Security Management: A Full Time Job?

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Security Management: A Full Time Job?
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At the beginning of our course the instructor at the Naval Criminal Investigative Service (NCIS) Naval Security Manager Course at the Naval Air Station North Island, Coronado Island, California the instructor asked the students at the beginning of the course. "Why are you taking this course?" After going around the room for a couple of minutes the instructor asked, "Who is here to stay out of jail?"[1] This introduction stressed the seriousness of the security management business; and while serious, it should not be feared but rather respected. Security management is the safeguarding or enforcement of laws set forth by the federal government to protect sensitive material or information. So every unit regardless of size should strive to ensure the best resources and training to every Marine regardless of the experience or rank may be. Good security management begins with a good unit security management plan that includes knowledgeable personnel. Therefore the Marine Corps must have dedicated personnel in order to train, educate, and perform the daily functions of a Marine unit. Having civilian positions and a secondary military occupational specialty (MOS) for Marines would enhance enforcement of

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[1] Naval Security Manager Course, February 2004.

Department of Defense by laws and the efficiency of Marine units.

Security Manager

A security manager is a Marine Officer appointed by the commanding general (CG) or commanding officer (CO) who has a valid Top Secret security clearance that manages the commands security program. The assistant security manager is a Marine Officer or Staff Non-Commissioned Officer who also has a valid Top Secret security clearance and assists managing the commands security program. Responsibilities of these Marines are to advise the CG/CO, develop written command security procedures, develop emergency plans, educate Marines in the command, receive reports of security violations, supervise security violation investigations, account and store classified information, and coordinate access for visitors either to or from the command.[2] Marines have many responsibilities in the security management field. Marines appointed by their commanders do security management as a collateral duty rather than a primary duty. This is one reason why a fulltime civilian or MOS would be more efficient. According to Mr. Michael Smith, Marine Corps Base-Quantico

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[2] Naval Criminal Investigative Service (2004). *Naval Security Manager Course*. Washington, D.C.: U.S. Government Printing Office.

Security Manager, "security management should be an extension of a Marine's primary duties not a collateral duty."[3] While some commands do have a civilian security manager many still do not and there are no designated security-type MOS for Marines.

Training

Proper training is essential for every individual whether it be a Marine or civilian. With proper training not only does it add credibility to a security position, it gives better insight to a security job description and shows the command takes its security program seriously. Untrained personnel do not fully understand the impact or implications of security management. If and when a problem is identified security professionals should be familiar with the procedures to correct it.

The lead training agency for security personnel in the Department of the Navy (DON) is the NCIS. Commanding Generals, Commanding Officers, and unit security managers must ensure that their respective command has a dedicated and sufficient training and education time.[4] Therefore, the NCIS does offer one-week course frequently for certification of unit security manager and security

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[3] Mr. Smith interview
[4] *Naval Security Manager Course*, p. 2-1-2

personnel for E-4 to O-5 pay grades. The course, though

short, exposes students to the security world and what is

expected of them in a security billet. While some commands

do emphasize getting their Marines to attend the NCIS

course many do not and expect the command security manager

to just open up an old and outdated security manager's book

off the shelf and have the knowledge on how to conduct

security business. Still, this reinforces that proper

annual training will not occur in each unit because the

command simply does not stress security; thus another

reason why a civilian who is dedicated to security and is

familiar with the training standards will ensure training

is conducted frequently and properly.

Laws

There are many laws imposed by the federal government

concerning security management. For this reason a

dedicated security manager must read and be familiar with

the hierarchy of the rules and regulations set at various

levels of the U.S. Government. Since there is currently no

security MOS for Marines it is difficult for them to be

expected to know and be familiar with all the laws in

addition to their other duties. A dedicated security

professional needs to know all of the federal orders from

executive branch of government to lowest subordinate unit

where he or she may work. At the top of the hierarchy is the President of the United States. "Presidential Executive Orders (EO) 12958, 12968, and 10450 set standards for classifying information and for granting access to classified information."[5] While these EO's do in fact set the standards in the security field the National Security Council and Department of Defense come next in the order of precedence. Next, the Secretary of the Navy (SECNAV) may set more strict standards as he does with SECNAVINST (Secretary of the Navy Instruction) 5510.30A and 5510.36. These two SECNAVINST are the DON Information Security Program (ISP) regulations on matters such as policy, management, education, investigations, clearances, and classified information.[6] SECNAVINST are the most common laws that security managers will utilize.

Throughout the Marine Corps a select few security managers must also be managers of the classification management that oversees the Original Classification Authority (OCA) Program. This program is where all classified documents authority is reviewed. It is fair to say that most of these security managers are civilian positions. Subordinate security managers must be familiar

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[5] *Naval Security Manager Course*, p. 1-1-2
[6] http://neds.daps.dla.mil

with the OCA because it will have an effect on how a unit
conducts business in the future when trying to declassify
for training or disposal when cleaning a vault and/or safe.
Currently ten Marine Generals have Top Secret authority and
five Marine Generals and the Military Secretary to the
Commandant of the Marine Corps have SECRET authority.[7]
Original Classification Authority is in the areas of
Foreign Government Information, Automatic Declassification,
Mandatory Declassification Review, and Foreign Relations
Series. OCA rests with the SECNAV and officials delegated
with the authority and are not transferable and shall not
be further delegated.[8] The reason the OCA is important is
that the security manager must know when to declassify
and/or downgrade classified material, which is often a
question at many units. Usually the OCA will determine if
the information may be declassified using the ten year
rule, meaning that a document marked with the appropriate
classification may be downgraded in classification status
in ten years since its production if appropriate. At times
certain documents or electronic media may not be revealed.
Damage may or may not occur after ten years but careful
consideration by the OCA is done in order not to compromise

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[7] http://www.navysecuirty.navy.mil
[8] *Naval Security Manager Course*, p. 3-1-3

any on-going missions or at the extreme circumstance get someone killed.

Daily Functions

A security manager has to deal with many types of tactical aspects that require a high degree of technical expertise. There are three priorities that a security manager should have in his or her daily duties; they are classification markings, document control, and the Joint Personnel Adjudication System (JPAS). The first priority of a security manager is the four classification markings. Each classification has a color which corresponds with the level of each marking. These markings are very important and it takes a knowledgeable individual to decide which color to mark documents and electronic media. These classifications colors have stickers for everything such as computers, CD's, document folders, and envelops just to name a few. These are the markings that a security manager must decide: The lowest level is UNCLASSIFIED (U) or For Official Use Only (FOUO) which is Green, followed by CONFIDENTIAL (C) which is Blue, next is SECRET (S) which is Red, finally the highest classification is TOP SECRET (TS) which is Orange.

The second priority of a security manager should be document control and should be a concern to every Marine working with classified material. Most documents that get lost are not necessarily stolen but carelessly find their way into Marines "private collections." Mr. Smith states, that "when most security violations happen Marines just get lazy".[9] When working with classified documents or electronic media it is essential that they are accounted for and properly secured after each use. Now if classified items are not secured or lost then adverse action may be taken. Eventually an investigation must be initiated by the security manager at the direction of the CG/CO.

The third priority of a security manager is the Joint Personnel Adjudication System (JPAS). JPAS was established in 2003 and implemented for all DOD personnel (active, reserve, and civilian) to access security clearances. There are only a few account managers per unit, and at each unit the levels of access vary. The account manager for each major subordinate element (MSE) should be the resident expert who is established in the position of security manager. Security clearance must constantly be checked and updated to ensure Marines have current and appropriate clearances or be read-in to any special programs. Another

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[9] Mr. Smith interview

feature on JPAS is submitting and receiving electronic visitor request forms either to or from the command. These reasons re-enforce the need for a civilian security manager or a security MOS for Marines. That it is a full-time job.

Advantages

Certain advantages are evident when employing a civilian for a security manager. First, he or she does not answer to anyone in the chain of command except for the CG/CO. Second, he or she does not favor anyone of a certain rank, and third he or she relieves a Marine of these duties if in fact the Marine is not acting in a secondary MOS billet. According to retired MGySgt David Plumley, 1st Force Service Support Group Assistant Security Manager, security management regularly took up 75 percent of his day.[10] This time was critical especially while in preparation for deployment to Operation Iraqi Freedom.

Disadvantages

While advantages out weigh the disadvantages there remains many unknowns. First, can the Marine Corps afford to have Marines in full time security positions? Second, will the positions across the Corps be a civilian or will there be a Marine in a security MOS? Third, one might ask how these security positions will be funded or filled?

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[10] Phone interview with MGySgt David R. Plumley

Fourth, does a security MOS affect a Marines career either in a positive or adverse way? Finally, what is the work load at any given unit and will the reward to that unit outweigh the cost of hiring a civilian or sending a Marine to a MOS producing school?

Conclusion

Security Management is a very time demanding job. Therefore, two possible options are recommend for the future. First, all major commands (general level) have a full time civilian in the security manager billet. Second, propose a secondary security manager MOS for both officers and enlisted Marines. These Marines would serve in billets at the various levels of command and would be dedicated to the security functions of their respective unit. While nothing is certain these two options should be considered first and then the planning of personnel and how to fill these positions should be next.

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