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CLASSIFICATION MANAGEMENT

National Classification Management
Society Journal

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First National Seminar

PROGRAM

International Conference Room, Department of State

TUESDAY, JULY 13, 1965

8 a.m.—Registration

9 a.m.—Call to Order, R. L. Durham, ACDA, Seminar Chairman
Greetings from Chairman of the Board, D. B. Woodbridge,
UCNC
Greetings from President, NCMS, R. J. Rushing, Lockheed
MSC

Annual Business Meeting and Installation of Officers

11 a.m.—Invocation, Father Louis Quinn, Holy Cross Parish, Kensington, Md.

11:15 a.m.—Welcome, William J. Crockett, Deputy Undersecretary for Administration, Department of State

11:30 a.m.—**The Age of Insurgency**, Richard Sanger, National Interdepartmental Seminar, Foreign Service Institute.

12:30 p.m.—Lunch

2 p.m.—Greetings from American Society of Industrial Security,
James A. Davis, First Vice President, ASIS.

2:15 p.m.—**Industry Looks at Classification Management**

Moderator: Richard Healy, Aerospace Corporation

Panelists: Donald B. Woodbridge, Union Carbide Nuclear Co.

James G. Marsh, Sandia Corporation

John B. Mackey, GE, Cincinnati

4:30 p.m.—Adjournment

6:30-8:30—President's Reception, GOLD ROOM, Officers' Club, Bolling AFB

WEDNESDAY, JULY 14, 1965

8:30 a.m.—Registration

9:30 a.m.—PANEL—Executive Views on Classification Management

Moderator: George MacClain, Dir. for Classification Management, OSD

Panelists: Hon. John E. Moles, Chairman, Sub-committee on Foreign Operations and Government Information, House of Representatives

Hon. William J. Howard, Assistant to the Secretary of Defense (Atomic Energy)

Walter T. Skallerup, Jr., Deputy Assistant Secretary of Defense (Security Policy)

E. Louis Nichols, Administrative Director, Lockheed MSC

11:30 a.m.—**International Aspects of Classification Management**, Hon. Adrian S. Fisher, Deputy Director, Arms Control and Disarmament Agency.

12:30 p.m.—Lunch

2 p.m.—PANEL—Realizing Savings from Classification Management

Moderator: Robert J. Rushing

Panelists: Edward H. Calvert, ACFI

L. F. McConnell, System Development Corp.

Francis E. Wilkie, Lt. Col., USAF, Patrick AFB

A. A. Correia, Major, USAF, Norton AFB

4:30 p.m.—Adjournment

Registration fees: \$10.00 for attendee, \$15.00 for attendee and spouse (Fee includes President's Reception)

SEND ADVANCE REGISTRATIONS TO Mr. Eugene J. Suto, 6116 Roseland Lane, Rockville, Md. 20852.

Meeting will be reported in the Summer issue of the National CLASSIFICATION MANAGEMENT Society Journal, which will be sent to all attendees.

The President's Letter . . .

This, the first issue of the NCMS Journal, is a milestone for NCMS and a first in the field of Classification Management. It is but 16 months since the initial exploratory meeting at Livermore, California. At that time a steering committee was appointed to do the organizational work essential to the formation of NCMS. This committee was dissolved in October 1964 with the election of the Board of Directors. In the meantime, by-laws were prepared and adopted; incorporation as non-profit organization became a fact; and charter memberships were solicited. Planning for chapter activation subsequently resulted in the activation of three area chapters: Washington D.C., Northern California and Southern California. The critical "first step" phase of the Society is past. We are now facing another critical phase — that of becoming operational. To achieve a "fully operational" status requires the full working support of our membership. Specifically, submission of articles for publication, study group participation, attendance at meetings and, most important, membership solicitation. It is to this end that I solicit the support of each member.

I have been asked on several occasions to define "classification management". In its broad sense classification management encompasses the systems for identifying and managing information that requires protection in the National interest. It includes determination of levels of defense classification and identification as Restricted Data or Formerly Restricted Data. Techniques and systems for application of access, warning, and control markings are an integral part of the process. A most important aspect is the control of classified inventories through various management and statistical techniques.

Classification management as a function is a new idea to most organizations. Traditionally both policy and operations for the several aspects of classification management have been performed (or ignored) by various functions. The value of a well rounded program in both increased security protection and reduced costs is an established fact. The numerous requests that I have received verify the acute need for additional studies and surveys on this subject. NCMS through its membership can fulfill this need.

R. J. RUSHING
President, NCMS

EDITORIALS

Another Professional Society?

Is another professional society needed? Who thinks "classification" is a profession? What is "classification" anyway?

The fact that such questions can be asked is also one answer to them—if you don't know what classification is, or does, or that it is very much a profession, then a society is indeed needed to help classification people define and demonstrate what their profession is all about. From medieval days, the association of workers in one area of activity has been the means of organizing, defining, and regulating, as well as encouraging and cooperating, in that area. No regulation is contemplated — or seems desirable or possible — by NCMS. Our aim is to define, to organize, to encourage, and to cooperate so that the identification, evaluation, and protection of our country's aims, intentions, and achievements can be done surely and well.

The management of classification has become, since World War II, the occupation of specialists. Considering the complexity of classification and its fundamental import to the country, it is proper and indeed imperative that classification management be reserved to specialists. Is it a "profession"? Judging by NCMS members and their qualifications, we would say that the definitions of this term clearly apply to the field of classification management.

Classification Symposium—This recent three-day symposium was attended by some 250 people from AEC, DOD, NASA, and other agencies, as well as contractors to these agencies. Those attending are working specialists in classification management or are associated with this activity in some executive capacity.

What can we learn from this gathering? It was, after all, the first of its kind.

These things:

1. That a "classification community" does indeed exist.
2. That a symposium provides a sounding board for similar or disparate views while all who attend gain awareness that these similar or disparate views exist.
3. That work needs to be done toward the development of a systematic doctrine or methodology of classification management.
4. That Communication between classification management people is desirable (some have questioned this).

In brief, the symposium showed that mutual interests still form a good basis for people's getting together. This, we submit, is what NCMS is all about. We congratulate the AEC's Division of Classification on its enterprise in organizing and sponsoring the symposium.

THE ROAD AHEAD

George MacClain

Director

Classification Management

**Office of the Assistant Secretary
of Defense (Manpower)**

My first words for the journal of the National Classification Management Society are words of congratulation and encouragement for the leaders whose efforts led to the founding of the Society. Conceiving of security classification of sensitive defense information and of classification management as a profession, and wishing to develop and nurture the best characteristics for such a profession, these imaginative and stout-hearted leaders solicited and obtained the interest of others in and out of government. The result is a living professional Society whose aims and purposes are high and realistic and worthy of positive support. It is to be hoped that the Society will grow and prosper.

The technique of providing for the protection of sensitive defense information through security classification is not new. However, the idea of improving the system and making it work more effectively and economically through central management is relatively new in the Defense establishment.

The Defense establishment has many separate facets. Over the years these facets, or components, have had good faith and singleness of purpose, and have shared the common guidance of Executive Order 10501, as amended. Notwithstanding these factors, however, individually they have gone their

separate ways and collectively have given inadequate emphasis to certain areas sufficiently to point up the necessity and desirability of providing an overall manager.

The single most important function of central management is considered to be to achieve uniform, consistent, and correct classifications in the first instance. Closely following that in importance are the two major problems related to inventory. One of these consists of disposing properly of the huge backlog inventory of information classified in former years. The other concerns preventing the current inventory being produced on a daily basis from becoming obsolete in terms of being classified when no longer necessary or being classified incorrectly in light of change of circumstance since original classification.

In addition to the foregoing, central management must address itself to the solution of problems faced by public information officials when asked to approve for public release information which must be considered from the standpoint of current security classification. Further, but by no means of least importance, the central manager must improve the channels of communication between the Defense establishment and defense industry. Thereby each may maximize its help to the other in the common task of minimizing the burden of security classification incident to defense procurement.

It is considered characteristic of management to fashion a program and disseminate information with

respect to its scope and requirements; to provide essential guidance for its local application; and to monitor its implementation through direct observation and inspection and through analysis of reported results.

In Defense classification management, our approach to the establishment of a program is along several major fronts. We believe, for example, that a tight control must be applied in the designation of persons authorized to classify information, and that there must be a firm insistence upon the exclusively personal use of this authority. We are seeking to clarify the concepts of original and derived classification authority, and to sharpen the understanding of the different processes involved in the use of each of these two kinds of authority.

One of our convictions is that persons authorized to classify need to understand very clearly the true key to correct classification. This key is the identification and reduction to essentials of two things, first, the precise information which is being considered for possible protection, and secondly, the precise reasons why protection may be needed. To take the time and make the effort to be careful and deliberate in this regard may tax the patience of some. But the direct and indirect benefits to be derived are believed to be manifest. As an aid in this connection, we have articulated a variety of ways in which the identified information may be evaluated in terms of the national defense. These in-

clude, among others, the international posture of the nation. We have emphasized the necessity that in each instance the classifier establish a rational basis for his action in the light of these guide lines.

It is our belief that the uniform use of certain mechanical devices will be of almost inestimable benefit in helping to achieve a minimum necessary volume in the creation of classified information. In our view, for example, if any part of a written document warrants classification, each separate title, heading, and paragraph should be marked to show specifically whether it is unclassified or classified at a given level. Thereby, in our opinion, the original classifier will be induced to pay closer attention to the necessity for classification in the first instance. Even more importantly, however, all subsequent users of that document will be aided directly and immediately in respect to derived classifications and in respect to possible regrading or declassification of the information contained in the document. The spawning of additional classified material because it is derived from portions of documents containing only an overall classification is considered to be one of the areas where great improvement can and must be made.

Clarification of the scope of responsibility of personnel at all levels of command, supervision, and operations is considered to be essential. Classification ultimately is considered to be a command re-

sponsibility. However, a commander alone cannot perform the job *in toto*. He must be assisted by subordinates all of the way down the line. At each echelon the scope of expected responsibility should be understood.

Classification authorities within or available to the command either must possess the essential knowledge on which to base a classification decision or they must have access to such knowledge through well understood, readily available channels. But personnel other than classification authorities may possess the requisite knowledge to make tentative evaluations. To the extent that they do and the information requires interim protection, they must be prepared to provide interim protection and to route the matter for decision by the appropriate authority. Certain high level officials, such as, for example, program or project managers, normally would be expected to possess technical knowledge required for classification purposes. Accordingly, it is considered appropriate that officials at these levels should be charged with responsibility for assuring that written classification guidance for the project or program is prepared and issued. Originators of specific information, even though they are below the level of program or project managers, normally would be expected to have sufficient technical knowledge to formulate a basis upon which classification judgments may be made. Accordingly, specific responsibility for the performance by them of that kind of task should

be assigned and readily accepted.

Written classification guidance is a commonly used tool in the Defense establishment as elsewhere in government. The Department of Defense Security Requirements Check List (Form 254) issued by the procuring defense agency for the use of defense contractors is, of course, a form of classification guide. Defense classification management has studied a number of classification guides published by the various defense components and has considered the effectiveness of the Form 254 as received by industry. Field trips have been made to defense organizations and industrial facilities around the nation and discussions held with the local officials at these locations. Out of these studies and visitations and conferences some fairly firm conclusions have been drawn which will form the basis for needed improvements in these areas. It is hoped to be able to call upon the defense industry for suggestions and recommendations, particularly with respect to the manner in which their experience and experts may be brought directly to bear on a regular and routine basis.

Defense classification management recognizes the need and desirability for collaboration among the various agencies of government. Thereby, impetus is given to achieving coordinated points of view and actions on matters of mutual interest and common concern. Each separate agency creating classified information must retain its right of ultimate decision

with respect thereto. Yet, there is perceived to be no valid reason why inter-agency agreement may not form the rule rather than the exception. Along this line, there was inaugurated a few months ago the practice of monthly luncheon meetings of classification management personnel from several agencies. These meetings have proved fruitful in the exchange of information and views. They can be continued and expanded, and can be supplemented by meetings of local chapters of NCMS. In this delightful manner, new contacts are made and friendly relations are established and cemented. From this foundation there is every reason to think that means will be provided for simplifying and streamlining the procedures by which security classification matters throughout the government can be accomplished more effectively and economically.

Up to this point, little has been said with respect to the important matter of regrading and declassification of classified information. As previously demonstrated herein, Defense has a custom of referring to this as the inventory area. It breaks down into at least two parts, the old, and the newly created bodies of classified information. The problems of inventory in many respects are different from those involving initial classification, and in some respects are exceedingly difficult of solution. Suffice it to say at this time that much already has been done in Defense. For instance, effective January 1, 1964, an additional vol-

ume of pre-1940 classified information was declassified in mass. Additionally, efforts are being made to improve the automatic downgrading and declassification system, and to create other means for reaching similar results on a more individualized basis.

The last point to be made in this discussion of Defense classification management relates to the matter of information and education. It is recognized that a program is no better than its performance. Performance is dependent upon the extent to which the message of the program's requirements and goals is carried to all persons in and out of government who are concerned and may have a direct part to play. Even now defense classification management, in collaboration with specific components, is compiling material for inclusion in the curriculums of several courses to be given in government educational programs. It is here that pay dirt must be found. A spirit of high optimism prevails.

The road ahead can be seen. It leads to a good land. Many travelers will pass along its course. Among those who will help to keep it in good repair will be the members and the organization of the NCMS.

Editor's Note: DOD Instruction No. 5210.47 was issued December 31, 1964, under the title "Security Classification of Official Information."

CLASSIFICATION PROGRAM OF THE U. S. ARMS CONTROL AND DISARMAMENT AGENCY

**by Richard L. Durham,
Director of Classification, ACDA**

Many persons have asked me how there can be a need for security classification in an agency whose business is arms control and disarmament. Therefore, before discussing the classification program of the U. S. Arms Control and Disarmament Agency (ACDA) I believe that it is first necessary to understand the function of the Agency.

When Congress created the Arms Control and Disarmament Agency in September, 1961, it took a step without precedent; it assigned to a new Agency of the U. S. Government primary responsibility for finding an alternative to the arms race.

ACDA is now almost 3½ years old. It is small — the professional staff numbers less than 150. It is highly expert and specialized; arms control programs cut across many disciplines — military, scientific, political, and economic. The Agency formulates policy and conducts international negotiations under the general direction of the President and Secretary of State. It is also a research agency. Scientists, scholars, military and political specialists, economists, and lawyers have all been brought together to think and work on the foremost problem of the thermonuclear age.

How does this small agency fit into the policy making machinery

of the executive complex? What are its role, its responsibility, its influence, its limitations in relation to the events of 1963 which included agreements on a partial nuclear test ban, the "hot line" and the adoption of a United Nations resolution? The part played by ACDA in relation to these agreements can best be understood by a look at the Agency itself.

In developing policy recommendations in accordance with its congressional mandate, ACDA engages in an extensive program of coordination and consultation within government. Its Director is principal adviser on disarmament to the President and the Secretary of State. And since arms control is an integral part of national security, members of the Agency maintain day-to-day contacts not only with the State Department but also with other executive departments and agencies, such as the Department of Defense and the Atomic Energy Commission.

The primary device for review and coordination of ACDA's recommendations to the President is the Committee of Principals. This Committee was established by President Eisenhower in 1958. It is composed of the Secretaries of State and Defense, the Chairman of the Joint Chiefs of Staff, the Director of the Arms Control and Disarmament Agency, the Chairman of the Atomic Energy Commission, the Director of the Central Intelligence Agency, the Special Assistants to the President for National Security Affairs and for Science and Technology, the Administrator of the National

Aeronautics and Space Administration, and the Director of the U. S. Information Agency.

Every major new proposal which the United States makes to the Soviet Union or advances at the conference table in international negotiations receives the President's stamp of approval. Negotiations are never undertaken on an important measure until the Committee of Principals has been consulted. This consultation and review by the President is the final step in the policy making process.

The Arms Control and Disarmament Agency is responsible for the development of ideas and the preparation of recommendations to the President. A proposal may originate at any level, inside or outside ACDA, or even outside the government—the result, for example, of research being done for the Agency on contract. Regardless of its origin, if an idea is considered deserving of serious attention, it is usually assigned to a working group within the Agency. This approach enables ACDA to apply specialized experts to the examination of a potential proposal. Members of each of the Agency's bureaus — International Relations, Weapons Evaluation and Control, Science and Technology, Economics, and the Office of General Counsel — usually take part in working group studies.

In the case of the 1963 agreements, other Government agencies were asked to participate at a working level in such study groups, either at the outset or after the projects had been given prelimi-

nary consideration within ACDA. In this way all relevant data were pulled together — with preliminary policy recommendations — for those who had to make the final decision. Such a recommendation was made, for example, in the case of the "no bombs in orbit" resolution after an interdepartmental staff group had evaluated the relevant technical data and weighed it in relation to military and political factors.

At the study group stage, the Agency's Director may also decide to call on a task force panel of government and non-government experts from ACDA's list of consultants: these groups have been particularly useful in the study of long range disarmament questions.

Where measures of major importance are concerned, the Director usually brings the proposal before the Agency's General Advisory Committee, composed of distinguished members of the business, labor, academic, and scientific communities. Under the chairmanship of John J. McCloy, the General Advisory Committee met three times during 1963. In April it had before it, among other things, the Soviet offer to negotiate the U. S. proposal for a direct communications link, and the question of the latest U. S. proposal for a comprehensive test ban; in July, the proposals for a partial test ban, and in October the question of U. S. participation in a U. N. resolution calling on all nations to refrain from stationing weapons of mass destruction in outer space.

A particularly long and intense effort preceded the tabling of the

comprehensive and limited test ban proposals in August, 1962. In fact, the path from working group proposal to agreed U. S. position was traveled twice after ACDA was formed — once in 1962 and again in 1963. It led through three Federal agencies, the Joint Chiefs of Staff, ACDA's General Advisory Committee, the Committee of Principals, four congressional committees, and the National Security Council to the President of the United States.

In June 1963, the test ban began its second journey through the policy-making process. On June 10, President Kennedy announced that new test ban talks would be held in Moscow and that the United States would refrain from testing in the atmosphere so long as other nations did so. As a result of this, and in the hope that the Soviets might reverse their earlier stand and seek agreement, the Committee of Principals met on June 14. The following day, General Maxwell Taylor, a member of the Committee and Chairman of the Joint Chiefs of Staff, instituted a review of our limited test ban treaty proposal. On July 2, Premier Khrushchev expressed the readiness of the USSR "to conclude an agreement" for such a ban.

As the time neared for the opening of the Moscow talks, scheduled for July 15, the tempo of activity was stepped up. The Arms Control and Disarmament Agency began preparations for the negotiations.

Background papers on the underlying facts and issues were supplied. During this period, frequent

consultations were held at the Agency's top level with the Under Secretary of State, Averell Harriman, who had been named by President Kennedy to head the U. S. delegation to Moscow. ACDA was responsible for drafting instructions which provided the United States delegation with its negotiating position. These instructions and their supporting background material were coordinated by ACDA with the State Department, the White House, and all interested agencies. ACDA's Deputy Director accompanied Mr. Harriman to Moscow as his deputy; the Assistant Director for Science and Technology and other Agency experts were also on the staff of the U. S. delegation.

During the 10 days of negotiations in Moscow, ACDA continued to perform its coordination function in backstopping the delegation. The treaty was initialed in Moscow in July 25 by the representatives of the United States, the United Kingdom and the Soviet Union. On August 5, the treaty was formally signed for the United States by Secretary of State Dean Rusk, and for the Soviet Union and the United Kingdom by their respective Foreign Ministers, Andre Gromyko and Lord Home.

It is doubtful that any other international agreement to which the United States has been a party was subject to more thorough analysis, study, and debate, or had come under more careful scrutiny by as many officials in our government.

The course followed in the formulation of U. S. policy on the limited test ban treaty and the other

arms control accomplishments of 1963 has done much to delineate the role to be played by the Arms Control and Disarmament Agency in relation to these vital matters in the future.

The broad scope of the Agency's research activities is stated in Section 31, of Public Law 87-297, the Act which established the Agency on September 26, 1961. It states: "The Director is authorized and directed to exercise his powers in such manner as to insure the acquisition of a fund of theoretical and practical knowledge concerning disarmament. To this end, the Director is authorized and directed, under the direction of the President, (1) to insure the conduct of research, development, and other studies in the field of arms control and disarmament: (2) to make arrangements (including contracts, agreements, and grants) for the conduct of research, development, and other studies in the field of arms control and disarmament by private or public institutions or persons; and (3) to coordinate the research, development, and other studies conducted in the field of arms control and disarmament by or for other government agencies in accordance with procedures established under Section 35 of the Act. In carrying out his responsibilities under this Act, the Director shall, to the maximum extent feasible, make full use of available facilities, government and private. The authority of the Director with respect to research, development, and other studies shall be limited

to participation in the following insofar as they relate to arms control and disarmament:

(a) the detection, identification, inspection, monitoring, limitation, reduction, control, and elimination of armed forces and armaments, including thermonuclear, nuclear, missile conventional, bacteriological, chemical, and radiological weapons;

(b) the techniques and systems of detecting, identifying, inspecting, and monitoring tests of nuclear, thermonuclear, and other weapons;

(c) the analysis of national budgets, levels of industrial production, and economic indicators to determine the amounts spent by various countries for armaments;

(d) the control, reduction, and elimination of armed forces and armaments in space, in areas on and beneath the earth's surface, and in underwater regions;

(e) the structure and operation of international control and other organizations useful for arms control and disarmament;

(f) the training of scientists, technicians, and other personnel for manning the control systems which may be created by international arms control and disarmament agreements;

(g) the reduction and elimination of the danger of war resulting from accident, miscalculation, or possible surprise attack, including (but not limited to) improvements in the methods of communications between nations;

(h) the economic and political consequences of arms control and

disarmament, including the problems of readjustment arising in industry and the reallocation of national resources;

(i) the arms control and disarmament implications of foreign and national security policies of the United States with a view to a better understanding of the significance of such policies for the achievement of arms control and disarmament;

(j) the national security and foreign policy implications of arms control and disarmament proposals with a view to a better understanding of the effect of such proposals upon national security and foreign policy;

(k) methods for the maintenance of peace and security during different stages of arms control and disarmament;

(l) the scientific, economic, political, legal, social, psychological, military, and technological factors related to the prevention of war with a view to a better understanding of how the basic structure of a lasting peace may be established;

(m) such related problems as the Director may determine to be in need of research, development, or study in order to carry out the provisions of this Act."

As you can see, the activities of this Agency are many and varied; the classification functions of the Agency are complex.

The Office of the Director of Classification was created on January 6, 1964. Before that classification support had been furnished to the Agency by the Office of the Director of Classification, U. S.

Atomic Energy Commission, on a part time basis.

In accomplishing its mission, the Arms Control and Disarmament Agency requires access to classified information from AEC, CIA, DOD, Department of State, and other agencies concerned with the detection, inspection, limitation, and verification, e.g., of conventional arms, tanks, missiles, ships, aircrafts, nuclear weapons, etc. Utilizing this information, the Agency and its contractors further implement and develop concepts of detection, inspection, production limitation, and verification. As these concepts evolve, field test programs will be carried out to test the concepts. This process provides maximum assurance that international negotiations for arms control and disarmament agreements are undertaken with an understanding of the requisites for proper verification.

The classification function in the Office of the Executive Director of the Agency. The Director of Classification is charged with the following functions:

1. To prepare an Arms Control and Disarmament Agency classification policy in cooperation with Agency project personnel and other government agencies as appropriate, for the approval of the Director, ACDA;

2. To interpret these policies for the Agency in terms of detailed classification guidances for individual projects;

3. To advise the Director directly on all matters of classification that affect the Agency's

mission and functions;

4. To represent the Director on all classification matters with other government agencies;

5. To conduct a classification education program to familiarize Agency personnel with classification policy and procedures;

6. To establish procedures for classification review of speeches, testimony for presentation before Congressional committees, public announcements and reports, etc., prior to release outside the Agency;

7. To establish and administer a program for declassification of Agency information as appropriate;

8. To maintain active classification liaison with the AEC, DOD, CIA, NASA, and Department of State.

9. To maintain liaison with ACDA contractor organizations to keep informed of the progress of all ACDA programs and of the classification problems related thereto;

10. To authorize the performance of research programs as unclassified, if appropriate;

11. To conduct extensive liaison and negotiations on a continuing basis with scientific and technical personnel in ACDA, other government agencies and contractor organizations in order to resolve classification problems, determine classification policy, give procedural interpretation and engage in technical discussions to determine the scientific sensitivity of the work, information, or material, in relation to classification.

These functions have been carefully outlined and demand scrupulous adherence, for the arms control and disarmament policy of our government is an integral part of our overall national security policy.

APPLICATION OF INFORMATION SCIENCE TO SECURITY CLASSIFICATION

C. C. Carnes

ABSTRACT

This paper considers the application of Information Science to Security Classification. The present application involves the use of networks, similar to those developed for PERT, to evaluate the effectiveness of Security Classification in limiting the flow of information.

INTRODUCTION

Security Classification is the black sheep of the Information Science family. Everyone else is trying to expedite the flow of information. People working in the field of Security Classification are trying to impede, control, and limit the flow of information. However we should not be blamed for this apparent perversity. It serves a purpose.

We may be considered black sheep for another reason though, and this time it is our fault. We are the last group with a serious interest in information to accept and use the modern tools of information handling.

ANALYSIS OF SECURITY CLASSIFICATION Information Flow Networks

Most people involved in security

classification realize that the protection afforded by classification is not absolute. It buys a little time, i.e., slows down the information leak, and decreases the accuracy and completeness of the information available to competitors from whom we are trying to withhold it. If it is agreed that classification is characterized by a diffusion or slow leaking of information rather than being a black and white, or on-and-off situation, then it should be worthwhile to examine the classification process by studying the information flow. The network diagram developed in PERT for analyzing and displaying complex interrelationships among multiple events is an ideal tool for this study.

Fig. 1 and Table I represent the network diagram of information flow in a typical classification situation. The entries represent infor-

mation events such as documents, classification guidance topics, or statements. The upper number in an entry identifies it with the information content of the event in Table 1. The letter in the entry S, C, or U, represents the classification level assigned to the event, Secret, Confidential, or Unclassified. The lower number in the entry represents the replication of the event, e.g., the total number of a particular document distributed.

The information path through event number 1, where the total information of the path is contained in one event, is known as a principal path and defines the extent of the network. In a path through a series of events such as numbers 2, 3, and 4 the total information provided by the combination of events 2, 3 and 4 must be equivalent to the information content of a principal path or the extent of the network.

Figure 1

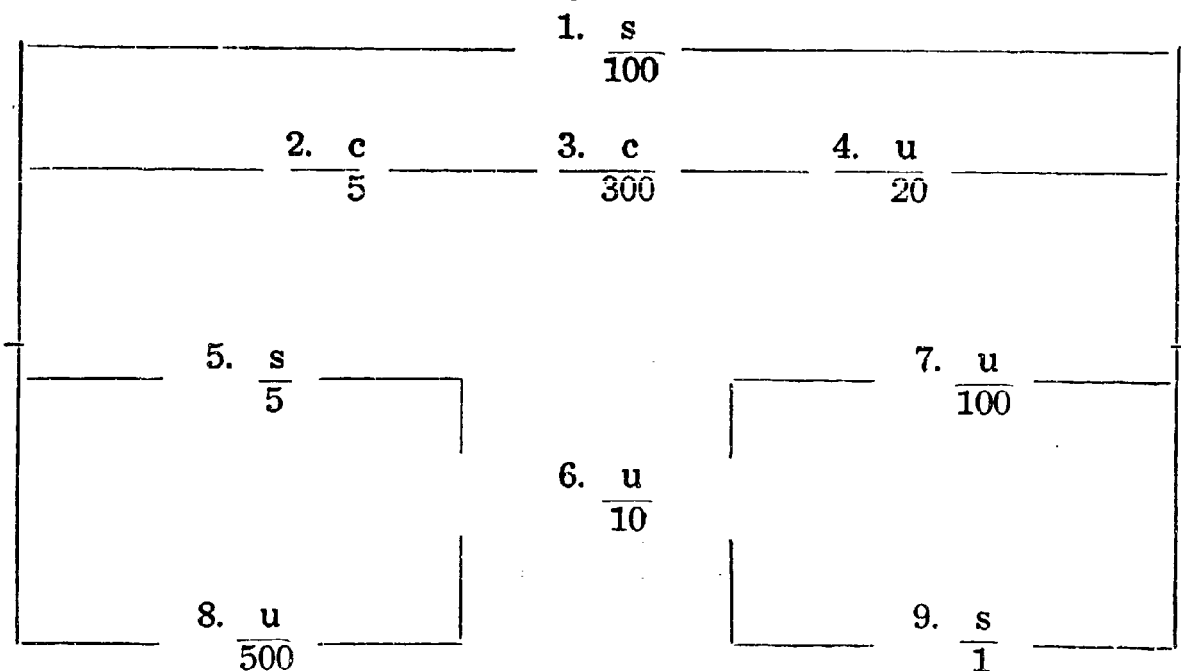


TABLE I

- 1: S/100 Device A contains material X
- 2: C/5 Scientist Smith is working on Device A
- 3: C/300 Department IV specializes in material X
- 4: U/20 Scientist Smith is a member of Department IV
- 5: S/5 Only material X is shipped to Plant L
- 6: U/10 Plant L makes part B
- 7: U/100 Part B is used in Device A
- 8: U/500 Plant L is equipped to handle only material X
- 9: S/1 Device A is composed of parts B, C, and D

The two lower paths illustrate the case where two paths have a common event, a source of considerable difficulty particularly when the paths are originated by separate groups, each unaware of the existence of other paths. It should be noted that path 5, 6, 7 is protected by the classification of 5, and the path 8, 6, 9 is protected by the classification of 9. However, the inadvertent path 8, 6, 7 is unprotected. It may well be that the group originating events 8 and 9 is unaware of the existence of event 6 and therefore does not realize it has created a path applicable to this network. In that case the network would be more properly drawn using dotted lines between 8 and 6, and between 6 and 9. It is obvious that the information content of the network cannot be protected by assigning a classification level to a principal path event

and delegating the classification of more devious paths to other groups. If the classification must be delegated, complete feed back of the results be obtained and analyzed for interactions by a central authority, or chaos will result.

The Concept of Information Impedance

In order to calculate, compare, analyze, and justify the degree of protection or informance impedance provided by classification, a quantitative measure is needed. The admission that the protection is quantitative is implicit in our acceptance of levels of classification. Certainly if there is operational justification for maintaining various levels of classification, a quantitative measure of information impedance can be derived from this operational data. To deny that information impedance is quantitative is to insist that all flows of information are equal.

The first step in assigning an impedance to a specific event is to establish a numerical value for the levels of classification which reflects their effectiveness in impeding the flow of information.

The second step is to account for the effect of event replication on information impedance. It is evident that a Secret document with a distribution of one will have a higher impedance than the same document with a distribution of 1000. The logical approach is to consider multiple distribution as multiple parallel paths, and the quantitative effect on the impedance is discussed under parallel paths.

The Impedance of A Single Path

It seems reasonable that the equivalent impedance of a multi-event path is the sum of the impedances of the individual events. It is of interest that this invalidates the classification practice of insisting that at least one event in a multi-event path be classified as high as the event in the principal path.

The Effect of Parallel Paths

Classification practice has by and large ignored the effect of parallel paths. As long as paths have comparable impedances they are allowed to proliferate without undue alarm or attempt at control.

If we return to the information flow analogy however it will be seen that the effects of multiple parallel paths on the flow are additive. To obtain an equivalent impedance for multiple parallel paths the familiar equation

$$\frac{1}{Z_e} = \frac{1}{Z_1} + \frac{1}{Z_2} + \frac{1}{Z_3}$$

may be used where Z_e is the equivalent impedance and $Z_1, Z_2, Z_3 \dots$ are the impedances of the parallel paths. For the case where the impedances of the parallel paths are equal this equation reduces to

$$\frac{1}{Z_e} = \frac{n}{Z_n}$$

Where Z_n is the impedance of the parallel paths and n is the number of paths. This latter result is of

particular interest for the case of replicated events.

This means that the information transmitted by a replicated event is a linear function of its degree of replication limited only by the unhappy chance of the receiver being saturated.

Perhaps the most interesting conclusion that can be drawn at this point is that no "a priori" requirements should be placed on the impedance of any given path. An appropriate impedance for the network should be selected to provide the required protection for its information content. Then individual impedances can be allocated within the network on the basis of economic or operational feasibility.

The Impedance of Complex Paths

Without further extension of the analogy, complex paths such as that involving events 5, 6, 7, 8, and 9 would be tractable to the standard techniques for analysis of linear direct current circuits.

A Statistical Viewpoint

If information flow is viewed as an all-on or all-off process, and the classification level is considered to be inversely related to the probability of the information being transmitted, then the previous conclusion remains valid.

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BY - LAWS OF NATIONAL CLASSIFICATION MANAGEMENT SOCIETY

a non-profit corporation

ARTICLE I. OFFICES

The principal office of the corporation in the State of New Mexico shall be located in the City of Albuquerque, County of Bernalillo. The corporation may have such other offices, either within or without the State of New Mexico, as the Board of Directors may determine or as the affairs of the corporation may require from time to time.

The registered office may be, but need not be, identical with the principle office in the State of New Mexico, and the address of the registered office may be changed from time to time by the Board of Directors.

ARTICLE II—DEFINITIONS

Classification Management encompasses the following terms (information, material or hardware classification; classification guidance, specifications or

requirements; security classification) and includes the following scope of activities:

(a) The systems and techniques for identifying information or material that requires protection in the national interests, including determination of levels of defense classification and identification as Restricted Data or Formerly Restricted Data. Systems and techniques for use and application of supplemental handling, access, warning or control notations are included.

(b) Procedures and practices for re-grading and for management of classified material inventory.

(c) Practices and methods for identifying company private or proprietary information.

(d) Methods for indoctrination and training of personnel in the application of classification procedures, policies and requirements.

ARTICLE III—MEMBERSHIP

Section 1. The membership of the Society shall include the following classes: Regular, Associate and Honorary.

(a) **Regular Members** shall be those contractor and government employees, including military personnel, whose principal or primary duty is managing, supervising or performing in a Classification Management capacity within industry, government, the military services or an educational institution.

(b) **Associate Members** shall be those contractor and government employees, including military personnel, whose duties or responsibilities include a secondary or collateral responsibility for managing, supervising or performing in a Classification Management capacity within industry, government, the military services or an educational institution. Persons employed in a professional, staff or supervisory capacity with a primary responsibility in a field directly related to Classification Management are included.

(c) **Honorary Members** may be elected to the Society. The Board of Directors may, at its discretion, by a ma-

jority vote of all its members, designate and elect as Honorary Members of the Society individuals who are deemed to be outstanding in the field of Classification Management or in any field related to the purpose of the Society. No more than one Honorary Member may be elected in a calendar year. Honorary Members shall be entitled to all privileges of membership except the right to hold office or to take part in the management of the affairs of the Society except as provided in Article III, Section 8, of these By-laws.

Section 2. Those who hold membership in the Society as Regular or Associate Members, and who retire, or who enter into a field not related to Classification Management may continue their membership in the Society at the pleasure of the Board.

Section 3. No individual under twenty-one (21) years of age shall be eligible for membership in the Society.

Section 4. Any member may resign, by advising the Society Secretary in writing, provided, however, he is not under liability to the Society at the time.

Section 5. The Board of Directors shall be empowered to resolve all questions pertaining to eligibility of persons for Regular or Associate membership, or to the eligibility and fitness of any member for continued membership in the Society.

Section 6. The Board of Directors shall prescribe the application form and rules governing admission to the Society.

Section 7. All members of the Society shall be entitled to receive a Membership Card and Certificate of Membership in such form as the Board may from time to time approve. Charter Regular and Associate Members will receive membership cards and certificates of membership designating them as Charter Members of the Society. Charter membership will be limited to persons accepted for membership prior to July 1, 1964. In the event of termination of membership, the surrender of the certificate may be required, accord-

ing to the determination of the Board on a general or specific basis.

Section 8. Only Regular Members of the Society in good standing shall be entitled to vote for the Directors of the Society, to vote at stated or called executive meetings of the Society, to hold national offices and to participate in the management of the Society's national business.

Regular and Associate Members shall be entitled to vote and to hold office in their respective Chapters.

Regular, Associate and Honorary Members may hold committee assignments, both National and Chapter, and shall be permitted to chair such committees and to vote in business meetings of such committees, except as otherwise herein provided by these By-laws.

Each member shall be entitled to one (1) vote on each matter submitted to a vote of the members.

ARTICLE IV: ENTRANCE FEE, DUES AND ASSESSMENTS

Section 1. The entrance fee for admission to Regular or Associate membership in the Society shall be Ten Dollars (\$10.00).

Section 2. The annual dues for Regular Members shall be Ten Dollars (\$10.00), and the annual dues for Associate Members, Ten Dollars (\$10.00). Dues are payable in advance on the first day of January each year. New members admitted on or after July 1st of any year shall pay only one-half of the annual dues for the balance of the year of his admission. Members paying dues within 90 days of the due date shall be considered to be in good standing.

Section 3. If dues or other amount owed by any member remains unpaid for a period of ninety (90) days after the beginning of the calendar year, or after election in the instance of a new member, the Society shall by mail request immediate payment. Such request having been made, then from and after the end of said period and until

full payment is made, said member shall cease to be in good standing. If within thirty (30) days additional time the amount owing continues unpaid, in whole or in part, membership of such member shall automatically terminate. However, membership shall be automatically restored provided payment of the full amount in arrears is made within a year after dues became payable, except in the case of a new member. Any person desiring to have his membership restored after the expiration of one year from the loss of membership, as above described, shall be subject to the rules and procedures prescribed for an original application for membership. In the event dues in arrears are fully paid, no entrance fee need be paid again.

ARTICLE V. DIRECTORS

Section 1. The property, business, and affairs of the Society shall be managed and controlled by a Board of not fewer than four (4) and not more than thirteen (13) Directors. The exact number of Directors will be fixed by resolution of the Board from time to time, EXCEPT the number of Directors will not exceed nine (9) until the Society's Regular and Associate membership combined exceeds three hundred (300) members in good standing.

The Board shall have the power to elect from among its members the National Officers of the Society, and in the event of a vacancy in the Board of Directors appoint from the Regular Membership persons to serve until the next National Election. The Board will fix or provide for the salary and other compensation, if any, of all officers and Directors; employ or terminate, fix and provide for the salary of employees necessary in carrying out the business of the Society.

Section 2. Directors shall be elected by a vote of Regular Members. Initially, one-third ($\frac{1}{3}$) of the Directors shall be elected for a term of one (1) year; one-third ($\frac{1}{3}$) for a term of two (2) years, and one-third ($\frac{1}{3}$) for a term of three (3) years. In the event one class of Directors must of necessity have a greater

number of Directors than the other two classes, it shall be the class in which the Directors have the shortest term to serve. Each Director shall hold his office until the expiration of his term and until his successor shall have been elected and qualified, or until his death, resignation or removal. No person may be elected, appointed or serve as a Director who is not a Regular Member of the Society in good standing.

The Board of Directors shall have complete authority to declare vacant the directorship of any Director who fails to attend three consecutive meetings of the Board, without the excuse of the Board itself entered into the official minutes of the meeting of the Board.

Section 3. During the Annual Membership Meeting, following announcement of the incoming class of Directors, the Board of Directors shall meet for the purpose of organization, including the election of officers and the transaction of other business.

Section 4. Meetings of the Board may be called by the Chairman of the Board, the President, or the Secretary of the Society and shall be called by any one of them upon a written request of a majority of the Board or, in the absence of the Chairman of the Board, the President or the Secretary may be notified directly by said majority of the Board. Each meeting shall be held as provided in the call, and the notice shall state the time, place and general purpose.

Section 5. Notice of Director meetings shall be given personally or in writing, by mail, at least ten (10) days before the meeting, but such notice may be waived by any Director before or after the meeting. Any business may be transacted at any meeting at which every Director is present, even though there be no notice or waiver of notice.

Section 6. At all meetings of the Board, the Chairman of the Board shall preside, or in his absence, in the order named, the President, the Vice President, or a member of the Board chosen by a majority of the Directors present.

Section 7. At all meetings of the Board, one-half ($\frac{1}{2}$) of the Directors shall constitute a quorum and the act of a majority of the Directors present at any meeting at which there is a quorum shall be the act of the Board. If at any meeting there is less than a quorum present, a majority of those present may adjourn the meeting without further notice to any absent Director.

Section 8. Any vacancy on the Board occurring for any reason may be filled by a majority vote of the remaining Directors, although less than a quorum; any Director so appointed shall hold office for the unexpired portion of the term of office of his predecessor. Any increase in the number of Directors constituting the Board shall be deemed a vacancy on the Board. Appointment of new members to the Board through increase in the number of Directors constituting the Board shall require a majority of the quorum. Such appointments shall be for a term of not more than one year.

Section 9. The Chairman of the Board shall present at the Annual Meeting of the Members a report, verified by the President and Treasurer, or by a majority of the Directors, showing, as of the end of the immediately preceding fiscal year, the whole amount of real and personal property owned by the Society, where located, where and how invested, the amount and nature of the property acquired during such fiscal year, and the manner of acquisition; the amount applied, appropriated, or expended during such fiscal year and the purposes, objects, or persons to or for which such application, appropriations, or expenditures have been made; and the names and places of residence of the persons who have been admitted to membership in the Society during such fiscal year, which report shall be filed with the records of the Society and an abstract thereof entered in the minutes of the Annual Meeting.

Section 10. Any Director or officer may resign at any time by giving written notice to the President or Secretary of the Society; such a resignation shall

take effect at the time specified therein or, if no time is specified, then upon receipt thereof, and unless otherwise specified therein, acceptance of such resignation shall not be necessary to make it effective. Any principal or other officer or employee of the Society may be removed at any time, with or without cause, either at any meeting of the Regular Members of the Society called or notified for the purpose, or by vote of a majority of the whole Board at any Directors' meeting.

Section 11. Each year, as provided for in Article V, Section 2, one class of Directors shall be elected for terms of three (3) years. Further, in the event of an increase in the number of Directors constituting the Board, one (1) Director will be elected for each position for a term set by the Board based on the ratios established in Article V, Section 2.

Elections of Directors will be by mail vote of the Regular Members. The voting period shall be not less than three (3) months and shall close at least fifteen (15) days in advance of the Annual Meeting. The Nominating Committee shall send to all Regular Members prior to the beginning of the voting period, a ballot containing the names of all nominees. A return-addressed envelope marked "ballot" will also be furnished. The names shall be arranged alphabetically. Separate from the ballot the Nominating Committee shall provide information as to the background and qualifications of each nominee.

Each Regular Member shall vote for only as many of the nominees as there are Directorships to be filled. The ballots shall be marked by the Regular Members and shall be returned by them in the envelope marked "ballot" within the voting period specified by these By-laws.

At the end of the voting period, the ballots shall be opened and counted by the Nominating Committee, serving as the Canvassing Committee. From among those nominees receiving the highest number of votes, the number of nominees equal to the number of vacancies to be filled shall be declared elected, pro-

vided no nominees shall be declared elected in violation of these By-laws.

Nominees receiving the highest number of votes shall be elected in the class having three (3) years to serve, and, if necessary, the next highest fill the vacancies in the class having two (2) years to serve, and the next highest to fill the vacancies in the class having one (1) year to serve. In event of a tie vote, the Canvassing Committee shall resolve the tie by lot. The Canvassing Committee shall promptly certify the results of the election, over the signature of the Chairman, countersigned by the National Secretary, to the President of the Society. The President shall notify the successful nominees of their election and, in turn, the membership at the Annual Meeting.

Each year each Chapter Chairman, acting in behalf of his membership, shall have the right to petition the Nominating Committee to propose two candidates for Directorships on the Board of Directors to be filled at the next annual election. At least one of the two candidates must be a resident of the region in which the Chapter is situated. Petitions must be submitted to the Nominating Committee not less than one hundred (100) days in advance of the election. The Nominating Committee shall receive such petitions as suggestions only, and this procedure does not alter the right of the Committee to select and submit to the Regular Members of the Society a list of nominees for election as Directors. The Nominating Committee shall, at least sixty (60) days in advance of the annual election, prepare a list of nominees, consisting of at least two (2) more nominees than there are Directorships to be filled. The Nominating Committee shall list as nominees only those Regular Members who have certified a willingness to serve on the Board if nominated and elected.

Section 12. Where in these By-laws it is specified that any duty, action, or performance shall be accomplished by the Board or any Committee in a meeting of the Board or such Committee, such duty action or performance may

be accomplished in full force and effect by the unanimous consent, in writing, of the members of the Board or such Committee (by mail).

ARTICLE VI. OFFICERS

Section 1. The principal National Officers shall be a President, a Chairman of the Board, a Vice President, and a Secretary-Treasurer. These officers shall be elected annually by the Board of Directors from among their number. Election shall be by ballot, and a majority of the votes cast shall elect. Each elective officer shall take office during the Annual Meeting. In the event the Annual Meeting is postponed or cancelled, the Board shall specify the date, not later than sixty (60) days following the date of election, upon which the newly elected officers shall take office.

In addition to the principal National Officers specified above in this section, the Board may elect or appoint such other minor officers or agents, each with such powers and duties not inconsistent with these By-laws as from time to time it may deem proper.

Section 2. Each officer of the Society shall hold office for one (1) year and until the election and qualification of his successor, or until his death, resignation, or removal prior thereto. The member elected to the office of President shall be ineligible to succeed himself as President. In lieu of his eligibility to be re-elected, the incumbent President shall automatically succeed to the office of the Chairman of the Board and hold this office until the next Annual Meeting even though his term as Director may have expired. The offices of President, Vice President and Chairman of the Board may not be held by the same person.

Section 3. In case any office in the Society becomes vacant as a result of death, resignation, retirement, disqualification, or other cause, such vacancy so created may be filled by the Board. An officer elected to fill such a vacancy shall hold office until the end of the term and the election and qualification of his successor.

Section 4. The PRESIDENT of the Society shall be elected from among the Members of the Board. He shall be the Chief Executive Officer and spokesman of the Society and shall be a member ex-officio of all regular and special committees. He shall preside at all meetings of the members and of the Executive Committee. He shall have general charge and supervision of all the business and affairs of the Society, and shall do and perform such other duties as may be assigned to him from time to time by the Board. He shall preside at meetings of the Board of Directors in the absence of the Chairman of the Board.

Section 5. The CHAIRMAN OF THE BOARD of Directors, besides presiding at meetings of the Board, and in addition to other duties prescribed by these By-laws, shall have and do such other duties as may be assigned to him by the Board, and shall counsel and advise the President when requested to do so.

Section 6. The VICE PRESIDENT shall assist the President in performance of his duties as the President may request, including performance of functions delegated to him by the President.

Section 7. The SECRETARY-TREASURER shall attend all meetings of the Board and Members of the Society and shall make arrangements for recording all votes and minutes of all proceedings. He shall attend to the giving and serving notices of all meetings of the Board and Members. He shall have custody of such books, documents, and papers as the Board may determine. He shall attend to the publication of all reports and conduct the official correspondence of the Society. He shall have custody of all funds and securities of the Society, subject to such regulations as may be imposed by the Board. When necessary and proper, he may endorse on behalf of the Society for collection, checks, notes and other obligations, and shall deposit the same to the credit of the Society at each bank, banks or depository as the Board may designate. He shall sign all receipts and vouchers. He, together with such other officer,

officers, or agents, if any, as the Board or Executive Committee may designate, shall sign all checks of the Society; provided, however, that the Board or Executive Committee may authorize an officer or officers to sign any such receipts, vouchers or checks either with or without the signature of the Secretary-Treasurer. Promissory notes, if any, issued by the Society shall be signed by him or another or others only pursuant to specific authority conferred by the Board or the Executive Committee. He shall make such payments as may be necessary or proper on behalf of the Society, subject to the control of the Board, and shall enter regularly on the books of the Society to be kept for the purpose of recording a full and accurate account of all moneys and obligations received and paid or incurred on account of the Society. He shall exhibit such books at all reasonable times to any Director upon application by the Director to the Executive Committee. Whenever required by the Board or the Auditing Committee, he shall make a full written report covering the financial transactions of the Society. He may be required to give bond for the faithful performance of his duties in such sum and with such securities as the Board may require. He shall, in general, perform all the duties incident to the office of Secretary-Treasurer, subject to the control of the Board.

Section 8. An ASSISTANT SECRETARY-TREASURER, at the request of the Secretary-Treasurer or in his absence or disability at any time, may perform any and all of the duties and possess other powers of the Secretary-Treasurer, and shall have other powers and perform such other duties as the Board, or the President or Secretary-Treasurer may determine, to the extent authorized by law. An Assistant Secretary-Treasurer may be required to give bond for the faithful performance of his duties in such sum and with such sureties as the Board may require.

Section 9. A CHAPTER CHAIRMAN shall have the following responsibilities: to promote the welfare, growth,

and professional stature of the Society; manage Chapter activities to include providing the Board with an annual report of Chapter operations, plans and financial condition; to represent the President and/or Board of Directors upon such occasions as specifically requested or delegated to do so; to present the views of the Members of his Chapter to the Board; and to bring to the Board's attention problems, reports, surveys and recommendations as he may be petitioned to present by his Chapter or by individual Members or as his judgment may dictate.

They may be invited to sit individually or jointly with the Board, in order to render such advice and assistance as the Board may require.

ARTICLE VII. COMMITTEES

Section 1. There shall be the following standing Committees:

(a) An **EXECUTIVE COMMITTEE**, which shall consist of the President, the Chairman of the Board, and two other Board members as the Board may determine. The committee shall advise and aid the officers of the Society in all matters concerning its interests and, during intervals between meetings of the Board, shall have and exercise all powers of the Board. No specific reference to the committee in any other provision of these By-laws shall be deemed to limit the general power hereby authorized the committee. Each member of the committee, other than the President and Chairman of the Board, shall be elected annually at the first meeting of the Board after the Annual Meeting of the Society. A majority of the committee shall constitute a quorum. The minutes of each Executive Committee Meeting shall be the first order of business of the succeeding Board Meeting, and the actions of the committee shall be subject to revision or alteration of the Board, provided that no rights of third parties shall be affected by such revision or alteration. The Committee may, subject to the approval of the Board, prescribe rules and regulations for the calling and conducting

of its meetings and for other matters relating to its procedure and exercise of its powers. Unless otherwise determined by the committee, the President shall act as chairman. A member of the Executive Committee who is unable to attend a duly called meeting of said committee shall, in a letter addressed to the Committee Chairman, state the cause of his absence. If a member of the Executive Committee is absent from three consecutive meetings for reasons which the committee has failed to declare as sufficient, his resignation shall be deemed to have been tendered and accepted.

Vacancies that occur in the Executive Committee shall be filled by the Board.

(b) A **BUDGET AND FINANCE COMMITTEE**, which shall consist of three (3) Regular Members, selected by the President, to be chosen from persons who are or have been Directors of the Society. The committee shall review the budget prepared by the Secretary-Treasurer; inquire into and examine the financial condition of the Society, with the authority to obtain such information as the committee may deem advisable or necessary for its proper function; suggest ways and means of increasing revenues, of limiting expenses, and of providing resources for emergencies and future programs; report to the Board of Directors or to the Executive Committee as often as the committee may deem necessary and whenever it shall be requested to do so by the President.

(c) A **NOMINATING COMMITTEE**, which shall consist of from five (5) to seven (7) members, selected by the President with the advice and consent of the Board, from among the Regular Members of the Society. The Nominating Committee shall perform its duties as prescribed in Article V, Section 11, hereof.

Except as provided in this section 1, no member of any committee need be a Director, a former Director, or Regular Member of the Society.

Section 2. In addition to the Executive, Nominating and Budget and Finance Committees, there may be such

other committees as may be authorized or designated by the Regular Members or by the Board. The members of such committees shall be chosen as directed in the resolution authorizing such committees or, in the absence of directions concerning membership in the resolution, then by the President.

Section 3. Except as herein otherwise provided, each committee referred to in this Article may, subject to the control of the Board, determine its own rules and regulations for the calling and holding of meetings or for other action by it, including the designation of a secretary to act for such committee. All committees of the Society, except the Executive Committee, shall hold office at the pleasure of the President. The tenures of all committees and their chairmen shall be concurrent with that of the President who appointed them and shall expire upon the expiration of the President's tenure, unless otherwise provided by resolution of the Board.

ARTICLE VIII.

MEETINGS OF MEMBERS

Section 1. Unless otherwise specified by the Board of Directors, the Annual Membership Meeting of the Society shall be held in July at a time and place as the Board may designate. Failing such designation by the Board, the Annual Meetings shall be held on the fourth Tuesday in July at the principal office of the Society. If the fourth Tuesday in July should be a legal holiday, then said meeting shall be held on the next succeeding business day that is not a legal holiday. At this meeting the Regular Members shall receive annual reports of the officers, directors, and committees, and transact any other business which shall come before the meeting.

Section 2. Special Meetings of the Members may be called at any time by a majority of the Board, the Chairman of the Board, the President or the Secretary-Treasurer upon written request of twenty-five (25) Regular Members of the Society then in good standing.

All such meetings shall be held at the principal office of the Society unless the Board designates some other place.

Section 3. Notice of the time and place of each Annual or Special Meeting shall be served either personally or by mail, not less than five (5) nor more than thirty (30) days before the meeting, upon each member of the Society in good standing. Notice shall, if mailed, be directed to the member at his mailing address as it appears on the books or records of the Society. Notice of the Annual Meeting need not specify the object thereof, but notice of any Special Meeting shall indicate the object or objects thereof.

Section 4. At any meeting of the Regular Members, twenty (20) of the members, or ten per cent (10%) of the Regular Membership, whichever is the greater number, present either in person or by proxy, shall constitute a quorum. A quorum being present or represented, it shall decide all questions submitted for action by the Regular Members. In the absence of a quorum or when a quorum is present, a meeting may be adjourned from time to time by vote of a majority of the active members present in person or by proxy without notice other than by announcement at the meeting. At any meeting at which a quorum shall be present, any business may be transacted at the meeting as originally notified. For the purpose of Article V, the term "proxy" with respect to any meeting shall be deemed to include also a signed ballot of a Regular Member for such meeting if the Board shall have authorized the use of such ballots, but in any event the Member signing the ballot shall be deemed present at the meeting only with respect to the matter covered by such ballot.

Section 5. At every meeting of the Regular Members, each Regular Member shall be entitled to one vote on any question put before the Regular Membership, in person or by written proxy filed with the Secretary-Treasurer. The vote on any question shall be by ballot, if the Board so determines or if ordered

by a majority of the active members present at the meeting. The vote for Directors shall be by ballot, by mail, as provided in Article V.

Section 6. At any meeting of members, the President or, in his absence, the Vice-President, the Chairman of the Board, or the Secretary-Treasurer shall preside in the order listed. In the event that no principal officer is present any other Regular Member selected by a majority of the Regular Members present or represented at a meeting of the members shall preside as Chairman. Any other person appointed by the Chairman of the Meeting shall act as Secretary thereof.

Section 7. Whenever reference is made herein to any specified number or percentage of the Regular Members of the Society voting to approve or disapprove any matter, or taking any action at or with respect to any meeting of the Members, the number or percentage of members referred to shall mean Regular Members in good standing.

ARTICLE IX. CHAPTERS

Section 1. If the Board so determines, Chapters may be established in any city, or cities, area or areas, to perform such functions and exercise such powers as the Board may determine. Rules or regulations for the control, guidance, or continuance of any such unit may be fixed or changed by the Board.

ARTICLE X. INTERPRETATION AND CONSTRUCTION OF BY-LAWS

Section 1. All questions of interpretation or construction of these By-laws shall be decided by the Board, whose decision thereon shall be final.

ARTICLE XI. FISCAL YEAR

Section 1. The fiscal year of the Society shall be from July 1 through June 30 of the following year.

ARTICLE XII. CORPORATE SEAL

Section 1. The seal of the Society shall be in such form and design as the

Board of Directors may select and shall bear the name of the Society and the year of its incorporation.

ARTICLE XIII. AMENDMENTS

Section 1. The Board shall have the power to make, alter, amend, and repeal the By-Laws of the Society by the Affirmative vote of a majority of the Board, provided there has been proper notice or waiver of notice of such meeting, as provided in Article V, Section 5, hereof, except that the Board shall have no power to amend, alter or repeal sections of these By-laws relating to qualification for Regular Membership, qualifications for Directors, or assessment against members.

Section 2. Except as provided, these By-Laws may be altered, amended or repealed at any meeting of the Regular Members of the Society by a majority vote of the Regular Members present, either in person or by proxy, provided notice of the proposed action is stated in general terms in the notice of such meeting. Notwithstanding the foregoing, the provisions of the sections relating to qualification for Regular Membership, qualifications for Directors and assessments against members can only be amended by vote of a majority of the Regular Members as a Special Meeting called for such purpose, or by means of a poll of the active members by mail. All By-laws made by the Board may be altered, amended, or repealed as aforesaid by the Regular Members of the Society.

Robert J. Rushing
President

The undersigned Secretary-Treasurer of the corporation known as the National Classification Management Society does hereby certify that the above and foregoing By-laws were duly adopted by the Board of Directors of said corporation on the 15th day of Nov., 1964, as the By-laws of said corporation, and that they do now constitute the By-laws of the National Classification Management Society.

William J. Herling
Secretary-Treasurer
(CORPORATE SEAL)

MEMBERSHIP, ANYONE?

Anyone interested in the problems of information management is urged to consider joining this new Society. The general qualifications for membership are given on page 22, in Article III of the By-laws. A note to any of the Board of Directors will bring you an application form. Dues are only \$10 a year, with an initiation fee of \$10—and a subscription to this journal is included.

NCMS was founded in 1964 by a group of Government and industry people working in the field of classification management, or just plain classification as it is called in the AEC, who had come to realize their work was becoming so complicated and burdensome that mutual help in defining and doing was imperative. Further, personal contact always helps relations, especially where the somewhat different approaches under the different charters of the various agencies of the Executive Branch lead to widely differing views and practices in classification.

The interests of the Society vary from the identification of highly involved technical information as being of security interest, to the methods of handling markings and marked documents, to the overall science of managing information and the records that contain it. A very large, if not inspiring, problem is the physical accumulation of records that were properly classified, but require that protection no longer.

Chapter Activities

The **Southern California Chapter** held its first meeting on February 23, 1965. Bill Herling reports that "it was as expected — successful." Larry McConnell of Systems Corporation is chapter president.

In San Francisco, a **Bay Area Chapter** has been formed. Chairman is Fred Daigle, Lockheed Missiles & Space Company; Jim Patterson, Sandia Corporation in Livermore, is Secretary-Treasurer.

The **Washington Chapter** has been meeting regularly. Dick Durham, ACDA, reports that the meetings have averaged 36 people in attendance. Alfred Neumann is chairman of the chapter, and Gene Suto, Research Analysis Corporation, is Secretary-Treasurer.

Act Promptly to attend the FIRST NATIONAL SEMINAR

Washington, D. C.

July 13 & 14

The Study Corner

A Library for the Society

A necessary adjunct to any professional pursuit is a usable accumulation of background information relating to that profession. The need for a library for members of the Classification Management Society is now a reality.

A first step is the solicitation from Society members of papers and reports on work which they have done in the field of classification management. For example, the library should include information on these subjects:

A History of Classification

Classified Inventory Levels
(With & Without Class. Mgmt.)

Document Management — An
Adjunct to Document Control—

The Effects of Automatic Down-
grading

Economic and Effective Docu-
ment Regrading Systems

Classified Document Cost Study

Classification Management As a
Career

Guidance Analysis by the Con-
tractor

Prime Contractor-Subcontractor
Relations

Training Aids and Educational
Programs on Classification Mgmt.

These are but a few areas of in-

terest, and we welcome your ideas on other areas germane to classification management. Since no one person can assemble this library, I ask all of you, as members, to assist. As the completed studies are received, a brief summary will be published in this column. Members can then order copies as desired.

To get this project off the ground, I am asking each member to let me know how he might help. Here are home jobs to be done:

1. Prepare a complete study on a subject of interest.
2. Do the preliminary work on a subject of interest and deliver the results to someone else for final preparation.
3. Assist another member in his study by the contribution of detailed information.
4. Contribute existing material to the library (with authority for reproduction if required).
5. Submit topics in need of studies (all members should contribute to this).

Send to F. J. DAIGLE, Classification Management Representative
Organization 67-10, Building 104
Lockheed Missile & Space Company

Sunnyvale, California

We will keep you posted on the progress of the Society library.

F. J. DAIGLE