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Description of document: National Security Agency (NSA) Oral History of James W. Pryde, DEFSMAC Director, NSA Oral History #12-88, 1988

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Source of document: Mandatory Declassification Review
National Security Agency
NSA/CSS MDR Appeal Authority P133
National Security Agency
9800 Savage Road STE 6881
Fort George G. Meade, MD 20755-6881

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NATIONAL SECURITY AGENCY
CENTRAL SECURITY SERVICE
FORT GEORGE G. MEADE, MARYLAND 20755-6000



Serial: MDR-114545
16 December 2024

This responds to your request of 25 June 2022 to have the *Oral History of James W. Pryde* reviewed for declassification. The material has been reviewed under the Mandatory Declassification Review (MDR) requirements of Executive Order (E.O.) 13526 and is enclosed. We have determined that some of the information in the material requires protection.

Some portions deleted from the document were found to be currently and properly classified in accordance with E.O. 13526. The information denied meets the criteria for classification as set forth in Section 1.4 subparagraphs (c) and (d) and remains classified TOP SECRET as provided in Section 1.2 of E.O. 13526. The withheld information is exempt from automatic declassification in accordance with Section 3.3(b) (3) and/or (6) of the Executive Order.

Section 3.5 (c) of E.O. 13526, allows for the protection afforded to information under the provisions of law. Therefore, the names of NSA/CSS employees and information that would reveal NSA/CSS functions and activities have been protected in accordance with Section 6, Public Law 86-36 (50 U.S. Code 3605, formerly 50 U.S. Code 402 note).

Please be advised that the responsive document includes another government agency's information. Because we are unable to make a determination as to the releasability of another agency's information, the subject document was referred to the appropriate agency for review. At the time of this letter, the response is outstanding. However, we were able to isolate the other agency's equities, so we have protected them using the other government agency (OGA) redaction code.

Serial: MDR-114545

Since your request for declassification has been denied you are hereby advised of this Agency's appeal procedures. Any person denied access to information may file an appeal to the NSA/CSS MDR Appeal Authority. **The appeal must be postmarked no later than 60 calendar days after the date of the denial letter.** The appeal shall be in writing addressed to the NSA/CSS MDR Appeal Authority (P133), National Security Agency, 9800 Savage Road, STE 6881, Fort George G. Meade, MD 20755-6881. The appeal shall reference the initial denial of access and shall contain, in sufficient detail and particularity, the grounds upon which the requester believes the release of information is required. The NSA/CSS MDR Appeal Authority will endeavor to respond to the appeal within 60 working days after receipt of the appeal.

Sincerely,



Jacqueline M. Amacher
Chief
Declassification Services

Encl:
a/s

TODAY IS 25 AUGUST 1988. OUR INTERVIEWEE MR. JAMES W. PRYDE. MR. PRYDE, SINCE HIS INITIAL ASSIGNMENT WITH THE NATIONAL SECURITY AGENCY IN 1956 HAS BEEN ASSOCIATED WITH THE SOVIET MISSILE TARGET PROBLEM AREAS. HIS FIRST DUTIES ENTAILED TELEMETRY ANALYSIS AND HE PROGRESSED IN THE SAME GENERAL FIELD INTO SUBSEQUENT STAFF ASSIGNMENTS, WHICH WERE ALSO RELATED TO THE SOVIET MISSILE ARENA. MR. PRYDE WAS SELECTED IN 1978 BY ADMIRAL INMAN TO BECOME THE DIRECTOR OF DEFSMAC. HIS NEXT AND FINAL POSITION WAS AS NSAREP DEPARTMENT OF DEFENSE AT THE PENTAGON. MR. PRYDE RETIRED FROM THE AGENCY IN DECEMBER OF 1981. THIS INTERVIEW IS TAKING PLACE IN DEFSMAC OPERATIONS BUILDING AT NSA. THE INTERVIEWER, BOB FARLEY, WITH HELEN TUCKER. MR. PRYDE DESIRES THAT THE CLASSIFICATION OF THESE TWO CASSETTES BE TOP SECRET CODEWORD.

THIS IS NSA ORAL HISTORY #12-88

F: BOB FARLEY
P: JAMES PRYDE
T: HELEN TUCKER

F: ...START HER OFF. MR. PRYDE WHAT WE WANT TO DO IS GO THROUGH YOUR CAREER. GENERALLY, VERY BRIEFLY, YOUR CAREER UP TO THE POINT WHERE YOU TOOK OVER DEFSMAC. WE CAN TALK AT ANY CLASSIFICATION LEVEL YOU LIKE. I HAVE A DISPENSATION FORM HERE THAT RELIEVES YOU OF YOUR OATH.

P: GOOD, I WAS GOING TO ASK HOW WE WERE GOING TO HANDLE ALL THAT

F: GOOD. IF YOU WANT TO DO ALL THAT, FINE. WE'LL BOTH SIGN IT AND WE'LL PUT IT IN THE RECORD. IF YOU WANT A COPY OF IT, WE'LL KEEP THE SECOND COPY. I ALSO HAVE AN ACCESSABILITY STATEMENT WHICH GIVES YOU PERMISSION TO CONTROL THIS TAPE, WHO CAN HEAR IT, WHO CAN EVENTUALLY READ THE TRANSCRIPTS, AND WE'LL KEEP IT AND HELEN WILL HAVE A COPY WHICH WILL BE IN THE THREE COMBINATION SAFE.

P: OKAY, WHAT I WILL HAVE TO SAY, ANYBODY WHO HAS THE CLEARANCE FOR IT CAN HAVE CLEAR ACCESS TO IT. BECAUSE ONE OF THE THINGS I WAS GOING TO ASK IS MOST OF WHAT WE WERE DOING BACK IN THE DAYS WHEN I LEFT, REQUIRED ALL KINDS OF CLEARANCES, MOST OF WHICH I DON'T HOLD ANY LONGER

T: THIS IS WHAT YOU CALL A BLESSING

P: OKAY

F: WE HAVE...I HAVE ALL THE CLEARANCES AND I'M SURE HELEN HAS MORE THAN I, SO THERE SHOULDN'T BE ANY PROBLEM. AGAIN IF THERE'S A PROBLEM ABOUT SOMETHING THAT YOU THINK IS TOO SENSITIVE, JUST PLAY IT BY EAR. IF YOU WANT TO SANITIZE IT, IF YOU WANT TO CLEAN IT UP SOME WAY, OR DISGUISE IT, FEEL FREE, BUT IT SHOULD BE ON THE RECORD, I THINK BECAUSE SO MANY TIMES, SO MANY PEOPLE SAY WELL, I DON'T WANT TO TALK ABOUT IT AND THEN NOBODY KNOWS ABOUT IT. IF YOU UNDERSTAND WHAT I'M SAYING.

P: THE ONLY THING THAT WOULD FALL IN THAT CATAGORY...ARE WE, ON THE RECORD YET?

F: YES SIR

P: OKAY. THE ONLY THING THAT....

T: WE WILL NOT BE USING ANY DIRECT QUOTES

P: OKAY. THE ONLY THING THAT WOULD FALL UNDER THAT CATEGORY AND I DON'T EVEN KNOW WHETHER ITS STILL HERE, IS THAT ROOM DOWN MID-WAY IN THE HALL THAT THE AIR FORCE RUNS.

F: OH YEAH

P: OKAY?

F: ALRIGHT SIR, WHAT I WANT TO DO IS START YOU RIGHT OFF FROM YOUR LATE TEEN-AGED DAYS, PRE-COLLEGE DAYS, PRE-MILITARY DAYS, SORT OF TO SET THE STAGE, SO WE CAN PICK IT UP IF YOU GIVE ME DATES AND PLACES AND PEOPLE AND THINGS THEN WE CAN START IT RIGHT OFF.

P: OKAY. I'LL START OFF WITH MY LATE TEEN-AGE DAYS, I'VE JOINED THE ARMY AIR CORPS AND WENT OUT TO BE A PRE-AVIATION CADET IN SEPTEMBER OF 1944. I WENT THROUGH AVIATION SCHOOL, HAD AN ACCIDENT IN AN AIR PLANE, WASHED-OUT WENT TO RADIO OPERATOR SCHOOL, COMPLETED RADIO OPERATOR SCHOOL, RADIO COMBAT TRAINING, GUNNERY TRAINING, LEFT THE MILITARY IN JULY 1946 RIGHT HERE AT PORT MEADE.

F: OKAY

P: AT THAT TIME I WENT BACK TO COLLEGE, MAJORED IN ELEMENTARY EDUCATION AT D.C. TEACHERS, WHICH WAS AT THAT TIME THE MARTILLA MANOR TEACHERS COLLEGE. LEFT THERE AND CAME TO WORK AT THE AGENCY IN SEPTEMBER 1950 AS A COMMUNICATIONS CLERK, I THINK WAS THE TITLE. I WORKED THE OLD, IN THOSE DAYS, ALL BLACK 63 DIVISION, TRANSFERED FROM THERE AT THE TIME THEY WERE LOOKING FOR MORSE OPERATORS TO DO [REDACTED] MORSE TAPES, SPENT TWO YEARS DOING THAT SORT OF THING. WENT INTO COMMUNICATIONS TECHNOLOGY WITH OFFICIAL. FROM THERE I WENT TO...

EO 3.3b(6)
PL 86-36/50 USC 3605

F: IS THAT THE OLD COSA?

P: THAT WAS THE OLD COSA. I SPENT ABOUT THREE YEARS DOING THAT, FROM THERE I WENT TO A4, THE A4 STAFF ACTUALLY...

F: BEFORE THAT WERE YOU IN, WHEN YOU WERE IN COSA, WERE YOU DOING SIGNALS ANALYSIS OR....

[REDACTED]

T: WAS THAT THE PROJECT CALLED THE BERLIN TUNNEL?

F: PROJECT REGAL?

P: THAT WAS THE BERLIN TUNNEL

T: THERE HAS BEEN A PAPER WRITTEN ON IT

F: PROJECT REGAL WAS IT'S CODE NAME

EO 3.3b(3)
PL 86-36/50 USC 3605

2

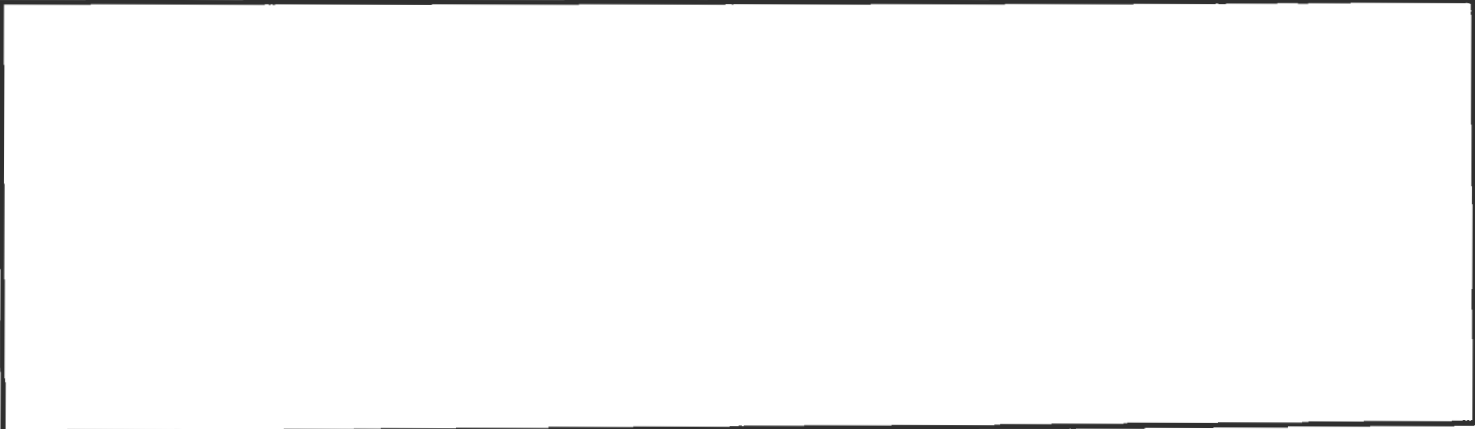
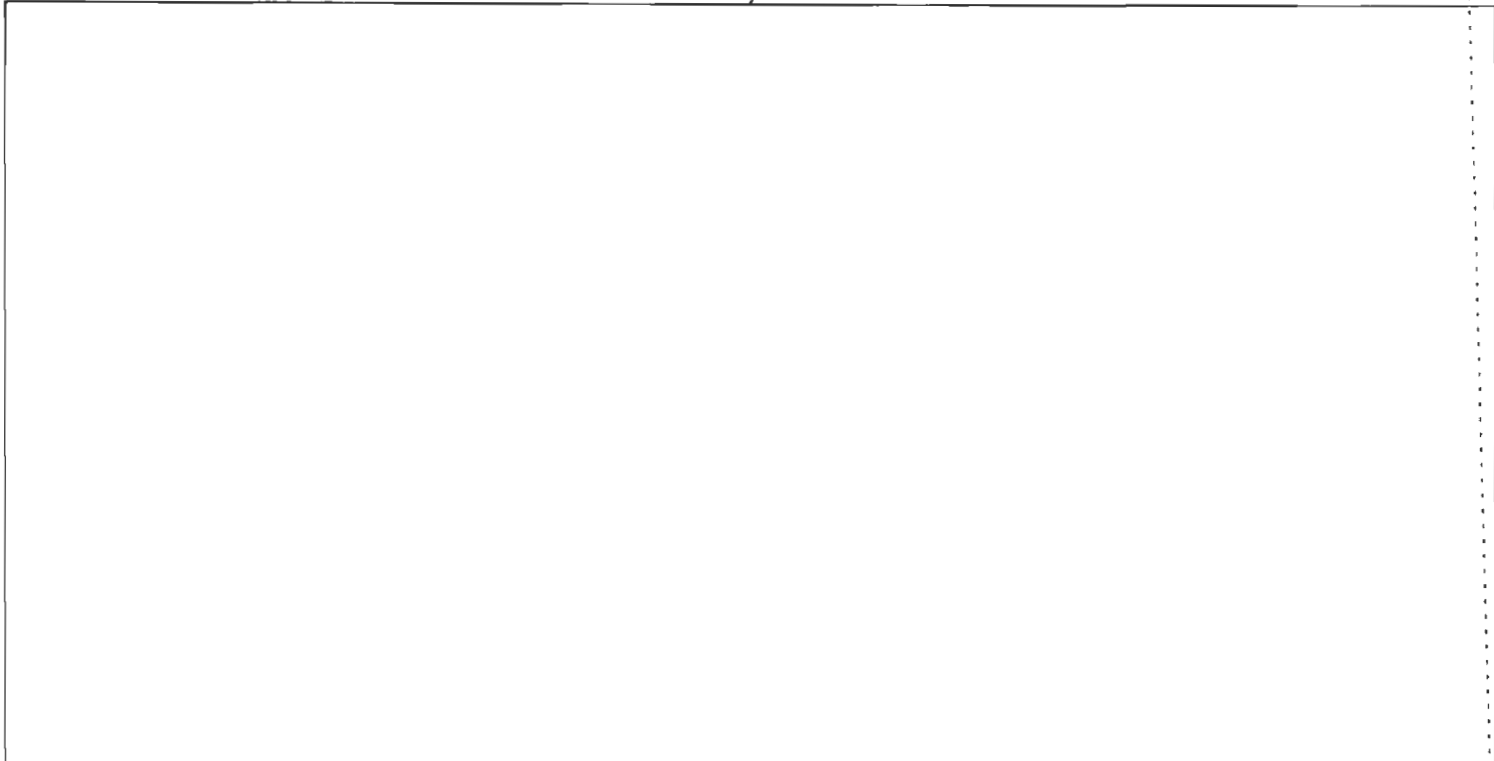
P: UM=HUM.

EO 3.3b(3)
EO 3.3b(6)
OGA
PL 86-36/50 USC 3605

EO 3.3b(3)
OGA
PL 86-36/50 USC 3605

F: NOW THAT WAS IN ABOUT '55...

P: THAT WAS THE MID-'50's AND I WILL HAVE TO SAY TO YOU THAT WHEN I START TALKING ABOUT DATES UNLESS YOU SPECIFICALLY WANT TO PIN ME DOWN, WHICH WILL REQUIRE SOME THOUGHT, A LOT OF THE DATES WILL BE MORE GENERAL THAN THEY WOULD HAVE BEEN YEARS AGO WHEN I COULD HAVE TOLD YOU A DAY AND TIME



F: THAT'S INTERESTING.

EO 3.3b(3)
PL 86-36/50 USC 3605



[REDACTED]

F: GOOD. WELL, THAT'S MOST I'VE HEARD ABOUT THE QUALITY OF THE INTERCEPT FROM THE BERLIN TUNNEL, SO THAT'S VERY USEFUL INFORMATION.

[REDACTED]

F: I UNDERSTAND. BUT THIS HAS BEEN VERY HELPFUL. YOU LEFT COSA IN SEPTEMBER '62, HUH? YOU SWITCHED FROM A SIGNAL PROCESSING OFFICER TO AN INTELLIGENCE RESEARCH ANALYST, WHAT DID THAT ENTAIL, A NEW JOB OR..?

P: THAT CAME AT ABOUT THE TIME THAT WE GOT, THE AGENCY GOT SERIOUS ABOUT DOING SOVIET MISSILES.

[REDACTED]

EO 3.3b(3)
OGA
PL 86-36/50 USC 3605

F: OH, I SEE

EO 3.3b(3)
PL 86-36/50 USC 3605

[REDACTED]

F: NOW, MR. PRYDE...

P: DURING THAT SAME TIME, OR SHORTLY AFTER I WENT THROUGH ALL THAT, I GOT TO BE THE NSA MEMBER OF GMAIC, WHICH HAS ANOTHER NAME NOW....

F: CALLED THE GUIDED MISSILE....

EO 3.3b(3)
PL 86-36/50 USC 3605

P: THAT'S THE OLD NAME GUIDED MISSILE AND ASTRONOMICS INTELLIGENCE COMMITTEE.

F: INTELLIGENCE COMMITTEE, YEAH, ALRIGHT. I DON'T KNOW WHAT THEY CALL IT NOW, DO YOU KNOW HELEN?

T: I'M NOT SURE

PL 86-36/50 USC 3605

F: NOT SOARS ((PHON)) IS IT?

P: NO, NOT SOARS, SOARS IS THE ONE THAT NO ONE EVERY TALKS ABOUT. GMAIC WAS A STRAIGHT USSID COMMITTEE.

[REDACTED]

AND THERE WAS

SOMETHING CALLED TEBAC, WHICH AT THAT TIME MADE MOST OF THE TECHNICAL DECISIONS FOR THE COMMUNITY ABOUT, WHAT KIND OF...WHAT DATA WOULD BE PROCESSED, WHAT KINDS OF PACKAGES WOULD BE PUT TOGETHER, TEBAC....

T: IT WAS TEBAC, NOT TEBAG?

P: IT WAS TEBAC IN THOSE DAYS, THE PREDECESSOR

T: OKAY BECAUSE WE HAVE TEBAG, SO I'M JUST CHECKING

P: TEBAG IS ITS SUCCESSOR, FOR WHATEVER REASON AT THE TIME THAT THEY CHANGED THE NAME, SOMEBODY SAID, "GEE YOU CAN'T HAVE A COMMITTEE, COMMITTEES ARE USSIB ((PHON)) LEVEL." SO YOU CAN NOT HAVE A TEBAC.

T: WELL THEY STILL HAVE IT, FOR YOUR INFORMATION

P: BAC OR BAG?

T: TEBAC.

P: OKAY. BUT FOR A WHILE THEY DID AWAY WITH IT, THEY CALLED IT TEBAG

T: WELL NOT ANY MORE

PL 86-36/50 USC 3605

P: OKAY.

F: JIM, WHAT FIELD SITES WERE SUPPORTING NSA OR THE SMAC OR THE A44?
FEEDING YOU INFORMATION TO BE ANALYSED.

P: LET'S SEE, IT'S GOING TO...YOU'RE GOING TO HAVE TO MAKE SEVERAL BREAKS IN ALL OF THIS. FOR...AT THE TIME WHEN THERE WAS A4 AND A SMAC, WHEN NSA WAS PRETTY MUCH ON ITS OWN, THERE WERE LOTS AND LOTS OF HF COLLECTION STATIONS PROVIDING DATA. THEY WERE ALMOST WORLD WIDE. I'LL HAVE TO TRY AND....

F: IN THE EARLY DAYS WERE THERE THREE OR FOUR IN TURKEY, THAT YOU RECALL, OR....

P: THERE WERE STATIONS IN TURKEY THAT ACTUALLY COLLECTED TELEMETRY. THERE WERE LOTS OF STATIONS, THERE WERE...I THINK THERE WERE MORE THAN THREE OR FOUR STATIONS IN TURKEY THAT COLLECTED HF, THAT PROVIDED THE LAUNCH INDICATIONS FOR US. THERE WERE AT LEAST HALF A DOZEN THAT PROVIDED LAUNCH INDICATIONS. BACK IN THOSE DAYS THERE WERE PROBABLY A HUNDRED HF STATIONS AROUND THE WORLD. AS YOU KNOW THAT NUMBER HAS BEEN GOING LIKE THIS FOR QUITE SOME LONG WHILE. AT THAT TIME THERE WAS EVERYTHING THAT WAS COLLECTED ON THE MISSILE PROBLEM CAME DIRECTLY TO NSA. NOBODY LOOKED AT ANY OF THE DATA, THEY TOLD NSA WHAT THEY GOT AND NSA MADE THE DECISIONS ABOUT WHETHER IT WAS TO BE SENT IN, WHETHER IT WAS TO BE REPORTED, WHETHER THERE WAS...WHAT KINDS OF REPORTS WERE TO BE MADE ON IT AND GRADUALLY IT CAME TO A POINT WHERE THERE

GA

FROM THOSE.

THERE WERE TWO STATIONS IN IRAN, AS A SAID, THAT COLLECTED TELEMETRY FOR NSA, THREE IN TURKEY, A STATION IN PAKISTAN WITH TO AIRPLANES THAT WE USED TO FLY. THE FIRST TWO, I THINK WERE RB-47s AND THEN WE WENT TO RB-57s, AND THE PAKISTANIS FLEW THOSE AIRPLANES. THEY DIDN'T FLY

ON RAMADAN OR OTHER HOLY DAYS, AND THAT REALLY GOT TO BE A PROBLEM BECAUSE THE RUSSIANS KNEW THAT AND A COUPLE OF THEIR PRETTY IMPORTANT EVENTS OCCURED AT THAT TIME. THE OTHER THING THAT THE RUSSIANS USED TO DO WHICH USED TO MAKE IT FUN, WAS THAT THEY USED TO APPARENTLY LIE CHRISTMAS WEEK, WE USED TO ALL SAY, "GEE, THEY MUST HAVE X NUMBER OF LAUNCHES TO MAKE AND THEY HAVE TO MAKE THEM BY THE END OF THE YEAR," BECAUSE CHRISTMAS WEEK WAS A DILLY ALMOST EVERY YEAR THAT I KNEW ANYTHING ABOUT SMAC.

F: WAS IT TO TAKE ADVANTAGE OF THE AMERICAN'S CELEBRATING THE HOLIDAYS?

P: WE NEVER REALLY DECIDED WHAT THAT REALLY MADE ANY SENSE AT ALL, BECAUSE IN MOST CASES THE EVENTS WERE ROUTINE. THERE WERE JUST LOTS OF THEM DURING THAT PARTICULAR WEEK. WE HAD GIVEN A COUPLE...FIRST OF ALL WE THOUGHT WHAT YOU JUST SAID, THAT WAS THEY FIGURED THAT NOBODY WOULD BE WORKING, THEY'D GO AHEAD AND DO WHATEVER IT WAS THAT THEY WANTED TO DO AND DO SOMETHING SNEAKY. BUT THEY DIDN'T DO ANYTHING SNEAKY, THEY FIRED MORE SS-7s, SS-8s, SAME THING THEY'D BEEN DOING ALL YEAR, UNCHANGED.

F: OKAY, IN A44, THAT'S WHERE SMAC WAS FORMED?

P: SMAC WAS ACTUALLY FORMED IN WHAT WAS A4....

F: A41?

P: NO, A41 WAS THE SMAC DIVISION, AND IT WAS REALLY REAL-TIME TASKING. NSA HAD IN ADDITION TO PROVIDING DATA OR DECIDING WHAT DATA WAS TO BE PROVIDED, NSA ALSO HAD THE JOB OF TELLING THE FIELD SITES WHAT TO COLLECT AND WHEN TO COLLECT IT. THAT'S PRIMARILY WHAT SMAC WAS DOING, WAS FORMED FOR...TO PROVIDE REAL-TIME GUIDANCE TO THE FIELD. SINCE, THEY HAD THE COMMUNICATIONS, SOMEBODY SAID, "GEE WHY DON'T WE GIVE REAL-TIME REPORTING ON THOSE EVENTS THAT ARE WORTH REPORTING." THAT WAS THE BEGINNING OF THE SMAC REAL-TIME REPORTING. DEFSMAC GREW OUT OF THAT WHEN THE DEFENSE DEPARTMENT SAID, "GEE WHY DON'T WE NOW, INSTEAD OF MAKING IN JUST SIGINT, WE GOT ALL THESE RADARS AROUND, WE HAVE SOME OPTICAL-SENSORS HERE AND THERE, WHY DON'T WE TRY TO PUT THAT ALL TOGETHER UNDER ONE ROOF AND WE'LL MAKE A DEFSMAC? IN ADDITION TO THAT WE'LL ALSO COP THE NUMBER OF PEOPLE WHO ARE TRYING TO PUT SOMETHING ON THE PRESIDENT OR WHOEVER OTHER MAJOR OFFICIAL IS. THE MORNING AFTER A LAUNCH, THERE WILL BE ONE PLACE FROM WHICH YOU WILL GET INFORMATION OR FROM WHICH THE COMMAND AUTHORITIES WILL GET INFORMATION ON THE SOVIET LAUNCHES." THAT IS DEFSMAC CAME FROM. DEFSMAC WAS A DOD DIRECTED FUNCTION THE TEAM THAT PUT TOGETHER DEFSMAC CONSISTED OF PEOPLE FROM NSA, DIA, OSD

F: WHAT TYPE OF REPORTS DID YOU PUT OUT, INTELLIGENCE AS WELL AS TECHNICAL?

P: ALMOST ALL OF THE REPORTS FROM DEFSMAC WOULD HAVE TO BE LABELED AS INTELLIGENCE. THE TECHNICAL REPORTS CAME OUT PRIMARILY FROM A44 OR FROM THE COMINT PEOPLE IN A43, I THINK THAT'S IT.

OGA

F: WHAT AGENCIES IN WASHINGTON DID YOU SERVE? DID YOU SERVE DIA BY GIVING THEM INFORMATION, BUT WERE THERE SOME EXOTIC AGENCIES LIKE SPACE ELEMENTS OR NASA OR SOME OTHER ORGANIZATIONS THAT LIKED TO RECEIVE THESE INTELLIGENCE REPORTS?

P: WELL, THE DEFSMAC INTELLIGENCE REPORTS HAD A STANDARD DISTRIBUTION WHICH INCLUDED EVERYBODY IN THE U.S. GOVERNMENT WHO WAS CERTIFIED TO RECEIVE TOP SECRET CODEWORD, AND I MEAN ALL KINDS OF CODEWORDS, INFORMATION. THE PEOPLE WHO WERE THE PRIMARY CUSTOMERS WERE, DIA, BECAUSE THEY WERE RESPONSIBLE IN

DQD FOR PROVIDING TO THE OSD THE EVALUATIONS ON SOVIET MISSILE AND SPACE WEAPONS SYSTEMS. THEY HAD TO BE ABLE TO TELL FTD THE ARMY AND THE NAVY FOLKS WHAT DATA TO ANALYSE, WHAT TO REPORT TO THEM AND WHEN, HOW THEIR SCHEDULES WERE GOING TO BE. THE NASA PEOPLE HAD AN ORGANIZATION THAT HAD SOME CLEARED PEOPLE JUST TO SORT OF KEEP TRACK OF WHAT THE RUSSIANS WERE DOING AND ALSO TO TRY TO DETERMINE WHAT KIND OF IMPACT WHATEVER THE RUSSIANS MIGHT DO IN SPACE WOULD HAVE ON THE NASA SPACE PROGRAM. THE REST OF THE WORLD WAS USED MERELY AS A SOURCE OF ADDITIONAL INTELLIGENCE INFORMATION ON THE THREAT.

F: DID RED STONE ARSONAL CONTRIBUTE ANYTHING AT ALL?

P: NO, NO, NOT TO THE REAL-TIME WORK. RED STONE ARSONAL DID SOME WORK IN ANALYSING TELEMTRY, THEY WERE MEMBERS OF TEBAC. THEY DID MORE, THEY DID THE LONG-TERM ANALYSIS FOR THE ARMY. THE ARMY'S MISSION WAS SHORT-RANGE, INTERMEDIATE-RANGE AND DEFENSIVE WEAPONS SYSTEMS. RED STONE DID A FAIR AMOUNT OF THAT. ANOTHER OUTFIT DOWN IN VIRGINIA ALSO DID SOME OF THEIR WORK. THE NAVY DID ALL NAVAL MISSILES REGARDLESS OF OFFENSE OR DEFENSE AND THE AIR FORCE WAS CHARGED TO DO THE LARGE BALLISTIC MISSILES AND SPACE WEAPONS, BUT THEY DID EVERYTHING ELSE TOO.

F: JUST TO KEEP THEIR FINGER IN?

P: YEP

F: THEY DIDN'T WANT TO BE LEFT OUT HUH?

P: THEY DID NOT WANT TO BE LEFT OUT.

F: MR. PRYDE SHALL WE TALK MORE ABOUT SMAC, OR SHALL WE MOVE INTO THE DEFSMAC ESTABLISHMENT?

P: SMAC WAS...IS...WAS PRETTY MUCH LIMITED TO WHAT I DESCRIBED IT, IT WAS THE PLACE WHERE...THAT HAD THE REAL-TIME COMMUNICATIONS TO THE FIELD AND WHICH WAS THE NSA ARM FOR REAL-TIME BOTH TASKING AND REPORTING OF MISSILE AND SPACE DATA.

F: CAN YOU SIGNAL...SINGLE OUT ONE INDIVIDUAL WHO SAID, "WE HAVE TO HAVE A CENTRAL LOCATION, WE HAVE TO HAVE SOMETHING," THAT LATER BECAME SMAC

P: THAT'S CHARLIE, THAT'S CHARLIE

F: CHARLIE TEVIS?

P: CHARLIE TEVIS

F: CHARLIE TEVIS WAS THE ONE?

P: YES.

F: YEAH, WE HAVE INTERVIEWED HIM AND I THINK THAT HE TOLD US THAT...

P: HOW IS CHARLIE?

F: OH HE'S GREAT,

T: HE'S STILL SHARP

F: HE LOOKED WELL

P: CHARLIE ACTUALLY LOOKS BETTER, OH I GUESS THAT'S TRUE OF MOST OF US BY

THE WAY, LOOKED BETTER AFTER HE STOPED WORKING THAN HE DID FOR A LONG TIME, BEFORE HE LEFT.

F: HE SEEMED TO HAVE GAINED A LITTLE WEIGHT, AND HE HAD COLOR IN HIS CHEEKS. HE'S DOING WELL

T: MR. PRYDE HAS LOST WEIGHT, I THINK

F: BOY DID HE EVER!

P: THAT'S THE...YOU SEE THAT'S NOT A...IT IS A FAIR AMOUNT OF WEIGHT, BUT I'M STILL A LARGE PERSON, I WEIGH 185 POUNDS.

F: YOU'VE LOST 50 POUNDS I BET..

P: MORE THAN THAT, 70 ACTUALLY. FROM THE ACME OF MY WEIGHT 70 POUNDS, I WEIGHED 250 ONCE. I SHOULDN'T SAY THAT, I HAD A DOCTOR SAY TO ME EARLY, AS LONG AS YOU DON'T WEIGH ANYMORE THAN YOU DID WHEN YOU WERE 20 YEARS OLD, YOU'RE ALRIGHT...WHEN I WAS 20 YEARS OLD I WAS OUR OFFENSIVE FULL-BACK, BLOCKING-BACK AND STRONG SIDE LINE-BACKER, I WEIGHED 250.

F: OH MY, I BET THE DOCTOR DIDN'T KNOW THAT

P: HE DIDN'T, AND I NEVER SAW ANY REASON TO TELL HIM THAT

F: ALRIGHT. DEFSMAC, BY THE TIME YOU BECAME...OH WAIT A MINUTE, WE'VE GOT A COUPLE PLACES TO GO BEFORE WE GET THERE. YOU WENT TO D-3 AS A CRYPTOLOGIC STAFF OFFICER..

P: YEP, THAT CAME OUT OF A SORT OF AN INTERESTING LIFE THAT I LEAD. I SPENT A YEAR IN THE PENTAGON AS A PERSON ASSIGNED TO ASD COMMUNICATIONS SECURITY AND INTELLIGENCE, WORKING FOR BOB FOLKY ((PHON)) I WAS SUPPOSED TO BE AN INDEPENDANT ANALYST ASSIGNED TO THE PENTAGON, NSA PAID MY SALARY, BUT THEY WEREN'T SUPPOSED TO HAVE ANY CONTROL OVER ANYTHING I DID, BECAUSE WE WERE THE INTELLIGENCE PROGRAM EVALUATORS, BUDGETORS, ETC. IT WAS A RELATIVELY SMALL OUTFIT, AND THE FIRST TIME THEY HAD COMBINED ALL OF THAT UNDER ONE ROOF, AND IN ORDER TO MAKE IT WORK, THEY FENCED THE INTELLIGENCE BUDGET FOR THE FIRST TIME. WHICH MENT THAT NOBODY COULD GO AND PIDDLER IN THE INTELLIGENCE DOLLARS, FOLKY OWNED THEM ALL. SORT OF AN INTERESTING SIDE-LINE ON THAT, A FEW YEARS AFTER ALL OF THAT, GENERAL RYAN ((PHON)) DECIDED HE WANTED SOME MORE B-52s SO HE HAD A LINE-ITEM...CAN WE CUT THAT?

F: YOU WANT TO CUT IT?

P: WELL, NO, THAT'S OKAY. THERE WAS A LINE-ITEM IN THE AIR FORCE BUDGET WHICH HAD LOTS OF MONEY IN IT AND RYAN KNEW WHAT THAT LINE-ITEM WAS FOR, AND RYAN SAID, I DON'T CARE WHAT THAT'S FOR I'M GOING TO BUY NEW B-52s WITH THAT MONEY. THAT CAUSE ALL KINDS OF CONSOLATIONS OFF OF THE CIA BUDGET.

F: I CAN BELIEVE IT, WAS HE SUCCESSFUL?

P: OF COURSE NOT.

F: GOOD.

P: IT WASN'T EVEN CLOSE, IN FACT HE WAS TOLD, WHY WOULD YOU WANT TO DO SOMETHING, WHY WOULD YOU EVEN WANT TO PROPOSE SOMETHING THAT UNSMART, IT'S NOT CHARACTERISTIC OF YOU. BUT THAT WAS A YEAR AND FROM THERE I CAME BACK TO THE BUILDING, TO KIND OF TRY AND SPREAD AROUND WHAT I LEARNED ABOUT HOW THE DEFENSE DEPARTMENT WAS PROGRAMMING, BUDGETING, AND ACTUALLY EVALUATING THE

9

LINE-ITEMS IN THE BUDGET.

F: SO YOU WENT TO N GROUP.

P: YES

F: AND WHAT KIND OF A POSITION DID YOU HAVE THERE?

P: IN N GROUP I WROTE THE MISSILE SECTION OR THE SPACE SECTION OF THE NATIONAL SIGINT PLAN. WE WERE BUSY TRYING TO WRITE THE FIRST SIGINT PLAN. WE HAD A GREAT BUDGET, BUT EVERYBODY SAY, "OKAY WHAT'S THE BUDGET BASED ON?" AND THERE WAS NO REAL PLAN...THERE WAS A SET OF ORGANIZED THINGS THAT NSA WANTED TO DO, BUT NO STRUCTURED PLAN. WE SPENT A YEAR WORKING TO GET THE FIRST NATIONAL SIGINT PLAN PUT TOGETHER. I DON'T KNOW IF ANYBODY USES IT, EVEN TO THIS DAY. IT TURNS OUT THAT PLANS ARE GREAT THINGS TO HAVE ON A SHELF, BUT MOST PEOPLE DON'T PAY ANY ATTENTION TO THEM AFTER THEY ARE DONE. THEY ARE ACTUALLY PASSE BY THE TIME YOU GET THEM FINISHED.

F: I DON'T THINK THE SITUATION HAS IMPROVED AT ALL

P: OKAY.

F: SO, MOST OF YOUR CAREER IS MISSILE RELATED, FROM THE TIME YOU GOT STARTED IN COSA.

P: YES, UH-HUH

PL 86-36/50 USC 3605

F: OKAY, THEN YOU WENT TO W16.

BECAUSE SOMETHING THAT WE ALL KNEW AND LOVED, FLIM-FLAM, WAS GRADUALLY GOING AWAY.

F: I REMEMBER FLIM-FLAM, RIGHT. YOU WENT INTO DEFSMAC AS THE DEPUTY CHIEF?

P: NO...

10

F: OH, NO WAIT A MINUTE, WE'RE STILL IN, YOU WERE CHIEF OF W16 LATER ON, WHAT CHANGES DID YOU INSTITUTE,? WAS THERE ANY NEED FOR CORRECTING ANY PROBLEM AREAS, OR DID YOU SEE ANY DIFFICULTIES IN KEEPING...

F: OKAY, I'M GOING TO SWITCH TAPES...ALRIGHT SIR, PLEASE CONTINUE

F: HUH, WHAT A COMPLIMENT.

PL 86-36/50 USC 3605

P: IT REALLY IS. AS A TOTAL POPULATION, I DON'T THINK I HAVE EVER SEEN A HIGHER RATIO OF VERY BRIGHT PEOPLE IN ANY ONE LOCATION. KIND OF STRANGE, SOME OF THEM, BUT VERY, VERY BRIGHT.

F: YOU'D HAVE TO BE A LITTLE STRANGE

P: WELL, I DON'T THINK THAT YOU HAVE TO BE, BUT IN THIS CASE IT WAS TRUE.

F: IT DOESN'T HURT. FROM THERE YOU MOVED UP TO W STAFF?

P: YES, IN W I RAN THE RESOURCES PROGRAMS TO TRY TO HELP JIM BOONE GET A HANDLE ON WHAT WE COULD GET FOR THE MONEY WE HAD AND WHAT WE NEEDED TO DO TO GET EITHER MORE MONEY OR FEWER PROBLEMS. GETTING MORE MONEY PARTICULARLY AT THAT TIME TURNED OUT NOT TO BE VERY EASY, IT WAS DURING ONE OF THE, AS YOU KNOW THE DEFENSE SORT OF GOES LIKE THIS...WELL, THAT WAS A PERIOD WHEN IT WAS SORT OF EDGING DOWN TOWARD ONE OF ITS NADIRS. THERE WERE A COUPLE OF THINGS THAT WE WERE REALLY INTERESTED IN DOING IN W AT THE TIME, IN THIS CASE HAD LITERALLY NOTHING TO DO WITH MISSILES, IT WAS THE FINE GRAIN ELINT ANALYSIS THAT WE WERE TRYING TO DO.

F: I HAD A GREAT INTERVIEW WITH JIM BOONE OUT IN CALIFORNIA, TRW, A COUPLE YEARS AGO. HE'S WELL AND HAPPY.

P: I KNEW HE WAS HAPPY. I HAVE NOT SEEN JIM FOR A BETTER PART OF A COUPLE OF YEARS, BUT LAST TIME I SAW HIM, HE HAD JUST MOVED TO A PLACE WHERE HE DIDN'T HAVE TO GO TO THE AIRPORT TO FLY TO WORK EVERY MORNING.

F: OH, YEAH

P: I SAID, "GEE, THINK OF ALL THE PEOPLE WHO WOULD LIKE TO BE ABLE TO SAY THAT THEY HAVE TO FLY TO WORK...THEY ARE FLOWN TO WORK IN THE COMPANY PLANE EVERY MORNING!" HE SAYS, "ITS ALRIGHT TO HAVE TO SAY THAT, BUT GETTING ON AND OFF AIRPLANES IS SOMETHING ELSE." HE HAD GOTTEN KIND OF TIRED OF IT.

F: I CAN BELIEVE THAT

P: WELL, AFTER A WHILE I GOT TO BELIEVE THAT TOO. THERE WAS A TIME IN MY LIFE WHERE THERE WAS NOTHING BETTER THAN AN AIRPLANE. BUT YOU JUST CAN'T DO THAT TOO MANY TIMES, I FIND.

F: WHEN YOU WERE IN W STAFF, MR. PRYDE, DID YOU HAVE ANY DESIRE TO MOVE IN AND TAKE OVER THE DIRECTORSHIP OF DEFSMAC?

P: I ALWAYS WANTED TO BE THE DIRECTOR OF DEFSMAC. DEFSMAC WAS ONE OF THE PLACES THAT I THOUGHT WAS REALLY A FUN PLACE TO WORK. I HAD BEEN ASSOCIATED WITH DEFSMAC IN ALL OF THE OTHER JOBS I HAD IN W, [REDACTED]

[REDACTED] AND ALL OF THOSE LOCATIONS GAVE ME A GOOD VIEW FOR, AND A DESIRE TO BE ASSOCIATED WITH DEFSMAC IN A REAL-TIME SENSE. EVEN BACK IN THE DAYS WHEN I WAS ON THE A STAFF, THE SMAC, WHICH BECAME DEFSMAC, THOSE WERE THE GUYS THAT I'D HAVE TO GO TALK TO AT NIGHT SO THAT I'D BE READY TO GO AND DISCUSS THE LAUNCH AT 8 O'CLOCK THE NEXT MORNING. SO, IT WAS NOT AS IF SOMEBODY CAME AND SAID, "HEY I HAVE THIS STRANGE JOB FOR YOU." IT WAS A JOB THAT I BOTH KNEW AND YOU THE JOBS YOU'D LIKE TO HAVE, DEFSMAC WOULD HAVE BEEN THE TOP ONE.

F: DID YOU COME IN AS A DEPUTY?

P: NOPE

F: YOU CAME IN DIRECTLY AS CHIEF.

P: BACK IN THOSE DAYS, THE DEPUTY WAS ALWAYS A MILITARY PERSON FROM DIA. I DON'T KNOW WHETHER THAT'S CHANGED OR NOT

T: STILL THE SAME, STILL THE CURRENT ONE

F: DID YOU WORK WITH...

P: MAX MITCHELL?

F: MAX MITCHELL, RIGHT.

P: YES. I KNEW MAX WHEN...BOTH IN DIA BEFORE HE CAME HERE AND MAX WAS HERE

PL 86-36/50 USC 3605

IN NSA, AS A MILITARY OFFICER BEFORE BECAME THE DEPUTY OF DEFSMAC.

F: JOE ORSHMAN ((PHON))

P: JOE WAS MY DEPUTY.

T: THAT'S WHAT I WANTED TO KNOW

P: THE CHAPLAIN.

T: YES.

F: HE'S ALMOST A PRIEST NOW, HE'S STILL SO RELIGIOUS

P: HE WAS... I HAVE TO TELL YOU THAT JOE WAS ALMOST A PRIEST WHEN HE LEFT HERE TO GO TO FLORIDA. JOE, I WENT TO JOE'S, I GUESS YOU CALL IT ORDINATION, THE BISHOP OF BALTIMORE ORDAINED HIM. EXCEPT FOR HAVING A WIFE, JOE IS AS MUCH A CATHOLIC PRIEST AS ANYBODY I'VE EVER KNOWN.

F: JOE AND I ARE CLASSMATES FROM KRATIN ((PHON)) UNIVERSITY, JESUIT COLLEGE OUT IN OMAHA, NEBRASKA. SO, I'VE KNOWN HIM A LONG TIME.

P: HAVE YOU SEEN OR HEARD ANYTHING FROM HIM?

F: ABOUT THREE YEARS AGO, WE WERE DOWN IN ORLANDO FOR A PHOENIX SOCIETY GATHERING, HE'S DOING WELL, HE'S HAPPY.

P: IF YOU HAPPEN TO RUN ACROSS HIM, TELL HIM I ASKED ABOUT HIM

F: I SURE WILL, I SURE WILL. I WAS JUST TRYING TO PLACE YOU IN TIME AND WHO YOUR DEPUTY WAS, BUT THAT'S FINE.

P: OKAY. I WILL TELL YOU THE ORDER OF... I WAS THE FORTH DIRECTOR OF DEFSMAC. CHARLIE TEVIS AND MAX MITCHELL WERE THE FIRST CHIEF AND DEPUTY. MAX MITCHELL WAS THE SECOND CHIEF AND I'VE FORGOTTEN WHO HIS....

T: STARK

F: GORDON STARK?

T: GORDON STARK WAS THE THIRD.

F: NO, I WAS TRYING TO REMEMBER WHO MAX'S DEPUTY WAS

T: THE DEPUTY....

P: YEP, BECAUSE MAX CAME TO WORK AT NSA AS A CIVILIAN TO BECOME THE CHIEF OF DEFSMAC. THEN GORDON STARK AND THEN JOE ORKMAN ((PHON)) AND I.

F: OKAY, SO BY THAT TIME, DEFSMAC HAD BEEN IN EXISTANCE FOR ABOUT 15 YEARS. WHEN YOU WALKED IN, DID YOU FEEL THAT IT WAS RUNNING VERY SMOOTHLY AND THERE WERE PROBABLY NOT MANY CHANGES YOU WOULD IMMEDIATELY MAKE, OR DID YOU HAVE A LOT OF CHANGES, SUGGESTIONS IN THE BACK OF YOUR MIND?

P: NO, ONE OF THE THINGS THAT I ALMOST NEVER DO IS GO TO A NEW JOB WITH AN IDEA OF CHANGING WHAT IS A SUCCESSFUL ORGANIZATION. I THINK THAT IS IN BAD TASTE TO BEGIN WITH, AND I THINK A LOT OF PEOPLE MAKE AN ERROR JUST BELIEVING THAT YOU HAVE TO CHANGE SOMETHING BECAUSE "I'M HERE NOW." OVER ALL OF THE YEARS THAT I HAD KNOWN ABOUT DEFSMAC, THERE WERE VERY FEW THINGS THAT I THOUGH DEFSMAC DID IMPROPERLY. OVER TIME, THERE WERE SOME CHANGES TO BE

MADE, NOT BECAUSE DEFSMAC WAS DOING THEM IMPROPERLY, BUT BECAUSE THERE WERE BETTER WAYS TO DO SOME OF THEM. ONE OF THE ONES THAT WE INSTITUTED WAS TO INVOLVE THE SOFTWARE PEOPLE WITH THE REST OF THE DEFSMAC ORGANIZATION IN DEVELOPING SOFTWARE THAT WAS USEFUL TO EVERYBODY, NOT JUST TO THE SOFTWARE PEOPLE. AND TO HAVE US UNDERSTAND WHAT THE SOFTWARE PEOPLE WERE DOING. THEY WOULD GO OFF IN THE CORNER AND COME OUT, "HERE'S A PIECE OF SOFTWARE FOR YOU" WE SAID, "YOU CAN'T DO THAT ANYMORE. WE ARE ALL GOING TO START OFF WITH OUR REQUIREMENT, YOU ARE GOING TO UNDERSTAND WHAT THE DEFSMAC REQUIREMENT IS, WE'RE GONNA UNDERSTAND WHAT YOU ARE GOING TO DO TO SATISFY THAT, AND WE ARE GOING TO HAVE PERIODIC REVIEWS, AND WE HAD THOSE, AND I TURNED OUT TO HAVE WORKED OUT VERY WELL. THAT'S ONE OF THE THINGS THAT SORT OF HELPED ME WHEN I DECIDED TO GO OFF AND DO SOMETHING DIFFERENT AFTER I RETIRED.

EO 3.3b(3)
OGA
PL 86-36/50 USC 3605

F: UH-HUH. SO, YOU DIDN'T INSTITUTE MANY INOVATIONS IMMEDIATELY?

P: NO INOVATIONS IMMEDIATELY. THE THINGS THAT WERE CHANGED WERE PRIMARILY FROM OUTSIDE PRESSURES, ON OF THE..

F: WHEN YOU AND JOE WORKED TOGETHER, HOW DID YOU SHARE RESPONSIBILITY FOR THE OPERATION OF THIS CENTER? DO YOU HAVE A SPECIAL MANAGEMENT TECHNIQUE THAT YOU NORMALLY USE? DO YOU GIVE ONE PERSON THE ADMINISTRATION RESPONSIBILITY AND THE OTHER PERSON HAS OPERATIONAL RESPONSIBILITY, IS THERE SOME TECHNIQUE THAT YOU USE?

OGA

P: I'M TRYING TO THINK, GENERALLY I DON'T. WHAT I WOULD GENERALLY DO AND EVEN IN THE BUSINESS WORLD, IS THAT I SORT OF TAKE CHARGE OF WHAT'S THERE. ONE THING THAT I DO THAT A LOT OF PEOPLE FEND NOT TO AGREE WITH ALL THE TIME, IS THAT IF MY DEPUTY MAKES A DECISION, THE DECISION IS MADE, UNLESS THERE IS ABSOLUTELY SOME FATAL FLAW TO IT. I WILL NOT HAVE A DEPUTY WHO IS NOT EITHER CAPABLE OR PERMITTED TO DECIDE ON THE SPOT THAT SOME CHANGE NEEDS TO OCCUR OR SOME DECISION NEEDS TO BE MADE. JOE AND I GOT ALONG FINE UNDER THOSE CIRCUMSTANCES. THERE WAS NOT AND I...THIS WAS A LONG TIME AGO NOW, AS FAR AS I CAN REMEMBER, A SPLIT THAT SAYS, "JOE DID THIS TRIVIA AND I DID THAT TRIVIA..."

F: OKAY. SO YOU NEVER HAD TO COUNTERMAND ANY DECISIONS OR ANY ORDERS

P: NO, IF I DIDN'T LIKE SOMETHING THAT JOE DID, JOE AND I WOULD GO INTO MY OFFICE AND WE WOULD TALK ABOUT THAT, BUT JOE WOULD BE OF NO VALUE AS A DEPUTY TO ME IF I HAD TO GO, IF I WENT AND TOLE SOMEBODY, "GEE, I DON'T LIKE WHAT JOE DID, I'M GOING TO CHANGE THE ORDER."

F: GOOD...

P: YOU KNOW, IF JOE DID SOMETHING THAT WAS ABSOLUTELY DAMAGEING TO THE ORGANIZATION, I'M SURE THAT I WOULD HAVE DONE THAT, BUT ALSO, I HAD ENOUGH CONFIDENCE IN JOE THAT I DON'T BELIEVE THAT HE WOULD HAVE DONE THAT. HE WOULD HAVE PASSED THE OPPORTUNITY TO MAKE THAT DECISION. THAT'S ONE OF THE OTHER THINGS THAT I LIKE ABOUT JOE, THERE WERE OCCASIONS WHEN HE COULD HAVE

MADE A DECISION, HE'D SAY, "GEE, I'D LIKE TO TALK ABOUT THIS ONE BEFORE WE DO IT."

F: THAT'S A GOOD DEPUTY, THAT'S RIGHT.

P: YEP...

F: YOU HAD A FEW TROOPERS FROM DIA SITTING SIDE-BY-SIDE WITH THE NSA PEOPLE, HOW DID YOU GET A LONG WITH THE DIA PEOPLE AT THE PENTAGON?

P: THE DIA PEOPLE AT THE PENTAGON, WE HEARD ABSOLUTELY NOTHING FROM NOR DID THE DIA PEOPLE HERE HEAR FROM THEIR SUPERIORS IN THE PENTAGON. I WOULD GO TO THE PENTAGON ONCE A MONTH TO...AND I THINK IT WAS DI3 IN THOSE DAYS, OR DT...WHATEVER IT WAS IT WAS 3. THERE WAS A SINGLE CONTACT IN THE PENTAGON WHO HAD THE RESPONSIBILITY FOR HOUSE MOTHERING THE DIA PART OF DEFSMAC FOR DIA. THE GUYS WHO SAT THERE REALLY DIDN'T KNOW WHAT DIA DID, REALLY DIDN'T CARE. FOR THE MOST PART THEY DIDN'T WANT TO BE BOTHERED. THE ONE THING THAT I WOULD HAVE DONE IF I COULD HAVE, I HAD ONE DIA PERSON, I WOULD HAVE PROBABLE HAVE GOTTEN A REPLACEMENT FOR, BUT DIA HAD NO PLACE FOR HIM.

F: DID YOU HAVE A SENIOR DIA REPRESENTATIVE HERE THAT WAS YOUR CONTACT WITH THE OTHER DIA TROOPS?

P: YEAH, THAT WAS JOE ORKMAN

F: OH, I SEE

P: JOE ORKMAN WAS THE DIA CHIEF

F: WAS HE CONSIDERED DIA?

P: JOE ORKMAN, YES

T: YES, THE DEPUTY IS ALWAYS DIA

F: I DIDN'T KNOW THAT

P: YELLOW BADGE

T: ALWAYS MILITARY, ALWAYS DIA...

F: I DIDN'T KNOW THAT

T: ITS A JOINT HAT THERE, OR THAT'S THE WAY ITS SUPPOSED TO BE

F: BECAUSE I REMEMBER JOE AS A LT. OR A CAPT. IN AFSOP ((PHON)) OR AFSIN ((PHON)) OR WHATEVER IT WAS WAY BACK IN '58, OKAY, I DIDN'T REALIZE THAT

P: YEAH, JOE...WHEN JOE CAME...I KNEW JOE AS A KELLY FIELD TROOP. WHEN JOE CAME TO WORK WITH ME, HE HAD HIS YELLOW BADGE AND SAID, "I AM FROM DIA." AND I SAID, "WELCOME JOE."

F: OKAY, VERY GOOD. WHO WRITES THE EFFICIENCY REPORTS FOR THE PERSON...THE PERSONAL APPRAISAL FORMS FOR THE DIA PEOPLE?

P: THE MANAGER OF THE ORGANIZATION FOR WHICH THEY WORK. NOW, THAT USED TO BE THE CASE. IS THAT STILL TRUE?

T: NO, NOT REALLY, IT IS WRITTEN HERE BY...NOW I DON'T KNOW WHO WOULD WRITE, LIKE MR. HENNEBERRY IS THE TOP MAN, I DON'T KNOW WHO WOULD WRITE HENNEBERRY'S

BUT BELOW HIM HE WRITES AND THEN OF COURSE THE DEPUTY CHIEF PASSES IT IN.

P: I USED TO WRITE WHO WAS HENNEBERRY'S PREDECESSOR?

T: COLELLA?

P: COLELLA. I WROTE COLELLA'S.

T: YEAH, I DON'T KNOW WHO WRITES HENNEBERRY'S BUT I DO KNOW THAT DC60 AS WE NOW HAVE OUR DIA PEOPLE AND WE DON'T HAVE TO REPORT, THEY WILL SOMETIMES WILL CHANGE THINGS, THEY ARE VERY NITPICKY. THEY DON'T ((2 OR 3 WORDS MISSED)), I MEAN THEY HAVE THESE FORMS AND YOU CAN HEAR NOREEN FUSS, YOU'VE WRITTEN TOO MANY WORDS, I CAN ONLY HAVE THIS MUCH OF A SPACE TO PUT IT IN AND THEY DON'T ALLOW US TO PUT AN EXTRA SHEET OF PAPER ON. IF YOU PUT AN X IN THE WRONG SPOT, THEY SEND IT BACK. THEY ARE VERY REGIMENTED IN WHAT THEY DO, BUT THEY DON'T REALLY INTERFERE AT ALL WITH ALL THE ((1 WORD)) DOWN HERE ((HELEN IS IN THE BACKGROUND AWAY FROM THE RECORDER, AND IS VERY FAINT AND DIFFICULT TO UNDERSTAND)) WITH THE EXCEPTION....

P: THEY DON'T, THEY USED TO NOT EVEN PARTICIPATE, I'M SURE THEY WOULDN'T DARE INTERFERE....

T: WELL NOT WITH THE DAY TO DAY MANAGEMENT, THERE'S MORE AND MORE PROBES INTO IT NOW. THESE PEOPLE HAVE TO GO DOWN THERE FOR SCHOOLING ON THIS OR THEY HAVE TO TAKE SOMETHING ON THAT AND THERE IS...AND I GUESS THERE IS AS IT WAS BEFORE ON WHO ACTUALLY SAYS WHAT INTERCEPT POINT WILL GO WHERE AND DO WHAT, THERE'S SOMETIMES A DISAGREEMENT

A FEW TIMES THERE'S BEEN SOME CONTROVERSY ON THAT.

P: MY, MAYBE DIA WANTS TO SERIOUSLY BE A PARTICIPANT.

T: BOY, I WOULD LIKE THAT

P: BACK IN THE OLD DAYS, WE MADE THE DECISIONS AND THE ONLY PEOPLE WE HAD TO WORRY ABOUT WERE THE FOLKS FROM THE JCS.

F: DID YOU GET ANY INPUT AT ALL FROM STATE OR CIA OR ANY OTHER MILITARY OR GOVERNMENTAL ORGANIZATION?

P: MOST OF THE INPUT THAT WE GOT IN DEFSMAC WOULD COME THROUGH GAMAIC ((PHON)) CHANNELS AS THE NATIONAL REPRESENTATIVES...GAMAIC CONSISTED OF, CIA, NSA, DIA, THE THREE SERVICIES AND STATE, I THINK THAT'S ALL, NO THERE WERE MORE THAN THAT...AND NASA. SO WHEN THEY SAID, "GEE HERE'S WHAT WE WOULD LIKE TO DO" UNLESS IT WAS TURNED DOWN AT THE USSID LEVEL THAT WAS AS GOOD AS HAVING A REQUIREMENT FROM THE WHOLE GROUP AND WAS ESSENTIALLY STAMPED BY THE WHAT AMOUNTED TO THE MISSILE OR SPACE INTELLIGENCE COMMUNITY.

F: YOU MENTIONED...

P: WISSIK ((PHON)) IS THE THING THAT I WAS TRYING TO REMEMBER..

T: THAT'S RIGHT, I WAS WONDERING IF YOU DIDN'T....WISSIK IS VERY ALIVE AND WELL

P: OKAY

F: IS THAT A PERSON?

P: NO

EO 3.3b(3)
OGA
PL 86-36/50 USC 3605

16

PEOPLE WOULD TEND NOT TO PUT AS MUCH INTO THIS ACTIVITY.

T: RIGHT. WELL, YOU KNOW THAT THEY'VE JUST COME OUT WITH THE THING NOW WHERE THEY ARE ANNOUNCING AHEAD OF TIME BEFORE THEY LAUNCH ANYTHING, SUPPOSEDLY.

F: IS THAT TRUE. THERE'S NO REASON FOR US TO KEEP ALL OF OUR SIGNAL SOURCES ACTIVE 24 HOURS A DAY?

P: NO, NO I THINK YOU STILL HAVE TO KEEP ALERT. BECAUSE THEY...I DON'T THINK ANYWHERE AROUND THEY'VE SAID, "GEE, WE'RE NOT GOING TO TRY AND DO SOMETHING THAT WILL GET US AHEAD OF YOU."

T: NO, THEY...THE ONLY THING THAT I CAN SAY IS WHEN WE GET READY TO LAUNCH, WE'LL NOTIFY YOU THAT'S THE AGREEMENT IN ALL THE NEWSPAPERS AND EVERYTHING. ALL THE POLITICIANS ARE GETTING ON A BAND WAGON AND SAYING, "CUT THE DEFENSE BUDGET" ANYBODY THAT HAS DEALT WITH THEM KNOWS THAT IF YOU'RE WEAK, YOU GETS STEPPED ON.

F: THAT'S RIGHT. MR. PRYDE, YOUR RELATIONSHIP WITH NSOC?

P: WELL, LET'S SEE, AT THE TIME THAT I WAS IN DEFSMAC, NSOC WAS REALLY JUST GETTING STARTED VERY WELL. THERE WAS A CSOC, I THINK WHICH PRECEDED ALL OF THAT, AND THAT WAS A RELATIVELY SMALL FUNCTION. THE ONLY...LET'S SEE IF I WANT TO CALL IT A PROBLEM...THE ONLY DIFFICULTIES WOULD BE OCCASIONAL DIFFERENCES IN WHO SHOULD REPORT WHAT REGARDING SOVIET MISSILE AND SPACE ACTIVITIES. FOR A PERIOD OF TIME THERE WAS A SERIES OF DISCUSSIONS REGARDING WHO WAS GOING TO BE RESPONSIBLE FOR REPORTING CERTAIN SPACE DATA, RECCE DATA PRIMARILY. DEFSMAC HAD ALWAYS REPORTED IT AND WE GOT THE DIRECTOR TO AGREE THAT DEFSMAC SHOULD CONTINUE TO ALWAYS REPORT IT. WE KNEW THE MATERIAL, WE KNEW THE CUSTOMER, WE HAD A HISTORY OF HAVING DONE SO, AND THAT WENT AWAY. I SUSPECT THAT OVER TIME THAT MAY HAVE GOTTEN TO BE MORE AND MORE OF A PROBLEM, NOT NECESSARILY THE SPACE DATA, BUT WHO REPORTS WHAT.

F: OH YEAH. WHO WAS DIRECTOR WHEN YOU WERE DIRECTOR OF DEFSMAC? WAS THAT GENERAL BLAKE?

P: NO BOBBY INMAN.

F: HE WAS? OH, YEAH, IT WAS THE '70'S I WAS THINKING OF THE '60'S, ALRIGHT. DID HE SHOW INTEREST, AN INTEREST IN DEFSMAC?

P: ONLY IN MAKING SURE THAT...BOBBY INMAN GAVE DEFSMAC ALMOST WHATEVER IT COULD PROVE IT NEEDED. ONE OF THE THINGS THAT KIND OF SUPRISED ME, HE NEVER CAME TO VISIT. BUT, IF I ASKED FOR NEW EQUIPMENT, AND SAID HERE'S WHY WE NEEDS IT AND HERE'S WHAT YOU GET FOR US HAVING HAD IT, WE USUALLY GOT IT.

F: GOOD. SO THAT'S IT. A CERTAIN TYPE OF SUPPORT, I GUESS YOU'D CALL IT.

P: YES. THE OTHER KIND OF INTEREST THAT HE PROVIDED WAS THAT WHOEVER CAME TO VISIT HIM, I GOT TO SEE HIM. THEY CAME, ONE OF THE THINGS THAT I FOUND OUT IN HOLDING THIS JOB FOR A WHILE, THAT ONE OF THE THINGS THAT I DIDN'T THINK I'D LIKE TO DO VERY OFTEN IS BRIEF. BUT I BRIEFED SO OFTEN AS THE DIRECTOR OF DEFSMAC, ANYBODY WHO CAME IN WITH MORE THAN TWO STARS, I HAD AN ACHTUNG WHICH SAID, EITHER I HAD TO BE AVAILABLE OR JOB HAD TO BE AVAILABLE TO GIVE THEM THE DEFSMAC BRIEFING.

T: THAT STILL IS TRUE TODAY.

F: IS THAT SO

(19)

P: BUT THE FACILITIES ARE OUT THERE.

F: OH YEAH, BUT WOULD THE QUALITY OF THE PICTURE HAVE IMPROVED OVER THE LAST 15 YEARS?

P: THE QUALITY WOULD HAVE IMPROVED, I'M ASSUMING, BECAUSE THE QUALITY OF PROCESSING HAS IMPROVED, NOT NECESSARILY THE RECEIVER SYSTEMS OR ANTENNAS OR ANYTHING ELSE, BUT I CAN DO THINGS WITH DIGITAL DATA TODAY, THAT WILL GET A REAL PICTURE OUT OF WHAT WOULD HAVE BEEN NOISE 10 YEARS AGO.

F: RIGHT, OKAY. TALKING ABOUT EQUIPMENT IN USE IN DEFSMAC, WERE YOU RESPONSIBLE FOR REFABRICATING OR GETTING NEW TYPES OF EQUIPMENT INSTALLED THAT WERE THE CURRENT STATE-OF-THE-ART THAT YOU THOUGHT WERE NEEDED BY THE WATCH OFFICERS?

P: YES, OH YEAH. ONE OF THE THINGS THAT WAS GOING ON ABOUT THE TIME THAT I LEFT WAS THE COMPLETE RECONFIGURATION OF THE FLOOR. THAT SHOULD HAVE BEEN DONE ABOUT A YEAR AFTER I LEFT HERE.

T: WELL, ITS STILL IN ITS PROCESS

P: WHAT HAPPENED?

T: ((GIGGLES))WELL, IT JUST TAKES A WHILE. THEY'RE STILL MODERNIZING IT.

P: OKAY, BUT THE PHASE THAT WAS UNDERWAY WHEN I LEFT SHOULD HAVE BEEN DONE

T: SURE, THAT PHASE, BUT THAT WASN'T THE FINAL PHASE

P: OKAY, I WOULD NOT HAVE EXPECTED THAT TO HAVE BEEN A FINAL PHASE.

T: IN...LET'S SEE, I WOULD SAY '85, '86, THROUGH '87, THERE WAS A BIG PUSH, AND THEY ARE STILL WORKING ON IT. EVERYBODY HAS TO HAVE PAPER WORK NOW AND THEY HAVE SOMETHING OUT NOW WHERE YOU HAVE TO HAVE A PLAN AND YOU MUST SUBMIT THAT PLAN BEFORE YOU CAN GET ANY WORK DONE, AND THAT TAKES TIME. YOU HAVE TO GET ON THE PRIORITY LIST.

P: YOU GOT TO BE A BIG BEUROCRACY

T: WELL... I DON'T THINK...

P: NOT DEFSMAC, NSA

T: I DON'T THINK THAT MAYBE DEFSMAC HAS AS MUCH PULL AS IT DID BEFORE, WHEN BEFORE IT WAS THE GALMOUR PLACE, THE PLACE TO GO. I THINK NSOC AND A COUPLE OF THE OTHER PLACES STARTED CHIPPING AWAY, THEY WANTED SOME OF THE GLORY.

F: WERE YOU...

P: BUT YOU HAVE TO REMEMBER THAT BACK IN THE TIME WHEN DEFSMAC WAS IN IT'S GLORY DAYS, THE REAL THREAT TO THE U.S. WAS A SOVIET MISSILE PROGRAM.

F: THAT'S RIGHT

P: NOW IF THE RUSSIANS KEEP SAYING, "GEE, WE'RE GOING TO GIVE UP MISSILES, AND WE'RE GONNA STOP DOING THIS AND STOP DOING THAT.." AND WHEN I LEFT HERE, THEY WERE ANNOUNCING OR PROVIDING US INFORMATION WHEN THEY WERE GOING TO LAUNCH. I DON'T KNOW WHETHER THAT IS STILL HOLDING UP OR NOT. WITH ALL OF THAT KIND OF THING GOING ON,

T: WITH VERY FEW EXCEPTIONS, VERY FEW.

EO 3.3b(3)
OGA
PL 86-36/50 USC 3605

P: SO I GOT TO ENJOY BRIEFING.

F: OH SURE

P: IT GETS TO BEING NOT MUCH OF A JOB TO BRIEF SOMETHING THAT YOU ENJOY AND SOMETHING YOU KNOW A LOT ABOUT..

F: AND SOMETHING YOU KNOW. SO WHAT KIND OF A BRIEFING DID YOU GIVE THEM? THE OPERATION OF THE CENTER AND THE MOST RECENT LAUNCHS AND HOW YOU WERE ABLE TO PREDICT THEM, THIS TYPE OF INFORMATION?

P: VERY SELDOM WOULD WE GIVE THEM HOW WE WERE ABLE TO PREDICT THEM. THEY WOULD BE...YOU WOULD HAVE TO BE SOMEBODY WHO HAD THE RIGHT SET OF CLEARANCES AND SORT OF A NEED-TO-KNOW. BACK IN THOSE DAYS, WE WERE PREDICTING LAUNCH

THEN WE'D GO THROUGH AN EXERCISE OF SHOWING A LAUNCH, WHO COLLECTED IT, HOW IT WAS GOTTEN BACK HERE, WHAT THE REPORT LOOKED LIKE, AND IF THE GUY HAD ANY INFLUENCE, WHAT KIND OF PROBLEMS WE HAD THAT THEY MIGHT HELP WITH.

F: DID YOU USE SORT OF A CANNED DEMONSTRATION OR DEMONSTRATION OR SIMULATION?

P: IT WAS CANNED.

F: YEAH, GOOD. THAT'S IMPRESSIVE. AND YOU CAN USE THE BEST OF EACH.

P: YEP, YEP

F: HELEN DO YOU HAVE ANY QUESTIONS AS WE'RE GOING ALONG HERE, I'M SORT OF MONOPOLYZING...

P: UH....

PL 86-36/50 USC 3605

F: BEFORE YOU ANSWER, LET ME SWITCH PLEASE

[REDACTED]

F: UH-HUH. DO YOU NEED MORE ON THAT HELEN?

T: NO.

EO 3.3b(3)
OGA
PL 86-36/50 USC 3605

F: OKAY, WE'RE GETTING CLOSE TO THE END MR. PRYDE. **LET ME ASK A QUESTION.** ANY UPSTANDING EVENTS OR ACHIEVEMENTS THAT YOU WOULD CARE TO RECALL DURING YOUR TENURE AS DIRECTOR OF DEFSMAC? THERE ARE PROBABLY DOZENS THAT STAND OUT BUT COULD YOU SINGLE OUT MAYBE ONE OR TWO OR THREE IF YOU'D LIKE? I KNOW THAT'S CATCHING YOU KIND OF COLD, BUT WHATEVER YOU CAN GIVE IT.

[REDACTED]

F: OKAY

P: WE SPENT A LOT OF TIME DEALING WITH THE AIR FORCE ON THAT SUBJECT.

F: WHEN YOU WERE...WELL, I WAS GOING TO EXPAND THAT QUESTION. WHAT DID

DEFSMAC ACCOMPLISH THAT WAS MOST NOTWORTHY DURING YOUR TENURE? NEW EQUIPMENT, INTERCEPTING SIGNALS OF A NEW GENERATION MISSILE, NEW REPORTING FORMAT, IT COULD GO ON AND ON, CAN YOU THINK OF ANYTHING THAT'S OUTSTANDING OR MOST NOTEWORTHY IN THAT REALM?

PL 86-36/50 USC 3605

P: I THINK THE THING THAT DEFSMAC DID THAT WAS PROBABLY AS IMPORTANT AS ANYTHING ELSE, WAS THAT WE BEGAN TO IMPLEMENT IN REAL-TIME SOME OF THE TECHNIQUES THAT THE AGENCY WAS DEVELOPING

[REDACTED]

WE'RE REALLY SORT OF STRETCHED THE LIMITS OF DEFSMAC'S REAL-TIME REPORTING A LITTLE BIT.

F: GREAT.

P: WASN'T VERY PRECISE, BUT IT ALMOST ALWAYS TOLD US WHETHER THE SYSTEM WE SAW WAS ONE THAT WE'D SEEN BEFORE OR A MODIFIED ONE OR THERE WAS SOMETHING WRONG WITH IT.

F: DURING YOUR TERM, WERE THERE PROBLEMS, DIFFICULTIES THAT ABSOLUTELY BUGGED YOU AND DEFIED SOLUTION? SOMETHING THAT YOU COULDN'T RESOLVE, DO YOU REMEMBER ANY OF THOSE?

P: NO.

F: THEY ARE PROBABLY STILL HANGING OVER THE HEAD OF THE PRESENT DIRECTOR

P: IT...THEY MAY WELL BE, BUT I CAN'T REMEMBER ANY AT THE MOMENT.

F: HELEN, IS THERE ANYTHING ELSE ON DEFSMAC THAT YOU WOULD LIKE TO TALK ABOUT? ANYTHING MR. PRYDE THAT YOU WOULD LIKE TO ((?ILLUSIDATE?))?

P: NO I WOULDN'T THINK SO.

T: NO, YOU'VE COVERED EVERYTHING ELSE THAT I HAD NOTES ON.

P: ALRIGHT.

F: AFTER YOU LEFT DEFSMAC YOU WENT TO

[REDACTED]

F: WHAT DID YOU DO THERE?

P: LET'S SEE, IF THE DIRECTOR WANTED ANYTHING DONE [REDACTED] I WAS THE PERSON WHO HAD TO GO OFF AND TRY AND GET IT DONE. A LOT OF PERIODS THAT I SPENT THERE I SPENT TRYING TO IMPROVE THE RELATIONS BETWEEN OURSELVES AND THE SECRETARIAT AND SUPPORTING [REDACTED] OPERATIONS THAT WERE GOING ON DOWN THERE.

F: OKAY. SO THIS WAS OVER AND ABOVE THE [REDACTED] THIS WAS A SPECIAL POSITION

P: NO, I WAS THE [REDACTED]

F: OKAY, ALRIGHT. THAT'S WHAT I... I COULDN'T QUITE FIGURE IT OUT.

P: THAT WAS MY JOB. MOST OF THAT YEAR WAS SPENT WITH... PRIMARILY WITH [REDACTED] I HAD ENDED UP RUNNING A WEEKLY BRIEFING FOR [REDACTED] WHATEVER NSA HAD THAT WAS REALLY HOT, EVERY WEEK, I'D GET [REDACTED] TO HEAR IT. THE OTHER ONE... DURING THAT TIME WE WERE BUSY TRYING TO GET HOSTAGES BACK.

F: OKAY. THE IRANIAN CRISIS

P: UH-HUH

F: MR. PRYDE, ANY FOND MEMORIES, ANY RECOLLECTIONS, ANYTHING THAT YOU WOULD LIKE TO PUT ON TAPE TO SORT OF WRAP THIS UP?

P: NO THE ONLY RECOLLECTION OR FOND MEMORY IS THAT I HAD ALWAYS WANTED TO BE THE DIRECTOR OF DEFSMAC AND IT WAS ONE OF THE MOST ENJOYABLE ASSIGNMENTS THAT I HAD. IT REALLY WAS SORT OF A CULMINATION OF DOING LOTS OF THINGS IN A4 AND W REGARDING THE MISSILE PROGRAM AND SORT OF CAPPED THE WHOLE THING OFF. MY LAST ASSIGNMENT WITH THE COMPANY WAS ONE THAT NEEDS TO GET DONE, BUT IT WAS NOT ONE OF THE ONES THAT I WANTED TO ENJOY.

F: IT WAS NOT SATISFYING?

P: WELL, IT WAS SATISFYING BECAUSE IT HAD TO BE DONE. BUT IT WAS NOT ONE THAT I WOULD HAVE EVER SAID, "GEE I WOULD LIKE TO DO THAT."

T: MR. PRYDE, I DON'T THINK I GOT IT TOO CLEAR, MR. STARK LEFT AND YOU CAME IN AS DIRECTOR?

P: UH-HUH

T: YOU VOLUNTEERED, YOU ASKED FOR THE JOB OR THEY SAID, "WOULD YOU LIKE IT?"

P: NO. ADMIRAL INMAN SAID, "YOU ARE GOING TO BE THE NEW DIRECTOR OF DEFSMAC, WHEN WOULD YOU LIKE TO GO?"

F: OH, ONE OF THOSE HUH? YOU HAVE BEEN VOLUNTEERED, HUH? GOOD

T: OKAY

F: ANYTHING ELSE HELEN?

T: NO

F: WELL, MR. PRYDE, WE WANT TO THANK YOU VERY MUCH FOR YOUR TIME. IT'S BEEN VERY USEFUL, VERY INFORMATIVE, ENJOYABLE...

P: IT'S BEEN A PLEASURE.

F: BUT BEFORE WE GO, I WANT TO THANK YOU HOW TO CLASSIFY THESE TWO CASSETTES? DID YOU TALK ABOUT ANY TK MATERIAL? ANY GAMMA MATERIAL? ANY SENSITIVE?

P: NO GAMMA, THERE IS A LITTLE, NOT A LOT, I DON'T EVEN THINK I WANT TO TELL YOU THAT IT'S TK

F: I DON'T THINK YOU DO

P: I DON'T THINK SO EITHER

F: DO YOU HELEN?

P: IT'S BEEN A LONG WHILE. I WOULD THINK NOT, I WOULD THINK THAT TS
CODEWORD.

F: TOP SECRET CODEWORD IS ADAQUATE?

P: YES

F: ALRIGHT SIR, AS I SAY IF YOU WANT THIS DISPENSATION FORM, I'D BE HAPPY TO
ACCEPT IT

T: I JUST NEED YOU TO SIGN DOWN THERE

P: YOU HAVE TO START ME OFF EARLIER THAN THAT. I ENTERED ON DUTY ON 30
SEPTEMBER 1950

F: AFTER YOUR TWO YEARS IN THE SERVICE.

P: NO, ACTUALLY AFTER I CAME BACK FROM...AFTER I GOT OUT OF COLLEGE.

F: ALRIGHT SIR. SO, LET ME THANK YOU AGAIN SIR AND I'LL JUST FLIP HER OFF
AND WE CAN SIT BACK AND RELAX.

P: OKAY, THANK YOU

//TAPE ENDS HERE//

~~TOP SECRET CODEWORD~~

(24)