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Description of document: **73 National Security Agency (NSA) DIRgrams, NSA Director's Messages to the Work Force, 1999-2001**

Requested date: 18-October-2010

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Titles of documents: See following pages

Date/date range of document: 1999 - 2001

Source of document: National Security Agency
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NATIONAL SECURITY AGENCY
CENTRAL SECURITY SERVICE
FORT GEORGE G. MEADE, MARYLAND 20755-6000

FOIA Case: 63186A
10 December 2010

This is an interim response to your Freedom of Information Act (FOIA) request submitted via the Internet on 18 October 2010, which was received by this office on 19 October 2010, for "A copy of each DIRGRAM (DIRGRAMS) promulgated within NSA during the following timeframes: A) 1/1/1999 through 12/31/2001 and B) 10/1/2008 through present." As previously provided, your request has been assigned Case Number 63186.

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. At this stage of processing, the fees are minimal; therefore, we are deferring the assessable fees until processing has been completed.

In response to item B of your request, DIRgrams for the timeframe 10/1/2008 through present; this portion of your request has been processed under the provisions of the FOIA. A thorough search of our files was conducted, but no records responsive to this portion of your request were located.

A portion of your request has been processed under the provisions of FOIA, and 73 DIRgrams (124 pages) are enclosed. These DIRgrams were reviewed and released in previous FOIA cases. Certain information has been deleted from the enclosures. Some of the information deleted from the documents was found to be properly classified in accordance with Executive Order 12958, as amended. This information meets the criteria for classification as set forth in Subparagraphs (c) and (d) of Section 1.4 and remains classified TOP SECRET, SECRET and CONFIDENTIAL 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.

In addition, this Agency is authorized by various statutes to protect certain information concerning its activities. 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).

In addition, Subsection (b)(2) of the FOIA exempts from disclosure matters related solely to the internal personnel rules and practices of an agency. This exemption has been held to apply to matters that are "predominantly internal," the release of which would "significantly risk circumvention of agency regulations or statutes." Crooker v. Bureau of Alcohol, Tobacco, and Firearms, 670 F.2d 1051, 1074 (D.C. Cir. 1981). Information contained within the enclosures meets the criteria for Exemption (b)(2) protection as that statutory provision has been interpreted and applied by the Federal Judiciary. The information being protected under Subsection (b)(2) is limited to e-mail routing information that appears before the text of a message and would reveal how NSA's information network is constructed. The release of such information could expose the network to unauthorized access and is classified CONFIDENTIAL.

The Initial Denial Authority for NSA information is the Deputy Associate Director for Policy and Records, Diane M. Janosek. Since no records were found for a portion of your request, and information has been withheld from the enclosures, you are hereby advised of this Agency's appeal procedures. 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. 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 initial denial of access and shall contain, in sufficient detail and particularity, the grounds upon which the requester believes release of the information is required. The NSA/CSS FOIA Appeal Authority will endeavor to respond to the appeal within 20 working days after receipt, absent any unusual circumstances.

Sixteen DIRgrams responsive to this request are already being processed in response to your FOIA request 56158, which is currently under review. They will not be duplicated for this request. The remaining 126 DIRgrams responsive to this request consist of 209 pages and require review and release determination. Forty-five of those DIRgrams are currently being reviewed in other FOIA cases and consist of 89 pages; the remaining 81 DIRgrams (120 pages) have not been previously requested and would be forwarded to the first-in, first-out processing queue for Non-Personal Easy cases.

As an "all other" requester, you are responsible for duplication costs over 100 free pages. If you are interested in receiving the remaining DIRgrams, the duplication fees associated with the DIRgrams released with this letter will be added to the remaining duplication fees when processing is complete. The total number of pages released at this time is 124 pages less 100 free pages = 24 pages. Add to that 89 pages pending in other FOIA cases and 120 pages that would be forwarded to the easy queue, for an estimated total release of 233 pages. Therefore, we estimate your duplication costs to be \$34.95 (24 + 89 + 120 pages @ \$.15 per page).

Please be advised that your agreeing to incur these fees will not necessarily result in the disclosure to you of all or any information you seek. A detailed review to

determine to determine the releasability of the information is required. The responsive records may be classified or otherwise exempt from release in accordance with the exemption provisions of the FOIA. The application of these exemptions to NSA information has been consistently approved by the Federal Judiciary.

Please provide a statement within 30 days of the date of this letter regarding your willingness to pay all estimated duplication fees. If we do not hear from you within that timeframe, we will assume that your request has been satisfied with this initial release, and we will close your case with no further processing.

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", written in a cursive style.

PAMELA N. PHILLIPS
Chief
FOIA/PA Office

Encls:
a/s

NSA DIRgrams INCLUDED

(in order released in file)

1. DIRgram-00: "100 Days of Change" 10 November 1999
2. DIRgram-03: "Flag Badges" 17 November 1999
3. DIRgram-04: "The End State" 18 November 1999
4. DIRgram-08: "Bringing In Outside Help" 24 November 1999
5. DIRgram-10: "ELT: Putting First Things First" 30 November 1999
6. DIRgram-12: "Mapping NSA's Future" 02 December 1999
7. DIRgram-13: "Promotion News" 03 December 1999
8. DIRgram-17: "Consolidating Space Management at NSA" 9 December 1999
9. DIRgram-19: "Top Agency Assignments" 13 December 1999
10. DIRgram-20: "Agency Needs and Our Response" 14 December 1999
11. DIRgram-21: "Corporate Communications Is A Full-time Job" 15 December 1999
12. DIRgram-22: "Corporate Communications - Consistency and Responsibility" 16 December 1999
13. DIRgram-24: "Setting Our Strategy: Goals and Objectives for NSA" 20 December 1999
14. DIRgram-27: "The Role of the IG in 100 Days of Change" 23 December 1999
15. DIRgram-28: "Resuming the Journey" 03 January 2000
16. DIRgram-29: "Transformations in Leadership" 04 January 2000
17. DIRgram-30: "Taking Charge of Technology and Projects" 05 January 2000
18. DIRgram-32: "Making and Leading a Cryptologic Community" 07 January 2000
19. DIRgram-36: "A Look Into the Future" 13 January 2000
20. DIRgram-38: "What Can I Tell My Friends and Family" 18 January 2000
21. DIRgram-40: "Weekly TV Show" 20 January 2000
22. DIRgram-41: "Promotion Process Decisions" 21 January 2000
23. DIRgram-46: "policy Consolidation" 4 February 2000
24. DIRgram-47: "Our Strategy is Set" 7 February 2000
25. DIRgram-01: "Change, Candor, and Honesty" 15 November 1999
26. DIRgram-02: "Our New Executive Leadership Team" 16 November 1999
27. DIRgram-05: "Expanded Role for our Executive Director" 19 November 1999
28. DIRgram-06: "Deputy Chief Central Security Service" 22 November 1999
29. DIRgram-07: "Getting our Financial House in Order" 23 November 1999
30. DIRgram-14: "Managing and Valuing Diversity" 06 December 1999
31. DIRgram-18: "Introduction of N7, The Field Advocate Office" 10 December 1999
32. DIRgram-23: "Special Assistant for ELINT" 17 December 1999
33. DIRgram-31: "Fixing NSA's IT Infrastructure" 06 January 2000
34. DIRgram-34: "Using Our Outside Help" 11 January 2000
35. DIRgram-35: "NSA/CSS Transformation Office" 12 January 2000
36. DIRgram-42: "DO Realignment and Transformation" 24 January 2000
37. DIRgram-43: "Reassimilation" 1 February 2000
38. DIRgram-44: "Transforming Our Business Systems and Processes" 2 February 2000
39. DIRgram-45: "TRAILBLAZER I - A Progress Report" 3 February 2000
40. DIRgram-11: "Major Dollar Decisions" 01 December 1999
41. DIRgram-16: "Security is Mission Integral" 08 December 1999

42. DIRgram-25: "Strengthening the NSA-IOTC Partnership" 21 December 1999
43. DIRgram-26: "Implementing a New Foreign Relations Strategy" 22 December 1999
44. DIRgram-33: "Playing Offense and Defense ... All the Time" 10 January 2000
45. DIRgram-37: "Transformation Begins with TRAILBLAZER" 14 January 2000
46. DIRgram-66: "Making Leadership Real at NSA/CSS" Posted on: March 06, 2000
47. DIRgram-67: "The Leadership in All of Us" Posted on: March 07, 2000
48. DIRgram-130: "Leadership for Our Future" Posted on: October 03, 2000
49. DIRgram-57: "100 Days of Change" Posted on: February 22, 2000
50. DIRgram-122: "Trailblazer Acquisition Strategy" Posted on: September 18, 2000
51. DIRgram-158: "Site Commanders Rating local SCE Commanders" Posted on: February 06, 2001
52. DIRgram-160: "Scholars-In-Residence Program" Posted on: February 16, 2001
53. DIRgram-161: "Hewlett-Packard CEO Addresses the Work Force" Posted on: February 27, 2001
54. DIRgram-162: "National Engineers Week" Posted on: February 27, 2001
55. DIRgram-164: "DIR Guest Speaker at Media Dinner" Posted on: March 09, 2001
56. DIRgram-166: "Senior Leadership Development Program" Posted on: March 12, 2001
57. DIRgram-113: "Field Joint Service Commendation Medal Process" Posted on: April 30, 2001
58. DIRgram-175: "I&L Outsourcing Study" Posted on: May 08, 2001
59. DIRgram-177: "IG Reports on Status of DIRgram Implementation" Posted on: May 15, 2001
60. DIRgram-178: "Travis Trophy and Transformation" Posted on: May 18, 2001
61. DIRgram-179: "A Step Toward Compensation Reform" Posted on: May 23, 2001
62. DIRgram-181: "Law Day" Posted on: June 11, 2001
63. DIRgram-183: "GROUNDBREAKER Employment Opportunities for the NSA Work Force" Posted on: June 14, 2001
64. DIRgram-185: "Update on Managing and Valuing Diversity" Posted on: June 25, 2001
65. DIRgram-188: "Evaluating our Progress Towards the UCA" Posted on: July 03, 2001
66. DIRgram-190: "Environmental, Safety, and Health" Posted on: July 06, 2001
67. DIRgram-196: "GROUNDBREAKER Award Contract" Posted on: July 31, 2001
68. DIRgram-197: "Selection of New Directors, Office of Equal Employment Opportunity and Office of Diversity Management" Posted on: August 02, 2001
69. DIRgram-198: "Readiness and Capabilities Program" Posted on: August 03, 2001
70. DIRgram-201: "History Channel Poll" Posted on: August 23, 2001
71. DIRgram-208: "Chief Financial Manager" Posted on: October 29, 2001
72. DIRgram-212: "Results of 'Jointness' Initiatives in GRSOC Testbed" Posted on: December 07, 2001
73. DIRgram-214: "Excerpts of President Bush's Comments at the Citadel" Posted on: December 13, 2001

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DIRgram-00: "100 Days of Change"

10 November 1999

(U) As I promised you in October's Town Meeting, we're about to take a series of steps toward meaningful, positive, and lasting change at the National Security Agency. Over the next 100 days, I invite you to join me as we meet the challenges and opportunities of our future.

(U) This Saturday, I will meet with the SALT and SCE Commanders to discuss the recommendations from the internal and external teams, along with some of the e-mail suggestions I've received from you in the past month. Following that meeting, I will film a short message to all of you on the important task just ahead.

(U) The message will air on Monday, 15 November at 10 a.m. and 5 p.m. and on 16 November at 1 a.m., on NSA's NEWSMAGAZINE (Ch 27 Ops/NBP, Ch 16 FANX, Ch 15 CANX, and other selected secure channels). I ask you to make every effort to view the broadcast and to follow the e-mail announcements in the days ahead.

(U) This Agency remains a national treasure. We will keep it that way. I hope that you will be keenly interested in what is going to take shape here over the next 100 days. I will do my best to clearly illuminate the direction we're going.

MICHAEL V. HAYDEN
Lieutenant General, USAF
Director

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DIRgram-03: "Flag Badges"
17 November 1999

(U) Senior leadership carries with it a great deal of responsibility and risk, and is rewarded through pay and other recognition. Senior leaders—myself included—sometimes receive what may be viewed by some as perquisites. These are really tools for the senior to better accomplish his or her heavy responsibilities more efficiently. However, any artificial separation between seniors and the rest of the workforce that hampers candid and honest communications either in perception or reality needs to be resolved. I have received enough comments on the issue of "flag badges" that I have concluded that this is one of those issues. I am directing the Assistant Director for Support Services to arrange immediately for all senior badges to be redone with plain blue backgrounds. And, although no one has really complained to me about it, I've also directed that the Ops 2B eighth floor "express" elevator be "liberated" to stop on any floor that a passenger requests.

MICHAEL V. HAYDEN
Lieutenant General, USAF
Director

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DIRgram-04: "The End State "

18 November 1999

(U) I've gotten many of your notes and appreciate the feedback. Many of you have asked that we give you greater insight into the overall approach for the next 100 days and that we describe the end state. It's difficult to do in a DIRgram but I want to begin the dialogue here. We will continue the discussion in other forums like a TALK NSA call-in show in early December.

(U) I envision our end state in the broadest sense as:

- We'll be better at making and implementing decisions.
- All of us, from bottom to top, will be focused on the basics.
- We'll have more unity of effort.

The hard part is finding ways to measure our progress toward these end states, and, honestly, we have not developed good metrics yet. We welcome your ideas.

(U) We have synthesized the best of the internal and external teams' ideas into the following areas of change:

- Governance
- Culture
- Vision, mission, and strategy
- Work force and career development
- Resource management
- Relationship building

The order above does not represent the priority of each area, but it does represent the approximate order of change. That is not to say that we won't initiate some changes that impact resource management, for instance, before we finish all changes relating to governance. But some things must be undertaken before others to lay the groundwork for logical, systemic change.

(U) Clearly, we need to begin with governance issues - how we make decisions and how we fix accountability. You will find that governance changes will form the greatest percentage of our changes. Once we have set in motion the necessary steps to address governance issues, e.g., establishing the ELT and decision making principles, we in the ELT will address vision, mission and strategy issues. For example, we will immediately begin updating NCS-21, writing a business plan, and deciding internal linkages. We'll be asking your views on the revised NCS-21 vision, mission, and strategic goals.

(U) Once we lay out and clarify our mission and strategy, we'll place heavier emphasis on work force and mid- to long-term resource management issues. From a people perspective, we'll take on changes in the way we hire, evaluate, compensate, mentor, and fire people.

(U) From a financial perspective, we'll hire a Chief Business Processes Officer (much like a Chief Financial Officer) and overhaul our budget and acquisition management processes top to bottom. Lastly, but perhaps of greatest importance, we will turn our attention to improving our relationships with our customers, partners and stakeholders. We will implement changes that force us to look externally in all that we do as a business.

(U) Many of our changes (like badges) will be cultural and are so intertwined in everything we do that they will be dispersed throughout the change period.

(U) I hope that this provides a better glimpse into the kinds of real change we intend to make and how we intend to get there. I know that you have a lot of questions. I'm still working through some of these issues myself and will continue this dialogue with you. (U) The staff has added a few new mechanisms to make it easier for us to communicate. They are all described on my webpage. Please take a few moments to look at it (b) (2) if you haven't recently. We want and need each of you to stay current on our changes and directions. Change at NSA can't be a spectator sport.

MICHAEL V. HAYDEN
Lieutenant General, USAF
Director

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DIRgram-08: "Bringing In Outside Help"
24 November 1999

(U) One of the pervading themes in the feedback we have been getting is the need to bring in expertise from the outside to help us improve some of the ways we do business. We have heard this same advice from the review teams and many of our outside stakeholders. We are listening, and we are in the process of getting some help from the Society for Organizational Learning - a consulting organization whose focus is change management and leadership. The Society for Organizational Learning is a group co-founded by renowned change architect Peter Senge. The organization also has a technological bent - they were formerly the Massachusetts Institute of Technology (MIT) Center for Organizational Learning, so they are quite capable of understanding a large organization that thrives on technology. The Society for Organizational Learning has an impressive list of corporate clients in both the public and private sectors, including giants like NASA, the Environmental Protection Agency (EPA), IBM, Intel, AT&T, Lucent Technologies, and Chrysler - just to name a few.

(U) The overall aim of the Society for Organizational Learning is to accelerate fundamental institutional innovation. The purpose of the Society, as articulated in its Constitution, is "to discover, integrate and implement theories and practices for the interdependent development of people and their institutions."

(U) Society for Organizational Learning consultants have indicated to us that our problems are not unique. The Society for Organizational Learning is ready and willing to work with us, and they will help to provide direction.

(U) The goal is to change behaviors and provide us with the tools we need to chart our own future. This is NOT a new management scheme, an exercise that will burden us with paperwork, a drill to document what we already do or a competition for recognition. The current and emerging leaders who represent the future of the Agency will succeed or fail based on their ability to manage and shape change. The Society for Organizational Learning will help our leadership form the future culture of our Agency - a culture that welcomes and rewards innovation.

(U) Like most of the change we will initiate, the results of this step will not be felt overnight. But they will make a difference.

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DIRgram-10: "ELT: Putting First Things First"

30 November 1999

(U) It all starts with leadership. Now that we have refined our senior leadership structure, i.e., created the Executive Leadership Team (ELT) and expanded the Executive Director's role, we want to lay out the ELT's immediate job. This week we've begun spending the majority of our time working on NSA's most important and urgent strategic issues. Yesterday the five members of the ELT (DIR, D/DIR, DDO, DDI and DDT) spent the morning prioritizing our immediate agenda, starting a game plan for the Agency to fully benefit from the Society of Organizational Learning (DIRgram 8) and beginning our assessment of NCS-21.

(U) We will report on the game plan for the Society in a subsequent DIRgram. Major budget decisions by the ELT for this fiscal year will be highlighted in tomorrow's DIRgram. Before the holidays we will close with:

- Revised NCS-21 Mission, Vision, and Goals;
- NSA Business Plan;
- NCS-21 Objectives;
- NSA Field Representation; and
- Program Management Office for Modernization.

(U) We will share our progress on these and other issues with you on a regular basis and identify opportunities where we will need your help and ideas.

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DIRgram-12: "Mapping NSA's Future" 02 December 1999

At my first opportunity to speak with you back in March, I affirmed my commitment to the overall direction of the National Cryptologic Strategy for the 21st Century. But it has been three years since you and my predecessor developed the strategy's initial goals, and they must now be updated to reflect what we have learned about ourselves, our mission and the world at large in the intervening time. The rest of the ELT and I believe the vision and mission statements, since they represent very long term directions, remain as they are. The goals have been reworked over several ELT sessions. As you might imagine, capturing where we want to go and what is most important to us -- in a very few words -- is difficult work.

What we have drafted to date, in my view, brings us more in line with where we are heading. The four goals correspond with the four quadrants of our "balanced scorecard", a measurement device that will make it easier for us to assess our progress:

Vision

Information Superiority for America and its Allies -- One Team, One Mission

Mission

We give our customers the decisive edge by providing and protecting vital information

Goals

1. Guarantee information vital to our customers by providing responsive intelligence and information assurance solutions that enable national decision-making and dominant battlespace knowledge.
2. Continuously modernize the cryptologic system by the creation and use of technology to provide solutions for the production and protection of information.
3. Shape the NSA/CSS workforce to meet SIGINT and information assurance challenges through individual expertise and effective collaboration.
4. Maximize our resources through effective business processes and prudent risk to achieve our modernization objectives.

We want to know your views on these goal statements. I'd like you to send your suggestions and comments to me through (b) (2) by close of business Friday 3 December (request that you include Goals in the subject line). I've asked the Strategic Planning Group in N2 to collate and synthesize your recommendations and to present the results to the ELT next week to help us make final decisions on our Goals.

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DIRgram-13: "Promotion News"

03 December 1999

(U) I know that promotions are very much on everyone's minds these days. Because of that, I wanted to address some recent decisions we have made about promotions. First, as I indicated earlier this week, we are not going to limit promotions for FY00 at any grade. Any rumors to that effect are simply not true. In fact, the GG13-and-below promotion allocations are currently being released. Promotions to grades GG15 and below will be announced and will start to become effective throughout the month of December. Planned senior elevations will also occur this month. For the remainder of FY00 we will be staying the course in terms of the numbers and effective dates of promotions.

(U) In the last few weeks, I emphasized that all of us, from bottom to top, need to become more focused on the basics. We need to focus on our core business and re-orient all of our efforts in support of mission. Our current promotion process, composed of many layers, took the time and attention of many dedicated people. At the GG14 and GG15 levels this was particularly acute.

(U) Dozens of NSA's best senior leaders and technical experts are serving on these Boards. During the months that the Boards are in session, mission elements across NSA are denied the expertise and contributions of these key individuals. Since they are far removed from the daily performance of the promotion candidates, Board members spend hundreds of hours reviewing documents to discern the real impact of employee contributions. This process does little to foster managerial accountability in line managers or create trust between employees and their immediate managers.

(U) Therefore, following my review and approval of the boards' results, I will disband the current Agency boards and ask those dedicated members to return to their mission elements. Next spring, we will direct a second GG14 and GG15 promotion review for FY00. Promotion authority for this second cycle shall be delegated directly to the Key Component level. In addition, we will convene one Agency board made up of Headquarters and Field representatives to review and nominate candidates in the Field. I will personally charge each of these boards and will retain final approval of all GG14 and GG15 promotions. I will ensure that senior leadership exercises their new authority prudently and fairly and are held accountable for the results. Make no mistake, this change in delegation in no way alters my continued commitment to, and oversight of, the diversity of our work force.

(U) There are a number of implementing details to be worked out. I have directed the Chief of Human Resources Services to prepare by January 2000 a set of recommendations covering the GG14/GG15 promotion implementation for the balance of the fiscal year. Based on those recommendations, the senior leadership team will determine the GG14/GG15 promotion allocations to each of the Key Components and to the new Field board.

(U) At the same time, in January 2000, we will decide a promotion strategy to begin in FY01 that may include some of these key features:

- (a) significant modification or elimination of the Employee Promotion Assessment.
 - (b) modification of the Agency promotion criteria to further emphasize performance and contribution to mission;
 - (c) specific modification of the GG15 promotion criteria to more closely align it with the competencies needed for elevation to senior levels;
 - (d) establishing a clearer link between position and promotion for managerial employees; and,
 - (e) migrating our culture to a one-time, annual performance evaluation and promotion cycle tied to organizational and mission success against the Agency's strategic objectives.
- (U) Although there are several key details still to be worked out, I feel confident that delegating GG14/GG15 promotion authority downward and eliminating Agency level boards is a first step to creating a more efficient and accountable culture at NSA. Moreover, I can promise you that there is more change to come as we strive to align better our reward and recognition mechanisms with our future direction.

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DIRgram-17: "Consolidating Space Management at NSA"

9 December 1999

(U) One of the things I've been emphasizing is the importance of establishing and improving individual accountability. I have been told by many of you, and by several of our outside stakeholders as well, that accountability is not a strong part of our culture in NSA. The members of the ELT are committed to strengthening it. One of the first things we need to do to begin holding people more accountable is to be clear about individual responsibilities. Next, we must be certain that each of us has the resources needed to do the job. Finally, we must empower the people we are holding accountable with the authority to use those resources smartly.

(U) One of the first areas we will focus on is space management at NSA. The facilities in which we work are one of the Agency's valuable resources. With a current replacement value of about \$1.8 billion, it is critical that we manage these assets corporately, and ensure the most effective use of our workspaces to support our mission. Our current practice of independent space management by each Directorate runs counter to this. Therefore, we are consolidating the space management function within the Directorate of Support Services and will hold the Assistant Director for Support Services (ADS) accountable for this function. At my direction, the ADS will begin within the next several days to work closely with the Key Components to accomplish this consolidation within the next 90 days. Our endstate will be a space management process that meets the following goals:

- (U) Manage all space as a corporate asset.
- (U) Reduce the cycle time for satisfying emerging requirements.
- (U) Reduce the cost of reconfiguring space.
- (U) Reduce our workstation vacancy rate to less than 10%, and recapture vacant space to satisfy outstanding requirements or to terminate leases.
- (U) Implement new standards to make our workspaces more flexible and more useful.

(U) I have already directed the ADS to vacate leased spaces wherever possible. Personnel in the key components whose primary functions relate to space management (e.g., space planning, systems furniture design and installation) will be reassigned to S6 or returned to mission areas. The Facilities Review Group is dissolved; ADS will determine if ANY space council is needed. ADS will approve all moves and reconfigurations. I have also directed ADS to identify space in our Main Ops Complex to begin the mission transformation of NSA. More on this after the New Year.

(U) Consolidation of functions is never easy, but with your cooperation we can make this a success. The short-term benefits will be a more corporate approach to managing another valuable resource. The long-term benefits will be significantly reduced costs and shorter response times in satisfying emerging requirements.

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DIRgram-19: "Top Agency Assignments"

13 December 1999

(U) All of us do important work for the Agency and for the nation. It's clear, though, that those selected for the most senior leadership positions here bear a special responsibility for helping us to succeed – for helping all of us to accomplish the mission. The Executive Leadership Team is responsible for recommending to me the best that the Agency has to offer, and in this task, I have charged them to identify talent for senior positions wherever it exists at any "level" of the Agency.

(U) In this light, I have decided to appoint Maureen Baginski as the Assistant Deputy Director for Technology and Systems. Maureen is currently the Chief of DO Customer Products and Services (P06), and was a member of the internal review team I commissioned last summer to identify and recommend changes in NSA. Among her other new duties as ADDT, I have specifically tasked Maureen to tighten the seam between our operational requirements and our technological efforts, and to assist (b) (3)–P.L. 86–36 in eliminating duplicative and lower priority modernization efforts. We have to focus on the NSA of the future, and we have to do it now. More on this in later communications.

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DIRgram-20: "Agency Needs and Our Response"

14 December 1999

(U) The last several years of downsizing, our inability to hire, and our current reassignment processes have resulted in a work force with skills out of alignment with our mission needs. Let me be frank: we are in a skills mix crisis. If we are to thrive as an Agency, our mission priorities must be made clear and we must commit our work force where we need you the most. We have critical shortfalls in many of the disciplines that are at the center of our cryptologic business. We need to direct our hiring program to our core mission areas and address other shortfalls within those of us already here.

(U) In the past, we have allowed ourselves complete flexibility in reassignments, often at the expense of mission. There was benefit in this approach, but it does not serve our most important needs today, and over time has created the serious imbalances that we must now correct. Beginning today, we will manage reassignments mindful of mission requirements. The ELT has discussed this problem and has decided on the course of action for our civilian work force which I am about to describe. Maj (b) (3)-P.L. 86-36 Deputy Chief/CSS, is working with the Service Cryptologic Elements to solve a similar problem with our military population. In the short term, this solution may not be easy for some of us; but in the long term this course will serve the mission, the Agency, and its people well.

(U) Effective immediately, with the exception of assignments to and from the field, we will control how and when people move between various career fields. Although we specifically chose the word "control" to be clear about what we must do, we should view this as "managing our business and people." We are making this change because it makes good business sense. We have defined three categories:

- (U) Category one includes career fields that we expect to be over strength in the future along with those that will be staffed at more or less adequate levels. Some movement will be permitted in these areas with senior management approval, and eventually some of these employees will need to transition to areas of greater need.

- (U) Category two fields are those projected to be under strength. In order to accomplish our mission, we will limit movement into other areas from this category.

- (U) Category three includes those disciplines, at the core of our technical and analytic business, with significant short-falls. Movement out of this category will be severely limited.

(U) At the direction of the ELT, the Office of Human Resources Services has developed policy to implement this change. This policy, along with S2 Points of Contact, will be available on the WEB and via e-mail later today. I have also asked HR to schedule time with each Key Component to explain the policy and answer your questions. To provide the context that underlies these changes, the Human Resources Review Group will provide our skill mix and demographics briefing to you over the next several days, both in large auditorium sessions and via the WEB. I encourage you to attend these briefings and to familiarize yourselves with this information, as it is the basis for many of our decisions concerning people.

(U) Our skill imbalances are not new and our demographic profile did not occur overnight. Neither can our problems be fixed overnight. But given the positive support of Agency employees, our renewed focus on the basics, and a firm commitment to change, I believe we can align ourselves to meet the challenges of the future.

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DIRgram-21: "Corporate Communications Is A Full-time Job" 15 December 1999

(U) Earlier this year, we created the Corporate Communications Organization (N6) to bring together the Legislative Affairs Office (LAO), the Public Affairs Office (PAO), Corporate Relations and Protocol. We asked (b) (3)-P.L. 86-36 to serve as the Corporate Communications Officer/Chief, N6, in addition to his role as the Chief of LAO. It's clear, however, that NSA's elevated public profile requires a full time Corporate Communications Officer. It's critical that we have a communications strategy that ensures that our responsibility for national security and our duty as a member of the local community are understood and reflected correctly. We on the Executive Leadership Team are committed to this principle and will do what is necessary to promote it in every way that we can.

(U) Therefore, I have decided that (b) (3)-P.L. 86-36 will now serve as NSA's full-time Corporate Communications Officer. He will focus solely on NSA's corporate communications. I will soon announce plans for his replacement as Chief, LAO.

(U) In addition to refocusing the duties of the Corporate Communications Officer, we have formed a small staff, in N6, that is building a corporate communications network. The network is made up of communications officers throughout the Agency. (b) (3)-P.L. 86-36 has been working with N6 to ensure a smooth, consistent and accurate NSA communications strategy relating to our external stakeholders and partners. Following up on a great recommendation, I have also moved the NSA/CSS Internal Communications Cell from the Support Services Directorate into the Corporate Communications Organization. Our internal communications are as vital as our external communications because they involve getting the word out to each and every one of you. To that end, the NSA/CSS Internal Communications Cell is consolidating internal communications -- both our approach and the vehicles we use -- to ensure that you receive information that is both coordinated and consistent.

(U) In light of the many changes we face, the expanded, "more open" role of the PAO (see DIRgram-09) and the necessity for communications consistency, this move is timely and essential. As I noted above, we have future plans for LAO that will strengthen our efforts. We will also strengthen PAO by bringing in people with external experience in the Public Affairs field to support the efforts of Judi Emmel, our Public Affairs Chief, and her team.

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DIRgram-22: "Corporate Communications - Consistency and Responsibility"

16 December 1999

(U) I have spent time in earlier DIRgrams talking about the importance of communications. Today, I want to talk about how we are going to achieve efficiency in communicating, and about the responsibility that each of us has with regard to sharing information. To help get back to basics, we corporately need to get a sense of the volume and types of publications that exist today, and we need to build some discipline into the process to ensure consistency in the future. I have tasked (b) (3) - P.L. 86-361 is the Corporate Communications Officer, to solve these issues. As a first step, I am freezing all new publications until 15 January 2000, at which time Bill's office will publish on the N6 website the criteria and process for gaining approval for any recurring publication, classified or unclassified.

(U) In addition to applying this process to new publications, the criteria Bill establishes will also apply to existing publications. Those that do not comply will be terminated. The types of publications that I am concerned about are items such as newsletters, quarterlies, and brochures -- certainly not serialized SIGINT product or meeting notes. Our goal in doing this is not to limit openness or dialogue, but simply to reduce the administrative burden that multiple, overlapping publications place on all of us. I expect Bill to have this publication approval program fully implemented by 15 February.

(U) A concern I have about our new communications process regards the further dissemination of information. This is a decision that all of us make every day, in written and verbal form. I have encouraged open and candid communications and I have talked with you about our more public, "open" stance and the development of a strong NSA public affairs plan. There is, however, a flip side to openness: it is disclosure of information beyond the intended customer set. This can have a negative -- even chilling -- effect on valuable dialogue. I believe that all of us are part of the change and I will hold everyone accountable for ensuring that all involved are fully informed, but I also expect that each of us will use good judgment in sharing information beyond our community.

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DIRgram-24: "Setting Our Strategy: Goals and Objectives for NSA"
20 December 1999

(U) As we promised a month ago, the senior leadership team has been working hard to focus on what's most important for our future. Committed leaders and a streamlined format for decision-making have resulted in a redesigned draft strategic plan that has great potential and a few surprises. Now it is time for you to weigh back in.

(U) You'll find the results of our teamwork--draft mission, vision, values, and a full set of top-down, cryptologic goals and objectives for the 21st Century--posted on my website, at URL: [\(b\) \(2\) .html](#). *NOTE: The NSA/CSS Strategic Plan 2001-2006 is now located at (b) (2)*

(U) When you read our draft, you'll see a lot still there from earlier versions of NCS-21. You'll also see big differences. Some are key (the first goal, for instance, is a major breakthrough: it makes "transformation" our overarching strategic watchword), while others are more matter of fact. All are important, and are intended to show a "sense of direction" for the future.

(U) The goals are written to tie directly to the balanced scorecard we'll use to track our progress as we execute the strategy. I believe all of the supporting objectives have measurable outcomes, and we will develop specific metrics for them.

(U) I especially invite you to look at the chart at the end of the draft, and to judge where you think you and your work stand in it today.

(U) The ELT's job for January, as our new Chief Financial Manager arrives, is to build a business plan on the foundation of these strategic objectives. Before we start work on it, though, we want to know what you think about the draft strategy. We found the hundreds of observations and suggestions you mailed in on the earlier draft goals exceptionally helpful in the finishing stretch. Many of the objectives--and most of the words in the last goal--are rooted in your recommendations. You'll find a short survey at the end of our new web posting. I'd like you to answer the first three questions by entering a number from 1 to 5, with 1 meaning "not at all" and 5 meaning "very much so." Please submit your responses as soon as you can, but no later than Wednesday, the 5th of January. I want your advice in hand and in mind as we begin intense business planning in the first week of the year.

(U) A lot of your e-mails to me have asked for the "big picture." This is an important part of it. With the rewritten strategy in hand, we will now move to getting our business plan done right and done quickly. There is NO work more important to the Agency right now than this.

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DIRgram-27: "The Role of the IG in 100 Days of Change"

23 December 1999

(U) Today I want to tell you about the role I've assigned to our Inspector General in the change process we've begun. As we move forward in the process, there are no more important principles than integrity and accountability. We must adhere strictly to the letter and spirit of the Constitution and the laws of the nation, and we must meet our commitments. These are not only our solemn legal and moral obligations, but are essential as practical matters as well.

(U) The centerpiece of the IG's mission is to help ensure the highest standards of integrity and accountability at NSA. The IG's job is to gather information professionally, report on it objectively, and tell us candidly where we need to improve. The IG reports only to the Director, and is otherwise independent from NSA's organizational structure.

(U) For these reasons, I've assigned (b) (3) - P.L. 86-36 our IG, the task of independently monitoring the change we're undertaking. Ethan and his office will report the status of the 100 Days initiatives, conduct in-depth reviews of selected initiatives to see if the improvements we expected to get with them are actually being achieved, and report back to me. In addition, I have asked him to recommend steps to help ensure effective implementation of specific changes.

(U) When we say we're committed to taking action, we need to be as good as our word. Once we've acted, we need to know how we're doing. We're moving fast, and I've already accepted the fact that we won't get some things right. We need to know when that happens. And if there's ever a suggestion -- at any time -- that we're not acting squarely within the Agency's authority, we need to know that most of all.

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DIRgram-28: "Resuming the Journey"

03 January 2000

(U) Happy New Year! We've reached the 50th day of our marathon, and while there's much, much more to do, I'm pleased with our beginning. Before I recap the progress we've made to date, though, I want to tell you about the work we're beginning today. It's far and away the most important and most difficult task we've undertaken: writing and implementing an innovative, comprehensive, and tightly disciplined business plan. In a few hours, the ELT will meet to map out its approach and schedule for business planning through the rest of the month. We must make watershed decisions in our business plan by the beginning of February. When I begin testifying before Congress next month, I must be able to describe and discuss our future in clear, specific terms. With limited budgets and expanding client needs and technology challenges, we are facing very difficult choices. In the constant struggle between modernization and readiness, we have reaffirmed that MODERNIZATION (that is, getting ready for tomorrow both in SIGINT and Information Assurance) is our top priority, and that READINESS (being prepared and able to do all of the things we're asked to do right now) is second. In real terms, though, we are talking about more than just modernization. The best term is "transformation" of us as an Agency. I realize the business areas that we decide to disengage from to pay for this transformation will be very important to many of you. I ask you to trust yourselves and your management on the tough calls we must make this winter to survive and prosper as an Agency.

(U) Now let me highlight the changes that we've made or begun since our November start--changes that make me optimistic about the New Year. We've made steady progress in three specific areas.

1. (U) We're becoming more focused on basics. We're re-thinking our mission, re-establishing a shared vision of what we want NSA and CSS to become, laying out a doable strategy to achieve our vision, and building closer, stronger, relationships with our clients, partners, and overseers. With your help, we have sharpened and revalidated our strategic missions, goals and objectives. We have also put a sharper, more intense and more forward focus on our relationships with foreign partners and on the way we deal with the public and press.

2. (U) We're working to become better at making and implementing decisions. We're strengthening and streamlining the way we govern ourselves and manage our budgets and billets, and we're setting and acting on clear assignments of personal accountability. We have streamlined our leadership team, and cleared a lot of time on the team's calendars to deal with corporate issues. We have hired a world-class change management organization (the Society for Organizational Learning) to help us change the way we manage our people and missions. We're also about to welcome Bev Wright on board as our first-ever Chief Financial Manager.

3. (U) We're finding ways to improve and solidify our "ethos", our group character and spirit, that will clarify, unify, and revitalize the professional values, expectations, and general

outlook of all of us who work here. We've started some significant improvements in our internal communications, particularly on the listening side.

(U) Many of the changes we've made in the first 50 days have been strategic, and have often revolved around the Agency's most senior leaders. As we advance into 2000, we will begin making more specific changes throughout NSA and CSS. Senior leadership must still set the course and tone for each change, but we won't succeed as an Agency without active participation by everyone, at every level and organization, in translating these strategies into meaningful changes in business practices and culture. To drive this home, the ELT and I, along with group-level leaders, will host a series of town meetings across the Agency with office and division managers over the next several weeks. I'll kick this off with two sessions in the Friedman Auditorium in the next two weeks. During these sessions, we will provide each audience with "commander's intent" -- the aims of the changes -- to enable you to participate in the change as we proceed beyond the first 100 days. You can and should expect your division or office chiefs to provide feedback to you from these sessions. I expect you to use that feedback to identify ways in which you and the team in which you work each day can advance our transformation. When we reach our 100th day of change, in late February, it won't mean that we have finished changing. It WILL mean that we've set the course we intend to follow in creating our future, and it WILL mean that each of us should understand our role and responsibility in implementing change.

(U) I want to be sure that you understand the direction NSA is heading in the coming weeks, and that you know what your personal responsibility is for implementing the changes that involve you. If you are uncertain about either of these things after we announce our business planning decisions in early February, I want you to meet with your supervisor and talk them over. If you are still not certain after those discussions, I want you to bring your questions to me. It takes a commitment from everyone at every level to recognize and act on large changes. It is essential that we all engage in this process. Together, we will succeed in transforming our Agency.

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DIRgram-29: "Transformations in Leadership"

04 January 2000

(U) TRANSFORMATION: n. A marked change, as in appearance or character, usually for the better.

*Dictionary of the English Language, Third Edition

(U) I'm convinced that building strong leadership at all levels of our Agency is crucial to meeting the enormous challenges we face. All members of the NSA/CSS organization can and must make leadership contributions to our way ahead. But how do we capture and develop that potential? And, how do we begin the leadership transformation necessary to prepare for what is certain to be an even more demanding future?

(U) One answer is to take advantage of the knowledge of others who have faced similar challenges. I have asked (b) (3) - P.L. 86-36 Deputy Chief, Global Learning Services, to begin a new monthly Speakers Series, called "TRANSFORMATIONS IN LEADERSHIP," to provide all of us with unique benchmarking and learning opportunities. We'll hear firsthand from those who have faced similar dilemmas as the ones we now face; we'll learn how they dealt with their challenges - what worked and what didn't; and, we'll see how they measure their progress. Topics will include processes for corporate turn-around, change management, media relations, privatization, human resources, technology and more.

(U) The first scheduled, Mr. David Borden, Vice President, Human Resources with Black and Decker, will be here on January 25th. Mr. Borden will discuss the company's recent revival. Mr. Warren Stroebel, a reporter with U.S. News and World Report is confirmed as our speaker for February 29th and will discuss NSA and the media.

(U) We have extended invitations to a number of highly distinguished individuals from the corporate world, the media, academia, and other parts of government, to speak at NSA during the course of the year and relate their expertise and their experiences.

(U) I'm excited about this new series and the chance for us to learn from others. This is another step in the right direction to help sustain us as a world-class leader in the Information Age. I'd like to hear from you about who you'd like us to invite to speak here, what you take away from these events, and how you think what you learn can be applied here at NSA.

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DIRgram-30: "Taking Charge of Technology and Projects"

05 January 2000

(U) Project work - that is, hands-on investigation, development, or acquisition of potentially useful technologies and capabilities for SIGINT and INFOSEC - has never been more broadly dispersed throughout NSA and CSS. At the same time, it's never been more important for us to be absolutely certain that we're squeezing maximum value out of every activity and dollar; and that we can reassure our clients, partners, and overseers that we're maximizing the use of our resources.

(U) To achieve and sustain this certainty, I have tasked (b) (3) - P.L. 86-36 NSA's Deputy Director for Technology and Systems, to work with each of the other key component chiefs, our Chief Information Officer, and the heads of the Service Cryptologic Elements to gather data needed to conduct a comprehensive baseline review of all projects involving our people, dollars, or facilities. The scope of Bob's task includes all projects using any resources drawn from the three major programs I manage directly: the Consolidated Cryptologic Program, the Defense Cryptologic Program, and the Information Systems Security Program. The primary goal of Bob's review is to inventory and describe all of the projects underway today or planned for start-up or resumption this year. I've also asked Bob to develop a standard indexing system for cataloging NSA projects into functional areas, so that we can easily and more consistently map duplications and gaps. These first steps will be completed no later than 15 February.

(U) Next, I have asked the DDT to team with the National Security Agency Advisory Board's (NSAAB) Subcommittee on Modernization to perform an independent review of all of the projects the DDT has cataloged. Their review will:

- (U) identify all projects that are not aligned with NSA's Business Plan (the one the ELT's drawing up this month) or specific commitments to Tactical Intelligence and Related Activities (TIARA);
- (U) identify any unintended cryptologic project duplication, between and within the NSA key components, the Service Cryptologic Elements, and the Military Service laboratories;
- (U) identify any apparent duplication with Intelligence Community or defense projects;
- (U) recommend termination of all projects not specifically essential to MODERNIZATION, the READINESS activities expressly retained in the Business Plan, or firm commitments to TIARA
- (U) identify needs that are supported by the Business Plan, but not being satisfied by an existing or planned project or group of projects; and, finally,
- (U) identify all areas where potentially complementary activities could benefit from closer association (synchronization or mutual support).

(U) (b) (3) - P.L. 86-36 Chair of the NSAAB subcommittee, have committed to briefing the ELT and our new CFM, Bev Wright, on their findings and recommendations not later than 20 March. We will act promptly and thoroughly on their recommendations.

(U) I will begin discussing our Fiscal Year 2001 budget plans with Congress next month. Congressional deliberations on our budget proposals will continue through early spring. The efforts that I've described in this DIRgram are key to important parts of those discussions. I can't reasonably expect this work to be done before my first meeting with Congress in early February but I do expect us to be off to a very credible start. This will be one of our more difficult tasks. The ELT and I need your support and your commitment to provide relevant, accurate, information about each of your projects as soon as you're asked. If you are a project leader and have not been contacted by the end of January, please tell the DDT directly. We must trust each other and be true to ourselves when implementing the necessary changes.

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DIRgram-32: "Making and Leading a Cryptologic Community" 07 January 2000

(U) In most of my previous DIRgrams, I have concentrated on the changes in strategy, leadership, decision-making basics, and ethos we must make within NSA and CSS to ready ourselves for tomorrow. As I think most of you know, America's Unified Cryptologic System (UCS) includes more than just NSA and the Service Cryptologic Elements. It takes all of our partners, working in unity with us, to ensure continued Signals Intelligence and Information Operations Support. The services and solutions provided by our Information Assurance mission area are also critical to our success. Today, I'd like to talk with you about our relationships with our U.S. partner organizations, and about the special responsibilities I have for the UCS as a whole.

(U) Earlier this year the Director of Central Intelligence and the Deputy Secretary of Defense established a new body called the "Intelligence Senior Steering Group." The group has three co-chairs: the Deputy Director of Central Intelligence for Community Management, the Director of J8 for the Joint Chiefs of Staff, and the Assistant Secretary of Defense for Command, Control, Communications and Intelligence. Its mission is to provide community-wide oversight of the Intelligence Community, and two of its first actions were to name the Director, NSA, as the "Community Functional Lead" or CFL, for SIGINT; and to direct the CFL to take all necessary steps to implement the Unified Cryptologic Architecture.

(U) My job as the CFL aligns perfectly with the national authorities and responsibilities already assigned to me in public law, National Security and DoD directives, and Executive Order. I take it very seriously. Acting on the advice of my "Board of Directors," the Expanded Corporate Management Review Group (ECMRG is a community-wide board functioning as the cryptologic community's central authority for overseeing the implementation of the UCA), I do my best to ensure that we're making all the right decisions on the future direction of the SIGINT community as a whole; and that all of our actions on those decisions--in NSA and CSS, in our sister intelligence agencies, and in all four Military Services--are synchronized. My role as the CFL for SIGINT is defined by the following guidelines:

1. (U) As the CFL I set the direction for the Unified Cryptologic System and lead the implementation of the UCA across the SIGINT partner organizations.
2. (U) I report to our overseers and investors (who include the Director of Central Intelligence, the Deputy Secretary of Defense, and congressional oversight and appropriation committees) any disconnects within the SIGINT community that threaten to hinder us in creating and sustaining a fully unified cryptologic system.
3. (U) I make all final decisions on Unified Cryptologic Architecture implementation based on recommendations from my board of directors, and I take these decisions forward to the DCI, DepSecDef, and Congress.

(U) Based on this, I have directed that the following actions be implemented immediately to bolster needed, community-wide, transitions:

1. (U) I am designating the Unified Cryptologic Architecture Office (UCAO) as a staff reporting directly to me in my role as CFL. The UCAO will play a central role as the Cryptologic Community's working coordinator for developing the UCA, and will ensure that all major aspects of it are developed in accordance with Community goals and objectives.

2. (U) I am designating the UCAO as the community "architect," responsible for designing and leading the implementation of the UCA.

3. (U) The office we create to oversee modernization and transformation at NSA will work directly with the UCAO. The UCAO and the chief of this office will jointly develop terms of reference for this linkage, and will submit them for approval to the NSA Executive Leadership Team and me by 31 January 2000.

4. (U) The UCAO will prepare a candid assessment of all Cryptologic Community Partner submissions to the FY 2002 - 2007 Cryptologic Planning and Programming Guidance, and will resolve or recommend practical solutions to any critical shortfalls they find in any submission.

(U) Our future is tied to the fortunes of our sister agencies and services. NSA and CSS cannot and must not act alone, but must actively and routinely reach out to all of our partners. As the Director of NSA and the Chief of CSS, I pledge to give you all of the opportunities and motivation you need to do just that. As the Community Functional Lead for SIGINT, I will do everything in my power to bring the community as a whole together to ensure the nation's security.

(U) I want to finish with a remark on an altogether different subject this morning--one very central to the National Security Agency. Once again, you have demonstrated your thoughtfulness, caring and compassion by supporting the Combined Federal Campaign (CFC). NSA has raised over \$ 1.2 million for the CFC during the recent campaign. Your generosity has helped countless people in our communities and around the world. In addition to thanking all of you who contributed, I would especially like to thank each of you who worked on the campaign this year. Without your efforts, we would not have been as successful. It is gratifying to see that even as we undergo major change here at our agency, your compassion and generosity remain constant.

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DIRgram-36: "A Look Into the Future"

13 January 2000

(U) It will be my pleasure this morning to welcome, to NSA, one of our biggest supporters in the 100 Days of Change. The Honorable George J. Tenet, Director of Central Intelligence, will join the Deputy Director and me, at 0930, on the Friedman Auditorium stage, to announce the cornerstone of NSA's future structure.

(U) In the past few weeks, several DIRgrams have touched on the fundamental building blocks. Today's session will demonstrate how they all fit together. What we are building is a corporation that is positioned to transform us from today's Information Age to tomorrow's digital and network-dominated world.

(U) I invite and encourage all of you to join us this morning as we take a look into the future.

(U) The DIRNSA/DCI Meeting will be broadcast live over NEWSMAGAZINE, CVW, JWICS (call 963-4026s) and SDLN/GIGSTER.

(U) NEWSMAGAZINE:

(U) FGGM - channel 16

(U) FANX - channel 21

(U) CANX - channel 16

(U) The town meeting will also be rebroadcast later over NEWSMAGAZINE. For times, check the NEWSMAGAZINE TV listing

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(U) To request a videotaped copy of the town meeting, send an e-mail to tapedupe@nsa and include your name, organization, mailing address and the date of the town meeting.

(U) If you don't have access to NEWSMAGAZINE or a VCR, you may listen to the audio portion of the presentation on Audio News after the event. For further information on this service, call 963-6397s.

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DIRgram-38: "What Can I Tell My Friends and Family"

18 January 2000

(U) You've heard me say that we must put a more "human" face on NSA. We are made up of real people--professionals who are proud of what we do. Our new, more assertive public affairs stance is necessary for retaining the trust of the American People. For you and me, with those close to us, this strikes a more personal note. We sometimes find ourselves in uncomfortable circumstances where friends and family who have seen inaccurate portrayals of NSA in movies, on TV, and in print media question us. Assassinating Congressmen ("Enemy of the State") and former Presidents ("My Fellow Americans"), targeting children ("Mercury Rising"), and involvement with aliens ("X-Files") are some recent examples of how Hollywood has depicted NSA to the American public.

(U) In an effort to foster more and better understanding of the important mission that we have here, I've asked our Public Affairs Office (PAO) to publish a series of unclassified "fact sheets" that provide NSA-related information we can share with those that we know. The first fact sheet, available in hard copy and online at: (b) (2) answers the questions: "What is the NSA?" and "Who is the NSA?" It also describes a little about our history and our role in the Intelligence Community.

(U) In a separate but related action, PAO is preparing a "Frequently Asked Questions (FAQ)" page for the external NSA web. I expect it to be available in the next 45 days. Of course, the Cryptologic Museum offers all of us the opportunity to introduce our family and friends to NSA's heritage. We are also planning to hold an "NSA Family Day" later this year. I look forward to meeting some of your family members personally there, and sharing with them an unclassified, "first-hand" look at some of the valuable sacrifices your predecessors have made and you are making in defense of our nation.

(U) It is my hope that these efforts will go hand-in-hand with the important security training we all received upon arrival at NSA. We don't need to boast or broadcast the fact that we work for the NSA. We can exercise prudence and discretion and still be polite. When a discussion raises a flag or causes you concern, please act accordingly. Don't hesitate to contact your Staff Security Officer, or S443 (963-3273/688-6535) for further advice. For additional security guidance, check the security fact sheet at:

(b) (2)

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(U) Please keep sending mail to me through talk_dirnsa@nsa whenever you think it's important. You can also send your comments on any morning's DIRgram to me, as you see fit, just by hitting your "reply" button. Finally, you'll also find archived copies of all DIRgrams, along with other change-related information, at my web site:

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DIRgram-40: "Weekly TV Show"

20 January 2000

(U) As I've indicated throughout these 100 Days of Change, communication is vital to both our collective and our individual success. For that reason, I have tasked the NSA/CSS Internal Communications Cell (NICC) with producing a weekly TV show. The 15-minute long shows will focus on relevant, timely issues that affect NSA/CSS. Later today, during my visit to the Pentagon, I will tape the first segment, which will air next week.

(U) I intend to appear in many of these shows, and to provide you with my views on the issue(s) being highlighted. In addition, the ELT members and advisors will be involved in the shows when the subject matter falls into their areas of responsibility and expertise. The format of the shows will vary. Sometimes I will speak to you from my office, other times shows will be taped on location at speaking events or TDYs. I intend to use this show as a vehicle to keep you up to date on the business of our Agency, and on the business conducted by the ELT and me. One recurring segment will be current SIGINT and IA news taped on the NSOC floor with the SOO.

(U) This program will be a permanent one, reporting on anything that is of significance to our Agency. I want to be sure that you know what issues your senior leadership is taking on, and I want you to be apprised of the work they do. I believe that the program will be a good way to do this.

(U) Mark your calendars - the first airing of "15 Minutes" will happen on Monday, January 24th. "15 Minutes" will be broadcast at 1000, 1700, 0100 (Tuesday morning) - Channel 40 at OPS, Channel 21 at FANX, and Channel 15 at CANX. Field stations are to contact their local GIGSTER/JWICS POC to schedule a viewing time. The program will also be available via Audio News Service. "15 Minutes" will air every Monday at these times, with the exception of holidays.

(U) I look forward to further opening the lines of communication. I am very excited about this opportunity to keep everyone more in tune with the business of the Agency and the work of our senior leadership. Stay tuned!

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DIRgram-41: "Promotion Process Decisions"

21 January 2000

(U) In DIRgram 13, I told you we were staying the course on civilian promotion numbers and effective dates for this fiscal year, and I promised that we would make defining decisions on our future promotion program. When I met with the ELT last week, we decided to:

- (U) use a skill-based model to distribute the rest of this fiscal year's promotions to GG14 and GG15 across the Key Components and field, with an increased field allocation;
- (U) continue elevations to senior executive levels (to the Defense Intelligence Senior Executive Service, or DISES; and to Defense Intelligence Senior Level, or DISL); and
- (U) press ahead aggressively to lay out a completely reworked compensation scheme—one we could use in place of today's civilian pay, promotion, and awards systems by FY02 or 03.

(U) Let me tell you a little more about the first two decisions. Both reflect our determination to get back to basics and focus on core disciplines. They also reflect a hard reality: NSA budget pressures, coupled with our large GG13 and above population, mean we will only promote the very highest performers.

1. (U) We're going to allot GG14 and GG15 promotion points to the Key Components and the field based on skill categories. To do this, we divided our overall population into four skill groups - core mission (intelligence analysts, language analysts, cryptanalysts, signals analysts, INFOSEC analysts), core technical (computer scientists, engineers, mathematicians), managers, and all others. This is the same model we use today to allocate GG02 through GG13 promotions. The strategy we've chosen will give a slight preference to promotions for people in core mission and core technical occupational specialties, maintain the current rate of promotion for managers, and slightly reduce promotion rates for all other skills. We must tilt NSA's future promotions toward our core mission and core technical population. Further, because we are committed to field service as an essential element in career progression, we will also increase the field allocation for GG14 and GG15 promotions by 20% over their original allotment for the rest of FY00.

2. (U) We are currently well below the cap the Secretary of Defense has set on the number of senior executive positions -- DISES and DISL combined -- at NSA. For FY00, we plan to elevate as many seniors as we need to keep pace with attrition. Based on projected loss and past experience, we expect to select about 30 more new seniors (executives and technical leaders) in the second half of the year.

(U) We will announce all of the details for FY2000 promotion implementation in early February, including a description of how the field board will operate. The GG14 and GG15 promotion processes can then begin working in earnest for the rest of the fiscal year.

(U) I also told you in DIRgram 13 that I wanted to decide this month on the big pieces of our overall promotion strategy for next year. These include:

- (U) whether to go to a single, annual promotion cycle for all grade levels;

- (U) picking promotion criteria that:
 - * (U) reflect the differences that matter between management and technical personnel, and
 - * (U) better match the competencies we require for GG15s with those we set for senior executive and senior technical levels;
- (U) choosing promotion weights to emphasize the behaviors we have to have to transform NSA;
- (U) streamlining or discarding the Employee Promotion Assessment, and eliminating overlapping papers in promotion files; and
- (U) whether to continue zero-based record reviews of the thousands of employees eligible for promotion to GG14 and GG15 each year.

(U) Deborah Bonanni, Chief of Human Resources Services, is framing these issues for ELT decisions this winter. The procedures we choose will address most of the concerns many of you have raised in your e-mails to me over the last several weeks, as well as the recommendations of the internal and external review teams' reports. They will also take into account our skill levels, position requirements, and optimum advancement rates for all grades through senior levels, as well as any changes in mission driven by our business plan or other forces. By spring, our promotion process will not only be better than the one we use today, but it will be one that prepares us for even greater transformation in our future pay and reward structure.

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DIRgram-46: "Policy Consolidation"

4 February 2000

(U) Today I want to address another important governance issue - policy formulation and coordination. I'm talking about the manner in which we exercise our authorities, activities and actions. Our policy positions and decisions must align with our corporate goals and be represented consistently and successfully to our stakeholders, partners and customers as well as within NSA. To achieve this objective we must take several important steps.

(U) First, I have directed JoAnn Grube, Director of Policy, to consolidate the policy functions now spread across the Agency. They will become part of the Corporate Office of Policy, creating a truly corporate cryptologic policy organization. JoAnn will work out the details of this realignment.

(U) Second, JoAnn will be responsible for framing policy positions for my decision. She will also ensure policy implementation of our strategic decisions and will institute mechanisms to ensure that all other NSA organizations involved in policy related matters coordinate their actions through the Corporate Office.

(U) Finally, JoAnn will develop a plan for how we will identify and tackle strategic policy issues in the next year. She will brief the plan to the ELT in June. The end state is for us to be proactive in the policy development area within the Executive Branch and to tie any major policy initiatives to our strategic plan.

(U) A coherent, coordinated policy function at NSA is central to how we will govern the Agency in the future. The Office of Policy will be staffed with experienced SIGINT and INFOSEC professionals. It is now more important than ever that the NSA/CSS go forward with one voice. The consolidated policy function is a key coordination and staffing tool to accomplish this objective.

MICHAEL V. HAYDEN
 Lieutenant General, USAF
 Director

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DIRgram-47: "Our Strategy is Set" 7 February 2000

(U) Collective hard work has paid off. Last week we finalized the NSA/CSS Strategic Plan for 2001-2006. This strategy communicates our future direction. We couldn't have achieved clarity and thoroughness without your constructive comments. I would like to specifically acknowledge the input of the Service Cryptologic Elements.

(U) The next critical step is to make sure that every single member of the NSA/CSS team understands and internalizes our strategy. It's available on the web at:

(b) (2) Take time to read it and discuss it with each other. We must share the same vision to be sure that our actions are aligned and we speak with one voice to our customers, partners and stakeholders. Let me highlight a few areas:

- (U) Our Strategic Plan starts with a "Director's Intent". It is customary in the military, before planning or undertaking an operation, to deliver a "Commander's Intent" so that everyone involved in the operation understands its purpose.
- (U) Our final version emphasizes our resolve to strengthen our strategic alliance with our partners and build the Unified Cryptologic Architecture to meet the Nation's needs.
- (U) As we make our own infrastructure stronger, we will also focus energy on creating secure, agile, and interoperable capabilities with our partners and customers to allow us to operate seamlessly.
- (U) We reinforced our commitment to expand mission driven education, training, and career development to optimize individual and team performance.
- (U) Defensive Information Operations is a new line of business at NSA to help our customers identify, verify, and respond to an attack on their information systems.
- (U) As our missions progress in the future, synergy among the professionals performing each mission will be of paramount importance. The lines will blur between strictly SIGINT and INFOSEC disciplines.

(U) This week I am visiting some of our partners and customers in Europe. My primary objective is to communicate to them our strategy and what it means to them and us. Over the next few months, most of us will have a role to play in communicating our new strategy to our partners, customers, and stakeholders. Remember each of us bears personal responsibility for the transformation of NSA/CSS.

MICHAEL V. HAYDEN
 Lieutenant General, USAF
 Director

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DIRgram-01: "Change, Candor, and Honesty" 15 November 1999

(U) Today is the first of the hundred days of change I promised you a month ago. Each workday you will receive a DIRgram, highlighting the day's major changes and updates.

(U) The first change the rest of the senior leadership team and I want to see at NSA and in CSS will look trivial to some and scary to others: we want each of us to give and get honest, candid feedback about the things that count every day to the people we work with and for. Tell it like you see it. We're not inviting you to be rude, but we don't want anyone to be shy about important things. We want everyone at every level to know what's really going on, and to know when they, personally, need to act to make it better. I expect this every step of the way up the chain to me. We can and will work with bad news and controversies, but we can't and won't tolerate not hearing about them. I don't want you to, either.

(U//FOUO) We're going to make dozens of changes in NSA/CSS over the next three months. Every change we make will be one I've personally chosen, and that we've discussed within the senior leadership team. All are from either the recommendations of the internal and external 60-day panels (their reports are at:

(b) (2)

or from the suggestions you've sent me since 19 October. Starting each change, making it work, and fixing it if it doesn't deliver will be the leadership team's three most important jobs this fall and winter. I promise you I, personally, will spend as much time and energy on them as I possibly can. Because I know it's going to take more time than I have to give, I've appointed a small team of NSAers to help. Its members are

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

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

I've asked (b) (3)-P.L. 86-36

temporarily come back from retirement to lead the team. I'll meet with them every day to review where we are and how we're doing, and to decide what to work on next. Please treat them as an extension of me--they'll be doing what I'd do if time permitted.

(U) Please keep sending mail to me through (b) (2) whenever you think it's important. You can also send your comments on any morning's DirGram to me, as you see fit, just by hitting your "reply" button. Finally, you'll also find archived copies of all DIRgrams, along with other change-related information, at my web site (b) (2)

(U) Buckle up. Beginning today, we're going to make our future the one we want.

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 Lieutenant General, USAF
 Director

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DIRgram-02: "Our New Executive Leadership Team"

16 November 1999

(U//~~FOUO~~) As you are aware, both the internal and the external teams proposed the elimination of the Senior Agency Leadership Team (SALT) and the creation of a more focused, strategically driven executive body. I have decided to make that change. In the next few days you will see Personnel Assignment Orders issued announcing the disbanding of the current SALT and replacing it with a new Executive Leadership Team (ELT). This change represents more than a change in name. We intend to accomplish rapidly the following objectives:

- Focus the ELT on the strategic imperatives of this Agency - the production of signals intelligence, the provision of information assurance, and the creation and use of the technology required to perform the SIGINT and INFOSEC missions.
- Mandate that the members of the ELT spend the majority of their time on NSA corporate and strategic issues, delegating management of day-to-day operations to subordinates.
- Retain outside consultants, as needed, to assist the ELT.
- Use the ELT for consultation and input on other major NSA decisions.

(U//~~FOUO~~) The ELT will have as its core members the DDIR, DDO, DDI, DDT and me. In addition to recasting the ELT, we will redesignate the positions of DDS and DDCM as Assistant Director for Support Services and Assistant Director for Corporate Management. Rest assured, although redesignated, these positions remain critical to the smooth functioning of this Agency. The remaining members of the current SALT - E/DIR, GC, CIO, DCH/CSS, and SCE Commanders - will join the ADDO/MS, ADCM and ADS as advisory members of the ELT.

(U//~~FOUO~~) To focus the ELT on strategic questions, we have "teed up" a series of important issues for it to deliberate and then recommend to me a way ahead. These include a rewrite of the mission, vision, and goals of NCS-21; the creation of measurable objectives for NCS-21 goals; a financial plan for FY00 that allows us to "pivot" into our future course for the Agency, and an Agency business plan. I will tell you more about all these and other initiatives in future DIRgrams.

(U//~~FOUO~~) The ELT is the Agency's senior deliberative body. Effective immediately the former SALT, the Critical Issues Group (CIG), and the Corporate Management Review Group (CMRG) are abolished. The title, Joint Issues Board, will be used to describe ELT missions which will focus on SCE issues and which SCE commanders will be expected to attend personally. Although they will be held approximately every quarter, they are - in fact - ELT meetings.

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Lieutenant General, USAF
Director

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DIRgram-05: "Expanded Role for our Executive Director"

19 November 1999

(U//FOUO) You often hear that for change to be effective, it must start at home. Therefore, I'd like to end our first week of implementing change by announcing some important changes in my own office, along with an expanded, hands-on role for the Executive Director. Earlier this week we announced the creation of a leaner, more agile Executive Leadership Team to promote efficiencies and to assist me in the conduct of our Agency's operations. In order for us to benefit from the ELT change, we must also more tightly focus the way we operate at the top, in the Directorate suite. To that end, I have asked Mr. Frank Blanco, the Executive Director, to expand his own job to include many of the functions that are normally associated with those of a chief of staff. We are also creating the position of Deputy to help him. He and his deputy will consolidate the operations of the Directorate staff, directly manage the calendars for the Deputy Director and me, and provide managerial support to the ELT. Most importantly, he will be NSA's major issues manager: he will identify and frame the big issues facing us, set up and facilitate ELT meetings to act on them, and ensure that our decisions are carried out. In short, he and his deputy will keep us focused on what's most important, and will keep us from wasting time in dealing with it. I have asked (b) (3) - P.L. 86-36 current Chief of K4, to assume the position of Deputy. We will make this person responsible for "keeping the trains running on time." I have asked Frank to establish sound operating procedures, explain them to everyone who does business with the ELT, and then enforce them. I believe these combined changes in the Directorate operations will lead us to recognize more quickly and deal more effectively with many of the frustrations found in every level of NSA and CSS. They will budget our time more wisely, focus us on our strategic imperatives, and aid us in addressing and acting on the issues of greatest corporate importance.

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Lieutenant General, USAF
Director

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DIRgram-06: "Deputy Chief Central Security Service" 22 November 1999

(U) Our relationship with the Service Cryptologic Elements (SCE) is essential. We cannot accomplish our part in this nation's defense unless it is close, continual and effective. I believe the actions we are taking today--the ones described below-- will not only strengthen the bonds between the SCEs and NSA, but also clarify and improve the relationships and lines of communication between military and civilian teammates throughout the cryptologic system.

(U//FOUO) I have decided to name (b) (3)-P.L. 86-36 USAF, the new Deputy Chief of the Central Security Service (DCH/CSS). It will be her full time job. (b) (3)-P.L. 86-36 USA, will continue to be the Assistant Deputy Director for Operations/Military Support (ADDO/MS). It will now be her full time job. I expect these two actions alone to strengthen the dynamic roles played by the DCH/CSS and ADDO/MS substantially. In addition, we are going to resubordinate the Offices of Military Personnel and Reserve Affairs, along with the Senior Enlisted Advisor, directly to the DCH/CSS. I am commissioning (b) (3)-P.L. 86-36 to team with our senior military and civilian leaders to address and act on the critical issues of military manpower and our SCE partnerships.

(U) These appointments and consolidations, along with the tighter focus they enable, will provide a far clearer path for our Agency's military leadership and personnel to make major advances toward our main strategic objectives, as well as better meeting the vital needs of the military members of our diverse workforce.

(U) A new ENLIGHTEN newsgroup (b) (2) has been created to provide a forum for frank and open discussion with the Director and the Director's Staff on issues facing the Agency today. All postings will be read by the Staff and issues forwarded in a timely fashion, but due to the anticipated volume and administrative workloads, individual responses in this forum cannot be guaranteed. Please keep sending mail to me through (b) (2) whenever you think it's important. You can also send your comments on any morning's DirGram to me, as you see fit, just by hitting your "reply" button. Finally, you'll also find archived copies of all DIRgrams, along with other change-related information, at my web site: (b) (2)

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Lieutenant General, USAF
Director

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DIRgram-07: "Getting our Financial House in Order" 23 November 1999

(U//FOUO) I am pleased to announce today that I've hired Ms. Bev Wright as our first chief financial manager. Bev has impressive credentials in the investment-banking world. She was, most recently, the Chief Financial Officer at Legg Mason and prior to that was the Chief Financial Officer at Alex.Brown, Inc. We are confident she will bring to NSA the best financial practices in industry today, along with the drive needed to implement them.

(U//FOUO) Bev will join our Executive Leadership Team (ELT) as an advisory member. Because we lack business processes, we are not able to use money as an efficient management tool. So, as a first order of business, we've asked Bev to lead an end-to-end look at our budget, acquisition, and resource management processes. Next, we will task her to create a resource management strategy to support our business plan. She will be given the necessary staff and authorities to get this job done. We will resubordinate offices, as necessary, so that Bev has sufficient control, and she will draw on a large portion of the \$1 million Congress gave us for outside consultants. With these steps we'll ensure that mission drives our budget decisions rather than budget driving our mission.

(U) What will be different? We will account for our people and infrastructure as part of the cost of doing business. We will make "those hard decisions" on what we can afford to do, what offers our best return on investment, and what fiscally makes too little sense to continue. We will develop metrics to measure our progress annually and we'll be able to answer our Congressional oversight committees when they ask what it costs us to do business, giving them figures in which we have confidence.

(U) I think Bev, with the ELT, can instill a renewed appreciation for the professional skills and expertise of those in the resource management career field. We'll soon be examining what things we can do to gain more efficiencies and facilitate career development. Be prepared for more changes in this area.

(U) Implementing major changes in and to our financial processes will not be easy, and will take time, but we must and will get our financial house in order.

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 Lieutenant General, USAF
 Director

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DIRgram-14: "Managing and Valuing Diversity"
06 December 1999

(U) There are many changes underway at NSA. Some, like last Friday's announcement on GG14 and GG15 promotions, can strongly impact our work force. As we make the changes, we need to continually assure ourselves that we are acting fairly and with a MISSION focus. Some of you have expressed concerns, for example, about how we value diversity.

(U//~~FOUO~~) George Tenet, the Director of Central Intelligence (DCI), recently noted that "Our people are our most precious assets -- not satellites, or light tables or high-speed computers." We need to harvest the best that America has to offer from all of her people.

(U) It is important that we reaffirm our commitment to diversity and to holding our leadership team fully accountable to do the same. We at NSA have been very proactive in the formulation of the DCI's strategy for "managing diversity." We find ourselves here in teams with a myriad of new personalities, preferences, styles, experiences, needs, skills, abilities and tasks. These are all assets that move us toward peak organizational performance and increase the value of our products. We need to value individual viewpoints in the workplace. We need our employees to be confident about openly sharing their views, even when others might not agree. There are times in the cryptologic business when the lone dissenting voice may be the right one. Realizing our potential includes capitalizing on the richness of our diversity as a contributor to constructive conflict, motivation, creativity, innovation and productivity.

(U) Diversity provides insurance against surprise in intelligence analysis. Uniformity is a prescription for failure. If we all came from the same neighborhoods, went to the same schools, and had the same perspectives on human nature, culture and foreign affairs, we would not challenge our own thinking. We'd make more mistakes.

(U) We also need to preserve the public's confidence in us. We are a necessarily secretive organization trying to function in a democratic society. The public has to know that we share the highest values of the nation. If we are seen as an outfit that just doesn't represent the country, either in our diversity or our values, it hurts us in Congress, in our relationships with outside experts and in our relationship with those we serve--the American people.

(U) Diversity isn't just about fairness; it is mission critical and I will incorporate it into my expectations for the Agency's leadership in their management and individual performance. We will also incorporate this principle into our strategic and business planning and day to day operations.

(U) I'll be on TALK NSA this morning at 1030. You can see the broadcast via NEWSMAGAZINE on Channel 40 at the OPS, R&E, and FANX buildings, and on Channel 15 at the CANX building. I'm looking forward to your comments and questions. Just dial 968-TALK.

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DIRgram-18: "Introduction of N7, The Field Advocate Office"
10 December 1999

(U//FOUO) I am pleased to announce the formation of N7 - The Field Advocate Office. The purpose of this Office is to serve as the NSA focal point for all field-related matters except mission activities and IT infrastructure, and to ensure that field equities are considered whenever decisions are made about the field. (b) (3)-P.L. 86-36 a field service veteran, will serve as the Chief of N7.

(U) As yesterday's DIRgram emphasized - it is essential that we improve individual accountability. We have always worked hard to take care of our people in the field, but we have done it by spreading field advocacy functions throughout our Agency. That makes it difficult to hold any one person or organization accountable for representing field interests. It will be the responsibility of N7 to serve as the focal point for all field advocacy issues, and N7 will also provide individual employees a single interface to their support service needs. ADS has already agreed to resubordinate the S1F (Field Services) organization to N7. The ELT will give the Chief of N7 the necessary resources and authorities to get the job done, including teaming and further resubordination of people and offices as necessary.

(U) I cannot overstate the importance I place on calculated risk taking and willingness to serve our Agency outside of our "comfort zones." One of the best ways to demonstrate these qualities is to serve a field tour, and we want to ensure that we do everything we can to support those who grasp this opportunity. N7 will provide that support.

MICHAEL V. HAYDEN
 Lieutenant General, USAF
 Director

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DIRgram-23: "Special Assistant for ELINT"
17 December 1999

(U//FOUO) Over the course of the past decade the nation's capability to exploit electronics for military advantage has declined precipitously. Today, our ELINT capability is being challenged by technology just as our COMINT capability is. We must take action to keep pace. I am tasking Mr. Jim Cain to serve as my Special Assistant for ELINT to ensure that we give this area the proper level of focus and attention.

(U) In April 1998, the House Permanent Select Committee on Intelligence (HPSCI) expressed the view that ELINT has suffered disproportionately relative to other intelligence disciplines. An April 1999 report from a Congressionally directed study on ELINT specified areas where ELINT needs improvement. It will fall to Jim to help us address the findings in that report:

1. (U) Ensure that ELINT has the proper level of advocacy from senior personnel.
2. (U) Ensure that resources (people and money) are appropriately used to produce and provide ELINT.
3. (U) Improve methods of data distribution.
4. (U) Establish and clarify means to express and track requirements.
5. (U) Improve the ability of existing and planned systems to collect, process, identify, and describe the modern and emerging radar and electronic signal environment.

(U) Jim will have full authority to organize and modernize ELINT. He will develop the guiding principles of the ELINT Business Plan, be accountable for addressing all of the concerns regarding ELINT and for the delivery of an ELINT Architecture by 1 October 2000.

(U) An ENLIGHTEN newsgroup, (b) (2) is available to provide a forum for frank and open discussion with the Director and the Director's Staff on issues facing the Agency today. All postings will be read by the Staff and issues forwarded in a timely fashion, but due to the anticipated volume and administrative workloads, individual responses in this forum cannot be guaranteed.

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DIRgram-31: "Fixing NSA's IT Infrastructure" 06 January 2000

(U) If we are to make NSA a world-class information technology organization in the 21st Century -- and we are -- we must have a modern, global, information technology infrastructure (ITI) that works reliably and well. This will be a radically changed ITI from what we currently have available to us. We are attacking these problems head on and will end up with common infrastructure services acting from an Agency-wide coherent architecture, a stable and improved funding base, and an effective and efficient business plan.

(U//FOUO) Last spring we commissioned Project GROUND BREAKER,

(b) (2) and appoint (b) (3)-P.L. 86-36 the project's manager (b) (3)-P.L. 86-36 his team's job is to assess how well many of our IT infrastructure needs could be met through a creative, government-industry partnership. Their work includes analyzing the feasibility of furnishing non-mission-related IT services through alternative sources, as well as modernizing ("recapitalizing") our entire information technology infrastructure. The project team is evaluating the risks and the short- and long-term implications of all options. They will present a comprehensive business case to the ELT and me, for go/no-go decisions, on 1 June 2000. We realize the decisions we will make on this are much more than economic ones. They will also be based on evaluating the unique skills, talents, knowledge, and abilities of our people, and the absolute dependencies of our missions upon them.

(U) I realize many of you would like us to make these decisions sooner rather than later, but we do not know enough to make them responsibly now. A massive amount of work is required to build an accurate and complete business case, including meaningful assessment of all options. The ELT and I will continue to track the project's progress closely. We realize that timing is a crucial factor because of the impact on already assigned personnel and the need to adjust the pipeline of in-bound and out-bound military personnel and civilian employees.

(U) In fact, at a recent ELT meeting we decided to reallocate \$500,000 to ensure the timely development of the capability to create and implement service-level agreements throughout the Agency as well as to ensure that the business case process is completed on time. This means the 1 June decision date will not slip, and we will move out quickly on any course we decide. The service-level agreements are important to the overall IT infrastructure because they will be used to ensure consistency and accountability and will be needed regardless of whether or not any of the IT business areas are outsourced.

(U) I would also like to take this opportunity to thank all of you, both here at NSA and the Service Cryptologic Elements, who are actively involved in the extensive data-gathering efforts underway to build this baseline for GROUND BREAKER. It is critical that we get this right. We have understood for some time that we have an ITI problem, but for the first time, we are beginning to fully map and quantify the comprehensive particulars and magnitude of NSA's IT infrastructure. This is an essential foundation for us to make responsible, consistent, and accountable decisions about our infrastructure in the future.

(U) In a related matter, last September, I empowered the Chief Information Officer (CIO) as the centralized approval authority for IT policy, money, manpower and standards, and I tasked him to provide

management and oversight authority for all NSA/CSS IT financial and manpower resources. In September 1999 the CIO published the ITI Business Plan Volume I (b) (2) This plan outlines the specific strategies and foundations for NSA/CSS's future IT Infrastructure. Volume II will provide details of the ITI Architecture and precisely define the costs for incorporation into the FY02 Program Build and/or future supplementals. The ELT and Chief Financial Manager will review the ITI funding shortfalls and decide upon specific methods of funding. The architecture defined in Volume I has already resulted in several management and operational changes. The CIO has established the ITI Management Board, the ITI Operational Control Board and has tasked T8 to stand-up the Engineering Review Board. These boards are the enterprise-wide bodies for resolution of corporate IT issues that many of you have raised. Finally, the NSA Enterprise Solution (NES) Baseline is expanding to cover all aspects of IT, which is a key first step in the creation of the common infrastructure services and components.

(U) In addition to my own daily review of your feedback, an analysis summarizing employee feedback is written for me and the ELT every week. These summaries are available under the 100 Days heading at my web site: (b) (2) Please take time to look at these reports to get a sense of how we as a whole are responding to these 100 Days of Change.

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DIRgram-34: "Using Our Outside Help" 11 January 2000

(U) As I shared with you in DIRgram-08, "Bringing in Outside Help," our Agency will succeed or fail based on our ability to manage and shape change. Let me update you on our decision -- announced then -- to ask Peter Senge's Society for Organizational Learning to provide us with new and proven tools to make and manage effective change. We are now clearing six of the Society's consultants. Each is a proven expert in applying productive, new approaches in government, industry, or the academic world.

(U) Initially, we will focus the program on providing the Agency's key leadership with tools to effectively drive and manage fundamental changes. Two of the Society's consultants, both former Ford Motor Company executives in charge of a billion-plus-dollar program in the Lincoln Division, will work directly with our Executive Leadership Team on new leadership roles and how to employ them.

(U//FOUO) A second prong of the program will provide intensive training for other, executive champions for change, teamed with in-house "reflective partners" who will help them sharpen and employ new leadership skills and abilities. After the initial training, the consultants will then work with these executives as well as the people around them to widen the circle of knowledge. To begin this phase, I have selected Maureen Baginski, ADDT, who will play a critical role in reshaping the DO-DT relationship; and (b) (3)-P.L. 86-36 Deputy Executive Director, whose role with the Executive Leadership Team is critical to its success in strategic thinking, planning, and doing. Key members of the Trailblazer I team led by (b) (3)-P.L. 86-36 will also receive the training. (More on Trailblazer I on 13 January.)

(U) Over the longer term, new NSA senior executives will benefit from the Society's expertise. Newly appointed seniors who attend the Intelligence Community Senior Leadership Program (ICSLP) will receive change management training conducted by Senge's organization. The focus of the additional training will be on collaboration across the Intelligence Community, and we will invite new executives from other parts of the Intelligence Community to join us in receiving it.

(U) Also, I am tapping a group of NSAers experienced in managing change to help integrate this new knowledge and discipline across the Agency. These "learning leaders," championed by Dr. Clint Brooks, our Corporate Knowledge Strategist, will be the nucleus of our pool of talent for reflective partners, practitioners, trainers, and evaluators.

(U//FOUO) Finally, our progress in implementing the new thinking and decision skills we expect from this program will be documented and assessed by a Society consultant. I have asked (b) (3)-P.L. 86-36 of the Corporate Communications Staff, to manage this program for us. If you have questions about its scope, purpose, or approach, or would just like more information, look at (b) (2) or contact Rebecca directly, at 963-6152s or (b) (3)-P.L. 86-36.

(U) Let me finish today's DIRgram with a reminder on an altogether different subject. I will be hosting a candid discussion this afternoon with NSA civilian employees who have fewer than six years of service, and with military assignees on their first cryptologic tour. We'll be meeting in the Friedman Auditorium from 1330-1430. This particular event will not be broadcast, but we'll take pains to offer similar

opportunities for dialogue throughout the field. The other members of the ELT and I look forward to meeting with you during future visits.

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DIRgram-35: "NSA/CSS Transformation Office "

12 January 2000

(U) A few weeks ago, we asked you to review and help re-write our strategic plan. The feedback you gave us was plentiful and to the point. The comments you provided in support of our overarching goal on "transformation" proved particularly useful in the end. To ensure that we now move out smartly on achieving that goal, and that we measure the real progress we make toward it, I am announcing today the creation of the Transformation Office. Mike Green, currently our Deputy Assistant Director for Corporate Management, will leave that position to head this office. He will be responsible for reviewing all of the research and acquisition projects the DDT is baselining (with the help of the NSAAB), and for determining which projects are required to transform NSA and achieve a Unified Cryptologic System (UCS). Mike and his office will work directly for me. The DDT will serve as my executive agent in supporting the needs of the office, and will ensure that our transformation strategies are enforced.

(U) The Transformation Office will draw on corporate guidance and business planning information to drive NSA/CSS modernization. It will initially concentrate on SIGINT and supporting infrastructure, and will ensure that security management and information assurance are built in from the ground up. The office will be specifically responsible for end-to-end systems planning, authorization, and oversight of all SIGINT modernization activities. No monies for modernization will be spent without its authorization. Additionally, the office will ensure that no readiness efforts conflict with or duplicate current or planned modernization work, and that all future readiness modifications are done under the same Unified Cryptologic Architecture (UCA) technical standards, rules, and policies as those used for UCS modernization. The Transformation Office will also recommend which readiness enhancements should be deferred or eliminated in favor of fundamental transformation activities.

(U) This office will not do the hands-on work of modernization itself, but instead will see that the right work is planned and done in the right order. Externally, the Transformation Office will create and maintain a close, direct, working relationship with the community's Unified Cryptologic Architecture Office (UCAO). This relationship will be the primary link between NSA/CSS and UCAO.

(U//~~FOUO~~) The office's size will be small, and its primary focus will be at the enterprise level. Internally, it will include a requirements element, an architecture and standards element, and a project analysis and evaluations element. We are working with industry to recruit a Senior Technical Advisor/Systems Engineer to assist Mike. In the interim, (b) (3) - P.L. 86-36, formerly of AT&T and a member of the NSA Advisory Board) has agreed to fill this role. Additional staffing of the office will be announced in the following weeks. Finally, I have asked the DDT to propose to me any changes he would recommend in his current organization based on the formation of the Transformation Office.

(U) As I hope you have seen, heard, or read about by now, I will host a session in the Friedman Auditorium tomorrow. The DCI will join the Deputy Director and me in addressing the changes we have begun and the direction we are going. I will announce a major redirection at this session. This is your opportunity to hear, once again, our overarching plan and to engage in this change. I need you to stay engaged and positive. Please join us in the Friedman Auditorium or tune-in to tomorrow's session.

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DIRgram-42: "DO Realignment and Transformation"

24 January 2000

(U) A central theme of our 100 Days of Change is "back to basics." This means we are concentrating on our core INFOSEC and SIGINT missions and are developing a strategy and business plan to transform ourselves for tomorrow's environment. Rich Taylor, the Deputy Director for Operations, has proposed an important step in this transformation--a realignment of the Operations Directorate to focus more directly on core mission: managing the SIGINT system and providing SIGINT products and services. He briefed the ELT last Thursday and presented his proposal to many of you at a DO Town Meeting on Friday. You'll find a summary of his proposal at (b) (2). Rich especially values the expertise and insights of those of you who work in DO, and has asked that you examine and comment on the proposal. Your critiques and suggestions will help him and the rest of the ELT know if they should make any final course adjustments before we launch. DO transition teams have been identified to work within the directorate, and with the Service Cryptologic Elements and other Key Components. All of us need your participation to ensure we've got this "about right."

(U//FOUO) This proposal defines DO's core functions: (b) (3)-P.L. 86-36, collection, production, dissemination--and works to manage them in an interlocking, end-to-end process driven by customer needs. It is an attempt to make DO's form better follow its functions. The end product has to be an organization that makes sense, puts our customers squarely front and center in our production process, and fully supports the Transformation Office and TRAILBLAZER.

(U) Key elements of the DDO's proposal include:

- (U) Senior Executive Account Managers for major customer groups;
- (U) A Program Focus Managers' Council to prioritize technology needs and serve as the DO's formal interface with the Transformation Office;
- (U//FOUO) Three functional SIGINT organizations: (b) (3)-P.L. 86-36, Collection, Exploitation, and Production;
- (U//FOUO) An Advanced Analytic Techniques organization to develop and spread the "art" of analysis;
- (U) Movement of elements that are not an integral part of the SIGINT process (e.g., IT, policy, budget, facilities) to other parts of the Agency, then relying for services on those parts of the Agency created to provide them;
- (U) Integration of some military support functions into the Operations Groups, and understanding and acceptance that military support is the responsibility of ALL of DO; and
- (U) Closer alignment and interdependence with the DT and the DI.

(U) This proposal isn't about wiring diagrams or boxology. It's about aligning DO to play its role in Agency transformation. All of our organizational efforts have to be harmonized with the business plan the ELT's producing this month, and our commitment to the work of the Transformation Office and of TRAILBLAZER cannot be diminished. This is a work in progress. Be part of it as we work out the details, and give your feedback and suggestions to the appropriate DO team. Rich will use this and the work of his staff over the next few weeks to make any adjustments needed before getting my final go ahead.

MICHAEL V. HAYDEN
Lieutenant General, USAF
Director

(U) The first airing of "15 Minutes" will happen today, January 24th. "15 Minutes" will be broadcast at 1000, 1700, 0100 (Tuesday morning) -Channel 40 at OPS, Channel 21 at FANX, and Channel 15 at CANX. Field stations are to contact their local GIGSTER/JWICS POC to schedule a viewing time. The program will also be available via Audio News Service. "15 Minutes" will air every Monday at these times, with the exception of holidays.

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DIRgram-43: "Reassimilation"
1 February 2000

(U) PLEASE NOTE: Due to the Agency's late opening yesterday, the Director's "15-Minutes" TV show will air at 1000 and 1700 today, and at 0100 tomorrow.}

(U) Our quest for information superiority is global. NSA's success depends heavily on our Agency representatives who serve away from NSAW. Our men and women in the field provide daily mission support to our extended enterprise, while developing specialized mission focus, technical skills, and management expertise that can only be gained in a field assignment. They work side-by-side with our customers and partners, and gain an intimate appreciation for what others expect of us. I am determined to put that insight and expertise to the best possible use as each member of our extended enterprise returns home from his or her field assignment.

(U//FOUO) I have asked (b) (3) - P.L. 86-36 introduced as the Chief of NSA's Field Advocacy Office in DIRgram-18, to make big improvements in our reassimilation process. He will begin implementing some major changes in time to welcome back the large number of people returning to our main campus this summer. John will assign a senior mentor to every person returning from the field as a part of this year's improvements. Each mentor will work regularly and directly with their chosen returnees to find and secure relevant, challenging, rewarding, and timely placement for each one. I want every returnee to know where he or she will be working 30 days BEFORE they leave their current duty location.

(U) Beyond this, I have tasked John to make reassimilation a positive and professional experience. This fall, John will propose an end-to-end program to tightly link NSA's corporate needs with the skills and knowledge developed in the field and the career preferences and development needs of each individual coming home in 2001 and beyond. By this time next year, tailored reassimilation planning will be a routine part of the INITIAL field assignment process.

(U) Reassimilation is only one component of the field assignment process which will be improved. I am committed to making the entire experience of service in our extended enterprise an attractive option for each of you, and I have asked the Field Advocacy and Human Resources Services offices to track this year's field assignment performance with precision. I want to know what is working well, what is not, and how to fix it to improve the overall field tour experience. Together, Field Advocacy and Human Resources Services will provide me with a complete analysis and recommendations for further improvements by this fall.

MICHAEL V. HAYDEN
 Lieutenant General, USAF
 Director

(U) An ENLIGHTEN newsgroup (b) (2) is available to provide a forum for frank and open discussion with the Director and the Director's Staff on issues facing the Agency today. All postings will be read by the Staff and issues forwarded in a timely fashion, but due to the anticipated volume and administrative workloads, individual responses in this forum cannot be guaranteed.

(U) Please keep sending mail to me through (b) (2) whenever you think it's important. You can also send your comments on any morning's DIRgram to me, as you see fit, just by hitting your "reply" button. Finally, you'll also find archived copies of all DIRgrams, along with other change-related information, at my web site: (b) (2)

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DIRgram-44: "Transforming Our Business Systems and Processes" 2 February 2000

(U) Today I want to expand our focus on transformation and modernization to our "business infrastructure" -- all the systems and organizations we use to perform support functions and manage our billet, dollar, and property transactions. Our goal here is to apply best business practices and good commercial-off-the-shelf (COTS) products to make our overall effort more efficient and free up people and resources to focus on mission. To that end, I'm announcing several changes to move us toward a wholesale transformation of our business attitudes and infrastructure. These changes will not be pain- or cost-free, but they are absolutely essential.

(U) First, let me address our supply chain management process. Currently, we have a decentralized, fragmented logistics system. We have millions of dollars worth of materiel that is stored in hundreds of places and is tracked using various means and by databases that do not talk to one another. The overhead associated with the acquisition of the materiel we need remains excessive, and worst of all, there are literally hundreds of people Agency-wide (including individuals working in our core skill areas) who spend large amounts of time using this fragmented and inefficient process. We cannot transform NSA and allow this situation to continue.

(U) As of today, we are centralizing NSA's worldwide logistics process. I am appointing the Assistant Director for Support Services as the person accountable for the NSA worldwide logistics process with the clear authority and oversight responsibility to ensure standardization of our activities. Fortunately, the Support Directorate's leaders have already invested a great deal of talent and energy in benchmarking our logistics processes, and testing new ways of doing business. Some of the things they've begun include:

- (U) teaming with the DCM to develop a micro purchase credit card program which reduces process overhead costs by 70% while improving response time;
- (U) establishing long-term contracts with vendors to ensure availability of supplies, on-time delivery, and best value;
- (U) establishing logistics support cells integrated with the NSA customer; and
- (U) purchasing a new logistics IT package which supports our continuing drive toward COTS enterprise solutions.

(U//FOUO) (b) (3)-P.L. 86-36 the chief of Logistics Services, will appoint an implementation manager to work with each organization to develop a plan and schedule to move to centrally-managed, customer-tailored logistics support. We'll roll out this change at NSA headquarters and then move on to our "extended enterprise" activities in the field. The full transition to a new logistics system will require several years, funding support, and a lot of cooperation and teamwork across the Agency. Our payoff will be a reduction of millions of dollars in annual overhead costs and a streamlined supply system which will provide fast, responsive mission support, web-based desktop connectivity, world-wide asset tracking, and minimal customer effort. Jim will brief the ELT on the road ahead, his timetable, and projected "up front" costs by early Spring.

(U) Now let me turn to our financial information management system. As many of you know, our

financial management system is in desperate need of an overhaul. We are making key decisions based on fiscal data that is, at best, coarse -- and often sketchy or even unavailable in a format that meets our needs. Bev Wright, our Chief Financial Manager, has begun working with the DCM leadership team to size up our financial management system needs and possible solutions. Bev will brief the ELT in the near future on her recommendations to transform our system. You'll hear more about changes to our financial system and processes within the next few weeks. This will be an expensive endeavor but it is one that we must make. We cannot and will not become a 21st Century enterprise without it.

MICHAEL V. HAYDEN
Lieutenant General, USAF
Director

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DIRgram-45: "TRAILBLAZER I - A Progress Report"

3 February 2000

(U//FOUO) Quite a lot has happened in the two weeks since we announced TRAILBLAZER as "the prototype for our future." (b) (3)-P.L. 86-36 Project Manager, has begun recruiting his team and has spent the last days working to put flesh on the project bones. So far he has selected:

Chief of Customer Relations - (b) (3)-P.L. 86-36

Chief of Technology - (b) (3)-P.L. 86-36

Chief of Business Management (b) (3)-P.L. 86-36

We have arranged for them to receive executive leadership training later this month from Peter Senge's Society for Organizational Learning. The TRAILBLAZER 1 team will initially consist of a small cadre of permanently-assigned members, and they will draw upon the knowledge and skills of people from across the Agency to include the proliferation and geographic target offices. The leadership team will also identify additional permanent positions and the individuals to fill them in the days ahead. For example, Sara will begin to size the need for linguists and analysts and begin to recruit them. Individuals presently working TRAILBLAZER 1 are assigned full-time and will be working out of temporary spaces in OPS 2B until permanent spaces in OPS 1 are renovated.

(U) As we announced, TRAILBLAZER 1 will map detailed Digital Network Exploitation (DNE) mission requirements to our cryptologic architecture and provide implementation focus. The Transformation Office will provide oversight and broader Community interface and will validate TRAILBLAZER 1 execution proposals. In other words, TRAILBLAZER 1 will build the SIGINT system we would want to build - if today's system didn't exist - to attack a tough, evolving DNE target. The Transformation Office will provide the building permits, so to speak, ensuring that those things that TRAILBLAZER 1 and the larger SIGINT system do always "meet code." Keep in mind that TRAILBLAZER 1 is not just about systems acquisition or technology. It has an operational reporting mission that will engage real world customers and the analytic community to facilitate the transformation of business practices and our culture.

(U) Everything begins and ends with the customer. Once the TRAILBLAZER 1 program office understands the customers' information needs and expectations, they will look at the end-to-end SIGINT production process to ascertain where the information is most readily obtained. They will engage the target analysts, linguists and reporters to identify those tools which will assist them to view that subset of the data that is the most reportable and responsive to customer requirements. They will collaborate with the technology professionals who are currently focused on DNE to develop selection and filtering tools to enable our analysts. They will system engineer both software and hardware for improved front-end access, collection, processing, and filtering. They will attain, deploy, operate, and prove a fully unified, secure, web-based system that will enable the analysts to exploit encrypted information from the global net on demand - e-SIGINT.

(U) The TRAILBLAZER 1 team is now working full-time developing a charter and conop that outlines its

relationships with the Transformation Office, the Key Components, and the UCAO. The NSA/CSS business plan that is being finalized this month will reflect the commitment of the ELT to fund TRAILBLAZER 1 as their number one priority.

MICHAEL V. HAYDEN
Lieutenant General, USAF
Director

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(b) (1)

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

DIRgram-11: "Major Dollar Decisions"

01 December 1999

(U) One of the more frustrating things each of us runs up against from time to time is hearing that big dollar decisions have just been made, but not knowing what they are or why they matter. We can't do much about decisions made outside NSA, but we can give you a quicker sense of what we're doing on the inside. I've asked the Assistant Director for Corporate Management to begin publishing and circulating short summaries of what we decide whenever the Executive Leadership Team moves large amounts of dollars.

(C) In this vein, the ELT met with our key advisors for half a day last week to find ways to pay for more than [redacted] worth of things that we have to do, but that weren't visible when we built this year's budget. They range from NSA's share of general cuts made by the Congress to the Department of Defense as a whole - cuts the Defense Comptroller is now passing through to us - to a shortfall in our civilian pay account.

(U) We began by reaffirming our top-level management priorities: Modernization (that is, getting ready for tomorrow) is first, Readiness (being prepared and able to do all of the things we're asked to do right now) is second. This necessarily leads to some very tough decisions, but it is the right thing to do if we are to be prepared for the future.

(C) After examining and discussing more than [redacted] worth of things in the budget that we could stop or reduce, we chose a final mix that

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

- (U) stretches out or puts off some work (we're taking advantage, for instance, of the President's decision earlier this month to push back the date by which we have to have reviewed for declassification all of our files that are more than 25 years old); and

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

(C) One measure we considered and rejected was saving [redacted] by doing two things: reducing this year's civilian promotion rate by about a quarter, and postponing the effective date of all new promotions to July or later. We're going to take a fresh look at the promotion process soon, but when we do,

- (U) we won't reduce the total number of promotions; and
- (U) any adjustments in timing will be driven by policy values, not the budget.

(C) We still want and intend to shift more money this year into modernization. At the session's end I asked the Deputy Director for Operations, the Deputy Director for Technology and

Systems, and the Chief Information Officer to find and recommend sources within our budget for more to invest in our efforts against the digital global network.

(b) (1)

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

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DIRgram-16: "Security is Mission Integral"
08 December 1999

(U) Last week, I was given a helicopter tour of our Ft. Meade and Fanx campuses, and a few outlying buildings, where I got a bird's eye view of the mammoth NSA physical plant and infrastructure. This tour drove home to me how integral security is to NSA. As we proceed to restructure the Agency's future, protecting NSA people and mission will remain top priorities.

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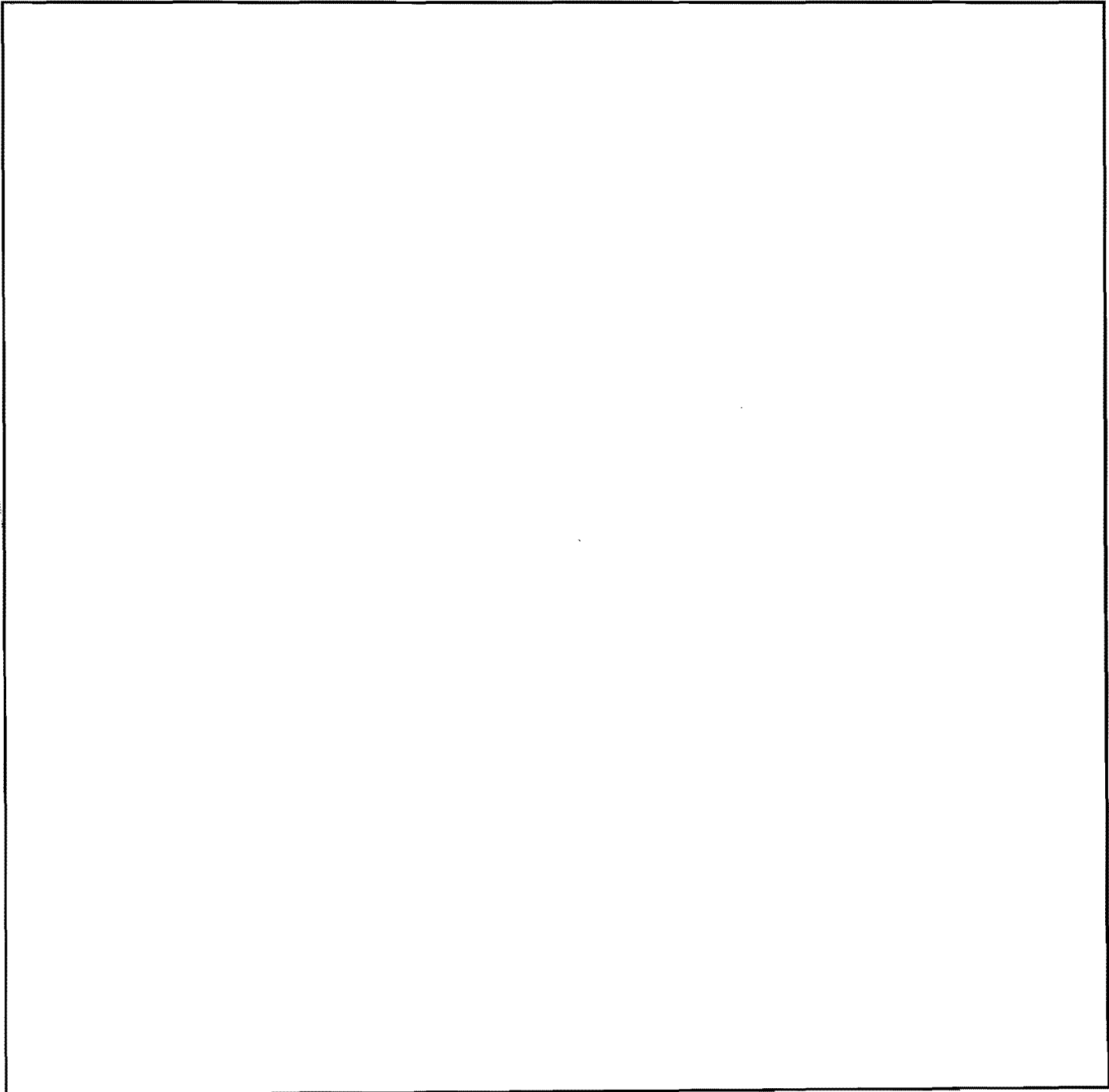
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(b) (3) - P.L. 86-36

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DIRgram-25: "Strengthening the NSA-IOTC Partnership"

21 December 1999



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SECRET - COMINT - RBT TO USA, AUS, CAN, GBR, and NZL - X1

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DIRgram-26: "Implementing a New Foreign Relations Strategy"

22 December 1999

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

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

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DIRgram-33: "Playing Offense and Defense...All the Time"

10 January 2000

(U//FOUO) If we are to realize our vision of a transformed cryptologic system, we must think, plan, and act corporately, balancing our use of resources to ensure the greatest possible success in both of our core missions. Remember the analogy I used of the soccer team, playing offense and defense, at the same time, all the time? It is clear we must continually develop both our offense and defense, or we will find it increasingly difficult to score, while our opponents will begin to rack up points. Together with (b) (3)-P.L. 86-36 Commander, Naval Security Group, and his staff, we have uncovered an opportunity to reposition part of CSS to better meet these challenges. As a result, I have directed (b) (3)-P.L. 86-36 Assistant Director for Corporate Management, to begin the process to transfer (b) (3)-P.L. 86-36 billets from traditional Consolidated Cryptologic Program (CCP) functions to the Information Systems Security Program (ISSP). I want to share this event with you since this is a good example of the hard decisions we must make to transform the cryptologic system to meet the challenges of the 21st century. This decision is significant because it positions us to achieve our NCS-21 goals by increasing our ability to protect networked communications and build and sustain a diverse work force with the right skill mix. We all have much work to do in building our skill sets and redirecting our work force to meet the challenges of today and tomorrow. As we do this, it will be a balancing act, to some extent, as, in some cases, missions will not go away and the remainder of the Service Cryptologic Elements and the NSA workforce will have to adjust. The action carries with it some risk, but it represents a new way of thinking to our existing NSA and CSS cultures and is a breakthrough move for us.

(U) Some of the sailors who will be involved in this are already doing work valuable to Information Assurance (IA). This action would reallocate their billets to give them a direct, full-time, IA focus. All of the billets that will be moved are currently outside NSA Headquarters, and will be selected and transferred in fiscal year 2001. None will be removed from NSA headquarters, nor will this affect the future "fill rate" of sailors into NSA billets. New assignments to the reallocated billets will be managed by the Navy personnel system, and will occur as a matter of routine. Some will be assigned to the Information Systems Security Organization, where they will be trained, developed and will work on growing problems in network security. After their assignment, they will be rotated back, which will expand our base of expertise in the increasingly complex world of network security.

(b) (1)

(b) (3)-10 USC 130

(b) (3)-18 USC 798

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

(U) We are engaging our stakeholders in Congress, Department of Defense and the Community Management Staff. My staff and I are talking to them about this decision, informing them and explaining our rationale. There are tougher decisions ahead and few of them will be the desired "win-win" scenarios. None of us are going to be on the gaining side in ALL of these decisions. Our role together is to do what's best for NSA and CSS corporately to realize our vision. One of your most crucial roles is to continue to give the best possible feedback so that we can continue to make the best decisions.

(U) Please keep sending mail to me through (b) (2) whenever you think it's important. You can also send your comments on any morning's DIRgram to me, as you see fit, just by hitting your "reply" button. Finally, you'll also find archived copies of all DIRgrams, along with other change-related information, at my web site:

(b) (2)

[DIRgrams Page]

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DERIVED FROM: NSA/CSS MANUAL 123-2
DATED: 24 FEB 1998
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TOP SECRET - COMINT, TOP SECRET - DATA, TOP SECRET - TECH, TOP SECRET - TROOP, TOP SECRET - WEAPON

DIRgram-37: "Transformation Begins with TRAILBLAZER"

14 January 2000

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

(U) As promised, today we're going to recap the highlights from yesterday morning's auditorium session with the DCI. The new direction we set there will define our course of change at the Agency, and I want to be sure you understand its outlines. I was extremely pleased to see that every seat in the Auditorium was full. I know many of you were turned away at the door, and I hope you were able to view the broadcast elsewhere. Maybe this is one time we should have rented Camden Yards. The DCI captured the precise point of our 100 Days of Change: our transformation as an institution requires participation by every one of us. Your attendance, whether in the auditorium or viewing in your office spaces, proves to me that you want to be engaged.

(U) What I want you to remember from yesterday's session:

- (U) Our change program is deliberately paced, and your feedback helps us make needed course corrections.

- (U) Mike Green's Transformation Office is responsible to the ELT and me for overseeing and authorizing all modernization activities.
- (U) We are beginning TRAILBLAZER 1 (TB1). It is the prototype for our future.

- (U) TB1 will deliver tomorrow's analytic tools and functions to automate desktop processing and improve COMINT production. It will also provide us with the ability to profile customers' needs and requirements, and will modernize the dissemination process.
- (U//FOUO) (b) (3) - P.L. 86-36 is the TB1 project manager, and is working with DO, DI, and DT to identify the manning and skill sets TB1 requires, and with DS to find floor space.
- (U) We will keep you informed as we make future TB1 decisions. We will apply the transformed way TB1 does business to steadily increasing numbers of target sets in the future.

(U) Fundamental transformation of this scope is costly but necessary. We must and will make hard funding decisions to redirect dollars from readiness to modernization. At the same time, we will seek additional money in the out-years to retain as much readiness as we can.

(U) As DCI Tenet told us, change is painful. There are many details still to work out. Our progress may be slow initially, but will pick up speed. TB1, with regular guidance from the Transformation Office, will put and keep us on a path to success.

[DIRgrams Page]

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DERIVED FROM NSA/CSS MANUAL 123-2
DATED: 24 FEB 1999
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Posted on: March 06, 2000

(U) DIRgram-66: "Making Leadership Real at NSA/CSS"

Distribution: Director's Message to the Work Force

POC: Michael V. Hayden [talk_dirnsa@nsa]

(U) I want to talk to you about two kinds of leadership today and tomorrow. The first - the one we'll concentrate on today - is the one we most often think of when we hear the word. It's about leading organizations, and I'm going to tell you what we're going to do in NSA to be better at it.

(U) Organizational leadership involves both building the future and making today's mission happen. The internal team found that leadership is not viewed as one of NSA's strengths and that we don't value or reward leadership behaviors. Some of our organizational leadership problems trace back to the people we assigned to supervisory, management, and executive positions. In some cases, our managers reflect a lack of skills and knowledge and even a lack of commitment to this function. This will end.

(U) I've asked Terry Thompson, Assistant Director for Support Services, and Colonel Gary Henley, Assistant Deputy Chief of CSS, to take the following steps:

- (U) Move out smartly to establish the Organizational Leadership and Management (OL&M) skill community, so we can identify and treat leadership throughout NSA as a specific occupational specialty.

- (U) Set specific, measurable, objective standards for all leadership positions at each level across NSA.

- (U) Assess the leadership, management, and business knowledge, skills, and abilities of every incumbent and applicant against these objective standards.

- (U) Offer help to each incumbent manager who does not meet minimum standards. Remove from leadership positions those who continue to fall short.

- (U) Identify state-of-the-art leadership training and require leaders to complete this training and other activities to

- > (U) stay current on best practices and

- > (U) remain in NSA leadership positions.

- (U) Choose people for supervisory and executive jobs based on their demonstrated leadership behaviors, and their leadership, management, and business skills.

- (U) Continue to stress balance between technical and leadership needs. Both are valued and necessary.

- (U) Clearly state authorities and responsibilities for each leadership position, so that each leader knows what is expected of him or her; then hold them accountable.

- (U) Evaluate leaders on demonstrated leadership behaviors and results. Tie all rewards for leaders and managers to their consistent and effective use of leadership, management, and business skills.

(U) This will get us off to a good start when we begin the OL&M community rollout this spring. None of it will work, though, unless we implement good business practices at NSA so that managers can and do apply all of what they learn. We will build on the recommendations of the NSAAB subcommittee on training, and work with successful leadership trainers to develop our overall set of leadership programs.

(U) I promise you we will provide the training and opportunities required for effective leadership throughout NSA, reward those who lead and manage well, and remove those who do not.

(U) Last week, I told you we'd shortly post our 2000-2001 Signals Intelligence Business Plan in WEBWORLD. We have. You can now find it at

[http://www.\(b\)\(2\)docs/planpolicy/sibbusinessplan.html](http://www.(b)(2)docs/planpolicy/sibbusinessplan.html)

Please take the time to look through it. It's important to all of us.

MICHAEL V. HAYDEN
Lieutenant General, USAF
Director

*****REMINDER*****

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Posted on: March 07, 2000

(U) DIRgram-67: "The Leadership in All of Us"

Distribution: Director's Message to the Work Force

POC: Michael V. Hayden [talk_dirnsa@nsa]

(U) Most of us probably thought in terms of "leaders and followers" as we read yesterday's DIRgram ("Making Leadership Real at NSA"). Really, though, there are only leaders. No one remains the most junior person in the office for long. Every day in every circumstance every one of us needs to exercise some form of leadership. We delude ourselves when we rely solely on the formal hierarchy for leadership.

(U) To use a military example, we may write a plan to take a hill, staff the plan through layers of command, then set it in motion. Five seconds up the hill, a hidden machine gun opens fire. The platoon leader is pinned down and all of a sudden Private Jones--the only person with freedom to maneuver--is running things. Combat makes things flat fast. So has the global network. For the leader and the rest of the platoon to survive, the private has to lead.

(U) So, too, with a knowledge-based organization. Most decisions should be made at the first possible level. The first possible level is the one with enough information to make the right decision most of the time. The leadership role can and should float at any particular moment to the person in the best position to lead, without diminishing the accountability of the formal leadership hierarchy. Empowering and trusting people to make these decisions strengthens the bonds between all levels of leaders.

(U) Real, effective leadership is not a spectator sport, or found only above certain levels. In fact, most of the complaints we hear and share about senior leadership apply to the entire work force. Empowerment is hollow if the "leader" fails to truly delegate, encourage, and support it; or the "follower" fails to seize the moment--to take charge and lead. We can't transform NSA if we see ourselves in terms of only one camp or the other. Everyone must be ready to lead when the opportunity arises. I know, with not a bit of doubt, many of you still aren't thinking about this in terms of yourself. I want you to. I'd like your ideas on what sort of changes at NSA would make it easier for all of us to step up to leadership opportunities. Please mail your ideas or anecdotes to "leader@ (b) (2)". The Director's Fellows will compile your suggestions and make proposals to me by mid-April. I'll let you know in May what actions we're going to take to foster an NSA environment where we all have the necessary information, big picture view, and the confidence and trust to take the lead.

MICHAEL V. HAYDEN
Lieutenant General, USAF
Director

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Posted on: October 03, 2000

(U) DIRgram-130: "Leadership for Our Future"

Distribution: Director's Message to the Work Force

POC: Michael V. Hayden [talk_dirnsa@nsa]

(U) In DIRgram #67, I asked for your ideas about what changes would make it easier to step up to leadership opportunities; I received over 100 e-mail responses. Most valuable to me was the "way it is" versus "the way it should be" contrast you provided on leadership principles, management practices, and administrative policies that hinder this Agency. You drew a picture of the leaders we need for the future.

(U) The Director's Fellows conducted an analysis of your feedback and identified the best ideas for implementation. After reviewing this analysis, I directed the Fellows to coordinate with the Organizational Leadership and Management (OL&M) Skill Community to ensure your best ideas were integrated into their on-going processes, which include making leadership development available to every Agency employee, regardless of grade or position and as dictated by mission requirements.

(U) For example, OL&M has already built a competency-based process. It will move us away from a culture that fosters "checking the box" to one that encourages individuals to assess their current abilities vis-a-vis specific leadership traits, and to select from a variety of learning activities that will enhance their skills. Specific competency areas include:

- (U) Leading Change
- (U) Leading People
- (U) Building Coalitions/Communication
- (U) Business Acumen
- (U) Results Driven

OL&M designed this process for all employees, military and civilian, from entry to separation, as well as for managers and leaders.

(U) In addition to the initiatives mentioned above, I want to remind you about the Transformations in Leadership Speaker Series, and the Leading Transformation Sessions, both of which offer individuals insight into leadership principles and practices, and provide a framework for understanding change.

(U) Your feedback indicated many different and often contradictory ideas and concerns, but one common thread was the need to draw a distinction between leadership and management. A leader displays and embodies principles such as integrity, respect, teaming, honesty, and professionalism in his or her behavior and actions. Regardless of the leader's position or seniority, leadership can and should be

instilled, demonstrated, valued, and supported.

(U) Of paramount importance to our success is the development of an ethos characterized by this individual leadership. Together we will integrate these desired traits into a set of principles which define our expectations for all employees, and will work to establish a culture and program that nurture and reward this kind of leadership at all levels. I urge all of you to continue to look to the leader in yourselves and focus those qualities towards making this transition a success.

(U) A summary of all the comments and suggestions received, along with the results of this analysis are posted for your review at:

[http://www.ncs. \(b\) \(2\) Career_Development/Leadership/fellows_report.html](http://www.ncs. (b) (2) Career_Development/Leadership/fellows_report.html)

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Posted on: February 22, 2000

(U) DIRgram-57: "100 Days of Change"

Distribution: Director's Message to the Work Force**POC: Michael V. Hayden [talk_dirnsa@nsa]**Approved for Release by NSA on 11-18-2005, FOIA
Case # 47501

(U) Today is the 100th calendar day since we began implementing the recommendations of the internal and external reports. Of the nearly five dozen DIRgrams I've published in the past 14 weeks, the ideas behind about a fifth of them didn't come from either report. They came from you, in the hundreds of e-mails you sent to me and the ENLIGHTEN postings you made. Partly because of your suggestions, and partly because some of the changes I wanted to begin in the first place still aren't quite ready to go, I'm going to keep putting out daily DIRgrams for two or three more weeks. Two of the biggest things still before us are:

- (U) getting our information technology infrastructure squared away, and
- (U) rolling out our business plan for 2000-2001 (particularly the major investments and operational shifts we're going to make, and the things we're ready to reduce or cut to pay for them).

(U) In some respects, I believe the most important change of all has already occurred: you and I are communicating freely, frequently, and clearly. These DIRgrams and your responses represent a tremendous change in the way information travels between us. Open communication is one of the most valuable things we can do to keep all of us moving forward together. Please keep writing.

(U) I promised you we would be unrelenting in changing NSA and CSS, and that what we begin, we will finish. I challenge those of you who have been "watching" our transformation so far to become active doers. To be sure this is more than words, I have commissioned an outreach effort directly to each of our first-level supervisors. We're doing it to ensure that all of our supervisors have a common understanding of my intent for our transformation, and that each has a good chance to discuss it with peers and provide me with fresh feedback and ideas. Most importantly, it will equip them to talk clearly with you about your personal role and responsibilities in building and shaping our common future.

MICHAEL V. HAYDEN
Lieutenant General, USAF
Director

*****REMINDER*****

(U) "15 Minutes" will be broadcast today, Tuesday, at 1000 and 1700, and at 0100 Wednesday morning - Channel 40 at OPS, Channel 21 at FANX, and Channel 15 at CANX. Field stations are to contact their local GIGSTER/JWICS POC to schedule a viewing time. The program will also be available via Audio News Service.

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Posted on: September 18, 2000

(U) DIRgram-122: "Trailblazer Acquisition Strategy"

Distribution: Director's Message to the Work Force

POC: Michael V. Hayden [talk_dirnsa@nsa]

Approved for Release by NSA on
04-26-2007, FOIA Case # 47610

(U) For the past several months you have heard me talk about Trailblazer as the core of our strategy to exploit the global digital net and to transform how we satisfy our customers' information needs. I launched Trailblazer on an extremely ambitious path to provide an end-to-end operational capability, and to do so using a robust architecture that could be deployed across the enterprise. I also asked the team to improve our acquisition skills and capabilities, and to be a forcing function for transformation. Here's an update.

(U//FOUO) I have approved a formal acquisition strategy for Trailblazer, based on a joint recommendation of the Trailblazer Executive, [redacted] and the Program Manager [redacted]. The strategy takes a balanced approach that respects the concerns and feedback from Harry Gatanas (NSA Senior Acquisition Executive), Congressional staff, and the Community Management Staff; reduces some of the funding pressure in FY01, mitigates high risk factors; and still supports the deployment of substantial capabilities [redacted]

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

(U) Over the next 12 months Trailblazer will solicit and evaluate a variety of architectural concepts from industry and provide some interim mission capabilities. After evaluating industry concept studies, Trailblazer will contract for an overall, end-to-end operational capability. In later stages, having proven the operational architecture, Trailblazer will contract for rapid production and broader deployment. The overall acquisition strategy provides a balanced approach to addressing current constraints, providing interim capability and achieving end-to-end mission capacity.

(U) No matter how the details work out, we still need the skills of our technical work force to specify requirements and modify industry solutions to accommodate particular target problems. The role of our internal technical experts is shifting away from large scale systems integration and testing, and moving toward support for a rapid development environment that turns target-specific algorithms into products. Experts are needed to support acquisition activities and to adapt commercial products and analyst tools to address specific target sets. To do so, we must retain and develop first-class technical experts with mission expertise within the government

work force.
(U//FOUO)

(U) Trailblazer is building the systemic capability we need to [REDACTED] It has an operational reporting mission in partnership with the Operations Directorate and the distributed analytic community. In cooperation with DO customers, service organizations, and target offices, Trailblazer will soon launch a collaborative operational pilot to begin to put into practice new processes, policies and the use of new analytic tools.

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

(U) Remember what I said when we began this journey; that we would try new things, and that we would learn as we go and make adjustments. I'm confident in the direction we have set with Trailblazer both for acquisition reform and mission transformation.

(U) To learn more about Trailblazer, I encourage you to check out the team's home page:

<http://www.d.nsa/HTML/trailblazer/>

and to participate in Trailblazer Day on 19 September from 0930 to 1215 hours in the Friedman Auditorium.

MICHAEL V. HAYDEN
Lieutenant General, USAF
Director

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Posted on: February 06, 2001 14:02

(U) DIRgram-158: "Site Commanders Rating Local SCE Commanders"

Distribution: Director's Message to the Work Force

POC: Michael V. Hayden [talk_dirnsa@nsa]



(U) DIRgram 146, "New GRSOC Initiatives," discussed the testbed Colonel Frank Bragg, USA, is conducting for us at Ft. Gordon. The CSS leadership (the SCE commanders, the Deputy Chief, CSS, and I) traveled to the Gordon Regional Security Operations Center (GRSOC) in mid-December to have a first-hand look at how things were going.

(U) COL Bragg reported immediate successes with the GRSOC's Combatant Cryptologic Support Center, a national-tactical integration cell, with kudos from major customers and great satisfaction among his work force. He also reported significant progress with the new J1 processes that ease personnel program management for the GRSOC leadership. The Executive Training Council initiative has gone a long way toward consolidating training requirements in a way to meet NSA and service needs more efficiently. These concepts will be tested into September 2001 and then considered for adoption at other sites.

(U) Part of the testbed was also to see if it is feasible to establish rating chains for military personnel totally in operational lines. COL Bragg briefed the complexities of this when shifts, contractor integration, and other requirements are considered. In an effort to make a reasonable beginning on this process, COL Bragg asked for and was given the nod by the CSS leadership for recommending exceptions from the operational rating chain where it makes sense. This study portion of the testbed will help us determine whether this concept can be made to work in a sustainable way while also meeting the services' important, unique requirements. We will review progress periodically.

(U) COL Bragg also reported success with the new rating chains for himself and the local SCE commanders. The CSS leadership has agreed we are ready to adopt the model also for remaining RSOCs and the

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

In each case, the respective SCE commanders and DIRNSA will report on the site commanders. The site commander and the respective parent SCEs will report on the local SCE commanders. The policy applies immediately but will be effected for each commander with the next performance evaluation, so as not to generate unnecessary reports.

(U) While at Ft. Gordon, we had the opportunity to help celebrate GRSOC's fifth anniversary. It was a great pleasure to congratulate GRSOC on this milestone and its hard work on behalf of national and military decision-makers and the cryptologic enterprise.

MICHAEL V. HAYDEN
Lieutenant General, USAF
Director

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Posted on: February 16, 2001 07:58

(U) DIRgram-160: "Scholars-In-Residence Program"

Distribution: Director's Message to the Work Force

POC: Michael V. Hayden [talk_dirnsa@nsa]

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

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(U) DIRgram-153 relates the transformation efforts underway at the National Cryptologic School, to include the initiation of a Scholars-In-Residence Program. I asked [redacted] to work with Cathy Hanks and [redacted] the Commandant and Deputy Commandant of the School, to set up this program. I am pleased to announce that our Scholars-In-Residence Program is now ready to receive nominations.

(U) As proposed by Clint, the Program is an opportunity for NSA professionals to conduct study and research on cryptologic matters that are significant for our future. Learning and advancing knowledge require research, study, conversation, and reflection. With this new program, a "scholar" can engage in these at the NCS in an atmosphere removed from day-to-day operational responsibilities, which affords unique opportunities for contact with scholars from other cryptologic disciplines. For the latter, the Program will bring in professionals from industry and academia who are knowledgeable in disciplines of high importance to our future cryptologic capabilities, to share their ideas and information with us, and, at the same time, learn about our challenges.

(U) The Scholars-In-Residence Program will provide the nation's foremost cryptologic professionals the time and resources to develop ideas, test them, and apply them to advancing the state of the cryptologic arts and sciences. Specifics about the Program and the nomination process may be found at:

<http://www.ncs.s.nsa/S3/Organization/e05.html>

(U) I urge any of you who have ideas--or dreams--that you think might have high potential for our missions to explore the possibilities of our Scholars-In-Residence Program as an avenue to pursuing these ideas.

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Posted on: February 27, 2001 06:42

(U) DIRgram-161: "Hewlett-Packard CEO Addresses the Work Force"

Distribution: Director's Message to the Work Force

POC: Michael V. Hayden [talk_dirnsa@nsa]

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(U) Carly Fiorina, CEO of the Hewlett-Packard Company, talked to our work force on Friday, 23 February. Her talk was inspiring, intriguing, and eerily familiar. She talked about HP's need to change in order to meet the challenges of the changing times. She talked about the requirement to insert new technologies in an existing business -- preparing for the new, while still addressing the old.

(U) Her concepts on the components of customer experience, criticality of communications, definition of leadership, demand for collaboration, and need for agents of change can all be applied across all levels of our organization.

(U) I've asked that her presentation be broadcast on Newsmagazine several times over the next few weeks, and that videotapes be made available as soon as possible. I want each and every one of you to take the opportunity not only to listen to -- but also to apply in your own situation -- what Carly has to say. Use this opportunity to watch it with co-workers, leaders, and peers.

(U) We aren't alone in this world of change. Are you an agent of change, or a critic of change?

MICHAEL V. HAYDEN
Lieutenant General, USAF
Director

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Posted on: February 27, 2001

(U) DIRgram-162: "National Engineers Week"

Distribution: Director's Message to the Work Force

POC: Michael V. Hayden [talk_dirnsa@nsa]

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(U) Last week, our engineers celebrated National Engineers Week. Let me take this opportunity to personally acknowledge the tremendous contribution the engineers at NSA have made throughout our history in enabling us to succeed in our important national mission. In partnership with our other technical skill fields, our engineers have routinely solved complex mission problems and delivered technical solutions critical to our intelligence and security missions. We have relied on them greatly, they have delivered, and they have created an outstanding reputation within the intelligence and security communities.

(U) Hats off to our engineers, past and present, and "thanks" for a job well done.

MICHAEL V. HAYDEN
Lieutenant General, USAF
Director

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Posted on: March 09, 2001 11:31

(U) DIRgram-164: "DIR Guest Speaker at Media Dinner"

Distribution: Director's Message to the Work Force

POC: Michael V. Hayden [talk_dirnsa@nsa]

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(U) On Tuesday night I attended an off-the-record media dinner hosted by the Center for Media and Security's Defense Writers Group. The Group sponsors these events once a month, to provide an opportunity for senior leaders in the Defense Community to speak candidly with the media, in a non-attribution environment. Tuesday's event was billed as "An Evening Discussing Issues with the National Security Agency," and I was the guest speaker.

(U) Over twenty of the nation's top national security television and radio correspondents and producers attended, to include representatives from CBS, CNN, ABC, The News Hour with Jim Lehrer, Voice of America, NPR and others. I barely got through my five minute opening remarks when the questions started and the conversation flowed. The discussion was candid and questions ranged from wanting details on our IT decisions to specific intelligence operations. Some questions I could answer, others I obviously had to decline.

(U) This was an opportunity to ensure reporters on "our beat" understand what we do, its significance, and how we fit into the Department of Defense and Intelligence Communities. It's important to provide influential people in many arenas a better understanding of NSA.

(U) The opportunity to develop relationships as well as share information about NSA made the evening a great success. I believe the changes we are making in our public posture are making a difference.

MICHAEL V. HAYDEN
Lieutenant General, USAF
Director

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Posted on: March 12, 2001 07:20

(U) DIRgram-166: "Senior Leadership Development Program"

Distribution: Director's Message to the Work Force

POC: Michael V. Hayden [talk_dirnsa@nsa]

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(U) You have heard my thoughts on leadership in past DIRgrams - that each of us has a personal responsibility to step up to the leadership challenges presented to us, and that we must ensure our senior leaders have the skills, knowledge, and commitment to succeed in those challenges. On the first Senior Day, I established, within the Office of the Director, the Executive Programs staff, headed by [redacted] to help me identify, develop, and recognize our future senior technical and managerial leaders. (b) (3) - P.L. 86-36

(U) Charlie reviewed the current Senior Leadership Development Program (SLDP) and revised it to better align it with Agency goals and needs. It was an initial step towards succession planning, by which our Deputy, Associate, and Principal Directors can identify the high-potential employees within their organizations and provide them with the experiences and training they need to take on senior leadership positions at NSA.

(U) The SLDP is centered on developing within each participant's portfolio the OPM Executive Core Qualifications (ECQs) of Leading Change, Leading People, Building Coalitions/Communication, Business Acumen, and Results Driven. It relies on the expertise housed in our Organizational Leadership and Management (OL&M) Skill Community to assess performance in these areas and identify state-of-the-art leadership training. The revised SLDP is compatible with the requirements for Intelligence Community Officer certification, which will be required for all employees seeking elevation to DISES status in FY 2005 and beyond.

(U) Details about the SLDP can be found at:

http://www.ncs.s.nsa/Career_Development/Leadership/SLDP/index.html

(U) I realize that choosing the path to senior leadership at the Agency is not without risk. We are asking SLDP participants to leave their home organizations, to accept directed assignments, and to pursue an aggressive training schedule. Senior leadership, in turn, must demonstrate its commitment to the program by nominating the best candidates, by providing meaningful job opportunities within NSA's directorates, and by recognizing participants for their accomplishments and potential. The success of the SLDP is a significant part of our success in building NSA's future.

(U) In the next few days, there will a call to the work force announcing the formation of the next SLDP class. For those who are eligible, I urge you to embrace this leadership opportunity.

MICHAEL V. HAYDEN
Lieutenant General, USAF
Director

Approved for Release by NSA on
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12958, as amended

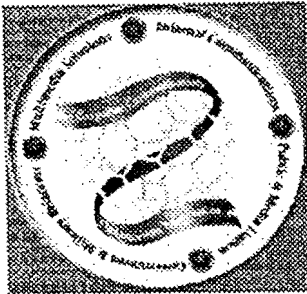
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Posted on: April 30, 2001

(U) DIRgram-173: "Field Joint Service Commendation Medal Process"

Distribution: Director's Message to the Work Force

POC: Michael V. Hayden [talk_dirnsa@nsa]



(U) During the recent Senior Enlisted Leadership Conference, conferees recommended that it is not necessary to wait until the end of the GRSOC Testbed to export to the rest of the field sites GRSOC's Joint Service Commendation Medal (JSCM) process. As described in DIRgram-146: "New GRSOC Initiatives," GRSOC boards its JSCM recommendations locally, and those approved by the GRSOC commander go directly to the Deputy Chief, CSS, for final approval. This process bypasses the NSA/CSS decorations review board. While most organizations have steadily improved their decorations timeliness without the benefit of the single awards board process for JSCMs, simplification may enhance timeliness even more. Therefore, effective immediately, the same streamlined process will be available for all other sites under the following parameters:

- (U) Field site JSCMs, that are reviewed/recommended by a local awards board and approved by the commander (or acting commander), will be forwarded to the Office of Military Personnel (D7P) for follow-on final approval by the Deputy Chief, CSS. JSCM recommendations so processed will not be boarded again by the central NSA/CSS board. As DoD regulations require general officer approval, Deputy Chief, CSS, remains the approval authority.

- (U) Decorations from sites without boards (too small to be practical) will continue to be forwarded to D7P for review by the central board.

- (U) D7P will continue to review citations for quality, and the central board will periodically sample site-boarded decorations for consistency of standards.

- (U) This new process applies only to end-of-tour JSCMs (i.e., PCS, separation, or retirement) for E-5s, O-3s, and CW3s and above. JSCMs for achievement should only be submitted by exception and will continue to be centrally boarded.

- (U) The JSCM process will be a special interest item for the Joint NSA-SCE IG in future inspections.

(U) The GRSOC Testbed continues to provide better ways of doing business. When the results are clearly advantageous, we will export them throughout NSA/CSS rather than await the Testbed's completion this fall.

MICHAEL V. HAYDEN
Lieutenant General, USAF
Director

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12958, as amended

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Posted on: May 08, 2001 13:45

(U) DIRgram-175: "I&L Outsourcing Study"**Distribution: Director's Message to the Work Force****POC: Michael V. Hayden [talk_dirnsa@nsa]**

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(U) In a continuing effort to identify the best possible sourcing strategy for functions within our Agency, I have directed Harry Gatanas, our Senior Acquisition Executive, to conduct a study to determine the feasibility of achieving economies of operation in the I&L organization through the use of outsourcing of certain functions.

(U) All civilian and military positions in those function areas identified for consideration, will be reviewed under the guidelines dictated by Office of Management and Budget (OMB) Circular A-76, and relevant DoD statutes and regulations.

(U) As Agency employees, we all have an enormous investment in NSA's success as a critical national security asset. This study is one more effort in the process to transform NSA.

(U) I am sure that many of you will have questions concerning this study. Rest assured, over the coming months, every attempt will be made to fully address your questions and concerns. I will continue to share information with you as the study progresses. In fact, we expect to have more details within 30 - 60 days.

MICHAEL V. HAYDEN
Lieutenant General, USAF
Director

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Posted on: May 15, 2001 10:07

(U) DIRgram-177: "IG Reports on Status of DIRgram Implementation"

Distribution: Director's Message to the Work Force

POC: Michael V. Hayden [talk_dirnsa@nsa]



(U) In DIRgram-27, "The Role of the IG in 100 Days of Change," I asked Ethan Bauman, our Inspector General (IG), to give me an independent, objective progress report on the 100 Days initiatives to see if the expected improvements were actually being achieved. I also asked the IG to recommend steps to help ensure effective implementation of specific changes.

(U) The IG staff conducted these reviews, which began in December 2000, by interviewing individuals who are responsible for DIRgram actions in order to determine what has been done so far and to identify any impediments to completing the tasks. As appropriate, the IG recommended ways to remove any impediments to achieving the DIRgram goals.

(U) After each DIRgram review, the IG sent me a brief two-page status report. Because I believe an open flow of information is an important dynamic of the change process, I have asked Ethan to make the DIRgram reviews available to the entire work force. You can read them by going to the OIG home page, located at:

<http://www.n.ssa/IG/>

(U) When you read these DIRgram reports, I think you'll be impressed at the progress we've made. On the other hand, there are some areas where we've had to make a mid-course correction, and others where our efforts have stalled for some reason. All of this is to be expected, considering the number of initiatives and scope of the change we're undergoing. I have been using the IG's reports to help me get a handle on areas that need to be reevaluated or jump-started. If these DIRgram reports remind you of other areas that you feel need my attention, I trust you'll let me know.

MICHAEL V. HAYDEN
Lieutenant General, USAF
Director

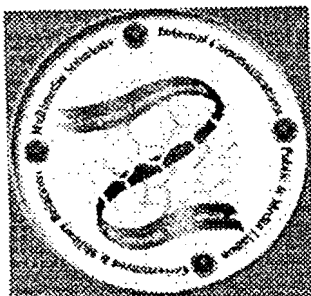
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Posted on: May 18, 2001 10:05

(U) DIRgram-178: "Travis Trophy and Transformation"

Distribution: Director's Message to the Work Force

POC: Michael V. Hayden [talk_dirnsa@nsa]



(U) Last year, I tasked the Central Security Service (CSS) staff with a review of the Travis Trophy program to reevaluate the criteria for, the process surrounding, and the timing of the award. Representatives from the appropriate organizations within NSA and the Service Cryptologic Elements (SCEs) worked to develop a number of alternatives and recommendations for recognizing outstanding performance of our SIGINT mission. One area of unanimous agreement centered on the purpose of the Travis Trophy, which is to recognize the year's activity that made the most significant contribution to national policy and security interests.

(U) After a great deal of consideration, I have decided that we will award the Travis Trophy each spring to participants in the previous year's best activity, whether they are situated in a single unit, organization or site, or a combination thereof.

(U) In addition, each year, starting in 2002, I will ask each Service Cryptologic Element (SCE) commander to work with the Services to select the single best unit in each service. After consultation with the SIGINT Directorate to verify that the nominees' accomplishments are in keeping with SIGINT Enterprise vision and goals, I will award the units the Director's Trophy to recognize their outstanding contribution to the SIGINT mission.

(U) I have asked Major General Kera, Deputy Chief, CSS, to manage both the Travis and Director's Trophy programs. I have also asked her to minimize the amount of time, money, and effort necessary to prepare award nomination packages, as these costs have become burdensome, particularly to the activities being nominated. General Kera and her staff will be developing an appropriate process to implement my direction in the months ahead, and will brief the process at a future Joint Issues Board meeting, no later than 1 November 2001.

(U) As we transition from the old to the new process, we will not hold a Travis Trophy award ceremony this year. In a very real sense, the spirit of the Travis Trophy for the year 2000 has been represented by the NSA/CSS personnel who have worked for our transformation, sometimes undergoing significant hardship and burden to keep our missions on track while building toward the future. I extend my thanks to all these men and women for their continued efforts!

MICHAEL V. HAYDEN
Lieutenant General, USAF
Director

DOCID: 3189512

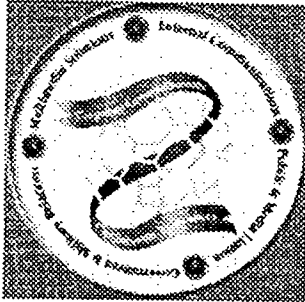
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Posted on: May 23, 2001 10:28

(U) DIRgram-179: "A Step Toward Compensation Reform"

Distribution: Director's Message to the Work Force

POC: Michael V. Hayden [talk_dirnsa@nsa]



(U) You may recall that in several past DIRgrams (123, 125 and 167) I have discussed our philosophy for compensation reform at NSA, as well as some interim steps we have taken. As I have stated before, any new approach to pay must embrace "market and merit" - that is, the system must take into account any differences between what we pay and what the market pays for particular skill sets, and it must be tied closely to personal performance.

(U) I have recently approved another step in that direction for a segment of the wage board work force in the Information Assurance Directorate (IAD). The Agency's remaining wage grade work force primarily comprises a number of IAD employees performing printing and press operations, and fabrication of cryptographic keying materials and related products. For many years, these employees were paid on two different pay scales depending on the type of work being performed - either lithographic or general fabrication work. We have confirmed that the Department of Defense (DoD) pay scales, upon which the NSA wage pay rates were based, do not accurately reflect the value of that work as compared to the market or even other government agencies. To further complicate the situation, use of the two separate DoD-derived pay scales made it very difficult for us to optimize our use of our wage workforce to meet surges in production requirements. This has become an unacceptable management burden as the size of that work force has dropped drastically in recent years.

(U) In keeping with our intent to develop an Agency-wide compensation program based on market and merit, the IAD and Human Resource Services (HRS) jointly researched options for a new approach to compensation for this population. As a result, a new pay system that considers more accurate market rates adjusted by the impact of cost-of-living differences between the Washington, DC, and Baltimore metro areas has been approved. The new pay system also more accurately factors in the skill set and unique work requirements of our lithographic and cryptographic fabrication work force as compared to similar work elsewhere.

(U) In addition, the IAD has recently included Cryptographic Fabrication as a skill community, and is redefining those work roles. This has provided the opportunity to develop a new work role structure under a single compensation program that will provide both market-based pay and a merit-based career growth structure and promotion program. Pay will be based on skills achieved and the kind of work actually performed. I have approved this new program and have directed the IAD and HRS to proceed with implementing it.

MICHAEL V. HAYDEN
Lieutenant General, USAF
Director

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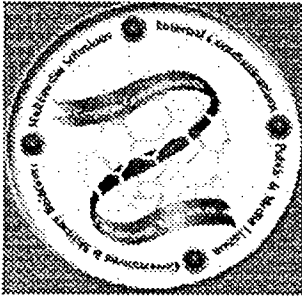
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Posted on: June 11, 2001 08:37

(U) DIRgram-181: "Law Day"**Distribution: Director's Message to the Work Force****POC: Michael V. Hayden [talk_dirnsa@nsa]**

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(U) Recently, NSA was honored to host the Honorable Bob Barr (R-GA) as the keynote speaker for our annual Law Day Luncheon. Law Day is a time when we celebrate the conduct of intelligence activities under the rule of law. We take time out to recognize the special nature of what we do; that is, by respecting the rule of law, we have found a way to protect the nation's security while safeguarding Americans' civil liberties. This year's theme was "The Constitution and National Security."

(U) Representative Barr's message was that public support is vital to NSA's mission, and that to ensure this support, the public needs to understand the importance of our work and that its rights are being protected. Representative Barr deviated somewhat from his prepared remarks, and asked that I make them available. Copies are available in the Legislative Affairs Office, OPS2B, Room 7112. As always with outside speakers, the views expressed are their own.

(U) I was fortunate to be able to spend some time with Representative Barr before lunch discussing issues of mutual concern. He has expressed an interest in returning to NSA for a more extensive visit, and I look forward to having him back.

MICHAEL V. HAYDEN
Lieutenant General, USAF
Director

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Posted on: June 14, 2001 09:24

(U) DIRgram-183: "GROUNDBREAKER Employment Opportunities for the NSA Work Force"

Distribution: Entire NSA Work Force

POC: Michael V. Hayden [talk_dirnsa@nsa]

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(U) THIS IS AN IMPORTANT MESSAGE ABOUT THE UPCOMING GROUNDBREAKER CONTRACT THAT SHOULD BE READ BY ALL NSA/CSS EMPLOYEES, REGARDLESS OF WHETHER OR NOT YOU BELIEVE YOU ARE AFFECTED BY GROUNDBREAKER.

(U) As we approach the award of the GROUNDBREAKER contract, it is important that you fully understand the opportunity this initiative will offer. I've summarized the key points up front. The balance of this message provides some detail.

-- (U) Recruitment of the NSA/CSS workforce by the GROUNDBREAKER contractor begins within one week after contract award and will continue for up to 60 days.

-- (U) The GROUNDBREAKER contractor will be provided a financial incentive to hire up to a total of 750 NSA/CSS civilians.

-- (U) The financial incentive targets recruitment of up to 600 civilians from ITIS, as well as other IT-skilled employees from elsewhere within NSA/CSS.

-- (U) Individual IT employees outside ITIS will be notified separately if they are in the group for which the GROUNDBREAKER contractor will get an incentive to hire.

-- (U) The GROUNDBREAKER contractor will also be provided a financial incentive to hire non-IT employees, in addition to the IT employees mentioned above.

-- (U) An early-out retirement window, without a buyout incentive, will be offered to accommodate GROUNDBREAKER recruitment.

(U) One year ago this month, I announced the decision to move forward with a competitive procurement for the outsourcing of four key functions of our information technology (IT) infrastructure. Over the past year, the GROUNDBREAKER Program Office and the Information Technology Infrastructure Services (ITIS) organization have defined service-level requirements, crafted a Request for Proposal (RFP), developed evaluation criteria, and solicited and received proposals from three top-tier contractor teams. Proposal evaluations are ongoing and a contract award is anticipated by August, assuming a final decision to proceed.

(U) Within one week of contract award, the successful contractor team will begin the process of staffing to perform the work. Critical to their success is the recruitment of a significant number of personnel from the NSA/CSS civilian workforce. This recruitment will continue during a defined period of up to 60 days. Included in NSA's RFP is a requirement that the contractor teams offer recruitment and retention plans providing competitive compensation and benefits, training, and opportunities for career progression to all NSA/CSS civilian employees choosing to transition to the GROUNDBREAKER contractor

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team. The quality of these plans is being heavily considered in the NSA's selection of the successful contractor team.

(U) As an added inducement to encourage the successful recruitment of the NSA/CSS civilian work force, the GROUNDBREAKER contract will include a substantial financial incentive for the contractor team to hire up to a total of 750 NSA/CSS civilian employees. The financial incentive will be structured for two groups of civilian employees: Group 1 is for the recruitment of up to 600 ITIS employees and/or other select NSA/CSS employees with IT work roles, and Group 2 is for the recruitment of all other NSA civilian employees from throughout the Agency, WITH SOME EXCEPTIONS. The GROUNDBREAKER contractor team will not receive any financial incentive to hire NSA/CSS civilian employees assigned to field sites or those from the following skill communities, unless assigned to ITIS: Computer Science (professionals), Engineering and Physical Science (professionals), Networking and Telecommunication (professionals), Intelligence Analysis, Language, Information Security Analysis, Signals Analysis, Cryptanalysis, or Mathematics.

(U) An early-out retirement sign-up window, with the same exclusions as above and without a buyout incentive, will be offered to the NSA/CSS work force during the entire recruitment period. All employees who accept employment offers will continue to be Federal employees until the GROUNDBREAKER contractor takes over full operational responsibility, approximately 90 days after contract award.

(U) To facilitate the contractor's recruitment efforts, NSA will be contractually required to provide the contractor team a list of those civilian employees for whom the contractor will receive a financial incentive under the Group 1 incentive structure discussed above. At a minimum, this list will include the names of all ITIS civilian employees, as well as approximately 400 non-ITIS civilian employees who have IT work roles similar to the employees of ITIS. In addition to the list of names, each contractor team has requested additional information about the prospective NSA/CSS civilian work force, so the contractor team can begin to prepare employment offers and provide important information to interested employees. Accordingly, later this month and in accordance with the provisions of the Privacy Act, those employees for whom the contractor will receive a financial incentive under the Group 1 incentive structure will be requested to authorize the release of certain additional information about themselves, such as home address, work role, retirement system, retirement and leave service computation dates, etc. More details about this request for information will be provided later this month to those employees.

(U) The award of the GROUNDBREAKER contract will create an unprecedented opportunity for many IT and non-IT Agency employees to transition their careers to the private sector. I urge you to consider GROUNDBREAKER as a viable option for your career plan. If you have any questions about the GROUNDBREAKER program, please send them to answers@nsa

Michael V. Hayden
Lieutenant General, USAF
Director

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Posted on: June 25, 2001 13:12

(U) DIRgram-185: "Update on Managing and Valuing Diversity"

Distribution: Director's Message to the Work Force

POC: Michael V. Hayden [talk_dirnsa@nsa]

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(U) Diversity in the Intelligence Community (IC) work force has been an issue for Congressional concern, and for Agency action. The House Permanent Select Committee on Intelligence, concerned about underrepresentation of minorities in IC Leadership positions and in a variety of skill categories, last month held a hearing on Human Resources and Diversity. Recently, Community Management Staff Director for Workforce Issues, Dr. Lenora Peters-Gant, briefed our senior leaders on the "Status of Diversity in the Intelligence Community." She explained that our Agency continues to lag behind other IC agencies in minority representation in key areas of our work force. (Her slide presentation will soon be available on our EEO Home Page.)

(U) It is clear that we must invest more energy and resources in our efforts to promote and better manage diversity. Last year, I directed a team of our most senior leaders to identify impediments to our diversity program. They cited recruiting and hiring, career development, mentoring, and management accountability. We have acted to improve these areas of concern. Let me tell you what we've done since my last DIRgram on these subjects and what we have planned.

(U) During FY00 and FY01, I met with each Affinity Group independently to gain their insights into specific equal opportunity and diversity concerns. Based on these discussions, I am convinced that the issues raised are legitimate and require senior leadership's attention. I have, therefore, authorized the establishment of corporate councils to advise me on these issues and their impact on the performance of our missions. A senior executive has been selected to head each council and they will serve as executive diversity champions to lead NSA in leveraging diversity in our strategic and business plans and in our daily operations. They will work together to model, foster, and communicate the value of diversity across the corporation. In the spirit of our diversity strategic plan, they will recommend ways to improve the Agency's human resource policies and practices to ensure all employees have an equal opportunity to be competitive. By enhancing our diversity, we will gain a competitive edge in hiring and retaining the talent we need to secure our nation.

(U) Once per quarter, the executive diversity champions will meet together with all chairs and co-chairs of the corporate councils as the Unity Council. During these sessions, they will gather information from each of the councils and will provide direction and feedback regarding responses and expectations for the future.

(U) You have often heard me talk about changing the NSA "ethos." To measure how we are doing in reaching our goals, I have asked for an employee satisfaction and organizational effectiveness survey. It

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will include employees' perspectives on EEO and diversity-friendly work environments. This data, which will be compared with the data from the last survey conducted in 1997, will help me and our leaders to better understand this issue.

(U) To hold managers accountable, I have directed a change in senior executive contracts, to ensure that effectively leveraging diversity is a critical component.

(U) Finally, to more powerfully align our resources to enable the mission, and to demonstrate our commitment to diversity and compliance with federal law, I have directed the de-coupling of Diversity Management from the Office of Equal Employment Opportunity. Currently, the Director of Equal Employment Opportunity is responsible for both diversity management and EEO complaints and counseling. These duties will be divided between the two new directorates. I will provide further information in the near future as the details of this transition are refined.

(U) Our challenge to attract and retain a diversity of talents and skills requires corporate and individual commitment. I need your active participation and assistance to help NSA compete in the contest for talent.

MICHAEL V. HAYDEN
Lieutenant General, USAF
Director

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Posted on: July 03, 2001 06:11

(U) DIRgram-188: "Evaluating our Progress Towards the UCA"

Distribution: Director's Message to the Work Force

POC: Michael V. Hayden [talk_dirnsa@nsa]

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(U) Several weeks ago, the Expanded Corporate Management Review Group (ECMRG) met to assess our progress towards realizing the vision of the Unified Cryptologic Architecture (UCA). The ECMRG is made up of the decision makers who run the nation's SIGINT Enterprise: NSA/CSS with the SCEs, the CIA, NRO, DIA, and the Uniformed Services. As chairman of the ECMRG, it is my duty to report on our progress to the SECDEF and the DCI. Bottom line: We are making some progress but there is a long way to go in realizing the vision of a real-time, networked, customer-driven, producer-directed enterprise.

(U) As you can imagine, synchronizing the efforts of the joint team is a complex and daunting task, especially in our constrained fiscal environment. This effort requires collaboration and cooperation at the highest levels. All in attendance felt we have made progress in working together. It was helpful to see what others are grappling with, to validate efforts, to see common themes, get others' perspective, put things in context, and be reminded of the community of which we are part. I was encouraged by example after example of cooperation and collaboration between and among the partners. Now we need to institutionalize these successes and make them routine.

(U) One of the most interesting perspectives was the realization that we are sandwiched between two powerful transformations, even as we, ourselves, transform. The target is rapidly changing as the digital revolution overtakes it, and the customer is rapidly changing his way of operating and his expectations for intelligence. The ECMRG reviewed several investment strategies to keep up with these other transformations, and the UCAO was tasked to develop details over the next year. We currently meet quarterly for updates and at an offsite annually for a program review. We've decided to add another offsite meeting at the 6-month point to focus on our customers' transformations in operations and systems.

(U) This is a particularly interesting time--lots of things are in flux--DoD organizational and strategy discussions, National Security Presidential Directive implications on how to organize as an intelligence community, and so on. In all these discussions, there are no constants, only variables in the equation. What we do here, and how well we communicate it, could certainly have broad impact on our community. I will report to the SECDEF and the DCI that the SIGINT Enterprise is making progress but we still have a way to go.

Michael V. Hayden
Lieutenant General, USAF
Director

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Posted on: July 06, 2001

(U) DIRgram-190: "Environmental, Safety, and Health"

Distribution: Director's Message to the Work Force

POC: Michael V. Hayden [talk_dirnsa@nsa]

(U) Compliance, performance, and innovation in the areas of environmental, health, and safety require strong commitment and leadership. The Agency's Office of Occupational Health, Environmental and Safety Services' (OHESS) Environmental, Safety, and Health (ES&H) program has established a solid foundation by strengthening our compliance with environmental regulations and establishing partnerships to ensure that we meet safety and occupational health mandates. The Agency's ES&H program has, in fact, moved into a position of leadership within DoD and the Intelligence Community, demonstrating that the challenges of protecting our work force and the environment are more important than ever. I expect full attention to be given to the requirements of ES&H laws, regulations, and policies, as we continue to transform the Agency.

(U) We must all take the same pride in complying with ES&H requirements as we do in performing the Agency's mission. It is not only the right thing to do, but complying with these laws and regulations is mandatory for all of us--employees and supervisors alike. Each one of us shares a responsibility to ensure that NSA's work force is safe and healthy. By so doing, the potential for occupational injury and illness is minimized and our ability to perform the Agency's mission is strengthened.

(U) Our work force has become increasingly concerned about the quality of their environment. OHESS has led Agency personnel to realize that even our everyday activities have an impact on the natural systems around us. It is crucial that each one of us continue to incorporate sound environmental principles into the business of NSA. Through recycling, the conservation of natural resources, the proper management of chemicals and their wastes, and the substitution of less harmful products in the chemical processes, we are making good progress in securing the environmental legacy of future generations.

(U) NSA's commitment to ES&H is an integral part of our success. It

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demonstrates our concern for all employees, as well as surrounding communities. It is vital to our mission. The challenge to protect our work force and prevent pollution becomes more compelling, more difficult, and more rewarding with time. I am proud of our continuing commitment to ES&H, its contribution to the mission of NSA, and the health of our work force.

Michael V. Hayden
Lieutenant General, USAF
Director

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Posted on: July 31, 2001 13:26

(U) DIRgram-196: "GROUNDBREAKER Award Contract"

Distribution: Director's Message to the Work Force

POC: Michael V. Hayden [talk_dirnsa@nsa]

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(U) I am pleased to announce the selection of Eagle Alliance as our industry partner to join our ITIS organization in providing NSA's information technology (IT) infrastructure support. Eagle Alliance is a joint venture between Computer Sciences Corporation (CSC) and Logicon, a Northrup Grumman Company. It also includes General Dynamics, Keane Federal Systems, and Omen, Inc., as strategic partners.

(U) This long-term, multibillion-dollar contract and partnership with Eagle Alliance is a major enabler to ITIS in their efforts to provide NSA with a modernized information technology infrastructure, which is essential to ensure NSA's security, agility, and adaptability in the Information Age. Creation of this unprecedented, NSA/industry partnership will provide IT support to the Agency in the areas of Telephony, Distributed Computing, Enterprise Management, and Networks for up to 10 years.

(U) Shortly, Eagle Alliance will begin recruiting NSA civilian employees. With an expected transition on 1 November 2001, recruitment of personnel from the NSA/CSS civilian work force is crucial to the program's success. We are prepared to work closely with Eagle Alliance to support the valued members of our work force who will be affected by this alliance and would consider moving to the private sector. In the days ahead, opportunities to learn more about employment with Eagle Alliance will be made available. Announcements regarding upcoming GROUNDBREAKER events will be posted to the GROUNDBREAKER web page and via Agency-all electronic messages.

(U) If you have any questions or concerns, please contact [redacted] ITIS, or Harry Gatanas, Senior Acquisition Executive, or e-mail DL ANSWERS (NT Systems) or answers@nsa.

MICHAEL V. HAYDEN
Lieutenant General, USAF
Director

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Posted on: August 02, 2001 09:26

(U) DIRgram-197: "Selection of New Directors, Office of Equal Employment Opportunity and Office of Diversity Management"

Distribution: Director's Message to the Work Force

POC: Michael V. Hayden [talk_dirnsa@nsa]

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



(U) In DIRgram-185, I provided the background for, and directed the de-coupling of EEO and Diversity Management into two very separate and distinct offices. To lead them, I have selected Mr. John E. Kanahan, Jr. as the Agency's new Director of the Office of Equal Employment Opportunity, and Mr. [redacted] as Director of the Office of Diversity Management.

(U) To underscore the importance I place on these functions, John and Mike will report operationally directly to me with administrative responsibilities via the NSA Chief of Staff. They are members of my Leadership Team and as such will participate in leadership activities.

(U) John Kanahan has been engaged in EEO initiatives for most of his career. He has represented NSA in DoD and Community-wide EEO-related forums and has served on a Congressionally-supported Affinity Group Council since 1994. John's Agency experience includes tours in Security, Human Resources, and the Extended Enterprise. He most recently served as our Deputy Director of Equal Employment Opportunity.

(U) I look to John to develop and sustain an NSA environment that is fair and equitable, as well as compliant with federal laws, regulations, mandates, and other authorities through the provision of:

- * (U) Counseling services,
- * (U) Complaints Processing,
- * (U) Investigations, and
- * (U) Systemic Analysis of organizations, data, and decision-making practices.

(U) [redacted] has been instrumental in leading NSA's Diversity Management initiatives for over four years. Mike has helped to make NSA a respected leader in Diversity Management within the Department of Defense and the Intelligence Community. In addition to his extensive experience in Diversity Management, Mike has over 15 years experience in mission operations. Much of Mike's operational experience was in real-time support to military operations, including numerous field assignments and several years of shift operations.

(U) I look to Mike to employ Diversity Management as a tool to build a strongly equipped work force by:

- * (U) Serving as the Agency's focal point for all Diversity Management issues,
- * (U) Incorporating Diversity Management into NSA's mission and business plans,

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- * (U) Leveraging Diversity Management to improve our mission effectiveness,
- * (U) Continuously assessing and improving our Diversity Management health, and
- * (U) Providing inclusive products and services designed for all NSA employees.

(U) I am pleased to have John and Mike in these key assignments and expect your full participation and cooperation in helping them accomplish their respective missions.

MICHAEL V. HAYDEN
Lieutenant General, USAF
Director

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Posted on: August 03, 2001 08:14

(U) DIRgram-198: "Readiness and Capabilities Program"

Distribution: Director's Message to the Work Force

POC: Michael V. Hayden [talk_dirnsa@nsa]



(U) In DIRgram-96, "The Role of the Joint Monthly Readiness Review (JMRR) in Our Transformation," I discussed with you how important our readiness process is to our transformation goals. There have been many hard decisions made since DIRgram-96, and many of them were made because of the information you have provided to this program.

(U) Because of our reliance on the role of the Readiness and Capabilities Program (R&CP) Office in this progression, they have expanded their methods and tools so that the acquired data is more readily available to our decision makers. Besides producing the quarterly JMRR, this office has developed a tool that all Agency managers can utilize in determining the capability of their organization to fulfill the requirements that have been levied against them by external, as well as internal, customers. This report is generated quarterly and can be accessed on the R&CP Office's home page, located at:

<http://www.p1.do.nsa/readiness/>

In addition to this report, the R&CP Office is developing a web-based, interactive database that will allow NSA/CSS organizations to directly input their data. This data will then be available to decision makers in reports and graphics so they may direct the proper resources where they really need them.

(U) Because I am still committed to this process, I have asked Major General Kera, Deputy Chief of the Central Security Service (CSS), to oversee this program. She has assumed responsibility of the Readiness and Capabilities Program, and has designated the Readiness and Capabilities Program Office as D7C. Additionally, I have requested that the R&CP Office brief the NSA/CSS Joint Issues Board (JIB) quarterly and that they highlight the Agency's top readiness concerns. The first briefing will occur this month.

(U) As I mentioned earlier, I am committed to this process and I want each of you to participate. Timely and accurate data will give us the capability to continue to make those hard decisions and allow our transformation to proceed on an unwavering course.

MICHAEL V. HAYDEN
Lieutenant General, USAF
Director

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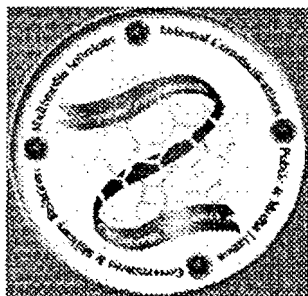
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Posted on: August 23, 2001 06:24

(U) DIRgram-201: "History Channel Poll"

Distribution: Director's Message to the Work Force

POC: Michael V. Hayden [talk_dirnsa@nsa]

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(U) I would like to share some good news with you regarding our efforts to educate the American public about the Agency and its vital mission.

(U) Recently an NSA employee directed me to a viewers' poll conducted by The History Channel. "This Week in History" had conducted a survey for the week of 23 July that posed the question: "What single federal agency is most effective in contributing to the nation's security?"

(U) The results were as follows:

National Security Agency (NSA) 45.5%
Federal Bureau of Investigation (FBI) 26.4%
Central Intelligence Agency (CIA) 19.8%
Bureau of Alcohol, Tobacco and Firearms (ATF) 6.0%
Drug Enforcement Agency (DEA) 2.3%

(U) Although we cannot draw too much from the poll's conclusions, it is encouraging to see tangible evidence that more Americans understand that our purpose and mission has less to do with the film "Enemy of the State," and more to do with protecting the hard won freedoms and liberties that we all enjoy.

(U) I would like to congratulate Ms. Judith Emmel and the Public and Media Affairs staff for their hard work in helping me to bring us to this point.

(U) At the same time, like many recent initiatives, our public outreach strategy is a work in progress that requires continuing input from both our senior leaders and the work force at large.

(U) With this in mind, if you have questions or insights regarding these efforts, I urge you to contact the Public and Media Affairs Office (963-5825), both to gain a greater understanding of challenges we face in this area, but to offer your thoughts and ideas as well, on the most effective way that we can get our message across to the American people.

MICHAEL V. HAYDEN
Lieutenant General, USAF
Director

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Posted on: October 29, 2001 10:06

(U) DIRgram-208: "Chief Financial Manager"**Distribution: Director's Message to the Work Force****POC: Michael V. Hayden [talk_dirnsa@nsa]**

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(U) With deep regret, I must announce that Bev Wright, our Chief Financial Manager, is resigning in January 2002. Bev came to NSA in November 1999, bringing considerable - and much needed - financial experience from the "outside world." I asked her to develop an end-to-end approach in getting our financial house in order, and she has succeeded beyond all that I could have hoped for. Her efforts brought financial process reform and accountability to the Agency, which produced our first truly focused business plans and laid the groundwork for a much needed financial management system. Both are legacies that will hold us in good stead.

(U) I have selected Ethan L. Bauman to assume the duties of the Chief Financial Manager. His corporate knowledge, gained while serving as the Inspector General, will be a valuable asset in continuing the financial management strategy and business process improvements that Bev began for us.

MICHAEL V. HAYDEN
Lieutenant General, USAF
Director

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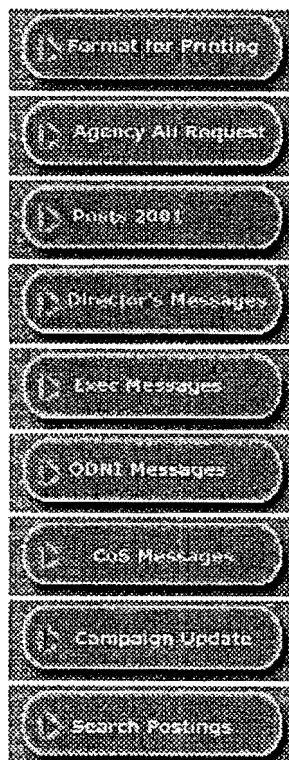


Posted on: December 07, 2001 07:12

(U) DIRgram-212: "Results of 'Jointness' Initiatives in GRSOC Testbed"

Distribution: Director's Message to the Work Force

POC: Michael V. Hayden [talk_dirnsa@nsa]



(U) In DIRgram-146, "New GRSOC Initiatives," I told you about a one-year testbed being undertaken by the Gordon RSOC (GRSOC) to balance mission priorities with the need to develop the military skills of the service members. Coinciding with the end of the test period this fall, the Joint Inspector General team visited the GRSOC. Their inspection disclosed great payoff with some initiatives and limited payoff with others. This DIRgram marks the end of the testbed and formalizes its results for implementation elsewhere, as appropriate.

(U) One area of success in the GRSOC testbed that netted the greatest benefits was the establishment of a cell for national-tactical integration - the Combatant Cryptologic Support Center (CCSC). The IG team found that the CCSC improved coordination between and among the GRSOC and resident Program 2 elements and increased mutual analytical support. It recommended that the CCSC be formalized and resourced. I want the RSOCs and other sites to establish such a cell and the SCEs to provide appropriate resources, both in funding and designated civilian and military manning.

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

(U) The testbed confirmed the importance and utility of having the site commander rate the local Service Cryptologic Element (SCE) unit commanders. I already directed implementation of this policy for the other RSOCs and the [redacted] in DIRgram-158. Other sites will implement this policy immediately, but, as with the RSOCs [redacted] it will become effective for each commander at the next performance evaluation, so as not to generate unnecessary reports. The implementation may vary slightly by site, depending on the organizational circumstances. Consult the Office of Military Personnel (D7P) to ensure that all service imperatives are met, and that the intent of this directive is met.

(U) The IG inspection disclosed limited success with the joint rating initiative, which aligned rating with the operational chain, until the final signature was completed in the local SCE unit. While there are some clear benefits in handling rating this way, it proved to be very time-consuming for the site to maintain related records and track the evaluations for the thousand-plus military assignees at the GRSOC. One positive result of the joint rating test was the development of a Supervisor Input Form. This form should be used universally to ensure that the operational supervisor is consulted regarding an assignee's performance.

(U) The GRSOC set up a J1 shop out-of-hide to manage personnel programs jointly and to achieve efficiencies in their execution. The IG team felt that the J1 improved human resource (HR) service to civilians, as well as timeliness of joint decorations; facilitated deconfliction of civilian HR practices; and served as a one-stop

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shop for manpower data. I want all sites to move toward a joint implementation of personnel and manpower functions, to avoid inefficiencies and duplication inherent in our site/SCE-unit structure.

(U) The GRSOC's Executive Training Council oversaw development of a common work force training program to enable timely and efficient completion of service and mission training. The 1G team commended both the Council and the resulting training as being highly effective and providing a positive impact on the site and its personnel. The CSS staff provided this work force training program to the rest of the field sites soon after the Site Commanders Operational Review, held in May 2001. Sites will implement this or a similar program at the soonest opportunity, and consider the benefits of establishing a site training council to connect site efforts with local SCE activities, if one does not exist locally.

(U) I have asked the Joint Inspectors General (NSA/CSS, the SCEs, and NRO) to make these "jointness" items special interest topics for a full inspection cycle.

MICHAEL V. HAYDEN
Lieutenant General, USAF
Director

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Posted on: December 13, 2001 12:35

(U) DIRgram-214: " Excerpts of President Bush's Comments at the Citadel**Distribution: Director's Message to the Work Force****POC: Michael V. Hayden [talk_dirnsa@nsa]**

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(U) I thought that you would be interested in some of the things the President said at the Citadel earlier this week:

"And starting on October 7th, the enemy in Afghanistan got the first glimpses of a new American military that cannot, and will not, be evaded...The Taliban and the terrorists set out to dominate a country and intimidate the world. Today, from their caves, it's all looking a little different. And no cave is deep enough to escape the patient justice of the United States of America.

The great threat to civilization is that a few evil men will multiply their murders, and gain the means to kill on a scale equal to their hatred.

America and our friends will meet this threat with every method at our disposal. We will discover and destroy sleeper cells. We will track terrorist movements, trace their communications, disrupt their funding, and take their network apart, piece-by-piece.

Our commanders are gaining a real time picture of the entire battlefield, and are able to get targeting information from sensor to shooter almost instantly. Our intelligence professionals and special forces have cooperated in battle-friendly -- with battle-friendly Afghan forces -- fighters who know the terrain, who know the Taliban, and who understand the local culture.

This combination -- real time intelligence, local allied forces, special forces, and precision air power -- has really never been used before.

Our military has a new and essential mission. For states that support terror, it's not enough that the consequences be costly -- they must be devastating.

America's next priority to prevent mass terror is to protect against the proliferation of weapons of mass destruction and the means to deliver them.

Our third and final priority in the fight against mass terror is to strengthen the advantage that good intelligence gives our country. Every day I make decisions influenced by the intelligence briefing of that morning. To reach decisions, a President needs more than data and information. A President needs real and current knowledge and analysis of the plans, intentions, and capabilities of our enemies.

The United States must rebuild our network of human intelligence. And we will apply the best new technology to gather intelligence on the new threats. Sophisticated systems like Global Hawk, an unmanned

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surveillance plane, are transforming our Intelligence capabilities. Our technological strengths produce great advantages, and we will build on them.

Our intelligence services and federal law enforcement agencies must work more closely together, and share timely information with our state and local authorities. The more we know, the more terrorist plans we can prevent and disrupt, and the better we'll be able to protect the American people.

And in all they do, our Intelligence agencies must attract the best people -- the best collectors, the best analysts, the best linguists. We will give them the training they need and the compensation they deserve.

There have been times here in America when our intelligence services were held in suspicion, and even contempt. Now, when we face this new war, we know how much we need them. And for their dedication and for their service, America is grateful."

MICHAEL V. HAYDEN
Lieutenant General, USAF
Director

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