

NATO-87-3

~~CONFIDENTIAL~~

1/

TO: BOB NELSON  
 FROM MILT MAJSEN (MONITOR)  
 Re: MIGHTY DERRINGER OBSERVATIONS

POSITIVE:

- 1) COMMAND/CONTROL BY PLAYERS SEEMED TO BE GOOD
- 2) ALL PLAYERS & TEAMS APPEARED TO WORK THE PROBLEM AS IF IT WERE REAL & THEY WORKED DILIGENTLY
- 3) MONTREAL ATMOSPHERE/ACTORS WAS OUTSTANDING

IMPROVEMENT CONSIDERATIONS

- 1) TOO MANY PLAYERS JAMMED INTO WORK AREAS. I RECOGNIZE THAT MOST AGENCIES WANT TO SEND A) ALL THE KINDS OF TALENT THEY MIGHT NEED & B) (IF NOT ALL) OF THEIR TEAM MEMBERS FOR TRAINING ETC. HOWEVER, A STAGING AREA FOR "RESERVES" OR MUCH MORE SPACE SHOULD BE PROVIDED. THE CROWDED ENVIRONMENT AT THE TOC AND TO SOME EXTENT THE CRAMMED COMMUNICATION & "..."

UNCLASSIFIED

NAD-87-3

- 2) INTELLIGENCE: IT SEEMED THAT THERE WERE SEVERAL INSTANCES WHERE CLUES TO SOURCES OF IMPORTANT INFORMATION WERE NOT PURSUED - UNTIL ACTIVITIES SLOWED DOWN & GUYS ON THE NIGHT SHIFT STARTED SIFTING THROUGH EARLIER DATA - FOR INSTANCE THE EARLY CLUES GIVEN IN PRE-DEPLOYMENT INFORMATION ON N.G.2 (GONDOLFO) AND HE (GERMANY).

(b) (1)

APPARENTLY THE SURVEILLANCE TEAM DIDN'T SEE THE TRANSFER OF THE "BOX" TO THE REFINERY AND THE PEOPLE CARRYING THE "BOX" UP TO THE SECOND LEVEL. ON THE OTHER HAND, THE INTEL & ASSESSMENT PEOPLE ~~WAS~~ APPEARED TO BE VERY WELL ORGANIZED & WORKING VIGOROUSLY.

- 3) COMM: PERIODIC FAILURE OF TELEPHONE LINES WAS A BOTHER TO PLAYERS/MONITORS AND WORTH TO BE EXAMINED.

(b) (1)

UNCLASSIFIED

NAO-87-3

>/

~~CONFIDENTIAL~~

(b) (1)

6) HEARD EFFECTS: IT WAS INTERESTING TO NOTE THAT THIS ACTIVITY WAS CENTERED AT THE OSC STAFF LEVEL. ~~A GROUP~~ ~~WAS~~ SEEMED FRAGMENTED. ~~IT WAS~~ ~~PEOPLE~~ ON THE D.C.

UNIT ASSIGNED

NAO-P7-3

QUALITY MANNER, ANYHOW, COMPOSITION OF THE ADVANCE PARTY AND THE MATERIAL AND EQUIPMENT THEY BRING MAY BE CRUCIAL IN GETTING ~~THEY~~ OR GENERATING ~~THE~~ TIMELY INFORMATION.

9) MIND SET: THIS IS AN AFFLICTION EVERY TEAM MIGHT SUFFER FROM — FROM TIME TO TIME. FOR INSTANCE IT <sup>SOME PLAYERS WERE SURE THAT</sup> APPEARED THAT ALL THE ELECTRICAL SPARE PARTS FOUND IN THE EMPTY CONTAINER AT THE WAREHOUSE ~~WERE~~ WERE USED IN THE DEVICE OR RELATED TO THE DEVICE — THEY MAY HAVE BEEN OVERLOOKING THE FACT THAT THE "BAD GUYS" ALSO WERE INVOLVED IN SENSOR & BOOBY TRAP ASSEMBLY AND INSTALLATION.

PERHAPS: THE D. L. TEAM SHOULD DEVELOP QUICKER TO EMPLOY OPTIONS, EVEN IF NOT TOTALLY EFFECTIVE (> 95% ~~OF~~ CAPTURE).

(b) (1)

(b) (1)

- 11) MONITORING/MONITORS - THESE COMMENTS  
~~RELATE~~ RELATE ONLY TO EXERCISES - NOT REAL  
 DEPLOYMENTS.
- a) IT DIDN'T SEEM LIKE WE HAD ENOUGH  
 DOE/NEST MONITORS TO COVER THE DOE  
 TEAMS ACTIVITIES ~~AND~~ CONTINUOUSLY - ~~IT~~  
 IN APPROPRIATE DETAIL - ~~IT~~ <sup>WORKED TERRIBLE HOUR</sup>  
 TRYING MAINTAIN CONTINUITY OF MONITORING.
- ~~IT~~ ~~IS~~ ~~A~~ ~~CRITICAL~~ ~~TO~~ ~~DOE~~
- b) DEVICE(S) - DEVICE PARAMETERS SHOULD  
 BE CAREFULLY THOUGHT OUT WHEN GIVING  
 GUIDANCE TO DEVICE BUILDERS - AND  
 A CAREFUL REVIEW OF FINAL DEVICE  
 HARDWARE, OPERATION, SENSITIVITY (BOTH  
 ENVIRONMENTAL & ELECTRICALLY) SHOULD  
 BE MADE BY CHIEF PLANNER/CONTROLLER  
 (OR STAFF). ~~IT~~ I'M NOT SUGGESTING  
 THERE WAS ANY FAULT ~~IT~~ WITH THIS  
 DEVICE, BUT ONLY 2 OR 3 <sup>MONITORS</sup> ~~PEOPLE~~  
 REALLY KNEW THE MECHANICAL (PHYSICAL  
 LAYOUT) & ELECTRICAL SYSTEM IN DETAIL.

(b) (1)

ON SOME OF THE PLAYERS  
 c) A BIT MORE FORMAL <sup>SCENARIO</sup> REVIEW, PREPPING  
 OF MONITOR ROLES & CONTROL ORGANIZATION  
 WOULD HAVE HELPED.

12) NEST IN THE FUTURE - THIS IS AN  
 UNSOLICITED VIEW OF WHAT MIGHT BE  
 DONE TO IMPROVE NEST R&D AND RESPONSE  
 EFFICIENCY - AND IS A VIEW I'VE HAD FOR  
 SEVERAL YEARS. IT'S ALSO A VIEW THAT  
 WOULD ALARM SENSITIVE EGO'S AND  
 TURF PROTECTORS. - SO HERE IT IS.

I THINK YOU SHOULD CONSIDER A  
 SINGLE ~~THE~~ TECHNICAL PROGRAM  
 MANAGER WHO IS ~~THE~~ RESPONSIBLE  
 FOR DEVELOPING ~~AND IMPLEMENTING AND~~  
~~THE~~ MANAGING A NEST PROGRAM PLAN  
 COVERING BOTH R&D & RESPONSE  
 CAPABILITIES. I WOULD THINK SUCH A  
 TECH PROGRAM MANAGER ~~SHOULD~~ WOULD  
 LIKELY BE AN OUTSTANDING PROGRAM  
 MANAGER FROM LANL OR LLNL - WORKING  
 FULL TIME. HE (OR SHE) OUGHT TO HAVE  
 AUTHORITY TO "CONTRACT" FOR R&D OR  
 RESPONSE EFFORT FROM THE OTHER LABS

UNCLASSIFIED

NAO-87-3

TO ALSO CONTROL/MANAGE <sup>TECH</sup> PROGRAM COSTS. LAB DIRECTOR AND OTHER ORGANIZATIONAL MANAGERS ~~THE~~ WOULD HAVE TO GIVE SINGLE SUPPORT TO SUCH AN ARRANGEMENT AND INSURE THEIR STAFFS DO ALSO.

THIS TECH PROGRAM MANAGER MUST EXPLAIN & DEFEND HIS PROGRAM PLAN, ACCOMPLISHMENTS, ETC TO THE APPROPRIATE DOE OFFICE (NVD) BUT MUST NOT BE AFFLICTED WITH MICRO MANAGEMENT. IF HE CAN'T OR WON'T DO AN OBJECTIVE AND GOOD JOB — CHANGE HIM.

~~AS LONG AS THE WEST PROGRAM IS~~  
~~MANAGED~~

AS LONG AS THE WEST PROGRAM CONTINUES TO BE MANAGED IN THE FRAGMENTED, ~~OR~~ SOMETIMES COMMITTEE LIKE MANNER, I PREDICT IT WILL NEVER ~~REACH~~ REACH THE "LEAN, MEAN GREEN" ~~OR~~ CAPABILITY IT REALLY NEEDS.

Paul Madson

Adios, Again

UNCLASSIFIED