1 July 1976 - Implement automated program.

VI. ACCOMPLISHMENT

The MBO was met as of 1 July 1976, however, the following conditions were experienced which impeded the attainment of some milestones:

1. Due to a variety of existing control systems maintained by [] Top Secret Control Officers, it was not practical to develop a fixed schedule of inputting their data into the automated system.

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2. A guide, Manual for Top Secret Control Officers, was prepared in draft, but final printing was delayed in order to benefit from more experience in the operation of the new system.

3. The original estimate of 120,000 documents had to be revised as copies, attachments, and retired or archival material had not been taken into account.

4. The publication of [] the basic policy governing the control of TOP SECRET material, required a great deal of coordination within the Agency, which resulted in a time delay.

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VII. PROJECTED PROGRAM

- A. To initiate an Agency-wide physical inventory to account for all TOP SECRET documents.
- B. To develop a methodology, utilizing TSCADS to review TOP SECRET material for retention of its classification, possible downgrading or declassification, destruction, or return to source of origination.

Problem:

To justify to management a need for manpower and resources to accomplish this program.