2 MAR 1967

MEMORANDUM FOR: Director of Security

SUBJECT : Overseas Security Program -
Solo Security Officers

1. A critical analysis of our overseas security program
strongly indicates the need for the initiation of a new concept,
hence new programming. I believe that such a program must be
so designed as to create a specific, predefined image of an overseas
security officer. His duties and capabilities must extend much
further than the current concepts which comprise the operation of
a routine, day-to-day security program within the station. This
can be, and has been in several stations, fragmented and handled
by non-professional security personnel. He should have a capability
for a dynamic confrontation of possible opposition attacks upon the
security of the station. Much of this threat lies in the audio counter-
measures field. It is believed that he must have a personal capability
to perform the security duties rather than merely to recognize the
need and call in experts for their performance. This, too, can be
done by non-professional security personnel.

2. Following this rationale, we are attempting, in PTOS,
to consider the problem in two parts: (1) an examination of the
Regional Security Office and the image which it should create, and
(2) the security image of the individual Security Officer who operates
alone in an overseas station--a solo Security Officer. We feel that
examination and restructuring of the solo security program is critical,
hence should receive first consideration.

3. In furtherance of this effort, there is attached a staff
study which addresses itself to a new programming concept for solo
Security Officers. For it to be successful, it will be necessary for
the Office of Security to select capable, midcareer personnel
generally in the GS-13 grade level for the solo Security Officer

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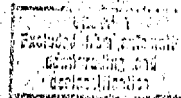
positions; hence, prior "Midcareer" designation of an individual selected would be a fitting prerequisite to selection for this program.

4. Attachment B to the staff study sets forth the proficiencies which, it is felt, the solo Security Officer should acquire before departure from Headquarters. The requirements will constitute a challenge to any selectee for this program. It is believed that this challenge in itself will go far toward making this proposed program a success. As indicated, it will require the expenditure of assets on our part. This also is a requirement before it can succeed.

5. It is believed that if we produce Security Officers who meet the standards outlined in the attached study, who can present a dynamic image of meeting security threats on a daily basis, and who will immediately place into effect the skills which they have acquired, we will be able to reverse the trend and improve the security stature of Agency overseas operations.

6. It is recommended that the concepts of the attached study, outlining a Solo Security Program, be approved and that its implementation be targeted to begin with those Solo Security Officers scheduled for field assignment during the summer of 1968.

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Deputy Director of Security (PTOS)

Att
Staff Study

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The recommendations in paragraph 6 are approved.

Howard J. Osborn
Director of Security

Date 3/6/1967

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