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Description of document: Lists of National Security Agency (NSA) DIRgrams 00 - 432, NSA Director's Messages to the Work Force, and DIRGRAM 226, 27-March-2002

Requested date: 18-October-2010

Released date: 10-December-2010

Posted date: 13-June-2011

Titles of documents: (U) Previous DIRgram Postings 02/23/2005, Search Agency Mass Mails (U) 5/26/2010
(U) DIRgram-228: "Preservation of Information That May Relate to the Attacks of 11 September 2001"

Source of document: National Security Agency
Attn: FOIA/PA Office (DJP4)
9800 Savage Road, Suite 6248
Ft. George G. Meade, MD 20755-6248
Fax: 443-479-3612
Online form: [Here](#)

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

FOIA Case: 63749A
26 April 2011

This further responds to your Freedom of Information Act (FOIA) request of 18 December 2010, which was received by this office on 27 December 2010, for:

1. "A copy of the listing of DIRgrams; and
2. A copy of the following DIRgrams: 399, 394, 393, 392, 387, 386, 385, 382, 381, 370, 367, 349, 344, 340, 329, 327, 325, 323, 307, 305, 301, 286, 283, 276, 275, 234, 228, 221, 200, 172."

Your request has been assigned Case Number 63749. This letter indicates that we have begun to process your request. There is certain information relating to this processing about which the FOIA and applicable Department of Defense (DoD) and NSA/CSS regulations require we inform you.

For purposes of this request and based on the information you provided in your letter, you are considered an "all other" requester. As such, you are allowed 2 hours of search and the duplication of 100 pages at no cost. There are no assessable fees for this request.

We have completed our search for records responsive to your request. Some of the documents you requested are enclosed. Two lists of DIRgrams 00 thru 432 have been processed under the FOIA and are enclosed. We are also providing DIRgram 228. Certain information, however, has been deleted from the enclosures.

Some of the information deleted from the documents was found to be currently and properly classified in accordance with Executive Order 13526. This information meets the criteria for classification as set forth in Subparagraph (c) of Section 1.4 and remains classified TOP SECRET and

SECRET as provided in Section 1.2 of the Executive Order. The information is classified because its disclosure could reasonably be expected to cause exceptionally grave damage to the national security. Because the information is currently and properly classified, it is exempt from disclosure pursuant to the first exemption of the FOIA (5 U.S.C. Section 552(b)(1)).

In addition, this Agency is authorized by various statutes to protect certain information concerning its activities and personnel. We have determined that such information exists in these documents. Accordingly, those portions are exempt from disclosure pursuant to the third exemption of the FOIA which provides for the withholding of information specifically protected from disclosure by statute. The specific statutes applicable in this case are Title 18 U.S. Code 798; Title 50 U.S. Code 403-1(i); and Section 6, Public Law 86-36 (50 U.S. Code 402 note).

The Initial Denial Authority for NSA information is the Deputy Associate Director for Policy and Records, Diane M. Janosek. Any person notified of an adverse determination may file an appeal to the NSA/CSS Freedom of Information Act Appeal Authority. The appeal must be postmarked no later than 60 calendar days after the date of the initial denial letter. The appeal shall be in writing addressed to the NSA/CSS FOIA Appeal Authority (DJP4), National Security Agency, 9800 Savage Road STE 6248, Fort George G. Meade, MD 20755-6248. The appeal shall reference the adverse determination and shall contain, in sufficient detail and particularity, the grounds upon which the requester believes that the determination is unwarranted. The NSA/CSS FOIA Appeal Authority will endeavor to respond to the appeal within 20 working days after receipt, absent any unusual circumstances.

As a reminder, in FOIA Case 56158, you have already requested the following DIRgrams (399, 392, 385, 370, 367, 344, 340, 327, 323, 301, 286, 276, 228, 221 and 200). They will not be duplicated for this request. DIRgrams 349, 329, 325, and 200 were located in several similar FOIA requests currently being processed. These portions of your request will be processed along with those previous requests. We will respond to you again once the processing of those cases is complete.

The remaining DIRgrams responsive to your request (DIRgrams 394, 393, 387, 386, 382, 381, 307, 305, 283, 275, 234, and 172) are not voluminous or complex, and your request has been placed in the first-in, first-out processing queue for Non-Personal Easy cases. Because there are several cases ahead of yours in that queue, however, we are unable to respond to your request within 20 days. We appreciate your patience with our efforts to treat all requesters fairly by responding to each on a "first-in, first-out" basis.

In our 10 December 2010 response to your FOIA Case 63186, we stated in response to item B of your request (DIRgrams for the timeframe 10/1/2008 through present) that no records responsive to that portion of your request were located. However, we have since learned that the DIRgram publications ended following the departure of the former Director of NSA, but were replaced by "Director's Messages" with the arrival of the current Director. Therefore, we obtained a list of the "Director's Messages" during the search for material responsive to this request. That document will also be reviewed for release when your request is pulled for review. Once you receive that listing, you can submit a FOIA request for the items on that list you are interested in obtaining.

Correspondence related to your request should include the case number assigned to your request, which is included in the first paragraph of this letter. Your letter should be addressed to National Security Agency, FOIA Office (DJP4), 9800 Savage Road STE 6248, Ft. George G. Meade, MD 20755-6248 or may be sent by facsimile to 443-479-3612. If sent by fax, it should be marked for the attention of the FOIA office. The telephone number of the FOIA office is 301-688-6527.

Sincerely,

A handwritten signature in black ink, appearing to read "Pamela N. Phillips". The signature is fluid and cursive, with the first name "Pamela" being more prominent than the last name "Phillips".

PAMELA N. PHILLIPS
Chief
FOIA/PA Office

Encls:
a/s

DYNAMIC PAGE [REDACTED]

(b) (1)
(b) (3) - P.L. 86-36

(U) Previous DIRgram Postings

- (U) DIRgram-401: "Our Strategic Plan: Stay the Course, With a New Roadmap"
- (U/~~FOUO~~) DIRgram-400: "Expanding NSA/CSS Support to the U.S. Strategic Command"
- (U/~~FOUO~~) DIRgram-399: [REDACTED]
- (U) DIRgram-398: "Near-term Mission Assurance" (b) (3) - P.L. 86-36
- (U) DIRgram-397: "Director's Goals for 2005"
- (U) DIRgram-396: "NSA/CSS Hawaii (HRSOC) Concept Design Model"
- (U) DIRgram-395: "SADFM Position Update"
- (U/~~FOUO~~) DIRgram-394: "CORRECTION - Establishment of Electromagnetic-Space"
- (U) DIRgram-393: "NSA/CSS Corporate Strategies Office"
- ~~(S//REL)~~ DIRgram-392: [REDACTED]
- (U) DIRgram-391: "Going the Distance with Keys to Good Health"
- (U) DIRgram-390: "Mission Alignment and RSOC Build-Out - An Update"
- (U) DIRgram-389: "60-Second Survey"
- (U) DIRgram-388: "Establishing the NSA/CSS Information Technology Directorate"
- (U) DIRgram-387: "Interactions with Contractors"
- (U) DIRgram-386: "Project X"
- ~~(S//REL)~~ DIRgram-385: [REDACTED]
- (U) DIRgram-384: "Successful Extended Enterprise Leadership Conference"
- (U) DIRgram-383: "Leveraging Second Party Contractors"
- (U) DIRgram-382: "Congress Passes Intelligence Reform: The End of the Beginning"
- (U/~~FOUO~~) DIRgram-381: "NSA/NGA Collaboration"
- (U) DIRgram-380: "Pressing Forward With Mission Alignment" (b) (1)
(b) (3) - 50 USC 403
- (U) DIRgram-379: "A Successful FY04 and a Challenging FY05" (b) (3) - P.L. 86-36
- (U) DIRgram-378: "PKI Status"

- (U) DIRgram-377: "Performance and Accountability Report (PAR)"
- (U) DIRgram-376: "Enterprise Information Technology Center"
- (U) DIRgram-375: "Transformation Advisory Panel"
- (U) DIRgram-374: "Transition 2005"
- (U) DIRgram-373: "RSOC Build-Out for Mission Assurance"
- (U) DIRgram-372: "We Remain Vigilant"
- (U) DIRgram-371: "NSA/CSS Senior Enlisted Advisor"
- (S//SI//REt) DIRgram-370: [REDACTED]
- (U) DIRgram-369: "CIO Study Part Two"
- (U) DIRgram-368: "Industrial-Strength Mission Blending"
- (U) DIRgram-367: "The Iraq Survey Group Report: What Does It Mean for NSA?"
- (U) DIRgram-366: "Second Party Relations; Growing Closer"
- (U) DIRgram-365: "A Helping Hand for Deployed Personnel and Their Families"
- (U) DIRgram-364: "Expanding the Industrial Base - the Acquisition Resource Center (ARC)"
- (U) DIRgram-363: "Support for Tactical Engagements"
- (U) DIRgram-362: "CIO Study"
- (U) DIRgram-361: "Foreign Language Conference 2004 - The Next Generation"
- (U) DIRgram-360: "Computer Network Exploitation: A Growth Industry"
- (U) DIRgram-359: "Governance - Engaging the Extended Enterprise"
- (U) DIRgram-358: "Cryptologic Doctrine Update"
- (U) DIRgram-357: "Need to Know"
- (U) DIRgram-356: "Governance Policy"
- (U) DIRgram-355: "Exercising Our COOP Plans"
- (U) DIRgram-354: "NSA/NGA Collaboration"
- (U) DIRgram-353: "What is Governance Anyway?"
- (U) DIRgram-352: "Recognition of our Partnership with Industry"
- (U) DIRgram-351: "PEO 101"
- (U) DIRgram-349: "Partnering on Recent Counternarcotics Success"
- (U) DIRgram-350: "The Rules of the Senior Pay Pool"

(b) (1)
(b) (3)-50 USC 403
(b) (3)-18 USC 798
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- (U) DIRgram-348: "60-Second Survey"
- (U) DIRgram-347: "Governance – Communicate, Communicate!"
- (U) DIRgram-346: "DHS: Strategy for an Evolving Customer"
- (U) DIRgram-345: "IOTC Mission Accomplished"
- (U) DIRgram-343: "Supporting Our Family"
- (U) DIRgram-342: "New Director NSOC"
- ~~(S//REL)~~ DIRgram-344: [REDACTED]
- (U) DIRgram-341: "FY-04 Hiring Update"
- ~~(TS//SI//REL)~~ DIRgram-340: [REDACTED]
- (U) DIRgram-338: "Welcome to New Deputy Chief, Central Security Service (DCH/CSS)"
- (U) DIRgram-339: "Building In Mission Assurance"
- (U) DIRgram-337: "It's About Relating, Not Disseminating"
- (U) DIRgram-336: "CNO Vision"
- (U) DIRgram-335: "Working with Industry: Contractor Clearances"
- ~~(S//REL)~~ DIRgram-333: "Information Sharing with the United Kingdom and Australia"
- (U) DIRgram-332: "Status of Compensation Reform"
- (U) DIRgram-334: "NSA/CSS and the CENTCOM Area of Responsibility"
- (U) DIRgram-331: "Living in a Networked World"
- (U) DIRgram-330: "Iraq: Our Plan to Support the Evolving National Strategy"
- (U) DIRgram-329: "Where's NSA in IC Reform"
- (U) DIRgram-328: "Making Change Permanent, Not Permanent Changes"
- ~~(S//REL)~~ DIRgram-327: [REDACTED]
- (U) DIRgram-326: "Senior Computer Science Authority"
- (U) DIRgram-325: "The Future of U.S. Intelligence"
- (U) DIRgram-324: "DISES and DISL Pool Announcement"
- (U) DIRgram-323: "9/11 Commission Report"
- (U) DIRgram-322: "Agency Census"
- (U) DIRgram-321: "No Change-Incentivized Retirements"
- ~~(C//REL)~~ DIRgram-320: "Computer Network Operations Future"
- (U) DIRgram-319: "RSOC Program Management Office Stand-up"

(b) (1)
(b) (3)-50 USC 403
(b) (3)-18 USC 798
(b) (3)-P.L. 86-36

(b) (1)
(b) (3)-50 USC 403
(b) (3)-P.L. 86-36

- (U) DIRgram-318: "NSA Threat Analysis Center Established"
- (U) DIRgram-317: "Transformation 2.0 Information Sharing Concept of Operations"
- (U) DIRgram-316: "DCI Tenet Expresses Deep Appreciation"
- (U) DIRgram-315: "Director's Trophy Winners for 2003"
- (U) DIRgram-314: "NSA/CSS Military Performer of the Year 2003 Winners"
- (U) DIRgram-313: "Support to WMD Commission"
- (U//~~FOUO~~) DIRgram-312: "Closure of Bad Aibling Station"
- (U) DIRgram-311: "New DIA/JITF-CT Pilot Program for Access to NSA Databases"
- (U) DIRgram-310: "Congratulations to the 2003 Travis Trophy Winner!"
- (U) DIRgram-309: "GROUNDBREAKER II Decision"
- (U) DIRgram-308: "DSOC Update"
- (U) DIRgram-307: "NEW Joint NSA/CIA Collaboration Award"
- (U) DIRgram-306: "Chief Information Officer"
- (U) DIRgram-305: "A New Look for NSA.gov"
- (U) DIRgram-304: "NSA/CSS Mission Continuity"
- (U) DIRgram-303: "Special Assistant for Field Matters"
- (U) DIRgram-302: "Harassment Prevention Policy"
- (U) DIRgram-301: "Smoking at NSA"
- (U) DIRgram-300: "Comp Reform - NSA to Implement DCIPS"
- (U) DIRgram-299: "Financial Management Solutions Program"
- (U) DIRgram-298: "2004-2009 NSA/CSS Strategic Plan"
- (U) DIRgram-297: "New Director of NSOC and Organizational Changes"
- (U) DIRgram-296: "NSA Horizontal Integration Steering Group"
- (U) DIRgram-295: "Announcing the New Senior Acquisition Executive"
- (U) DIRgram-294: "New Mobilization Assistant to the Deputy Chief, Central Security Service"
- (U) DIRgram-293: "Update on FY03 Hiring Program at NSA"
- (U) DIRgram-292: "Language Analyst Recruitment Bonus and Milestone Award Program"
- (U) DIRgram-291: "Implementation of New Policy System"
- (U) DIRgram-290: "Transformation 2.0 - The Next Step"
- (U) DIRgram-289: "Protecting Critical Capabilities"

- (U) DIRgram-288: "DSOC Integrated Management Team"
- (U) DIRgram-287: "Transformation Progress"
- (U) DIRgram-286: "National Commission Continues Focus on 9-11"
- (U) DIRgram-285: "Denver Security Operations Center (DSOC) Implementation"
- (U) DIRgram-284: "Realignment of the Readiness and Capabilities Program Office"
- (U) DIRgram-283: "Security and Counterintelligence"
- (U) DIRgram-282: "New Deputy Chief, Central Security Service"
- (U) DIRgram-281: "Acquisition Processes Update"
- (U) DIRgram-280: "Senior Acquisition Executive"
- (U) DIRgram-279: "Changes in the Office of Diversity Management"
- (U) DIRgram-278: "KRSOC II"
- (U) DIRgram-277: "Management Controls"
- (U) DIRgram-276: "Upcoming Public Release of Joint Inquiry 9-11 Report"
- (U) DIRgram-275: "Chief Information Officer"
- (U) DIRgram-274: "Farewell to Maj Gen Crawford"
- (U) DIRgram-273: "360-Degree Assessments"
- (U) DIRgram-272: "Director's Trophy Awardees for 2002"
- (U) DIRgram-271: "Realignment of the Microelectronics Research Laboratory"
- (U) DIRgram-270: "Congratulations 2002 Travis Trophy Winner!"
- (U) DIRgram-269: "Military Performers of the Year Awards"
- (U) DIRgram-268: "Cryptologic System Architecture and Systems Engineering"
- (U) DIRgram-267: "New SID Leadership"
- (U) DIRgram-266: "Signals Intelligence Director"
- (U) DIRgram-265: "Supported NSA/CSS Commanders Rating Supporting Commanders"
- (U) DIRgram-264: "Increase in FLIP Ceiling"
- (U) DIRgram-263: "Announcing the 2003 Promotion and Awards Program"
- (U) DIRgram-262: "Senior Appointments - Defense Intelligence Senior Levels & Defense Intelligence Senior Executive Service (DISLs & DISES)"
- (U) DIRgram-261: "Compensation Reform Update"
- (U) DIRgram-260: "The 108th Congress: New Faces Working Our Agenda"

- (U) DIRgram-259: "GROUNDBREAKER II 'Way Ahead' Decision"
- (U) DIRgram-258: "Associate Director for Education and Training"
- (U) DIRgram-257: "Reassignment Policy"
- (U) DIRgram-256: "New Foreign Policy Advisor"
- (U) DIRgram-255: "Employee Drug Testing"
- (U) DIRgram-254: "New Senior Acquisition Executive"
- (U) DIRgram-253: "United States Coast Guard (USCG) Partnership"
- (U) DIRgram-252: "Changes within DoD"
- (U) DIRgram-251: "Work Begins on FY 2005 Business Plan"
- (U//FOUO) DIRgram-250: "TRAILBLAZER Announces Award of Technology Demonstration Platform (TDP) Contract"
- (U) DIRgram-249: "First Congressional Open Hearing on 9/11 Inquiry"
- ~~(S//SI//REL)~~ DIRgram-248:
- (U) DIRgram-247: "360-Degree Assessments Feedback"
- (U) DIRgram-246: "New Policy System"
- (U) DIRgram-245: "Acquisition Security"
- (U) DIRgram-244: "GROUNDBREAKER II"
- (U) DIRgram-243: "New Associate Director of Research"
- (U) DIRgram-242: "NSA and GCHQ Policy on Cooperation and Sharing (Partnership)"
- (U) DIRgram-241: "Intelligence Community Collaboration"
- (U) DIRgram-240: "Compensation Reform Strategy"
- (U) DIRgram-239: "Media Attention"
- (U//FOUO) DIRgram-239: "TRAILBLAZER Technology Demonstration Platform (TDP) Request for Proposal Released"
- (U) DIRgram-238: "Moving Forward with Foreign Affairs"
- (U) DIRgram-237: "President Bush's Visit" (corrected)
- (U) DIRgram-237: "President Bush's Visit"
- (U) DIRgram-236: "Joint Inquiry Team for 9/11"
- (U) DIRgram-235: "Military Performers of the Year Awards"
- (U) DIRgram-234: "ITIS to Inventory All IT Assets"

(b) (1)
(b) (3) - 50 USC 403
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- (U) DIRgram-233: "New Inspector General"
- (U) DIRgram-232: "2001 Director's Trophy Awardees"
- (U) DIRgram-231: "Announcement of the 2001 Travis Trophy Winner"
- (U) DIRgram-230: "Intelligence Oversight Training"
- (U) DIRgram-229: "Corporate Review Group"
- (U) DIRgram-228: "Preservation of Information That May Relate to the Attacks of 11 September 2001"
- (U) DIRgram-227: "Senior Elevations"
- (U) DIRgram-226: "360-Degree Assessments"
- (U) DIRgram-225: "LAO Opens Office in Downtown Washington, DC"
- (U) DIRgram-224: "Manpower Management"
- (U) DIRgram-223: "Information Assurance Director"
- (U) DIRgram-222: "Systems Engineering and Architecture"
- (U) DIRgram-221: "Support to 11 September Inquiry"
- (U) DIRgram-220: "Promotion Program Changes"
- (U) DIRgram-219: "Associate Director for Human Resource Services"
- (U) DIRgram-218: "Senior Acquisition Executive"
- (U) DIRgram-217: "Beginning a New Year with Congress"
- (U) DIRgram-216: "Harassment Prevention Policy"
- (U) DIRgram-215: "New Chief Financial Manager"
- (U) DIRgram-214: "Excerpts of President Bush's Comments at the Citadel"
- (U) DIRgram-213: "Homeland Security Support Office"
- (U) DIRgram-212: "Results of 'Jointness' Initiatives in GRSOC Testbed"
- (U) DIRgram-211: "NSA's First Win for the Government Technology Leadership Award"
- (U) DIRgram-210: "Security Focus"
- (U) DIRgram-209: "Relations with Congress"
- (U) DIRgram-208: "Chief Financial Manager"
- (U) DIRgram-207: "Weapons and Space Center Program Management Office"
- (U) DIRgram-206: "Mandatory Processing Prior to OCONUS TDY Travel"
- (U) DIRgram-205: "Further Guidance on Military Duties During Crisis"

- (U) DIRgram-204: "Extended Enterprise Incentives"
- (U) DIRgram-203: "Customer Relationship Assessments"
- (U) DIRgram-202: "Manpower"
- (U) DIRgram-201: "History Channel Poll"
- (U//FOUO) DIRgram-200: [REDACTED] (b) (3) - P.L. 86-36
- (U) DIRgram-199: "NSA-NRO Governance"
- (U) DIRgram-198: "Readiness and Capabilities Program"
- (U) DIRgram-197: "Selection of New Directors, Office of Equal Employment Opportunity and Office of Diversity Management"
- (U) DIRgram-196: "GROUNDBREAKER Award Contract"
- (U) DIRgram-195: "Research Activities"
- (U) DIRgram-194: "Selection of New NSA Chief Information Officer"
- (U) DIRgram-193: "Selection of New Chief, Legislative Affairs Office"
- (U) DIRgram-192: "Senior Elevations and the Obligations of Leadership"
- (U) DIRgram-191: "Governance for Relations with Congress"
- (U) DIRgram-190: "Environmental, Safety, and Health"
- (U) DIRgram-189: "National Security Presidential Directive 5 (NSPD-5)"
- (U) DIRgram-188: "Evaluating our Progress Towards the UCA"
- (U) DIRgram-187: "Systems Engineering and Architecture"
- (U) DIRgram-186: "Frank B. Rowlett Awards Program"
- (U) DIRgram-185: "Update on Managing and Valuing Diversity"
- (U) DIRgram-184: "Recent NSA Advisory Board Meeting"
- (U) DIRgram-183: "GROUNDBREAKER Employment Opportunities for the NSA Work Force"
- (U) DIRgram-182: "SIGINT Seniors Meeting"
- (U) DIRgram-181: "Law Day"
- (U) DIRgram-180: "Skills Community Architecture"
- (U) DIRgram-179: "A Step Toward Compensation Reform"
- (U) DIRgram-178: "Travis Trophy and Transformation"
- (U) DIRgram-177: "IG Reports on Status of DIRgram Implementation"

- (U) DIRgram-176: "Extended Enterprise Management Initiatives"
- (U) DIRgram-175: "I&L Outsourcing Study"
- (U) DIRgram-174: "Florida TDY"
- (U) DIRgram-173: "Field Joint Service Commendation Medal Process"
- (U) DIRgram-172: [REDACTED]
- (U) DIRgram-171: "Shifting Paradigms in Foreign Relations"
- (U) DIRgram-170: "Military Performers of the Year Awards"
- (U) DIRgram-169: "Update on Transforming Our Conduct of Mission in the Field"
- (U) DIRgram-168: "Special Assistant for Denver Strategic Planning"
- (U) DIRgram-167: "Update on Compensation Reform"
- (U) DIRgram-166: "Senior Leadership Development Program"
- (U) DIRgram-165: "NTO Status"
- (U) DIRgram-164: "DIR Guest Speaker at Media Dinner"
- (U) DIRgram-163: "Vice President Cheney's Visit"
- (U) DIRgram-162: "National Engineers Week"
- (U) DIRgram-161: "Hewlett-Packard CEO Addresses the Work Force"
- (U) DIRgram-160: "Scholars-In-Residence Program"
- (U) DIRgram-159: "Establishment of the Community ELINT Management Office"
- (U) DIRgram-158: "Site Commanders Rating Local SCE Commanders"
- (U) DIRgram-157: "Transforming Our Conduct of Mission in the Field"
- (U) DIRgram-156: "Outside Hires at NSA"
- (U) DIRgram-155: "Customer Relationships at the Directorate Level"
- (U) DIRgram-154: "Disability Affairs Program Initiative"
- (U) DIRgram-153: "The National Cryptologic School"
- (U) DIRgram-152: "Update on Hiring"
- (U) DIRgram-151: "What's Happening in the Directorate for SIGINT"
- (U) DIRgram-150: "CY01 Compensation Program"
- (U) DIRgram-149: "New DIRgram Process Announced"
- (U) DIRgram-148: "Senior Day Events"
- (U) DIRgram-147: "Work Force Advocacy Forum"

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- (U) DIRgram-146: "New GRSOC Initiatives"
- (U) DIRgram-145: "NSA Business Plan Available"
- (U//~~FOUO~~) DIRgram-144: [REDACTED]
- (U//~~FOUO~~) DIRgram-143: "Visit to the Institute for Defense Analysis" (IDA)
- (U) DIRgram-142: "Senior Early Out and Incentive Retirement Program"
- (U) DIRgram-141: "Presidential Transition" - URGENT RELEASE (b) (3)-P.L. 86-36
- (U) DIRgram-140: "ECMRG Meeting"
- (U) DIRgram-139: "Make-vs-Buy, An Update"
- (U) DIRgram-138: "Additional Insights on Press Coverage of the USS Cole Incident"
- (U) DIRgram-137: "NSA/CSS Cryptologic Doctrine Office"
- (U) DIRgram-136: "Follow-up to Town Meeting"
- (U) DIRgram-135: "Senior Leadership Meeting"
- (U) DIRgram-134: "Events of the Last 48 Hours"
- (U) DIRgram-133: "Acquisition Process Update"
- (U) DIRgram-132: "NSA's Internal and External Team Reports to be Released on Internet"
- (U) DIRgram-131: "Boards and Councils Update"
- (U) DIRgram-130: "Leadership for Our Future"
- (U) DIRgram-129: "Senior Pay Level Adjustments and Bonuses"
- (U) DIRgram-128: "FLIP Pay Changes"
- (U) DIRgram-127: "Retention and Recruitment"
- (U) DIRgram-126: "College Tuition Reimbursement"
- (U) DIRgram-125: "Merit and Market"
- (U) DIRgram-124: "The Promotion Process"
- (U) DIRgram-123: "Human Resource Transformation - Compensation Reform"
- (U) DIRgram-122: "Trailblazer Acquisition Strategy"
- (U) DIRgram-121: "Work Begins on FY2002-2003 NSA/CSS Business Plan"
- (U) DIRgram-120: "Briefing for the Commander in Chiefs (CINCs)"
- (U) DIRgram-119: "Transforming SIGINT Product" [REDACTED] (b) (3)-P.L. 86-36
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- (U) DIRgram-116: "Ensuring Field Site Efficiency and Effectiveness"
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- (U) DIRgram-37: "Transformation Begins with TRAILBLAZER"
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- (U) DIRgram-27: "The Role of the IG in 100 Days of Change"
- (U) DIRgram-26: "Implementing a New Foreign Relations Strategy"
- (U) DIRgram-25: "Strengthening the NSA-IOTC Partnership"
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- (U) DIRgram-03: "Flag Badges"
- (U) DIRgram-02: "Our New Executive Leadership Team"
- (U) DIRgram-01: "Change, Candor, and Honesty"
- (U) DIRgram-00: "100 Days of Change"

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- 512. (U) DIRgram-402: "Harmonizing Transformation: Director's Intent"
posted (FEBRUARY 28, 2005)
- 513. (U) DIRgram-403: "Results of the FY 2004 Statements of Assurance"
posted (MARCH 03, 2005)
- 514. (U) DIRgram-404: "The 2005 Promotion and Awards Program"
posted (MARCH 04, 2005)
- 515. (U) DIRgram-405: "Moving MARSOC PMO Administratively to NSA CoS"
posted (MARCH 06, 2005)
- 516. (U) DIRgram-406: "Recognizing our NSA Police Force"
posted (MARCH 08, 2005)
- 517. (U) DIRgram-407: "Financial Accounting and Corporate Tracking System - Goes Live"
posted (MARCH 17, 2005)

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Non - Responsive

- 519. (U) DIRgram-408: "Fighting the Long Term Global War on Terrorism"
posted (MARCH 23, 2005)

[Redacted]

[Redacted]

- 522. (U) DIRgram-409: "Release of WMD Commission Report"
posted (MARCH 31, 2005)

[Redacted]

- 524. (U) DIRgram-410: "A Successful 2004-2005 Transition Team (T-2005)"
posted (APRIL 01, 2005)

[Redacted]

- 526. (U) DIRgram-411: "Military Manpower and Personnel Management (MMPM)"
posted (APRIL 04, 2005)

- 527. (U) DIRgram-412: "Civilian Hiring Since 9/11"
posted (APRIL 05, 2005)

- 528. (U/~~FOUO~~) DIRgram-413: "Mission Alignment & NSA/CSS Partners"
posted (APRIL 12, 2005)

- 529. (U) DIRgram-414: "Mission Alignment - NSA/CSS Build-Out and the FY2006-2011 Program"
posted (APRIL 13, 2005)

- 530. (U) DIRgram-415: "Fighting On The Net - An Organizational Evolution"
posted (APRIL 14, 2005)

- 531. (U) DIRgram-416: "Training for a Distributed Cryptologic Mission"
posted (APRIL 17, 2005)

- 532. (U/~~FOUO~~) DIRgram-417: "Evolving Role of the National SIGINT Committee"
posted (APRIL 18, 2005)

- 533. (U) DIRgram-418: "Director's Senior Enlisted Advisor Now Command Senior Enlisted Leader"
posted (APRIL 19, 2005)

- 534. (U) DIRgram-419: "Cryptologic Language Transformation and Mission Alignment"
posted (APRIL 20, 2005)

- 535. (U) DIRgram-421: "Foreign Language Initiatives"
posted (APRIL 27, 2005)

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- 536. (U) DIRgram-420: "General Hayden's Last DIRgram"
posted (APRIL 27, 2005)
- 537. (U) DIRgram-422: "Crisis Action Management System (CAMS) in NSOC"
posted (MAY 02, 2005)
- 538. (U/~~FOUO~~) DIRgram-423: "Naming Conventions for Former RSOCs/DSOC"
posted (MAY 03, 2005)
- 539. (U) DIRgram-424: "Congratulations on OSHA Voluntary Protection Program STAR Achievement"
posted (MAY 09, 2005)
- 540. (U) DIRgram-425: "Base Realignment and Closure (BRAC) 2005"
posted (MAY 13, 2005)
- 541. (U) DIRgram-426: "Military Performer of the Year Awards"
posted (JUNE 02, 2005)

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- 543. (U) DIRgram-427: "2004 Travis Trophy"
posted (JUNE 13, 2005)
- 544. (U) DIRgram-428: "2005 Base Realignment and Closure (BRAC) Impact on NSA"
posted (JUNE 14, 2005)
- 545. (U) DIRgram-429: "Establishing the Space Compliance and Adjudication Office"
posted (JULY 22, 2005)
- 546. (U) DIRgram-430: "Greetings from LTG Alexander"
posted (JULY 30, 2005)

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Non - Responsive

- 549. (U) DIRgram-431: "Foundation of Transformation 3.0"
posted (MARCH 07, 2006)

[Redacted]

[Redacted]

- 552. (U) DIRgram-432: "New Information Assurance Director"
posted (MARCH 17, 2006)

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Posted on: March 27, 2002

(U) DIRgram-228: "Preservation of Information That May Relate to the Attacks of 11 September 2001"

Distribution: Director's Message to the Work Force

POC: Michael V. Hayden [talk_dirnsa@nsa]

(U) On 18 March 2002, I received a letter from the DCI requesting that we take all steps necessary and appropriate to preserve any and all information, records, and materials that are or may be relevant to the joint congressional inquiry into the events of 11 September 2001, including any and all materials that do or may relate to the attacks of that date. In addition, the DCI requested that I advise him at the earliest opportunity of my determination whether NSA had or has any relevant or potentially relevant information, records, or materials that have been altered, deleted, or destroyed; and if so, to the extent possible, provide a description and explanation.

(U) In accordance with the DCI's guidance, effective immediately, all NSA and CSS elements must preserve any and all information, records, and materials that are or may be relevant to the joint congressional inquiry, including any and all materials that do or may relate to the 11 September 2001 attacks. I also direct each NSA principal and associate director and field site chief to determine whether his or her component had or has any relevant or potentially relevant information, records, or materials that have been altered, deleted, or destroyed. If so, provide a description and explanation to the Chair of the Agency 9-11 congressional inquiry team, Michael Lawrence, in LAO (963-3747 secure, or sid [redacted]).

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(U)The SIGINT and IAD Directorates, in consultation with ITIS, will issue implementing instructions shortly.

MICHAEL V. HAYDEN
Lieutenant General, USAF
Director

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