



Volume X

THE OPSEC INDICATOR

Summer 2000

"Meeting The Challenges of a Changing World"

IOSS and OPS Host the 11th Annual National OPSEC Conference and Exhibition in Monterey, CA

The Interagency Operations Security (OPSEC) Support Staff and the OPSEC Professionals Society (OPS) hosted the 11th Annual National OPSEC Conference and Exhibition, June 6-9, at the Hyatt Regency Monterey in Monterey, CA.

More than 550 security professionals from government and private industry attended, making it one of the largest OPSEC conferences ever for the IOSS.

The distinguished speakers and the presentations and exhibits offered this year were carefully chosen to foster the continued implementation of good OPSEC practices in all endeavors.

Preconference Seminars

The majority of the conference attendees decided to arrive early to attend one of the six preconference seminars offered on Monday, June 5. These seminars included all-day training in web security, threat research, open source research, counterintelligence and OPSEC, and two offerings of OP 300, "The Fundamentals of OPSEC."

According to one conference attendee: "This session was just the kind of hands-on training I was hoping to receive. It was clear that the instructors were experts in their subject matter and presented the information in an entertaining and enjoyable way."

Those individuals attending OP 300 received credit from the National Cryptologic School. This course



serves as the prerequisite for other courses offered by the IOSS.

The Main Event

The conference officially kicked off on Tuesday, June 6, with the opening session in the Regency Ballroom. IOSS Director Tom Mauriello and OPS President Gail Stark each wel-

comed everyone and stressed the importance of taking the information received at the conference back to the attendees' organizations and putting what they learned into practice.

The Director of the National Security Agency (NSA), Lt Gen Michael V. Hayden is the executive agent for operations security training as outlined in National Security Decision Directive 298. Hayden sent a video address for the conference attendees. In it, he stated, "The most valuable lesson of OPSEC training is that the information that turns the tide in a conflict is not always something locked up in a safe, or

obtained from traditional espionage methods, but rather, it can be information derived from open, unclassified sources available to anyone who knows where to look."

He concluded his speech by stating, "If nothing else, we must be mindful that the traditional methods of security

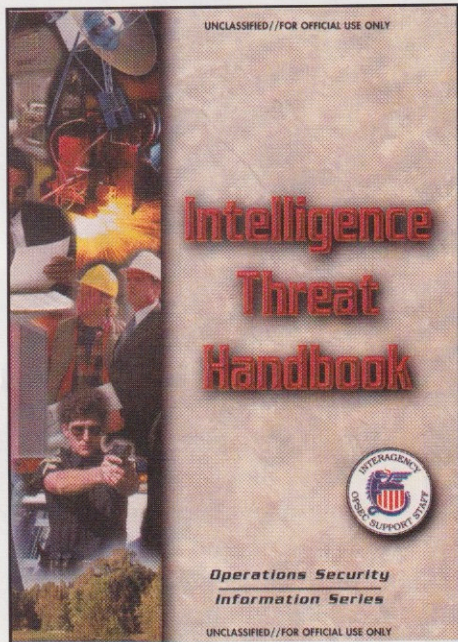
(continued on page 8)

Inside This Issue:

Director's Message.....	3
Chinese Web Sites.....	4
The 2000 National OPSEC Award Winners.....	10
A Daring Escape.....	14

IOSS Offers Updated Intelligence Threat Handbook and New Law Enforcement Video

“New and improved” is a phrase that is often overworked and overused, but it accurately describes the latest version of the Intelligence Threat Handbook just released by the IOSS.



The publication was released at the National OPSEC Conference in Monterey last month. The original handbook was first published in 1995 and quickly became the most popular and most requested of all publications distributed by the IOSS. This new version has a totally new look which makes it easier to read.

The handbook is designed to provide unclassified threat reference information for the OPSEC community. It explains categories of intelligence threats, provides an overview of threats worldwide in each category, and identifies additional resources for obtaining threat information and outside assistance.

Although it is based entirely on open-source reference material it is marked “For Official Use Only” and should be

protected as such. It can be disseminated to those with a government security mission. Its purpose is to increase awareness to members of government and private sector organizations.

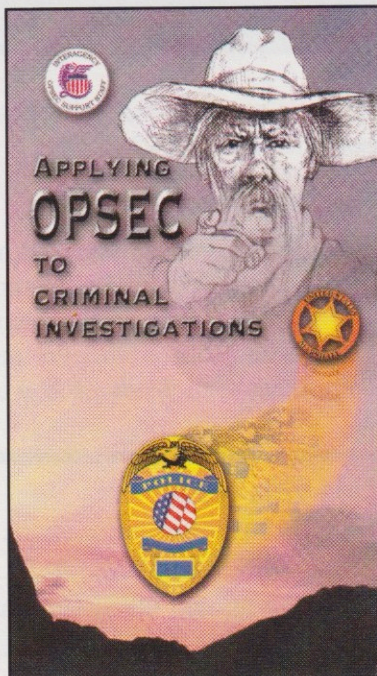
If you did not get your copy at the conference, contact Pat Munson at the IOSS to obtain one. As always, there is no charge for this document.

Applying OPSEC to Criminal Investigations

A new video has been written and produced by the IOSS to assist the law enforcement community.

The video, entitled “Applying OPSEC to Criminal Investigations” focuses on the use of the OPSEC process to successfully manage a criminal investigation.

The tape takes the viewer through the investigation of a criminal case and demonstrates how operations security can be used effectively at various stages to protect the information that is



vital to the success of the investigation.

This tape may be the first in a series of Federal law enforcement videos to address many areas where OPSEC can assist law enforcement efforts to protect society.

Suggested topics for future productions include using OPSEC in connection with task force operations, law enforcement raids, and protecting witnesses and confidential informants.

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6411 Ivy lane
Greenbelt, Maryland
20770-1405

Thomas P. Mauriello
Director

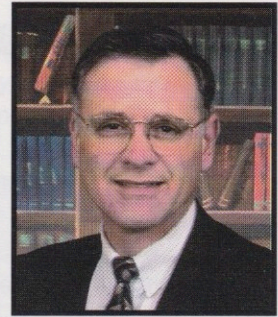
Lynne M. Yates
Editor

Telephone
(301) 982-0323
FAX
(301) 982-2913

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*Contents are not necessarily the
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Director's Message



OPSEC and the DOD Industrial Security Program

My congratulations to the National OPSEC Awards winners recognized at our conference in Monterey, CA last month. Contained in this issue is an array of photographs and details of the accomplishments demonstrated by the individuals and organizations that were honored. I am especially thrilled that this year's 11th Annual National OPSEC Conference and Exhibition had one of the largest number of attendees in its history. We had over 550 participants attend and engage in learning, sharing, networking, and developing their OPSEC-related skills. My thanks to all of you who worked so hard to make this event such a great success.

The long-awaited update of the IOSS' most requested publication, the "Intelligence Threat Handbook," was unveiled during the opening ceremonies of the conference. Over the years, our customers have used this publication as a valuable resource for developing OPSEC plans, assessments, and surveys. The June 2000 edition of the handbook is completely new. The only thing that remained the same was its title. The book has a new design with full color graphics throughout. More details and a photograph of the publication are on the opposite page. Take a look!

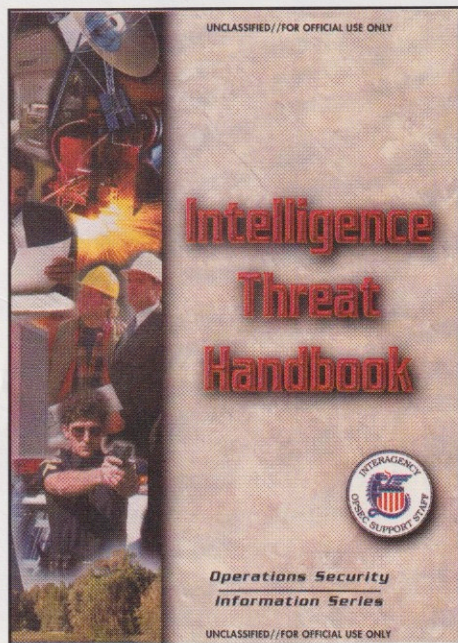
On a different note, the IOSS is working to influence the regulatory use of OPSEC in the DoD Industrial Security Program. We have had meetings with Pentagon officials over the last few months to ensure the proper integration of OPSEC and program protection plans in the acquisition process. The results are very positive. We have made recommendations to revise the OPSEC section to the Industrial Security Regulation (DoD 5220.22-R) currently under revision. The OPSEC section (C10.3) has no new requirements; however, Acquisition Systems Protection requirements are tied in to the National Industrial Security Program (NISP). OPSEC requirements are based on the Critical Program Information and keyed to specific areas of contract performance.

The OPSEC program is applicable to NISP contractors when the government contracting agency's Program Protection Plan (PPP) imposes OPSEC as a contractual requirement in addition to the NISP. The PPP includes the program's OPSEC plan, and may require the contractor to develop an OPSEC plan, since only the contractor really knows how the system development and production will progress. OPSEC plans and survey guidelines and examples will be included in the "Defense Acquisition Deskbook." I believe this whole effort is a giant step forward to encouraging existing policy to be adhered to in a manner that makes sense in today's environment. IOSS stands ready to provide the training and consultation needed to develop a realistic approach to make this work. More to come on this issue as things progress. That's all for now. Have a great summer!

Tommy

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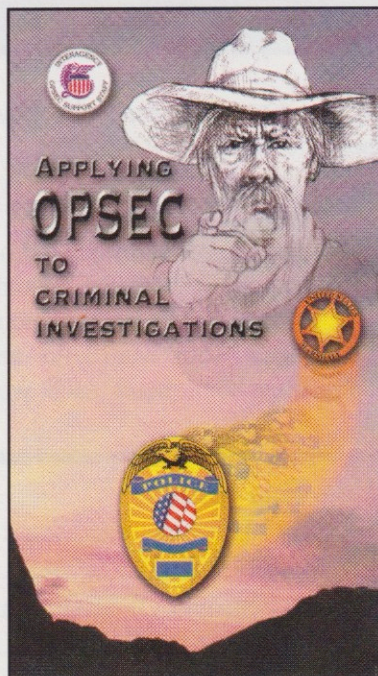
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Chinese Websites Detail Active Recruitment of Ethnic Chinese Living Abroad

Prepared by the National Counterintelligence Center (NACIC)

PRC-based websites, surveyed in late 1999 and early 2000, offer extensive information on the aims and structure of PRC organizations involved in recruiting overseas Chinese.

Open Appeals

Paralleling statements by government leaders and PRC media, these websites make open appeals to Chinese ethnicity and openly advertise Beijing's efforts to use overseas Chinese to advance the country's economic and scientific development.

One of these websites contains hotlinks to overseas Chinese associations and a searchable database on the "achievements" of individual overseas Chinese.

Qiaolian

The All China Federation of Returned Overseas Chinese (*Zhongguo Quanguo Gueiguo Huaqiao Lianhehui* or *Qiaolian* for short), whose site is at www.qiaolian.org describes itself in a variant of united front terminology as "a national nongovernmental organization under the leadership of the Chinese Communist Party composed of returned overseas Chinese and their family members."

The goal of *Qiaolian*, which was founded in 1956, is also stated on the website in ideological terminology; that is, "to unite and rally returned overseas Chinese, their family members, and compatriots residing abroad

to the cause of defending world peace, rejuvenating China, unifying the fatherland and building a prosperous, democratic, civilized and modern socialist China."



Developing Exchanges

Further underscoring *Qiaolian's* recruiting and information-gathering objectives, the webpage of the organization's Liaison Office states that it is tasked with "developing exchanges and friendly activities between overseas Chinese compatriots inside and outside the country" and collecting data on overseas Chinese.

Database Maintained

It also acknowledges that *Qiaolian* has "assisted the government" in attracting "funds, technology, and talented persons" from the overseas Chinese community for the past 20 years, maintains a database on such exchanges, and actively promotes S&T exchanges between overseas Chinese and their "ancestral land."

Funds Donated

The *Qiaolian* Web site also states that the organization controls an "Overseas Chinese Economic and Cultural Foundation" to manage "donated funds from home and abroad," provide "services" to overseas Chinese, and "further advance" China's economic development.

According to the website, *Qiaolian* focuses on all components of the Chinese diaspora, including "Chinese nationals residing abroad, foreign citizens of Chinese descent, and returned overseas Chinese and their dependents" who have made "outstanding contributions" to China's culture, development, S&T, education, and public health.

Hotlinks

In addition to information about the aims of the organization, *Qiaolian's* website also includes hotlinks to 83 overseas Chinese associations and individual database entries on named overseas Chinese who have scored "glorious achievements" for China.

A second group, the China Overseas Exchange Association (*Zhongguo Hawaii Jiaoliu Xuehui* or *COEA*), whose site is at www.coea.org, (visited in January 2000), identifies itself in generic ideological terminology as "a nationwide nongovernmental organization made up of persons from various circles and all nationalities of China."

According to the website, *COEA*,

founded in 1990 and headquartered in Beijing, has aims similar to *Qiaolian*, and is funded by dues, donations, and "other" unspecified sources.

The website indicates that *COEA* has an "Economic and S&T Department" and a subordinate "S&T Office," which facilitates exchanges with overseas Chinese scientists and technical experts.

Identifying Work Situations

The website also identifies another unnamed office which, it says without elaboration, "examines the work situa-

tion of overseas Chinese and their dependents" and provides this information to the Chinese Government.

Chinese Family Members

Like the *Qiaolian* website, the *COEA* site provides extensive information on individuals and organizations that have made contributions to China, including information on 893 returned overseas Chinese and their family members. It also includes information on 136 "advanced overseas Chinese affairs work collectives" and on another 138 individuals active in overseas

Chinese affairs.

Many of these entries include brief biographies and other personal data.

This article is also available at the National Counterintelligence Center (NACIC) website. For additional counterintelligence news, visit the NACIC homepage at www.nacic.gov.



Dragontalk

Mary Peterson is the new Office Manager for the IOSS. Mary, who goes by "Mare," joined the Federal government 24 years ago. She began her career in the Federal Bureau of Investigation's Identification Division.

Mare came to the Department of Defense in 1987 and has worked in the administrative field ever since, first in the Office of Security and then in the Information Systems Security Office.

Mare is an avid Washington Capitals hockey fan and resides nearby. Welcome Mare!

Rick Sigman has moved to a new area within the Department of Defense. Rick had been a member of the IOSS since 1989. Most recently, Rick served as the Program Manager for our OPSEC survey effort.

Rick enjoyed the survey arena and would often spend hours of his own time collecting data and honing and refining his analyses. The customer

was always the beneficiary.

During his tenure, Rick elevated the craft of conducting surveys and assessments to new highs, patiently teaching and training novices in the field.

Rick was always willing to discuss the esoteric features of the OPSEC discipline, consistently providing cogent and reasonable arguments to consider. His sage and critical comments, like Rick himself, will be sorely missed.

Patrick Weadon bade farewell to the IOSS in May. Although he was here for just over a year, Pat accomplished a great deal—he served as the executive officer for the Director of the IOSS and made many inroads in that capacity. He was also the interim editor for several issues of the *The OPSEC Indicator*; and was responsible for updating its look.

An amateur historian, Pat began a series of articles featuring the use of OPSEC throughout history. These arti-

cles have been reprinted in other government publications. In his new assignment, Pat will be able to use his extensive knowledge of history as a public affairs representative for the National Cryptologic Museum.

Correction

Page 2 of the Spring edition featured the story "IOSS Offers New OP390 Class." It included the statement, "The instructional journey begins with the realization that there are no barriers to establishing a successful OPSEC program." Instead, it should have read "there *are* barriers to establishing a successful OPSEC program."



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UPCOMING



The National OPSEC Conference in partnership with OPS
June 11 - 15, 2001, Tampa, Florida



The National Threat Symposium and Security Awareness Fair in partnership with NACIC
November 2, 2000
Laurel, Maryland



The Regional OPSEC Symposium
December 5 - 8, 2000
Chiemsee, Germany



The Regional OPSEC Symposium
March 5 - 8, 2001, Norfolk, Virginia

For more information on these events, visit the IOSS web page at www.ioSS.gov.

From OPSEC Warrior to Road Warrior

by Tom Harig, IOSS Staff

Long time OPSECer and former IOSS member Mike White has traded the daily grind of Washington Beltway commuting for the carefree roaming of America's wide-open spaces.

Mike retired from government service at the end of March after a long career devoted to defending our Nation as an Army officer and civilian.

His plans for the next few months now call for nothing more complicated than travelling with some of his friends in their RVs and discovering the America he spent a good part of his career flying over.

An IOSS Alumnus

Shortly after the IOSS opened for business, Mike came on board as the DoD representative from the Office of the Assistant Secretary of Defense for Command, Control, Communications and Intelligence (ASDC3I).

As anyone who has ever been associated with the start-up of a brand-new organization can attest, the back-



Director Tom Mauriello presents the IOSS coin to Mike White

ground, experience, and contacts Mike could provide were invaluable in helping the IOSS reach out to the disparate OPSEC community members.

After Mike left the IOSS, he was detailed as a senior staff member to the Commission on Protecting and Reducing Government Secrecy (otherwise known as the Moynihan Commission) and then returned to the Pentagon where he oversaw the revision and issuance of the DoD OPSEC Regulation 5205.2 in 1999—a project he began at the IOSS!

NSDD 298 Review

In 1998, Mike also headed up the review of the then 10-year-old OPSEC directive, National Security Decision Directive 298, in the response to the Security Policy Board's direction to review, revise, or rescind it.

The ultimate decision was to leave it as it was originally written.

All of us at the IOSS wish Mike the best of luck, a full tank of inexpensive gasoline, and no flat tires!



Visit our website at
www.ioiss.gov

(continued from page 1)

will not be enough to protect the United States and its allies in the years to come. With this in mind, my charge to you today is to continue meeting the challenges of our changing world through operations security — *the future of our Nation depends upon it.*”

Plenary Speaker

Following the Director, NSA, was the plenary speaker, Mr. Greg Gwash, Director of Security and Fire Prevention for The Boeing Company. He



Mr. Greg Gwash,
The Boeing Company

began his presentation with a short video—a fast motion sequence of an airplane being built accompanied by instrumental jazz music.

Gwash, who retired from the Defense Investigative Service in 1997, was able to present the need for OPSEC from both the government and private industry’s perspectives.

His thought-provoking speech centered on the need for private industry to adopt the government security concepts and methodologies for the protection of its commercially sensitive information. Gwash used examples of how The Boeing Company has attempted to meet the challenges of information

security.

Gwash’s presentation wrapped up the morning session. After a short intermission, attendees walked over to the Monterey Grand Ballroom for the 10th Annual National OPSEC Awards presentation and luncheon (*details on page 10*).

The first formal sessions began immediately following the luncheon including a question and answer session with Dr. James P. Chandler, the keynote speaker for the luncheon, on “Intellectual Property.” Other topics included the “Infrastructure Surety Program,” “OPSEC Case Studies,” “Technology Targeting” and a “Proprietary Issues Round Table.”

The conference was structured so that several sessions were presented more than once, thereby offering participants greater opportunities to attend sessions of particular interest.

Exhibits

On Tuesday afternoon, the IOSS sponsored a social to coincide with the opening of the exhibits in the Regency Ballroom.

While attendees munched on tasty hors d’oeuvres, they wandered from booth to booth, making contacts and becoming educated on the many security-related products and services now available. Exhibitors included the USAF Cryptologic Systems Group, the Defense Intelligence Agency, the Defense Security Service, the Defense Threat Reduction Agency, the Department of Energy, Kastenchase Applied Research, L-3 Communications, Litronic, the National Coun-

terintelligence Center (who will be partnering with the IOSS in the fall for the National Threat Symposium and Security Awareness Fair), and the National Security Agency’s Protective Technologies and Security Awareness divisions. Many cards were exchanged and security materials distributed throughout the 3 days of exhibits.

Wednesday and Thursday’s sessions offered a variety of informative and cutting-edge topics such as “Information Assurance,” “Situational Awareness Training,” “Extranet for Security Professionals,” “Cyber Threat to the U.S. Infrastructure,” “Economic Espionage,” and “Analytical Risk Management.”

Classified Sessions

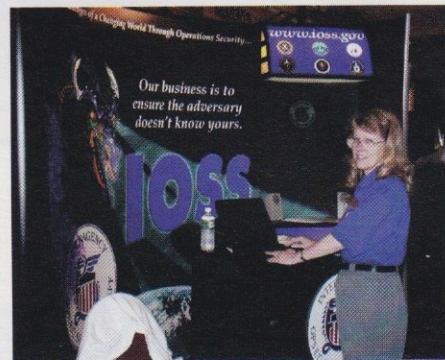
On Friday, the last day of the conference, attendees went by bus to the nearby Naval Postgraduate School to hear topics such as “Foreign Interest in Your Website,” “Denial and Deception” and “Counterintelligence in America.” The day concluded with the

IOSS’ own “DICE Man,” Ray Semko’s electrifying “DICE 2000.”

All of the briefings were interesting and entertaining—they were also very sobering and thought-provoking. If anyone doubted the need for good OPSEC before attending any of these

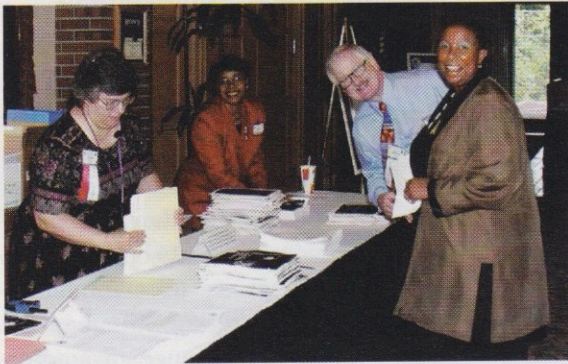
sessions, that myth was quickly dispelled.

Conference attendees were lavish with their praise for the speakers and topics presented throughout the week. The IOSS will tabulate all of the conference critiques and use these to assist in planning future events. —*lmy*



Pat Munson staffs IOSS Booth

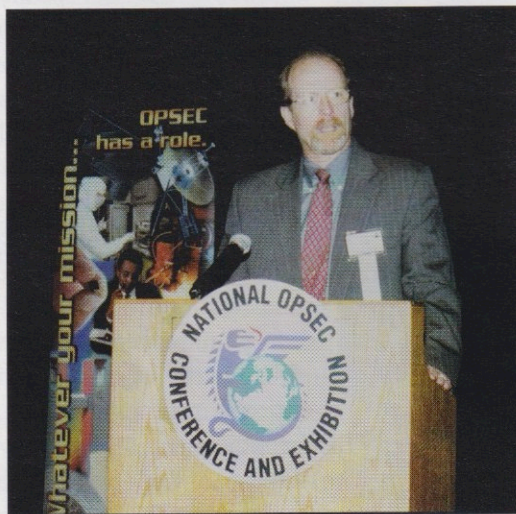
11th National OPSEC Conference and Exhibition



Getting Ready



Beth and Lori from McNeil Technologies keep conference running smoothly.



*Mr. Gail Stark,
President of The OPSEC Professionals Society,
welcomes conference participants*



Exhibitions display latest technology



OP 300 Class



Tom M. and NACIC representatives—IOSS will partner with NACIC for the National Threat Symposium in November

National OPSEC Award Winners Honored

Dr. James P. Chandler is Keynote Speaker for 10th Annual National OPSEC Awards

The 10th Annual National OPSEC Awards were presented at a luncheon on June 6th, during the National OPSEC Conference and Exhibition at the Hyatt Regency Monterey in Monterey, CA.

The Director of the Interagency OPSEC Support Staff (IOSS), Mr. Tom Mauriello, opened the event by stating that “the hardworking individuals and organizations who received this year’s awards exemplify the spirit of OPSEC and have demonstrated their prowess in the OPSEC arena.” After recognizing the honored guests, Mauriello took a few moments to introduce members of the IOSS team.

Mauriello began the awards presentation by showing a 10-minute video that highlighted the many achievements of the award winners.

Each winner was asked to join Mauriello on stage to receive the award and to address a few words to the audience. The winners’ supervisors (if in attendance) were also invited on stage for a picture and to offer remarks.

Literature Award

Major Samuel Liberto from HQ Air Force Space Command, Directorate of Operations, was this year’s Literature Award winner. Major Liberto’s manuscript, “Introduction to Operations Security for Air Force Space Command” greatly enhanced his organization’s mission effectiveness.

In the document, Major Liberto defined how space assets support information superiority for the United States and related the use of OPSEC to infor-

mation warfare. Major Liberto eloquently stated in his conclusion, “OPSEC should become second nature to us all. We need to stay alert and observant; think about the information,



activities and indicators we give away to our adversaries—and break the chain.”

Multimedia Award

Mr. George Poovey accepted the award for The Department of Energy, Idaho Operations Office—the 2000 Multimedia Award winner. This organization made a substantial contribution to the OPSEC community through the development and dissemination of unique and innovative information multimedia tools that educated, instructed and involved individuals in the 5-step OPSEC process.

One of its most significant contributions was “The Dragon’s Breath” electronic OPSEC newsletter edited by Ms. Debra Schriener (who joined Poovey onstage after he accepted the award). Other products were an OPSEC data-

base, coasters, and crossword puzzles distributed throughout the DOE.

Organizational Achievement Awards

The winner of the Organizational Achievement Award was the 426th Intelligence Squadron, Air Intelligence Agency located in Vogelweh, Germany—TSgt Kenneth Stewart, USAF accepted the award on its behalf.

Through its telecommunications monitoring mission, the 426th Intelligence Squadron played an instrumental role in improving the European Theater’s OPSEC posture during the Kosovo crisis.

From initial planning through the stabilization of peacekeeping efforts, the 426th IS had OPSEC teams deeply involved in assessing telephone, facsimile, tactical radio, and electronic mail traffic to ensure that Theater commanders had a complete picture of their communications vulnerabilities and

OPSEC deficiencies.

The 426th IS was instrumental in improving the OPSEC posture for the Air Force in Europe. During a time of ongoing contingencies and heightened threat, the 426th raised awareness and directly impacted the effectiveness of operation missions. In the words of Brigadier General Leaf, USAF, “the efforts of the 426th IS *saved lives.*”

Second Place Winner

SSgt Sheryl Faruzzi, USAF, accepted the second place Organizational Achievement Award for Menwith Hill Station, Harrogate, England.

After reviewing the findings of an in-depth OPSEC survey, the OPSEC working group at Menwith Hill Station, composed of representatives from all organizations within the Station, embarked on a number of new initia-

tives. They wanted to ensure Station personnel received the materials and training needed to enhance their overall understanding of OPSEC and to use the OPSEC process when planning daily and future mission-related activities.

All employees took an active role in the OPSEC program. Various tools were developed to improve participation including: OPSEC bulletin boards; OPSEC cartoons, puzzles and word searches; an OPSEC library with publications, videos, and computer-based training; an OPSEC webpage and OPSEC suggestion boxes.

The working group addressed proper telephone procedures and developed an original "OPSEC Family Guide" geared for family members aged 10 and older.

Individual Achievement Awards

Mr. Wayne Morris, Wackenhut Services, Inc., Nevada, won the 2000 Individual Achievement Award. Morris is a contractor who is known throughout the Department of Energy (DOE) for conducting through OPSEC surveys.

He was asked to conduct a major OPSEC survey of an off-site nuclear weapons program as a result of his reputation. The survey identified vulnerabilities and recommended effective countermeasures. He also conducted many other surveys with national security implications.

Wayne also created a number of unique, innovative products to further OPSEC awareness which he freely shared with others in the OPSEC community including interactive CDs, mousepads, posters, pocket guides, screen savers and even OPSEC fortune cookies!

Morris has often been called upon to provide guidance to other OPSEC professionals. When Morris accepted his

award, he laughingly called himself "the Susan Lucci of the OPSEC Awards" because he had been nominated previously and had not won and received a huge ovation from the audience.

Lt Col Bradley Ashley

The second place winner for the Individual Achievement Award was Lt Col Bradley Ashley, USAF, of the Joint Chiefs of Staff. Ashley demonstrated exceptional leadership and initiative as the lead Department of Defense (DOD) Action Officer for the "Information and Vulnerability Study." His study uncovered three specific vulnerability areas that will be used to leverage deci-



Dr. James P. Chandler

sion makers during critical periods of military operations.

As a result of Ashley's recommendations, many corrective measures were taken including: issuing a new DOD policy on web site administration, a thorough scrub of all DOD web pages, a stand-up reserve unit to police all DOD web pages, and a video production of his study. His efforts greatly enhanced our national OPSEC posture.

Dr. Chandler Speaks

Following a short break in the proceedings, Tom Mauriello introduced the keynote speaker for the affair,

Dr. James P. Chandler, President of the National Intellectual Property Law Institute, who has compiled an enviable academic record while distinguishing himself in numerous areas of both United States and international law during his illustrious career.

The audience sat in rapt attention while Dr. Chandler reminded them that he had been the guest speaker at the OPSEC conference in 1990. He reviewed some dire predictions on the future of this country that he made during that speech 10 years earlier—many had come true with unfortunate results and some were thankfully averted due to changes in U.S. policy.

Dr. Chandler stated that, as an academic, his opinions were his own and he did not have to bow to political pressure from anyone. He cautioned that the United States is in for a rude awakening if it does not toughen its policies on foreign trade and if it continues sharing a multitude of information with foreign governments and businesses. He stated that the U.S. was the only country in the world with these policies. Thanks in large part to Dr. Chandler, "The Economic Espionage Act of 1996" established legal guidelines for the protection of intellectual property but the system continues to interpret and test the law.

Wake-Up Call

Dr. Chandler's remarks served as a wake-up call for all Americans, particularly those concerned with protecting the Nation's critical information. He received a standing ovation and at the conclusion of his presentation, many attendees stated that Dr. Chandler's chilling predictions for the future inspired them to review their organization's standard practices.

Dr. Chandler conducted a question and answer session on intellectual property immediately following the luncheon—*lmy*.

2000 National OPSEC Award Winners



*Individual Achievement Award Winner -
Mr. Wayne Morris
Wackenhut Services, Inc., Nevada
pictured with Department of Energy sponsors Mr. Joseph Mahaley
and Mr. Kurt Haase*



*Second Place - Individual Achievement Award -
Lt Col Bradley Ashley
Joint Chiefs of Staff*



*Multimedia Award Winner - Department of Energy
Idaho Operations Office
Ms. Debra Schriener and Mr. George Poovey*

2000 National OPSEC Award Winners



*Organizational Achievement Award Winner-
426th Intelligence Squadron (Air Intelligence Agency)
Accepting for the 426th IS—TSgt Kenneth Stewart (with Lt Col Fred Gortler, 426th
IS, and Mr. Dennis Alvey, Executive Director, Air Intelligence Agency)*



*Second Place- Organizational Achievement Award -
Menwith Hill Station
Accepting for MHS—SSgt Sheryl Faruzzi*



*Literature Award Winner - Major Samuel Liberto
HQ Air Force Space Command
(pictured with Col Edwin Hawkins, Jr.)*

A Game of Inches - MacArthur's Escape from the Philippines

by Patrick D. Weadon,
IOSS Staff

If history teaches us anything at all, it is that life, particularly in time of war or national conflict, is a game of inches. As time passes, historical memory tends to gloss over the tough details and focuses on the winners and losers.

What is neglected is the sobering fact that winning battles is never an easy task. For every successful action, there is almost always a compelling number of events that end in defeat and despair.

The key in war, as in a closely contested sporting match, is to rise above the inevitable setbacks and to proceed, as Franklin Roosevelt once said, "to absolute victory."

One of the best and perhaps the most fascinating examples of this kind of perseverance in the face of unspeakable odds is General MacArthur's escape by PT boat from the embattled Philippines during the dark days of 1941.

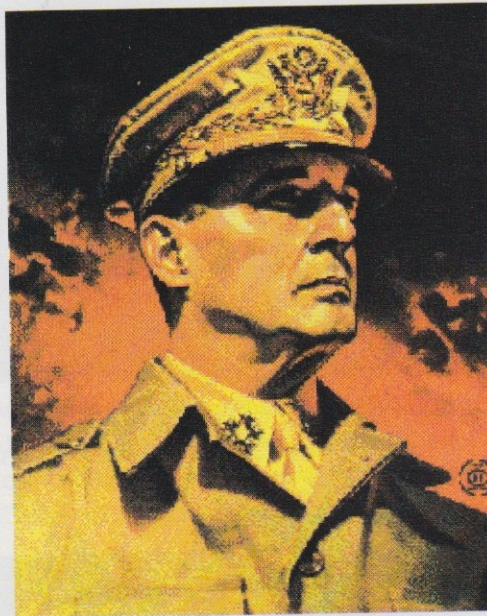
"I Shall Return"

Most modern-day Americans (if they bother to learn any World War II history at all) know only that MacArthur left the Philippines promising "to return." They might also know that he went to Australia where, in conjunction with his counterpart at Pearl Harbor, Admiral Nimitz, he planned a two-pronged attack to bring Dai Nippon (Great Japan) to its knees.

MacArthur did indeed return to liberate his beloved Philippines—in August 1945, he presided over the Japanese surrender while aboard the USS Missouri in Tokyo Bay.

What many do *not* know is just how close "Dugout Doug" MacArthur came to being captured by the Japanese Navy. One shudders to think what

might have happened had the General and his family (his wife and son were with him) been taken prisoner. Another great leader might have risen from the ranks, but how long would that have taken, if it occurred at all?



Even more troubling to consider are the consequences that would have ensued, from a propaganda perspective, from the horrible image of MacArthur, his family, and staff in the hands of the enemy.

The definitive description of MacArthur's intrepid journey is contained in William Manchester's biography of General Douglas MacArthur, "*American Caesar*." In this book, Manchester is particularly adept at describing the desperate straits the American military was in during the days following Pearl Harbor.

Japan Gains the Advantage

Shortly after the attack, Japan put together a string of brilliant tactical moves in places like Guam, Wake

Island, and the Philippines.

This was not MacArthur's finest hour—stunned by the attack on Pearl Harbor, the General went into an apathetic funk.

His failure to take constructive action at this crucial time resulted in the majority of the American air assets being destroyed on the ground.

In addition (as was their habit in early 1941), the Japanese army conducted several brilliant amphibious landings at various points in the islands and put all MacArthur's forces at peril.

Fortunately, as is often the case with great leaders, the funk was only temporary. Despite a shocking lack of resources, MacArthur was able to rally his forces and conduct what remains to this day, one of the most cleverly orchestrated retreats in modern-day history.

"The Rock"

Despite MacArthur's brilliant tactics, the Japanese were too strong. In time, the American and Filipino troops were forced down the Bataan peninsula. MacArthur and his staff took refuge in the island fortress of Corregidor or as the troops called it "the Rock," located off the south shore of Bataan.

This holding action (despite its unfortunate ending) eventually won MacArthur the Medal of Honor, but at that time his only wish was to be able to fight long enough to allow a relief force to reach the islands.

FDR Intercedes

President Roosevelt and his advisors, while sympathetic to the plight of the brave "battling bastards of Bataan," had their hands full trying to determine the best way to bring an abrupt ending

to Hitler's Third Reich. They tactfully informed the general that it was unlikely that a relief force of any kind would be coming to his aid.

MacArthur, like his father (who won the Medal of Honor during the Civil War), resolved to stay and fight to the death. However, FDR had other plans for him. He ordered MacArthur to leave the Rock and his troops and depart for Australia to begin planning the Allied counterattack.

Manchester describes in haunting detail the events on the night of the General's departure.

"Evening was approaching on Corregidor when PT-41 crept up and idled by the shore as quietly as its three-shaft, 4,050-horsepower Packard motors would permit. The island rises steeply from the water's edge at this point. High above, on Topside, the great American guns leered across Manila Bay at the Japanese. Below, where Bulkeley waited, the scene was one of almost total devastation. The bomb-ravaged South Dock had long since been abandoned.

The vivid green foliage had vanished. Virtually every building, shed, and tree had been blasted and burned. Enormous crevasses had been torn in the earth, and the great fires had left black streaks on the twisted rocks.

Huff helped Jean and Ah Cheu aboard, stumbling a little on the charred timbers. Arthur, clutching Old Friend, hopped on. The light was fading fast. There was no moon. The waves were ominously high. Huff felt that 'the fate of Bataan was sealed but we had little confidence that anything better awaited us at sea.'

The General, exercising a commander's right to board last, stood for a long moment on the devastated pier, facing the Rock. In his worn khaki, he looked spindly and forlorn. His face was dead white, and there was a twitch, a kind of tic, at the corner of his

mouth. He raised his gold-braided cap.

Overhead, the U.S. artillery—commanded by Paul Bunker who had been an Army all-American halfback when MacArthur managed the West Point team—opened diversionary fire. The muzzles flashed red, deep rumbling followed, and the air was filled with the haze and stench of gunpowder. The General replaced his cap and stepped on the 41's deck. He said, "You may cast off when ready."

A Treacherous Trip

Manchester notes that "Motor Torpedo Boat Squadron 3, the unit that took MacArthur out, was suffering from overwork and that the squadron's engines were clogged with carbon and rust...they were unable to make more than 23 knots (26 miles an hour).

Even worse, one daylight sighting by a...Japanese aircraft would mean the end of them...the aviators would alert destroyers in the area...the PTs would be helpless."

Despite Captain Bulkeley's best efforts, the trip was an extremely rough one for the General and his family. MacArthur described it like "traveling in a cement mixer."

"Anticipating a stormy passage, Bulkeley had expected to skirt the islands on his port bow, where matters would be less choppy. The folly of this became clear when huge bonfires sprang up on the shores of Cabra and the Apo Islands—the time-honored signal that a nighttime escape through a blockade is being attempted.

More Obstacles

Obviously, Japanese coast watchers had spotted them and were trying to alert Japanese sentries on the larger islands of Luzon and Mindodo.

If the message was passed along, it would mean searching aircraft at dawn and, later in the day, gunboats.

Ruefully, Bulkeley turned westward until they were hull down over the horizon."

Despite many obstacles, the group made their Cuyo Island destination by late the next morning. At the Cuyo location, one of the PT boats finally gave up the ghost.

The group was now down to two boats. They set out again on Thursday morning. Manchester notes that their schedule was a concern. "If they were late (arriving Friday) the flying fortresses waiting for them on Cagayan might return to Australia without them. They might even be given up for lost."

Little did they realize that their schedule was soon to be the least of their worries.

Evasive Action

"A quarter-hour after their departure, the 41's port lookout called: 'Sail ho! Looks like an enemy cruiser!' The skipper grabbed his binoculars and there she was, the unmistakable many-storied superstructure and the pagoda-like mast rising three points on the port bow. Bulkeley knew that class of cruiser could make 35 knots, and he was now moving at a little better than 18.

He swiftly took evasive action. 'I think it was the whitecaps that saved us,' he said. 'The Japs didn't notice our wake, even though we were foaming away at full throttle.'

Later in the afternoon, they narrowly escaped discovery by an enemy destroyer, and still later, after sundown, as they approached Negros Island, a battery of Japanese coastal artillery heard them.

Luckily, the spotters mistook the roaring engines for American warplanes, and as their spotlights fingered the sky, the two PT boats lumbered by."

(continued on page 16)

(continued from page 15)

With one harrowing event following another, they finally made landfall at their final destination, Cayagan, at 6:30 a.m.

"After 35 consecutive hours with the conn, having passed through 560 miles of Japanese waters, the exhausted Bulkeley was coming in on time.

Ashore, Colonel William Morse, one of Brigadier Sharp's officers, was waiting with a guard of American infantrymen. Glimpsing MacArthur standing on the prow, the colonel thought he resembled 'Washington Crossing the Delaware'...The General shook the salt water from his braided cap, flipped it back at a jaunty angle and...said 'Bulkeley, I'm giving every officer and man here the Silver Star for gallantry. You've taken me out of the jaws of

death and I won't forget it.'"

The OPSEC Advantage

So what are we in the OPSEC community to make of this incredible journey? It would be nice if we could somehow verify that the brave Captain Bulkeley used OPSEC as an important part of his plan to get the General through. Unfortunately, all we know for sure is that Bulkeley and MacArthur were strong, determined men who refused to let adversity stop them.

Perhaps a better way to apply the lessons of this amazing tale is to once again remind ourselves of just how close a call it was. When you are at war, you need every single advantage you get to survive and prevail.

This is where OPSEC comes in. Like those of us in the national securi-

ty community today, Motor Torpedo Boat Squadron 3 had a great deal of critical information to protect. Had the Japanese naval forces been able to determine the details surrounding the escape plan, it is unlikely that Bulkeley and his brave little flotilla would have ever made it to the open sea.

In conclusion, let us draw on the lessons of this incredible time in our Nation's history and remember that life is indeed a game of inches and that we must employ every available tool if we are to prevail against our adversaries—especially good OPSEC.

"I have returned. By the grace of Almighty God, our forces stand on Phillipine soil."

*—General Douglas MacArthur
October 20, 1944*

Upcoming Training Courses



OP300 OPSEC Fundamentals

**August 17-18
September 11-12**

OP380 OPSEC Practitioner's Course

**August 21-25
September 12-15**

OPSEC and Counterintelligence Seminar

August 7-9

Web Vulnerability Seminar

July 17-19

The dates are subject to change. For more information and training locations, visit the IOSS website at www.ioSS.gov. Individuals interested in attending the above courses should contact Ms. Margaret Telfer, the IOSS registrar, at (310) 982-2438.

PDT is "On the Road Again"

OPSEC Manager's Course Offered at Fort Gordon, GA

by John Glorioso
IOSS Staff

In May, members of the Program Development Team (PDT) traveled to Fort Gordon, GA to present the newly developed OP 390, "Program Development for OPSEC Managers."

While at the site, the course facilitators worked closely with the recently appointed OPSEC manager and his working group to initiate a new program.

The decision to transport OP 390 to Fort Gordon was the result of the productive discussions between the OPSEC manager and the leader of the PDT on how to get the new program off the ground.

They decided that the OP 390 course would provide the manager's working group with the fundamentals necessary to get their OPSEC program moving in the right direction.

Meeting Customer Demands

The OP 390 course was modified to meet the initial requirements of the working group and focused on providing the entire OPSEC team with the basic elements of creating a new program and building collaboration during the early stages of program development.

As a result of the success of the Fort Gordon, GA training, the PDT will conduct an additional on-site training program for a government facility in West Virginia in late June.

Assisting OPSEC Managers

The PDT has determined that to properly assist the needs of OPSEC program managers, they will continue to bring OP 390 to sites requesting the training.

While at the various sites, the PDT will work with OPSEC managers and working groups to establish new programs or invigorate already established programs.

To qualify for on-site training, OPSEC managers should contact John Glorioso, the PDT program manager at 301-507-6232 or send an e-mail to j.glori@radium.ncsc.mil.

Processing the Request

Once the request is received, Mr. Glorioso will contact the manager or coordinator and discuss the requirements for tailoring the training to suit the needs of the manager and the working group.



From the Editor

I thoroughly enjoyed meeting so many readers at the National OPSEC Conference and Symposium in beautiful Monterey in June. It was a very exciting and enlightening event for me, allowing me to learn more about OPSEC and other related topics. It also helped me to identify your areas of interest.

Most of you appreciate the ability to use our OPSEC-related articles to further the cause of OPSEC within your own organizations. Many of you are faced with the difficult task of achieving management "buy-in" for OPSEC training and for producing materials even though OPSEC is crucial to the success of any mission.

The historical articles were of interest to many and we hope to continue offering these even though our resident historian Pat Weadon has moved on to another assignment.

Just a reminder—anyone may submit articles by mail or via E-mail to iOSS@radium.ncsc.mil or by fax to (301) 982-2913. Submissions to *The OPSEC Indicator* are subject to editing for space, clarity and classification.

Enjoy your summer!

Lynne Yates

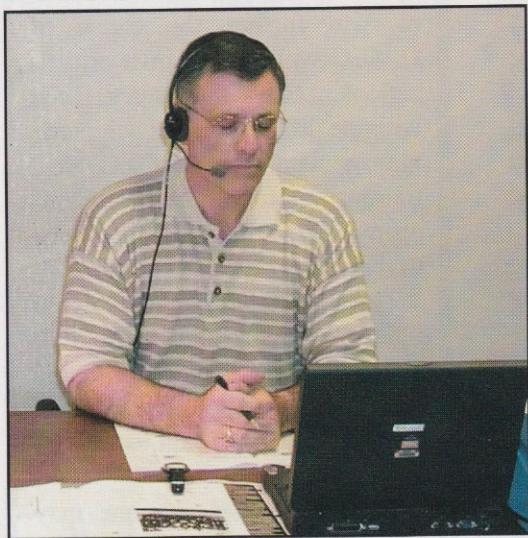


Caller—Are You There?

IOSS Director Participates in Talk Show for Fire Departments

On June 2, IOSS Director Tom Mauriello was a guest on the “Best Practices, Great Leaders” teleconference series hosted by the International Association of Fire Chiefs (IAFC).

The topic of the teleconference was Operations Security for Fire Depart-



IOSS Director Tom Mauriello participates in call-in program.

ments. The IAFC is the trade association for Chief Fire Executives in the United States. Membership includes chief officers from municipal, military, and Federal fire departments.

Need for OPSEC Awareness

IOSS was asked to participate in this training seminar by a second guest, Michael S. Hildebrand, an emergency response and crisis management consultant and senior partner with Hildebrand and Noll Associates.

Mr. Hildebrand thought of the idea after he attended an IOSS offering of OP 300, “Fundamentals of OPSEC.”

He recognized that there is a real need to increase the awareness of operations security within emergency services organizations in the U.S.

This is especially true for fire department personnel involved in Special Operations teams.

These teams are playing an increasing (and federally mandated) role in responding to incidents involving weapons of mass destruction, clandestine drug laboratory take-downs, domestic terrorism, the planning of national level events and support of law enforcement special operations.

It was a healthy sign that the IAFC selected this topic for a national teleconference, and it proved to be a real opportunity for IOSS to help spread the word about OPSEC.

The format for the 90-minute telephone teleconference was similar to a radio talk show.

The program was moderated from a teleconference center in Wisconsin, while the guest speakers, Mauriello and Hildebrand, participated by landline telephone at the IOSS facility in Greenbelt, Maryland.

There were 48 fire departments receiving the seminar from all over the country and Canada, with 427 fire service professionals participating.

Audience Polled

Listeners were able to call into the program live and ask questions of the guests and a special “Polling the Audience” voting feature allowed the listen-

ing sites to vote on questions posed by the guests using their touch tone key-pads.

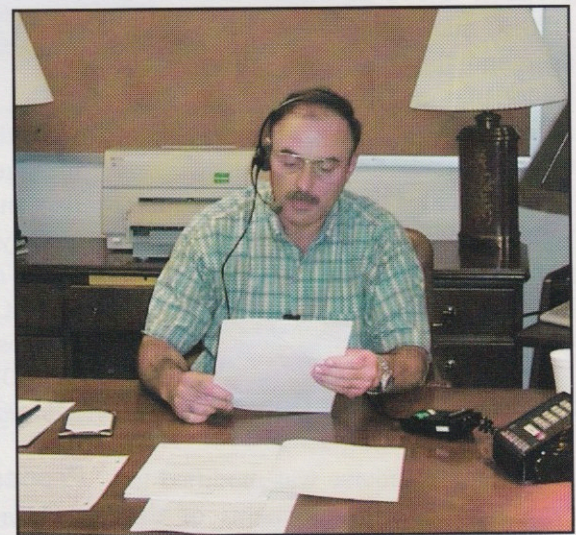
For example, after Mauriello’s 30-minute presentation of the OPSEC process, the listeners were asked to respond if they had an OPSEC program or similar process in their organizations.

A surprising 18 percent acknowledged that they were using a form of the OPSEC process in their operations.

Workshop Presented

The following day, Mike Hildebrand and IOSS Program Development Manager John Glorioso presented an OPSEC Workshop at the International Hazardous Materials Response Teams Conference in Hunt Valley, Maryland, also sponsored by the IAFC.

More than 30 participants attended the workshop that examined case studies of OPSEC failures, and provided an overview of the OPSEC process with a



Mike Hildebrand responds to caller.

focus on fire department planning and emergency operations. The workshop capped off a successful two days of support to an emerging customer.

OPSEC in Hollywood — *Caddyshack* and the 5-Step Process

by Major Kenneth M. Chaisson, USAF

As an OPSEC Program Manager, I sometimes have difficulty understanding how to apply the 5-step OPSEC process to my job.

The IOSS class that I attended, OP 300, "Fundamentals of OPSEC," gave me a good foundation, but it's not always easy to make a direct connection between an FBI smuggler-busting operation and USSTRATCOM's mission of strategic deterrence.

As a career Air Force officer, I have received extensive training in military history and in how OPSEC has won or lost the battle, however, I have sometimes struggled to make a link between history's great military actions and the 5-step OPSEC process.

Fortunately, my friend and mentor, Hollywood, has provided me with some clear lessons on how to use OPSEC in the "real world." Who could forget that OPSEC was critical to deceiving the Germans in *Patton*? And where would *30 Seconds Over Tokyo* be without some swell OPSEC?

These films provided great insight into the practical applications of OPSEC in a military environment, but still fell short on the use of the 5-step process. What I needed was a film I could use as a training aid to illustrate the 5-step OPSEC process for our new personnel. After spending countless hours of off-duty time combing through movie clips, I came up with the timeless classic—*Caddyshack*.

Caddyshack pits the forces of good and evil against each other in an epic conflict. To better explain the principles of OPSEC, however, I will focus specifically on the struggle between Carl Spackler, the Assistant Greenskeeper, and his worthy foe, the lovable but destructive gopher.

Step 1 — Identify Critical Information

Early in the film, we see Carl being tasked to rid the golf course of all gophers. After receiving some clarification as to the actual target, Carl sets out to perform his task. First, he identifies several pieces of critical information (CI):

Carl's CI List

- Mission is to kill gopher
- Have ability to pump 15,000 gallons of water into gopher hole
- Have rifle and flashlight
- Will use plastic explosive rodents

Step 2 — Threat Assessment

Clearly, Carl is aware of his adversary's capabilities. He has extensive intelligence that stretches deep into the gopher's infrastructure. In his pre-mission brief, Carl is quick to identify the requirement to think like an animal and, whenever possible, look like one.

Step 3 — Vulnerabilities

Possessing vast knowledge of animal relationships, Carl attempts to exploit a known weakness of his enemy. Aware that the gopher has allies in the animal kingdom, namely the harmless squirrel and the friendly rabbit, Carl begins to formulate his plan. However, he fails to consider his most serious vulnerability—lack of physical security.

Had Carl thought to close the curtains in his "operations center," he might have kept the element of surprise and ultimately conquered the gopher.

Step 4 — Risk Assessment

Carl is acutely aware of the risks involved in his mission. Previous

encounters with Sandy, the kilted Head Greenskeeper, have sharpened his senses to the sting of failure. Carl's job is certainly on the line, and with it, his dream to someday become Head Greenskeeper. Other risks in this operation involve the tools of the trade: high-pressure water, plastic explosives and a certain homegrown fairway grass. Carl is what psychologists call a "risk taker."

Step 5 — Countermeasures

Carl finally decides to employ deception after 15,000 gallons of high-pressure water could not dislodge the gopher from his subterranean quarters, and Carl's previous attempts at nocturnal marksmanship were unsuccessful.

Deception is an excellent tool when used properly. It is almost successful in this case. By shaping plastic explosive into the shapes of the gophers friends, Carl hopes to lure his adversary in close enough for a hard kill.

His plan even goes so far as to explain the detonation wires seen sticking out of the "squirrel." Carl brilliantly crafts a deception story that the wires are "doctor's orders." While the gopher is initially duped by this clever plan, Carl's poor physical security enables this crafty rodent to easily defeat his countermeasures.

Lessons Learned

As inconceivable as this sounds, OPSEC education is viewed by some as less than exciting. One of our biggest challenges as program managers and practitioners is to motivate people and keep them interested in OPSEC. Not everyone can appreciate the importance of applying OPSEC to a military operation, an FBI sting, or daily office life. By using Hollywood as a vector, we can get our message out in a way that is not only educational, but also entertaining. Who knows, it might also improve your golf game!

Quarterly Quote



“All war is deception.”

—Sun Tzu

**The Art of War
500 B.C.**

Interagency Opsec Support Staff
6411 Ivy Lane
Greenbelt, MD 20770-1405

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