

DIRECTOR OF CENTRAL INTELLIGENCE  
**Security Committee**

SECOM-D-086

11 FEB 1980

MEMORANDUM FOR: Deputy Director of Central Intelligence

VIA: Deputy Director for Administration

FROM:

[REDACTED]  
Executive Secretary

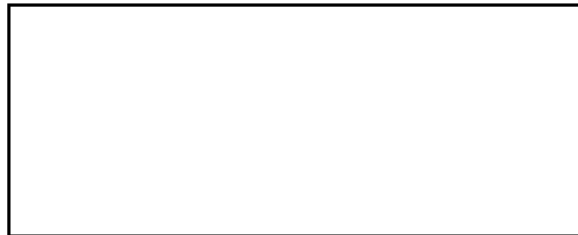
SUBJECT: Mr. Robert W. Gambino  
Nomination for National Intelligence  
Medal of Achievement

1. Members of the Security Committee have requested me to prepare a nomination for the National Intelligence Medal of Achievement for Mr. Robert W. Gambino in recognition of his service as Chairman of the DCI Security Committee for the past two years. I am pleased to do so and it is attached.

2. The nomination has the unanimous endorsement of Committee members and observers who represent the security services of Air Force, Army, Navy, DIA, DOE, FBI, Justice, NSA, [REDACTED] State, Treasury, DEA, Commerce and the Office of the Under Secretary of Defense (Policy).

3. In compliance with procedures for Community level awards would you as the CIA Member of the National Foreign Intelligence Board endorse this nomination and forward it to Mr. Elder, Executive Secretary for consideration by the NFIB Members.

Attachment



SUBJECT: Mr. Robert W. Gambino  
Nomination for National Intelligence  
Medal of Achievement

CONCUR:

\_\_\_\_\_  
Deputy Director for Administration

\_\_\_\_\_  
Date

APPROVED:

\_\_\_\_\_  
Deputy Director of Central Intelligence

\_\_\_\_\_  
Date

Distribution:

Orig - Return ES/SECOM wo/att

1 - DDCI w/att

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STATINTL SECOM/  fh (2/11/80)

Washington, D.C. 20505

MEMORANDUM FOR: Executive Secretary  
National Foreign Intelligence Board

SUBJECT: Nomination of Mr. Robert W. Gambino  
for the National Intelligence Medal  
of Achievement

1. Mr. Robert W. Gambino has been unanimously recommended by members of the Security Committee for award of the National Intelligence Medal of Achievement for exceptional service as Chairman of the Director of Central Intelligence Security Committee from March 1978 to February 1980. Mr. Gambino's outstanding service in that capacity clearly benefited the security of the United States and contributed greatly to the foreign intelligence mission of the Intelligence Community.

2. Mr. Gambino devised and implemented a plan for the reorganization of the DCI Security Committee to enlarge its supporting staff and enhance its coordination capabilities so as to permit a concerted attack on many long-standing security problems of Intelligence Community concern. As chairman of the reorganized committee, he managed, coordinated and furthered the development of Community-wide security policies and procedures which provided better protection for intelligence sources and methods while improving the dissemination and use of intelligence information. Mr. Gambino's leadership and initiative significantly enhanced the effectiveness of

SUBJECT: Nomination of Mr. Robert W. Gambino for the  
National Intelligence Medal of Achievement

the committee as a Community oriented body for the identification of issues, the resolution of individual agency views, and the development of constructive solutions to a wide range of security concerns. The close working relationships he built with officers throughout the Community ensured open communication and better understanding of how security issues individually affected component agencies, and facilitated agreement toward how best to deal with those issues in practical and acceptable ways.

3. Mr. Gambino provided continuing and wide-ranging support to the DCI and the Community for the review and analysis of both specific problems and basic concepts bearing on the protection of sensitive intelligence. His leadership and direction contributed directly to an enhanced sense of Community purpose and cohesiveness in the coordination and development of a Community examination of specific technical security threats directed against the United States; of a wide-ranging security plan for a particularly significant overseas facility; of procedures to ensure greater consistency in the Community's handling of personnel security adjudications; of guidance for the analysis, investigation and follow-up of unauthorized disclosures so that issues and options are clearly identified and dealt with; and of policies and implementation procedures for a coherent system of compartmentation to assure protection of sensitive intelligence sources and methods while facilitating the use and administrative handling of information they provide.

4. Mr. Gambino's exceptional breadth of knowledge of the concerns and capabilities of Community departments and agencies made him singularly effective in assessing the impact on the DCI's responsibilities of broad ranging security proposals and in suggesting changes to them so as to serve best the needs and concerns of the Intelligence Community as a whole. His accomplishments included overseeing the preparation of Community standards and briefing kits to enhance security awareness by both senior and working level personnel; the development of a broader and

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mutually supportive security research and development program; the drafting of security standards to protect information covered by the Foreign Intelligence Surveillance Act; and the conduct of a zero-based review of Community accesses to sensitive compartmented information. The skills he brought to bear on these and many other issues were invaluable in threading a balanced course between differing subjective views on the one hand and statutory, executive order and national policy requirements bearing on the DCI's security responsibilities on the other.

5. Mr. Gambino's skills in negotiation and communication contributed materially to good security rapport with the most senior levels of Community management and with Congressional oversight committees. His career serves as an exemplary model for intelligence managers, and his record of smoothly completed and markedly useful accomplishments has brought great credit upon himself and the Intelligence Community. That record, with his never failing courtesy, ability to defuse controversies with good humor and tact, and consideration for others, have caused him to be held in the highest regard by all who have been so fortunate as to work with him.

6. Supplemental data as required by DCID 1/18 is:

Position Title:	Chairman, Director of Central Intelligence Security Committee
Grade:	GS-18
Organization:	Central Intelligence Agency
Date of Service:	March 1978 - February 1980
Proposed Unclassified Citation	Attached

7. There are no plans to recommend Mr. Gambino for any other award.

Frank C. Carlucci

Attachment

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National Intelligence Medal of Achievement

Distribution:

Orig - Addressee w/att  
1 - DDCI w/att  
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STATINTL

SECOM/  (2/11/80)

CITATION

Robert W. Gambino

National Intelligence Medal of Achievement

Robert W. Gambino distinguished himself by exceptionally meritorious service as Chairman of the Director of Central Intelligence Security Committee from March 1978 to February 1980. During this period, his unique breadth of understanding of security issues, innovative approaches to problems old and new, superlative leadership qualities, exceptional management skills, and tactful understanding for the concerns of all he dealt with, made the Security Committee a truly effective Community instrument for the resolution of issues and for the development and application of policies and procedures of major benefit to the mission of the entire Intelligence Community.

The distinguished performance and broad accomplishments of Mr. Gambino reflect the highest credit upon himself, the Central Intelligence Agency, and the National Foreign Intelligence Community.