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DEPARTMENT OF THE AIR FORCE
WASHINGTON

OFFICE OF THE ASSISTANT SECRETARY

November 5, 1965

MEMORANDUM FOR DR. FLAX

SUBJECT: Task Group Report (Alternative Management Arrangements For the New Photographic Search and Surveillance System)

In response to your October 27 request for an appraisal of the above report, comments are offered in two categories: the collective views of senior members of the NRO Staff (sans me); and my personal opinions on both NRO Staff views and the report itself.

I asked appropriate senior members of the Staff (Worthman, Carter, Howard, Buzard, and Koch) to give me their completely candid thoughts. A summary of their more pertinent views follows:

1. The casual discarding, in the report, of the fully integrated System Project Office because "...the Agreement reflects an obvious desire to maintain organizational identity and responsibility..." was "deplorable" and "distressing" to them. They felt this approach to management was the only valid one for a complex system development, and all alternatives proposed were, in effect, committee-management with all inherent weaknesses. They cited numerous examples of successes for the former, and failures for the latter, and felt the new search system was far more important than any organizational status or recognition.

2. In short, the Staff believes that you must have a single, authoritative, responsive System Project Director, and should establish a fully-integrated System Project Office (which co-locates all necessary CIA-DOD engineering, procurement, and security people in one office, and empowers these people to speak authoritatively for their "sponsors"). Although the Staff believes the overwhelming management capability to do the job is in SAFSP, they profess not to be anti-CIA, since they also assert that total system assignment to CIA

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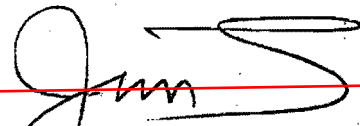
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7. I believe the Management Report recommendation that the OCV contractor also build the sensor module shell and RV module (in effect, the entire spacecraft sans payload), and be the system integrator, is most significant. Hopefully, despite split responsibilities among Government Agency/Department, this will facilitate system engineering, structural integrity, and simplify interface matters. This contractor should design and build the sensor module shell and deliver it to the camera contractor for camera sub-system integration and test.

8. Lastly, an early selection of the system engineer (whatever management approach is selected) is vital to the work of the three Source Selection Task Groups. I question that these groups could do an effective job in the absence of the overall detailed specifications which the SE must provide. I urge the designation of the organization responsible for the SE at the earliest possible date.



James T. Stewart
Brigadier General, USAF
Director, NRO Staff

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