

*Conclusion for DDCi address of ASIS*

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SOME THOUGHTS ON THE INDUSTRIAL SECURITY  
CONTRIBUTIONS TO THE AGENCY/INTELLIGENCE MISSION

I. MY VIEW OF THE INDUSTRIAL SECURITY OFFICER PROFESSION

° OVER MY ENTIRE CAREER I HAVE BEEN ASSOCIATED WITH YOUR PROFESSION, AND I AM MORE CONVINCED THAN EVER OF ITS NEED.

° PERHAPS A REFERENCE TO YOUR PERCEPTION OF SECURITY FROM YOUR SUCCESSIVE POSITIONS IN THE DDS&T, DDA, DDO AND DDI (PRESUMABLY THE INTRODUCTION WILL OUTLINE YOUR CAREER).

° I HAVE SEEN YOUR RANKS GROW AS THE INTELLIGENCE COMMUNITY'S DEPENDENCE ON INDUSTRY HAS GROWN.

° OUR DEPENDENCE ON YOU COVERS A VERY WIDE SPECTRUM, FROM SMALL CUSTOMIZED PROCUREMENTS (FOR EXAMPLE, OF A CONCEALMENT DEVICE FOR AN AGENT) TO THE DEVELOPMENT OF LARGE MULTI-MILLION DOLLAR COLLECTION SYSTEMS. REGARDLESS OF THE DOLLAR VALUE THE SENSITIVITY IS CONSTANT AND REQUIRES GOOD SECURITY.

° I AM HERE NOT ONLY TO AFFIRM MY RESPECT FOR YOUR PROFESSION BUT TO URGE YOU TO WORK HARD AT IT AND PERSEVERE AGAINST THE FRUSTRATIONS OF RESOURCE SHORT-FALLS.

II.       INSIGHTS INTO THE CURRENT HEALTH OF CIA  
AND THE INTELLIGENCE COMMUNITY (SINCE A LARGE MAJORITY  
OF THE LUNCHEON AUDIENCE ARE INVOLVED WITH GOVERNMENT  
SECURITY PROGRAMS MIGHT BE APPRECIATED)

° IT IS SUGGESTED THAT YOU SAY "LET ME DEPART FROM  
THE SPECIFIC FIELD OF SECURITY FOR A FEW MOMENTS AND  
TALK ABOUT CURRENT HEALTH OF THE CIA AND INTELLIGENCE  
COMMUNITY, AND THEN RETURN MY PERCEPTIONS OF SECURITY.  
PERHAPS INCLUDE:

° HAVE SHAKEN LOOSE THE WATERGATE  
CONSEQUENCES.

° CURRENT ADMINISTRATION VIEWS.

° FINISH UP WITH REFERENCE TO CURRENT THREATS  
INCLUDING TECHNOLOGY TRANSFER AND STATING THAT "YOU AS  
SECURITY PROFESSIONALS MUST BE INVOLVED IN COUNTERING  
THOSE THREATS."

III.       GOOD PERSONNEL SECURITY IS ESSENTIAL TO ANY SECURITY  
PROGRAM

° I SEE YOUR SITUATION AS ANALOGOUS TO OURS AT  
CIA. ESSENTIAL TO OUR SECURITY PROGRAM AND TO YOURS IS  
A STRONG PERSONNEL SECURITY PROGRAM. REGARDLESS OF  
FENCES, ALARMS, GUARD FORCES, ETC., ALL OF WHICH SERVE A  
GOOD AND SPECIFIC PURPOSE, YOUR PEOPLE ARE YOUR MOST  
IMPORTANT ASSET.

° WE ARE CONSCIOUS OF THE REALITY THAT MANY OF YOUR EMPLOYEES ARE BRIEFED IN MORE DEPTH ON SOME HIGHLY CLASSIFIED PROGRAMS THAN ARE MANY OF OUR PEOPLE. AGAIN, MANY OF YOU ARE THE CUSTODIANS OF COMPANY PROPRIETARY INFORMATION WHICH, THOUGH UNCLASSIFIED, IS A VERY APPEALING TARGET FOR HOSTILE INTELLIGENCE SERVICES. HENCE, YOUR RESPONSIBILITY IS GREAT.

° WHAT CAN YOU DO?

° CHOOSE YOUR PEOPLE CAREFULLY.

° ENSURE THAT SENSITIVE INFORMATION IS BEING ENTRUSTED TO MEN AND WOMEN OF UNQUESTIONED LOYALTY. INDEED IT IS THE GOVERNMENT'S JOB TO INVESTIGATE AND CLEAR PEOPLE FOR ACCESS TO CLASSIFIED INFORMATION. BUT IT IS INDUSTRY'S RESPONSIBILITY TO CONDUCT A PRESCREENING OF CANDIDATES BEFORE SUBMITTING THEM FOR SUCH ACCESS. DO NOT EXPECT THE GOVERNMENT TO SCREEN EMPLOYEES FOR YOU.

° EDUCATE YOUR PEOPLE - AT CIA WE HAVE LEARNED FROM EXPERIENCE THAT SECURITY INDOCTRINATION IS NOT A ONE-TIME-ONLY EXERCISE. WE BELIEVE THAT A STRONG SECURITY EDUCATION PROGRAM PAYS DIVIDENDS. BUSINESSES CHANGE AND THREATS CHANGE; HENCE, WHETHER YOUR CONCERNS ARE OF A PROPRIETARY NATURE OR CLASSIFIED NATURE

YOU MUST KEEP YOUR PEOPLE CURRENT AND MOTIVATED. AND, LADIES AND GENTLEMEN, THE SECURITY EDUCATION FORUM GIVES YOU ANOTHER FORUM IN WHICH TO GET TO KNOW YOUR PEOPLE.

- ° GET TO KNOW YOUR PEOPLE - WE STRESS, IN OUR PROGRAM, THE BENEFIT OF CLOSE RAPPORT BETWEEN SECURITY OFFICERS AND OPERATORS AND ENGINEERS. WE PROMOTE THE TEAM CONCEPT WITHIN OUR INDUSTRIAL PROGRAM, BELIEVING THAT PEOPLE WILL BRING THEIR PROBLEMS TO A PERSONAL ACQUAINTANCE AND TEAM MEMBER FAR MORE READILY THAN TO AN IMPERSONAL SECURITY OFFICE.

- ° SECURITY MAINTENANCE PROGRAM - DEVELOP A REINVESTIGATION AND RE-INDOCTRINATION PROGRAM AS WELL AS OPPORTUNITIES FOR COUNSELING EMPLOYEES.

#### IV. PHYSICAL, TECHNICAL, INFORMATION SECURITY

- ° I URGE YOU TO BE FORWARD LOOKING IN THESE AREAS, KEEP ABREAST OF THE STATE OF THE ART AND DO NOT PUT ALL YOUR EGGS IN ONE BASKET.

- ° IF I WERE TO SINGLE OUT ANY CONCERN, IT IS THE THREAT POSED BY THE ADVANCES IN COMPUTER TECHNOLOGY.

- ° PLAN AHEAD IN THIS REGARD.

- ° HIRE PEOPLE WITH THE PROPER EXPERTISE TO WORK IN THIS AREA.

V. NEED FOR TEAM WORK BETWEEN GOVERNMENT AND INDUSTRY

° HISTORICALLY OUR JOINT SUCCESSES (MANY OF WHICH HAVE NOT BEEN PUBLISHED) HAVE BEEN THE RESULT OF CLOSE COOPERATION BETWEEN TOP MANAGEMENT AND SECURITY PERSONNEL ON BOTH SIDES.

° WITHIN CIA THE FIRST COMMANDMENT OF SECURITY IS: "SECURITY IS A COMMAND RESPONSIBILITY." IF YOUR TOP MANAGEMENT IS NOT CONCERNED ABOUT SECURITY, THEN YOUR PROGRAM IS GOING TO FALL SHORT. ALL LEVELS MUST BE BEHIND YOUR PROGRAM.

° THE SECURITY OFFICER OR SECURITY DIRECTOR MUST HAVE READY ACCESS TO TOP MANAGEMENT AND I MEAN BY TOP MANAGEMENT THE CHIEF EXECUTIVE OFFICER LEVEL BECAUSE SECURITY IS PERVASIVE THROUGHOUT THE LIFE OF A CONTRACTUAL RELATIONSHIP BETWEEN INDUSTRY AND THE GOVERNMENT.

° I BELIEVE THE INTELLIGENCE COMMUNITY IN GENERAL, IN THE PAST 5 YEARS, HAS PUT MUCH MORE EMPHASIS (JUSTIFIABLY SO) ON THE SECURITY POSTURE OF SECURITY COMPANIES DURING CONTRACT AWARD PHASE. THE SERIOUS FLAPS OF RECENT YEARS (BOYCE, BELL, ETC.) AND THE APPETITE OF ENEMIES FOR U. S. TECHNOLOGY DEMAND OUR BEST PROTECTIVE EFFORTS.

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