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OFFICE OF SECURITY MISSION AND FUNCTIONS

Function

The Director of Security is basically responsible for the personnel, physical, and technical security of the Central Intelligence Agency. Under this broad charter relating to sensitive Agency positions and the protection of intelligence sources and methods, it is his mandate to maintain an ongoing program ensuring the security of our personnel and installations. In carrying out these overall duties, the Office of Security:

A. Establishes security standards to be applied to all personnel to be employed by, detailed to, or otherwise associated with the Agency in any capacity.

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directs the investigation for all clearance actions and provides operational support to all elements of the Agency.

C. Establishes policies to protect Agency classified material and to prevent the physical penetration of Agency areas, buildings, and installations,

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D. Maintains the Agency's audio countermeasures and technical security programs, including overseas

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E. Conducts security interviews utilizing polygraph and general interrogation techniques in a screening program as it relates to Staff applicants

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F. Establishes security policy for the extra-ordinary protection of certain designated intelligence collection programs conducted by CIA and other agencies represented on USIB.

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C. Provides policy guidance on security
matters to the United States Intelligence
Community through the mechanism of the Security
Committee, United States Intelligence Board.

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BACKGROUND ON THE THREE-DIRECTORATE ORGANIZATION

1. On 2 July 1965, the Director of Security advised the Executive Director-Comptroller that a thorough analysis and review of the organizational structure, mission, and functions of the Office of Security prompted him to recommend a reorganization in order to place increased emphasis on the fields of personnel, industrial, and technical security. This security concern was a reaction to the government's increasing reliance upon technical intelligence acquisition programs and to the discovery of technical surveillance operations by foreign intelligence services against United States installations abroad.

2. The proposed reorganization was approved, and the functions of the Office of Security were redivided among three Directorates, an Executive Staff, a Security Research Staff, and an Administration and Training Staff. The Deputy Director for Investigations and Operational Support (DD/IOS) continued supervision of the [   ] of the Investigations Division, and of the Operational Support Division; and he also acquired responsibility for the activities of the [   ]

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3. The position of Deputy Director for Personnel Security (DD/PS) was created to provide for the supervision of the activities of the Personnel Security Division, Interrogations Research Division, and the Security Records and Communications Division.

4. The position of Deputy Director for Physical, Technical and Overseas Security (DD/PTOS) was established to supervise the activities of Physical Security Division and Technical Division. The Overseas Security Support Division was later established in 1969 and responsibility for this Division rested with the DD/PTOS.

5. By the same 1965 action, the Security Policy and Executive Staff assumed supervisory responsibility for the activities of the Special Security Center, in addition to the newly created Executive and Planning Division. The latter was responsible for staff work related to all executive officer and policy matters which were not subject to special systems of security control.

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6. From a Table of Organization standpoint, it is interesting to note that in December 1965 the Office of Security had [____] positions; this reached a high of [____] positions in December 1968, and it decreased to [____] positions in December 1971. For purposes of the present exercise the Task Force has attempted to identify [____] position cuts so that we can get down to a personnel strength [____] from a previous approved Fiscal Year 1974 ceiling of [____]

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GOALS OF THE REORGANIZATION

1. The twofold purpose of the reorganization was
to streamline the Office of Security along "clean func-
tional lines" and otherwise consolidate operating units to
25X9 permit the deletion of [   ] slots, ranging from
supergrades to clerical personnel. This was to be a sweep-
ing reorganization without regard to individuals who are
occupying particular positions.

2. In the course of this management study, attention
was to be given to the accomplishment of the following
goals:

A. A "total consolidation" of the Personnel
Security Directorate and the Investigations and
Operational Support Directorate.

B. A review of the ongoing reorganization
taking place within the Physical, Technical and
Overseas Security Directorate.

C. A consolidation of the Administration and
Training Staff with the Executive Staff.

D. A dissolution of the Security Research
Staff, while allowing for three or four positions
to be assigned to the new Directorate.   25X1A

3. The Task Force included [   ]   25X1A
Chief of the Administration and Training Staff; [   ] 25X1A
25X1A [   ] Assistant Deputy Director of Security for Investigations
and Operational Support; [   ] Assistant   25X1A
Deputy Director of Security for Personnel Security; Mr.
25X1A [   ] Assistant Deputy Director of Security for
Physical, Technical, and Overseas Security; [   ]   25X1A
25X1A [   ] Chief, Personnel Security Division; and [   ] 25X1A
25X1 [   ] Acting Executive Officer. It was understood that other
subordinate officers were not to be interviewed concerning
the reorganizational plans.

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4.   This comprehensive review of the entire Office of
Security was to be completed no later than 1 May 1975, and
the final report should reflect "before and after" charts,
showing the organizational structure of the Office of
Security.

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KEY ORGANIZATIONAL CHANGES

The Task Force reached a general consensus in recommending to the Director of Security that the following significant organizational changes be put into effect:

1. Management and Administration

   A. There be a consolidation of Administration and Training Staff and the Executive Staff, under the general cognizance of the Executive Officer.

   B. Executive and Planning Division be abolished, and the key Security Careerists be assigned to and work directly under a Chief of Plans, Programs, and Administration Staff. The fiscal, training, logistics, and personnel structure remains basically the same.

   C. The Executive Officer retains primary direct responsibility for security policy, and administrative control of the Special Security Center.

2. Security Screening, Investigations and Support

   A. There be a consolidation of the Investigations and Operational Support Directorate and the Personnel Security Directorate into a new major component known as the Personnel Security and Investigations Directorate. The Assistant Deputy Director will be designated Chief of Operations for Personnel Security and Investigations.

   B. The existing five divisions in these two Directorates will be consolidated into three similar large units, known as Clearance Division, Security Support Division, and Security Records Division. The

25X1 [   ] will be directed by the Deputy Director for Personnel Security and Investigations (DD/PSI).

   C. Interrogation Research Division becomes a Branch under the Security Support Division, which also assumes responsibility for [   ] Employee 25X1C Activity Branch, and other support activities.

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D. The records management function be returned
to Security Records Division and some additional slots
be provided in order to put increased emphasis on
microfiche and other programs.

3. Physical, Technical and Overseas Security

A. There will continue to be a Deputy Director
for Physical, Technical, and Overseas Security (DD/PTOS).
The Assistant Deputy Director will be designated Chief
of Operations for Physical, Technical, and Overseas
Security.

B. The existing three Divisions in this Directorate
will be consolidated into two similar units, known as
Technical Division and Physical Security Division.

C. The existing Overseas Security Support Division
becomes a Branch and a Computer Security Group will be
attached to the office of the Deputy Director for
Physical, Technical and Overseas Security.

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DEPUTY DIRECTOR FOR PERSONNEL SECURITY
AND INVESTIGATIONS (DD/PSI)

1. This major element is being established so that
all matters related to the security of personnel employed
or having an association with the Agency may come under
the management of one functional Deputy Director. Other
matters of security support are also being included in the
Personnel Security and Investigations Directorate, where   **25X1A**
the resources of [   ] must be
utilized to carry out requirements originated within elements
of the Agency outside the Office of Security.

2. The Personnel Security and Investigations Directorate
will be composed of three Divisions--Security Records,   **25X1A**
Clearance, and Security Support, [   ]
25X1A [   ] In effect, this consolidation of functions may be
translated into the elimination of one Directorate from an
original two, a reduction of Divisions from five to three,
and the deletion of two Staffs from the Office of Security
structure.

3. The management benefits to be derived from such a
consolidation of the two previously existing Directorates--
Personnel Security and Investigations and Operational
Support--are as follows:

    A. Office of Security responsibilities on
clearance matters will repose within one major
element rather than two, which will create
greater uniformity in this major program;

    B. The receipt, analysis, preparation of
materials, and levying of investigative require-
ments will be consolidated under one Deputy
Director, rather than two, thereby reducing
processing and handling time;

    C. Units required to maintain direct
communications with the [   ] will now   **25X1**
have that capacity, whereas previously this was
not true, which will eliminate duplication in
some matters;

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D. A corollary benefit will derive from the consolidation of the Investigations Division and Personnel Security Division by reducing the terminals required in the CAPER System from four to two, in the processing of clearance cases;

E. The amalgamation of the personnel security function, in general, will be more clearly understood, particularly in the area of overt and covert clearances, by other elements of the Agency by uniting these functions within one Branch, the Staff and Operations Branch of the Clearance Division; and

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F. The actions taken will result in a reduction of ☐ positions without losing operational effectiveness.

4. While the greatest benefits from reorganization are included in the personnel security field as such, the dissolution of the Security Research Staff is an important move. The Task Force felt that many of the Security Research Staff liaison and dissemination functions, now performed with other governmental and CIA offices, may readily be handled within the Clearance Division itself. The basic counter-intelligence function is employee and people oriented, and it is felt that such studies should be absorbed into a small Research Branch under the authority of the Chief, Clearance Division.

5. An additional major move was the downgrading of the Interrogation Research Division to a Branch to be known as the Interrogation Branch. It is being moved from its traditional place in the structure of the personnel security process to the newly established Security Support Division, because of its heavy support to operations overseas. The Task Force was of differing opinion on its removal from the normal clearance supportive role, but a majority endorsed its placement in the pure support structure.

6. While the above are major results effected by the consolidation of the Personnel Security and the Investigations and Operational Support Directorates, there are other relative-

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ly minor moves that have been made. The ☐ will be reduced to an ☐ attached to the Security Support Division with which it frequently works.

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officers previously assigned as Special Assistants to the
Chief, Personnel Security Division will now be assigned to
the Operational Support Branch of the Security Support
Division, where they will have the capacity to directly
25X1 communicate with the [ ] to render whatever
assistance is necessary to their function; the consolidation
of the Employee Activity Branch and the Special Activities
Branch into an External Activities Branch under the Security
Support Division has been long overdue because of the
similarity in functions and will effect a savings of some
eight positions, including the elimination of the CI/CE
Branch.

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7. The [ ] and the Security Records
Division are to remain generally as they are currently **25X1**
structured. The [ ] will continue to be the action
arm in performing both clearance investigations and support
25X1A requirements. The Task Force discussed the possibility of a
current review of the [ ] structure; however, because
of a continuing heavy volume of work, it is felt that for the
present it should remain as is. Emphasis was placed, however,
on the necessity for adhering to the scheduled requirements
of the Management by Objective commitments which have been
made, i.e., to complete during Fiscal Year 1974 a study to
determine how we can streamline investigative techniques and
procedures and implement during Fiscal Year 1975 the approved
recommendations; to ensure that with fewer investigators
available, the quality of projected investigations will still
comply with statutory requirements. Also to undertake and
implement, if appropriate, during Fiscal Year 1975 a study
to determine whether any savings in personnel or funds can be
effected through [ ] realignment without **25X1A**
decrease in production.

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CLEARANCE DIVISION (DD/PSI)

1. It is the consensus of the Task Force that the amalgamation of Investigations Division and Personnel Security Division is a natural and conceptually sound merger. This action will place all matters dealing with security clearances or approvals, whether they be overt, covert or industrial, under one management head. In addition to the obvious savings in personnel, we believe the consolidation will deliver benefits in office image. There has been some past confusion reflecting unfavorably on the office concerning which Office of Security component would handle certain clearances or approvals. This particular problem would be corrected in this merger.

2. We believe that in consolidating overall office functions, it is both logical and in the interest of efficiency to place a good portion of those activities now conducted by the Security Research Staff into the Clearance Division. It would appear that the functions of the Security Research Staff are closely aligned to the interests of the Clearance Division as they pertain to staff or contract employees. In a merger of the Security Research Staff into the Clearance Division, it would be expected that a close working relationship in the day-to-day activities of the Division would develop, resulting in greater personnel efficiency accruing to the overall personnel security effort. It is believed further that in concept, the reinvestigation program would become a part of the newly established Research Branch.

3. In addition to handling all industrial approvals, whether they be for the Office of Logistics or for the Deputy Director for Science and Technology, the newly created Industrial and Certification Branch of the Clearance Division would handle all certifications of clearances on CIA personnel to other government agencies and private industry. They would likewise confirm the clearance of individuals in other government agencies of interest to our employees on a liaison basis.

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This particular Branch would continue to handle our established liaison with the Atomic Energy Commission relative to "Q" Clearances. In short, this Branch would handle all those functions (except the reinvestigation program) now performed by the Clearance Support Branch, Personnel Security Division; and Branch II, Investigations Division.

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Interrogation Branch. The rationale for this move was
generally discussed under the caption of the Personnel
Security and Investigations Directorate. Basic changes
are not contemplated in the movement of the polygraph
function nor its Table of Organization, because of the
continuing demands for the services of its examiners.

6. The External Activities Branch is established
to place within the same organization, functions previously
performed by the Employees Activity Branch of the Personnel
Security Division and the Special Activities Branch of the
Operational Support Division. There is similarity in certain
of their duties, and a consolidation will afford a savings of
some eight positions without losing the effectiveness of their
activities.

7. Supervision and support required for [   ] and
3 will be handled by the Security Support Division.

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SECURITY RECORDS DIVISION (DD/PSI)

1. The Task Force is of the opinion that the Security Records Division can and should remain basically as is, and a part of the Personnel Security and Investigations Directorate. It is our view that the Security Records Division is for the most part primarily and directly in support of clearances, investigative, and security support efforts. With the emphasis today on records management, we would transfer the Records Management Officer from the Executive Staff to the Security Records Division.

2. The Microfiche Project should remain as programmed in the Security Records Division. We are also of the opinion that there are certain additional and logical clerical and administrative duties which should be transferred from the newly created Clearance Division to the Security Records Division. Additional personnel have been added to perform this increased workload.

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DEPUTY DIRECTOR FOR PHYSICAL
TECHNICAL, AND OVERSEAS SECURITY (DD/PTOS)

1. The Task Force did not visualize the necessity for the degree of change of this Directorate as was felt necessary on the other two Directorates. However, need for motification along functional lines was recognized and implemented. The Physical, Technical and Overseas Security Directorate retains all missions and responsibilities previously assigned. The organizational structure has been changed to modify lines of authority and improve flexibility and efficiency.

2. The Physical, Technical, and Overseas Security Directorate will be composed of two divisions and a group-- Physical Security Division, Technical Division and Computer Security Group. The consolidation of functions allowed the Task Force to eliminate one division and increase the stature of the increasingly important Computer Security Group.

3. The major units involved in the reorganization were the Overseas Security Support Division and the technical elements of the Directorate. The latter have been consolidated in the Technical Division. The management benefits derived from this consolidation are as follows:

A. Placing the survey functions of the Overseas Security Support Division in the Physical Security Division is a consolidation of similar skills and should increase the flexibility of this division.

B. Placing the Overseas Security Support Division alarms and physical security equipment specialists in the Technical Division places most of the technical functions of the Directorate in one division which will substantially increase the Directorate's capability to respond in the technical field.

C. Giving the Computer Security Group a position of higher stature within the Office of Security eliminates one layer of command and permits direct supervision by the Deputy Director for Physical, Technical, and Overseas Security.

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4. The Task Force felt that this realignment provided
a much greater capability to handle the functions of this
Directorate with no increase in personnel.

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PHYSICAL SECURITY DIVISION
(DD/PTOS)

1.   This Division will retain most of the functions held previously. With the abolition of Overseas Security Support Division (OSSD), the survey functions and counter-terrorist activities of that division are transferred to the Physical Security Division. The alarms and physical security equipment functions of the Overseas Security Support Division are transferred to Technical Division along with the Physical Security Technology Branch presently in Physical Security Division.

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2.   Physical Security Division is composed of four Branches consisting of ⬚ people. These Branches are:

A.   Overseas Support Branch

B.   [   ]   25X1

C.   Safety Branch

D.   Building Security Branch

Worthy of note is the retention of the Safety Branch in Physical Security Division. The Task Force felt that the Safety Branch is technically oriented, however, its mission is most closely aligned to Physical Security and sufficiently different in function from Technical Division to warrant its retention in Physical Security Division.

3.   The incorporation of the Overseas Security Support Division and Physical Security Division permits more com-prehensive use of similar skills which are located through-out the four branches thus improving the Division's overall flexibility.

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TECHNICAL DIVISION
(DD/PTOS)

1. This Division continues to function as the Agency's sole asset for audio countermeasures activities. In addition this Division is assigned the technical personnel and the responsibility for the installation and repair of alarm systems domestically and overseas; and research, test and evaluation of security equipment.

2. This realignment consolidates all the engineering capabilities within Physical, Technical, and Overseas Security in one division, except for the specialized engineering functions which are an integral part of the Safety Branch, Physical Security Division. This action substantially increases the professional growth potential among these technically skilled personnel.

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COMPUTER SECURITY GROUP
(DD/PTOS)

The Information Handling Security Branch currently
in Physical Security Division is eliminated from Physical
Security Division along with the Deputy Chief, Physical
Security Division for Computer Security. This function
along with slots and personnel is reestablished as the
Computer Security Group reporting directly to the Deputy
Director for Physical, Technical, and Overseas Security.
The Top Secret Control function assigned to the Office of
Security by the Executive Director-Comptroller is staffed
with a GS-14 Security Officer and GS-07 Intelligence Clerk
assigned to this Group. The realignment of this organization
reduces one layer of command and permits direct supervision
by the Deputy Director for Physical, Technical, and Overseas
Security.

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EXECUTIVE OFFICER

1. There was a quick meeting of the minds that the Executive and Planning Division should be abolished and consolidated within a Plans, Programs, and Administration Staff, which would continue with the traditional support responsibilities of the existing Administration and Training Staff. There was no question about the need for this merger because of the increased emphasis of the Deputy Director for Management and Services on the monitoring of program submissions and project objectives.

2. It was the consensus of the Task Force that the newly established Plans, Programs, and Administration Staff should operate under the general cognizance of the Executive Officer, who would have overall responsibility for the policy direction of the Staff. It was readily recognized that standard administrative support functions would be handled by the Chief of the Plans, Programs, and Administration Staff, who undoubtedly would have a direct line of communication to the Director of Security, as the latter individual considered appropriate. The Task Force generally felt that the newly established Staff will have a number of Career Security Officers assigned to it and the unit might appropriately operate under the general aegis of an Executive Officer, who would not be addressing routine and standard administrative support activities, but would be conversant with the major plans and programs of the Office of Security.

3. The Special Security Center will remain basically the same. The Task Force did not feel that any useful purpose would be served by making any substantive changes relating to the Special Security Center, when the situation is so extremely fluid as a result of the [   ] review. At this point the Special Security Center will remain under the direct authority of the Executive Officer, and consideration might later be given to the transfer of relatively minor functions to the Deputy Director for Physical, Technical and Overseas Security because the activities are more in the physical security area rather than compartmented security policy. Some sentiment was also expressed that the Director of Security might wish to have the Task Force later take a fresh look at our entire approach to the [   ] concept in terms of the new Agency environment, and the community responsibilities of the new DCI.

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4. A member of the Executive Staff serves as Secretary to the Security Committee of USIB. With the dissolution of Executive and Planning Division, it was felt that this Career Security Officer should serve directly under the Executive Officer and otherwise assist on overall security policy matters, rather than placing him under the control of the Chief, Special Security Center, whose primary mission is in the compartmented security field.

5. As has been indicated else where, the Task Force was in full agreement that the Records Management Officer should be assigned directly to the Security Records Division, where there is a serious records problem, and increased emphasis must be placed on the microfiche project.

6. It is to be noted that the Chief of the existing Executive and Planning Division is, for all intents and purposes, functioning on a regular basis as the DCI representative to the National Military Information Disclosure Policy Committee (NDPC), which is chaired by the Department of Defense. He coordinates action in CIA and attends the monthly meetings in the Pentagon. Arrangements will have to be made at a later date for coverage of this activity, either by the Deputy Director of Security for Physical, Technical and Overseas Security, or some other element of the Agency.

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PLANS, PROGRAMS AND ADMINISTRATION STAFF
EXECUTIVE OFFICE

1. This major administrative support element (formerly known as the Administration and Training Staff under the Director of Security), which will be directly responsible to the Executive Officer, Office of Security, has been restructured to include a Plans and Programs Branch. Under the proposed amalgamation, the Plans and Programs Branch (formerly known as the Executive and Planning Division, Office of the Executive Officer, Office of Security) will be responsible for the preparation of all plans and programs related to current and projected budgetary requirements of the Office of Security, as well as preparation of Office of Security reports on production, progress and objectives. In addition, this Branch will be responsible for maintaining a central control on all key documents received within the Office of Security to assure timely response in meeting deadlines or requirements levied by other Agency components.

2. The Plans, Programs and Administration Staff will have overall responsibility for: plans, programs, budget, fiscal, personnel, logistical and training support and special services for all staffs, divisions, activities and operations of the Office of Security within its Headquarters components and also its ▭ 25X1
units; developing and implementing internal administrative policies and procedures pertaining thereto; preparing Office of Security reports on production, progress and objectives; preparing the Office Program Call for submission to the Deputy Director for Management and Services and the Office of Planning, Programming and Budgeting; providing personnel services to all components of the Office, including recruitment, placement, technical guidance and secretarial support for the Career Service, and consultation with supervisors for career management and development purposes; assuming
25X1 accountability for all property assigned to the ▭ and for certain technical equipment assigned 25X1

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to Headquarters; preparing administrative reports and studies on Office budget matters and maintaining budget controls and financial records: preparing and executing the Agency Security Education Program; and, coordinating and administering formal and tutorial security training for the Office of Security and other Agency components.

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SUMMARY COMMENTS ON REORGANIZATIONAL PLAN

1. The Task Force for Reorganization met on a daily basis during the period from 16 April to 27 April 1973, and every effort was made to encourage a free flow of information and an open exchange of views. A lot of individual opinions were changed or modified in the course of the discussions. The goal was to obtain a general consensus of opinion rather than total, complete, and unanimous agreement.

2. Some thought was expressed that it might be advisable to provide the Director of Security with alternative proposals or back-up recommendations on specific organization changes, particularly on those items which were heatedly debated, and it proved to be difficult to arrive at a clear cut decision which satisfied all members of the Task Force. This approach was rejected, primarily on the basis that we did not want to equivocate or "water down" our recommendations; we would furnish some rationale as to how we arrived at a particular decision; and we would clearly identify those important points where there had been strong differing views.

3. It is to be noted that on a number of key organizational changes, where one might have expected strong differing views, there was an obvious similarity of opinion, and a quick meeting of the minds. This related basically to the following:

   A. The urgent need to consolidate and combine the security clearance/approval process into one component.

   B. The need to cut down, modify, and change some of the programs and activities of Security Research Staff.

   C. The need to consolidate overall security support into one component.

   D. The definite need to consolidate the long range planning, programs, and budget activities under one manager.

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4. There was honest disagreement and differing views
in the attempt to arrive at a consensus on the following:

A. The Deputy Directorate structure. Some
preliminary strong feeling was expressed that the
five Division chiefs might be given increased
authority and report directly to the Director or
Deputy Director of Security.

B. The marriage of Administration and Training
Staff with the Executive Staff. There was concern
about having a Support Officer come under the cogni-
zance of the Executive Officer, and some feeling
was expressed for combining "plans and programs" but
retaining two separate Staffs.

C. Placing the polygraph program in the Security
Support Division. There was some thought that this
program was more closely aligned to the clearance
process, and should be part of the Clearance Division.

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