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Description of document: National Security Agency (NSA) DIRGRAMS 2000-2001

Requested date: 18-October-2010

Release date: 14-September-2024

Posted date: 21-October-2024

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

Note: Also see:

<https://www.governmentattic.org/4docs/List-NSA-DIRGRAMS2.pdf>

https://www.governmentattic.org/4docs/73NSA-DIRgrams_1999-2001.pdf

https://www.governmentattic.org/25docs/30NSA-DIRgrams_1999-2004.pdf

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

FOIA Case: 63186C
14 September 2024

This responds to your Freedom of Information Act (FOIA) request dated 18 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." A copy of your request is enclosed. Your request has been processed under the FOIA. All fees associated with processing this request have been waived.

With interim response dated 10 December 2010, NSA provided 73 documents. With our response dated 22 September 2017, for case 56168, NSA provided 15 documents that are also responsive to this case. The remaining documents you requested are enclosed. Information has been protected in the enclosures.

Some of the withheld information has been found to be currently and properly classified in accordance with Executive Order 13526. The information meets the criteria for classification as set forth in Subparagraph (c) of Section 1.4 and remains classified TOP SECRET, SECRET, and/or CONFIDENTIAL as provided in Section 1.2 of Executive Order 13526. The information is classified because its disclosure could reasonably be expected to cause exceptionally grave damage to the national security. Because the information is currently and properly classified, it is exempt from disclosure pursuant to the first exemption of the FOIA (5 U.S.C. Section 552(b)(1)).

In addition, this Agency is authorized by various statutes to protect certain information concerning its activities. 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 3024(i); and Section 6, Public Law 86-36 (50 U.S. Code 3605).

Also, personal information regarding individuals has been withheld from the enclosures in accordance with 5 U.S.C. 552 (b)(6). This exemption protects from disclosure information that would constitute a clearly unwarranted invasion of personal privacy. In balancing the public interest for the information requested against the privacy interests involved, we have determined

that the privacy interests sufficiently satisfy the requirements for the application of the (b)(6) exemption.

As stated in our interim response, some of the documents were being processed in other FOIA cases. Depending on the age of the release, some of those documents contain exemption code (b)(2), which is no longer actively used by NSA. The use of exemption code (b)(2), which exempts from disclosure matters related solely to the internal personnel rules and practices of an agency, has been replaced at NSA by exemption code (b)(3), specifically, Public Law 86-36. Exemption (b)(3), Public Law 86-36, authorizes NSA, by statute, to protect certain information concerning its activities, as well as names and other identifying information pertaining to its employees.

Please be advised that the Agency reasonably foresees that disclosure of the withheld information would be harmful to an interest that is protected by the identified exemptions.

Since these withholdings may be construed as a partial denial of your request, you are hereby advised of this Agency's appeal procedures.

If you decide to appeal, you should do so in the manner outlined below. NSA will endeavor to respond within 20 working days of receiving any appeal, absent any unusual circumstances.

- ξ The appeal must be sent via U.S. postal mail, fax, or electronic delivery (e-mail) and addressed to:

NSA FOIA/PA Appeal Authority (P132)
National Security Agency
9800 Savage Road STE 6932
Fort George G. Meade, MD 20755-6932

The facsimile number is 443-479-3612.

The appropriate email address to submit an appeal is:

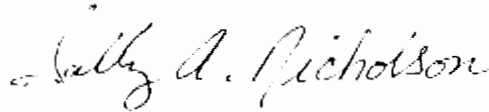
FOIA_PA_Appeals@nsa.gov.

- ξ It must be postmarked or delivered electronically no later than 90 calendar days from the date of this letter. Decisions appealed after 90 days will not be addressed.
- ξ Please include the case number provided above.
- ξ Please describe with sufficient detail why you believe the denial of requested information was unwarranted.

You may also contact our FOIA Public Liaison at foialo@nsa.gov for any further assistance and to discuss any aspect of your request. Additionally, you may contact the Office of Government Information Services (OGIS) at the National Archives and Records Administration to inquire about the FOIA mediation services they offer. The contact information for OGIS is as follows:

Office of Government Information Services
National Archives and Records Administration
8601 Adelphi Rd. - OGIS
College Park, MD 20740
ogis@nara.gov / 877-684-6448 / (Fax) 202-741-5769

Sincerely,

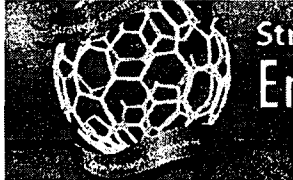
A handwritten signature in cursive script that reads "Sally A. Nicholson".

SALLY A. NICHOLSON
Chief, FOIA/PA Division
NSA Initial Denial Authority

Encls:
a/s

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Posted on: February 08, 2000 06:51

(U) DIRgram-48: "Return on Investment...Our 'Intellectual Capital'"

Distribution: Director's Message to the Work Force

POC: Michael V. Hayden [talk_dirnsa@nsa]

(U) Some of your e-mail to me has made it clear that it is sometimes hard to make a connection between what YOU do and the themes of some DIRgrams. So far, much of our emphasis has been on tangible assets - our budget, systems and the physical infrastructure - over which most of us have little direct control.

(U) There is, however, a resource that each of us contributes to and draws upon--Intellectual Capital. This is the knowledge that each of us brings to our Agency and to our work. It is accessible through the people, processes and relationships across our extended enterprise. What we know, both individually and collectively, defines our productive capacity. We need to increase and strengthen the creation and flow of knowledge to accelerate our learning and provide the best possible Information Assurance and SIGINT knowledge to our customers, partners and stakeholders. The effort involves much more than information systems. It includes how we make and implement decisions. It also focuses on how we bring together the combined capacities of our people, structures and processes to do our job better. This effort involves a new kind of understanding that gets to the heart of what we mean by "Transforming our Ethos."

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

(U) I have tasked [redacted] our Corporate Knowledge Strategist, to develop a strategic plan for managing our knowledge - as a critical corporate resource and our primary means of productivity. The plan will be complete in 90 days. [redacted] will be meeting with members of the work force, the ELT and me as the plan develops. I have also asked that he and Mike Green work closely together to align our transformation efforts with the management and preservation of our intellectual capital.

(U) In many of our earlier initiatives we have been catching up to established practices in industry. When treating "managing knowledge" as a key productive resource - a truly transformational approach to how organizations create value - we have an opportunity to move ahead of the pack and recapture the driving force in the development of new technologies.

MICHAEL V. HAYDEN
Lieutenant General, USAF
Director

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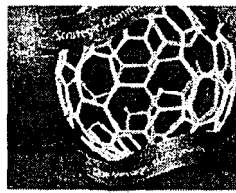
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Posted on: February 09, 2000 09:29

(U) DIRgram-49: "Starting Up the NSA/CSS Transformation Office"

Distribution: Director's Message to the Work Force

POC: Michael V. Hayden [talk_dirnsa@nsa]

(U) I believe the most important step we have taken to date in our "100 Days of Change" is establishing the Transformation Office (TO). Because of its importance, I want to ensure that we keep you informed of the progress it is making. The Transformation Office is an independent corporate unit that reports directly to me. The ELT and I have given it the authority and responsibility to review all acquisition projects and practices NSA-wide, and to take action to ensure that we're spending our money and people on the transformation activities crucial to the future of the Agency. I view the office as a permanent Agency asset, here for the long haul. It will rely heavily on its relationships with other organizations, and will take maximum advantage of the world-class expertise spread throughout NSA, CSS, and our partners.

(U) Specific areas of TO oversight responsibility include:

- *(U) reviewing all projects (both ongoing and proposed) to ensure their consistency with transformation goals, and making recommendations to me on which should be retained, rescoped, or terminated;

- *(U) ensuring that transformation efforts adhere to defined legal, policy and technical standards;

- *(U) ensuring that modernization is responsive to the prioritized requirements of our customers; and

- *(U) examining the implications of TO recommendations for their potential consequences in areas such as customer impact, partner relations, human resources, and business practices; then taking advantage of positive implications and mitigating negative implications wherever possible.

(U) The TO will work closely with the Unified Cryptologic Architecture Office to ensure unbroken consistency with UCA 2010. While the initial focus will be SIGINT modernization, the TO will also work closely with the Information Systems Security Organization to ensure that Information Assurance solutions are made integral to our transformation.

(U) Mike Green, Chief of the Transformation Office, is recruiting top-notch Agency people and outstanding external talent. The office has begun its start-up activities, and while it has barely taken its first steps, its starting focus is on organizing itself, creating strategic and action agendas, and making plans to report its progress to all of us--NSA/CSS-wide--on a regular basis.

(U) Joining Mike in the Transformation Office are:

- (U//FOUO) [redacted] Deputy;
- (U//FOUO) [redacted] architecture;
- (U//FOUO) [redacted] NSAAB member, temporarily serving as Senior Technical Advisor;
- (U//FOUO) [redacted] staff chief;

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- (U//FOUO) [redacted] operations and requirements;
- (U//FOUO) [redacted] and [redacted] program analysis and evaluation; and
- (U//FOUO) [redacted] systems engineering.

(U) More people from NSA and the SCEs will join the TO as full-time staff in the next several weeks. The office will also rely heavily on senior-level support from our SIGINT partners.

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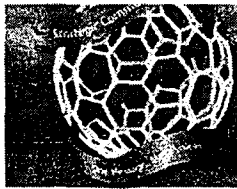
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Posted on: February 10, 2000 07:10

(U) DIRgram-50: "Transforming our Directorate of Technology and Systems"

Distribution: Director's Message to the Work Force

POC: Michael V. Hayden [talk_dirnsa@nsa]

(U) As we continue to focus our attention on core missions and modern business practices, we must also concentrate our change efforts on the ways that we use and, when necessary, create technology as a key enabler of our missions, both SIGINT and INFOSEC. For us to succeed, the professionals in our Directorate of Technology and Systems (DT) must provide the "right" technology products and services; apply modern, commercial business, engineering and project management practices; and develop a close, continuing relationship with their customers and partners.

(U) Bob Stevens, Deputy Director of Technology and Systems, has proposed a new DT that he believes realigns and consolidates like functions with clear lines of authority; emphasizes systems engineering standards and common development processes; and embraces modern business management practices. Bob worked closely with Rich Taylor, Deputy Director for Operations, and Mike Jacobs, Deputy Director for Information Systems Security, to determine the optimal alignment of DT, and his proposal calls for DT professionals to work side-by-side with their customers to make sure that they understand their customers' needs and objectives. Bob plans to set up the following entities:

- (U) a new Mission Applications Group,
- (U) a consolidated IT Enterprise Group,
- (U) two access groups, Tailored Access and Global Systems
- (U) a new DT Business Management Office, and
- (U) an Advanced Research and Development Group

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

(U) I hope that many of you heard Bob's message at his DT Town Meeting a couple of weeks ago. You can review the proposal on the DT homepage at [redacted]. As has been the case throughout these "100 Days of Change," we need your input and comments. If you haven't taken time to study Bob's proposal, please do so, and if you have ideas about the way ahead for DT, please share them with us. Bob will use your feedback and the work of his staff over the next few weeks to make any needed adjustments. The ELT will then review the plan and ensure it is harmonized with our business plan before I give my final go ahead.

MICHAEL V. HAYDEN
Lieutenant General, USAF
Director

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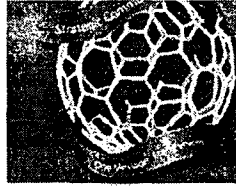
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Posted on: February 14, 2000 07:27

(U) DIRgram-52: "Transforming WEBWORLD"

Distribution: Director's Message to the Work Force

POC: Michael V. Hayden [talk_dirnsa@nsa]

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

(U//FOUO) WEBWORLD is NSA's internal, classified intranet, modeled after the Internet. Like the real world Internet, WEBWORLD has grown at an incredible rate. [Redacted]

(U) While the Internet supports global commerce and entertainment, and tries to meet all information needs for everyone everywhere, NSA's WEBWORLD has but a single purpose -- to support NSA's information superiority. Over the years, though, unconstrained loading of more and more information onto WEBWORLD, lack of overall organization, and spotty commitment have kept it from reaching its full potential as a mission enabler. We're going to fix that, starting today.

(U) I have tasked Ray Holter, Chief Information Officer, to transform WEBWORLD into a mission-focused tool to support our corporate knowledge-sharing needs. This won't be quick or easy. It will include critical improvements across the board, from simple data housekeeping procedures and enforcement to big, complex data organization issues. To start, he will assign a team to determine how WEBWORLD can best support our information needs. [Redacted] our Corporate Knowledge Strategist, will serve as a mentor to the team. Within 90 days, Ray will draw on their recommendations to present a plan and timetable to make WEBWORLD an easy, reliable source of current SIGINT, Information Assurance, and Information Operations support knowledge for everyone in NSA. The plan will prescribe comprehensive WEBWORLD standards, guidelines, procedures, technologies, training, and management, and will identify sources for any added resources needed to make it all work.

(U) Our Corporate Communications Officer, Bill Marshall, will also support the re-invention of WEBWORLD as a mission enabler. Working with Ray and his team, Bill will issue direction to ensure that all Agency offices, from directorate through branch level (alpha plus three), have and maintain a mission-focused WEBWORLD presence in the form of an official web page. Bill will e-mail his guidance to Agency-all by 25 February. It will identify what information, at a minimum, must be included on each "office page". For organizations that don't already have one, the guidance will also include tips and help on how to create a simple web site.

(U) Together, Bill and Ray will identify and provide the tools we need to make this new way of doing business fast, direct, and useful. I have provided them with copies of the feedback you have already sent to me on NSA intranet problems, needs, and ideas. You may also email your suggestions to them directly, at [Redacted]. They're waiting to hear what WEBWORLD improvements you need to make your job a more productive and rewarding one.

MICHAEL V. HAYDEN
Lieutenant General, USAF
Director

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[Redacted]

*****REMINDER*****

(U) "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.

(U) An ENLIGHTEN newsgroup (admin.talk-dirnsa) 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 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:

[Redacted]

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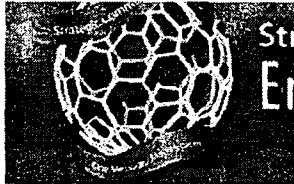
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Posted on: February 15, 2000 07:39

(U) DIRgram-53: "What's New with the National Security Agency's Advisory Board"

Distribution: Director's Message to the Work Force

POC: Michael V. Hayden [talk_dirnsa@nsa]

(U) In DIRgram 15, we outlined the new functions of NSA's Advisory Board (NSAAB) and created subcommittees to address five current issues: Transformation, Training, Metrics, Public Affairs (Communications), and NCS-21 (now referred to as the NSA/CSS Strategic Plan for 2001 - 2006). I met with the Board in early February and received updates from each of the subcommittees. I want to share the highlights with you.

(U) The NCS-21 subcommittee reported out, and the ELT incorporated many of their suggestions into the final NSA/CSS Strategic Plan for 2001 - 2006. This subcommittee felt that our overall goals were well stated but that our objectives for each goal need work to make them measurable. We will keep in mind that outcomes must be measurable to ensure that we are wisely investing our resources. This subcommittee has been disbanded.

(U) Along these lines, the Metrics subcommittee is focused on helping us to identify metrics, using the framework of our balanced scorecard, to determine our progress in achieving our corporate strategy. I have asked this subcommittee to work closely with the Transformation Office, TRAILBLAZER and the Chief Financial Manager to ensure that any new initiatives include measures to determine whether we are really achieving our desired outcomes.

(U//FOUO) The Transformation subcommittee is fully engaged with the Transformation Office, TRAILBLAZER and the Project Baseline Study. The subcommittee chairman [redacted] is spending a lot of time with these groups and has met with the DDO and the DDT to discuss their restructuring plans. Although the initial report date is 20 March, it is playing such a critical role in transformation that it will be a standing committee.

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(U) The Training subcommittee has met twice with National Cryptologic School representatives and has studied the Training Privatization Study that was completed in FY99. I have asked that this group make recommendations on how to provide the best on-campus training for the work force while taking advantage of off-campus opportunities at reduced cost. Its report is due to me by the end of February.

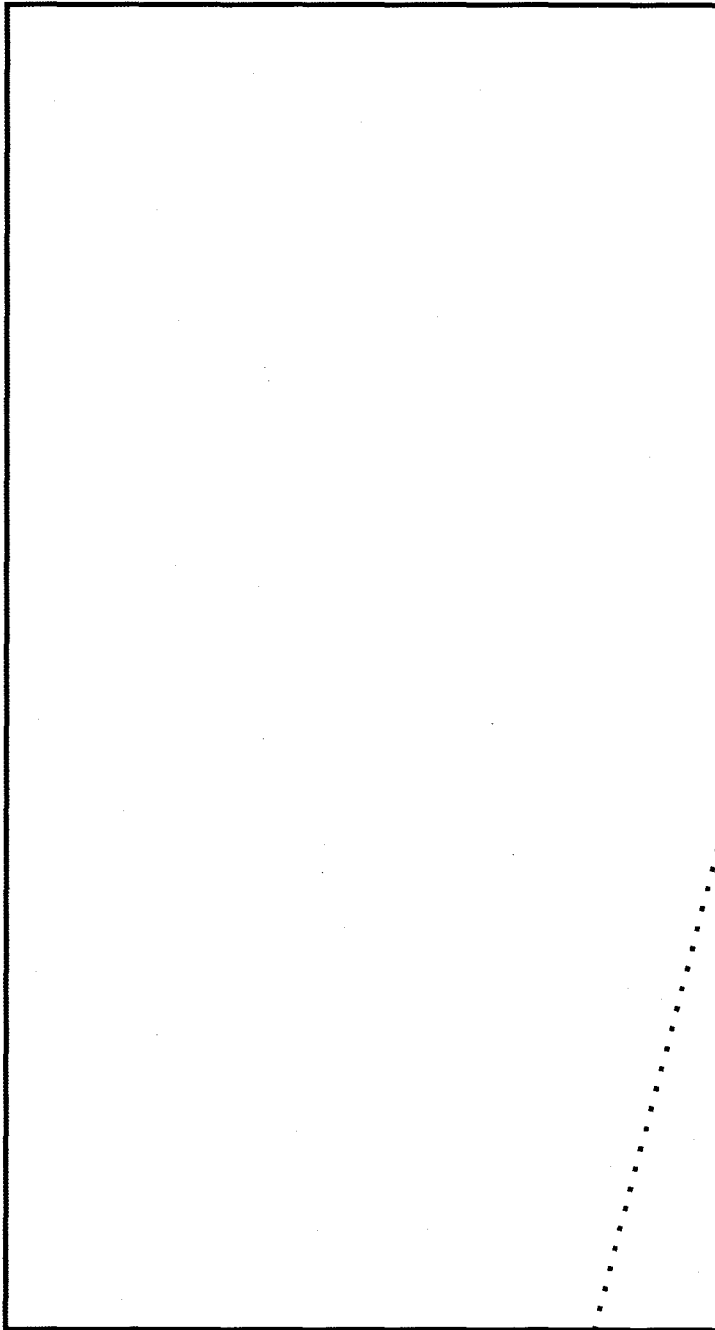
(U) The Public Affairs subcommittee has engaged with the public affairs office and the General Counsel. I have asked this group to expand its charter to advise us on overall communications, both internal and external. This is a critical area as we deal with closer scrutiny from the press and public. This subcommittee will report within the next month.

(U//FOUO) I have been very impressed with the NSAAB. These volunteers are all experts in their fields and are well recognized by corporate and government leaders for their abilities. Many have gone through similar transformations within their parent corporations or government agencies. I expect us to take full advantage of their knowledge and experience. We'll have a NSAAB web-site by 31 March

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with biographies of the Board members and a history of the board.
Until then, here is a list of the members with a few words on their
affiliations and positions:



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MICHAEL V. HAYDEN
Lieutenant General, USAF
Director

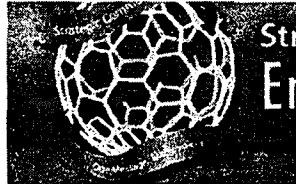
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Posted on: February 16, 2000 07:17

(U) DIRgram-54: "Directed Assignments in the National Capital Area"

Distribution: Director's Message to the Work Force

POC: Michael V. Hayden [talk_dirnsa@nsa]

(U) Today, the NSA/CSS extended enterprise plays a more important role than ever in understanding and working with our partners and customers. As a result, employees working in external assignments are particularly valuable when they return to headquarters. Because of this, and because of the importance of the field work itself, we are working hard to make off-campus assignments more attractive. We are improving promotion opportunities and our reassimilation process, and exploring and developing other incentives. When we are done making improvements, I believe that you will find field tours a lot more appealing. Right now, though, we are unable to fill many key positions across our extended enterprise, even within the National Capital area, with the right people.

(U) While I have the legal authority to direct all NSA employees to any position anywhere in the world to fulfill our global mission, I have not used this authority to date. I will continue to look to volunteers to man these important positions whenever possible but, when necessary, I will now direct assignments in the National Capital area. If you are selected for a directed assignment, I ask you to focus on the positive: the privilege of being spotlighted because you have the right skills to make a difference, the ability to learn and flourish in our customers' environments, and the resulting opportunity to advance your career.

(U) I asked Deborah Bonanni, our chief of Human Resources Services, to develop and describe the policy and process that we will follow for directing assignments. Deborah and her staff have just completed a draft that you can view at [redacted]. You'll find that the policy gives my senior leadership significant discretion in directing assignments, but also specifies a process to guard against arbitrary and biased decisions.

(U) We intend to make external assignments personally and professionally rewarding. I invite you to review the draft and use the reply form to send Deborah and her staff any suggestions you have to improve it. I will make my final decisions at the end of February on how to implement a fair and effective process for directing assignments within the National Capital area.

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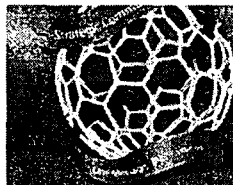
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Posted on: February 18, 2000 07:27

(U) DIRgram-56: "Taking the Transformation Message to the Joint Chiefs"

Distribution: Director's Message to the Work Force

POC: Michael V. Hayden [talk_dirnsa@nsa]

(U//FOUO) On Wednesday I briefed some of our key stakeholders and partners -- General Shelton and the remainder of the Joint Chiefs of Staff -- on the path of Transformation at NSA. Since the transformation of ethos is largely an NSA internal matter, I focused on our transformation of mission. We earlier laid the groundwork in Defense and with the military commands when Barbara McNamara, the Deputy Director, briefed the Military Intelligence Board (MIB) along the same lines. The MIB, as you may know, includes the agencies, the services, Community Management Staff and the J-2s of the Unified Commands. In both instances we emphasized "Cyber Master," our program to work the encrypted global net, and the need to increase investment here at the expense of more traditional missions and current operations.

(U) We were frank in our presentations:

- (U) this is a fundamental change of direction for us;
- (U) it requires heavy investment;
- (U) it means we will stop doing some things;
- (U) we will be a different agency; and
- (U) this will affect our partners, customers and stakeholders in significant ways.

(U) I believe that we have the support of the Chiefs to do the things we know we have to do. They emphasized the need to communicate as we made tough decisions. I particularly emphasized to the Chiefs that we need to partner to ensure that the portion of America's SIGINT program not directly under NSA is harmonized with our major change in direction. I promised to work through the SCEs as we did this. My final slide said it all: "We're in this together."

MICHAEL V. HAYDEN
Lieutenant General, USAF
Director

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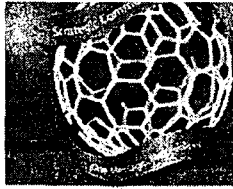
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Posted on: February 23, 2000 06:42

(U) DIRgram-58: "Fixing Our Information Technology Infrastructure: Next Step"

Distribution: Director's Message to the Work Force

POC: Michael V. Hayden [talk_dirnsa@nsa]

(U) As many of you know, as soon as we began recovering from our recent network outage, we made an instant effort to find the root causes of the failure. The "hotwash" report produced by a review team of NSAers and support contractors is not a comprehensive analysis of our IT infrastructure, but helps us focus the full-blown, independent assessment we're now about to kick off.

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(U//FOUO) A senior review committee, led by [redacted] (CIO for DS), will facilitate the external team's review and inform our stakeholders of their findings on the cause of the outage and the adequacy of our IT infrastructure architecture and planning. Because of the strong interest of the DCI and the Secretary of Defense in this, we have also invited representatives of the Community Management Staff CIO and the Assistant Secretary of Defense for C3I to join the committee. Other members will include representatives of NSA's CIO and the GROUNDBREAKER project manager.

(U) We're going to rely exclusively on industry experts to conduct the actual review, and have contracted Booz, Allen & Hamilton to act as our broker in assembling first-rate, outside expertise for the team. The scope of the review will include capacity, redundancy, stability, disaster recovery, operational support systems, management systems, and monitoring capability for our IT infrastructure.

(U//FOUO) [redacted] will call the first meeting of the Senior Review Committee this week. We have set a 1 April completion date for the review so we can get on with the business of taking the right corrective actions. We'll share the results of the review with you on WEBWORLD at [redacted]

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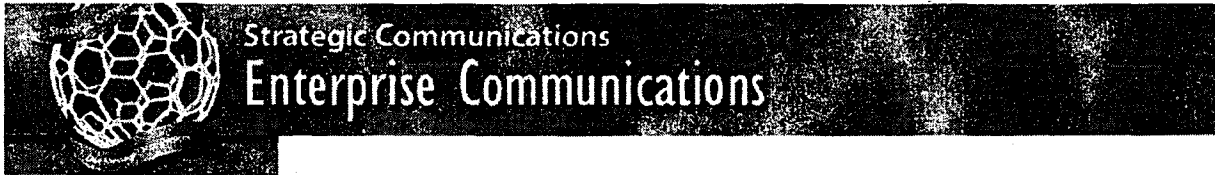
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Posted on: February 24, 2000 08:05

(U) DIRgram-59: "New Senior Assignments"

Distribution: Director's Message to the Work Force

POC: Michael V. Hayden [talk_dirnsa@nsa]

(U) Many of you, in your mail to me, have emphasized the fundamental relationship between good leadership and lasting change that counts. You've said, over and over again, that we won't transform ourselves without good leaders all through NSA and CSS. I agree.

(U) With this in mind, I want to tell you about our newest senior appointments.

(U//FOUO) Jay Parness, a senior executive and systems engineer from the National Reconnaissance Office, will be the new Chief of the Unified Cryptologic Architecture Office. Jay was the first Deputy Chief of UCAO, and will be the first leader from a partner agency to head this key, cross-community office. The Director of Central Intelligence will announce Jay's appointment to the rest of the community's senior cryptologic managers shortly.

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(U//FOUO) [redacted] now Chief of DO's Office of System and Architecture Planning, will be the UCAO's Deputy Chief [redacted] will also serve as the senior NSA representative to the office.

(U) [redacted] presently the NSA/CSS Representative, Defense (NCR DEF), will return to Fort Meade as the Deputy Assistant Director for Corporate Management.

(U//FOUO) [redacted] Chief of DO's [redacted] today, will become my principal representative in the Pentagon (NCR DEF).

(U//FOUO) Jim Cain, who's both Deputy Chief of DO's [redacted] as well as my special assistant for ELINT, will become NSA's first Assistant Deputy Director for Operations (Production). He will keep his special ELINT responsibilities.

(U//FOUO) Boyd Davis, presently Deputy Chief of DT's [redacted] will be dual-hatted as Chief of the joint NSA-DIA Defense Special Missile and Astronautics Center (DEFSMAC), and Director for [redacted]

(U) Bill Nolte, now the National Intelligence Council's Director of Outreach and Strategic Planning, will return to NSA to become acting Chief of Legislative Affairs. I still intend to find and hire an experienced outsider to be our permanent Chief of LAO, but Bill brings the insightful leadership we need to keep the helm steady in the meantime.

MICHAEL V. HAYDEN
Lieutenant General, USAF
Director

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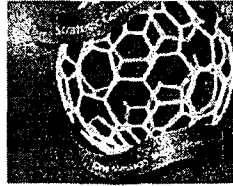
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Posted on: February 25, 2000 07:47

(U) DIRgram-60: "Real World Press and Public Affairs"

Distribution: Director's Message to the Work Force

POC: Michael V. Hayden [talk_dirnsa@nsa]

(U) We've learned that the "60 Minutes" piece on NSA, as mentioned in DIRgram-55, will air this Sunday at 7 p.m. You may reference DIRgram-55 at:

[Redacted]

If you haven't already looked over the unclassified information on our mission and heritage which the Public Affairs Office has made available to the outside world, now would be a good time to do it. You can find it on WEBWORLD at:

[Redacted]

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(U) On Tuesday, our Leadership Speaker Series will feature U.S. News and World Report Senior Editor Warren Strobel. Mr. Strobel is a seasoned, responsible journalist and we welcome his visit as a great chance to see how one representative of the media develops stories, gets information and works with sources. His talk will also give us a better appreciation for the press's role in presenting facts and representing the image of NSA to the American people. To get a direct sense of his past work, and for some added background, I encourage you to read his 14 February U.S. News and World Report article, "The Sound of Silence," located at:

[Redacted]

along with a letter I later wrote to the magazine, which you will find at:

[Redacted]

His appearance here will be a "non-attribution" session, and will be held from 1000 to 1100 on Tuesday, 29 February, in the Friedman Auditorium. I recommend it to you. Please note that attendance requires registration in advance. To register, go to:

[Redacted]

Remember, too, that it will be UNCLASSIFIED, so we'll need to take care to make no classified comments, and to say nothing which might either confirm or deny the contents of his article. The presentation will not be broadcast, but videotapes will be available afterward from [Redacted]

(U) I also promised you I'd put my speech to American University last week on-line. If you'd like to read it, you can now find it on WEBWORLD at:

[Redacted]

or on the Internet at:

[Redacted]

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MICHAEL V. HAYDEN
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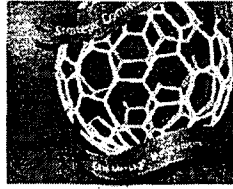
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Posted on: February 28, 2000 09:31

(U) DIRgram-61: "Finishing What We Started: Acquisition Process Reform"

Distribution: Director's Message to the Work Force

POC: Michael V. Hayden [talk_dirnsa@nsa]

(U) Our acquisition process -- the way we build and buy the goods and services we need for our work -- strongly influences our daily performance as an Agency. It affects how well and quickly we give our customers what they want, and how far we stretch our budgets. In the past, when many of the things we needed were different than they are today, the ways we acquired them worked well for us. Times changed, though, and so did our acquisition needs and budgets. We've begun changing our procedures to keep up, but we haven't moved out fast or far enough. Two years ago, we wrote and published a circular to overhaul the way we manage acquisitions. It's called NSA 5000, and its aim is to bring us in line with the way DoD develops and buys things. It was a strong start, but our follow-up wasn't. People tell me they've never heard of it, or they don't understand it well enough to follow it, or they don't think it applies to the things they're working on. We have to fix this. The Deputy Director and I stand firmly behind NSA 5000, and I expect everyone else in the acquisition business here to do the same. If we don't use a disciplined, efficient process to acquire what we need, we'll never transform NSA. To make sure that we do, I'm directing the following immediate actions:

-- (U) The Cryptologic Acquisition Program Board, which already oversees the technical health of our acquisition work force and our acquisition reform activities, will now serve as our Major and Special Interest Decision Review Board (a body required by NSA 5000 to review NSA's largest programs and resolve major acquisition problems) as well. The Deputy Director chairs this board.

-- (U) The NSA Transformation Office (NTO) will work with the JCA Functional Areas Council to define a top-level program architecture to guide future acquisition decisions. They will use the results of the project baselining work, DIRgram 30,

[Redacted]

to build the architecture.

-- (U) The Program, Budget and Evaluation Office (N2) will publish a plain-English guide to NSA 5000. It will include descriptions of what "project" and "program" mean, and how to decide what falls under NSA 5000 and what does not. N2, working with the NTO, will also:

- make sure the acquisition review process throughout NSA is well managed and consistent with NSA 5000 standards and practices;
- stop all programs that do not comply with NSA 5000.

The ADCM will make sure that N2 has enough people and clout to do this effectively and routinely.

-- (U) We also have to keep up the professional knowledge, skills, and abilities of our acquisition work force. The Defense Acquisition Workforce Improvement Act (DAWIA) sets the education, training, and experience requirements we must meet. The NSA IG has told me we fall short in this area. We're going to reverse this. The Deputy Director

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has asked Carolyn Fry, a DAWIA-certified senior technical director in the Technology and Systems Directorate, to be NSA's senior oversight authority for ensuring our compliance with DAWIA. Carolyn has developed an action plan to do it.

(U) Finally, for those tempted to dismiss NSA 5000 as just another bureaucratic process that obstructs our ability to do the right thing quickly, I assure you this is not the case. The process is a flexible one, and will not slow smart, rapid acquisitions. It WILL help us do the important up-front planning we have to do to avoid costly pitfalls later in acquisition. You can find the full text of NSA 5000 at:

[Redacted]

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Information on DAWIA is posted at:

[Redacted]

MICHAEL V. HAYDEN
Lieutenant General, USAF
Director

*****REMINDER*****

(U) "15 Minutes" will be broadcast today at 1000 and 1700, and at 0100 Tuesday morning - Channel 35 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.

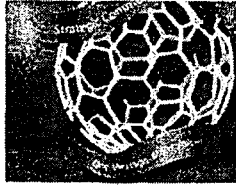
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Posted on: February 29, 2000 07:58

(U) DIRgram-62: "Strategy and Business Plan Roll-Out"

Distribution: Director's Message to the Work Force

POC: Michael V. Hayden [talk_dirnsa@nsa]

(U) Tomorrow we will deliver to the Congress our new NSA strategy for 2001-2006, the already completed ISSO Business Plan, and the just completed SIGINT Business Plan. We spent many long hours building these plans and made some difficult but necessary decisions. These hard choices are the only way we will achieve modernization and transformation given our current budget ceiling.

(U) We must know how these decisions will affect the way we focus our energies internally, and even more importantly how they will affect our customers and partners. We must keep our customers, partners and stakeholders informed of our most recent decisions and intentions, and of the follow-on actions that will result from the budget changes that we are proposing. Beginning today, we are implementing a roll-out strategy to do just this. I have sent a personal message to all of our field representatives to ensure they understand the decisions we have made and the impact they will have on those they directly support. Very soon, we will put our senior leadership on the road to talk directly with our customers and partners. We will be open and candid with them.

(U) I am just as committed to keeping you informed. Tomorrow's DIRgram will summarize some of the major dollar decisions and other highlights contained in the brand-new SIGINT Business Plan. Its provisions will directly affect many of you. We will post the plan on the web no later than Monday. The ISSO Business Plan can be found at:

[Redacted]

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I encourage you to read them. We will also schedule sessions in the Auditorium with our "Roadshow Seniors" to brief you on the Business Plans and how they apply to our mission.

MICHAEL V. HAYDEN
Lieutenant General, USAF
Director

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Posted on: March 01, 2000

(U) DIRgram-63: "Our Signals Intelligence Business Plan (2000 - 2001)"

Distribution: Director's Message to the Work Force

POC: Michael V. Hayden [talk_dirnsa@nsa]

~~(S//REL)~~ Today, I want to highlight the key decisions contained in the Signals Intelligence Business Plan. The plan, which will be updated annually, addresses our future program and budget years in general terms, but really focuses on decisions in the next 18 months. Within our program-for-record over the next five years, we plan to move nearly [redacted] to achieve rapid transformation. We found and identified specific sources for [redacted] of it inside our FY01 budget.

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

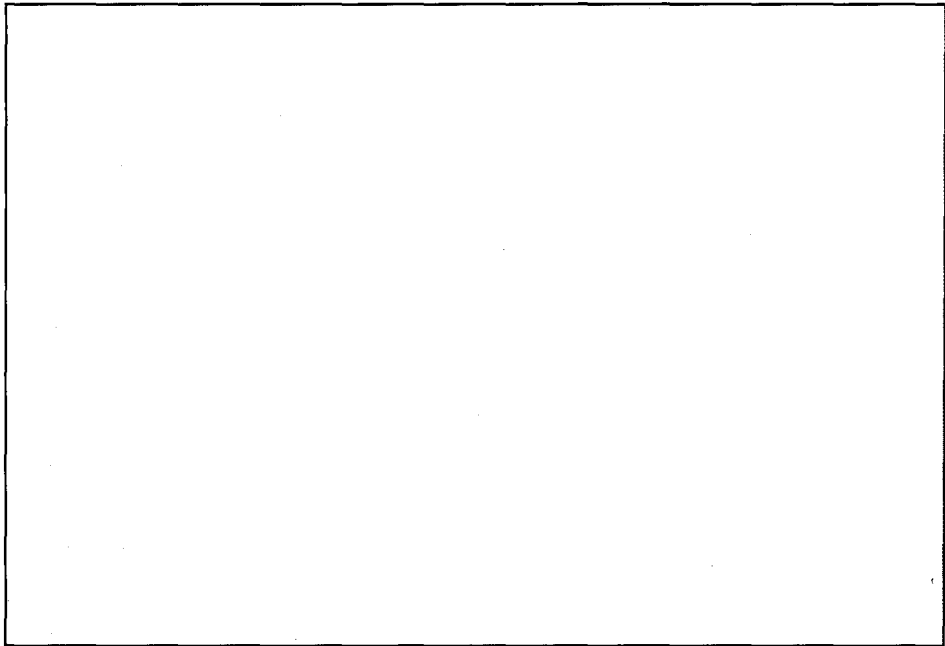


(U) In choosing what to cut, we remained committed to our top priorities from the Strategic Plan:

- (U) exploiting the global net;
- (U) winning against strong encryption; and
- (U) modernizing our Information Technology Infrastructure.

(b) (1)
(b) (3)-18 USC 798
(b) (3)-50 USC 3024(i)
(b) (3)-P.L. 86-36

(U) The cuts we chose to make in the plan include:



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-- (C//REL) [redacted]

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(C//REL) The [redacted] freed up by these and similar actions, plus a substantial redirection of people, are absolutely necessary to accelerate our transformation. We agreed to:

-- (TS//SI//REL) Fund Trailblazer 1. Its incremental delivery of end-to-end architecture will exploit the global Digital Network. The prototype will be focused initially on [redacted]

[redacted]

-- (U//FOUO) Shift to development of a service-based exploitation architecture and solutions based on high performance computing, [redacted]

[redacted]

(b) (1)
(b) (3) - 18 USC 798
(b) (3) - 50 USC 3024(i)
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-- (S//SI//REL) [redacted]

(U) I have only touched the surface of our decisions in the plan, and I know that you have a lot of questions. The Business Plan will be available on WEBWORLD no later than Monday -- I'll give you the web address in Friday's or Monday's DIRgram. The full text of the plan will answer many of your questions and explain what we see as the main implications of our decisions. [redacted] the Deputy Executive Director, is scheduling face-to-face and videoconferencing sessions for us to answer your remaining questions. I want to reemphasize that none of these decisions was made lightly, and that we will work hard to mitigate their impacts on our customers and partners. Painful as this process is, it's the price of transformation.

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MICHAEL V. HAYDEN
Lieutenant General, USAF
Director

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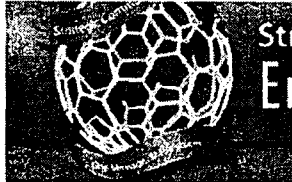
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Posted on: March 02, 2000 07:01

(U) DIRgram-64: "Engaging the HPSCI on Our Transformation"

Distribution: Director's Message to the Work Force

POC: Michael V. Hayden [talk_dirnsa@nsa]

(U) Tuesday afternoon I provided the House Permanent Select Committee on Intelligence (HPSCI) an update on our transformation progress. I emphasized the scope and significance of the changes we've set in motion, including hiring a Chief Financial Manager, building a Business Plan, baselining all of our projects, wrestling with our skill mix, and establishing a Transformation Office. I also told the Members that we are not finished and still have much work to do. You'll find the full text of my formal statement for the Committee's record of the hearing at:

[Redacted]

(U) The Members asked good, tough questions. Here are some highlights from our exchange.

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Question: (U) Are you contracting out all of the things someone else can do better, faster, or cheaper than NSA can do itself? Are you making those decisions at the pace and scale you need to achieve real transformation?

Answer: (U) We've done several things to bring in outside expertise. We must first understand what our needs are, and what sorts of opportunities there are to contract out before we make outsourcing decisions. Our GROUNDBREAKER initiative and the project baselining study are two examples that will help us understand our outsourcing needs and alternatives. {All of the Members there emphasized that we must get our "make versus buy" decisions right. They are not convinced we have done that yet.}

Q: (U) Does the Administration support your transformation efforts?

A: (U) Yes, the DCI and DepSecDef are very supportive of our changes and approach.

Q: (U) How do you know what skills you need in your work force, and how will you get the mix right for the future? How do you intend to address your linguistic needs?

A: (U) We are working on several management solutions to keep track of our needs and to deal with imbalances. We also must do a better job databasing what our resources are today, especially in core skills. For example, we need to identify how many linguists we have in what languages and at which skill levels, and we need to know where they are working. By June we should have a good picture of our linguist population.

Q:(U) How should the Committee measure NSA's success?

A:(U) Watch what we do. We are working to set meaningful metrics for our strategic and business plans, but the real measure will be our success in exploiting the global network.

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Q: (U) Does NSA collect against American economic targets? How do you protect the privacy rights of U.S. citizens?

A: (U) We do not target American entities - economic or otherwise. We adhere strictly to the laws and policies that control the collection of communications by and about U.S. citizens.

Q: (U) What changes are you making in public relations, especially in light of the "60 Minutes" expose? The American public is more sensitive than ever to privacy issues, and NSA needs to be more aggressive in explaining the conduct of its activities.

A: (U) In the last six months, we have visibly changed our public affairs strategy, and we will keep pushing. I deliberately chose not to appear in the "60 Minutes" segment. We will continue to be as open with the public as our mission allows, and we will look for opportunities to tell our story. {The members stressed the importance of an active, open, NSA public affairs approach, for all of our benefits.}

(U) The Members share our concerns with the many challenges we face and our need to make change now. Chairman Goss emphasized the responsibilities the Members have to their constituents, and the need for the Committee to see agreement and support within the Intelligence Community for the full amount of resources we need. We will continue to work with the HPSCI to answer their questions, to keep them updated on our progress, and to reassure them and their constituents that NSA is making the right changes, for the right reasons, for the betterment of the Nation.

MICHAEL V. HAYDEN
Lieutenant General, USAF
Director

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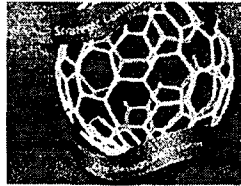
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Posted on: March 03, 2000 08:14

(U) DIRgram-65: "Consolidating Our Information Technology Support"

Distribution: Director's Message to the Work Force

POC: Michael V. Hayden [talk_dirnsa@nsa]

(U) We've taken the first steps in fixing our Information Technology (IT) support problems with the internal hotwash of our January system crash, and the establishment of an independent external team to review our IT infrastructure from top to bottom. We're now ready to take the next steps.

(U) Early results from our hotwash made it clear that there are several kind of important IT issues we must address. First among these is the failure of our corporate processes and leaders to recognize and deal effectively with IT issues. By corporate processes, I specifically mean the way we frame IT issues, including security, options, intended outcomes, and possible downsides in order to make IT architectural and business decisions. It is also critical that we clearly define who has the authority and responsibility for making each overall decision. I have tasked RADM Burns (ADCM) to work with Bob Stevens (DDT) and Ray Holter (CIO) to lay out these processes and lines of authority. It will be their responsibility to ensure that all significant decisions involving IT - or creating potential risk, security or otherwise, to our IT - are properly framed within NSA's overall IT strategy. They will use the work of the external review group to help establish the processes.

(U) Accountability will be central to our success. Because our IT infrastructure is critical to the entirety of NSA, I have decided to manage it centrally. We are going to consolidate IT support in DT, and I will hold Bob Stevens accountable for ensuring that we have a healthy IT infrastructure that supports our missions. The leadership team of the consolidated group will include one or more senior IT professionals hired from industry, and will use the results of the panel review as a guidepost for action.

(U) While not every IT support professional in NSA may end up in the new DT organization, those that are not will be the exception; and each of them will have a clearly defined, written interface agreement with appropriate DT organizations. I will look to the external team to help us define the scope, nature, and pace of consolidation. We will begin by consolidating all of the IT resources supporting SIGINT mission (less [redacted] for now), business systems and infrastructure of DO, DS, DCM, and DT. We'll solve problems as we encounter them. Our end goal of complete consolidation will not change.

(U) This consolidation DOESN'T mean that systems administrators won't reside within their customers' offices, but it WILL mean that they report to a single authority. To help this along, each IT customer organization will negotiate level-of-service agreements with the leader(s) of their supporting IT team(s). Senior leadership will ensure that these agreements are consistent with funding decisions made by the ELT. The satisfaction metrics each customer organization negotiates with its IT team, and how well the professionals on these teams perform will be a factor in determining all bonus and award dollars for them in fiscal years 2001 and beyond.

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(U) I believe these changes will begin the dramatic IT shifts we need to function with the speed, reliability, and agility that characterize today's dot.com world. I believe it is also important for you to know that nothing we have just begun, or are about to begin, will preclude or otherwise bias or slow the ELT's 1 June 2000 decision on GROUNDBREAKER.

MICHAEL V. HAYDEN
Lieutenant General, USAF
Director

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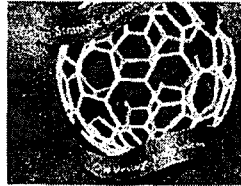
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Posted on: March 08, 2000 07:15

(U) DIRgram-68: "Advancing the Partnership -- NSA and the SCEs"

Distribution: Director's Message to the Work Force

POC: Michael V. Hayden [talk_dirnsa@nsa]

(U) About every two years, Inspector General teams visit each consolidated cryptologic field site, including all three Regional Security Operations Centers. The purpose of the inspection visits is to:

- (U) verify that each site is operating as it should be;
- (U) make sure no serious problems have cropped up since the last inspection, and root them out if they have; and
- (U) generally look around for ways to improve site effectiveness and efficiency.

(U) Last October, a joint team of IG inspectors from NSA and the Service Cryptologic Elements (SCEs) inspected the Kunia Regional Security Operations Center (KRSOC). Members of the team recently presented their findings to me.

(U) The overall conclusions were positive, but they also highlighted a persistent problem--one found not just at KRSOC, but all through the US Cryptologic System, including NSA Washington. It's the clash of uncoordinated claims by administrative and mission supervisors. Too often, we pull soldiers, sailors, airmen, and Marines in two directions at once--one toward military readiness, the other toward cryptologic mission. The KRSOC report focused on the shortfalls this causes in accomplishing the latter.

(U) We made major advances in our NSA-SCE partnership when we created the Central Security Service (CSS) in 1971, and the RSOC concept in 1991. Since then, technology, target sets and environments, and funding and manpower levels have continued to change in big ways, raising serious new challenges. It's time to take a fresh look at how NSA and SCE partners work together in our jointly manned cryptologic system, and if necessary, to fundamentally revamp how we do business.

(U) I have asked Major General Kera, USAF, Deputy Chief of the CSS, to lead [redacted] USA, Commander of the Army's Intelligence and Security Command; [redacted] USN, Commander of the Naval Security Group Command; and [redacted] USAF, Commander of the Air Intelligence Agency, in a review of our military/civilian structure and premises in the field and at NSAW. As Maj Gen Kera mentioned in last week's "15 Minutes" program, our goal is to optimize the development and use of military cryptologists. She will report recommendations to me in June. The Joint Issues Board will track this.

MICHAEL V. HAYDEN
Lieutenant General, USAF
Director

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Posted on: March 09, 2000 07:16

(U) DIRgram-69: "Foreign Partnerships are Critical to Our Transformation"

Distribution: Director's Message to the Work Force

POC: Michael V. Hayden [talk_dirnsa@nsa]

~~(U//FOUO)~~ In DIRgram 26, "Implementing a New Foreign Relations Strategy", I tasked our Director of Foreign Relations, Gary Grantham, to: reevaluate our Foreign Relations Strategy; develop strategic plans for our relationships with each of our foreign partners; strengthen the synergy between SIGINT and INFOSEC; and recommend any internal organizational changes needed to make us more effective in this area. On 29 February, Gary briefed the ELT on the new strategy.

~~(C//REL)~~ The new strategy is anchored in the fact that our foreign partners are critical to our transformation. The ELT affirmed several key points in Gary's 29 February presentation, including the concept

[Redacted]

This is truly a

win-win situation.

~~(C//REL)~~

[Redacted]

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

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

[Redacted]

(U) The ELT briefing concluded with the presentation of and support for several specific initiatives that will require closer relationships and more risk-taking in pursuit of several important SIGINT solutions. I have asked Gary to report at least quarterly to the ELT on our implementation progress.

(U//~~FOUO~~) Our foreign partnerships are a more vital asset today than ever before.

[Redacted]

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

MICHAEL V. HAYDEN
Lieutenant General, USAF
Director

DRV FM: NSA/CSSM 123-2
Dated: 24 Feb 98
DECL ON: X1

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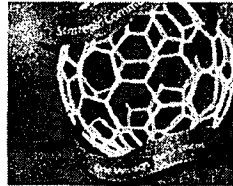
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Posted on: March 10, 2000 07:19

(U) DIRgram-70: "Plain Speaking"

Distribution: Director's Message to the Work Force

POC: Michael V. Hayden [talk_dirnsa@nsa]

(U) Visitors to the Agency often tell me how impressed they are with our professional employees, the global connectivity and support we provide, and the complex, if not futuristic, technology we develop and use. We knock their socks off. Invariably, though, before they depart they mention how confusing our language is and how difficult it is to understand what an office does by its designator. Through the years, we have gotten into the habit of using a jargon that is so complex it's sometimes hard to communicate with one another, let alone our customers, stakeholders and partners. A common contributor to this is our organizational labeling system. Because it is unclear to others what responsibility goes with a particular designator, the "Alpha Plus" system (e.g., A214) has often led to confusion and sometimes to gaps in follow-through and accountability, as well.

(U) I have asked Frank Blanco, the Executive Director, to work with each of our Key Components and other entities to shift our organizational labeling method to one based on narrative or functional titles (for example, Counterterrorism Customer Center or Firewall Technology Team). This will affect the way we answer the phones and sign off on our E-mails and reports, but not affect the way we use designators to get paid, budget our money, maintain our databases, and the like. I want us to make sensible changes that allow us to communicate our organizational responsibilities better, but not adversely impact our administrative processes or security. Our new construct will clearly indicate which office has responsibility for a country, region, multinational-issue, product or service, to make it easier to find and share technical information and professional expertise across the entire Agency and community. We will maintain alphanumeric designators in our administrative databases where necessary, but they should be transparent to the way you identify and describe yourself.

(U) This is a fundamental cultural change, and it will take some time to get used to it. We already have unclassified functional titles for much of our organization, so we are partly there. An unclassified title may not be appropriate for every office, and some may be used only within official government channels, and that's okay. CIA uses unclassified narrative titles for their offices. I'm confident we'll be able to do the same. By 1 May, Frank will have the approved list of new functional titles. The NSA/CSS Internal Communications Cell (NICC) will provide a listing once all the new titles have been identified. I want all of us to begin using them then.

MICHAEL V. HAYDEN
Lieutenant General, USAF
Director

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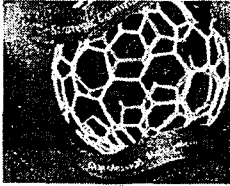
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Posted on: March 13, 2000 07:21

(U) DIRgram-71: "Changing Jobs and Rules in the Field"

Distribution: Director's Message to the Work Force

POC: Michael V. Hayden [talk_dirnsa@nsa]

(b) (3) -50 USC 3024 (i)
(b) (3) -P.L. 86-36

(U//FOUO) I've just returned from visiting our extended enterprise in [redacted]. Not surprisingly, I came away once again with first-hand evidence that those of us serving on the "front lines" pay great dividends to our global activities. These positions are important, and we will staff them with the right NSAers. But we must also ensure that each extended enterprise position meets 21st century SIGINT and IA needs. Off-campus jobs are big investments for NSA and the men and women serving in them. If you've read the new SIGINT business plan

[redacted] you know we're stopping and reducing many important things to find the resources to pay for TRAILBLAZER I. We've already set three specific savings targets for field activities, to free up both dollars and people for transformation. We intend to

- (U) reduce Washington area SIGINT customer representation by 15% by the end of next fiscal year;
- (U) recall or require salary reimbursement for NSA integrees working outside NSA/CSS who are not doing SIGINT or IA business; and,
- (U) reduce the amount of money we spend each year to move NSAers to and from the field.

I want to tell you how we're going to do this, and what it will mean to all of us in NSA.

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

(U//FOUO) I've tasked [redacted] NSA's Field Advocate, to lead a review of every NSA field position. As he finds ways to do things more efficiently, or finds functions that are no longer essential in today's world or that could be performed more cheaply from NSAW, I expect him to recommend changes. He will complete the review by 30 April.

(U) I have decided to end tour-length caps. I've run across enough cases where it was in the best interest of all involved to allow people to remain in the field beyond the current five-year limit for service outside the continental United States, or seven-year limit for service inside CONUS. What's important in each instance is that we base these decisions on mission requirements, job performance, and career development considerations. I am

- (U) determined to find and provide the right people for each position in the field, and
- (U) committed to giving every NSAer who wants a job in our extended enterprise a reasonable opportunity to compete for one.

Therefore, effective immediately, all NSA civilians who complete their initial field tour will be allowed to request extensions or new tours that would bring them up to the five- or seven-year marks. If the field chief and NSA mission element manager concur, the extensions will be granted. At the five- or seven-year marks, the position will be advertised Agency-wide, and the incumbent may apply. The field and mission element managers will select the best candidate from among everyone who applies. Additional details on this process will be provided by the Human Resources Management Office.

(U) I have asked [redacted] to sit in as an observer at all expanded ELT sessions, to help us get current field perspectives and help him

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keep field leadership up-to-date on ELT thinking.

(U) We are determined to make the total experience of working in NSA's extended enterprise as rewarding as we can. The improvements [redacted] has begun in the reassimilation process -- such as matching senior mentors up with each returnee, to help navigate job transition back into headquarters -- are showing early promise. I'm receiving positive feedback on them from the field.

(U) I urge you to tune in to "The World of PCS" this week on Talk NSA. It's on Field Recruitment Week, coming up in May, and will be broadcast from 1000 to 1100 on Thursday, 16 March. You'll find it on NEWSMAGAZINE Channel 40 at OPS, R&E, and FANX; and on Channel 15 at CANX.

(U//FOUO) If you have questions about anything I've described here this morning, please don't hesitate to call or write [redacted] or his deputy [redacted]

MICHAEL V. HAYDEN
Lieutenant General, USAF
Director

(U) "15 Minutes" will be broadcast today at 1000 and 1700, and at 0100 Tuesday morning - Channel 35 at OPS, Channel 23 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.

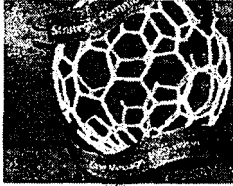
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Posted on: March 14, 2000 07:05

(U) DIRgram-72: "Good Business at NSA"

Distribution: Director's Message to the Work Force

POC: Michael V. Hayden [talk_dirnsa@nsa]

(U) Most of us who manage at NSA think of our business competencies in terms of how to create or support SIGINT or IA. Knowing this is essential for us, but it's not enough. Today, we have to combine our cryptologic know-how with practical, hands-on knowledge of

- (U) business planning;
- (U) accounting fully for the resources we use;
- (U) tracking the costs (both people and dollars) of producing each service and product; and
- (U) measuring - and learning from - the value to our customers of what we achieve with each investment.

(U) Because we don't usually use business principles, it's easy for us to fall into the trap of not fully appreciating what things cost. We sometimes dismiss the issue altogether, since it's usually so hard to put a price on the value of our SIGINT or IA solutions. The fact is, though, that everything we do costs something - people's time or budget dollars. We're not out to make a profit, but we ARE out to maximize the value we bring to our customers and stakeholders. Part of the cost for what we provided may be a foregone opportunity that may or may not have been recognized and considered. We can do better.

(U) We're going to attack this problem from several perspectives, and with purposeful objectives and actions in each.

- (U) First, we're going to ensure that each NSA organizational manager, project manager, and resource manager has and uses a fundamental, working knowledge of business concepts. This objective will take some time to achieve but we will begin right away. Bev Wright, our Chief Financial Manager, will work with Terry Thompson, Assistant Director for Support, to

- (U) assess managers' business skills, as described in DIRgram 66 at

[Redacted]

- (U) expand and strengthen our training and development program to instill good business practices in all of our managers and resource professionals;
- (U) establish a private industry exchange program for managers to learn and practice today's business concepts; and
- (U) develop mechanisms to hold all cryptologic managers responsible for setting and achieving specific business results.

- (U) Second, we're going to optimize our resource managers' ability to bring coherency, consistency, oversight, and accountability to our planning, programming, budgeting, and execution. To do this, I've directed restructuring of the financial aspects of the DCM and resubordination of all NSA resource managers under Bev Wright's leadership. This consolidation will include all resource managers in every Key Component and staff involved in every program (CCP, DCP, and ISSP) under my direct control, as well as the

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SIGINT portions of the DARP. Bev will assign NSA's financial professionals to one of four groups under her leadership:

- (U) Plans and Performance;
- (U) Finance;
- (U) Acquisition; or
- (U) Program Development.

Resource managers will report to Bev on financial management functions, but they will remain co-located within the Key Components to ensure we align our resource decisions with mission planning. I expect that Key Components will enjoy improved support once we implement best practices across the entire Agency. I have asked Bev to work with the Key Component chiefs to develop performance indicators to measure our progress and success. The consolidation and restructuring will be done no later than 30 March.

- (U) Third, we're going to create and implement the processes and discipline we need to plan corporately (starting with our customers' needs), use our resources according to those plans, track our costs to provide services and products, and measure the value our customers and stakeholders get from our investments. Under Bev's leadership, we will implement a managerial cost accounting system that combines the benefits of a resource allocation code and activity based costing. It will

- (U) directly identify full costs of all of our products and services, and account for all of the resources we use to produce them;
- (U) link our planning, budgeting, execution, and measurement processes together; and
- (U) help us continually recognize and reward good business practices, and detect and fix poor ones.

- (U) Finally, we will ensure that NSA has a financial management information system that allows us to make all of our decisions based on fiscal data that

- (U) is current,
- (U) has integrity,
- (U) is reconcilable,
- (U) can be linked to other relevant data, and
- (U) is available in a format that meets our needs.

Bev is contracting with an expert consultant to assess whether we should modify our existing system or acquire a new one.

(U) Overall, this is a very difficult area to take fully in hand. Our problems are broad, pervasive, and generally outside our traditions. My goal today is to give you an understanding of how I see the problem, and of the kind of sweeping changes we are going to make. We will resubordinate all of our resource managers almost immediately, but we will not be able to complete many of the other key changes we need for some time. I have asked Bev to give me a specific plan of action by 1 July that includes the things I have outlined above, along with any others she believes important.

(U) If you're an organizational or project manager, or want to be one someday, I expect you to begin growing and honing your business skills now. Even before we have formal training readily available for everyone, you can find a great deal of free literature on best business practices. Seek it out and begin to apply the same business acumen you'd want to draw on if you were running your own business. We don't want to run NSA exactly like a private company, but we can and will apply smart business principles in all of our management decisions. Everything costs us something. It's our job to know that we are getting maximum value out of every resource available to us.

MICHAEL V. HAYDEN
Lieutenant General, USAF
Director

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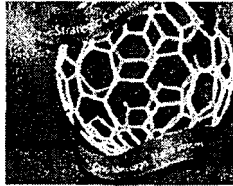
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Posted on: March 15, 2000 06:24

(U) DIRgram-73: "Getting On With UCA Implementation"

Distribution: Director's Message to the Work Force

POC: Michael V. Hayden [talk_dirnsa@nsa]

(U) Each time I've talked with our customers, partners, and stakeholders during these 100 days, I've made one point in particular: "We're all in this together." This morning, I want to tell you how we're going to take the next big step in realizing the Unified Cryptologic Architecture - not just as NSA/CSS, but as the Cryptologic Community.

(U) When I convened the February meeting of the Expanded Corporate Management Review Group (DIRgram 32:

[Redacted] DCI Tenet strongly urged the group to press on with the UCA. By the meeting's end, all of the group's members (key SIGINT customers, overseers, and U.S. partners) had agreed that we must move out faster. I've asked the UCA Office to develop a plan to do this. They will report back to me by 30 March. The strategy they are exploring could be called a "break down/build back" approach. Let me explain how it could work:

(S//REL)
[Redacted]

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working together like this, we could:

- (U) break the load down so we can move out in several key areas at once;
- (U) take maximum advantage of each other's strong points and unique capabilities; and
- (U) build closeness and trust as we coordinate with each other every step of the way, to make sure that all of our building blocks are interoperable, complementary, and consistent with our service-based UCA.

(U) As each major building block was completed, we'd integrate it into the single, unified architecture.

(U//FOUO) I've given Jay Parness, Chief of the UCA Office, the job of exploring the potential of this large effort. Jay and his community team are defining hypothetical building blocks right now, and working up a description of an initial pilot program we could use to test and prove this break down/build back approach. If Jay's assessment is favorable, we could begin a pilot by early summer.

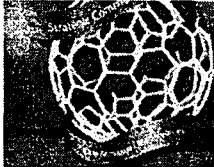
(U) This is just one approach that could be taken. The beauty of this particular one is its potential to:

- (U) share the burden for a formidable and important task, and
- (U) engage the Intelligence Community in the challenge, and

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Posted on: March 16, 2000 06:54

(U) DIRgram-74: "Outside Help Onboard"

Distribution: Director's Message to the Work Force

POC: Michael V. Hayden [talk_dirnsa@nsa]

(U) As you know from earlier DIRgrams,

[redacted] and we're working directly with Peter Senge's Society for Organizational Learning (SoL) to acquire and learn to use tools for lasting change. SoL's statement of purpose is a powerful one: "To help build organizations worthy of people's fullest commitment." A team of six cleared SoL consultants has begun to help us.

(U) I told you in January that we're going to use SoL in three main places. Here's what we've done so far.

- (U) Last month, the TRAILBLAZER I and NSA Transformation Office leadership teams, along with members of our Corporate Communications Office, took the SoL core competency course in Cambridge, Massachusetts. We'll use on-site SoL support intensively to help start and run TRAILBLAZER.

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- (U) Also in February, we added SoL training to the curriculum baseline for the NSA Intelligence Community Senior Leadership Program (ICSLP). We're teaching all new NSA senior executives techniques to help them work together more analytically, creatively, and purposefully.

- (U) Tuesday, the extended Executive Leadership Team spent all day offsite with senior SoL trainers. Our work included a two-hour videoconference with MIT's Peter Senge, speaking from Cambridge. The lead consultant at our end was [redacted] who capped a 30-year career with Ford Motor Company as program manager for the Lincoln Continental. He's a no-nonsense business leader who's totally results-driven. At the end of our day of plain-spoken, intense discussions, the ELT and I committed to work personally and directly with SoL. Our expectations are high. I believe we will become a more effective, close-knit team of leaders as we proceed, and that the tools and disciplines we learn as we go will help us to better understand, shape, and sustain each step of NSA's transformation.

(b) (6)

(U) (FOUO) Over the next 3-5 years, you'll see more and more integration of new business and organizational practices at NSA, including in-house practitioners providing on-the-job assistance. If you'd like more information about managing change now, including materials on conferences, courses, and local consultants, see [redacted] or contact [redacted] Chief of the Corporate Communications Staff

MICHAEL V. HAYDEN
Lieutenant General, USAF
Director

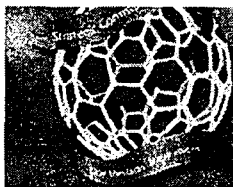
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Posted on: March 17, 2000 08:30

(U) DIRgram-75: "Working Together"

Distribution: Director's Message to the Work Force

POC: Michael V. Hayden [talk_dirnsa@nsa]

(U) For the past four months, we've been rolling out a succession of changes calculated to transform the National Security Agency. Many of the changes hit NSA's corporate levels first, then work their way down. By the time some of them touch thousands of us, it's often hard to see what's behind them.

(U) This may be even truer for those of us in the military than it is for our civilian counterparts. I know that some of you have read my e-mails on things like NSA's mission, and thought the impact of this on you and your career is minimal. I promise you it's not. I'd like to take this opportunity to talk about what some of our fellow military members are doing to change NSA and CSS, and where I want each of you to be involved.

(U) Many of your military teammates are leading from the front in this transformation. I have appointed Major General Kera, USAF, Deputy Chief of the Central Security Service, and directed her to strengthen relationships between NSA and the Service Cryptologic Elements (SCEs). [redacted] USA, is out on the road engaging some of our primary customers on what we're doing and why it's so important to them. [redacted] USN, is assessing how much time NSAers spend in councils, boards, and associations, so that we can decide how much of it we're going to continue in the days ahead. [redacted] USA, has the lead to track and frame issues for the ELT and me to address. [redacted] USAF, is the military leader of a major initiative to reshape the way we define, teach, and practice leadership at NSA. Hundreds of others of you are also deeply involved in starting and driving vital aspects of NSA's transformation. The work force of this Agency, civilian AND military, will determine the future of the nation's SIGINT and IA. We cannot afford to overlook the opinions of any cryptologic professional.

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(U) Military personnel bring valuable perspective to the subject of transformation. Many of you have spent your careers rotating through assignments as both producers and consumers. This experience has given you knowledge and insights from both sides. I encourage you to draw on this to broaden and deepen our Agency-wide conversation about the future of NSA.

(U) Even those of you not currently assigned to NSA billets will feel some impact from the changes here, through your respective SCEs and the NSA support you receive around the world. General Kera will continue to keep you and your SCE commanders fully informed as we press forward.

(U) I need everyone to do two things:

- (U) Stay involved in the transformation; and
- (U) Provide honest, direct feedback to your leaders.

(U) We are in this together, and we must all contribute if we are to succeed.

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MICHAEL V. HAYDEN
Lieutenant General, USAF
Director

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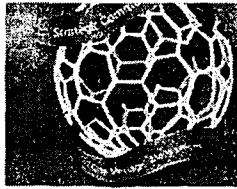
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Posted on: March 21, 2000 09:06

(U) DIRgram-77: "Less Making, More Buying"

Distribution: Director's Message to the Work Force

POC: Michael V. Hayden [talk_dirnsa@nsa]

(U) Having industry as a full partner in developing and applying new technologies has been key to most of the successes we've enjoyed over the years. Explosive growth in the global network and new technologies--technologies driven by market forces--makes our partnership more vital to success than ever before. We still have to have deep technical expertise inside NSA, but in today's high-speed world we also have to take full advantage of the ideas and technology created in industry. Many of the capabilities we need today are commercially available, either partly or entirely, and can satisfy our needs with reasonable modification.

(U) To stay on top of outside thinking and developments and take maximum advantage of them, we have to work more closely with industry. I am specifically committed to buying products and results from industry, not just manpower for a "shadow work force". In order to do this, we must change the way we decide what to buy and what to make ourselves. NSA 5000 already requires us to do a "make versus buy" assessment for EVERY technical project to acquire new capabilities. This policy is intended to make sure we use the most effective and economical solution, regardless of who provides it (industry or government)- even when we have in-house experts who CAN do it and whose only costs will be their salaries.

(U//FOUO) I've tasked Cathy Hanks (Deputy ADCM) to work with [redacted] Deputy Chief of the NSA Transformation Office), Maureen Baginski (Assistant DDT), and John Nagengast (Assistant DDI), to set up a structure to make this happen. I've asked all four to contact two or three defense contractors and another two or three large IT businesses to learn what their "make versus buy" policies are, and to see how their policies might apply to our needs. I also want to learn how to expand our existing industrial base to accommodate the full breadth of the high-tech sector of the U.S. economy.

(U) Let me make our policy clear: whenever possible, we will BUY capability. To this end, I expect Cathy and her team to:

- * (U) Identify the skills and tools we need to perform thorough, objective "make versus buy" assessments.
- * (U) Create on-the-job training for everyone involved in acquisition to teach them about conducting "make versus buy" assessments.
- * (U) Identify ways and responsibilities to track and report our compliance with our policy.
- * (U) Recommend to the ELT and me by 31 May a formal structure to enforce this policy.
- * (U) Develop ways to measure our progress in improving our relationship with industry, and the value we gain from each partnership.

(U) I need your help in this important issue to transform the way we do business in NSA.

MICHAEL V. HAYDEN
Lieutenant General, USAF
Director

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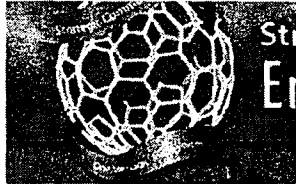
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Posted on: March 22, 2000 08:47

(U) DIRgram-78: "Project Baselineing: Acting on the Findings"

Distribution: Director's Message to the Work Force

POC: Michael V. Hayden [talk_dirnsa@nsa]

(U) In early January (DIRgram-30), I asked Bob Stevens (DDT) to "baseline" all current CCP, DCP, and ISSP projects that involve our people, dollars, or space. Concurrently, I asked the NSA Advisory Board to provide an independent assessment of our progress and findings. We need factual data to make informed decisions about our transformation. My tasking included, among other things, identifying those projects that were duplicative, not essential to transformation, or not aligned with the business plans.

(U) The Project Baselineing Team has completed its work and has done a remarkable job. Thanks to your cooperation and candor, and the team's dedication, they proposed:

~~(S//SI//REL)~~ Nearly 60 recommendations for action on duplicative projects spanning such efforts as [redacted]

* (U) Approximately 30 recommendations to increase collaboration. The most significant among them concerns our global network infrastructure.

~~(S//SI//REL)~~ More than 50 recommendations to satisfy efforts that are supported by our business plans but not currently being worked. Many projects need more emphasis and teaming - [redacted]

[redacted]

(U) Based on the team's findings, I have asked Admiral Burns (ADCM), Bev Wright (CFM), and Mike Green (Director, NSA Transformation Office) to:

- * (U) Terminate the duplicative projects identified by the team and redirect the resources to transformation projects. (ADCM)
- * (U) Make the NSA Transformation Office (NTO) the single authority to review those projects identified as non-compliant with our Business Plan. These projects may be terminated and have their resources diverted to transformation, including the recommendations mentioned above that are needed but not being worked. (NTO)
- * (U) Terminate or freeze the assets of those projects found in various other databases but not in the Baseline report, i.e., those projects that went unreported to the baseline effort. (ADCM)
- * (U) Establish the NTO as the reinstatement authority for all projects that failed to achieve Baseline certification. (NTO)

(U) Our next step is to institutionalize a process to maintain our baseline. This will be an ongoing business practice and Bev Wright (CFM) will take the lead. Working with the NTO, UFA Council, and N2, Bev will make sure that we maintain and add to the current

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baseline -- so that we will not have to start from ground zero again. The UFA Council and the NTO will provide ongoing analysis of proposed projects to prevent duplication of effort. The NTO will review all new projects to ensure that we strike the proper balance of transformation, modernization, and readiness.

(U) This has been a very valuable and fruitful effort. It was not easy, but through everyone's hard work, enthusiasm to do what's right, and candor, we can speak knowledgeably about where we are and where we are going. We're changing our culture -- gaming the system won't work anymore. We will post specific results as soon as the ELT is briefed.

MICHAEL V. HAYDEN
Lieutenant General, USAF
Director

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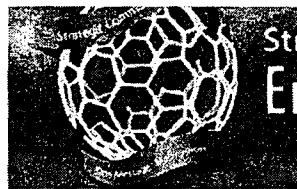
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Posted on: March 23, 2000 09:37

(U) DIRgram-79: "Reaching Out"

Distribution: Director's Message to the Work Force

POC: Michael V. Hayden [talk_dirnsa@nsa]

(U) Most of the changes we've made or begun so far have concentrated on things inside NSA. Today I want to talk about changing the way NSA deals with and looks to the professional worlds outside--the worlds of our customers, stakeholders, partners, and other working allies.

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(U//FOUO) I've named [redacted] as Chief of the Office of Corporate Outreach and Strategic Relations, and I've tasked her to develop a strategy for NSA to speak with one voice to all of the individuals and organizations with which we do business. For the past three years, Cindy's been building supporting alliances on encryption policy among Members and staff in Congress and other government agencies. In the past month, she built the engagement strategy the rest of the extended ELT and I are now following as we present our business plan to the outside world.

(U) The contacts we already have with customers around the world as part of our day-to-day operations will serve as the starting point for Cindy's task. Beyond this, she and her new office will:

- (U) tie external relations activities at NSA more closely together and lead their coordination;
- (U) create and implement a way to track NSA customer requirements and feedback;
- (U) find and adopt "best practice" candidates for NSA strategic outreach;
- (U) craft key NSA messages that are:
 - * (U) clear, concise, up-to-date, and readily accessible, and
 - * (U) used by everyone in NSA who deals directly with customers, partners, or stakeholders;
- (U) compile information about our customers, stakeholders and partners and make it readily available
- (U) maintain a registry of all NSA customers, partners, stakeholders, and other allies;
- (U) create outreach opportunities;
- (U) ensure up-to-date information on NSA issues, initiatives and projects is brought to the attention of all concerned; and
- (U) search for new ways and opportunities to communicate, build, and sustain outside relationships.

(U) There are two things the Office of Corporate Outreach and Strategic relations will NOT do--

- (U) stifle or slow down any external operating connections; or
- (U) duplicate or supersede foreign relations, budget, or any other functioning area.

(U) On 1 June, Cindy will post a plan of action, with milestones, for doing all of this. Her work should and will touch all corners of NSA.

(U) I want to finish this morning on another important relationship: the one between openness and security. As we work more with the media and general public, to present a more realistic picture of what NSA does for America, it's essential that we keep the line between classified and unclassified clearly drawn. Recognizing, marking, handling, and storing classified and protected information are both

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central to our business and required by law. The Office of Information Security Policy has prepared a quick and helpful reminder that I want each of you to take a few minutes to review today. You'll find it at:

[Redacted]

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MICHAEL V. HAYDEN
Lieutenant General, USAF
Director


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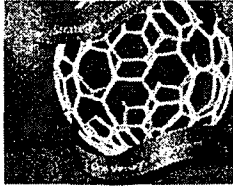
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Posted on: March 24, 2000 09:36

(U) DIRgram-80: "Planning for Healthy ELINT"

Distribution: Director's Message to the Work Force

POC: Michael V. Hayden [talk_dirnsa@nsa]

(U//~~FOUO~~) As I told you when I appointed Jim Cain as my Special Assistant for ELINT late last year, America's ability to exploit electronics for military advantage today is in deep decline. ELINT is a critical segment of NSA's overall SIGINT mission, and I'm committed to fixing it. Under Jim's guidance, NSA is leading a community-wide they'll begin coordinating it with other ELINT producers, theater CINCS, the SCEs, and our Second Party partners. I expect a plan in the end that everyone supports. The final version is due to me by 1 October.

(U) The outline the team's using has three main parts: a concept of operations (CONOP), an end-to-end functional architecture, and an implementation strategy. We'll use the final CONOP and architecture to guide our transition from today's ELINT system into one that will meet our customers' needs today and tomorrow.

(U//~~FOUO~~) The team started its work by doing face-to-face interviews with users and producers from all around the world. The interviews have been critical to understanding where and how to improve ELINT end-to-end processes, including requirements generation, collection, tasking, processing, analysis, reporting, and dissemination. End customers for ELINT have told us they're interested not just in ELINT, but in accurate and timely data on all electronic battlefield emissions. Customer after customer has told the team:

- (U//~~FOUO~~) the ELINT system is broken. Shortfalls in both Operational ELINT and Technical ELINT continue, and the system needs serious upgrading;
- (U//~~FOUO~~) they have invested a lot of money in hardware and software that will become worthless unless the ELINT system is fixed; and
- (U//~~FOUO~~) they believe NSA and the broader Intelligence Community have shown NO COMMITMENT to repair and sustain the end-to-end ELINT system.

(U//~~FOUO~~) Our customers are right. The system they've invested so heavily in is broken today. They deserve a much better return on their investment, and we're going to do our part to give it to them. I plan to address the Worldwide ELINT Conference, that will be held in the Friedman Auditorium 27-31 March, to reaffirm my commitment to a strong end-to-end ELINT system. We'll present the team's first draft of the CONOP this coming Monday. You'll be able to see it then at:

[Redacted]

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(U) I want to close this morning on an entirely different topic: Trading@NSA. Your feedback has given me a better appreciation of the value of this service to nearly everyone at NSA, both military and civilian. I am pleased to report that the Civilian Welfare Fund (CWF) has volunteered to take the program over. Details remain to be worked out, and no definitive time line has been set, but I have cleared CWF to bring Trading@NSA back on-line. We'll tell you when it starts up

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again. Thanks for the feedback, and keep it coming.

MICHAEL V. HAYDEN
Lieutenant General, USAF
Director

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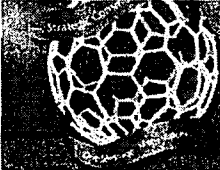
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Posted on: March 27, 2000 08:50

(U) DIRgram-81: "Staying the Course"

Distribution: Director's Message to the Work Force

POC: Michael V. Hayden [talk_dirnsa@nsa]

NOTE: (U) The NICC regrets that it originally forwarded a draft of the DIRgram vice the final DIRNSA-approved version, which follows.

(U) Over the last few months, we've rolled out decisive actions to begin, strengthen, redirect, or terminate activities to transform NSA. One at a time, the changes focused on specific organizations or issues; together, they are the way ahead. We have begun to regain control over the future of NSA. We now owe it to the American public, the men and women we serve, as well as one another at NSA, to make these changes real and enduring. We are depending on everyone succeeding in his or her part of the transformation. I am committed to ensuring these changes all work in harmony towards that end.

(U) I have tasked our Deputy Executive Director, [redacted] USA, with tracking all the actions initiated by the DIRgrams. The Director's Fellows have begun building a DIRGRAM ACCOUNTABILITY MATRIX:

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[redacted]

Those leaders identified in the DIRgrams as responsible for specific changes are now submitting updates.

(U) First, this shows all the activities that are underway across the Agency, and allows the leaders of specific changes to harmonize their efforts. Secondly, it allows you, at every level in the Agency, to see how the changes are affecting the Agency and you, personally, and, more importantly, how your efforts support the overall transformation. The most important reason for sharing this with you is to assure you that these changes are not an end, but instead, the beginning of a continuing journey.

(U) Your participation has taken us far to date. You are invited to help make sure we're on track with this effort, too, by sending your feedback to [redacted]

MICHAEL V. HAYDEN
Lieutenant General, USAF
Director

(U) "15 Minutes" will be broadcast today at 1000 and 1700, and at 0100 Tuesday morning - Channel 35 at OPS, Channel 23 at FANX, and Channel 15 at CANX. The show will also be rebroadcast on Thursday at 1000 and 1700, and at 0100 Friday morning, same channels as above. 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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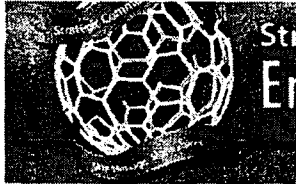
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Posted on: March 28, 2000 12:16

(U) DIRgram-82: "Changes in Professionalization and Career Development"

Distribution: Director's Message to the Work Force

POC: Michael V. Hayden [talk_dirnsa@nsa]

(U) Many of you have written to me on the subjects of professionalization and career development. I appreciate all of your diverse perspectives and suggestions. There can be no question that we are committed to having our work force develop and maintain their professional skills over their entire career. In all of our discussions, the ELT and I have focused on HOW we can best do this, not WHETHER we'll do it. We won't achieve any of our strategic goals if we fail to refresh and apply new knowledge, skills, and abilities - no matter what our jobs are.

(U) Yesterday, the ELT met to determine the future of our in-house professionalization program. We decided to make the following changes:

*(U) End the requirement to be professionalized as a prerequisite for promotion. Effective with the beginning of next quarter's boards, professional certification will not be a prerequisite for promotion at NSA. This does NOT mean that education, training, and related development are unimportant, and we will charge promotion boards to focus on professional development as a key criterion for promotion.

*(U) Eliminate "professionalization" programs for all skill fields except for the uniquely cryptologic ones: Cryptanalysis, Information Systems Security Analysis, Intelligence Analysis, Language Analysis, Signals Analysis, and Signals Collection. Each of these depends on skills practiced only in NSA/CSS, or practiced in unique ways here, and we are the appropriate institution to nurture them and to determine when our members have achieved them.

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*(U//FOUO) Charge the Chairs of our Agency Skills Councils, [redacted] and [redacted] to work with their Skill Field Advocates and Directors, to define a program of professional development based on private sector standards. The new program will rely on outside education, experience, and recognition for our non-cryptologic communities and will define the criteria to assess professional development and achievement. This work will be completed by 1 October 2000. These criteria can and should be used by promotion boards as an important factor in promotion.

*(U) Charge [redacted] (Chair of the Analysis and Technology Council), George Cotter (Chief Scientist), and the Senior Technical Track Board to work through how the above changes will affect entry into the Technical Track. [redacted] our Corporate Knowledge Strategist, will advise them.) Even though we are eliminating the professionalization programs for the Engineering and Physical Sciences, Networking, Computer Sciences, and Mathematics fields, we will continue to use the certification criteria as a basis for entry into the Technical Track program as an interim measure. Our plan is to merge elements of the professionalization and Technical Track programs by 1 October 2000.

*(U) Charge [redacted] (Chief, Global Learning Services) to

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create a substantive orientation program that provides fundamental grounding in cryptology for new employees. All new employees will complete this curriculum within their first two years to gain a good grasp of our mission, our priorities and our culture. A subsequent module will be offered to more seasoned employees to let them use the context of their experience as a backdrop for learning our corporate position on issues and our future directions. [redacted] will work out the details for us no later than 15 June.

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*(U) Charge [redacted] and Terry Thompson (ADS) to review the entire curriculum at the National Cryptologic School based on the above changes. I have charged Pat with focusing NCS on those things that we alone can teach (e.g., core cryptologic skills) and to obtain other training and education--especially leadership and management training--from appropriate institutions in the academic and business community. I expect the NCS curriculum to be revamped by 1 September.

*(U) Charge Terry Thompson, in light of the above changes, to review how we use our current training and education dollars and to make recommendations to the ELT by 9 June on any re-allocation of resources (e.g., in-house, off campus, after hours, etc.)

MICHAEL V. HAYDEN
Lieutenant General, USAF
Director

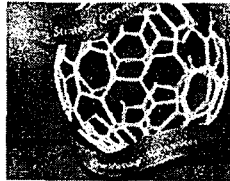
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Posted on: March 29, 2000 09:04

(U) DIRgram-83: "Realignment Updates"

Distribution: Director's Message to the Work Force

POC: Michael V. Hayden [talk_dirnsa@nsa]

(U) As promised in DIRgrams 42 and 50, I'd like to update you on the transformation of the Operations and the Technology and Systems Directorates. I have been pleased and heartened by the extent to which you all have been involved in these efforts. Many of your suggestions have made a difference in these realignment efforts. We realize that what we have done to date doesn't represent perfection, but we are confident that we are moving in the right direction.

(U) The new Operations Directorate (DO) stood up earlier this week. There are still some detailed decisions to be made regarding structure and senior personnel, but I am fully supportive of the new organization, both in its form and function. The emphasis on customer relationship management, on the "art and science of analysis" and on the Productions Managers' Council's review of priorities and requirements will focus DO efforts on the core SIGINT production mission.

(U) The new Technology and Systems Directorate (DT) will stand up soon. Both the DT Business Management and Systems Engineering Offices stood up on 1 March. These two organizations will drive ethos change, emphasizing business processes, program management and customer-focused solutions development. The key to success will be disciplined, end-to-end planning of new capabilities in partnership with the NSA Transformation Office. In addition, all new DT organizations, particularly the Mission Applications Group (MAG), will ensure the implementation of our UCA-mandated service-based architecture. I am pleased with the way the new DT is taking shape.

(U) As you are aware, we have recently completed two very important studies which bear heavily on the new DT organization: the Project Baseline Study and the Independent Industry Review of the NSA IT Infrastructure. Because these reports are very new, I have asked Bob Stevens to take one more careful look at the new DT structure in light of the reports' findings to make sure we get it right. Bob will brief me on his findings when I return on 10 April. At that time we will finalize the new DT structure. I want to emphasize that this delay in no way diminishes my support for the new DT construct. The decision is based on my belief that prudence dictates a careful review of proposed functions against work that we ourselves commissioned in support of our transformation efforts.

(U) In closing, I'd like to acknowledge the hard work that has been carried out, not just within DO and DT, but between DO and DT, to begin building on a shared vision of the future SIGINT enterprise.

MICHAEL V. HAYDEN
Lieutenant General, USAF
Director

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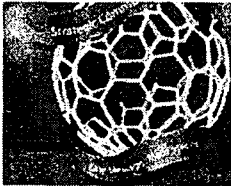
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Posted on: March 30, 2000 08:02

(U) DIRgram-84: "Mid-course Review"

Distribution: Director's Message to the Work Force

POC: Michael V. Hayden [talk_dirnsa@nsa]

(U) Since November 15th, we have set many changes in motion. Some have come to completion, others are still in motion, and still others will be implemented very soon. We have made a good start, but much remains to be done. Today marks the end of DAILY DIRgrams, and our Change Action Team will stand down. This does not signal an end to our Transformation, nor does it signal an end to the DIRgrams. Our goal during this time frame was to create enough momentum to make this Transformation effort sustaining. With your help, it will be. We are all members of the Change Action Team. I realize that there is some uncertainty as to what lies ahead. I ask you to take a hard look at what this effort has done and to realize that our work is far from complete. With your help, the National Security Agency will look a lot more like the place you envision than it did on November 15, 1999.

(U) Our overarching goals for this process are to:

- * (U) Get better at decision making
- * (U) Focus on basics (core mission)
- * (U) Unify our efforts and improve and solidify our ethos

(U) We have made significant steps toward each of these goals. With your input, we have made significant decisions, and begun implementing them in a short time. We moved out on major issues like Business Planning, Modernization versus Readiness and the NSA Transformation Office. We've also:

- * (U) Undertaken major efforts to account for all of our resources and to ensure that their focus on SIGINT and Information Assurance is maximized.

- * (U) Made a commitment to go after the global encrypted network.

- * (U) Begun making our most important change - a Transformation of our Ethos. The message in each of the DIRgrams falls second to the fact that they provided a basis for two-way communication. I implore each of you to continue bringing your constructive suggestions and observations not only to me, but to the rest of your chain of command as well. They won't all be implemented, but they will all be heard and considered. I want every member of the work force to make a contribution - regardless of your level. Communicate and engage in our Transformation. Our very best resource for Transformation ideas is you. This will be particularly important as we align our key components to meet the challenges of the future. Establishing healthy working relationships at all levels is more important than any organizational structure.

(U) What will be announced in future DIRgrams?

- * (U) Reforming Human Resources Management - Decisions on Technical Track, performance and evaluation system, skill mix, outsourcing decisions, training

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* (U) Emphasizing Customer Focus and Outreach at the forefront of all of our efforts. One of our initial efforts - the way we engage and educate our partners about how our Transformation will affect them - must reflect this

* (U) Hiring a Senior Technical Advisor from Industry

* (U) Resolving our Information Technology Backbone (ITB) problems

* (U) "Standing up" the new DO and DT

* (U) Expanding the role of the NSA Transformation Office (NTO)

* (U) More "TRAILBLAZERS"

(U) As we work to address these and many other issues, I can say without hesitation that you continue to get the job done. Your professionalism and abilities are unmatched. I see a work force that truly does care about what they do and desperately wants to see our Agency thrive and effectively serve and protect our nation. It is very important for you to hear the same thing from your local leadership that you hear from me. Your Key Component, Office Chiefs and Group Chiefs must communicate to you the corporate message and your role in it. I promise to do my best to share the "big picture" with you, and I want you to continue giving me your feedback.

(U) It has not been easy, but we are making progress toward effective, meaningful change. It will get harder before it gets better. We don't just need your support - we need your help to reach the destination. Working together, we will all be successful.

(U) Two "housekeeping" notes to close - first, when you want to track the status of DIRgram actions on WEBWORLD, simply type:

go dgtrack

Second, the corporate communications office is working on a wrap-up report that will be posted on my web page in mid-April. It will contain qualitative, categorical analysis of feedback sent to me via web page "Talk_DIRNSA" during the 100 days, and feedback from the First-Line Supervisor Outreach Program. Please keep an eye out for it. We will let you know when it is posted.

MICHAEL V. HAYDEN
Lieutenant General, USAF
Director

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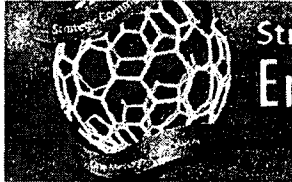
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(U) DIRgram-86: "Project Baselineing: An Update"

Distribution: Director's Message to the Work Force

POC: Michael V. Hayden [talk_dirnsa@nsa]

(U) In DIRgram 78 ("Project Baselineing: Acting on the Findings") I told you that we would post specific results of the project baselineing effort as soon as the ELT was briefed. The ELT and I received the Project Baselineing brief yesterday, and we came away very impressed with the results of all the hard work the team put in. The final briefing is posted for everyone to review, on my web page at:

[Redacted URL]

Very shortly, we will also post a copy of the full report on the web.

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

(U) I want to share a couple of my impressions of the impact of this study. This is the first comprehensive database ever put together which accounts for all NSA/CSS projects involving people and money. While conducting this review and developing this data base, the team also established new methods and techniques for cataloguing projects and for identifying duplicative and complementary items which will be institutionalized and used for years to come. This methodology has benefited us in the short term, and may ultimately help the entire Intelligence Community (IC). The Project Baselineing Team (PBT) mapped our projects to our business plans, and to the community-wide Unified Cryptologic Architecture (UCA) and Tasking, Processing, Exploitation and Dissemination (TPED) plans. Additionally, all of the projects were 'binned' using UCA and Information Assurance Functional Area Levels 1,2, and 3 definitions. In plain English, that means the group had to categorize all of the projects appropriately, from not only an NSA perspective, but also from a Community perspective, in order to best account for everything.

(U) The reason I mention the 'binning' aspect of the work is to emphasize that this effort must be in concert with the rest of the IC. We must continue to work hard to define functional areas, but they must be Community definitions. The PBT is scheduled to brief the Expanded Corporate Management Review Group (ECMRG - the cross community group I described as my "board of directors" for my community role as Community Functional Lead in DIRgram 32). All of us in the IC must adhere to the same standards and use the same language to ensure that we are working on the right things and not duplicating one another's efforts.

(U) So, where do we go from here? The PBT Summary of Actions by Organization makes specific recommendations and identifies the people accountable for considering them and bringing them to resolution. This document is also posted on my web page at:

[Redacted URL]

Additionally Bev Wright, our Chief Financial Manager (CFM), will be responsible for sustaining the work the PBT has begun. To do this, she is establishing a single Management Information System architecture to give us one method of tracking projects and costs so we can better manage and track our resources in the future. Outstanding work has been done to get us to this point in the

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process, and I am certain we will complete the job. I thank you all for your efforts in helping the PBT to this point, and I ask you all to be vigilant as we continue this effort to maximize our resources.

MICHAEL V. HAYDEN
Lieutenant General, USAF
Director

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Posted on: April 17, 2000 15:05

(U) DIRgram-88: "Legal Authorities Hearing"

Distribution: Director's Message to the Work Force

POC: Michael V. Hayden [talk_dirnsa@nsa]

(U) As a follow up to my last DIRgram, I wanted to report back to you on Wednesday's House Permanent Select Committee on Intelligence (HPSCI) open hearing on "The Legal Authorities of the National Security Agency." This was a landmark event for NSA, receiving extensive media coverage and good HPSCI Member turnout.

(U) Setting the tone, HPSCI leadership, Chairman Porter Goss (R-FL) and Acting Ranking Minority Member Sanford Bishop (D-GA), opened the session by espousing SIGINT's value and affirming the Committee's rigorous oversight of NSA's SIGINT activities. All of us should be most appreciative of their expressions of bipartisan support for a SIGINT process that is both operationally effective and fully consistent with American laws, principles, and values.

(U) The first witness was Congressman Robert Barr (R-GA), who does not sit on the HPSCI. At the invitation of the Committee, the Congressman aired his concerns that current statutes governing NSA's activities may be insufficient for today's communications technologies and thus fail to ensure the privacy rights of U.S. citizens.

(U) Subsequent testimony from the DCI and I directly countered those concerns, as well as allegations by the press that NSA collects all signals, and that NSA provides intelligence to U.S. companies to give them unfair advantage. Together we described the extensive checks and balances in place to ensure that NSA operates within its legal authorities. I explained how U.S. SIGINT System Intelligence Directive (USSID)-18 serves as the "cookbook" for all employees--from the new hire to the most seasoned SIGINT professional--on how information about U.S. persons is to be handled. Moreover, I emphasized to them how very careful we are even in defining what constitutes a U.S person--citing the example of how we would immediately give even a well-known terrorist, such as Usama Bin Laden, the same Fourth Amendment protection as any U.S. citizen

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should he walk across the Peace Bridge from Canada to the United States. This is not to say, of course, that we cannot act effectively against terrorists and other legitimate foreign intelligence targets. The point is that we do so within a carefully crafted and actively overseen process that eliminates indiscriminate collection that could infringe on constitutionally-protected privacy rights.

(U) As for the notion that we "vacuum up" all signals, I pointed out that we simply do not have the capacity to handle such vast quantities of data, citing the fact that we were able to store everything collected during our 3-day outage last January and then to process it in a relatively short period of time. As for the suggestion that NSA conducts industrial espionage, the DCI stressed that we exist to protect national security, not to advance the profits of U.S. corporations. I added that it is beyond comprehension why we would do otherwise in view of increasing data volumes and customer requirements. My written statement for the record is available on the web at:

[Redacted]

(U) As the Committee moved into a question and answer session, it invited the Counsel for the Department of Justice (DoJ) Office for Intelligence Policy and Review, Fran Townsend, to join in on the discussion. The Counsel took the opportunity to voice strong support of and confidence in the rigorous legal process under which NSA SIGINT activities operate, and endorsed my statement and that of the DCI ensuring the American public of our commitment to perform our foreign intelligence operations in a manner that protects both the security of American citizens and their privacy.

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(U) Many of the ensuing Member questions touched on the issues described above, providing further opportunities to try to dispel misperceptions and faulty press allegations. You might find one tangential question interesting: when a Member questioned the need for aggressive intelligence given the fall of Communism, the DCI stated that the best bang for the buck that this country gets is in its investment in intelligence to protect its citizens. There has never been such a need for intelligence as there is today. A final show of support came from the Chairman who, in closing the session, indicated that the Committee and the country very much depend on NSA and that the Committee greatly appreciates the dedication of the NSA work force.

(U) This open discussion of how NSA does its business was an important step toward fostering public trust. It should be interesting to see how this plays out in the Press. Some reactions are attached.

MICHAEL V. HAYDEN
Lieutenant General, USAF
Director

[Redacted]

NSA, CIA chiefs deny Americans are targets of high-tech spying
By TOM RAUM

Associated Press Writer

WASHINGTON (AP) -- In a rare public appearance before Congress, the director of the super-secret National Security Agency today denied that his organization is targeting Americans at home or abroad for high-tech spying.

"There are absolutely clear rules. They are well known. And they are well respected," Air Force Lt. Gen. Michael V. Hayden told the House intelligence committee.

He disputed published and broadcast reports, in Europe and elsewhere, that the United States was involved in the monitoring of e-mail and other communications of ordinary Americans as part of a satellite surveillance network.

Hayden also denied that his agency -- which is prohibited by law from spying on Americans unless there are direct national-security implications -- had engaged in industrial espionage to benefit U.S. companies.

His denials were echoed by CIA Director George Tenet.

"I recognize that it is standard practice for some countries to use their intelligence services to conduct economic espionage. But that is not the policy or the practice of the United States," Tenet said.

As to using surveillance techniques "against the private conversations of U.S. persons, I will say to this committee unequivocally that this is not the case," Tenet said.

The unusual public hearing was held by intelligence committee Chairman Porter Goss, R-Fla., to air what he said were allegations that the NSA had violated its charter by spying on Americans and conducting industrial espionage.

At the conclusion of the hearing, Goss said he was satisfied that "our safeguards are in place and are working."

At issue is a satellite surveillance network, called "Echelon," said to be a joint effort by the United States, Britain, Canada, New Zealand and Australia.

U.S. intelligence officials have never confirmed the existence of such a network, but neither do they deny it.

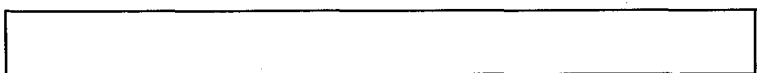
Rep. Bob Barr, R-Ga., who has pressed for more information on the scope of the spy network's capabilities, told Hayden and Tenet, "We still have more questions than answers regarding the substance of allegations about such NSA activities as Project Echelon...Our citizens are left with a feeling of unease that is unhealthy both to our intelligence community as well as to our citizens themselves."

April 13, 2000 Thursday, CHICAGO TRIBUNE

SECTION: News; Pg. 1; ZONE: N

LENGTH: 1754 words

HEADLINE: AGENCY DENIES BIG BROTHER CHARGE;
ACCUSED OF SPYING ON AMERICAN CITIZENS, NSA TAKES CASE TO THE



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9/4/2008

PUBLIC

BYLINE: By John Diamond, Washington Bureau.

DATELINE: WASHINGTON

BODY:

The super-secret National Security Agency listens. Rarely, if ever, does the spy agency talk--until now.

Faced with charges from Europe and in the United States that it has grown into a faceless behemoth prying into private lives, the NSA on Wednesday broke out of its secretive shell to deny the charges and defend its mission.

The public-relations campaign, unprecedented for an agency whose very name was once a state secret, reached new levels as the Air Force general who runs the eavesdropping service testified in open session before a House oversight committee.

Air Force Lt. Gen. Michael Hayden, director of the NSA, denied charges that his multibillion-dollar agency has become a nosy Big Brother, reading all our e-mails and listening in on all our phone calls, as well as spying overseas on behalf of corporate America.

"All of these claims are false or misleading," Hayden said. "It is not technically possible to collect all electronic communications everywhere in the world on an indiscriminate basis."

The agency operates under oversight from Congress and the executive branch and it maintains a culture in which employees "are absolutely imbued with their personal responsibility" to respect the privacy of Americans, he said.

While defenders of the NSA point to strict laws limiting spying on Americans, the agency appears to be crying "Trust us."

"Is it theoretically possible for us to use that capability in ways that are prohibited? I would have to say yes," Hayden said. But he said that laws and the agency's desire to gain public confidence make that "well nigh impossible to do."

The trouble is, as the NSA acknowledges, that while the agency lacks the power its critics allege, its ability to listen to private communications is still formidable.

Further, while the agency specifically avoids targeting Americans, there are frequent exceptions, and some communications involving Americans fall into the agency's net.

The public defense before the House Select Intelligence Committee comes amid sharp criticism from European allies and negative publicity at home over an extensive spying program called Echelon.



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A special report by the European Parliament alleges that Echelon is a giant information vacuum cleaner in which U.S. intelligence, along with counterparts in Canada, Britain, Australia and New Zealand, delves into private e-mails, confidential industrial files and virtually every cell phone call.

The critics allege the intercepts are sifted not only for indications of terrorism, espionage and other misdeeds but also for industrial secrets that might be valuable to U.S. companies for competitive reasons.

"The Anglo-Saxon Echelon eavesdropping network constitutes a serious infringement on national security and on the freedoms of all French people," Rene Galy-Djean, a French legislator, fumed earlier this year after release of the report.

In the U.S., a coalition of conservative lawmakers, Internet enthusiasts and civil libertarians are pressing for more congressional hearings into whether the nation's spies have gone too far.

"If the scope of Echelon is as large as has been reported, it may be that NSA is effectively engaged in communications surveillance of Americans that dwarfs that done by the FBI and other domestic law-enforcement agencies," the American Civil Liberties Union wrote to lawmakers recently.

Rep. Bob Barr (R-Ga.), who has led the push for hearings, told the Select Intelligence Committee on Wednesday that the NSA has not been subject to close scrutiny since the mid-1970s, when investigations disclosed that the agency had spied on Americans protesting the Vietnam War.

"Our citizens are left with a feeling of unease," Barr said. Without stronger safeguards, he said, "abuse can happen in an instant and continue for some time."

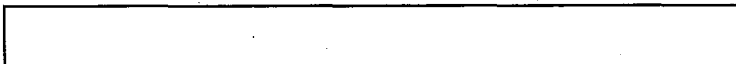
Severely limited in what it can discuss about its activities, the NSA is at a great disadvantage in this public debate.

NSA officials, for example, do not publicly discuss Echelon, even though the existence of the secret eavesdropping program has been disclosed in declassified U.S. government documents.

"We live in a society that distrusts power and secrecy and, guess what, we've got power and secrecy," said a senior NSA official.

As part of its public-relations strategy, the NSA has invited reporters to its headquarters for background briefings and even to make presentations about newsgathering to agency employees. The NSA made public a detailed memo to lawmakers on the rules that restrict it from spying on Americans.

The hearing Wednesday was called by Rep. Porter Goss (R-Fla.), a



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former CIA field operative and a defender of the NSA, in hopes that the agency's presentation would allay fears and quiet calls for tougher laws.

"There is another side to this," said Goss, who said restrictions on the agency should not result in "tying our hands or making our job [of collecting intelligence] impossible."

The intelligence community does not help U.S. corporations, not only because it is against the law but also because the agency has far too much to do simply keeping its government "customers"--the president, State Department and Pentagon--informed of key intelligence developments, Hayden said.

The NSA does sometimes target Americans for intelligence collection if they are involved in drug trafficking, terrorism or are working for a foreign power, he said.

Hayden said the NSA "routinely" passes on to the FBI and other law-enforcement agencies information involving Americans who may be involved in terrorism or the drug trade.

To date, neither the Justice Department nor a special federal court for approving wiretaps has rejected any NSA request to collect intelligence involving Americans.

But contrary to reports on Echelon, Hayden said, there is no "vacuum cleaner" that scoops up all e-mails and cell phone calls--or even most of them. The NSA can target communications networks only for specific "foreign intelligence" purposes.

Besides being illegal, such a vacuum-cleaner system would quickly overwhelm the intelligence community's capacity to collect and store phone conversations and computer data, he said.

The technology that critics say is being used to invade privacy actually protects it by automatically flagging intercepts that involve Americans so they can be kept out of intelligence reports, he said.

Barry Steinhardt, associate director of the ACLU, attended Wednesday's hearing and said it was a largely substance-free performance involving softball questions and well-rehearsed answers.

"It really was part of a public-relations campaign," Steinhardt said.

The NSA's admission that it frequently passes on information about drug trafficking and terrorism, "which is a very broad category," to law-enforcement raises the question of "to what degree are they conducting surveillance for domestic law-enforcement purposes," Steinhardt said.

The context for the spy agency's public campaign goes beyond the

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recent spate of public criticism and encompasses the NSA's concern that erosion of public confidence will lead to its emerging mission being curtailed.

The NSA is essentially the "ears" of the U.S. intelligence community.

It is an organization of 40,000 employees.

Its budget, though classified, is an estimated \$4 billion, according to Matthew Aid, author of a detailed study of the NSA.

The agency, based in a sprawling complex of non-descript office buildings at Ft. Meade, Md., outside Washington, is in the midst of a transition from a narrow Cold War mission to a world in which threats to the United States can emerge from almost any point on the globe. The Soviet Union, for all its military prowess, was a ponderous and rather vulnerable target to the eavesdroppers and codebreakers at the NSA.

Today's enemies--terrorists, potential adversaries such as Iraq and Iran, and drug traffickers--have access to the most sophisticated communications, computer and encryption equipment. In coping with this challenge, the NSA says it is in the early stages of developing powerful collection technologies.

The agency fears that if the public and Congress believe the NSA is abusing its power, it will not get the support it needs to modernize.

"The intelligence community must have the confidence of the American public to ensure that we have an aggressive intelligence capability," CIA Director George Tenet told the committee.

NSA Chief Tries to Dispel Privacy Worries ---- By Neil King Jr. Staff Reporter of The Wall Street Journal
Source: WJ - Wall Street Journal
Apr 13 02:00

WASHINGTON -- Under attack from privacy advocates in the U.S. and Europe, the director of the National Security Agency said yesterday that his agency snoops on Americans only under rigid controls and never engages in foreign economic espionage for U.S. corporations.

Air Force Lt. Gen. Michael Hayden used an unusual open session of the House Intelligence Committee to launch another salvo in his year-long effort to defend an agency seen by many as sinister and all-powerful. European officials have accused the NSA recently of using its international eavesdropping prowess, through a system called Echelon, to spy on foreign companies and sift through every e-mail, fax or telephone call in Europe, charges the NSA calls absurd.

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The American Civil Liberties Union and other groups have raised similar concerns about NSA abuses in the U.S., charging that the Echelon system could be sucking in vast quantities of information about U.S. citizens without their knowledge. Some members of Congress agree, saying the time is ripe for new legislation to monitor NSA activities.

On the European front, Gen. Hayden acknowledged that the super-secret NSA uses its network of powerful listening stations around the globe to gather economic intelligence to track concerns such as money laundering, weapons proliferation and corporate corruption. But he insisted the NSA never pursued industrial secrets or worked to enhance the profitability of U.S. business.

George Tenet, director of the Central Intelligence Agency, echoed those denials.

"I recognize that it is standard practice for some countries to use their intelligence services to conduct economic espionage. But that isn't the policy or the practice of the United States," he said.

Most of the session, though, focused on concerns that the NSA might be violating the privacy of U.S. citizens by intercepting e-mail or listening in on telephone calls. Gen. Hayden scoffed at what he called the growing number of "urban myths" surrounding the NSA, including its alleged ability to tap everything from e-mail traffic to domestic baby monitors.

He cited as an example the fact that the NSA's huge computer system at its Maryland headquarters went down for about 80 hours in January. The malfunction prevented the agency from sorting through all the information it continued to gather from around the world. "Can you imagine the capacity that would be required for us to store three and a half days of collection if . . . we're sweeping up everything in the universe?" Gen Hayden said, adding that it took only eight to 12 hours to process the backlog.

The laws governing foreign-intelligence surveillance go back to the late 1970s, and some members of Congress argue that new legislation is needed to encompass changes brought about by the Internet revolution. Both Gen. Hayden and Mr. Tenet disputed that notion. "There is a rich body of oversight that ensures that we stay within the law," Gen. Hayden said.

In the face of generally mild questioning, both men described in detail the laws that control the use of NSA assets for snooping on anyone within the U.S. To do that, the agency must prove to a special court that the eavesdropping is a matter of national security and the target is an agent of a foreign power, a spy or a terrorist. Such NSA requests, Gen. Hayden said, occur on average about six times a year.

Gen. Hayden dismissed as "simply not true" a number of other recent accusations, including the charge that the U.S. and friendly countries like Britain or Canada used one another's services to spy on their own citizens.

NSA intercepts are a key ingredient in U.S. efforts to spy on drug runners and terrorists, and the agency's eavesdropping proved crucial during the Kosóvo conflict last year as well as during the intense U.S. counter-terrorist campaign in December.

Where We Can't Snoop

Publication Date: Monday April 17, 2000

OP-ED; Page A21

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By David Ignatius

FORT MEADE, Md. -- When an outsider enters the operations center of the National Security Agency's headquarters here, the computer screens in the front of the room suddenly go dark and red warning lights begin to whirl.

Normally, the big screens would display maps of the world showing U.S. military forces and the status of potential threats against them. Smaller screens would show "hot lists" of current collection targets, from terrorist groups to drug lords. Scattered around the room are military personnel in green fatigues and geeky-looking civilians, overseeing special sections marked "MSO" for military support or "TERR" for terrorism.

This is the nerve center of an intelligence organization so secretive it used to joke that its initials stood for "No Such Agency." The halls are festooned with posters urging operational security--like one showing the local version of the Taco Bell chihuahua that reads: "Yo Quiero OPSEC."

The NSA ops center is also ground zero for global paranoia about privacy. From the European parliament to the hacker underground, the agency is increasingly viewed as the enemy--an all-powerful electronic network capable of intercepting any signal, monitoring any conversation, scooping up any tidbit of information that might advance the interests of the U.S. government.

The NSA should be so lucky. Rather than the omnipotent agency its critics imagine, it seems these days to be struggling to keep its head above water. Some of its systems are so antiquated that a recent power outage halted processing of signals for 72 hours. Its secure cell phones can't yet handle digital technology, only analog. And according to NSA officials, its systems aren't yet capable of processing the vastly increased flow of signals in a "broadband" world where voice and data travel as "packets" along a global tangle of fiber optic cables.

"If you were to ask me in an unguarded moment, I'd say we are in some



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danger of being overwhelmed" by the sheer volume of the digital world, says Lt. Gen. Michael V. Hayden, director of NSA. The notion that the NSA can act as a global "vacuum cleaner" scooping up every signal and electromagnetic emanation "was never true--and is really not true now," he adds.

Now it's hard to get anyone to feel sorry for people who are in the business of reading other people's mail. But the reality is, the end of the Cold War and the technology revolution have not been kind to America's snoopers and codebreakers. The agency's headquarters today has the dowdy look of an old military base. Its gray corridors don't look like a place where America's best and brightest would be flocking today--and that's not just because the NSA doesn't give stock options.

The NSA's problems are a special example of the shift from the old bipolar world of the Cold War to the new culture of globalization. For an American codebreaker, the world used to look pretty simple: "We" had our communications system, which we tried to protect; "they" had theirs, which we tried to attack. Now, the whole world essentially shares the same communications system. The "enemy" potentially is everywhere, and our "friends" inevitably are targets of our surveillance.

Europeans who worry about a global NSA surveillance program known as "Echelon" are probably right, in that sense. The European parliament issued a report in February complaining that the Echelon collection system gave the NSA the ability to violate the privacy of millions of European citizens and collect economic secrets. While long on angst and short on examples of improper NSA activity, the report described a real issue.

The NSA, for all its current woes, does indeed seek a world in which "what we need to get is gettable," Hayden says. That doesn't mean the agency wants to steal foreign industrial secrets or violate people's privacy gratuitously as the Europeans fear, he insists--but without a global collection and processing capability, the NSA won't be able to monitor biological terrorists or other 21st century bad guys.

Some tough rules prevent the NSA from collecting or processing information about U.S. persons--a term that includes resident aliens, as well as companies registered here--unless there's reason to believe they're acting for a foreign power. Because of these privacy rules, the NSA even had to limit some operations during last December's Y2K terrorism alert. But the rest of the world is fair game.

"Trust Us," is the NSA's implicit message. Trust us to distinguish between the good guys and the bad guys, and to use our powerful surveillance tools for the good of humankind. As an American and a trusting soul, I want to extend that confidence to Gen. Hayden and his beleaguered colleagues. The United States needs an NSA that can shed its threadbare old clothes--and, when necessary, can crack the codes and monitor the conversations of people who could get us all killed.

But it's unrealistic to expect the rest of the world to be enthusiastic. People will be glad when the NSA bags that biological terrorist as he's about to deliver the anthrax bomb--even those dyspeptic European parliamentarians. But don't expect them to give the global policeman much help along the way--or to stop demanding the same privacy rights that Americans have.

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Posted on: April 18, 2000 14:49

(U) DIRgram-89: "Counterintelligence and Our Transformation"

Distribution: Director's Message to the Work Force

POC: Michael V. Hayden [talk_dirnsa@nsa]

(U) Until now, I have not talked much about counterintelligence (CI) and security in our transformation efforts, but let me assure you - both are essential to our transformation. CI will identify the threat and define what needs protecting, and security will identify countermeasures to mitigate the threat and describe the remaining risk that must be managed.

(U) What needs to be protected is straightforward - our people, our sensitive operations and programs, and our infrastructure (both physical and virtual). We have already started some of the necessary protective measures, such as the perimeter fence around the NSA complex, random exit searches, and improved information assurance tools on our computer networks. We will continue to depend on security features like background investigations during the employment process, the reinvestigation process to retain clearances, and adversarial awareness briefings to educate our work force to the human nature of the counterintelligence threat posed by our adversaries. Both our successes and failures have recently been the focus of numerous media reports. Even though much of the media reporting is inaccurate, the result is that NSA is in the public eye more today than ever before in our history. I see no end in sight to this trend. This publicity raises our profile and motivates our adversaries. Our security countermeasures at NSA have been extremely successful over the years, and with a robust internal CI effort, coupled with strong national CI partnerships, they will remain effective.

(U) During the last several months, the Deputy Secretary of Defense and the Deputy Directors of FBI and CIA have led an extensive review of our country's ability to respond to the multi-faceted threats expected during the 21st century. The final report recommends a transformation of the national CI structure to develop new tools, partnerships, and agility in identifying and countering our

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adversaries. NSA will support the new national structure with foreign intelligence and technical assistance.

(U) This century will challenge us as never before with a wide variety of traditional and emerging threats. In preparation for these challenges, I have appointed [redacted] as the NSA Senior Counterintelligence Executive and Director of the new NSA Counterintelligence Center (NSACC). This center will be staffed with senior personnel from each directorate to ensure the best possible response to national CI requirements. That diversity will also ensure current threat information to support a proactive, risk management decision process - minimizing the risk of hostile action against our people, operations and infrastructure.

(U) I view counterintelligence as a growth business for NSA. CI must be a cross-directorate process enabling the entire enterprise. Our transformation presents new risks that must be managed through effective threat assessments and relevant countermeasures. I expect every Program Manager to include CI in his/her programs, processes and operations. I am committed to a strong counterintelligence program at NSA and making counterintelligence a core discipline in the transformation of our ethos.

MICHAEL V. HAYDEN
Lieutenant General, USAF
Director

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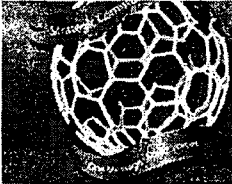
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Posted on: April 19, 2000 12:43

(U) DIRgram-90: "IT Recommendations from the Independent Industry Review Team"

Distribution: Director's Message to the Work Force

POC: Michael V. Hayden [talk_dirnsa@nsa]

(U) In DIRgram 58, "Fixing Our Information Technology Infrastructure: Next Step," I told you that we were going to commission a team of industry experts to identify the causes for our [redacted] Network failure in January, and to recommend both short-term and long-term fixes for our infrastructure. Yesterday, the team briefed the ELT on its findings and recommendations. The briefing has been posted on my web page, at:

[redacted]

but I want to briefly summarize what we heard yesterday.

(S//REL) [redacted]

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(U//FOUO) [redacted]

Specifically, they indicated the following:

* (U//FOUO) [redacted]

* (U//FOUO) [redacted]

(S//REL) [redacted]

(S//REL) [redacted]

(S//REL) The team made some specific recommendations to correct our shortcomings. Here are a few of their recommendations:

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~~*(C//REL)~~ [Redacted]

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~~*(U//FOUO)~~ [Redacted]

~~(U//FOUO)~~ I should also add that any course of action we take immediately will be done independently of GROUNDBREAKER. Actions we undertake now will not have any impact on our GROUNDBREAKER decision in June. I have only touched the surface of the team's findings and recommendations. I encourage you to go to the web and read the full report.

(U) The team indicated that they believe the January event and the 100 Days of Change have created an awareness of the need for change. Our challenge is to create an environment that will permit those changes to occur at the IT Enterprise level. The ELT and I have hard choices to make, but we must act quickly. On Monday, I will share with you which actions we will take and we will begin immediately. I encourage your comments and suggestions, but I need to hear them in the next day or so in order to fully consider them before moving out on Monday. I ask you to stay engaged and help us as we take this major step toward transforming our IT infrastructure.

MICHAEL V. HAYDEN
Lieutenant General, USAF
Director

DRV FM: NSA/CSSM 123-2
Dated: 24 Feb 1998
DECL ON: X1

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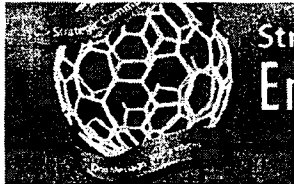
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Posted on: April 24, 2000 08:39

(U) DIRgram-91: "The New Information Technology Infrastructure Organization"

Distribution: Director's Message to the Work Force

POC: Michael V. Hayden [talk_dirnsa@nsa]

(U) In DIRgram 90, I shared the Independent Industry Review Team's report on the state of our Information Technology (IT) backbone. We provided a copy to the Director of Central Intelligence and he has released it to our stakeholders in Congress. I promised you that we would move out quickly, and we are. I want to share with you the course of action we will take to revitalize our IT infrastructure.

(S//REL) We accept all the recommendations of the report and will move out along the course of action indicated. As you read in the DIRgram and the report, the team concluded that [redacted]

[redacted] I have also talked personally with many members of the IT work force and received e-mails from many others. [redacted]

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

[redacted] we must do better. That starts now.

(U//FOUO) Effective 1 May, the Information Technology Infrastructure Services (ITIS) organization will be responsible for all infrastructure-related issues. In order to compliment this action, I am directing the Chief of [redacted] to consolidate all system administration, networking, data flow and help desk functions into [redacted]. This action will provide the new ITIS enterprise organization a single interface to [redacted]. Further, I will require [redacted] to adopt the ITIS standards and practices, and fully participate in critical management boards established by the ITIS. The Chief Information Officer (CIO) will need to approve any waivers from ITIS standards. I am also transferring [redacted] into ITIS to ensure that all of DI's IT infrastructure services are part of this organization. I know that when we have major realignments, impacted employees are concerned about the effect on their careers and promotion potential. We are taking this into account as we stand up the ITIS and will ensure employees involved in this critical undertaking have the opportunity to be properly recognized.

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(U) The Director of the ITIS will be a new hire from industry, Mr. Hal Smith, President and Chief Operating Officer of SSDS Enterprise Network Systems. Two aspects of Hal's experience were particularly significant to me: his success when it came to profit and loss (read opportunity and sunk costs for us) and customer satisfaction (read the rest of the Agency enterprise beyond IT). Hal's bio will be posted on my web page later today (under Hot Items). I am asking a lot of Hal. He will be dual-hatted, also functioning as the Deputy CIO for Operations. Hal will have complete authority to shape the organization and personnel in leadership positions. As the chief of the ITIS, it will be Hal's responsibility to ensure we have integrity and resilience in our infrastructure. He will also be responsible for baselining our current system and determining where we need to go and the way to get there. Hal will report to the CIO, Ray Holter, and as Chief of the ITIS, will be an advisory member to the ELT. With Hal's team focusing on improving our

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infrastructure, Ray and his deputy, Colonel John Whiteford, will be free to focus on overarching policy and community issues.

(U//FOUO) This restructured team will begin taking on the technical issues surrounding our infrastructure immediately. I have tasked Hal and the CIO to capture all the actions contained in the report and to formulate a comprehensive plan of action with respect to improving stability, restructuring, and enhancing the [redacted] network. Those actions will be grouped into 90-day intervals so that the ELT can measure progress. Initial technical efforts will focus on hardware upgrades to operational components and improved configuration management and performance analysis practices.

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(U) This is one of the most important issues, if not the most important issue, facing us today. We are meeting the challenge head on, and I am confident that the leadership team we have put in place will pull the right people together to do the job effectively. Please keep the comments and suggestions coming as this team begins its important work. I promise to keep you apprised of their progress, and on their behalf, I promise you significant progress.

MICHAEL V. HAYDEN
Lieutenant General, USAF
Director

DRV FM: NSA/CSSM 123-2
Dated: 24 Feb 1998
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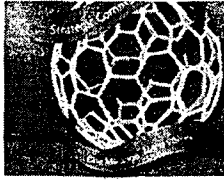
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Posted on: April 27, 2000 07:49

(U) DIRgram-92: "Finding the Next Deputy Director, NSA/CSS"

Distribution: Director's Message to the Work Force

POC: Michael V. Hayden [talk_dirnsa@nsa]

(U) I hope that all of you took the opportunity to read the Deputy Director's message yesterday. Barbara has served both General Minihan and me very well as Deputy Director, and has represented the National Security Agency with class and professionalism. I am confident that she will continue to serve NSA well in her new role as Special United States Liaison Officer, London (SUSLOL).

(U) With Barbara's impending departure, it is time to get on with the business of finding a new Deputy Director. Because of the importance of this position, I have formed a search committee to ensure that full consideration is given to all prospective candidates. I do not want the process to be a mystery to anyone, so let me tell you something about it.

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(U//FOUO) The committee will include [redacted] (current DC Chief of Staff), [redacted] (retired NSA Senior Executive), Leo Hazelwood (former Deputy Director, NIMA), and Rich Roza (Director, The Johns Hopkins Applied Physics Lab). I selected these people based not only on their credentials, but also for the diversity of experience they represent [redacted] is from the current NSA, [redacted] is part of the NSA "extended family," Leo has been a member of the broader Intelligence Community, and Rich is a prominent member of American industry. I have asked Rich to serve as the chair of the committee.

(U) I have given the committee very broad guidance beyond what is contained in the National Security Council Intelligence Directive (NSCID) which states that the Deputy Director be "a career civilian with SIGINT experience." I am looking for a Deputy Director who can help us in three key areas.

- (U) As a senior advisor and strategic planner
- (U) As an operator of the business aspects of the Agency (business plans, budgets, outsourcing, etc.)
- (U) As a senior manager to make sure that day-to-day SIGINT and IA operations run smoothly

(U) I have also asked the team, as one of their first orders of business, to give me their personal assessment of what is most needed in a Deputy Director in today's world.

(U) This is very important work, and I am confident that this team will provide a solid list of candidates. The committee will take 30-45 days to gather their findings and report to me. As always, I ask you to stay engaged in the process, and provide me feedback and ideas of your own during this time.

MICHAEL V. HAYDEN
Lieutenant General, USAF
Director

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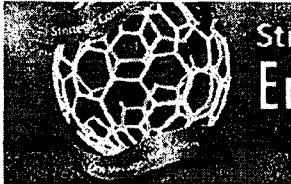
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Posted on: May 01, 2000 07:34

(U) DIRgram-93: "Military Decorations"

Distribution: Director's Message to the Work Force

POC: Michael V. Hayden [talk_dirnsa@nsa]

(U) Military decorations represent a time-honored way for us to recognize outstanding work by our uniformed personnel. In NSA/CSS we

have the privilege of awarding Joint decorations for extraordinary deeds, outstanding performance during tours of duty, and retirement from successful careers. The process for giving these awards has become cumbersome, and often discourages supervisors who want to recognize their personnel. For that reason, I have authorized the following changes to the process, which will be implemented effective today, 1 May 00.

* (U) Supervisors will be required to submit award recommendations in a timely manner, so that they can be presented before the individual departs the unit.

* (U) Within key components and at field units, local authorities may set up review procedures, but they should be as streamlined as possible (and not generate unnecessary rewrites).

* (U) Mission impact and substance, not fluffy adjectives, are what matter. Supervisors should provide bulletized, hard-hitting facts about how the member exceeded standards.

* (U) Honors earned within the parent service (e.g., NCO of the Quarter for the service support unit) may be used in Joint write-ups, unless that honor has already been used to justify another decoration.

* (U) Approval authority for Joint Service Commendation Medals (JSCMs) and Defense Meritorious Service Medals (DMSMs) will be delegated to a single approval authority, the Deputy Chief, Central Security Service. Joint Service Achievement Medals are still delegated to specific local authorities.

* (U) Retirement decorations for individuals meeting specific grade requirements will no longer require full justification or central boarding. Only citations will be required to recommend JSCMs for retiring E-6s, O-3s and below, and to recommend DMSMs for retiring E-7s, O-4s, warrant officers and above. Retirement decoration recommendations falling outside these parameters (i.e., requesting higher decorations than cited for the grade) will require full justification and central boarding. Deputy Chief, CSS will be the central approval authority for retirement decorations.

* (U) The Defense Superior Service Medal (DSSM) is awarded by exception only. The DSSM always requires central boarding, and must get through the local and central processes in time to be signed out by the Director to the SECDEF approval authority 120 days before the requested presentation date.

* (U) To promote the presentation of decorations before the individual departs, we will soon start metrics for the timeliness of decorations. Also, late submissions (reaching D7P later than 60 days

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prior to desired presentation date) will require a separate letter of justification signed by the key component chief of staff or field unit chief or commander.

(U) These changes are the first step to ensuring that our military personnel are duly recognized for the outstanding work they do for our agency and for our nation. Formal recognition displays appreciation to the recipient and demonstrates to others that outstanding performance will be rewarded. Decorations are never an entitlement, but an acknowledgment of hard work, exemplary service, and dedication to the mission.

MICHAEL V. HAYDEN
Lieutenant General, USAF
Director

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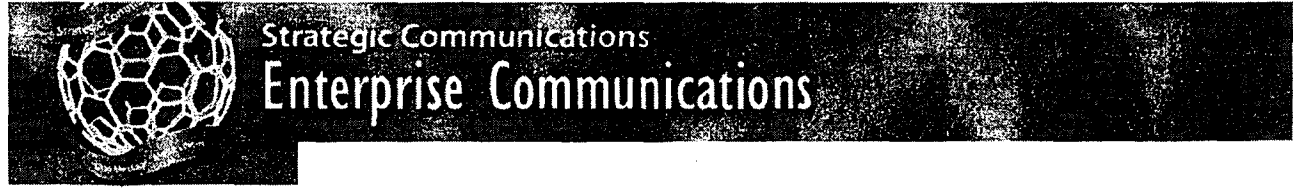
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Posted on: May 03, 2000

(U) DIRgram-94: "Outreach Team Update"

Distribution: Director's Message to the Work Force

POC: Michael V. Hayden [talk_dirnsa@nsa]

(U) Over 1700 of you throughout our extended enterprise participated in the First-Line Supervisor Outreach Program effort, meeting and talking with my representatives about our transformation effort and your critical role in achieving our goals. I hope that those of you who participated directly continued the discussion with your employees. The team reported what you said during the almost 200 sessions and made recommendations to me and other Agency leaders for

follow-up action. The team's report is available on the web:

[Redacted]

(U) In addition to reading the reports, I met with the Outreach Team on Wednesday, April 19th, to discuss what they had learned during the program and to hear their recommendations and suggestions for action. The recommendations focused on clearly linking actions to the Agency's strategic and business plans, communications, and accountability. We are in the process of addressing many of the issues you raised in these sessions. More detailed information about our progress will be provided in an upcoming Communicator article.

(U) In addition to our meeting, Outreach Team members have also met and talked with Key Component leaders, who were quite anxious to hear what you and the team had to say. Your input is being taken seriously and action plans are being developed to address your needs and concerns.

(U) Thank you all for your openness and candor during the Outreach Sessions. Your input, as always, is appreciated.

MICHAEL V. HAYDEN
Lieutenant General, USAF
Director

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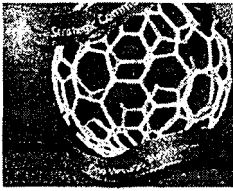
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Posted on: May 08, 2000

(U) DIRgram-95: "NSA/CSS Senior Enlisted Advisor"

Distribution: Director's Message to the Work Force

POC: Michael V. Hayden [talk_dirnsa@nsa]

(U) Our military work force is a vital aspect of our strategic plan as we work to transform NSA/CSS. A prominent member of that military team is our Senior Enlisted Advisor (SEA). It is the SEA's responsibility to keep me and other senior leaders apprised of existing situations, problems, and concerns that affect the development, utilization, welfare, and morale of military personnel assigned throughout NSA/CSS. The SEA must also be able to help me maintain open communications with the entire military work force as we work toward our Transformation goals.

(U) The role of the SEA expands outside of NSA's walls, too. The SEA must maintain a continuous and open dialogue with all levels of command, including the Department of Defense, the headquarters of the military services, the Service Cryptologic Elements, and other Cryptologic units.

(U//FOUO) With this in mind, I have appointed [redacted] as my new Senior Enlisted Advisor. [redacted] has been serving in this position on an interim basis. Along with his numerous assignments throughout the United States Cryptologic System, he brings 26 years of military and leadership experience to this role. As my SEA, he has access to all organizational elements under the NSA/CSS purview that have military personnel in them.

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(U//FOUO) I will rely on [redacted] to keep me informed of your issues as we shift our emphasis and refocus our resources from traditional products and services to the global network and the new information technology environment. He has my respect, trust, and confidence, and I am sure he will serve both myself and the military work force well.

MICHAEL V. HAYDEN
Lieutenant General, USAF
Director

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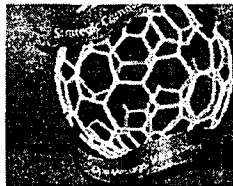
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Posted on: May 11, 2000

(U) DIRgram-96: "The Role of Joint Monthly Readiness Review (JMRR) in our Transformation"

Distribution: Director's Message to the Work Force

POC: Michael V. Hayden [talk_dirnsa@nsa]

(U) You have heard me refer to the JMRR process during recent presentations. I want to discuss how important our readiness process is to our transformation goals.

(U) The Chairman of the Joint Chiefs of Staff (JCS) is required by law to advise the Secretary of Defense on critical deficiencies and strengths in force capabilities. The law further requires the Chairman to establish a uniform system for evaluating the preparedness of each combatant command and Combat Support Agency (CSA). JMRR is the process the Joint Staff has designed to carry out this directive, and the NSA/CSS JMRR is my method for fulfilling my responsibility as Director of a CSA. By design, JMRR is focused on readiness, but we can also use it to make programmatic decisions and as a means of gaining indirect support from the JCS and CINCs for plugging our funding deficiencies.

(U) The JMRR is a valuable tool to highlight critical readiness deficiencies, and then put in place plans to fix them. How we currently rate ourselves in the latest assessment cycle and our latest report to the JCS can be found at:

[Redacted]

Our plans to address current deficiencies can be found at:

[Redacted]

(U) As we pursue our transformation goals, we must ensure that we understand the implications of deferring readiness for modernization. The NSA/CSS JMRR will be the cornerstone for understanding how transformation decisions contained in our business plan are affecting readiness. By continually assessing ourselves against our readiness requirements, we should be able to see if and where we're affecting readiness in the short-term. Decisions to either fix a deficiency or "accept risk" will need to be tied closely to the goals in the business plan. This will ensure that our business plan helps us to direct resources where we really want them. In the long run, JMRR will tell us whether the modernization and transformation changes we're making now are improving our readiness.

(U) I have tasked the Readiness Branch of the Military Support organization to work with all of you to integrate the results of the NSA/CSS JMRR with the processes of our resource and decision-making bodies. The ELT and I are determined to make this institutional link a reality.

(U) To learn more about JMRR, see the JMRR home page at:

[Redacted]

MICHAEL V. HAYDEN

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Posted on: May 22, 2000

(U) DIRgram-98: "GROUNDBREAKER Rumor Control"

Distribution: Director's Message to the Work Force

POC: Michael V. Hayden [talk_dirnsa@nsa]

(U) With all the changes happening across the Agency, it is quite understandable that, despite DIRgrams, ENLIGHTEN news groups, "15 Minutes," and the like, rumors will undoubtedly occur. I am concerned about a couple of rumors related to GROUNDBREAKER, and want to use this DIRgram to quell them. The rumors are:

- a sourcing decision has already been made, and
- people will be given "pink slips" next month

(U//~~FOUO~~) As I stated in DIRgram #31, "Fixing NSA's IT Infrastructure," the purpose of the GROUNDBREAKER Program is to assess how our information technology infrastructure (ITI) needs can be met through a creative government-industry partnership. Regardless of the GROUNDBREAKER outcome, we are immediately investing to establish a robust and reliable information infrastructure that is essential to our mission success. Further, in any GROUNDBREAKER scenario, ITIS will retain responsibility for our information infrastructure, specifically including architectural and operational control.

(U//~~FOUO~~) The ELT and I are scheduled to meet with the GROUNDBREAKER Program Office at an offsite on 23 and 25 May, to hear the findings of their 15-month Feasibility Study. Subsequent to the offsite, we will decide whether or not to conduct a Managed Competition in any of the ITI areas identified in the study, and those actions will be announced to you.

(U//~~FOUO~~) Even if we do proceed with a Managed Competition for certain ITI functions, it will be at least 12 months before final decisions are made, and another four to six months for us to begin any transition.

(U) We have not made the final decision on sourcing the ITI, but when the decision is made, you will be informed, and you will be kept informed throughout the implementation.

MICHAEL V. HAYDEN
Lieutenant General, USAF

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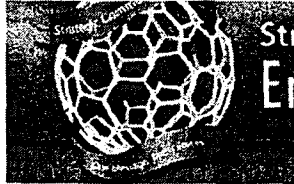
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Posted on: May 25, 2000 07:37

(U) DIRgram-99: "Transformation Town Meeting Recap"

Distribution: Director's Message to the Work Force

POC: Michael V. Hayden [talk_dirnsa@nsa]

(U) In today's DIRgram, I'm going to recap the highlights of last week's town meeting.

(U) The most important thing for all of us to keep in mind is that we have the major ideas right. We must transform the SIGINT system in order to be relevant in the future. Today, we maintain a worldwide presence. Tomorrow, we will have worldwide access. We are focusing on three major areas:

- Exploiting the global net
- Winning against strong cryptography
- Modernizing the information technology infrastructure

We're moving in the right direction, doing the right things, and making the right changes.

(U) Without action on our part, our current situation is one I call a "path of graceful degradation." That is, as we fail to modernize, our level of readiness degrades over time. The goal of our strategic plan is for us to operate at the highest possible levels of both modernization and readiness. That's the way ahead. In order to get there, we need to follow through on the many changes you know we've been instituting. These changes can be categorized as follows:

(U) Reforms

- improving our information technology infrastructure
- establishing project BASELINE
- instituting GROUNDBREAKER
- starting process improvements (financial management, Transformation Office, acquisition)
- improving internal communication
- increasing candor and openness with the media and the American public

(U) Unified Cryptologic System redirection

- looking at who in the Community takes care of what function(s)

(U) Partners

- looking at levels of involvement
- addressing tradeoffs

(U) Money

- rerouting savings into transformation

(U) Things are certainly different now. We are seeing the constancy of change, and it isn't over yet. In fact, we are just now starting to feel the effects of the transformation we are undergoing. It is a

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reality that some of these effects will not be pleasant, but it is also a reality that we have no choice but to follow this path in order for us to be at the top of our game in the future. What is going on at NSA/CSS affects every one of us - we're each a part of it, and each of us has a role to play.

(U) I encourage you to go to WEBWORLD and review my presentation. The slides I used provide details about where we're going and how we're going to get there. I have used some of the same slides with DCI, DoD, and congressional audiences, so you are seeing the very same things they are. The briefing is at:

[Redacted]

As always, I welcome your suggestions, comments, and questions.

MICHAEL V. HAYDEN
Lieutenant General, USAF
Director

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Posted on: June 06, 2000

(U) DIRgram-101: "GROUNDBREAKER Decision"

Distribution: Director's Message to the Work Force

POC: Michael V. Hayden [talk_dirnsa@nsa]

(U) On Wednesday, 31 May 2000, the Extended ELT and I concluded a series of deliberations related to the GROUNDBREAKER Information Technology Infrastructure (ITI) study. At this afternoon's presentation in the Friedman Auditorium, I announced our decision to move forward with a managed competition for the ITI areas of Distributed Computing, Enterprise and Security Management, Networks and Telephony. The results of the GROUNDBREAKER study and the desire to focus management attention on our core-mission provided a compelling case for this decision. The ELT and I have considered all of the complex human resource, technical, and business issues associated with outsourcing our ITI services. The bottom line is that the future viability of NSA/CSS is heavily dependent upon a modern and robust ITI, and the private sector is better positioned to provide a significant portion of the infrastructure services we require. As part of the managed competition, we will solicit concrete, specific proposals from industry.

(U) This decision primarily affects those positions that provide ITI services in the areas identified above, but will impact the entire Agency population, to varying degrees. I appreciate that you are concerned about how this important initiative may affect your employment with NSA/CSS. We all have an enormous investment in this Agency's success as a critical national security asset, and are dependent upon this joint sense of ownership for this success to continue. As the details of the GROUNDBREAKER study are provided, I ask you to thoughtfully consider all the options that will be presented to you over the next year. The Extended ELT, the GROUNDBREAKER Program Office, and I will work to ensure that all affected personnel are afforded an opportunity for employment with the successful ITI contractor Alliance Team or in a limited number of mission-critical positions within the Agency. In the meantime, we want and need you to continue to provide your expertise to the Cryptologic System through this transition, scheduled to begin in late spring 2001 given successful award of the GROUNDBREAKER contract.

(U) Over the summer, the GROUNDBREAKER Program Office will begin preparations for the managed competition -- a competitive procurement

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with selected vendors. They will develop requirements for the contract solicitation as well as those for evaluating the offers provided by the contractor Alliance Teams. Included in the government's solicitation will be a requirement that these teams offer recruitment and retention plans providing competitive compensation and benefits, training, and opportunities for career progression to all NSA employees choosing to transition to the private sector. The plans will be heavily considered in the government's selection of the successful contractor Alliance Team. Our experience, with other outsourcing initiatives, is that the private sector does indeed offer attractive employment packages that are better than those typically available to individuals otherwise seeking employment in the private sector. In the unlikely event that individuals neither accept what are anticipated to be very competitive offers of employment with the Alliance Team, nor can be placed in mission-critical positions within the Agency, any other involuntary transitions will be implemented consistently and in accordance with all applicable federal laws.

(U) I am sure many of you have questions that have not yet been clearly and comprehensively answered. Rest assured, over the coming months every attempt will be made to fully address all your questions and concerns. I will continue to share with you

information on a regular basis so you may equitably consider all your career options.

(U) Any transition offers challenges, but I am confident the opportunities this decision has created are both in your and the Agency's best interests.

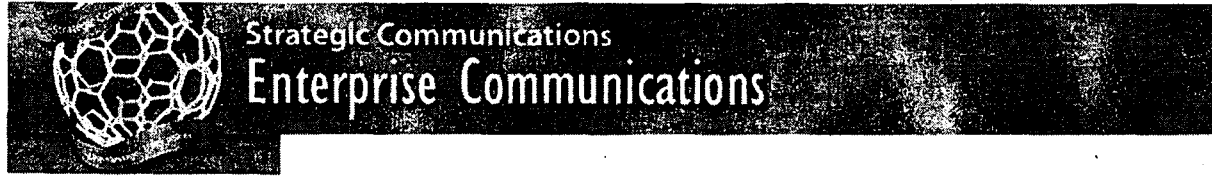
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(U) DIRgram-104: "Measuring Our Progress"

Distribution: Director's Message to the Work Force

POC: Michael V. Hayden [talk_dirnsa@nsa]

(U) In DIRgram 90, "Information Technology Recommendations from the Independent Industry Review Team," I shared with you the findings of the team and told you how we plan to proceed. As we go about this work, it will be very important for us to measure tangible improvements in our IT Infrastructure (ITI). In order to establish viable metrics for us, the CIO's office has benchmarked our current status, set specific improvement goals for us, and devised a way of measuring our progress toward those goals.

(U) The CIO's office recently briefed the ELT on this topic. The presentation was based on a standard commercial model developed by Gartner Group Consulting and used in the IT industry when measuring the effectiveness of ITI costs. Its premise is that "ITI cost is a direct function of the ITI organization's complexity." Gartner Group has found that infrastructure costs fall into two distinct categories - Technology and Management, with Technology generally comprising 35% of the overall complexity rating, and Management constituting the other 65%. With that in mind, the CIO's office used the Gartner Group model to measure and benchmark our current levels of complexity in 10 areas, determined ways to improve the scores in IT management and technology, and defined a number of metrics to continuously monitor progress toward reduced complexity. These metrics are available for all to see at:

[Redacted]

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They will be used to measure progress whether or not a particular function is outsourced.

(U) Documenting what processes are important, setting goals for improvement, and establishing metrics that can be used to gauge progress toward those goals are the building blocks for the transformation required in managing and leading this Agency. I encourage everyone, particularly our managers, to review the briefing with an eye toward mirroring the process it articulates for defining metrics. You'll find it at:

[Redacted]

These metrics are no substitute for leadership, but they are excellent tools that we can use to examine any of our processes, ensure discipline in improving those processes, gauge our progress, prioritize activities, and focus our work. Good business practice requires process and discipline. I know that you understand this message. I challenge you and your management teams to gather data, produce goals, and define appropriate metrics to show progress that your organization can focus on and work toward.

MICHAEL V. HAYDEN
Lieutenant General, USAF
Director

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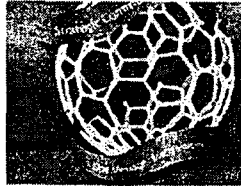
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Posted on: June 25, 2000

(U) DIRgram-105: "Project Baseline Final Report Available On-line"

Distribution: Director's Message to the Work Force

POC: Michael V. Hayden [talk_dirnsa@nsa]

(U) As I promised in DIRgram 78, "Project Baseline: Action on the Findings," we are now making the Project Baseline Team's (PBT's) final report available to all employees via WEBWORLD. The report is posted at:

[Redacted URL]

I encourage you to take a look at it.

(U) The nearly 400-page report contains a great deal of material, including a summary of the team's findings, the recommendations made by the team, the methodology used throughout the process, and the definitions used by both the Unified Cryptologic Architecture (UCA) and Information Assurance (IA) perspectives.

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(U) It is important to note that the version posted to the web is not the complete version. For classification and legal reasons, the web version has been redacted so that it may be made available to all who have access to WEBWORLD. Fully cleared Agency employees who wish to see the complete report may contact the Cross-Process Business Development office [Redacted]

(U) We are now working on institutionalizing a process with which we will maintain our baseline. As we implement the PBT's recommendations and fine-tune our process, I'll be getting back to you with specific results.

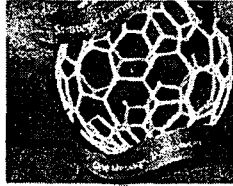
MICHAEL V. HAYDEN
Lieutenant General, USAF
Director

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Posted on: July 07, 2000 08:58

(U) DIRgram-106: "Implementing the Unified Cryptologic Architecture"

Distribution: Director's Message to the Work Force

POC: Michael V. Hayden [talk_dirnsa@nsa]

(U) In DIRgram 32, I discussed my role as the Community Functional Lead (CFL) for SIGINT, and highlighted the need to incorporate the whole Cryptologic Community in Unified Cryptologic Architecture (UCA) planning and implementation activities. Since I last reported to you, there has been significant progress that indicates the Cryptologic Community is beginning to work more closely together toward the implementation of a UCA. I am encouraged by this recent progress and the active involvement of the DCI and the Assistant Secretary of Defense for Command, Control, Communications, and Intelligence (ASD/C3I).

(U) In response to tasking from the DCI and Deputy Secretary of Defense to provide to them an annual assessment that certifies "programmatic and technical progress" toward the achievement of the goals and objectives of the UCA, I held an off-site for all the SIGINT Program Managers on 5-6 June 2000. The purpose of the off-site was for the Program Managers to provide a frank self-assessment of their progress in implementing their portions of the UCA. This was a very positive and eye-opening session in which true dialogue occurred between all the Senior Program Managers. They reported on their successes, as well as impediments to UCA implementation, both programmatically and technically. It became very apparent that all Programs are serious about the UCA, but that we still have a long way to go. I have tasked the Unified Cryptologic Architecture Office (UCAO) to work with our Community partners on the items below. Some of the significant highlights of this off-site were:

- (U) Recognition of the original UCA2010 Study findings;
- (U) Recognition that there is a need to do a better job of identifying and coordinating community priorities and that there is a growing tension between organizational needs to modernize, yet maintain current readiness;
- (U) Recognition of the need for a more coordinated systems development and requirements process;
- (U) Recognition that overall funding for modernization throughout the Cryptologic Community is woefully inadequate;
- (U) Recognition that we need to clearly articulate the character and proper use of the Defense Cryptologic Program (DCP); and

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(b) (3)-50 USC 3024 (i)
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~~(C/REL)~~
[Redacted]

(U) To begin the resolution of some of these issues, as the CFL for SIGINT, I co-hosted, with ASD/C3I, a follow-on ECMRG meeting on

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22 June 2000, to address the Defense Cryptologic Program (DCP) and ELINT areas. I found the meeting very encouraging because it continued the recent trend of open and frank dialogue about the significant issues being faced by the Cryptologic Community. Highlights included:

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

~~(C/REL)~~

(U) A briefing on "The Future of Tactical Military SIGINT" incorporated a valuable discussion on the character and future of the DCP. It was very clear that there is no common agreement on the appropriate use for the DCP, as noted above. To resolve this I have tasked the NSA National Tactical Integration Office (NTIO/P2) to put together a team comprised of NSA and Service representatives to define the true nature of and how the DCP should be used in the future. The team will report back to the ECMRG in approximately 60 days with its findings and recommendations. Once the ECMRG decisions are made, I will present the results of this tasking to you in another DIRgram.

(U) To assist the Community in these efforts, I have tasked the UCAO to develop an initial Master Transition Schedule (MTS) by 1 October 2000, and an initial Master Transition Plan (MTP) by 15 December 2000. Both of these efforts will be worked in consonance with our Cryptologic Community partners and will incorporate all major on-going activities like TRAILBLAZER, the ELINT Business Plan, Cryptologic Mission Management, Integrated Overhead System Architecture (IOSA), Joint Tactical SIGINT Architecture (JTSA), Service planning efforts, and other architectural initiatives. To accomplish these activities will require an extraordinary amount of time and effort by all involved parties, but is an absolutely essential step as we continue to progress with our UCA implementation activities.

MICHAEL V. HAYDEN
Lieutenant General, USAF
Director

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Posted on: July 10, 2000

(U) DIRgram-107: "New Deputy Director Announced"

Distribution: Director's Message to the Work Force

POC: Michael V. Hayden [talk_dirnsa@nsa]

(U) In DIRgram-92 I announced the establishment of a search committee to help me find our next Deputy Director. This committee was to help me, not make a decision for me, and I saw it filling two very important roles. The first was to help me define what was needed in a deputy at this point in the Agency's history. The second was to expand our thinking as widely as was practical in terms of where a suitable deputy might be found.

(U) Following a lot of research and interviewing, it became clear to me that what is most needed today in a Deputy Director is someone with NSA experience who can implement transformation. I have decided to nominate Bill Black, to the Secretary of Defense, as the next Deputy Director of the National Security Agency.

(U) Many of you know Bill. He retired from the Agency in May 1997 as special assistant to the DIRNSA for Information Warfare and has worked since with SAIC, a defense contractor, with an emphasis on network operations. Prior to leaving the Agency, Bill was the Chief of A Group, chief of NCEUR (our office in Europe), and associate director of military support. His career has been marked by innovation. He was one of the original architects for the Agency's involvement in the Balkans. He was a trailblazer in reshaping how we provide support to military operations. He was the one who made F6. And he did the legwork that led to the creation of the IOTC and the new frontiers of our discipline that we are beginning to see reflected there. People have described Bill as something of a cross between an iconoclast and an innovator. He knows the greatness of NSA, but he also knows the need to change, adapt and transform. Despite all of our excellence, and the things we have done together in the past year, we can do better, and I am counting on Bill to help me with this.

(U) My task to Bill is to help me and the rest of the senior leadership change our internal processes and culture. Those who think about these things...systems, processes, culture...say that changing systems -- our "tools" (much of our current task) -- is really the easiest thing to do. Processes and culture are the toughest things to change but ultimately they are the most important. That's my task to

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Bill — to implement transformation, especially in our processes and culture.

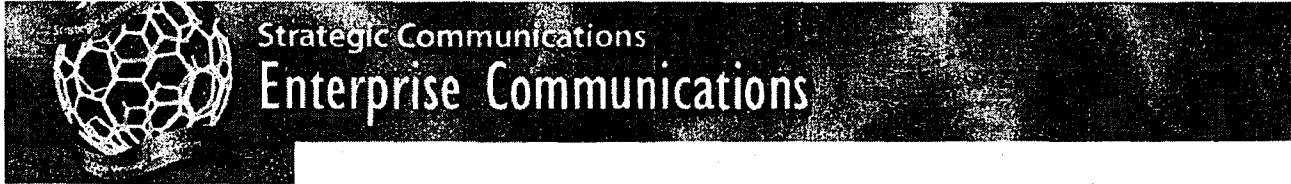
(U) You are vital to this transformation. We need your expertise and dedication to ensure our future success.

MICHAEL V. HAYDEN
Lieutenant General, USAF
Director

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Posted on: July 14, 2000 10:41

(U) DIRgram-108: "Progress to Date in Managing our Space"

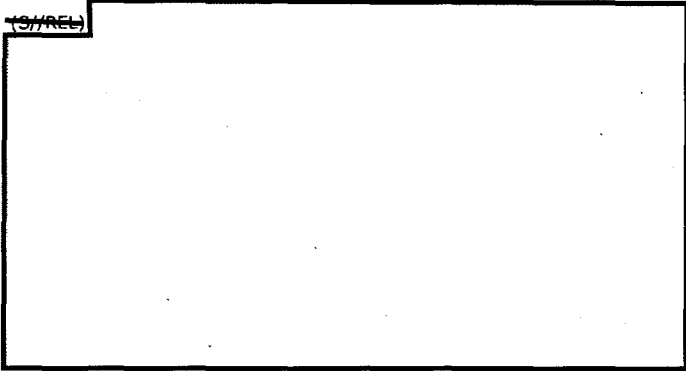
Distribution: Director's Message to the Work Force

POC: Michael V. Hayden [talk_dirnsa@nsa]

(U) In DIRgram 17, "Consolidating Space Management at NSA," I talked about the need for authority and accountability for managing our resources. As a first step, I directed the consolidation of space management functions within the Directorate of Support Services, with 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

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(U) To reduce the cycle time and costs associated with organizational relocations, the Office of Facilities Services has developed a streamlined process for addressing space requirements, and has also developed new standards for office layouts. These standards greatly increase the flexibility and efficiency of office designs, and will be published on WEBWORLD in the next couple of weeks. The Office of Facilities Services will follow-up with an e-mail highlighting the changes. I'm holding each Key Component accountable for adhering to the new standards, and will continue to hold the ADS accountable for enforcing the standards in their workspace designs. We will continue to provide updates on our progress in space management as we implement the new process.

MICHAEL V. HAYDEN
Lieutenant General, USAF
Director

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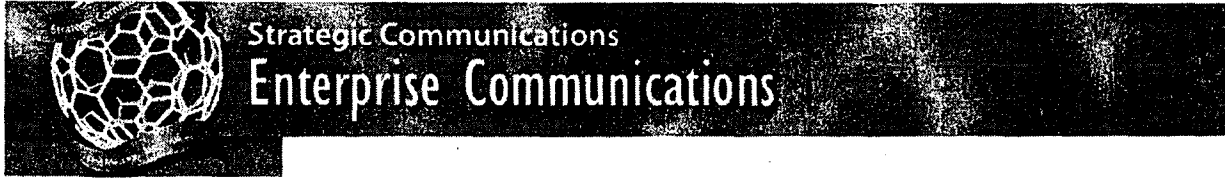
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Posted on: July 24, 2000 07:16

(U) DIRgram-109: "Our Knowledge Management Strategy"

Distribution: Director's Message to the Work Force

POC: Michael V. Hayden [talk_dirnsa@nsa]

(U) In DIRgram-48, "Return on Investment...Our Intellectual Capital," I told you that our intellectual capital is a resource to which each of us contributes and from which each of us draws. Today, I want to revisit this theme, and let you know where we stand with regard to our knowledge management strategy.

(U) In order to provide our customers, partners, and stakeholders with the best possible SIGINT and Information Assurance information, we must align our people, our processes, and our technology so they complement each other more effectively and efficiently than they do currently. As we undertake the initiatives you are now familiar with, we cannot fail to look at what we know - as an Agency and as individuals - and how we organize that knowledge. We have done a great deal of that since the first DIRgram on this topic:

- (U) The Project Baseline Team's work will now be continuously maintained.
- (U) The Unified Corporate Information System will provide us a dependable information system so that corporate decisions can be based on up-to-date facts.
- (U) Excellent work has been done for laying out the course to transform our WEBWORLD. We are engaged in assessing commercial portals, with the goal of enabling each of you to be able to personalize your access to the web information you need, and providing you with commercial search and knowledge management technologies.
- (U) Ethos transformation initiatives and processes are evolving, and become more visible to all of us. A number of our leaders have received training from the Society for Organizational Learning. They are now practicing the disciplines of a Learning Organization and are spreading the teaching to others.
- (U) Several studies (WEBWORLD Transformation, Internet Strategy) have been opened to all, enabling anyone to provide comments and suggestions before final recommendations are made. While this entails considerable work for the people responsible for the study, it results in a better final product with faster, broader acceptance.

(U) It is just over seven months since I sent DIRgram-00, "100 Days of Change," to you all. I know for a fact that we are further into actual transformation progress than most people would have expected us to be. We will continue to refine our knowledge management processes, and I assure you that you will hear more about our plans to increase our returns on our intellectual capital investments.

MICHAEL V. HAYDEN
Lieutenant General, USAF
Director

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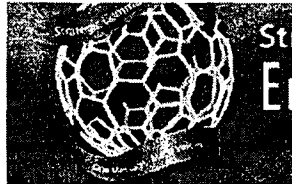
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Posted on: July 27, 2000 11:52

(U) DIRgram-110: "The NSA Senior Acquisition Executive"

Distribution: Director's Message to the Work Force

POC: Michael V. Hayden [talk_dirnsa@nsa]

(U) As I have mentioned in several previous DIRgrams, one of my priorities has been getting our financial processes in order. A crucial step in doing this is the appointment of an NSA Senior Acquisition Executive (SAE). The SAE does not manage specific programs, but must integrate and unify the management process for NSA's acquisitions, and monitor implementation of our policies and practices.

(U) After an extensive search inside and outside the government, I have chosen MG Harry Gatanas, USA (Ret.), to be our SAE, and am pleased to report that he has agreed to join us and will start work on 21 August. This is a senior position; he will report directly to me.

(U) MG Gatanas comes to us with over 28 years of military experience in a variety of acquisition assignments. He has served in positions such as the Army's Director for Contracting and the Army's key staff officer for weapons system acquisition.

(U) MG Gatanas will deal with all our acquisition programs and with issues such as process improvement, work force development in acquisition skills, oversight enhancement, and acquisition reporting effectiveness. He will be the person who authorizes the expenditure of funds within the acquisition management process.

(U) I am pleased that we have been able to attract to this critical NSA position a person of MG Gatanas' abilities and experience. We have been criticized, justly, in the past, for weaknesses in the acquisition area, and we will now be in a position to remedy those deficiencies and improve one more critical NSA area.

MICHAEL V. HAYDEN
Lieutenant General, USAF
Director

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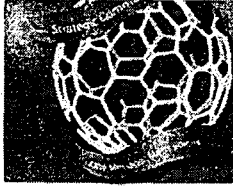
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(U) DIRgram-112: "Field Advocacy Update"

Distribution: Director's Message to the Work Force

POC: Michael V. Hayden [talk_dirnsa@nsa]

(U) In DIRgram 43, I tasked [redacted] the new Chief of NSA's Field Advocacy Office, to make improvements in our reassimilation process. Specifically, I asked him to:

- (U) establish a mentoring program for returnees;
- (U) make reassimilation a positive and professional experience;
- (U) establish metrics for determining what is working well and what is not;
- (U) determine where improvements are needed and make them.

(U) I am pleased to share with you the progress that has been made so far. The Field Advocacy Office assigned a Senior-level mentor to all of the 467 employees eligible to return to Headquarters during this calendar year who wanted one. A database containing all of the mentors, returnees, and key information about them is available on the N7 Homepage:

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[redacted]

(U) Extensive work has been done to develop an on-line resume, and it has been implemented. The Field Advocacy Office is also working closely with the Key Components, each of which has strong reassimilation teams to work with the returnees, and with the ADS/Global PCS Services Division, to improve the process. So far 72% of those coming home this year have new jobs. A lot of folks got jobs through their own strong personal networks, many were helped by the Key Component reassimilation panels, and many have been helped by their mentors. I have asked that recommendations be made to us in December on what further changes are needed in the reassimilation process for next year.

(U) [redacted] has also been attending the expanded ELT meetings and reports out to the Field Chiefs. This is all part of an effort to ensure that the Chiefs are involved in the development process, not just the objects of such actions. I want them to be participants in the discussions leading to decisions, not just implementers of them. My talks with the Chiefs indicate they appreciate the improved flow of information [redacted] has also established a Field Council, here at Headquarters, that consists of those whose principal jobs are supporting the field. This will improve the flow of information within the building about Field equities.

(U) The Field Advocacy Office has completed a New Field Chiefs Orientation Process that will provide information that is both site and background specific. Fourteen Field Chiefs have been through the program so far this year.

(U) The Field Advocacy Office has completed a scrub of USSID 4000 military and civilian billets in the extended enterprise. The Field Chiefs and the Key Components were able to identify approximately 100 billets that can be used elsewhere. That could be worth about \$40 million to our transformation over the next 5 years!

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[redacted]

(U) ADS/Global PCS Services and N7 have partnered with the Key Components to address my concern for the number of our personnel on external detail, discussed as integrees in DIRgram-71. To this end, I am giving N7 governance authority of the NSA/CSS detail process to:

- (U) ensure we are in compliance with appropriate DoD directives and OPM procedures;
- (U) help evaluate assignments and promote reimbursement whenever possible; and
- (U) keep the corporation informed on the number and nature of detailees serving in the extended enterprise.

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(U) [redacted] reports to me that reactions to the recent establishment of a field promotion board and the elimination of tour caps have been mostly positive. We will do a survey of those who returned this year, for whom some of the new processes were in place, and those who returned last year, to see where changes have been effective and what still needs to be done. The results will be published on the N7 home page. We are absolutely committed to tuning old processes and trying new ones to ensure that movements to and from the extended enterprise are as seamless as possible.

(U) Establishing a Field Advocacy Office signaled my personal commitment to this essential part of our enterprise. Our key theme is to think of those in the field as part of our extended enterprise - "not apart FROM us" but "a part OF us." I have already indicated the importance I place on field tour assignments. What we have been doing in the past 6 months is intended to improve everyone's experience there. Please get in touch with the Field Advocacy Office (N7) as you have ideas on how we could make it even better.

MICHAEL V. HAYDEN
Lieutenant General, USAF
Director

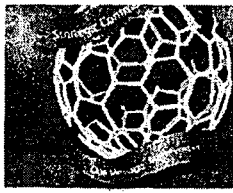
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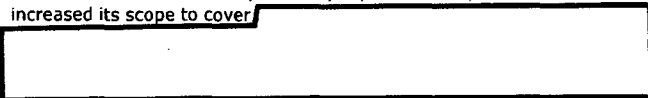
Posted on: August 10, 2000 07:49

(U) DIRgram-113: "NSA Advisory Board Holds Quarterly Meeting"

Distribution: Director's Message to the Work Force

POC: Michael V. Hayden [talk_dirnsa@nsa]

~~(S//REL)~~ In previous DIRgrams I told you about the contributions of the NSA Advisory Board (NSAAB) in many critical areas. The Board continues its work in those previously reported areas, and has increased its scope to cover



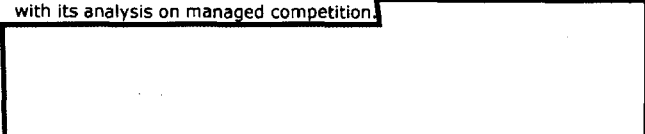
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~~(S//REL)~~ During the NSAAB's quarterly meeting in July, I gave them an update on the major initiatives and challenges we're facing. The Board remains very supportive of our plans to change the systems, processes and ethos of the Agency. I also provided them with a scorecard of how we have responded to their recommendations. Some of those adopted include:

- (U) consolidating corporate communications,
- (U) hiring an outside public and media affairs specialist,
- (U) establishing the NTO and TRAILBLAZER,
- (U) performing the Project Baseline Summary,
- (U) establishing a training plan for future skills, and
- (U) incorporating metrics across the board.

We are well underway in all these efforts.

~~(S//REL)~~ Individual Board members and their various sub-committees continue to be very engaged with the NTO, TRAILBLAZER, and GROUNDBREAKER. The Transformation sub-committee will meet on 18 August to receive updates, and to assist the GROUNDBREAKER team with its analysis on managed competition.



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(U) The Board also received a demonstration of NetTop, an experimental architecture which inserts GOTS Information Assurance components sparingly to make COTS technology safe for classified applications. The Research and Advanced Development Group initiated this project one year ago in response to an NSAAB challenge. The Board is very excited about the potential of this technology for government and commercial use, and applauds the creative efforts of our researchers.

(U) As you can see, we continue to take full advantage of the NSAAB and to expand its areas of engagement. I will continue to keep you informed about how we are using the Board, and how we incorporate their recommendations.

MICHAEL V. HAYDEN
Lieutenant General, USAF
Director

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DRV FM: NSA/CSSM 123-2
Dated 24 Feb 98
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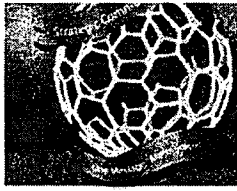
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Posted on: September 05, 2000 11:16

(U) DIRgram-114: "Opening a New Season"

Distribution: Director's Message to the Work Force

POC: Michael V. Hayden [talk_dirnsa@nsa]

(U) For many of us, probably because of the rhythms of childhood, returning to work or school after Labor Day represents a new beginning. I hope you have all had a chance to enjoy this summer, to spend time with family, and to take a well-deserved break from work and routine. This is both an exciting and a critical time for the Agency -- exciting because of the new opportunities opening before us; critical because of the all-important work we provide to the Nation.

(U) A little less than a year ago we began a process of transformation, kicked off by the "100 Days of Change." Experts who study change and change management tell us that in periods like the one we are in: communication can deteriorate, productivity suffers, power and turf struggles become more prominent, morale can decline, and some good people opt out. (Look familiar?) They also tell us that the objectives of an organizational change cannot be successfully achieved until a critical mass of people have completed their individual transition.

(U//FOUO) Most of the initiatives of the last year have moved us in the right direction. Bev Wright, the Chief Financial Manager, has established more fiscal discipline than we have known in years. [redacted] has been getting great marks for keeping the extended enterprise (aka "the field") better informed. Gary Grantham has a partnering strategy in place. Bill Marshall has begun a variety of communications initiatives. We have gotten key people on board like [redacted] from Cisco to provide technical advice to Mike Green and the Transformation Office; like Hal Smith in ITIS to solidify our IT infrastructure; and like Harry Gatanas who has already made a presence felt as Senior Acquisition Executive. A host of other initiatives -- TRAILBLAZER, GROUNDBREAKER, a new PAO strategy, and more -- are underway.

(U) I know that it is not always easy to see the practical effects of things like these on every day work and challenges. And the turbulence that changes like these create often subtracts from our immediate output. But the overall impact has been positive, and our stakeholders are taking note. Future DIRgrams will discuss how our budgets have been increased in FY-01 by Congress and in FY-02 by the Executive Branch. Within DoD, the theater CINCs have been broadly supportive of our business plan and have invited me to speak with them later this week at their semi-annual conference.

(U) But you know at least as well as I do that more needs to be done. Let me outline where my personal emphasis will be in the coming weeks and months. First of all, we need to make sure that the changes we have initiated stick! We need to follow-up, adjust where necessary, and ensure that none of what we have done becomes mere "shelfware." Second, we need to codify and harmonize the organizational changes we have made -- the relationships among CFM, NTO, CIO and ITIS, for example. I also want to organizationally strengthen the staff that supports me so that we stay on one, clear course. Third, we need to focus on our most precious resource - YOU.

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We've done enough talking about evaluations, promotions, accountability, incentives, and the need for more education and training opportunities. We'll never get perfect answers. But that cannot defer us or slow us from taking the best information we have and acting on it, knowing we are making adjustments as required by later and better information. We must not be afraid to move out.

(U) We are going to continue to move. I'll make every effort to keep the lines of communication open, and to make clear why the steps we're taking are needed. I expect your honest and open feedback as we move ahead together.

MICHAEL V. HAYDEN
Lieutenant General, USAF
Director

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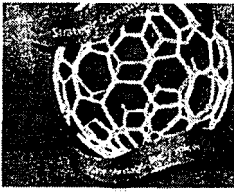
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Posted on: September 06, 2000 13:05

(U) DIRgram-115: "IG Plans to Follow Up on DIRgrams"

Distribution: Director's Message to the Work Force

POC: Michael V. Hayden [talk_dirnsa@nsa]

(U) In DIRgram 27 I tasked our Inspector General (IG) to do in-depth reviews of the progress of selected initiatives originally identified in DIRgrams that marked the "100 Days of Change." Recently I gave the go-ahead for the IG's plan to carry out this assignment. Starting in October, the IG will be conducting inspections, audits, and follow-up reviews keyed to a number of DIRgrams.

(U) The IG's plan will be finalized over the coming weeks, but here's an overview of some of the topics (and the DIRgrams related to them, by number), that are likely to be covered:

* (U) Inspections and Audits:

- (U) GROUNDBREAKER and Other Information Technology-related Processes (31, 58, 65, 90, 91, 101)
- (U) TRAILBLAZER Office, to include China and North Korea (37,45)
- (U) Acquisition and Contract vs. In-House Systems Integration (61, 77, 110)
- (U) Integrated Financial Management Systems (7, 72)
- (U) Integrated Logistics Management Systems (44)
- (U) ~~FOUO~~ Medina RSOC, Ft. Gordon RSOC, and [redacted] (jointly with the SCEs) (68)
- (U) Field Advocacy Office (18, 43, 54, 71, 112)
- (U) Foreign Relations Office (26, 69)
- (U) Policy Consolidation (46)

* (U) Follow-up Reviews:

- (U) Unified Cryptologic Architecture (32, 73, 106)
- (U) Defense Acquisition Workforce Improvement Act (61, 77)
- (U) NSA Support Budget (7, 44, 72)

(U) In October, when the IG publishes its FY2001 Plan on its web page, it will include further details of these tasks, and will include additional reviews. I'm expecting the IG to issue objective reports on all its tasks, telling us how we're doing, where we could improve, and recommending steps to ensure effective implementation of specific changes. IG reviews are an important part of our internal accountability process. I am counting on everyone's cooperation in this effort to ensure that our transformation is effective and on track.

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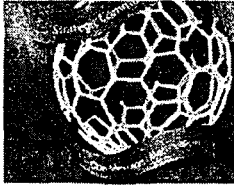
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Posted on: September 07, 2000 13:01

(U) DIRgram-116: "Ensuring Field Site Efficiency and Effectiveness"

Distribution: Director's Message to the Work Force

POC: Michael V. Hayden [talk_dirnsa@nsa]

(U) As I discussed in DIRgram 68, a joint team of inspectors from the NSA and SCE Offices of the Inspector General (OIG) visits each consolidated cryptologic field site about every two years to seek ways to improve site effectiveness and efficiency. Important pieces of the process are the inspection report, which identifies findings and recommendations for corrective actions, and the follow-up to ensure that corrective actions have been taken.

(U) For some time now, the IG team has presented a summary of each field inspection to the expanded ELT, and produced an extensive hardcopy report. I recently directed that the results of joint inspections be reported to the monthly Joint Issues Board (JIB). The JIB, comprising the Key Component Chiefs, the CSS office, and the commanders of the Service Cryptologic Elements (SCEs), was established as a decision-making body focused on issues of mutual concern. At those meetings where the inspection results are presented, the site chief also attends, either in person or by VTC.

(U//FOUO) At the 31 July JIB meeting, the IG team briefed the results of the [redacted] inspection, conducted 5-16 June 2000. The inspection raised a number of issues similar to those noted at other joint cryptologic facilities, including administration and governance of joint cryptologic facilities. The Deputy Chief, CSS, [redacted] staff continue to work in partnership with the SCEs to address these challenges.

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(U//FOUO) I mentioned earlier that a key part of the IG inspection process is the follow-up. At the 31 July JIB meeting, I directed [redacted] to begin including joint inspection updates on the JIB agenda. Approximately one year after a joint cryptologic field activity is inspected by the joint team, I will look to the field commander to give a report on the status of each finding identified during an inspection. The field commander will address not only those issues for which the site has sole responsibility, but also will work with the responsible higher headquarters elements to provide a status of those for which responsibility is shared. Further, if appropriate, the field commander is to identify any systemic problems affecting closure of an issue that may require higher level attention. [redacted] will provide the first joint inspection update report in October to follow-up on the 1999 inspection of the site.

(U) In DIRgram-27 I tasked the NSA/CSS IG with independently monitoring our transformation. Just as I look to the IG, Ethan Bauman, to conduct reviews of NSA/CSS Headquarters transformation initiatives and to report back to me, I am looking to the Joint Inspection Program, conducted jointly with the SCE IGs, to independently monitor and report on the transformation of the CSS and our consolidated field sites.

(U) These changes ensure that the members of the JIB are aware of the problems and involved in the solution. Hence, we make our

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NSA/SCE partnership a firm foundation for ensuring field site efficiency and effectiveness.

MICHAEL V. HAYDEN
Lieutenant General, USAF
Director

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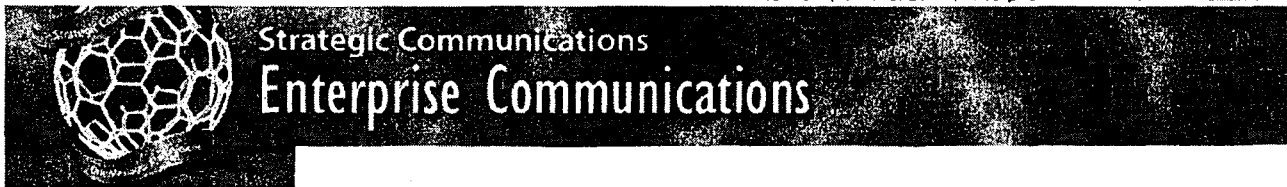
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Posted on: September 08, 2000 08:47

(U) DIRgram-117: "Joint Issues Board (JIB)"

Distribution: Director's Message to the Work Force

POC: Michael V. Hayden [talk_dirnsa@nsa]

(U) In DIRgram 2, I said that the Joint Issues Board meetings are Executive Leadership Team (ELT) meetings focused on Service Cryptologic Element (SCE) issues. The meetings are held monthly, with SCE commanders in attendance physically or by VTC.

(U) We have reinvigorated the JIB to bring its efforts into the same focus that I outlined in DIRgram 4, "End Game":

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

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(U) [redacted] as Deputy Chief, Central Security Service, is responsible for insuring that issues of high-level concern to the SCEs reach this forum. Recently the agendas have necessarily been heavy on CSS transformation issues, but substantive issues also remain priority matters. In addition, I have directed that IG reports, findings and recommendations for resolution reach ELT visibility in the JIB.

(U) To give you a sense of what goes on at these JIBs, let's look at what happened at the most recent JIB meeting, on 28 August 2000. The agenda included:

1. (U//FOUO) Joint IG Inspection of [redacted] (Information brief presented by NSA/CSS's Joint Inspections Office)
2. (U) Integration of the U.S. Coast Guard in the U.S. Cryptologic System (Decision brief presented by Naval Security Group)
3. (U) Update on FY02 Military Billet Reinvestments and Reductions (Information brief presented by the Office of Military Personnel)
4. (U) CSS Transformation: Unit Transformation (Information briefs presented by representatives from each SCE)
5. (U) CSS Transformation: Military Performance Evaluation System (Decision brief presented by the CSS Transformation Working Group)

(U) One outcome of this JIB meeting was the decision to change the performance evaluation chain--the "rating chain"--for military assignees at NSAW and our field sites. At present, the rating chain varies by location or by the ratee's service or unit. In the future, all personnel at NSAW and our field locations, regardless of rank or grade, military or civilian, will have their initial rating performed by their operational supervisor.

(U) This change is the first major step toward resolving the conflict--potential or actual--faced by many assignees between their administrative and operational chains. I have tasked [redacted] to provide implementation guidance for this decision by 12 October. This guidance will include, for example, a statement of policy and a timeline for conversion to new raters.

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(U) We also decided to move forward in integrating the Coast Guard more fully into our efforts. I expect to have a plan of action on this within 30 days.

(U) For more information on JIB meetings, visit the Central Security Service staff home page at:

[Redacted]

A link near the bottom of the page will take you to the Joint Issues Board page.

MICHAEL V. HAYDEN
Lieutenant General, USAF
Director

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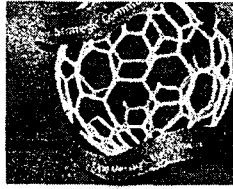
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Posted on: September 11, 2000 12:32

(U) DIRgram-118: "Computer Scientists at NSA/CSS"

Distribution: Director's Message to the Work Force

POC: Michael V. Hayden [talk_dirnsa@nsa]

(U) I am hearing confused messages and misunderstandings about whether or not computer scientists have a future at NSA/CSS. Let there be no misunderstanding that we need the best and brightest computer scientists if we are to succeed in our missions. We have one of the most demanding and challenging jobs on our planet: to protect the nation's most vital information while also providing foreign intelligence information critical for U.S. military and political decision makers. This protecting and providing will occur in the worldwide computer-driven telecommunications systems. We have to have computer scientists working with our analysts to understand how to navigate and operate in these systems.

(U) We are wrestling with three significant and interacting issues that affect computer scientists at NSA/CSS. As we focus on each of these and get down to working the details, we need to not lose sight of our desired end-state and get confused. These issues are:

- (U) We need the best computer scientists working our missions;
- (U) We need to be supported with a state-of-the-art information technology infrastructure;
- (U) We need to reshape and reinvest in our work force.

(U) We have a large number of computer scientists dedicated today to the internal operating of our IT infrastructure. We intend to free people from this and get them focused on our missions, our reason for being. With the government budget process, we cannot establish and maintain the state-of-the-art information technology we need given the speed at which it is changing. Thus, we have conceived Project GROUNDBREAKER to provide us the needed IT infrastructure while helping us to dedicate the best computer scientists to Information Assurance and SIGINT.

(U) To help us retain and recruit the best computer scientists, and also mathematicians and engineers, we are exploring potential changes in our compensation structures. You will be hearing more about this as we examine it. No matter what we do, there will be some for whom the highest salaries are of paramount importance. They may go elsewhere. For those who want challenging, demanding, purposeful, and exciting work, it will be hard to beat that which we are undertaking.

MICHAEL V. HAYDEN
Lieutenant General, USAF
Director

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Posted on: September 13, 2000

(U) DIRgram-119: "Transforming SIGINT Product: Write-to-Release"

Distribution: Director's Message to the Work Force

POC: Michael V. Hayden [talk_dirnsa@nsa]

(U) In the Signals Intelligence Business Plan published in March, we stated that one of our goals is to give our customers the decisive edge by providing vital information in a timely manner and in an actionable format. Write-to-Release (WTR), a new SIGINT reporting initiative, is an initial step in transforming our SIGINT product to help us reach that goal. WTR broadly applies sanitization, the process of disguising COMINT to protect sensitive intelligence sources and methods, to our reporting. By proactively sanitizing our reporting and putting it in a format most useful to the customer, we are maximizing support to policymakers, the warfighter, and nontraditional customers like law enforcement.

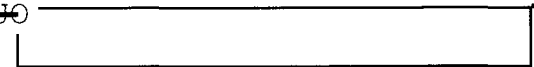
(~~S//REL~~) Simply put, WTR is writing for our customers, and customer response to our WTR reporting has been enthusiastic. For example, the Executive Director for Intelligence, U.S. Customs Service, called WTR "one of the most innovative, pro-customer initiatives ever taken by NSA."



(b) (1)
(b) (3)-50 USC 3024 (i)
(b) (3)-P.L. 86-36

(U) WTR is not a choice; it is a mandate. A number of production elements have embraced WTR and are writing the majority of their reports in this format. I am tasking Rich Taylor, the DDO, to fully implement Write-to-Release by 1 March 2001. For more information on WTR, go to:

U//FOUO



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(U) I am justifiably proud of the tremendous talent of the men and women at NSA and in the field who are involved in the SIGINT production cycle from collection through dissemination. WTR is only the beginning of this exciting transformation of our reporting mission.

MICHAEL V. HAYDEN
Lieutenant General, USAF

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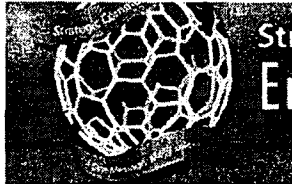
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Posted on: September 15, 2000 11:08

(U) DIRgram-120: "Briefing for the Commander in Chiefs (CINCs)"

Distribution: Director's Message to the Work Force

POC: Michael V. Hayden [talk_dirnsa@nsa]

(U) I had the opportunity recently to brief the assembled combatant Commanders-in-Chief on the transformation of the National Security Agency. Because they rely heavily on the products and services we provide, and because those products and services are clearly affected by the transformation process, the CINCs are an important touchstone as we review how far we have come and where we are going.

(U) I was candid with them about what transformation means to their operations. Their response was both understanding and supportive: they recognize the challenges we are facing, and they, too, have had to cope with insufficient resources by making sacrifices and tightening core mission focus.

(U) The main points of my briefing were as follows:

(U) The percentage of data traveling over digital networks, connected and isolated, increased by some 300% between 1988 and 1998. Although we continue to collect important traffic by traditional means, the percentage of collection coming from those sources is declining.

(C//SI//REL) [Redacted]

(b) (1)
(b) (3)-50 USC 3024(i)
(b) (3)-P.L. 86-36

(U) In order to successfully "chase the signals" we care about most, we must mirror the changes taking place in the telecommunications industry. This recognition underlies our approach to the transformation process.

(U) Because we have given modernization priority over current readiness, we must accept our limitations, do the necessary loss/gain analysis, and come up with mitigation strategies. One such strategy is increased reliance on both our foreign partners-a topic in which the CINCs were particularly interested-and on the Cryptologic Service Elements themselves. When a traditional source is important to our military customers, we want them to step up to the plate and work with us to collect it.

(U) The kind of support I asked the CINCs to give us is not unlike the kind of support I've sought from the Agency work force. I've asked the CINCs to understand that we can't do it all. We have no choice but to equip ourselves to function in a technologically changing world, even at some cost to current readiness. I've asked the work force to accept a critical shift in collection and processing priorities-a hard thing to accept for a deeply-invested group of professionals historically committed to getting every job done, regardless of personal or corporate cost. The CINCs recognize the on-going commitment to service that underlies the transformation effort, and have indicated to me that they will support us as we move ahead.

MICHAEL V. HAYDEN

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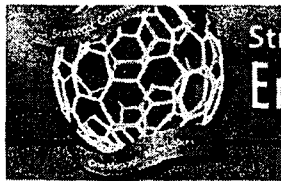
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(U) DIRgram-121: "Work Begins on FY2002-2003 NSA/CSS Business Plan"

Distribution: Director's Message to the Work Force

POC: Michael V. Hayden [talk_dirnsa@nsa]

(U) For the past few weeks, some of your colleagues from across the Agency have been laying the groundwork and identifying key issues for the FY2002-2003 Business Plan. Led by our Chief Financial Manager, Bev Wright, this plan will focus on both the SIGINT and Information Assurance (IA) missions and will require tough decisions on the part of the planning group and the ELT. It will also require support from all of you to carry out those decisions.

(U) The SIGINT portion of the Business Plan will look at programs and projects where we can make reductions or eliminations to redirect money and resources into fundamental Transformation. It will build on the actions and decisions of the SIGINT Business Plan drafted earlier this year, and will initiate new ones, mapping out specific goals for FY2002-2003. These decisions will not be easy, but they will be crucial to the success of the Agency in the future. In a similar vein, the IA portion of the Business Plan will map out NSA's role and contributions in the implementation of the Defense in Depth Strategy. This strategy is designed to assure the availability of security products and services required to implement IA solutions for each of the Defense in Depth layers; to develop and support the operation of the security management and attack sensing, warning, and response infrastructures; and to contribute to raising the level of IA training and awareness.

(U) It will be important that you understand the rationale behind both SIGINT and IA decisions, and the impact they will have on your organization, and on you personally.

(U) Bev Wright has set an ambitious time schedule for her team. The plan will be completed on 30 November, with draft versions presented to the ELT in mid-October, and then again in mid-November. Updates will be provided to the NSA/CSS workforce after each of the ELT meetings.

(U) Furthermore, we will keep you informed of the progress made on the Business Plan through DIRgrams, "15 Minutes" shows, and a town meeting once the plan is complete. We are committed to keeping you apprised of developments in the plan, and to ensuring that you understand the role you will play in helping to implement the changes that are so crucial to our future.

(U) This is an exciting time for the Agency as we take significant steps towards modernization. We are all in this together, and each of you has an important role to play!

MICHAEL V. HAYDEN
Lieutenant General, USAF
Director

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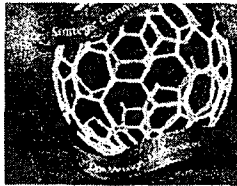
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(U) DIRgram-123: "Human Resource Transformation - Compensation Reform"

Distribution: Director's Message to the Work Force

POC: Michael V. Hayden [talk_dirnsa@nsa]

(U) With this DIRgram, I want to begin to announce and explain a number of decisions we have made concerning human resource transformation that will impact all of us. These decisions touch on a number of human resource concerns that you raised during the "100 Days of Change." Some of the steps we are taking are interim measures until long-term strategies and solutions are in place.

(U) Today, I want to talk about the long-term view for compensation reform. Most of you know that this is an often discussed -- but little acted upon -- subject. We need to move forward. As we do, the twin principles we will embrace will be market and merit. We will do all we can to reduce the gap between what we pay and what the market pays for individual skills. We will also revise our approach to emphasize performance, more rewarding merit than other factors like seniority or longevity. These principles will also better enable us to align our compensation system with our business plan. Many other federal agencies have already instituted new approaches to pay, and now is the time for us to also move in that direction.

(U) The ELT has approved a schedule for implementing a new pay system. In FY01, a contractor will assist us in completing a full market comparison of the skill sets we use at NSA and will make recommendations for pay system options that weigh heavily on market and merit considerations. The FY01 financial plan has allotted funds for the work. In FY02, we will conduct full-scale pilots of one or more of the compensation prototypes. This will give us experience, with selected groups or skill sets, before we enact an Agency-wide system.

(U) We expect to implement a new Agency-wide compensation system in FY03. In the meantime, there are some interim steps we can take to begin the movement to market and merit even within today's structures. Subsequent DIRgrams will outline these steps.

MICHAEL V. HAYDEN
Lieutenant General, USAF
Director

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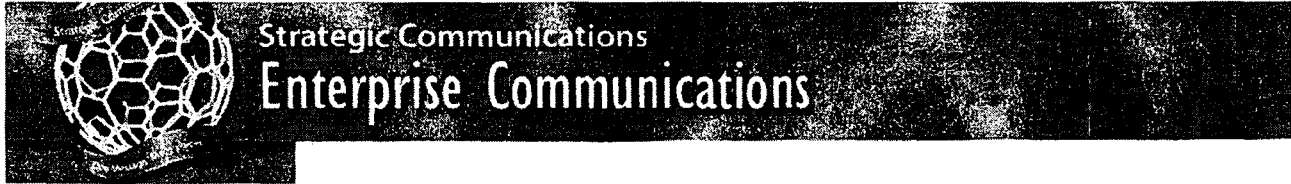
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Posted on: September 20, 2000 12:15

(U) DIRgram-124: "The Promotion Process"

Distribution: Director's Message to the Work Force

POC: Michael V. Hayden [talk_dirnsa@nsa]

(U) In yesterday's DIRgram, I talked about a compensation system more based on merit and market. One of the best tools we have to reward merit is promotion.

(U) First things first. Promotion opportunities will NOT change for FY01. We will use the same formula we have used in previous years to determine the overall number of promotions in each grade.

(U) We will, however, do all we can to make the promotion process less burdensome and less time consuming administratively. To that end, I have decided that:

- (U) The promotion process for Grades 13, 14 and 15 will now be conducted on an annual cycle, becoming effective in March. Grades 12 and below promotions will be done on a semi-annual basis; effective dates are December and June. Again, this move to new promotion cycles will not affect the overall number of promotions, nor will it change our fiscal commitment. Although some may be promoted a bit later than under the previous system, an equal number will be promoted a bit earlier.

- (U) Employee Performance Assessments (EPAs) and PERSUMs will be replaced by employee resumes and expanded supervisory nomination statements. For Grades 13 and above, this change will be effective for the March promotions. For Grades 12 and below, it will be effective for the second (June) promotion cycle. Details will follow, but the new system will be less administratively burdensome than the one we now use. It will also put more responsibility on supervisors to fairly and candidly rate their people.

- (U) For promotions to Grades 13 and above, zero-base reviews (i.e., a review of those individuals NOT nominated for promotion) will be limited to employees with at least 5 years time-in-grade. For Grades 12 and below promotions, zero-base reviews will be required after 2 years in grade. These time-in-grade numbers are less than the current average time-in-grade for promotees. (Of course, all those submitted by their organization will be considered for promotion.) I believe we can sustain fairness with this approach and avoid time consuming reviews of all potential eligibles for every board.

- (U) Key Component and Field 14 and 15 promotion boards will continue, and a corporate board for new organizations with fewer than 1,000 employees is being established.

(U) We want to be able to reward merit where we find it and move away from a culture that identifies promotion as a reward for just years of service. To that end, current minimum time-in-grade requirements for promotion eligibility are eliminated across all grade ranges.

(U) Many of these changes are based on suggestions you have made to better align the promotion process with our business objectives and to reduce paperwork. We will keep an open mind as we implement these

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new procedures and will make adjustments, as needed, based on your feedback.

MICHAEL V. HAYDEN
Lieutenant General, USAF
Director


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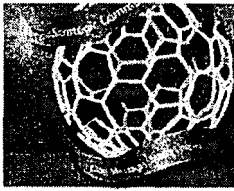
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Posted on: September 21, 2000 12:11

(U) DIRgram-125: "Merit and Market"

Distribution: Director's Message to the Work Force

POC: Michael V. Hayden [talk_dirnsa@nsa]

(U) In DIRgram-123 I outlined a long-term plan to better align our compensation system with the market, with our own objectives and with a new emphasis on performance. I also promised interim steps that would move us in this direction now.

(U) In any given year, close to half of the work force receives a cash award, often in dollar amounts too low to adequately recognize significant accomplishments. In light of this, I have approved two changes. First, I am increasing the Agency award budget by \$1.179M (to a total of \$9.059M). Second, I am setting the minimum dollar amount of a cash award at \$2,000.

(U) Although this will mean that fewer numbers of employees will receive cash awards (about 25 percent), the dollar amount of those awards will be significantly higher than in the past. This action will help move us away from a current program that resembles a "fair share" in many organizations, to an approach that recognizes and rewards top contributors. This is a first step to better tie compensation to performance.

(U) We also recognize that there is a growing disparity between the average salaries we pay and market salaries in the same skill areas. We are looking into ways to take more immediate steps to address this disparity.

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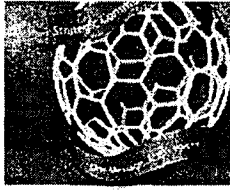
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Posted on: September 22, 2000 10:29

(U) DIRgram-126: "College Tuition Reimbursement"

Distribution: Director's Message to the Work Force

POC: Michael V. Hayden [talk_dirnsa@nsa]

(U) Since the decision to place constraints on our after-hours education program, I have received many comments from you on how this difficult decision impacted your career development, aspirations and personal finances. We have always been a staunch advocate of education and career development. Providing ample opportunity to expand one's abilities and talents has been a cornerstone of NSA/CSS' competitive statutes and desirability as an employer.

(U) With that in mind, we will roll back the restrictions on tuition reimbursement beginning January 2001. From that point forward, employees who complete mission-related course work will be 100 percent funded. We will rely on and hold supervisors accountable for ensuring that course work is truly mission-related. Tuition costs will once again be funded in advance and subject to a passing grade. Also, I am repealing the decision that tuition reimbursement be based on credit hour costs at the University of Maryland College Park. Instead, the Agency will fully fund relevant tuition costs at any accredited institution.

(U) This decision represents a significant investment on the part of the Agency in the education and training of our people. It is fair that the Agency expect a return on that investment. To that end, individuals enrolling in after-hours education will be required to agree to a 6-month commitment to Agency employment dating from the completion of any class taken. (For example, if an Agency employee enrolls for 6 credits in the fall term, and completes them in December, he/she is committed until the following June. Similarly, a spring course, completed in May, imposes a commitment on an employee through November.) Human Resources and the General Counsel's office will work the details in time for the January 2001 term.

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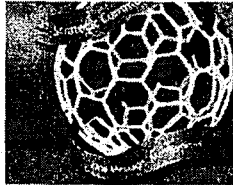


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Posted on: September 25, 2000 09:56

(U) DIRgram-127: "Retention and Recruitment"

Distribution: Director's Message to the Work Force

POC: Michael V. Hayden [talk_dirnsa@nsa]

(U) There is a growing disparity between the average salaries we pay our computer science/engineering/mathematics professionals and market salaries in the same skill areas. As stated in DIRgram 125, we are taking steps to more align salaries with the private sector through compensation reform. To narrow the gap sooner, I have also approved an additional \$2.5M to help us retain our best people in these key technical disciplines. I have asked our HR organization to determine how this can be applied in FY-01 for retention purposes. We recognize the importance and the criticality of these key professionals to the success of transformation, and this action helps to underscore our strong support and appreciation.

(U) Another key factor to NSA's transformation is our ability to attract the proper skills to perform our future mission. Our hiring program in recent years has not been as successful as we need it to be. It has become increasingly difficult and costly to compete for the critical skills we need in today's highly competitive market place. Consequently, we have been deliberating on ways to streamline the recruiting and hiring process and make the Agency more competitive and attractive as an employer of choice.

(U) I have taken the following actions to ensure that we have a successful hiring effort in FY01 and beyond:

(U) Established a new Office of Recruitment and Hiring, and named Harvey Davis to lead that organization. Additional details on the new organization and its charter are available at:

[Redacted]

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(U) Created a structure within that organization that includes high-potential GG-15s and SLDP participants who will, as our future leaders, be active in recruiting and be vested with on-the-spot authority to hire.

(U) Charged Recruitment and Hiring to implement many recommendations of a recent Agency team, led by our former Deputy Director, designed to improve our recruitment of minorities.

(U) Increased the resource allocation to our recruiting and hiring program by \$4M. This will allow us to expand our efforts and market the Agency on the Web and on more college campuses.

(U) Authorized the use of various incentives to attract the most sought after population in the market place, to include hiring bonuses of up to \$10K per recruit.

(U) Authorized funds for a referral program that will reward current Agency employees for successful referrals of new hires. The Office of Recruitment and Hiring will be publishing guidelines and policy for the implementation of this program in the near future.

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(U) The transformation of the Agency cannot be accomplished without the necessary people in place to perform the mission. Retention and recruiting are critical components of this.

MICHAEL V. HAYDEN
Lieutenant General, USAF
Director

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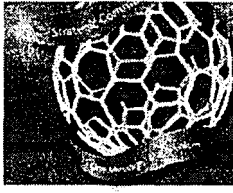
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Posted on: September 27, 2000 08:18

(U) DIRgram-128: "FLIP Pay Changes"

Distribution: Director's Message to the Work Force

POC: Michael V. Hayden [talk_dirnsa@nsa]

(U) Today, I am announcing a major change in our Foreign Language Incentive Program (FLIP). FLIP was established in 1982 to "encourage

Agency civilian cryptologic personnel to acquire, maintain, and improve their capability in foreign languages." Until now, FLIP recognized acquisition and use of foreign language in the same manner, driven by supply and demand. Payments were awarded accordingly.

(U) Effective 8 October 2000, I am ordering the dissolution of the current three language categories for primary use FLIP pay. All our civilian cryptologic language analysts, regardless of which languages they are working, will receive the same amount of FLIP for their primary use languages. The amount of the awards will be the same as

those for the current graphic and voice Category 1 languages. This is a first and important transition step toward recognizing all our language analysts as the treasured intellectual capital that they are. This action also underscores a new appreciation for the comparability and difficulty of high-level cryptologic language tasks and highlights the importance of our language mission to our SIGINT success.

(U) No other FLIP subprograms will be changed at this time. Language acquisition bonuses will continue to be awarded by category. Ultimately, FLIP will be integrated into our pay-for-performance concept.

MICHAEL V. HAYDEN
Lieutenant General, USAF
Director

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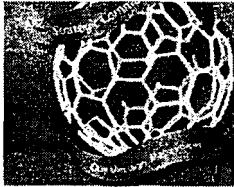
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Posted on: September 29, 2000 15:13

(U) DIRgram-129: "Senior Pay Level Adjustments and Bonuses"

Distribution: Director's Message to the Work Force

POC: Michael V. Hayden [talk_dirnsa@nsa]

(U) As you know I've recently issued several DIRgrams concerning our promotion and rewards processes. We have different processes for different grade levels, and today's DIRgram deals with the Pay Level Adjustments (PLAs) and bonuses awarded to our senior leaders - managers in the Defense Intelligence Senior Executive Service (DISES) and individuals in technical/professional positions in the Defense Intelligence Senior Level (DISL).

(U) PLAs, which move Seniors from one level to the next, will take effect at different times for different people. By law, seniors are only permitted one PLA within a twelve-month period. Bonuses, which are the equivalent of cash awards, are effective this pay period. As part of our effort to deal with fiscal challenges, earlier this year the ELT significantly reduced, by 50%, the amount of money traditionally allocated to the Senior bonus pool. This year's awards were consistent with that decision. I also directed that the PLAs be targeted towards the more junior of our senior levels to assist in the development of NSA's future leadership. That focus is reflected in the numbers of PLAs I approved. 53 DISES Seniors received PLAs; 37 of them were from the first two levels (the DISES range is Level 1 through 6). 27 DISL Seniors received PLAs; 20 of them were from the first two levels (the DISL range is Level 2 through 8).

(U) The Executive Programs office will be sending out a Personnel Assignment Order (PAO) within the next week listing the seniors who were awarded PLAs. PAOs can be found at the Executive Programs Home Page:

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or by subscribing to ESS Topic 1294.

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(U) I want to congratulate the recipients, thank all of them for their continuing contributions to this Agency, and remind them as well that these PLAs are also indicators of one's ability and willingness to accept increased responsibility.

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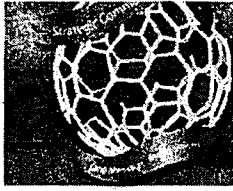
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Posted on: October 05, 2000 07:55

(U) DIRgram-131: "Boards and Councils Update"

Distribution: Director's Message to the Work Force

POC: Michael V. Hayden [talk_dirnsa@nsa]

(U) We as an Agency must make an effort to get back to basics and focus on core missions, spending no more time than we absolutely have to on peripheral activities - that is, on things that don't directly produce or support Signals Intelligence or Information Assurance. In DIRgram-51, I directed RADM Burns, the Assistant Director for Corporate Management, to inventory the many convening groups at the Agency, as well as those external to the Agency in which we participate. I also froze the establishment of all new working groups, boards, councils, associations, etc., pending recommendations to validate or terminate existing bodies.

(U) The ADCM has completed his review, and I want to share the resulting decisions with you. In total, 633 boards were registered (excluding awards and promotion boards) - 452 internal to NSA and 181 external. We're using the term "boards" in a generic sense to include all types of fora. Initial analysis revealed that:

- (U) sponsorship of boards is often unclear,
- (U) multiple boards address the same topic resulting in layering, multiple oversight, and duplication, and
- (U) a board may not always be the most effective vehicle to handle a program or task.

(U) Based on these findings, the ADCM made recommendations for validation or termination of each of the boards, (or, in the case of external boards, termination of NSA participation), and forwarded these to each Key Component (KC) for review and adjustment, and then to the ELT for final approval. The ELT agreed that any convening body that did not register or did not make the list of validated boards should be disbanded and further agreed with the termination of 164 internal boards (36%) and ceased participation of NSA personnel on 30 external boards (17%). KCs and N7 (for the field) will implement these decisions promptly. To view the termination list go to:

[Redacted]

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In addition, the ELT agreed to begin to implement further reductions that will eliminate "groups" of boards. Specifically, beginning immediately, KCs and the field will:

- (U) eliminate EEO and special interest boards at the KC level and below, maintaining them at the corporate level;
- (U) eliminate Career Development Boards below KC, maintaining them at the KC level;
- (U) eliminate Technical Health Advisory Boards below KC, maintaining them at the KC level; and
- (U) eliminate Steering and Advisory committees whose purposes are to oversee work of other committees and boards.

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(U) Processes for the creation, evaluation, and validation of NSA/CSS participation in boards and other fora are presently being developed. These processes will address the needs of the KCs and oversight by the Agency's Committee Management Officer, Chief, Office of Policy. NSA/CSS Regulation 112-9, Committee Management Program, is undergoing revision, and will be the guiding authority for this program. A subsequent DIRgram will outline the program requirements, responsibilities, and channels of information.

(U) I believe, through this review, that we have "captured" a significant amount of time and effort that can be redirected toward mission and mission support. I appreciate the effort of those involved in this review and ask your continued vigilance to keep the number of boards at a minimum.

MICHAEL V. HAYDEN
Lieutenant General, USAF
Director

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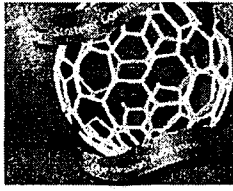
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Posted on: October 11, 2000 09:57

(U) DIRgram-133: "Acquisition Process Update"

Distribution: Director's Message to the Work Force

POC: Michael V. Hayden [talk_dirnsa@nsa]

(U) My commitment to reform the NSA acquisition process is stronger than ever. I want to stress that we are on our way to better managing our major programs, and we are setting in motion rigorous oversight that will lend credibility to how we support our customers and stakeholders.

(U) The first step in fixing our acquisition process is to document where we are. External and internal assessments concluded that we had no structured approach for improving the acquisition process and had no independent responsibility, authority and accountability for requirements, budgeting and acquisition at the corporate level. How do we fix this problem and get us on the road to recovery?

(U) Since the 27 July appointment of Harry Gatanas as Senior Acquisition Executive (SAE), our acquisition processes are in fact on the fast track toward improvement. With the establishment of the SAE office, lines of authorities are now more clear. SIGINT requirements fall within the authority of the Operations Directorate (DO). INFOSEC requirements fall within the authority of the Information Assurance Directorate (DI). The NTO validates these needs, consistent with the Agency's plans, and prioritizes competing demands. Resource allocation authorities fall under the purview of Bev Wright, Chief Financial Manager (CFM).

(U) The SAE has acquisition authorities. The SAE reports directly to me and has full responsibility for overseeing all aspects of NSA's acquisitions to include interaction with Congress, DoD, and the Community Management Staff (CMS) on acquisition matters. The senior team supporting the SAE will be in place within the next 30 days and will focus on implementing sound acquisition management practices and discipline.

(U) Also within the next 30 days, major program issues for Trailblazer, GROUNDBREAKER, and Cryptologic Mission Management will be briefed to the CMS, various DoD principals, and Congressional staffers. The SAE emphasis is on linking the requirements process with the acquisition and budget processes, and developing and implementing acquisition policies and procedures that comply with public law, Office of Management and Budget guidance, and DoD regulations. An Acquisition Review Board, which the SAE chairs, will meet within the next several weeks to begin formal program reviews.

(U) The SAE office is also finalizing a baseline review of all acquisition positions, and will use this baseline to address deficiencies in our training and certification of all levels and types of acquisition personnel. A priority of the SAE is hiring, both internally and externally, acquisition professionals who are certified under the Defense Workforce Acquisition Improvement Act.

(U) I look forward to having, within the next several weeks, a structured Program Management Review schedule that will keep us on the "road to continuous acquisition improvement."

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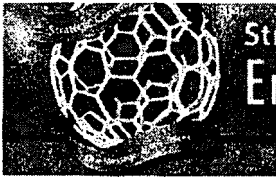
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(U) DIRgram-135: "Senior Leadership Meeting"

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Distribution: Director's Message to the Work Force

POC: Michael V. Hayden [talk_dirnsa@nsa]

(U) On Saturday I led the NSA Senior leadership in a review of where we are taking NSA. First, Bill Black and I put forward our thoughts. Maureen Baginski showed the group the Transformation Story that we will be telling throughout the community, and asked for their comments. A number of people who have featured roles in our transformation (Mike Green, Bev Wright, Harry Gatanas, [redacted], [redacted] Bill Nolte, Gary Grantham, Judi Emmel, Pat Taylor, and Bob Deitz) went over what I have asked them to do and how they were going about doing it.

(U) Besides the specifics on our direction, I wanted our seniors to understand that our transformation is not a trip to a known final position. We are in a state of "continual becoming." My job has been to establish direction and set things in motion. Now, as we reach a point where success depends on increasing velocity, everyone must be moving in synchronization.

(U) Some organizational changes will be needed to synchronize our movements. I have decided to take most of our "headquarters" elements and organize them under an NSA Chief of Staff. I am also establishing an Office of the Director to give Bill and me the organization we need to strengthen and smooth the activities in our office. We have also elevated several functions formerly housed in ADS and elsewhere to the level of what we will call "associate directors" - "doers" who provide enabling functions for the entire Agency. These include IT, HR/Recruiting, the National Cryptologic School, and Installation/Logistics/Physical Security.

(U) In the next few days I'll be sending you DIRgrams on these functions, as well as the new organization charts. I look forward to your thoughts on the new organization as we work out the details.

(U) Lastly, I told the seniors that the FY-01 Intelligence Authorization Bill, awaiting Presidential signature, will give the Director of NSA significant authorities to conduct early outs and to incentivize separations at all grade levels. While I have no current plans to use this authority to change our present program of incentivized early outs for grades 15 and below, if the proposal becomes law, I do intend to conduct an early out opportunity for seniors.

(U) I will provide additional details on these and other topics during my town meeting this afternoon, at 1345 in Friedman. Earlier today you received information about NEWSMAGAZINE channels and broadcast times, for those unable to attend the Friedman presentation.

MICHAEL V. HAYDEN
Lieutenant General, USAF
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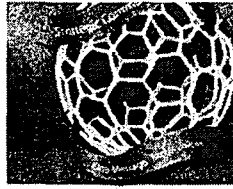
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(U) DIRgram-136: "Follow-up to Town Meeting"

Distribution: Director's Message to the Work Force

POC: Michael V. Hayden [talk_dirnsa@nsa]

(U) During my town meeting Monday, I led you quickly through the new structure I have put in place which I believe will help synchronize our movements in the Transformation process. I announced the dissolution of ADS and the new offices that would absorb their functions. I explained that the Office of the Executive Director was being abolished, and I announced the establishment of a Chief of Staff (incorporating most of the old DCM functions and adding some new ones), and an Office of the Director. I mentioned a couple of new positions, and introduced the concept of "Principal Directors" as well. I also announced the names of the individuals who would be leading these new offices, effective 1 November.

(U) I realize that I presented a lot of information in the time I had, but I wanted to make sure that you were fully informed about these changes, all of which I had briefed to the Senior Leadership this past Saturday. In order to help make this a bit clearer, I have asked the Skunks to post the full briefing on the web. It is available as a Hot Item on my home page at:

[Redacted]

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Please note that the actual "connecting lines" for some of the organizational structure, vis-a-vis who are "direct reports" and under whom some offices may fall, are still being worked out.

(U) I want to remind you that rebroadcasts of the town meeting are being shown on NEWSMAGAZINE every hour, on the hour, through October 23rd. I hope you will take time to watch it.

(U) As I have said a number of times, we are going to continue to move ahead. I'll make every effort to keep the lines of communication open, and to make clear why the steps we're taking are needed. I expect your honest and open feedback as we move ahead together.

MICHAEL V. HAYDEN
Lieutenant General, USAF
Director

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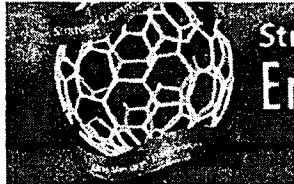
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Posted on: October 23, 2000 10:36

(U) DIRgram-137: "NSA/CSS Cryptologic Doctrine Office"

Distribution: Director's Message to the Work Force

POC: Michael V. Hayden [talk_dirnsa@nsa]

(U) There are a number of epic transformation events occurring in the Agency today to enable us to produce SIGINT and Information Assurance in an increasingly challenging environment. Given the difficulties of transformation and the complexities of our business, Cryptologic Doctrine is needed to guide us into the future. Cryptologic Doctrine is the statement of fundamental principles that guide employment of cryptology in coordinated actions toward a common objective. Why do we need it? Doctrine offers a common perspective from which to plan and operate. It fundamentally shapes the way we think about cryptology, and enhances the operational effectiveness of information dominance. It facilitates greater understanding within the Intelligence Community (IC), DOD, other Executive Branch entities, and Congress about how our mission is conducted. Today, our "doctrine" exists in Directives, policy letters, requirements, SOPs, Circulars, and other documentation, but it is not clearly integrated at the Agency corporate level in a way that is easily understood by everyone inside and outside of these walls.

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(U//FOUO) The services understand and utilize doctrine well. I have tasked the Deputy Chief, CSS, Maj Gen Kera to initiate this doctrine. She has brought in Army [redacted] to lead this effort. [redacted] served with me in Europe and Korea and understands the creation and application of doctrine. He is a graduate of the School of Advanced Military Studies, which authors the Army's operational warfighting doctrine. Thus, I am announcing today the creation of the Cryptologic Doctrine Office, headed by [redacted] who will report to Maj Gen Kera.

(U) The Doctrine Office will focus on the Agency's core competencies of SIGINT Exploitation and Information Assurance. It will consider the personnel, financial, policy, legal, transformational and technological implications involved. The Doctrine Office will draw upon corporate guidance from sources as such the DCI Strategic Intent, Joint Vision 2020, National Cryptologic Strategy for the 21st Century--2000-2006, Unified Cryptologic Architecture Study, Information Assurance Business Plan and the SIGINT Business Plan, among others. Joint Doctrine will be used as a model to develop and maintain our Cryptologic Doctrine. Cryptologic doctrine, when appropriately developed, will formally link the NSA/CSS mission within the JCS Joint Publication Series 2.0 on Intelligence. I am laying down an accelerated publication schedule that calls for the Cryptologic Doctrine Capstone and Keystone Primer to be drafted by the first week of June 2001 and ready for publication by the end of FY 01. This primer will describe the mission and responsibilities of NSA/CSS, today's cryptologic environment, the role of doctrine, fundamentals of cryptology, the chain of command, support relationships, and the doctrine development process.

(U) This office will not decide what doctrine is -- rather it will facilitate the process by pulling and compiling information from the work force and IC. It will be staffed with officers and NCOs from the SCEs and at least one NSA/CSS civilian employee. The staff will engage a cryptologic working group whose permanent members will hail

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from the CSS, DO, DI, DT, NTO and SCEs. It will be assisted by an advisory board consisting of a representative from the Director's office, and senior representatives from JCS/J2, CIA, DIA, NIMA, NRO, Trailblazer, UCAO, and IOTC. This will ensure that the appropriate blend of national and military operations support doctrine will be incorporated. I believe that this effort will be the glue that captures and ties together, in an actionable format, the roles, functions, relationships, and processes necessary to conduct cryptology in the 21st century.

MICHAEL V. HAYDEN
Lieutenant General, USAF
Director

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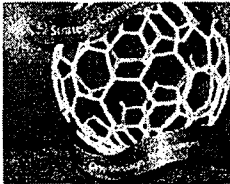
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Posted on: November 02, 2000 06:29

(U) DIRgram-140: "ECMRG Meeting"

Distribution: Director's Message to the Work Force

POC: Michael V. Hayden [talk_dirnsa@nsa]

(U) In two earlier DIRgrams, I discussed the importance of my role as the Community Functional Lead (CFL) for SIGINT and the progress to date that the dedicated men and women of America's SIGINT Enterprise had made towards developing and implementing the Unified Cryptologic System. Recently, the Expanded Corporate Management Review Group (ECMRG) met. This group serves as the corporate board of directors for the cryptologic community, and I wanted to update you on decisions we made. There were five main issues on the ECMRG agenda, and here are the highlights:

(U) The Defense Cryptologic Program (DCP)--NSA's National Tactical Integration Office (NTIO) presented a briefing to define the DCP's true nature and to determine to what use the DCP should be put in the future. I have taken the action to draft a clearer definition of what this program should be and how its funds should be employed. Stay tuned.

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(b) (3) -50 USC 3024(i)
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(C/REL) [Redacted]

(U) Unified Cryptologic System (UCS) Concept of Operations--ECMRG members endorsed this important community document that outlines the blueprint for how we will operate the cryptologic system of tomorrow. Next steps at the community level include completing the architecture definition and proceeding with implementation planning.

(U/~~FOUO~~) ELINT Business Plan--Jim Cain headed up the NSA team that participated in this Intelligence Community/Department of Defense effort. The team's efforts have allowed us to meet head on the tough issue of investment strategy. We will be standing up a small Community ELINT Management Office (CEMO) for a 24-36 month period. I am interviewing candidates to lead this office. The CEMO director will be accountable to the ECMRG, and this office will have as its first task to brief the ECMRG membership on its proposed charter, staffing plans, and key issues to be addressed.

(U) Joint Architecture Team (JAT)--The NTO briefed on a recently completed UCAO/NTO/Community joint architecture study. This study provides an improved basis for development planning in the vital areas of information management, cryptologic mission management and strategic knowledge bases.

(U) I want you to know that the ECMRG leadership and I are sensitive to the fact that there are numerous cryptologic planning and development activities occurring simultaneously and providing staffing to these organizations is burdensome. We continue to streamline our processes. We also realize that the progress to date

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has been the result of an extraordinary amount of time and effort on your part.

MICHAEL V. HAYDEN
Lieutenant General, USAF
Director

DRV FM: NSA/CSSM 123-2
Dated: 24 Feb 98
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Posted on: November 06, 2000 15:27

(U) DIRgram-141: "Presidential Transition" - URGENT RELEASE

Distribution: Entire NSA Work Force

POC: Michael V. Hayden [talk_dirnsa@nsa]

(U) In light of tomorrow's election, I want to update you on the activities of the Presidential Transition Team. On 14 October, I announced that Terry Thompson would lead this effort to ensure that the President-elect's National Security team recognizes the importance of NSA's SIGINT and Information Assurance (IA) contributions to our nation.

(U) In preparation for the Presidential transition, NSA has provided papers and talking points to DCI's Community Management Staff and Assistant Secretary for Defense for Command, Control, and Intelligence, the focal point for DoD Intelligence. These documents will be included in transition books being prepared for the new Administration, and the talking points will be included among those being developed for the DCI, who will have an initial meeting with the President-elect soon after the election.

~~(C//REL)~~ These papers and talking points outline our current SIGINT and IA contributions and the challenges we face. For SIGINT, major subjects will include accessing the global net, countering stronger encryption, developing TRAILBLAZER, and other efforts aimed at improving our SIGINT products and services. For IA, [redacted]

(U) Terry has established a small team, which has chosen the name "Transition 2001 Team" -- broader than "Presidential Transition Team" -- to indicate an emphasis on reaching new members of Congress, as well as new members of the Executive Branch. I ask that you support Terry and his team when they call on you for help.

MICHAEL V. HAYDEN
Lieutenant General, USAF
Director

DRV FM: NSA/CSSM 123-2
Dated: 24 Feb 98
DECL ON: X1

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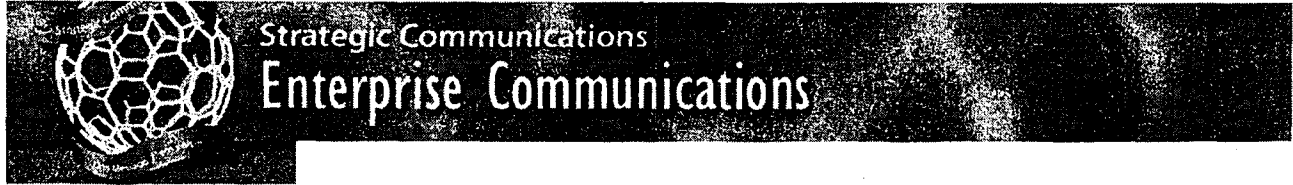
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Posted on: December 08, 2000 08:19

(U) DIRgram-142: "Senior Early Out and Incentive Retirement Program"

Distribution: Director's Message to the Work Force

POC: Michael V. Hayden [talk_dirnsa@nsa]

(U) As you know, on October 14th I led the NSA senior technical and managerial leadership in a review of our Transformation. At that time, I identified one of the tools necessary to carry out transformation at NSA was the authority to give our senior technical and managerial leaders some options for making career decisions. Yesterday, we received verbal approval from DoD to offer incentivized retirement (up to \$25,000) for up to 100 Defense Intelligence Senior Executive Service (DISES) or Defense Intelligence Senior Leader (DISL) NSA employees. Up to 50 of those retirements may be early retirements. What this means is that many seniors will give serious consideration to separating from NSA in the near future. This will be a difficult decision for many, and no doubt the impact of these departures will be felt for a long time. The NSA Human Resource Services organization will issue instructions for implementing these authorities on Monday, 11 Dec.

(U) I am extremely pleased with the support I have received from our senior technical and managerial leadership. I am proud of our association and their dedication to NSA. For those that may choose to retire, I wish each of them well in future pursuits. We all owe them a debt of gratitude for taking us this far, but there's a long way to go. I know that the seniors who remain will be similarly dedicated to NSA, dedicated to transformation, and dedicated to leading us into the future.

MICHAEL V. HAYDEN
Lieutenant General, USAF
Director

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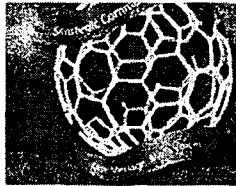
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Posted on: December 08, 2000 13:04

(U//~~FOUO~~) DIRgram-143: "Visit to the Institute for Defense Analysis" (IDA)

Distribution: Director's Message to the Work Force

POC: Michael V. Hayden. [talk_dirnsa@nsa]

(U//~~FOUO~~) I spent yesterday with the folks at the Institute for Defense Analysis (IDA), Center for Communications Research (CCR-P), Princeton, New Jersey. We now maintain three IDA Federally Funded Research and Development Centers (FFRDCS), providing access to world-class talent in advanced mathematics and computer research to address the full spectrum of critical problems facing NSA. This is particularly crucial in light of the expanding global encryption challenge.

(U) The briefings I received clearly demonstrated the tremendous success of this partnership. At the end of the day, I thanked them for what they've done in the past and for the continuing efforts to deal with the expanding volume, variety and velocity of communications.

(U) We talked about the challenges facing both of us and the way ahead. We can't succeed alone - and we will use this model of success as we expand our cooperation with foreign partners, industry and academia. You can learn more about IDA and CCR-P at:



MICHAEL V. HAYDEN
Lieutenant General, USAF
Director

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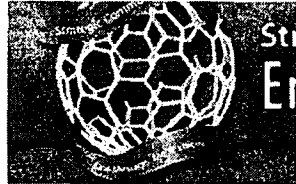
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Posted on: December 12, 2000 10:33

(U) DIRgram-145: "NSA Business Plan Available"

Distribution: Director's Message to the Work Force

POC: Michael V. Hayden [talk_dirnsa@nsa]

(U) Today marks the occasion of a very significant milestone in our Transformation journey -- the publication of the NSA/CSS FY02-03 Business Plan -- "Implementing Transformation." Building upon our Strategic Plan and prior business plans, this single plan for all of NSA/CSS -- both SIGINT and Information Assurance -- will guide our Transformation for the next two years, beginning in FY02, by detailing how we will address four strategic issues: Rebuilding Analysis, Countering Strong Encryption, Enabling Defense-in-Depth for the Nation, and Implementing Defense-in-Depth at NSA/CSS.

(U) I'd like each of you to take the time to read this document. It's on the web via my home page:

[Redacted]

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You can also go directly to it at:

[Redacted]

(U) It's important to me that each of you understands our top priorities for Transformation during FY02-03 as presented by the Plan and why they have been selected. I recognize that you might not see your particular job or function in this Plan -- that's normal for the private sector planning approach we are using. There are many important tasks that we must perform to accomplish our missions that are not highlighted in the Business Plan. However, if you do not understand how you can contribute to the success of this business plan, please talk to your supervisor. Your management will explain how each of you plays a role in achieving our business goals.

(U) Finally, it's critically important to me that you realize that this is our Plan. No matter which aspect of our two missions you support or the uniform that you wear, we all need to work together for this Plan -- and NSA/CSS -- to succeed. If we all pull in the same direction to achieve common objectives, there is nothing we cannot achieve.

MICHAEL V. HAYDEN
Lieutenant General, USAF
Director

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Posted on: December 13, 2000

(U) DIRgram-146: "New GRSOC Initiatives"

Distribution: Director's Message to the Work Force

POC: Michael V. Hayden [talk_dirnsa@nsa]

(U) Joint NSA-SCE IG reports have identified an area of governance of our field sites that needs our immediate attention. Field sites include personnel from all the Service Cryptologic Elements (SCEs), and NSA civilians. The structure we have in place currently creates situations where multiple entities have various supervisory responsibilities. The Regional Security Operations Center (RSOC) commanders and SCE field unit commanders are continually working to balance mission priorities with the need to develop the cryptologic and military skills of the service members.

(U) To resolve some of these issues, I asked COL Frank Bragg, USA, Commander of the Gordon RSOC (GRSOC), to develop a test bed RSOC, organized along the lines that he felt would best serve the mission and satisfy service imperatives. Key features of his test bed are:

- (U) SCE unit commanders will be rated by COL Bragg and senior-rated by their SCE commanders. The INSCOM Commander will rate COL Bragg, and I will be his senior rater.
- (U) In addition to the decision at an earlier Joint Issues Board that the operational supervisor be the first rater on performance evaluations CSS-wide, at GRSOC the rest of the rating chain will also follow the operational chain. The final signature will be in the local SCE unit. There will be some exceptions to comply with service regulations.
- (U) GRSOC will set up a J1 (manpower) to manage personnel programs jointly and achieve efficiencies in their execution.
- (U) The 31st Intelligence Squadron commander (the local SCE commander) will chair the Executive Training Council to provide oversight to common service and mission training.
- (U) GRSOC will implement a Combatant Cryptologic Support Center similar to the Warfighter SIGINT Support Center at Kunia RSOC, a national-tactical integration cell that will team service P2 assets and RSOC capabilities for crisis planning, support to deployed forces, and SIGINT production.

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(U) These GRSOC initiatives began in November 2000 and will continue at least through September 2001. The SCE commanders and I will visit the GRSOC in the near future to assess progress. I have streamlined the joint decorations approval process for GRSOC one more step by permitting COL Bragg to send Joint Service Commendation Medals boarded at the GRSOC directly to the NSA/CSS approval authority for signature.


MICHAEL V. HAYDEN
Lieutenant General, USAF
Director

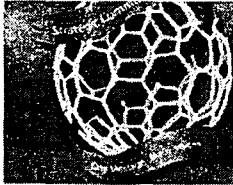
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Posted on: December 14, 2000 07:28

(U) DIRgram-147: "Work Force Advocacy Forum"

Distribution: Director's Message to the Work Force

POC: Michael V. Hayden [talk_dirnsa@nsa]

(U) During periods of transition, people feel and interpret the impacts of change in a variety of ways. To better understand the impact of change on the work force, I have created the Work Force Advocacy Forum (WAF) to monitor work force concerns for the corporation. The mission of the WAF is to provide a conduit for the NSA/CSS workforce to raise issues of significant concern to corporate leadership for advice and or action. In essence, the WAF is "THE VOICE OF THE WORK FORCE GETTING RESULTS."

(U) Though we strive to implement changes which are legal, fiscally prudent, and fair, we also recognize that on occasion these changes may have unintentional impacts on segments of the work force. To keep us all leaning forward together it is vital that I and my leadership team fully understand the ramifications of our actions as they are felt across the entire work force. We are making every effort to keep the lines of communication open, so as we continue to forge ahead I strongly encourage you to utilize and assist this forum of volunteers. I look forward to your honest and open feedback.

(U) Learn more about the WAF by typing GO WAF in your web browser, or go to:

[Redacted URL]

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So that the WAF can immediately start addressing your concerns, I have appointed the charter WAF membership from members of the former Cultural Diversity Council. New members will be solicited and appointed in early 2001.

MICHAEL V. HAYDEN
Lieutenant General, USAF
Director

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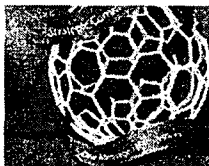
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Posted on: December 15, 2000 09:04

(U) DIRgram-148: "Senior Day Events"

Distribution: Director's Message to the Work Force

POC: Michael V. Hayden [talk_dirnsa@nsa]

(U) For the past 20 months, we've been working to get our corporate business processes in order. Now it's time to make some decisions about getting the mission "house" in order. On 14 October, I asked a team to prepare options for me on these five issues: better combining technology with operations; strengthening research; the need to establish a "make" organization; organizing NCRs and SUSLOs; and creating an office of community relations. At my meeting yesterday with our senior leadership, I announced the decisions I've made in each of these areas.

(U) First, we've decided to establish an Associate Director for Research, largely out of the Research and Development Group (RADG) organization. We will also move the microelectronics processing facility, the "chip factory," to DI. We intend to merge the remainder of DT into DO and create a new Directorate for SIGINT composed of "get it," "know it" and "use it" components. DDI will be redesignated as the Directorate for Information Assurance, and a new office for Corporate Strategy, reporting directly to me, will oversee our relations with the Intelligence Community and industry. These changes constitute a giant leap in the direction we want to go--transforming our people, processes, and systems. I've asked the leaders of all these initiatives to have implementation plans prepared by 8 January. I intend to move quickly with this phase of transformation.

(U) Today, on NEWSMAGAZINE, you can view a tape of the briefing I gave yesterday, which includes some details about each of these decisions. Please see the NEWSMAGAZINE TV schedule, located at:

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

[redacted]
for channels and times. The slides of my briefing are on my web page, at:

[redacted]
(U) In addition, I invite you to call in your questions to me during Talk NSA, which will be broadcast live at 0900 hours on Tuesday, 19 December, via NEWSMAGAZINE on Channel 40 at OPS and FANX, and Channel 15 at CANX. Field sites may access the program via GIGSTER/JWICS. Call 968-TALK or e-mail questions to talknsa@nsa.

(U) These are the last macro organizational changes I intend to make. I believe we are on solid footing now, properly aligned for transformation to occur. I'll say this again: this is not a trip to a known destination, but I'm pleased with the path we have chosen for this journey.

MICHAEL V. HAYDEN
Lieutenant General, USAF
Director

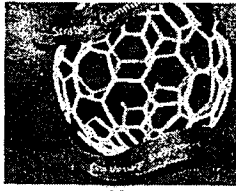
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Posted on: January 11, 2001 11:52

(U) DIRgram-149: "New DIRgram Process Announced"

Distribution: Director's Message to the Work Force

POC: Michael V. Hayden [talk_dirnsa@nsa]

(U) To bring more order to the information you receive from me, I've asked the Office of the Director to review our DIRgram process. The goals of this process remain:

- (U) to achieve my aim of telling you what we have done and why
- (U) to enable other senior leaders to communicate more directly with you, and
- (U) to institute a structured, orderly process which will ensure regular, direct communication.

(U) 2001 will bring lots of information about the new organizations that have stood up. Future DIRgrams will define and explain these new organizations. I will also now begin to use DIRgrams in a broader way:

- (U) "Resolution" DIRgrams -- to focus on what's changed because of transformation initiatives, and show how the changes are making a difference in the way NSA operates. They will bring you a sense of "resolution" regarding these changes.
- (U) "Strategic Plan" DIRgrams -- to focus on one of the four goals of the NSA Strategic Plan, to outline what we are doing to achieve those goals.
- (U) "External Activity" DIRgrams -- to describe an activity in which I have participated outside of NSA. It might be a speech at a conference, a meeting with Intelligence Community leaders, or a visit to a technology company. These DIRgrams will demonstrate how my "Keep It Relevant" role often takes me away from NSA Headquarters, and how and why that's important.

(U) Some DIRgram ideas may be referred elsewhere. While there is certainly much to communicate, not everything needs to be communicated in a DIRgram. The Corporate Internal Communications office [redacted] has a host of communications vehicles that may be better suited to the topic. In addition, many of our senior leaders have exciting news they personally want to share with the entire work force. We'll look to them to issue their own "grams" to tell what they're up to.

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(U) Finally, it's important to remember that DIRgrams should not be considered new policy documentation in themselves. While they may announce new policies and procedures, these should also be recorded in the appropriate policy documents. Contact the Office of Policy [redacted] if you have questions about how to document a policy properly.

(U) You may offer DIRgram ideas, questions, drafts, and suggestions by sending an e-mail to DIRGRAM (dirgram@nsa for SUN users). Ideas not meeting DIRgram criteria will be forwarded to the Corporate Internal Communications office for publication consideration in other communications vehicles.

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MICHAEL V. HAYDEN
Lieutenant General, USAF
Director

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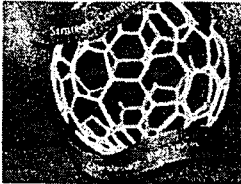
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Posted on: January 12, 2001 12:25

(U) DIRgram-150: "CY01 Compensation Program"

Distribution: Director's Message to the Work Force

POC: Michael V. Hayden [talk_dirnsa@nsa]

(U) Last year, we laid out goals for compensation reform that would focus on market and merit. I recently approved some salary adjustments that take us toward an optimum compensation program.

(U) I have approved the CY01 adjustment to the General Schedule (our GGD) which is 2.7 percent, effective 14 January. This is a routine action that covers all salaried employees. In addition, locality pay was increased by a variable amount depending upon location.

(U) Many of you are also aware from articles in the press that OPM created special salary schedules for Information Technology (IT) workers. Because of NSA's special rates, which we have used for many years, our Computer Scientists, Mathematicians, and Engineers have always made more money than their counterparts in the rest of Government.

(U) Our status as a pay leader will continue. I have approved (also effective 14 January) increases for grades 7 through 13 in the GGM (Computer Science & Mathematics) and GGE (Engineering) schedules. Moreover, I have extended the special rates to include GG14 and GG15 employees in these same skill areas. Although the net pay for GG14/15 employees is generally unaffected, this action mitigates the effect of "leapfrogging," a problem that we have experienced with past pay adjustments. Leapfrogging occurs when employees who are promoted following a pay adjustment are promoted to a higher step than employees at the same grade who were promoted prior to the adjustment. All of these actions take us closer to a market competitive position.

~~(S//SI//REL)~~ In keeping with my original intent to allocate \$2.5M for strategic pay initiatives, I have approved the first time use of Retention Allowances for certain eligible employees in [redacted]

[redacted] These allowances represent a strategic application of pay that takes us a step closer to the market component of my original intent. I have tasked Maureen Baginski and Mike Jacobs, with assistance from Frank Blanco, to identify the employees who will receive this allowance. [redacted]

~~(S//REL)~~ [redacted] Eligibility for these pay schedules has not changed.

(U) The new salary schedules will be published next week on the NSA Pay web site (type "go pay" in your web browser). There is also a section that answers frequently asked questions. A briefing has been scheduled for 24 January in Friedman Auditorium that will explain

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the program in greater detail. Further details will be provided via an Agencyall message as well as on the Pay web site.

(U) Lastly, I want to recognize that we have a group of dedicated hourly employees. These employees will also receive an annual adjustment which is not related to the General Schedule increase.

MICHAEL V. HAYDEN
Lieutenant General, USAF
Director

DRV FM: NSA/CSSM 123-2
Dated: 24 Feb 98
DECL ON: X1

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Posted on: January 16, 2001

(U) DIRgram-151: "What's Happening in the Directorate for SIGINT"

Distribution: Director's Message to the Work Force

POC: Michael V. Hayden [talk_dirnsa@nsa]

The names listed here are prior to the director's PAO naming them to the new SID positions. The PAO is dated 25 Jan 2001.

(U) New year, new resolutions, new names and organizational designators. Well it might not be that bad, but it's close. Those of you in the former DT and DO are going to be getting new names and new organizational designators, among other things. In fact, what is happening with the former DT and DO organizations? Plenty!

NOTE: Barbara Fast and Maureen Baginski appear in a Org Chart from March 2000 released in Case # 46976.

(U//FOUO) The team that's planning the new Directorate for SIGINT -- Maureen Baginski, [redacted], Barbara Fast, and Bob Majoros--has been meeting almost daily since mid-December, first agreeing on values and commitments, then moving into particulars about strategy and planning. Specific issues this team is addressing include resources, strategic partners, communications, and delegation of authorities. In addition, each team member is hosting separate discussions getting into more detail about the "Get It," "Know It," and "Use It" components that the new Directorate will contain.

(U) This team is also reading ALL the input sent to the "sigcomments" e-mail alias. Many of you have taken advantage of this opportunity to send in your comments and suggestions, which are being carefully considered during this process. One suggestion received by the team has already been acted on: as a result of the diffusion of Signals Research and Target Development (SRTD) activity, many of you believed the SRTD process had weakened. In the new Directorate for SIGINT, SRTD will have a centralized focus, and its leader will respond directly to the Director for SIGINT.

(U) The team recently delivered their implementation plans to me. Further information will on these plans will be available soon. You can also follow the transition on the Directorate for SIGINT Transition web site at:

[redacted]

And keep forwarding your ideas to sigcomments [redacted] for SUN users.)

MICHAEL V. HAYDEN
Lieutenant General, USAF

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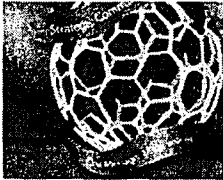
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Posted on: January 17, 2001 07:53

(U) DIRgram-152: "Update on Hiring"

Distribution: Director's Message to the Work Force

POC: Michael V. Hayden [talk_dirnsa@nsa]

(U) A key aspect of our transformation strategy is bringing in new, talented employees to help us achieve success. I want to bring you up to date on the progress we've made in this area. Harvey Davis, the Chief of the Office of Recruitment and Hiring, and his team have built on existing efforts, made major process improvements, and have refocused resources to create a competitive posture in the marketplace. Our time frames for making conditional offers to employees have been drastically reduced, and a new security screening process will help to focus our resources more effectively. As a result, I'm pleased to report that for the third month in a row, the Agency has exceeded its hiring goals. The total target for the first quarter ending 31 December was 125 new hires, and we ended the quarter at 151. Of that 151, 57 have actually entered on duty. Here is a quick summary of these 151 new hires:

Skill Areas	Number of Hires
Computer Science	29
Engineering	22
Intell Analyst	13
Language	28
Math	12
Signals Analysis	3
Cryptanalysis	9
Corporate & Specialized	35
Total Hires as of 31 Dec	151

Overall minority representation is 22%

(U) This success is the result of some significant changes within the hiring organization as well as hard work on the part of recruiters. We have focused our recruitment efforts on the Web, where over sixty percent of students are now doing their initial job search. We have launched a new recruitment web site and are working on a new and exciting NSA site. We have expanded our campus and career fair visits to over 80 colleges and universities, and developed an innovative "business card" CD that recruiters use to advertise our various recruitment programs. In addition, to narrow the salary gap in specific highly competitive fields, we have implemented a signing bonus. In the near future, we will be rolling out an employee referral program which should also yield results. These initiatives are yielding results that will enable us to meet our hiring goals, and provide additional talent to meet mission goals.

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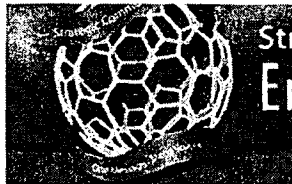


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Posted on: January 19, 2001 07:21

(U) DIRgram-154: "Disability Affairs Program Initiative"

Distribution: Director's Message to the Work Force

POC: Michael V. Hayden [talk_dirnsa@nsa]

(U) The National Security Agency is committed to being a model employer of choice for persons with disabilities. To better understand the obstacles that prevent members of the work force from maximizing their contribution to our mission, I have been meeting with representatives of various affinity groups. I affirmed my commitment to ensuring that the Agency maintains the highest standard of equality possible for the entire work force. Not only does it make good business sense, but federal law and guidelines for occupational health and safety standards, recruiting, and providing reasonable accommodations make us accountable.

(U) We have one of the best assistive technology facilities in the federal government--the Center for Computer Assistive Technology (CCAT). The CCAT provides state-of-the-art reasonable accommodations for persons with disabilities and works with academia and industry researchers on new capabilities and continuous improvements. Thanks to the efforts of the Disability Affairs Program staff, the commitment of the disability community, and the computer scientists and electrical engineers who are on extended detail from our lead technology organization, the Center has received rave reviews from Congressional visitors and the news media.

(U) The Rehabilitation Act of 1973 prohibits employment discrimination against qualified individuals with disabilities. On December 21, 2000, section 508 of the Rehab Act was amended to require access for persons with disabilities to electronic information technology in the federal sector. These standards cover various means for disseminating information to include computers, software, web-based applications, web page design, telecommunications products and electronic office equipment. Every one of us must become familiar with these new standards. Any new off-the-shelf or Agency produced hardware or software should be considered for accessibility.

(U) We must also identify issues that may limit field site accessibility, so that persons with disabilities have access to PCS and TDY opportunities. Accommodation requirements should be included in travel planning and budgetary processes so that our employees with disabilities can engage in these activities.

(U) I have authorized Earnest R. Green, Director of the Office of Equal Employment Opportunity, to work with the chiefs of Information Technology Infrastructure Services, Chief Information Office, Installations and Logistics, Field Advocacy, and Human Resource Services to enact practical corrective measures for ensuring equality, occupational health, and reasonable accommodation. I am also directing our Installations and Logistics Organization to develop and implement plans to install a ramp at the entrance to the Headquarters Building (Gatehouse 1). Several of our employees who have severe mobility issues work in that building and have difficulty navigating the steps. I am committed to institutionalizing policies, processes, and guidelines to instill reasonable accommodation as an element of our work ethic, so that we can then reap the rewards of a rich and diverse work force.

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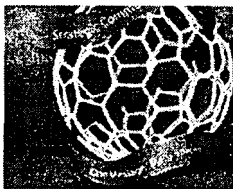
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Posted on: January 22, 2001 08:14

(U) DIRgram-155: "Customer Relationships at the Directorate Level"

Distribution: Director's Message to the Work Force

POC: Michael V. Hayden [talk_dirnsa@nsa]

(U) I know many of you spend a lot of time establishing, nurturing, and maintaining strong customer relationships. These relationships drive our mission, enable us to set priorities, and cause us to alter course if we're not delivering. I wanted you to know a bit about what I do at my level to build those same types of relationships. Last week I visited NSA/CSS Europe (NCEUR) Headquarters, in Stuttgart, Germany, and U.S. European Command, where I briefed the Component Commanders' Conference on our SIGINT and Information Assurance work for EUCCOM. I also discussed our field presence and mission with CINCEUR (the Commander-in-Chief of the European Command), the Component Commanders, and the J2, J3 and J6.

(U) Last Thursday, I was visited by the Vice Commander of Pacific Air Forces (PACAF) in Hawaii, and later that day I met with the Commander of the Special Operations Command (SOCOM). On Sunday, I hosted the Commander of Alaskan Command, and this Friday I'll be accompanying the Commander-in-chief of Strategic Command (STRATCOM) for part of his visit to NSA for "STRATCOM/NSA Focus Day." CINCSTRAT, in fact, will be addressing the NSA work force at 1000 in Friedman Auditorium that day. Early next month I'll be visiting Southern Command (SOUTHCOM) headquarters in Miami, and we will be hosting the Deputy CINC of U.S. Space Command and the Commander of NATO forces in southern Europe.

(U) There isn't anything mysterious about my conversations with these general officers. I do the same things you do when you talk to your customers: I ask them how we're doing, how satisfied they are with our products and services, and whether we can do anything to improve our response. I also point out ways that the Commands can help us in our mission. After my visits, I pass on to our senior leaders what I've learned. Between my visits and yours, we're building valuable relationships of trust that will allow us to deliver the best SIGINT and Information Assurance products and services possible.

MICHAEL V. HAYDEN
Lieutenant General, USAF
Director


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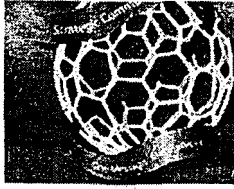
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Posted on: January 24, 2001 06:43

(U) DIRgram-156: "Outside Hires at NSA"

Distribution: Director's Message to the Work Force

POC: Michael V. Hayden [talk_dirnsa@nsa]

(U) As I have indicated on several occasions, there is much for the Agency to gain in going to the outside for skills that are not particularly related to our SIGINT and Information Assurance missions. We need to focus on being world class in those skills that define who we are. Other skills are more available elsewhere and --where possible and appropriate -- we need to leverage them.

(U) To this end, I have directed Pat Taylor, Associate Director for Human Resource Services, to advertise publicly for the following senior positions:

Deputy Associate Director, Human Resource Services

Chief Information Officer

Chief, Legislative Affairs

Deputy Associate Director, Research

(U) You may see ads for these posts in the press and in trade journals. Other positions will be added in the coming weeks.

(U) Bringing in folks from the outside will NOT affect promotion opportunity; we will promote at or above rates for the past several years. In addition, there may be those in the current NSA work force who feel that they are qualified to fill these positions. I invite them to apply, regardless of current rank, and I can assure them that they will be fully and fairly considered along with other applicants.

MICHAEL V. HAYDEN
Lieutenant General, USAF
Director

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