



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

FOIA Case: 63225B
16 July 2024

JOHN GREENEWALD
27305 W LIVE OAK RD
SUITE 1203
CASTAIC CA 91384-4520

Dear John Greenewald:

This responds to your Freedom of Information Act (FOIA) request dated 22 October 2010, for "A copy of all Director's messages (during some years, these were called DIRGRAMS) from September 2001 - September 2002." A copy of your request is enclosed. Your request has been processed under the FOIA. In our earlier correspondence dated 22 November 2010, we provided you with 5 documents. The remaining documents you requested are enclosed. Certain information, however, 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 SECRET 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 serious 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).

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.

You may appeal this decision. 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.

- 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.

- 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.
- Please include the case number provided above.
- 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,



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

Encls:
a/s

This document is made available through the declassification efforts
and research of John Greenewald, Jr., creator of:

The Black Vault



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(U) DIRgram-215: "New Chief Financial Manager"

Distribution: Director's Message to the Work Force

POC: Michael V. Hayden [talk_dirnsa@nsa]

(U) I am pleased to announce that effective today, Ethan Bauman takes office as the Agency's Chief Financial Manager. I want to thank Bev Wright for the great job she has done and I know Ethan will carry on that work. We have made substantial progress in the financial management arena. Several critical initiatives launched by Bev are underway that will further modernize the management of our finances and enable us to get the most mission bang for our buck.

(U) I expect Ethan to continue to work to:

* (U) Ensure the financial accuracy and completeness of all program and budget submissions, to the Congress, the Defense Department, and the Community Management Staff. Our documentation will make plain why we need the funding we seek, what we intend to accomplish with it, and how we will go about it.

* (U) Work closely with the Director of LAO to ensure that we are fully responsive to Congressional inquiries and concerns about our programs, projects, and costs. Shortly we will deliver to the Congress an updated version of our project baseline. Ethan and the SAE's office will ensure the continuous accuracy of this list. This will enable us to explain - to ourselves and others - what projects are ongoing, how much we're spending on them, and what they're accomplishing.

* (U) Ensure our Agency leaders and program managers have regular access to complete and accurate financial information, and link that data to our performance metrics. A system for correct and consistent cost allocation among Agency activities be used to ensure that our money and our mission will be managed well.

(U) These are challenges not only for Ethan as the CFM, but for all of us individually and for the Agency as a whole. I know Ethan will enjoy the challenges of this position and I know he'll do well. I want to thank all of you for your cooperation in these important efforts as well.

MICHAEL V. HAYDEN
Lieutenant General, USAF
Director

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Posted on: January 15, 2002 15:09

(U) DIRgram-216: "Harassment Prevention Policy"

Distribution: Director's Message to the Work Force

POC: Michael V. Hayden [talk_dirnsa@nsa]

(U) The Ops tempo we have had to maintain since September 11th has created additional stress on all of us. In order to sustain our battle rhythm for what will most assuredly be a long campaign, we must eliminate any behavior that is disruptive or divisive. I am specifically referring to harassment in the workplace.

(U) NSA's policy is to ensure an environment free of conduct that interferes with another individual's performance or creates an intimidating, hostile, or offensive environment. No harassment of any kind will be tolerated at this Agency. Recent reports have convinced me that it is time to restate this policy. Furthermore, with an increase in hiring, we need to show our newest employees that NSA is a place where they will enjoy working. All of us have the responsibility to report harassment when it happens. I am reissuing my Harassment Prevention Policy and I expect every employee to read it and to adhere to it. You have an obligation to the Agency and to each other to establish a work environment free of this kind of behavior. I have full confidence that you will take this obligation seriously and act accordingly.

(U) NSA's Harassment Prevention Policy, updated 5 January 2002

1. (U) NSA's policy is to ensure a workplace free of harassment, that is, an environment free of conduct that interferes with another individual's performance or creates an intimidating, hostile, or offensive environment. My position, simply put, is: "No harassment of any kind will be tolerated at this Agency."

2. (U) All NSA/CSS civilian and military personnel are reminded that any form of harassment in the workplace, whether by supervisory or non-supervisory personnel, is prohibited and that all employees are responsible for ensuring a harassment-free workplace. Personnel who are harassed should make it clear to the harassing individual that such behavior is offensive and report the behavior to their immediate supervisor. If the manager does not take action to solve the problem, the situation should be reported to higher management. In addition, employees who believe they have been harassed because of their race, sex, age, color, disability, national origin, religion, or have been subject to reprisal for past participation in protected activities, should report the incident or incidents to the Office of Equal Employment Opportunity at 301-688-1087 [redacted] within 45 days of the occurrence. Executive Order 11478 (as amended by Executive Order 13087) was signed on 28 May 1998 to provide a uniform policy for the Federal Government to prohibit discrimination based on sexual orientation. Employees who believe they have been harassed because of their sexual orientation should report the incident or incidents to the Office of Equal Employment Opportunity at the number listed above. Additional information is available on the OEEO web site ("go EEO").

3. (U) I expect all managers and supervisors who are aware of inappropriate or harassing behavior to take all necessary steps to end the harassment. Managers and supervisors should ensure that

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employees are aware of NSA's policy on this issue and of the avenues for redress; make clear their strong disapproval of all forms of harassment; and document all actions taken. In cases where disciplinary action may be appropriate, they should contact Employee Relations, on [redacted] for advice. For more information, go to the Employee Relations Services web site ("go ER").

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4. (U) I am committed to creating and maintaining an environment at NSA that is free from harassment of any kind, and I expect everyone to support this policy.

MICHAEL V. HAYDEN
Lieutenant General, USAF
Director

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Posted on: January 18, 2002 14:34

(U) DIRgram-217: "Beginning a New Year with Congress"

Distribution: Director's Message to the Work Force

POC: Michael V. Hayden [talk_dirnsa@nsa]

(U) As we begin a new Congressional budget year, it is important to establish the framework we'll use to conduct business. LAO and the Agency's Congressional oversight staffers have already begun discussions resolving to work more closely together to the mutual benefit of the Agency and each Congressional oversight committee. As part of this resolve, we will be instituting a series of changes this year to jump-start the communication that is so important to Congress. We will focus on understanding and complying with the Conference language and mitigating any Committee concerns with the FY 2003 Congressional Budget Justification Book before conference.

(U) The future for 2002 includes the following initiatives/activities designed to complement our working relations with the Congress:

* (U) LAO will reconstitute the Legislative Strategy Executive Working Group (LSEWG) this month. This Group will have senior representation from all organizations having significant interactions with Congress. Representatives on the Group will be individually accountable for ensuring timely answers to Congressional actions and for developing, in concert with LAO, strategies for their own areas/organizations.

* (U) LAO will open an office in Washington, DC, in late January/early February. This office will perform Congressional outreach and afford the Hill the opportunity to receive briefings from NSA action officers by video teleconference (VTC), allowing minimal travel time for all parties on selected topics.

* (U) I will host periodic lunches with the staffers to discuss our strategy and how it is progressing throughout the year. This will provide us the opportunity for frank and honest dialog on our accomplishments and concerns as well as to listen to their expectations and concerns.

* (U) To keep information flowing throughout the year, LAO will work with Agency organizations as part of an overall legislative strategy to provide quarterly updates on our transformation activities and others of interest to the different committees.

* (U) LAO has proposed traveling with Congressional staffers when they visit any of our facilities and we will offer to host some travel during this upcoming year to locations that will show the committees how we are moving forward toward our transformation goals.

* (U) LAO has broached providing a "statement of principles" to the committee staffs that outlines what we believe to be our responsibilities/actions for the coming year. This will provide internal Agency components with a list of actions for which they are responsible and the committees with a commitment on our part to provide them with expected and timely data.

(U//FOUO) Thank you for your continual support of LAO outreach efforts. Communication with the Hill is critical in garnering support

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for our efforts in response to current world events. We have made progress this past year in working with our Congressional oversight committees and they with us. We need to build on this mutually beneficial relationship. Implementing the items identified above will help us do this. This is a task for all of us. If done well, it will provide benefits for all parties, not only in this year, but also in coming years.

MICHAEL V. HAYDEN
Lieutenant General, USAF
Director

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Posted on: January 23, 2002 13:22

(U) DIRgram-218: "Senior Acquisition Executive"

Distribution: Director's Message to the Work Force

POC: Michael V. Hayden [talk_dirnsa@nsa]

(U) NSA's first Senior Acquisition Executive (SAE), Harry D. Gatanas, departed the Agency, effective 15 January 2002. Harry's leadership skills, tenacity, and ability to get the job done made him highly sought after by corporate America, and he decided to take the plunge. During his year and a half tenure as SAE, Harry revitalized the NSA acquisition process and re-established its credibility with Congressional, DoD, and Intelligence Community overseers. He ensured that our acquisition workforce received the training and development necessary to keep pace with the revitalization. He centralized the acquisition function under the SAE position and integrated acquisition reforms into the Agency business process, as required by law and regulation. I thank him for both his service and his successful leadership.

(U) I have selected Roger Carter, currently the Chief of the Acquisition Organization's Program Executive Group, to serve as Acting SAE. His intimate knowledge of the acquisition reform process and commitment to make further innovations and improvements will provide invaluable assistance to the Agency's continuing strategy of accountability and transformation.

MICHAEL V. HAYDEN
Lieutenant General, USAF
Director

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Posted on: February 07, 2002 11:55

(U) DIRgram-219: "Associate Director for Human Resource Services"

Distribution: Director's Message to the Work Force

POC: Michael V. Hayden [talk_dirnsa@nsa]

(U//FOUO) Today I wish to congratulate Pat Taylor, Associate Director for Human Resource Services, for successfully meeting one of the Agency's most pressing management challenges, the downsizing and reshaping of our HR work force. Because of her success, preparations for a possible reduction-in-force within the HRS organization can be halted.

(U//FOUO) In DIRgram 202 I discussed the pressures generated by Congressionally-mandated reductions in our personnel strength and the need to shift a greater proportion of our people into the mission areas. For HRS, an enabling organization traditionally staffed here at NSA at several times the levels found in industry, the challenge was particularly acute. HRS needed both to downsize and to transform its processes from "high touch" to "high tech" on a very short deadline. I announced preparations for an HRS RIF in October 2002 as a tool of last resort to meet our authorized end-of-year personnel ceiling.

(U//FOUO) Under Pat Taylor's superb leadership, HRS met its numbers and its operational goals. I have told Pat to cancel the current RIF planning effort.

(U//FOUO) Pat has requested the opportunity under NSA's fellowship program to complete her PhD in organizational leadership. I have approved her appointment as a Scholar in Residence at the National Cryptologic School, effective 24 February 2002, while she finishes her degree program. I thank her for a tough job well done, and look forward to drawing upon Dr. Taylor's leadership skills in meeting the challenges that lie ahead for NSA.

(U//FOUO) In recognition of his success in revitalizing the Agency's hiring and recruiting program, I have selected Harvey Davis to succeed Pat Taylor as Associate Director for Human Resource Services. Harvey's deputy will be John Taflan, who brings extensive experience in transitioning HR from high touch to high tech gained while serving as Director of Human Resource Administration at Ohio State University. [redacted] USN, will serve as Directorate Chief of Staff. I ask all Agency personnel to help the new team build on the success achieved to date in transforming human resources management at NSA.

MICHAEL V. HAYDEN
Lieutenant General, USAF
Director

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Posted on: February 21, 2002 12:10

(U) DIRgram-220: "Promotion Program Changes"

Distribution: Director's Message to the Work Force

POC: Michael V. Hayden [talk_dirnsa@nsa]

(U) On 31 January, I approved a strategy to increase managerial involvement and authority in the promotion decision-making process and reduce the Agency's reliance on boards. These changes set the stage for compensation reform and create an environment to allow us to more closely align performance, promotions, and awards. I would like to highlight some of the changes in the new process.

(U) This process begins with the annual performance evaluation report for all GG-15's and below. As managers evaluate employees' performance, they will also review their accomplishments to support promotion to the next higher grade. Promotion decisions for GG-13 and below will be made at the lowest managerial level as determined by the organization's leadership. I will continue to be the approving authority for GG-14/15 promotions. In most cases, chain-of-command management decisions or management teams will replace independent promotion review boards. The specific structure for your particular organization is your leadership's decision, within my overall guidance, and they are responsible for outlining this to you.

(U) Performance Review Packages (PRPs) will replace traditional promotion folders. The PRP contents will include: (1) Internal Staffing Resume; (2) copies of P3s at current grade limited to the last three years; and (3) employee and rater profile (which will be available on the web by April). Each individual is responsible for preparing his or her own PRP and for providing it to their manager for promotion review.

(U) On 22 February, I will hold a town meeting in the Friedman Auditorium from 1000 to 1100 to present the goals of the new program and to underscore the importance of managerial accountability and need for honesty and resolve in the new promotion process. I will also introduce training for managers on their new role and how to provide meaningful feedback to employees. An announcement and schedule will be available early next week. I expect senior leadership to ensure that all managers attend one of these sessions.

(U) The changes to the promotion process will not reduce the relative size of the program. In fact, we anticipate promoting at a higher overall rate than last year. All promotions will be effective on 30 June 2002.

(U) The changes we have made will improve the process and help us to better identify and recognize our top performers. More information on specific changes and dates will be available soon on the Promotion Program home page on the NSA web.

MICHAEL V. HAYDEN
Lieutenant General, USAF
Director

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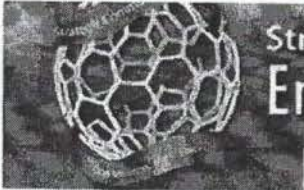
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Posted on: March 08, 2002 12:59

(U) DIRgram-222: "Systems Engineering and Architecture"

Distribution: Director's Message to the Work Force

POC: Michael V. Hayden [talk_dirnsa@nsa]

(U) Systems engineering is the discipline that will allow us to master our technological transformation.

(U) While we deal with the intense challenges of protecting the Nation and winning the war on terrorism, the information technologies that shape our mission continue to advance. It is essential that we continue to transform ourselves to meet our future mission needs. I recently briefed you on the funding increase our stakeholders are providing us in the coming years, and stressed that this is a once-in-a-generation opportunity. We must make every dollar count. The cornerstone of this effort will be a disciplined approach to technical planning based on Agency-wide systems engineering and architecture (SE/A). This approach will provide overarching guidance critical to our corporate management and operational processes.

(U) In DIRgrams 165 and 187, I announced actions to reinforce our SE/A efforts. Since then, we've achieved significant progress in the areas of architecture planning and definition, standards identification and use, and systems engineering planning and process implementations in SIGINT, IT, and IA. These efforts focus on the mission-level Systems Engineering Offices (SEOs) and have begun to define and maintain engineering baselines linked to a strong customer requirements and prioritization process. Collectively, these baselines will comprise the technical information needed for effective corporate management. Further, last month I signed NSA/CSS Directive 66-01 establishing NSA/CSS policy on standards management and implementation.

(U) These efforts are the opening steps in implementing robust, dynamic, and practical SE/A processes at NSA/CSS and more will follow. By year's end, we will have:

- * An approved plan for managing all of our systems engineering efforts,
- * Initial implementation of approved plans (e.g., Enterprise, SIGINT, IA, IT) for defining, developing and managing enterprise and mission architectures,
- * An proactive, robust NSA/CSS Enterprise Standards Program (NESP) and web-based registry,
- * An initial set of engineering baselines,
- * A master schedule of SE/A product developments, and
- * An integrated, practical governance structure for NSA/CSS SE/A for all levels.

(U) These actions are key to our ability to accelerate transformation. Reinvigorating the systems engineering function at NSA/CSS will substantially improve our investment decisions and, ultimately, the effectiveness with which all of us execute our missions. SE/A discipline, at all levels, is a necessary ingredient to our corporate success, our mission success, and our future. I will continue to monitor and support its progress.

(U) I urge everyone to visit the CSPHO web site:

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or "go cspho"

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for more information and associated links to these and other SE/A activities.

MICHAEL V. HAYDEN
Lieutenant General, USAF
Director

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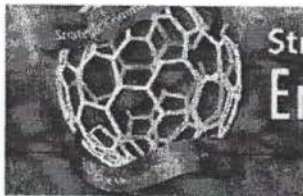
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Posted on: March 12, 2002 15:25

(U) DIRgram-223: "Information Assurance Director"

Distribution: Director's Message to the Work Force

POC: Michael V. Hayden [talk_dirnsa@nsa]

(U//~~FOUO~~) As he prepares to retire, I wish to thank Mike Jacobs for his 38 plus years of exceptional service to the National Security Agency. While serving as the Information Assurance Director, his innovations and leadership strengthened the information assurance posture of the U.S. for today and well into the future. Under his superb leadership, IAD created critical information assurance solutions, and delivered state-of-the-art products and services to assist our customers, in pursuit of mission objectives that today, perhaps more than anytime in our history, directly impact our Nation's security. His unfailing commitment and passion to protect national security systems, his recognition of the need to partner and collaborate with others, and his forward thinking, were driving factors in preparing Intelligence and National Security Communities for the next century. Mike propelled the IAD into a period of unprecedented growth in its mission area, establishing NSA as the unchallenged leader in this demanding and dynamic field of information assurance. Mike's impact on the Nation will take years to truly appreciate in his efforts to safeguard America. I thank him for a tough job well done, and wish him well as he looks forward to the future.

(U) I have selected Dan Wolf to succeed Mike Jacobs as Information Assurance Director, effective 2 April 2002. I am confident that Dan has the expertise, drive and vision to lead IAD in facing the challenges ahead. In addition to serving as the IA Deputy Director for the past year, Dan has had broad Headquarters and field experience in all aspects of our Cryptologic missions during his 34 years of service. Dan has the unique distinction of being the first graduate of the NSA Signals Analysis Intern Program and has been recognized for excellence in both the technical and managerial fields throughout his career, including earning the Presidential Rank Award of Meritorious Executive in 1996 and 2001.

(U) Please join me in thanking Mike Jacobs for his unsurpassed dedication and outstanding service to our Nation, and extending support to Dan Wolf as our new Information Assurance Director.

MICHAEL V. HAYDEN
Lieutenant General, USAF
Director

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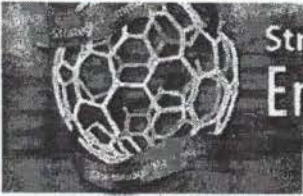
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(U) DIRgram-225: "LAO Opens Office in Downtown Washington, DC"

Distribution: Director's Message to the Work Force

POC: Michael V. Hayden [talk_dirnsa@nsa]

(U) Congresswoman Nancy Pelosi, the Ranking Member on the House Permanent Select Committee on Intelligence and Minority Whip, joined me in officially opening LAO's new downtown office this week. The new office, a secure facility, will be the local entry point for legislative issues regarding NSA, and personnel there will work to proactively engage members and staff and in the legislative arena.

(U) In addition to Congresswoman Pelosi, Congressmen Sanford Bishop and Silvestre Reyes, both members of the House Select Committee on Intelligence, assisted in the ribbon-cutting ceremony. Several senior congressional staffers, NSA seniors, and legislative directors from other intelligence organizations were also in attendance.

(U) In their remarks, the Members expressed their appreciation for NSA's efforts to partner with Congress, and looked forward to taking advantage of interacting more closely with NSA through the Washington office. Following the ribbon-cutting ceremony, the Signals Intelligence Directorate presented a classified briefing related to NSA's efforts in the nation's war on terrorism. The Information Assurance Directorate provided demonstrations on biometrics and secure voice equipment. Additionally, the National Cryptologic Museum exhibited an original Enigma machine. Our guests appreciated the opportunity to learn more about NSA's mission and history as well as tour our new spaces.

(U) The Washington office will afford us a number of opportunities to improve NSA's communication and outreach to Congress. The new office will host briefings and video teleconferences on issues of high interest; provide summaries of various hearings whose outcome may be of interest to NSA, its people, or its mission; promote better understanding of NSA among the Congress; and, of course, support the main LAO office at NSA Headquarters. Being in the heart of Washington and having the technology to virtually link NSA to Capitol Hill will allow our key stakeholders - as well as the NSA managers and analysts who brief them - to save time and money by not having to travel far or leave their offices for long periods of time.

MICHAEL V. HAYDEN
Lieutenant General, USAF
Director

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Posted on: March 22, 2002 14:00

(U) DIRgram-226: "360-Degree Assessments"

Distribution: Director's Message to the Work Force

POC: Michael V. Hayden [talk_dirnsa@nsa]

(U//FOUO) Yesterday, I met with the DISES assigned here at Headquarters and in the local Washington area to kick off the implementation of an important initiative in the transformation of NSA: the upcoming 360-degree assessment for DISES members. This is a process in which a manager receives both quantitative and qualitative performance feedback from the full "circle" of people with whom the manager regularly works. The 360-degree process is a "proven best practice" in many corporate environments and has high potential benefit to the participants. This is a high priority initiative for me, and the entire leadership team.

(U) Each participant received a packet of information at yesterday's meeting that includes an anonymous questionnaire to be distributed to supervisors, peers and direct reports. If you are asked to participate as a rater, please support this effort by taking the time to thoughtfully, candidly and fairly answer the questions, and returning the form as directed.

(U) This initial effort at implementing the 360-degree assessment purposefully focuses on leadership skills, using a process developed by OPM and used successfully at numerous government organizations. Participants will receive specific feedback and coaching to be used in developing their personal leadership development plan. This phase will conclude in July. I will discuss the Agency DISES aggregate, but not individual results, at a Senior Day. I'll post the aggregate information to my home page. We will extend this assessment in September to DISLs and to additional DISES. I expect all senior leaders at NSA to participate in this important initiative.

(U) Additional information on the process being used (including FAQs, instructions, and POCs) is available on a new web site linked from the Executive Programs home page, at:

or "go leadership-360"

MICHAEL V. HAYDEN
Lieutenant General, USAF
Director

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Posted on: March 25, 2002 11:40

(U) DIRgram-227: "Senior Elevations"

Distribution: Director's Message to the Work Force

POC: Michael V. Hayden [talk_dirnsa@nsa]

(U//~~FOUO~~) One of my most important responsibilities as Director is to place the right people in important jobs throughout our Enterprise and recognize them accordingly. Having made a number of recent assignments to demanding Headquarters and difficult-to-fill Extended Enterprise jobs where a senior presence is required, I appointed several individuals directly to senior status. This is consistent with the plan announced in DIRgram-220: "Promotion Program Changes"

where I approved our strategy to increase managerial involvement in the promotion decision-making process and reduce our reliance on boards. I took counsel from subordinate managers, looked at the record and qualifications of each individual and considered the job demands, responsibilities and risks of these situations prior to reaching my decision. As circumstances warrant, I will make similar appointments to both DISES and DISL. In each case, I will base my decision on a written analysis of the candidate against documented and published criteria. To ensure that all are considered, I have directed that an annual cycle to select DISES and DISLs be conducted. It will be concurrent with and use the same approach as announced for grades 15 and below. However, I intend to remain flexible regarding senior staffing through a combination of aggressive outside hiring, aperiodic direct internal appointments, and the annual review process. Agility in developing, assigning and compensating people is critical to strategy for aligning our work and to our Agency's Transformation.

MICHAEL V. HAYDEN
Lieutenant General, USAF
Director

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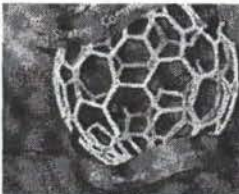
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Posted on: April 08, 2002 16:55

(U) DIRgram-229: "Corporate Review Group"

Distribution: Director's Message to the Work Force

POC: Michael V. Hayden [talk_dirnsa@nsa]

(U//~~FOUO~~) Over the past two years, the efficacy of the NSA corporate acquisition process has been questioned by Congress and by various elements of the Community Management and ASD/C3I staffs. While the progress we have made was recognized, there was (and is) less than complete confidence that we can efficiently and effectively invest the once in a generation opportunity now before us.

(U//~~FOUO~~) At our request, RAND recently completed a year-long assessment of NSA's acquisition function. That would be "acquisition" writ large-the overall process by which we determine what we need, decide how to get it, and then allocate the resources to acquire it. RAND was brought in precisely to help us develop the disciplined decision-making and accountability we need to accurately define requirements and then relate these requirements to how we conduct acquisition and financial management. Now it's our turn to act. Acting now will help us preserve the gains already made. Acting now will allow us to take our game to the next level.

(U//~~FOUO~~) A key RAND recommendation was to establish an Agency-level mechanism to integrate our major requirements, our major acquisition programs, our business plan, and our fiscal operations.

(U//~~FOUO~~) This message establishes this group. It will be chaired by me (or by the Deputy Director in my absence) and will synchronize our architecture, our planning, and our execution. The decision making body of this Corporate Review Group will include the Director; Deputy Director; the Chief of Staff; the Directors of SID and IAD (who will represent their requirements and those of their customers); the Senior Acquisition Executive (who will represent our emerging acquisition process), and the Chief Financial Manager (who will represent our fiscal mechanisms end to end).

(U//~~FOUO~~) Other members will include the Deputy Chief, CSS; the head of Research; the Chief, CSPHO (the corporate systems engineering voice), the Chief Information Officer; the Chief of ITIS (who will ensure that emerging IT needs are articulated and met); the Director of Legislative Affairs; the General Counsel; and the Chief, Corporate Assessments Office. Others may be invited to attend specific sessions depending on the topics under review.

(U//~~FOUO~~) Beyond this, any principal director, associate director, or SCE commander may attend any meeting as they believe appropriate, since many of the topics we will decide will have implications for facilities, human resources, service programs, education, training and similar activities. This is not intended to be a gathering of staff, however, so this opportunity applies only to the principle or deputy.

(U//~~FOUO~~) An important recommendation from RAND was to make our key decision making more transparent to those who rely on our products and services. To this end, we will invite principals from the following organizations to attend our sessions as observers: the Community Management Staff; the Assistant Secretary of Defense for

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C3I; the SIGINT Committee; and the Unified Cryptologic Architecture Office. We will also reserve an observer chair for a member of the NSA Advisory Board.

(U//~~FOUO~~) Admiral Miller recently announced the formation of DC4, the NSA/CSS Corporate Strategic Planning and Performance Organization, and the hiring of Rod Kelly (MGen, USAF, ret) to head this office. This office and MGen Kelly (former USAF planner and programmer) are well situated to act as the Executive Secretariat for the Corporate Review Group. DC4 will establish the formal policy governing the work of the CRG, schedule meetings, manage the agenda and read-ahead items, and distribute minutes. I also expect DC4 to expand its current work in corporate metrics to include the performance of the Corporate Review Group. DC4 will also create and manage the database of validated requirements and other CRG decisions.

(U//~~FOUO~~) The Corporate Review Group's mission is to integrate and synchronize our corporately separate requirements, acquisition, and finance processes. While some meetings will focus heavily on one of these functions, as in the case of requirement reviews, the majority will deal with integration across all three.

(U//~~FOUO~~) Let me emphasize the focus of this group. Our two mission directorates (our "CINCs" for our offensive and defensive operations) are already well along in defining their operational requirements. SID requirements are reflective of the UCAO's Capstone Cryptologic Requirements Document (CCRD), already approved by the DoD's Joint Requirements Oversight Council and the DCI's Management Review Board. SID's SIGINT Requirements Oversight Board is the agent for CCRD implementation. IAD also develops its requirements through internal Agency processes (as well as receiving validated DoD requirements from ASD/C3I). The Corporate Review Group will neither duplicate this work nor interfere with these processes. I expect our operational directorates to continue to define requirements. The CRG will validate at the corporate level the requirements developed by IAD and SID, prioritize them, integrate them with the acquisition and business plan and fiscal operations, and then focus on the mission support interfaces (research, IT, training, facilities, information assurance, etc.) that these validated and prioritized requirements entail. This is consistent with the organizational structure we laid out in February 2001.

(U//~~FOUO~~) We will initially address major transformation-related programs and initiatives. Capabilities will be selected for CRG review based on their strategic importance, potential risk, political sensitivity, and cost. I also intend to use the CRG as a forum for corporate level review of critical issues like Project Baseline, the use of FY'02 supplemental funds, our future HF strategy, and similar questions. The CRG will also periodically examine the investment and program management processes in place across the Agency to ensure their rigor, connectivity, and linkage to Agency and external requirements and strategic objectives.

(U//~~FOUO~~) When the CRG reviews programs, discussion will be framed by briefings presented by the program managers. These briefings will be designed to allow the CRG to answer and document corporately the following questions:

What is the operational need? (The Requirement)

What is the proposed approach to meet this need? (The Program)

What are competing approaches and why is the recommended approach better? (Analysis of Alternatives, including Make/Buy)

What are the consequences of following the recommended approach? (Manpower, Cost, Mission Support, External Interfaces, Policy, etc.)

(U//~~FOUO~~) DC4 will schedule meetings, propose agendas, and-to ensure discipline in our presentations-establish standards for the presentation of data. To provide maximum opportunity for discussion and coordination, program managers briefing the CRG will distribute their viewgraphs in advance to those scheduled to attend. The intent

of these reviews is to use data that program managers need themselves to function effectively. Program managers should not need to generate significant amounts of new data for the review process.

(U//~~FOUO~~) DC4 will propose a preliminary structuring of the workload for the CRG - topic sequence, frequency of meetings, etc. Topics may be nominated by any Agency organization. We will shortly announce the date and time of the first meeting.

MICHAEL V. HAYDEN
Lieutenant General, USAF
Director

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Posted on: April 09, 2002 14:52

(U) DIRgram-230: "Intelligence Oversight Training"

Distribution: Director's Message to the Work Force

POC: Michael V. Hayden [talk_dirnsa@nsa]

(U//FOUO) Over the past three years, I have consistently stressed-not just to the workforce, but to the media, the Congress, and the public-the importance of ensuring our activities are conducted in a manner that is both operationally effective and fully consistent with the Constitution and U.S. laws, principles, and values. To that end, we all need to familiarize ourselves on a regular and recurring basis with the legal authorities that govern us as members of the Intelligence Community. Those authorities require NSA, through intelligence oversight awareness training, to familiarize its personnel with Executive Order 12333-the Intelligence Community's charter-and the directives and regulations that implement it. A well-trained workforce enables us to conduct our missions lawfully and with due regard for the rights of U.S. persons. We can be justifiably proud of the care our people exercise every day to ensure those rights are protected, and our track record in this regard.

(U//FOUO) Recently, however, the Office of the Inspector General completed a strategic assessment of intelligence oversight awareness training at NSA, and the results, frankly, were disappointing. The IG study grouped NSA organizations into two categories:

[redacted] the IG study found broad non-compliance with Department of Defense and Agency requirements for training. The IG study disclosed that most NSA organizations did not have an intelligence oversight awareness training program, and that many of those programs that did exist were inadequate. Fortunately, although the training has not been up to par, the Agency has many other controls and procedures in place to ensure that the rights of U.S. persons are protected.

(U//FOUO) To remedy the training shortfall, the IG proposed the following:

- * That the Office of General Counsel (OGC), in concert with the Associate Director for Education and Training (ADET), update NSA/CSS Directive 10-30 to more clearly define what is required, in terms of content and frequency, for intelligence oversight awareness training and quarterly reporting. The update should ensure that training is given to all personnel (including integrees and contractors) both at headquarters and in the extended enterprise, and that the training is documented in training records. The directive should also designate an intelligence oversight coordinator or senior-level official to oversee intelligence oversight within each major element or field activity.

- * That the ADET, with the OGC, develop and provide core, basic intelligence oversight awareness training for all personnel, including contractors and integrees.

[redacted] the Chief of Staff, Directors, and Associate Directors, together with the OGC, should provide advanced

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training--tailored to mission--for NSA employees, including contractors and integrees.

(U//FOUO) We will carry out the IG's recommendations. I have also directed the IG, in conjunction with the Chief of Staff, to devise a metric we can use to gauge our progress in this area that is so vital to our mission integrity. I want to emphasize, however, that although familiarizing oneself with the authorities that govern our missions is ultimately an individual responsibility, I charge management with ensuring individual compliance. I ask for your renewed attention to these duties.

MICHAEL V. HAYDEN
Lieutenant General, USAF
Director

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Posted on: April 15, 2002 13:21

(U) DIRgram-231: "Announcement of the 2001 Travis Trophy Winner"

Distribution: Director's Message to the Work Force

POC: Michael V. Hayden [talk_dirnsa@nsa]

(U) Please join me in congratulating the [redacted] the winner of the 2001 Travis Trophy.

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(C//SI//REL) The [redacted] is the first unit to attain this honor under the new Travis Trophy Program. The key element in the new process is the selection each December of an event or activity to which our SIGINT mission is adjudged to have made the most significant national security or policy contribution during that year.

(C//REL) Eight nominations were received and evaluated by a review board [redacted]

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I was pleased to approve the board's recommendation of the [redacted] as the 2001 Travis Trophy winner.

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

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(U) On 8 May 2002, I will present the Travis Trophy to the [redacted] in recognition of their accomplishments in 2001. In the meantime, I extend my personal appreciation and thanks to all the 2001 Travis Trophy nominees for their continued professionalism, dedication, and hard work to protect the Nation.

MICHAEL V. HAYDEN
Lieutenant General, USAF
Director

~~ORV FM: NSA/CSSM 123-2
Dated: 24 Feb 98
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Posted on: April 26, 2002 11:08

(U) DIRgram-233: " New Inspector General"

Distribution: Director's Message to the Work Force

POC: Michael V. Hayden [talk_dirnsa@nsa]

(U) After a highly competitive recruitment and interview process involving more than 100 internal and external applicants, I am pleased to announce the selection of Mr. Joel F. Brenner as our new Inspector General (IG) effective 15 April. Joel brings to the job more than 25 years of investigatory and civil/criminal litigation experience in both the public and private sectors. Most recently, he worked at Dilworth Paxson, PLLC, a Philadelphia-based law firm, where he served as managing partner for the firm's Washington, DC, office. He has a broad range of experience in many areas to include compliance matters, corporate governance issues, and internal investigations. Additionally, Joel has had previous Government experience as an attorney with the U.S. Department of Justice.

(U) Joel is a member of the bars of Maryland, Virginia, the District of Columbia, and New York, as well as those of the United States Supreme Court and numerous Federal trial and appellate courts. A graduate of the University of Wisconsin, the University of London (London School of Economics with a Ph.D.), and Harvard Law School, Joel is also a Marshall Scholar and a Woodrow Wilson Fellow.

(U) Our new Inspector General understands that the core of his mission is to uphold the highest standards of integrity and accountability at NSA. To this end, his office will rigorously gather information, objectively report its findings, and candidly tell us where we need to improve. I believe Joel's background and results-driven style will ensure his success.

(U) Please join me in welcoming Joel to the NSA leadership team. I am confident that you will give him and the entire IG team your full cooperation and support.

MICHAEL V. HAYDEN
Lieutenant General, USAF
Director

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Posted on: May 06, 2002 16:31

(U) DIRgram-234: "ITIS to Inventory All IT Assets"

Distribution: Director's Message to the Work Force

POC: Michael V. Hayden [talk_dirnsa@nsa]

(U//FOUO) During the next several months, Information Technology Infrastructure Services (ITIS) will be conducting a wall-to-wall (W2W) inventory of all IT assets. The goal of the inventory is to compile a comprehensive, reliable database that will provide an accurate location of IT equipment, its general purpose and use, and related information to be used for modernization efforts. The GROUNDBREAKER (GB) Contracting Officer, along with representatives from ITIS, will oversee the entire inventory process.

(U//FOUO) ITIS will require access to some portion of every room at NSAW, as well as many locations with an NSA presence within a 50-mile radius of Headquarters. ITIS will soon be distributing schedules and plans for the inventory in your particular area. Members of the ITIS GB and Eagle Alliance Project Management Offices have assured me that there will be minimal disruption to daily mission activities; however, minor inconveniences may occur.

(U//FOUO) I expect everyone's full support of the ITIS W2W inventory, an effort that is extremely important to the future health of the Agency's IT infrastructure. Do not hesitate to provide feedback and ask questions. You can obtain further guidance and information on the inventory effort at:

[Redacted URL]

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or simply type "go Wall2Wall" or "go W2W"

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Lieutenant General, USAF
Director

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Posted on: May 08, 2002 08:04

(U) DIRgram-235: "Military Performers of the Year Awards"

Distribution: Director's Message to the Work Force

POC: Michael V. Hayden [talk_dirnsa@nsa]

(U) In late March, voting for the second annual NSA/CSS Headquarters Military Performer of the Year Awards was completed. Organizations nominated a total of 61 individuals in the five rank categories. This was the first time that organizations beyond NSAW had competed, and; indeed, more than half of this year's nominees were from the extended enterprise. The Director's Senior Enlisted Advisor's office received nominations from organizations around the globe, both NSA/CSS and joint stations. The nominees' impressive accomplishments emphasize the broad scope and tremendous impact of the military workforce's contributions to the Agency's mission. This year's competition was hard fought; in most categories, all nominees' final scores were very close.

(U//~~FOUO~~) The selectees are:

- Junior Enlisted/Petty Officer (E1-E4)- [redacted] USN, ITIS
- NCO/Petty Officer (E5-E6)- [redacted] USAF, ITIS
- Senior NCO/Chief Petty Officer (E7-E8)- [redacted] USAF, SID
- Warrant Officer (W01-W02)- [redacted] USA, KRSOC
- Company Grade Officer- [redacted] USAF, SID

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(U) The NSA/CSS Military Performer of the Year Awards will be presented to these five individuals at an awards luncheon to be held in their honor later this year.

(U) Thanks to all of the supervisors who nominated their top military performers. We are limited in our options to provide meaningful and appropriate rewards to our military members, but we hope this award provides formal, significant, and public recognition of the excellence exemplified by all our nominees. We are all proud of their extraordinary efforts in safeguarding the Nation. Please join me in congratulating these outstanding men and women.

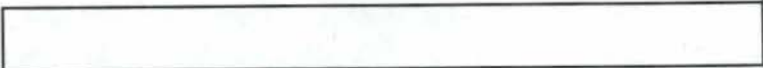
MICHAEL V. HAYDEN
Lieutenant General, USAF
Director

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Posted on: June 04, 2002 13:17

(U) DIRgram-237: "President Bush's Visit"

Distribution: Deputy Director's Message to the Work Force

POC: Michael V. Hayden [talk_dirnsa@nsa]

(U) President Bush's visit to NSA today was a remarkable success!

(S//SI//NF) The President started his visit by hearing our story - how we've taken the best of what we've learned throughout our history and applied that knowledge to meeting the challenges facing us today. The first stop of his tour was NSA's nerve center - the National Security Operations Center (NSOC) where he was greeted by the SOO and received a tour of the "pit." Next the President stopped at the SIPO desk to see [redacted]

[redacted] His last stop in NSOC was at the Special Support Activity desk where the President learned about how we support deployed elements throughout the world [redacted]

Next on his tour of NSA, the President visited the Office of Counterterrorism, where he was briefed [redacted]

The President then made a brief stop at the NSA Memorial Wall before proceeding to Ops 2A to give his address to the NSA workforce.

(U) As was evident from his address, the President understands and appreciates the critical role NSA plays in protecting the Nation's security. Thank you all for helping to welcome President Bush to the National Security Agency.

MICHAEL V. HAYDEN
Lieutenant General, USAF
Director

~~DRV FM: NSA/CSSM 123-2
Dated: 24 Feb 98
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Posted on: June 04, 2002 13:41

(U) DIRgram-237: "President Bush's Visit" (corrected)

Distribution: Director's Message to the Work Force

POC: Michael V. Hayden [talk_dirnsa@nsa]

(U) President Bush's visit to NSA today was a remarkable success!

~~(S//SI//REL)~~ The President started his visit by hearing our story - how we've taken the best of what we've learned throughout our history and applied that knowledge to meeting the challenges facing us today. The first stop of his tour was NSA's nerve center - the National Security Operations Center (NSOC) where he was greeted by the SOO and received a tour of the "pit." Next the President stopped at the SIPO desk to see [redacted]

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MICHAEL V. HAYDEN
Lieutenant General, USAF
Director

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Posted on: June 04, 2002 14:53

(U) DIRgram-238: "Moving Forward with Foreign Affairs"

Distribution: Director's Message to the Work Force

POC: Michael V. Hayden [talk_dirnsa@nsa]

(S//SI//REL) In three previous DIRgrams (26, 69, and 171) I outlined the importance of our foreign partnerships as we transform NSA. The significance of our foreign partnerships has never been more evident than during the current crisis. On the SIGINT side, partners have proven critical in our efforts to protect the nation, have provided us access vital to maintenance of current mission and in some cases have allowed us to accelerate transformation.

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 (b) (3)-50 USC 3024(i)
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[redacted] On the Information Assurance side, we have accelerated and expanded the availability of products to enhance coalition interoperability, critical to the war and vital to the protection of the men and women of U.S. and allied armed forces.

(U//FOUO) I recently underscored our commitment to [redacted] and involvement with partners at the third in a series of foreign partner reviews conducted since 11 September. We are ready to take that commitment one step further.

(U//FOUO) Historically, the Deputy Director has taken a great deal of responsibility for managing and conducting our foreign relations. The demands of transformation and our current ops tempo, however, have made it very difficult for Bill or me to give this area the attention it deserves. We have therefore decided to name Gary Grantham as Principal Director for Foreign Affairs. We are charging Gary to strengthen and lead the Foreign Affairs Office (FAO) to include overall corporate management as well as a full service end-to-end architecture with FAO personnel forward deployed throughout IAD, SID, and the extended enterprise.

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(U//FOUO) The work of the FAO will be largely driven by mission demands articulated by SID and IAD. Foreign Affairs will use forward deployed personnel to understand these demands, identify other opportunities and to help implement responses. Our objective here is to give us an agility and responsiveness that have been lacking in our dealings with foreign partners--to create a focal point where I and other senior leaders can understand and guide what we ask of our foreign partners and how we respond to what they ask of us. There may be times when intelligence community responsibilities or even national policy drives our actions but in the main what we do will be driven by IAD and SID mission considerations.

(U//FOUO) This approach will also require us to view our partnerships more holistically, often across mission lines. To this end, the corporate FAO will comprise both IAD and SID personnel and will be funded by both CCP and ISSP dollars. I will also look to FAO to ensure that the Deputy Director and I give adequate attention to our Information Assurance partners in both our travel and representational activities.

(U//FOUO) By establishing a single focal point across the entire Agency for foreign affairs, I also expect to:

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[redacted]

- * Align NSA foreign relations with national policy and Intelligence Community needs;
- * Assure that our foreign relations budget is adequately funded, and managed consistently and uniformly;
- * Develop a corporate approach to relationship technical health issues; and
- * Permit further refinement and management of a foreign relations work-role, and the establishment of requisite training.

(U//~~FOUO~~) We are willing to commit the resources necessary to accomplish these goals, including the redistribution and realignment of responsibilities and personnel. Using today's foreign relations structure as a baseline, I expect Gary to work with the SID and IAD leadership to provide a coordinated implementation plan within 60 days and to implement the plan fully within 120 days.

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(S//SI//REL) [redacted] and our commitment to provide and protect vital information for the nation requires this change. I expect the full cooperation of all involved to ensure this occurs quickly and with maximum benefit to mission.

MICHAEL V. HAYDEN
Lieutenant General, USAF
Director

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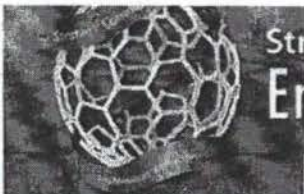
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Posted on: July 01, 2002 08:04

(U) DIRgram-240: "Compensation Reform Strategy"

Distribution: Director's Message to the Work Force

POC: Michael V. Hayden [talk_dirnsa@nsa]

(U) Recently, I received an update from Human Resource Services (HRS) on a new compensation strategy, and I'm committed to implementing compensation reform at NSA. Over the past several weeks, Harvey Davis and the HRS team have been briefing Agency leadership on the philosophy and strategy of this important initiative. This summer, we expect to make a final decision on a compensation reform strategy that will be scheduled for implementation in FY 2004.

(U) Compensation - what we pay for civilian salaries - is the single largest investment at NSA. Therefore, compensation reform is one of the most important human resource transformation initiatives for the Agency. The success of NSA's mission demands that we attract, retain, and motivate a high-quality workforce with leading-edge skills and talents. Our dual challenge is to fairly compensate this unique workforce, while recognizing performance that is focused clearly on our mission.

(U) A compensation philosophy has been developed that will serve as our vision statement throughout this project and guide us to achieve our compensation reform goals. Our compensation philosophy is built on the principles of "market" and "merit" and states that we will endeavor to:

- * Pay employees in a way that recognizes both their market value and their contribution to the Agency's mission,
- * Reward employees' contributions fairly and consistently across the Agency,
- * Recognize excellence using both monetary and non-monetary means,
- * Allow accelerated advancement of top performers that is commensurate with past contribution and future potential, and
- * Neither reward nor tolerate poor performance at any level

(U) Two key support structures of the compensation philosophy are the performance management and occupational systems. The performance management system will distinguish performance in a consistent and reliable manner using standardized performance elements. This is fundamental to the compensation reform project since it will enable managers to award performance-based increases in salary and/or bonuses. The occupational structure will be expanded to encompass greater specificity and establish bands within work roles, thereby providing a sound basis for pay decisions. By integrating performance, occupational analysis, and compensation, we will be able to implement a successful, contribution driven program that is aligned with and fully supports the Agency's strategic objectives.

(U) Compensation reform is a multi-year project with Agency-wide implementation targeted for FY 2004. Over the next several months, HRS will be providing additional updates on compensation reform and its impact on existing Agency programs, such as performance management, the occupational structure, and the promotion program.

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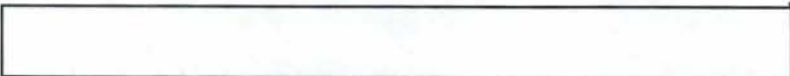
(U) I am excited about moving forward on this truly transformational initiative. I believe it will provide more authority and responsibility for NSA managers and allow them to motivate and reward the high standards of individual productivity and expertise demanded by our mission.

MICHAEL V. HAYDEN
Lieutenant General, USAF
Director

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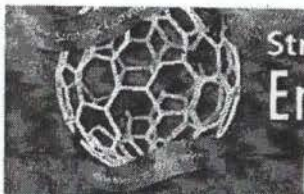
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Posted on: July 17, 2002 12:16

(U) DIRgram-243: "New Associate Director of Research"

Distribution: Director's Message to the Work Force

POC: Michael V. Hayden [talk_dirnsa@nsa]

(U) After an extensive search, I am pleased to announce the selection of Dr. Eric C. Haseltine as our new Associate Director for Research (ADR) effective 5 August. Eric has impressive experience in corporate research and development. He is a gifted engineer and a first-class, business executive who "thinks outside the box." During his career, he has consistently displayed a talent for using technology in nontraditional ways.

(U) Eric comes to us most recently from Walt Disney Imagineering where he was the Executive Vice President for Research and Development. Upon his arrival at Disney, Eric was assigned to lead all of the company's virtual reality projects, and he holds nine patents in: laser projection, optics, head-mounted displays, animation tools and special effects. His challenges at Disney, including getting people to link quickly and completely with their environment, are not unlike the challenges we face.

(U) Prior to his work at Disney, he held several positions with Hughes Aircraft, culminating with Director of Engineering. At Hughes, Eric had substantial experience in defense-related issues, and gained knowledge of defense industry and government contracts. He also developed a clear understanding of, and appreciation for, the importance of NSA's work.

(U) Having graduated from the University of California, Berkeley with a Bachelor's Degree in economics and psychology, Eric earned his Ph.D. from Indiana University in Physiological Psychology. He was a postdoctoral research fellow in Neurophysiology and Neuroanatomy of the Visual System at Vanderbilt Medical School. His work in the cognitive sciences is an area we need to exploit further in our own research.

(U) In his own words, Eric is always looking for what he calls "the next wave," where technology and the human experience intersect to provide an opportunity for further development. I am confident that NSA/CSS will benefit greatly from Eric's broad range of industry exposure and his ability to think strategically to evaluate customer needs and formulate technology-based solutions. Please join me in welcoming Eric to the NSA/CSS leadership team.

MICHAEL V. HAYDEN
Lieutenant General, USAF
Director

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Posted on: July 22, 2002

(U) DIRgram-244: "GROUNDBREAKER II"

Distribution: Director's Message to the Work Force

POC: Michael V. Hayden [talk_dirnsa@nsa]

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(U//~~FOUO~~) In mid-March, we stood up the GROUNDBREAKER II (GB II) Program Management Office (PMO). The PMO will conduct a feasibility study and develop a business case to determine if we should pursue outsourcing information technology infrastructure (ITI) functions at our outlying field locations in the U.S. and overseas. Our objective is to decide how to modernize and sustain field ITI functions and bring parity between the field and NSA Headquarters. The first GROUNDBREAKER contract, which was awarded in July 2001, focused on NSA headquarters and field locations within a 50-mile radius of headquarters.

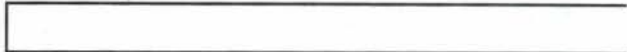
(U//~~FOUO~~) The PMO will look at the entire NSA extended enterprise, to include such locations as Regional Security Operations Centers, Mission Ground Stations, Cryptologic Services Groups and NSA/CSS Representatives' locations, Service Cryptologic Element locations, and second and third party sites. As a preliminary part of the feasibility study, the PMO has been conducting site surveys to collect contractual, human resource, and IT infrastructure information. These surveys are being conducted in coordination with the Service Cryptologic Elements and other associated agencies with which we share mission resources. The study will focus, initially, on understanding and assessing several critical issues that should help us determine which field sites and ITI functions should be the subject of further consideration. These issues include, but are not limited to, national defense and security concerns, technical requirements and limitations, legal and regulatory impacts, and the effects outsourcing could have on NSA's relationships with other entities, both foreign and domestic. The study will not have a cookie-cutter or one-size fits-all approach.

(U//~~FOUO~~) By September, I expect the GB II PMO to give me well-supported recommendations on "what's in and what's out," the way ahead, and a projected timeline. For the sites and ITI functions selected for further consideration, the PMO will develop detailed business cases. By May 2003, the business cases will be presented to the Corporate Review Group and we will decide how we should proceed. Conducting this study does not imply that field ITI functions, if outsourced, will be the same ones outsourced under the existing GROUNDBREAKER contract, nor does it imply that the current GROUNDBREAKER contractor will provide the services.

(U//~~FOUO~~) The GB II PMO has set up the following web site that will give you up-to-date information on its activities:

[Redacted] (b)(3)-P.L. 86-36
or "go groundbreaker2"

(U//~~FOUO~~) I'd like to thank everyone, both at NSAW and in the field, involved in the extensive data gathering efforts and analysis for GROUNDBREAKER II. This is important work, and it is critical that we get it right.



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MICHAEL V. HAYDEN
Lieutenant General, USAF
Director

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Posted on: July 23, 2002 10:09

(U) DIRgram-245: "Acquisition Security"

Distribution: Director's Message to the Work Force

POC: Michael V. Hayden [talk_dirnsa@nsa]

~~(S//REL)~~ In today's business environment, characterized by globalization and foreign mergers, NSA executes unclassified contracts that may involve foreign-owned businesses or U.S. companies employing foreign nationals.

[Redacted]

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~~(C//REL)~~ The NSA Associate Director for Security, in partnership with the Senior Acquisition Executive, recently created an Acquisition Security organization to address CI risks posed by introducing unclassified products and services into NSA and merging them with classified operations and applications. This organization, staffed by acquisition and security professionals, conducts CI reviews of upcoming acquisitions and proposed vendors and renders risk-management assessments and countermeasure options.

[Redacted]

~~(C//REL)~~ The CI reviews conducted by the Acquisition Security organization are being phased in, starting with those procurements for [Redacted] classified systems. The next phase, to be instituted in FY03, will expand the review process [Redacted]

[Redacted] In addition, the organization will continue to review those acquisitions in which there is known foreign involvement. In the future, all unclassified acquisitions will be reviewed for FOCI, and risk assessments will be performed.

~~(U//FOUO)~~ This requirement will be further defined in upcoming policy, including NSA/CSS Policy Number 8-1 for the Tailored Acquisition Process. In the meantime, I want to emphasize that it is the responsibility of every Agency organization to engage Acquisition Security at the earliest stage of the acquisition process -- as soon as the requirement and prospective vendors have been identified. This early engagement will allow for a proper front-end assessment in the interest of protecting Agency assets.

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~~(U//FOUO)~~ Further information on Acquisition Security can be found at:

[Redacted]

MICHAEL V. HAYDEN
Lieutenant General, USAF
Director

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Posted on: July 26, 2002 11:19

(U) DIRgram-246: "New Policy System"

Distribution: Director's Message to the Work Force

POC: Michael V. Hayden [talk_dirnsa@nsa]

(U//FOUO) In DIRgram-46: "Policy Consolidation," I announced my intent to align Agency policy decisions with our corporate goals to consistently and successfully represent them to our internal and external stakeholders and partners. The Office of Policy, DC3, in coordination with policy elements from across the Agency, reviewed the current NSA policy system and determined that the multiple options available for developing and documenting policy and related guidance had created confusion among users and inconsistency in implementation.

(U//FOUO) To address this problem, the Office of Policy has designed a new policy system. The new system consists of one format for all policies, regardless of subject matter, and a second format for documenting detailed procedures, as needed, for the associated policy. This corporate policy system will help ensure that all policy initiatives support our strategic plan, are properly coordinated, and align with Intelligence Community and Department of Defense policy.

(U//FOUO) The Office of Policy has identified the organizations responsible for all current policies. These organizations will review their respective policies within the next 2 years to identify which to keep in the new system - those that further our mission - and change or eliminate those that do not. I have signed Policy 1-1 to implement the new system, and have charged the Office of Policy to lead this initiative.

(U) You can access this policy and additional information on the Office of Policy website at:

[Redacted URL]

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MICHAEL V. HAYDEN
Lieutenant General, USAF
Director

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Posted on: August 06, 2002 08:26

(U) DIRgram-247: "360-Degree Assessments Feedback"

Distribution: Director's Message to the Work Force

POC: Michael V. Hayden [talk_dirnsa@nsa]

(U//~~FOUO~~) In DIRgram 226: "360-Degree Assessments," I promised to give you the results of the 360-degree feedback assessment. A total of 199 seniors, mostly DISES, assigned here at Headquarters and in the local Washington area, completed the self-assessment. The participants' supervisors, peers, and subordinates returned about 2,200 feedback forms. I was extremely pleased with the level of participation because improving the performance of the Agency's leaders and managers is critical to NSA's transformation. Now we have data to help us determine how to proceed. We will conduct another 360-degree assessment this fall for the DISLs and DISES who did not participate in the first assessment.

(U//~~FOUO~~) OPM provided the aggregate results of the assessment. A summary is available on the web at:

[Redacted]

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and click on the link - Aggregate 360-degree Results.

(U//~~FOUO~~) The individual scores are confidential and were given only to the participant. The individual results will be used for developmental and training purposes. Each participant, including me, had a follow-up session with an executive coach. The purpose of the session was to help each of us create a personal leadership development plan to enhance our leadership skills. A majority of the participants found the coaching sessions to be very useful.

(U) I was encouraged by the strengths identified in the results. Overall, participants scored well in integrity/honesty, interpersonal skills, leveraging diversity, and partnering. The process also identified areas where we have room for improvement. These included conflict management, vision, strategic thinking, technology management, and team building. The newly formed Center for Leadership and Professional Excellence within the Associate Directorate for Education and Training will be developing learning opportunities to help the participants address their individual gaps. You'll be hearing more about the Center in the coming months, as it develops programs and processes to enhance the leadership development of all employees, from new-hires and middle-managers, to technical leaders and senior executives.

(U) Use of the 360-degree feedback assessment aids organizations in the development of their leadership bench strength, and will become a standard part of executive development for our seniors. I look forward to everyone's participation as we continue to develop the leadership and management skills critical to our mission performance and corporate values.

MICHAEL V. HAYDEN
Lieutenant General, USAF
Director

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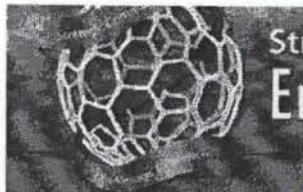
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Posted on: September 19, 2002 09:44

(U) DIRgram-251: "Work Begins on FY 2005 Business Plan"

Distribution: Director's Message to the Work Force

POC: Michael V. Hayden [talk_dirnsa@nsa]

(U//~~FOUO~~) In the next few weeks, the Executive Leadership Team will meet to identify the key issues for the FY 2005 Business Plan. Like the FY 2002-03 and FY 2004 Business Plans, this Plan will focus on the key issues of both the Signals Intelligence and Information Assurance missions. After the key issues are identified, DC4, Corporate Strategic Planning and Performance, will function as the process and format owner for the drafting of the Plan.

(U//~~FOUO~~) The intent of a Business Plan is to identify the interim steps needed to achieve our long-term goals, as outlined in the NSA/CSS Strategic Plan for 2001-2006. So that what we fund and at what level is tied to meeting our goals, the Business Plan must be completed in advance of the first activities of building the FY 2005 budget. DC4 will keep us to a very ambitious schedule that will result in a completed Business Plan by the second week in December. We have established interim milestones to present first and second drafts, and to conduct several sessions to keep partners and stakeholders apprised of our progress.

(U//~~FOUO~~) It is important for all of us to understand the rationale behind the selection of the key issues and the impact they will have on the future of the Agency, your organization, and you personally. I am committed to keeping you informed throughout the drafting and review periods. Look for additional DIRgrams, as well as "15 Minutes" shows, that will provide updates on the progress of the Business Plan at key milestones throughout the process.

MICHAEL V. HAYDEN
Lieutenant General, USAF
Director

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